

LEADING IN THE NEW WORLD OF WORK –

*Ignite Peak Performance,
Foster Distinction and Value,
and Unleash Accountability
and Engagement*

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ARTIFICIAL INTELLIGENCE IMPACT/FUTURE WORK – *Lead & Secure Your Future*

LEADING THROUGH CHANGE & DISRUPTION – *Manifest Exemplary Leadership Practices*

CULTIVATE ACCOUNTABILITY, RESILIENCE & OWNERSHIP – *Unleash Engagement and Passion*

CREATE YOUR OPTIMAL CULTURE – *Achieve What Matters Most*

FORGE DISTINCTION & DIFFERENTIATION IN TODAY'S SEA OF SAMENESS – *Brand You!*

FUTURE WORK

Thrive Through Artificial Intelligence Impact, Disruption & Change, and Today's Sea of Sameness

Seven powerful forces have joined together and are gunning for your job, to displace your department and to reinvent and disrupt your industry. Leveraging *talent, ideas, speed, distinction* and *leadership* are the keys to thrive in the new world of work.

We are in a brawl with few rules, where the fast, flexible, and agile will eat and spit out the slow, over-thinking, and complacent. Individuals and organizations that fail to adapt will find themselves vulnerable, and at the mercy of other people, events, or the competition. In this New World of Work, leveraging *ideas, speed, talent, distinction* and *leadership* at all levels will separate top performing individuals and organizations from the laggards.

Individuals, teams, and organizations that fail to develop a distinct 'brand' and separate themselves from the pack and develop the requisite skills and competencies that will prevail in this New World of Work will find themselves vulnerable, uncomfortable, and at the mercy of other people, events, or the competition. The white waters of change are unnerving for many. But the fact is they will only become more turbulent. For organizations and employees who are unprepared, the future will be devastating.

Adapting to and embracing change – igniting engagement, passion, ownership and creativity that is often lacking during times of disruption, is the preeminent competency individuals and teams must cultivate. Learn what it will take to thrive and excel in the *New World of Work - Future Work*.

KEY LEARNINGS AND TAKEAWAYS:

- Learn and internalize the skills and competencies will be essential to stay relevant in Future Work/The New World of Work, and the skills and competencies that are on the decline.
- Demonstrate the essential tools in the 'New Work/Future Work Survival Kit' that include pragmatic, memorable ideas, skills and principles that will equip you and your team with the ability to thrive and excel in the new world of work.
- Embrace an understating of what it will take to become 'distinctive' in a world where AI and the progression toward the 'singularity' are predicted to allow those that choose to, the ability to 'know all there is to know about everything.'
- Recognize what it will take for individuals, departments and organizations to thrive, excel, and ward off the unforgiving forces of the '7-sided pincer movement.'
- Practice the keys to build, enhance and grow your desired 'brand' – Organizational and Individual – to become distinctive in today's commoditized 'sea of sameness'
- Develop tenacity, resolve and agility to secure your spot in the New World of Work.
- Learn how to create a 'Want-To' versus a 'Have-To' culture. A culture where change is embraced and resiliency and accountability are commonplace.

LEADING CHANGE

Accelerate Achievement of What Matters Most and Thrive in the Age of Disruption

In the past, change was episodic, transient, and gradual; now, change is constant as business, technology, and society itself continue to evolve at an ever more rapid pace. **Accelerating Change** – igniting engagement, passion, ownership and creativity that is often lacking during times of change, can be accomplished using proven memorable and pragmatic principles. Learn why some organizations achieve and exceed desired results.

Driving a strategy that requires **change in human behavior** may be the most difficult challenge a leader can face. **What do top leaders do to gain voluntary contributions of discretionary performance from those they lead?** How do they create alignment, ownership and accountability for desired results at every level of an organization? How do they ensure that key strategies are not slowly suffocated, but instead produce extraordinary results?

