





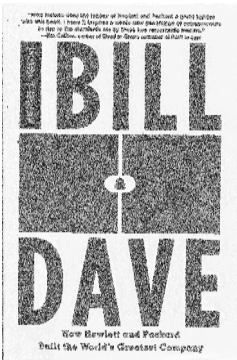
Today's Outline

- How do you make a difference and effect change – as a leader and in your life?
- Leading vs. Managing
- Accountability

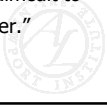

Ah Ha's



Notes:



"HP, at its best, was the most emotionally complete work experience of any major public corporation, ever. This was the HP Way at its full flowering: a fabric of rules, experiences, myths and legends, relationships, and rituals as complex as any real family – and just as difficult to describe to an outsider."



Organizational Culture



"Our Vision"
Who we aspire to be

"Our Claim"
Who we say we are

"Our Reality"
Who we really are





Notes:

Authentic Leadership

There is a difference between a

Boss
(position)



and a

Leader
(presence)



<h3>Boss</h3> <p>vs.</p> <p>Transactional</p> <ul style="list-style-type: none"> ▪ Manages, controls, enforces ▪ Gets things done through power ▪ Plans and goals ▪ Systems, structures and processes ▪ Rules, policies, procedures ▪ "What" and "How" <p>Position "Controlling"</p>	<h3>Leader</h3> <p>Transformational</p> <ul style="list-style-type: none"> ▪ Mentors and influences ▪ Inspires others through humility, vulnerability and caring ▪ Direction and alignment ▪ Intuition, connection, initiative, energy and passion ▪ Values and principles ▪ "Why" and "Who" <p>Presence "Unleashing"</p>
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Boss vs. Leader

**Transactional
Position**

**Transformational
Presence**

Where in your organization do you see evidence of transformational leadership?

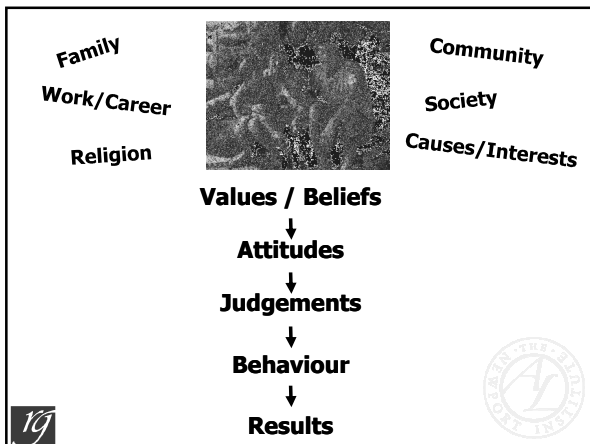
How about in your life?

Who has been a transformational leader in your life?



Notes:











"Self-awareness is the most important capability for leaders to develop."

Advisory Council (75 members)
Stanford University Graduate School of Business






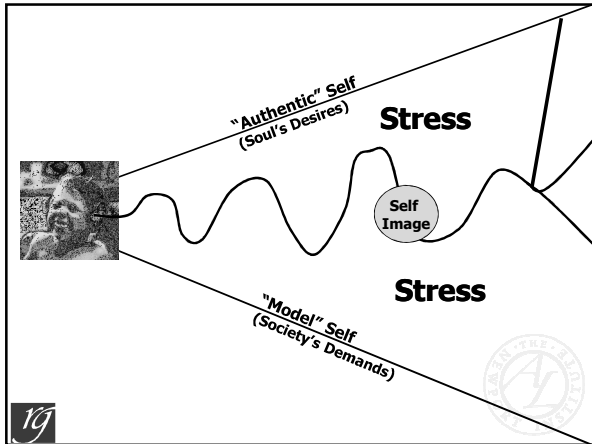
Notes:

Essence

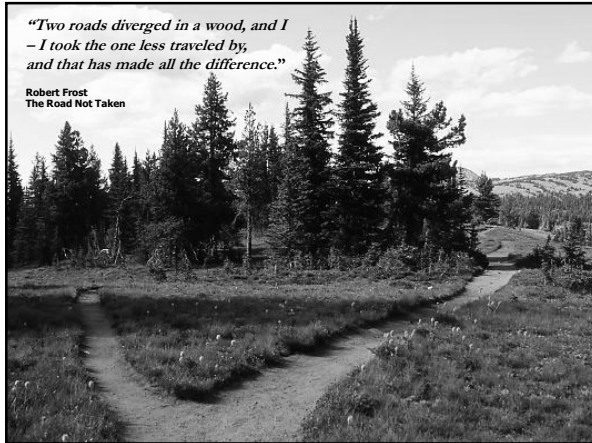


Essence





Notes:

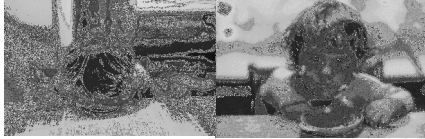


"I want to be a player in my life, a spectator in each moment. But also the referee – so that consciously, moment by moment, I can choose what I do and how I respond."

