

YOUR BUSINESS IS UNDER PRESSURE.
HOW WOULD YOU IDEALLY HAVE YOUR
PEOPLE SHOW UP? WHAT WOULD BE
THE UPSIDES IF THEY DID? **AND WHAT**
EXACTLY MIGHT YOU DO ABOUT IT,
STARTING TODAY?

“Leadership is all about people. It’s not about organizations. It’s not about plans. It’s not about strategies. It’s all about people motivating people to get the job done.”

- Gen. Colin Powell

**“Treat employees like they
make a difference, and they
will.”**

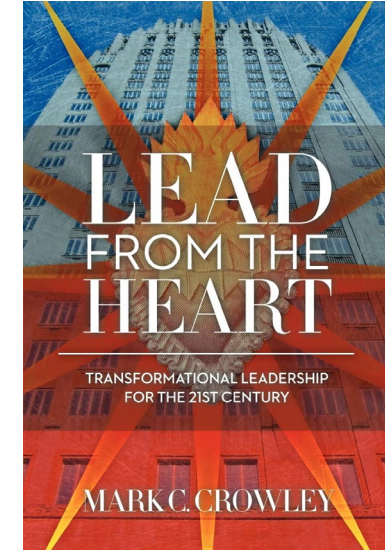
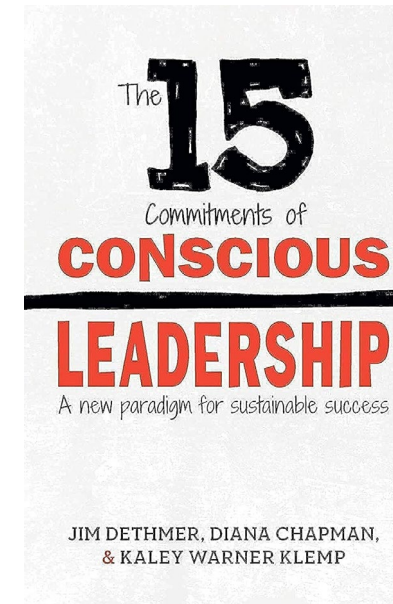
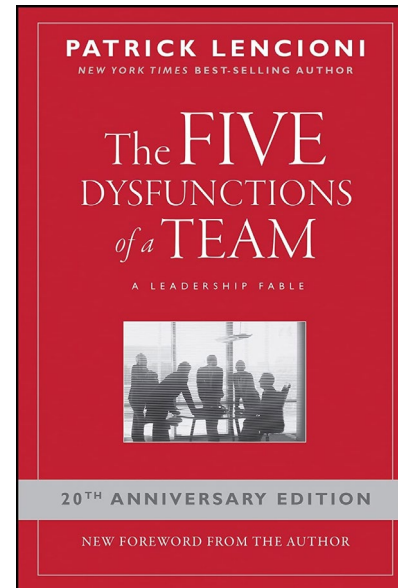
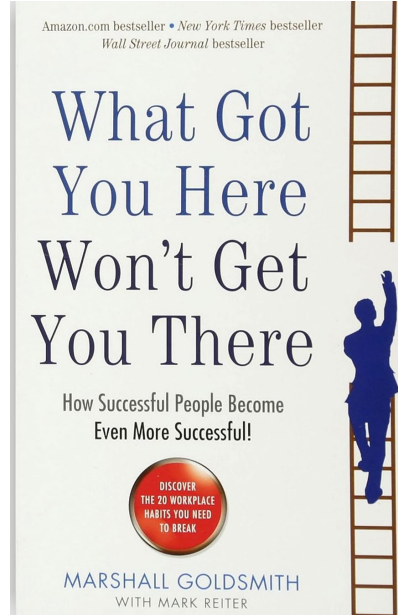
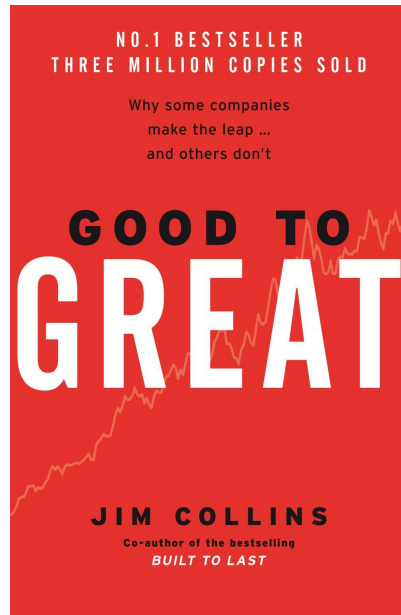
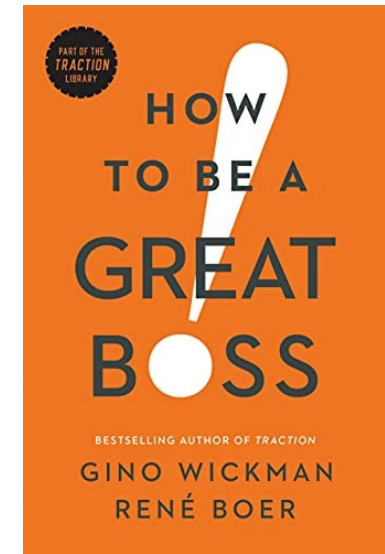
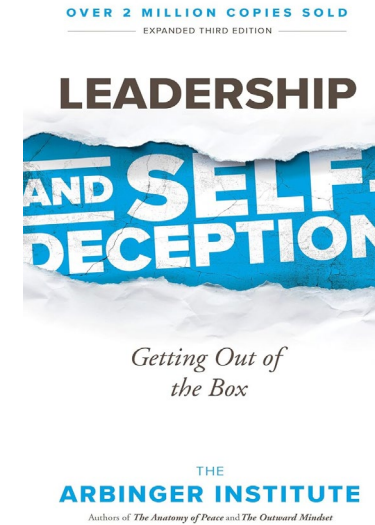
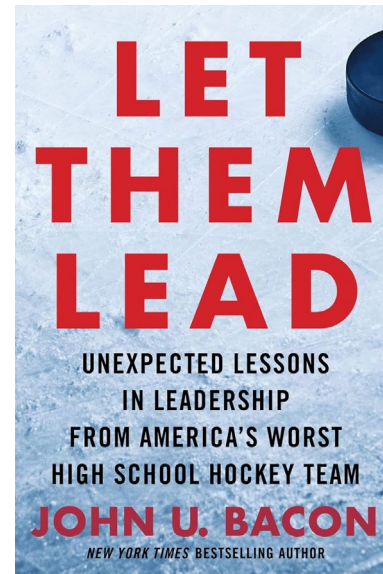
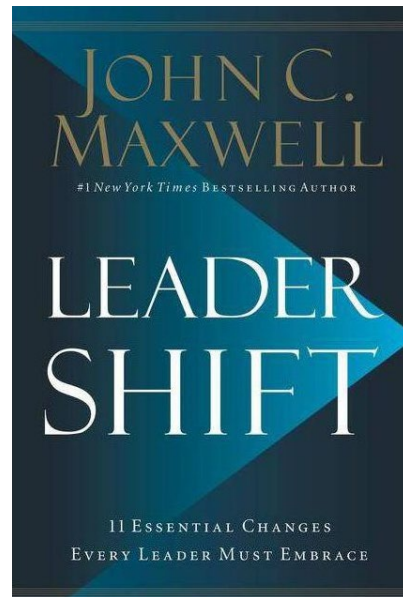
-Jim Goodnight, CEO, SAS