Leading change has become a critical competency in today's economy. But there is a significant and crucial difference between leading and managing change – not only in the approach, but also more importantly in the results. **The success, or lack thereof, with transformational change efforts hinges on a few key principles that have been identified, studied and validated.**

Leveraging *talent, ideas, speed, distinction* and *leadership* are keys to accelerating change. Accelerated achievement of desired results can be accomplished through consistent focused attention over time on a few practical, pragmatic and memorable principles. Discover the practices demonstrated by exemplary leaders that result in others *voluntarily choosing* to follow them.

KEY LEARNINGS AND TAKEAWAYS:

- Embrace the key change principles that are common among successful change efforts. Heighten and refine your untapped leadership potential.
- Understand the critical difference between leading and managing change and the appropriate ratio required to accelerate change.
- Discover what it takes to move employees from compliance to commitment – jettison resistance.
- Learn how to create a 'Want-To' versus a 'Have-To' culture. A culture where change is embraced.
- Avoid the primary pitfalls and traps that sabotage most change efforts.
- Understand what it takes to cultivate a culture where employees 'bring more of themselves' to the workplace – where they are engaged, energized and flourish.
- Learn how to lead, develop and cultivate a culture/team that is equipped to overcome the new 'forces that are coalescing' to dramatically alter the corporate and economic landscape.
- Discover what it takes to lead a culture/team that is aligned, resolute, engaged, agile and takes accountability and ownership to achieve what matters most.
- Arouse a sense of purpose, distinction and passion among your employees.

Ignite Accountability - Cultivate Resilience, Commitment, Ownership and Perseverance

Accountability is the Catalyst to: Accelerated Change, Robust Employee Engagement, Intensified Ownership, Relentless Perseverance, Impeccable Alignment, and propels individuals, teams and organizations to intoxicating heights of achievement and success. Learn what it takes to awaken the **whatever it takes attitude, belief, resolve, perseverance, confidence, determination, drive and creativity** to achieve what matters most to individuals, teams and organizations.

Accountability crumbles silos, boosts teamwork and collaboration, strengthens camaraderie, creativity, resiliency, agility, trust, and communication. Accountability is a current that feeds into the slipstream of success. Your performance, your decisions, and your results are all within your control; when you operate from that premise, magic happens. You deliver like never before because you are personally invested in the outcome. *Achieve with Accountability* shows you how to nourish that can-do mindset, so you can begin to achieve what matters most.

Discover how to **transform accountability into a positive, engaging and forward looking experience** that will secure your position in the new world of work. Learn how to kick-start a revolution that will blast your team or organization to new heights of success. With the world coming at us fast and furious every day, it's easy to feel like you've lost control of your own life, your team or your organization. By choosing to **take and lead** accountability you reclaim control and are able to direct your own destiny.

In today's constant changing competitive environment individuals, teams and organizations must be prepared to convincingly answer these critically important questions:

1. **Who are you? What makes you distinctive in today's 'sea of sameness'?**
2. **How are you dramatically unique or different?**
3. **How do you make a significant difference, or create an astonishing overt benefit?**
4. **What is/are your reason/s why anyone should believe in you? Convince me!**

KEY LEARNINGS AND TAKEAWAYS:

- Discover the 4 keys to accountability, along with the observable best practices.
- Cultivate the agility, flexibility and resiliency to adapt and thrive during constant change.
- Foster collaboration, camaraderie and teamwork – Establish unshakable trust and credibility.
- Intensify ownership, engagement and alignment – Crumble silos and abolish territorialism.
- Eradicate the blame-game and vanquish excuse-making that stifle peak performance.
- Unleash voluntary contributions of discretionary performance that is often left untapped in individuals, teams and organizations. Break through self-imposed barriers and mediocrity.
- Grasp what it takes to unleash your true potential.

Create Your Optimal Peak-Performing Culture

Culture, simply put, is the convergence of the way your employees think and act. That **culture is producing your organization's every result (financial, operational, customer, employee, etc.)**. If your future desired results are loftier, more difficult, of just different than those you are achieving today, will your current culture be able to deliver? Most often, the results teams and organizations must achieve in the future will require employees to think and act differently. **Creating those 'shifts' in how employees think and act is what will propel your team or organization toward those desired results.**

Your culture is your 'brand.' The experiences your culture creates (the manner in which your employees think and act) will either reinforce that current 'brand' or evoke a new one. You can either lead your culture, or it will lead you. An organization's (or team's) **culture is either an engine propelling it toward its desired results, or an anchor impeding and hindering its progress.** You can define, lead and shape your optimal culture.