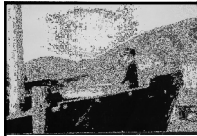


A Key Premise

The antidote to exhaustion is not rest.
The antidote to exhaustion is alignment and passion.



Notes:



Questions for Reflection

- How often have you found yourself at work, when you discovered that there is some vital, valuable part of yourself that didn't travel there with you?
- What happens to your soul when your special gifts cannot seem to find a place in what you are doing?
- Do your employees bring their dreams, passions, highest aspirations and special gifts to work? Or do they come to work to get the job done?



From "Controlling" To "Unleashing"

Three Kinds of Cultures

1. Authoritarian Approach (*Old Deal*)
2. Awful Approach (*Muddled Deal*)
3. Accountable Approach (*New Deal*)





Leadership and Organizational Culture

The Old Deal

(A fair day's pay for a fair day's work)

If you:

- Are loyal
- Work hard
- Do as you're told

We will provide:

- A job
- Security
- A pension

Control



Notes:

The Old Deal

From the Coca Cola 1993 Annual Report

"All of us in the Coca-Cola family wake up each morning knowing that every single one of the world's 5.6 billion people will get thirsty that day. If we can make it impossible for these 5.6 billion people to escape Coca-Cola, then we assure our future success for many years to come. Doing anything less is not an option."



The Coca-Cola Company



Leadership and Organizational Culture



The Muddled Deal

(More Work – Same Pay)

If you:

- Do your job, plus someone else's
- Take risks – but don't make any mistakes

We will provide:

- A job for now
- Rhetoric
- The same pay





Leadership and Organizational Culture



The New Deal

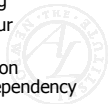
(An Authentic and Accountable Relationship)

If you:

- Keep learning
- Create value
- Are accountable

We will provide:

- A place where you can find your passion and express your gifts in the service of others
- A respectful environment that fosters open dialogue and risk taking
- A partnership that values your unique contributions
- A new kind of loyalty-based on accountability rather than dependency



Notes:

ACCOUNTABILITY



The Foundation for Building a Culture of Trust and Respect



Contribution vs. Chores



Do significant contributions come when people are:

- Doing chores?
- Feel empowered to being their unique gifts to work?

Who is accountable for creating the environment where people are making contributions?

What is your unique contribution here?





A Family Charter

Rights

- To say what you feel, to disagree, to offer your opinion
- Decide your own bedtime

Accountabilities

- Do so respectfully, then get your chores done
- Act humanely to others the next day, show up and get your school work done



Notes:

A Family Charter

Rights

- Designer Clothes
- Clean clothes

Accountabilities

- Pay for them yourself
- Wash them – for yourself and others



Accountability Defined

The ability to be counted on!!

Not some of the time

Not most of the time

But all of the time!





An Assignment

Make a list of everyone in your life that you can count on.

If I asked the stakeholders in your life to do this assignment, would you be on their list?



Notes:

A sample Accountability Agreement

of a *Potential*
9 year old Pet Owner



Personal Contribution Statement

"I will take full responsibility for the care and safety of the dog in our house without having to be reminded."





ACCOUNTABILITIES

- ✓ Pick-up doggie-doo
- ✓ Take for walks
- ✓ Buy treats with own money
- ✓ Serve food
- ✓ Brush
- ✓ Buy collar and leash with own money
- ✓ If she gets lost, make lost dog posters
- ✓ Help build doghouse
- ✓ Refill water when need it
- ✓ Take to vet
- ✓ Do this without being bugged
- ✓ Love her



Notes:

SUPPORT REQUIREMENTS

- ✓ Take me to the humane society
- ✓ Money for food and brush
- ✓ Teach me how to clean up doggie-doo
- ✓ Teach me how to look after her
- ✓ Help me build a dog house
- ✓ Drive us to the vets
- ✓ If she gets lost, help me find her
- ✓ Trust me to take care of her



POSITIVE CONSEQUENCES

If I show more responsibility, I would like more freedom:

- ✓ Later bed times
- ✓ More sleep-overs
- ✓ Friends over more often
- ✓ I'll respect myself more







A Critical Conversation

What do I see as most important in my job?