About me

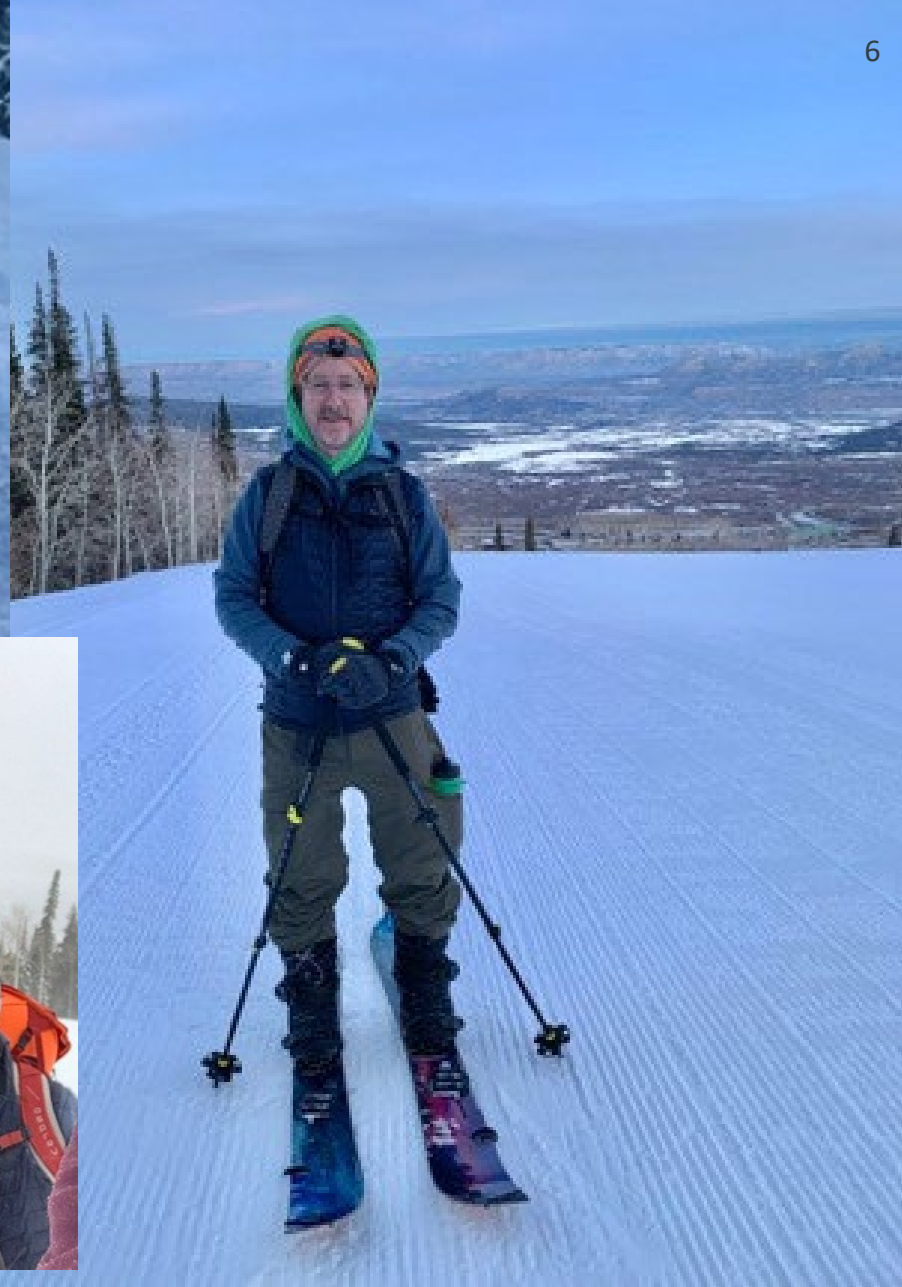
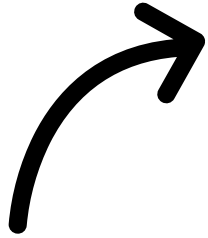


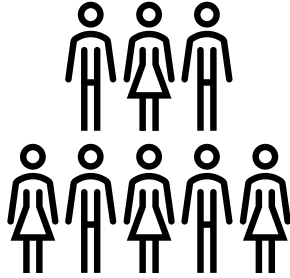
- Certified executive coach
- Certified master facilitator
- Certified leadership team coach
- Former CSO
- Former COO
- Long-time strategic planning facilitator
- Work with leading winter-outdoor brands

This is what I study.