Embrace memorable principles that can be put into practice immediately. Whatever the desired results you wish to achieve or challenges within your organization – **employee engagement, culture change, breaking down silos, improving collaboration, raising employee morale, merging cultures, doing more with less** – it is through your people that you will either succeed or fail. The manner in which your people behave is a reflection of leadership.

Learn to **cultivate an environment where employees at all levels are engaged, energized and flourish.** How do you effectively tap into the enormous wealth of creativity, innovation, passion, energy and commitment of employees that is often left idle? Much different than 'job satisfaction' (there are a lot of highly paid miserable people who are *satisfied* with their job) – **engagement is about passionate, focused and committed employees contributing daily to help achieve what matters most.**

KEY LEARNINGS AND TAKEAWAYS:

- Learn how to create shifts in the way employees think and act so that your desired culture will flourish and heighten organizational performance.
- Foster increased levels of trust, collaboration and teamwork
- Ignite a heightened sense of urgency, accountability, and ownership at all levels of your organization
- Intensify ownership, engagement and alignment – Crumble silos and abolish territorialism.
- Understand how to identify the root cause of undesired cultural beliefs and the actions that impede progress, and how to infuse desired beliefs and actions to accelerate achievement of desired results.
- Discover how to gain voluntary commitments from colleagues so they self-select desired actions - Stop wasting time enforcing compliance around policies and procedures.
- Develop a culture where employees 'bring more of themselves' to the workplace – trigger innovation, creativity and passion.
- Create organizational laser-like focus on what matters most – eliminate confusion, misunderstanding, miscommunication, mistrust, frustration and indifference.
- Discover what it takes to influence and inspire others – with or without positional authority.

AWARD WINNING SPEAKER & AUTHOR

MIKE EVANS

In addition to being a leading authority on *Artificial Intelligence Impact and Future Work*, clients rely upon Mike's solutions to; *Accelerate Change, Shape Their Optimal Culture, Unleash Personal and Organizational Accountability, Flawlessly Execute Key Strategies, Ignite Leadership Capacity at all Levels, Amplify Employee Engagement, Embrace The Role of CEO of Your Life, Career and Destiny, and Cultivate Peak Performance.*



Mike Evans is an award-winning author/speaker, and has developed a unique perspective from 20+ years of working alongside a star studded list of world-renowned thought leaders, including: Dr. John Kotter, Dr. Stephen Covey, Tom Peters, Jim Kouzes, Hyrum Smith, Steve Farber and Chris McChesney. Mike served in executive leadership and consulting roles with Kotter International, FranklinCovey, and Tom Peters Company. 34 of Fortune 50 are clients.

Mike works with organizations around the globe and in virtually every arena, from the tech sector to financial services, manufacturing, health care, hospitality, entertainment, retail, and the US Government. Clients include: Intel, Capital One, Apple, Caterpillar, PNC Bank, Cargill, Pfizer, General Mills, H&R Block, The United States Navy, John Deere, Fidelity Investments,

Monsanto, Google, US Steel, Rite Aid, Agilent Technologies, Johnson & Johnson, Symantec, Cigna Corporation, ITPA, US Department of Commerce, BNY Mellon, Oracle, Astra Zeneca, Baxter International Inc., Shell Oil, UPMC, Citrus Valley Health, McAfee, American Airlines, Masonite, Novartis, Ernst & Young, ACE Hardware, DuPont USA, Quest Diagnostics, State Farm, BP Oil, Heinz USA, NAFCU, and NASA.