What do those I am accountable to see as most important?



Notes:

Principles of Accountability

- Accountability is a statement of *personal* promise
- Accountability is for *results*, not just activities
- *Empowerment* and accountability must co-exist
- Accountability *cannot be delegated*
- Accountability for the organization as a whole *belongs to everyone*
- Accountability is meaningless without *consequences*



Accountability Agreements 5 Key Elements

1. Contribution Statement
2. Accountabilities
 - Operational
 - Leadership
3. Support Requirements
4. Consequences
5. Follow-up





Accountability Agreements Contribution Statement

- What are your unique gifts and passions?
- What value do you promise to bring to this organization? The people who depend on you? Your specific role?
- What kind of person will you be known for? What will be your legacy?
- How do you see the higher purpose of your role? How does it connect to the organization's vision and mission?
- How will you contribute to building a better culture here?



Notes:

Accountability Agreements Accountabilities

Operational

- What specific outcomes or results do you promise to deliver? What accountabilities are uniquely your own at your level of the organization?

Leadership

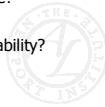
- What are your accountabilities to the culture to ensure alignment and achievement of the vision, mission and values?

Measurement

- How will you assess, quantify and measure how successful you have been in fulfilling the results for which you are accountable?

Goals

- What specific goals will you accomplish for each accountability? By when?



Accountability Agreements Support Requirements

- What support do you require from others to fulfill your accountabilities? From whom specifically?
- What support will you promise to provide others to enable them to fulfill their accountabilities?





Accountability Agreements Consequences

- How will you emotionally benefit?
- How do you want to be recognized for delivering on your accountabilities?
- What is reasonable and respectful?

Consequences
are generally negotiated.



Notes:

Accountability Agreements Follow-Up

- How will you keep this agreement current and ensure it is a "living" document?
- How will you hold yourself accountable?
- How will others hold you accountable?
- How often will you review it? With whom?



Personal Accountability

Do not create an
Accountability Agreement
with someone else
unless you have one with
yourself.





Characteristics of an Unaccountable Culture

- Overwhelming and competing priorities
- Territorialism and silos
- Victim and Blame Positions
- Conflict Avoidance
- Lack of trust
- Lack of innovation
- Tension



Notes:

Characteristics of an Accountable Culture

- Organizational Alignment
- Shared ownership
- Conflicts are surfaced and resolved productively
- Effective Performance Execution
 - Coordination
 - Cooperation
 - Communication
 - Decision making
 - Action
- Regular Recognition



Accountability

What evidence do you see in your organization of an accountable mindset?

How about within yourself?

Where is there room for improvement?

Who is responsible for beginning?





A Culture of Trust and Respect

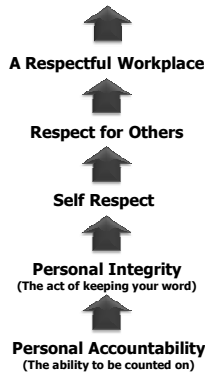
- Today's employees demand more authentic relationships before they will give themselves fully to the job
- If you want to see them become cynical – watch what happens when the leaders behave in ways that are inconsistent with the stated organizational values
- When pressure mounts – only those relationships built on trust and a sense of connection will survive
- Authentic leaders develop healthier organizations – because they are based on personal integrity

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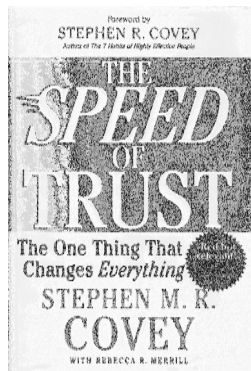
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A Culture of Trust and Respect



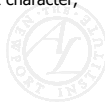
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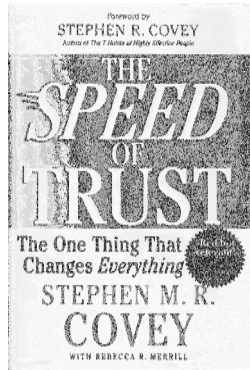
There is one thing that is common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world – one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.





On the other hand, if developed and leveraged, that one thing has the potential to create unparalleled success and prosperity in every dimension of life. Yet, it is the least understood, most neglected, and the most underestimated possibility of our time.

That one thing is trust.



Notes:

Authentic Leadership

- Are you fully committed to and living the organizational values?
- Are you passionate about people? Do you speak the language of the human spirit?
- When was the last time you told each member of your team (family) that you were proud of them?
- What legacy do you want to leave?
- Who would consider you an Authentic leader in their life?