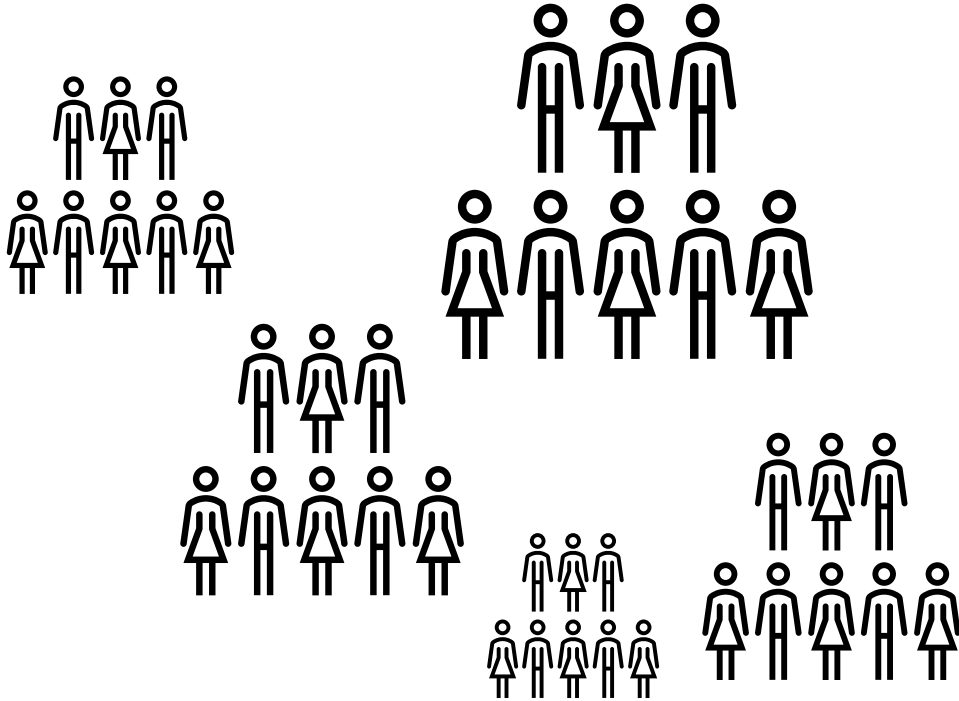


Me in real life.





Say these are the people
who you are charged to
lead...



1. What is the least your business
needs from them?

Now think of the pressures
on the businesses in this
industry right now!