Mike consults with senior teams, facilitates custom workshops, delivers keynote speeches and provides coaching and consulting on all of these subject areas. He uses his unique insights, passion, experience, and humor to positively affect individuals, teams and organizations around the world. He is experienced with executive leadership teams and groups at all organizational levels. His style is engaging, upbeat, entertaining, thought-provoking, compelling, and most importantly educational, relevant and impactful. Individuals, teams and organizations yield immediate results by applying what they learn.

His personal mission is to help individuals, teams and organizations accelerate their ability to achieve more than they ever believed possible. Clients describe him as inspiring, motivating and a ball of energy with an unequalled focus and passion for helping them achieve their desired results – both professional and personal.

www.realmikeevans.com

WHAT PEOPLE ARE SAYING ABOUT MIKE

"Your work revolutionized me as a person. I spent hours last night sharing what I learned with people closest to me. Our executive team could not be more pleased with your ability to customize the agenda to meet our needs."

"Congratulations! Outstanding! Bravo! This should do it. I can't wait to see the results. It's a pleasure working with such a prestigious professional. Congratulations on a Great Presentation Tonight! You knocked them Dead! Bravo and Kudos for your superb performance."

"I want to thank you for the wonderful program you presented. I knew from when I first talked with you that you that you would be fabulous and you did not disappoint."

"Your presentation was exciting and motivating. I have attended many workshops over the years and dreaded many of them. Your presentation kept me engaged and made the material even more interesting. Your high energy and stories were wonderful."

Achieve Desired Results

Resiliency & Accountability

Develop a Resilient &
Accountable Culture



Desired Results

1. _____

2. _____

3. _____

4. _____

5. _____

Notes: _____

Considerations

1. What observations, opinions or insights do you have about the Desired Results?

2. What clarity must you acquire on each of the Desired Results?

3. What is the impact upon the team, and upon you, if the Desired Results are not achieved?

4. What are the ramifications when these Desired Results are achieved?

*“Our fear should not be that we set our goals too high and miss them.
Rather that we set them too low and achieve them.”*
- Michelangelo

Activity and Results

What is the difference between activity and results?

ACTIVITY	RESULT
A means to an end	The “end” itself
What is in my job description	Actual outcomes
The “owner” of the task may not see the relevance or significance	The “owner” understands and internalizes the relevance
May or may not advance the desired outcome	Advances what is meaningful and important
What a person “does”	What a person “gets”
A task that leads to an outcome	The outcome from one or multiple tasks
Usually quantified in terms of frequency	Impartially quantified by outcomes
What I must do	What I must achieve
Tasks others have delineated	The product of my actions
Compliance	Commitment

Notes:

Salesman #1 - “I had a lot of good conversations today.”

Salesman #2 - “Yeah, I didn’t make any sales either.”

Results Model



Notes: _____

Sources: Argyris, C., and Schon, D., Theory in Practice, 1974; Organizational Learning, 1978; Organizational Learning II, 1996; Addison Wesley; Collins, J., and Porras, J., Built to Last, HarperCollins Publishers, Inc., 1994; Collins, J., Good to Great, HarperCollins Publishers, Inc.: 2001; Daniels, A., Bringing Out The Best In People, McGraw Hill: 1999; Ellis, A., Ph.D., and Abrams, M., Ph.D., Personality Theories, Sage Publications, Inc.: 2003; Kotter, J., Leading Change, Harvard Business School Press: 1996; Kouzes, J. and Posner, B., The Leadership Challenge, Jossey Bass: 1997; Peck, Scott, M., M.D., The Road Less Traveled, Simon & Schuster: 1978; Peters, Tom, J., The Brand You 50, Alfred A. Knopf, Inc.: 1999; Senge, P., Kleiner, A., The Fifth Discipline Fieldbook, Doubleday:1994; Smith, H., The 10 Natural Laws of Successful Time & Life Management, Warner Books, Inc.: 1994; Stanley, T., The Millionaire Mind, Andrews McMeel Publishing: 2001; Warren, R., The Purpose Driven Life, Zondervan: 2002; Management Sciences for Health, Inc., <http://www.msg.org/projects/mandl/3.2.html>, 2002; Leadership Institute, Inc., <http://www.lii.net/orgsrsltp.html>, 5/26/2005

Beliefs Considerations

1. What beliefs exist in the organization that impede our ability to achieve Desired Results?

2. What do those beliefs need to be to achieve or exceed your Desired Results?

3. What experiences do you need to create in order to foster those beliefs?

4. What is your/our plan to make this happen?

Transformational Change Needs Leadership

Management

- Planning and budgeting for needed results; allocating the resources needed to make it happen
- Organizing and staffing to achieve planned results by creating structures, responsibilities and authority for carrying out the plans
- Controlling and problem solving by monitoring results, and planning and organizing to solve problems

Produces predictability and order to consistently produce expected results for various stakeholders

Leadership

- Establishing direction by developing a vision of the future, and strategies for producing the changes to get there
- Aligning people by communicating the future direction through words and deeds and gaining acceptance and commitment
- Motivating and inspiring people to overcome the barriers to the changes necessary to achieve the vision

Produces change, often dramatic, that is extremely important to success in a changing environment

Six Degrees of Change

1

Little change

Making goods and services with long product life cycles.

2

Continuous improvement

Constant incremental changes in products and ways of operating.

3

Non-incremental change within businesses

In addition to 2, regularly introducing new product lines and significant improvements in how to run the business.

4

Whole new businesses

In addition to 2 and 3, inventing not just new product lines but new businesses.

5

Whole new business models

In addition to 2, 3, and 4, inventing not just new businesses but new economic and organizational models.

6

BIG change

As in 4 and 5, are not just episodic (once in a decade), but can be continuous (every year)

Winning in the past meant handling well **1** and **2** degrees of change:
That required great management

Winning now in most industries means handling **1** **2** and **3** degrees well: That requires both management and visionary leadership

Sustaining success in the new economy means handling all six degrees well:
That will require good management, visionary leadership, great skill at the 8-step change process and a form of leadership that can unleash huge amounts of intellectual, physical and emotional energy

The Key Change Leadership Principles:

Leadership and Management

Both are key elements in change. Large-scale change requires a stronger focus on leadership. You manage what you know and lead where you want to go. An appropriate balance exists that is pivotal to achieving successful change.

Becoming a Change Leader: Internalize vs. Externalize

Leadership is a choice. Change begins one leader at a time, and leader exist at every level. It is essential for leaders to model the change and the behaviors desired from the rest of the organization, and not to push the change upon others.

True Urgency

A heightened sense of urgency among large masses of employees around a common objective is critical prior to any attempt to implement change. Understanding how to achieve true urgency among a sufficient number of people who are focused on high value, high impact work is crucial to success.

The Power of the Volunteer

Change requires a large and diverse number of personnel and cannot happen by appointing members to a change team. Inclusion, trust and empowerment are essential. Change occurs best when powered by passion and intrinsic motivation and is sustained when people volunteer to help. A “want-to” culture trumps a “have-to” culture.

The Key Change Leadership Principles:

A Complementary System for Leading Change

As change moves from small to large-scale efforts, there comes a point where change can only be accomplished with the addition of a non-hierarchical system to complement the traditional hierarchical structure. These work in concert to create a truly adaptable organization.

The Heart

Large-scale change requires a significant focus on engaging not just the minds of those we lead, but more importantly their hearts. Creating a vivid picture of opportunities ahead that connect to the head and the heart is vital. Exemplary leadership is critical.

More Than Project Management

Successful change requires much more than execution of strategy. Changing behavior and culture demands more than a project plan. Project management is an important element in the change process, but truly transforming entails more.

The 8-Step Process for Leading Change



Step 1: Establishing a Sense of Urgency: Successfully achieve a sense of urgency using both logic and emotion to overcome resistance to change.



Step 2: Creating the Guiding Coalition: Create a guiding team with members who have sufficient influence, expertise and credibility to drive the change throughout the organization.



Step 3: Developing a Change Vision: Ensure the guiding team has a focused and compelling picture of the desired change and the future it creates.



Step 4: Communicating the Vision for Buy-In: Mobilize the many with effective, frequent and sustained communication strategies.