Goods lifecycle / circularity

Disjointed buy-sell marketplace

Lack of data for making great decisions

Diversifying demographics

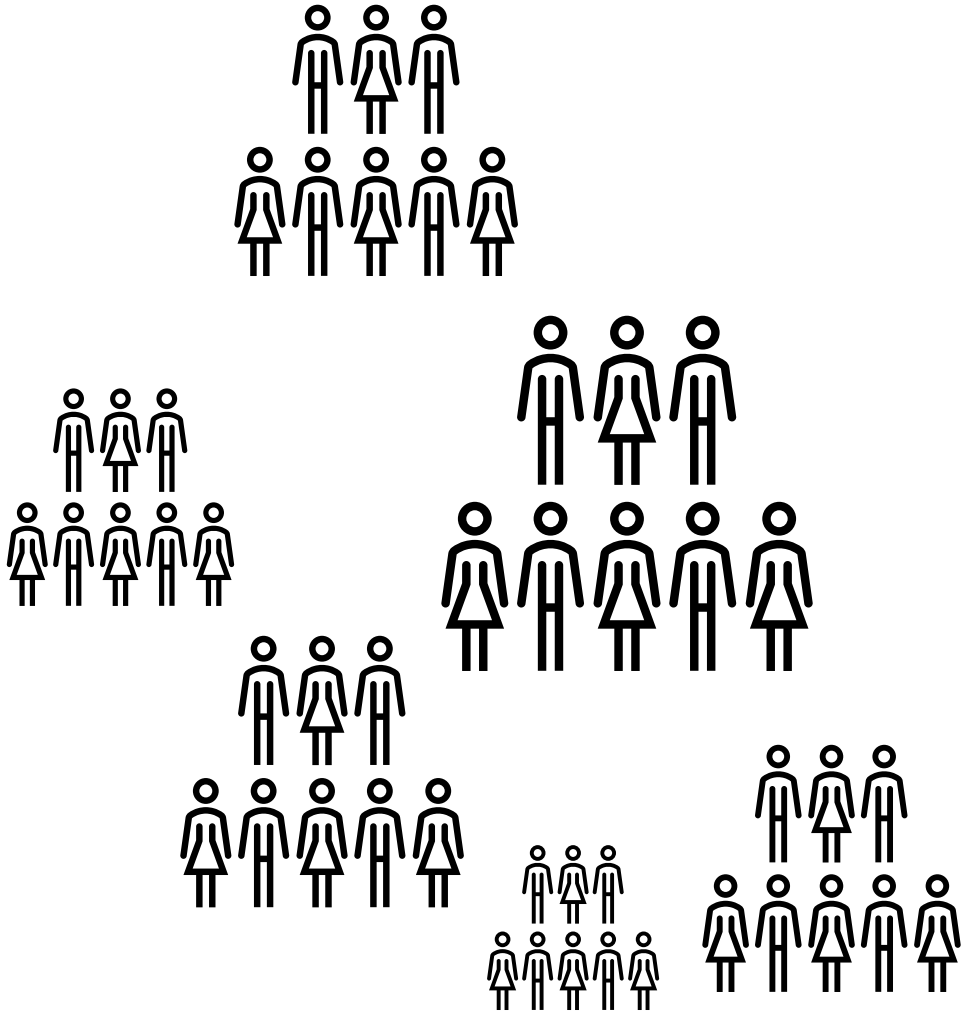
Aging participant base

Workforce shortages

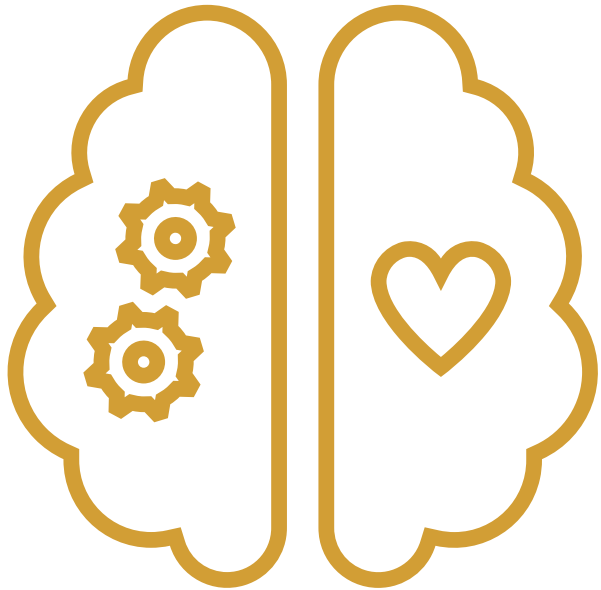
All things inventory management

PFAS and other regulatory pressures

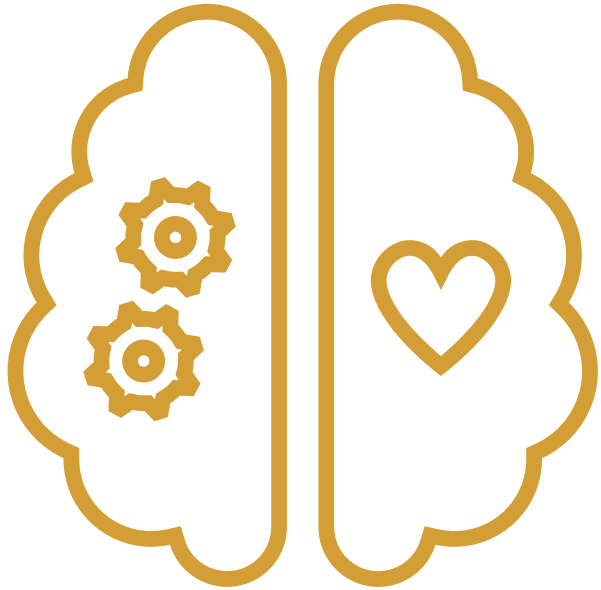
Will there even be winter?



1. What is the least your business needs from them?
2. What if your business wanted to excel in the face of daunting obstacles? What would you need from your people in that case?



You need **innovation, ingenuity and drive** from them! Every day!



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[And what might be the benefit of that??]

Therefore you must...



Connect with your people at the heart level.

Meaning: See, and care, not only what they think but how they feel.

Therefore you must...



Connect with your people at the heart level.

Meaning: See, and care, not only what they think but how they feel.



Connect your people to their work at the heart level.

Meaning: Enable them to see what's in it for them beyond compensation.

“You don’t inspire your teammates by showing them how amazing you are. You inspire them by showing them how amazing they are.”

- Robin Benincasa

Three Cs for tapping your peoples' ingenuity, capacity to innovate, and drive by connecting at the heart level and showing them how amazing they are:

C1

Cultivate
them

C2

Captivate
them

C3

Coach
them

C1

Cultivate them

- a. Convince yourself that their innate humanness is worth seeing, respecting, *even honoring*.
 - Embrace this fact: Robots do not innovate! Cogs in wheels do not innovate. Soulless one-dimensional beings do not innovate. Only humans do, and humans are imperfect.

C1

Cultivate them

- a. Convince yourself that their innate humanness is worth seeing, respecting, *even honoring*.
- b. Display genuine, nonjudgmental curiosity about their strengths, goals, aspirations, realities, and fears.
 - Ask questions like these:

What energizes you?

What would you do more of if you could?

What do you hope to learn?

What do you want to be when you grow up?