Step 5: Empowering Broad-Based Action: Build momentum by establishing visible results.



Step 6: Generating Short-Term Wins: Use credibility from short-term wins to create new goals and make additional changes.



Step 7: Never Letting Up: The Guiding team and initiative teams expand deeper in the organization.



Step 8: Incorporating Changes into the Culture: Lock changes into cultural norms and values.

Source: Dr. John Kotter, “Leading Change”

Exemplary Leadership — Leading vs. Managing

Notes:

Big Changes require both Head & Heart engaged to succeed

Head — Analyze/Think/Change

- Give people analysis so that reports can be written about problems solutions or progress
- **As a result:**
Data and analysis influence how we think. Ideas inconsistent with the needed change are modified
- **And:**
New thoughts change behavior or reinforce changed behavior



Heart — See/Feel/Change

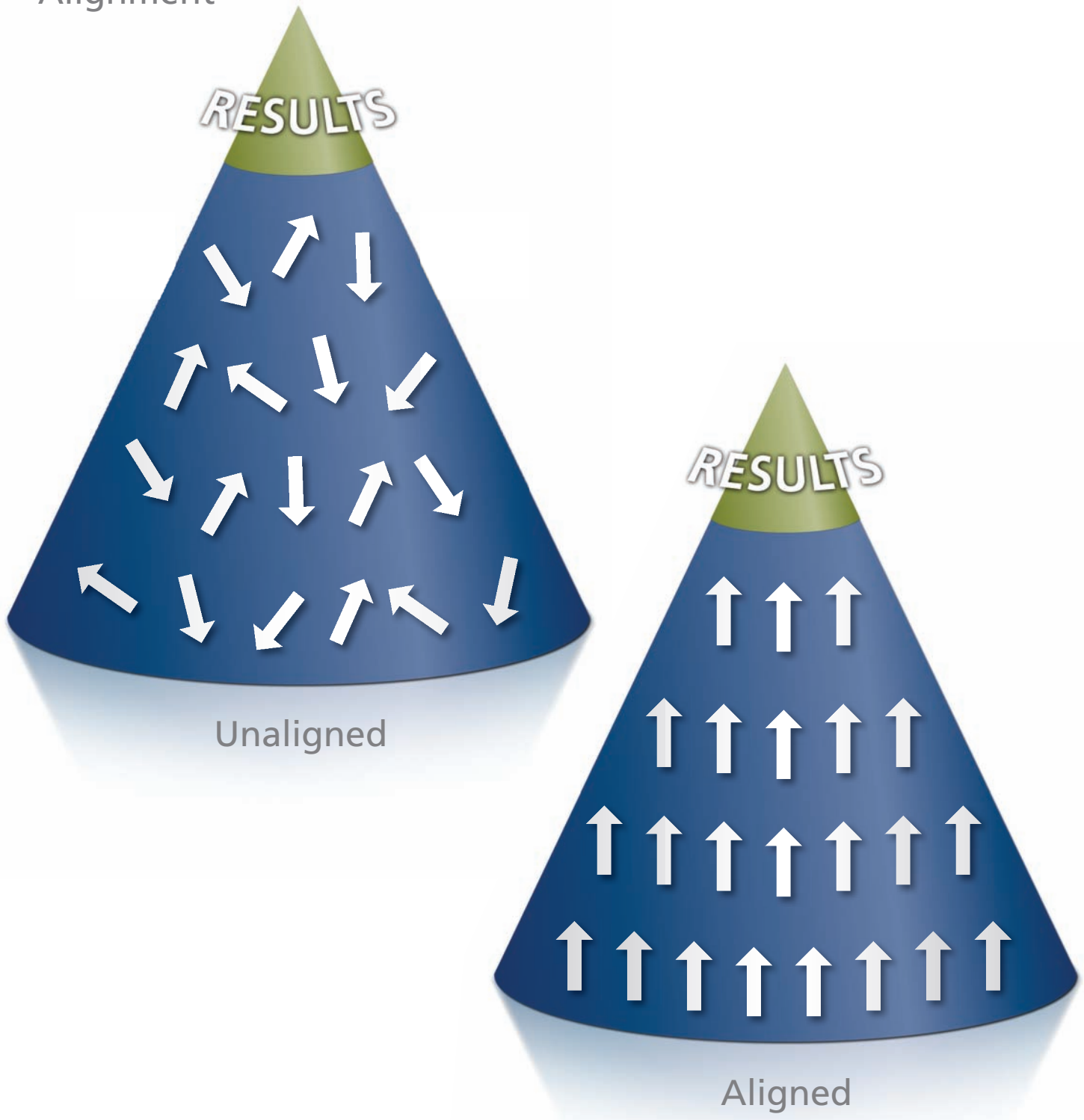
- Help people see by creating compelling, eye catching dramatic situations
- **As a result:**
Seeing something new or compelling or inspiring or useful hits the emotions
- **And:**
Emotionally charged ideas change behavior and sustain that changed behavior