What does your ideal manager do / not do?

What's something in your personal life that affects your work, like it or not?

C1

Cultivate them

- a. Convince yourself that their innate humanness is worth seeing, respecting, *even honoring*.
- b. Display genuine, nonjudgmental curiosity about their strengths, goals, aspirations, realities, and fears.
- c. If nothing else, treat them exactly as you would want to be treated.
 - Before you think or say a thing to them ask yourself, “How would I want my boss to engage me were I in this situation myself? What would get the absolute most out of me such a moment?”

C2

Captivate them

- a. Articulate a vision: what does today's effort ultimately lead to?
 - Help your people see why it is important that the business exists.
 - What is the big picture that the business's leaders see?

C2

Captivate

them

- a. Articulate a vision: where in the perfect world does today's effort lead?
 - Help your people see why it is important that the business exists.
 - What is the big picture that the business's leaders see?
- b. Show your people the connection between their work and that vision.
 - Help your people see why their function and their area exists. How does it contribute to the big picture.

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- b. Show your people the connection between their work and that vision.
 - Help your people see why their function and their area exists. How does it contribute to the big picture.
- c. Be the Chief Explaining Officer and then the Chief Reminding Officer.
 - Does it feel like you've told them enough? Now them **74 more times.** (*What Happens Now*, Hillen and Nevins. *The Motive*, Lencioni)

**“Communication is the real
work of leadership.”**

-Nitin Nohria

“The single biggest problem with communication is the illusion that it has taken place.”

- George Bernard Shaw

C3

Coach them

- a. Dial up your inner “thinking partner” and dial down your inner “answer holder.”
- Set aside your own “right” strategies, solutions and answers and become far more inquisitive about theirs.
 - Avoid the temptation to make their ideas just a little bit better with your own smarts.

“A good leader inspires people to have confidence in the leader. A great leader inspires people to have confidence in themselves.”

-Eleanor Roosevelt


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- b. Point to the what, then look to them (*without judgment!*) for the how.

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- b. Point to the what, then look to them (*without judgment!*) for the how.
- c. Ask coaching questions!
 - Incisive questions – questions with voltage – is what you’re going for. 

Coaching-question anatomy

- Open-ended
- Forward-looking
- Neutrally curious
- Non-diagnostic

**Go-to
question
starters:**

What ...?
How...?
When...
Who...?

*These are invitational.
They promote creative
thinking. They cultivate
openness and lower
defenses.*

Examples:

- *What do you think we should do?*
- *What's our likelihood of success?*
- *How might our investors respond?*
- *How would you incorporate the new data?*
- *When might we expect to see progress?*
- *When do you think it must be completed?*
- *Who could help?*

Avoid:

Why...?

*"Why" activates
defenses.*

Examples:

- *Why is this here?*
- *Why would we go about it that way?*
- *Why did you _____?*
- *Why didn't you _____?*
- *Why would you do that?*

Coaching-question anatomy

Don't:

Disguise a suggestion as a question.

- *Would you talk to Marketing before you proceed?*
- *Are you considering the implications of such a build requirement for the development budget?*
- *Have you thought about X, Y, Z, P, D, Q, etc. ?*

Do:

Keep questions forward-looking

- *What is the best that could happen?*
- *What's a risk that would need to be managed?*
- *What did you observe that you could be useful next time?*
- *How do you think Customer X will respond?*
- *When do you imagine the team will begin?*

Coaching-question anatomy

Limit:

Yes or no
questions

They typically do nothing to help a person really think.

That said...

Yes or no questions can be useful to close out a conversation.

- *Are we complete on this?*
- *Anything else?*
- *Are we done here?*

C3

Coach them

From *The Coaching Habit*, Michael Bungay Stanier

- 1 Kickstart question: **What's on your mind?**
- 2 AWE question: **And what else?**
- 3 Focus question: **What's the real challenge here for you?**
- 4 Foundation question: **What do you want exactly?**
- 5 Lazy question: **How can I help?**
- 6 Strategic question: **If you're saying yes to this, what are you saying no to?**
- 7 Learning question: **What was most useful for you?**

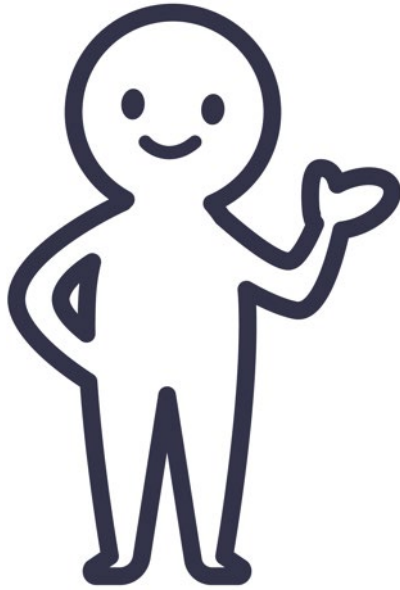
C3

Coach them

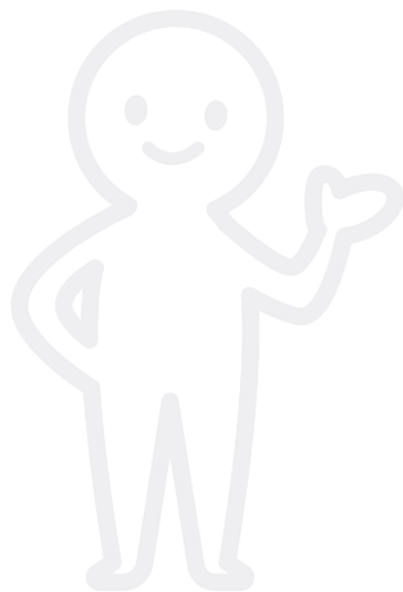
STOKeRS model for coaching conversations

From *Simplify Coaching*, Claire Pedrick, PhD

	Step	Go-to question
S	Subject	What would you like to think about together today?
T	Time	In the time we have, which bit of that is useful for us to focus on?
O	Outcome	What do you want to <u>achieve</u> in the time we have?
K	Know	How will you know that this conversation has been useful?
R	Role	What role would you like me to play?
S	Start	Where shall we begin?



The thing that tends to get in the way of truly superb people leadership...



**“When you were made a leader
you weren’t given a crown; you
were given the responsibility to
bring out the best in others.”**

-Jack Welch

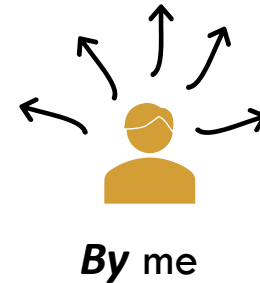
From where do you lead?

From above the line?



Mindset:

- Open
- Curious
- Committed to learning



Result:

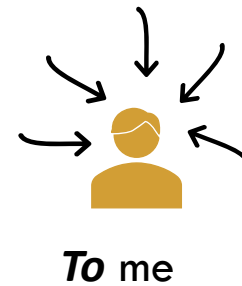
- Ownership
- Accountability
- Responsibility



Or from below it?

Mindset:

- Closed
- Defensive
- Committed to being right



Result:

- Blame
- Excuses
- Denial

Adapted from Chapman, Dethmer, Kemp. *The 15 Commitments of Conscious Leaders*.

From where do you lead?

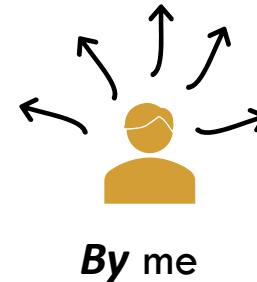
You can only deploy the 3 Cs when you're above the line!

From above the line?



Mindset:

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- Curious
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Result:

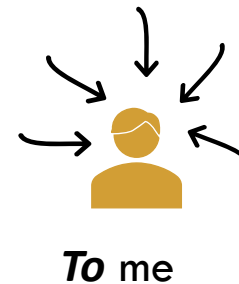
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**“As a leader, the first person I
need to lead is me. The first
person who I should try to change
is me.”**

-John C. Maxwell

Assignment time!

- 1 Who is ONE person you oversee with whom you could use one of the 3 Cs, starting this week? How exactly?
- 2 What might be the upside for your business, as measured in business results, if you did so routinely and consistently with this person from now on?

And then...

- 3 The person to your left asks you one coaching question in follow up to what you say (open-ended, forward-looking, neutrally curious).

“Are you willing to be criticized for the sake of improving? Are you willing to admit you are wrong in deference to your desire to change and grow? Are you willing to drop bad habits, change wrong priorities, and embrace new ways of thinking? That’s what it will take ... You must be willing to admit where you are wrong so that you can discover what is right.”

-John C. Maxwell

www.shanekinkennon.com