Checklist for Speaking to the Head and the Heart

- Compelling story
- Use of metaphors, analogies, imagery
- Use simple language & avoid jargon & acronyms
- Communicate with what you DO not just what you SAY
- Frequent, consistent and aligned communication
- Energy and enthusiasm are infused throughout
- Careful use of data — not overuse!
- Do your homework to understand what people are feeling
- Rid the channels of communication from junk so that important message comes through
- High level of visibility
- Bring the outside in

Alignment



Team Alignment Process

1. INVOLVEMENT

The necessary and key people are included.

2. ACCOUNTABILITY

Identification of the decision maker is established.

3. DIALOGUE

Everyone shares their perspectives and insights prior to a decision being made.

4. OWNERSHIP

The entire team advocates and champions the decision to enlist support at all levels.

5. COMMUNICATION

Ongoing communication is shared with all necessary personnel.

6. SUPPORT/FOLLOW UP

360 degree follow up to sustain alignment.

7. REVIEW AND REFINE

Identify steps that may need to be revisited.

Lack of alignment/congruency around Desired Results is an observable action.
What beliefs might that experience create?

Identify a decision where alignment was not achieved and consider: 1) What was the impact upon the team? 2) Which of the steps listed above may have been overlooked? 3) What can we do to create higher levels of alignment in the future?

Sources: Daniels, A., and Daniels, J., Performance Management, Performance Management Publications: 2004; Drucker, P., Effective Executive: The Definitive Guide to Getting Things Done, HarperCollins Publishers: 2006; Kotter, J., Leading Change, 1996: Harvard Business School Press; Kouzes, J. and Posner, B., Credibility, Jossey Bass: 1993; Pearce, T., Leading Out Loud, Jossey Bass, 1995

Proactive versus Reactive Attitudes and Behaviors

Consider: “Have you ever...

- . . . thought to yourself after failing to achieve a result, “if I really wanted to achieve the result I could have done so?”
- . . . mentally checked out hoping for someone to approach you with a solution or suggestion?”
- . . . spent time attempting to gather solace from friends and colleagues to support your excuses for not achieving a result?”
- . . . felt that you were spending more time focused on what you cannot control, rather than what you could control?”
- . . . been unclear on what was expected, but failed to gain clarity?
- . . . exerted time and energy blaming other people or forces when things did not go the way you had hoped?”
- . . . felt that if you did more than you were required to do that you could prevent a problem for someone else?”
- . . . thought to yourself, or shared with a colleague, that “This is not in my job description” so that you could pass the buck to someone else?”
- . . . received negative or constructive feedback from a colleague that you did not expect?”
- . . . found that you were devoting precious time to CYT activities in the event that desired results were not achieved?”
- . . . given up because you felt there was simply nothing else you could do?”
- . . . hoped a problem would go away if you just waited it out long enough?”
- . . . waited for a boss or colleague to tell you what to do instead of taking action yourself?”
- . . . used “I forgot” to get yourself off the hook?”

Why Urgency before Strategy?

- Often times work on strategy first because of the simple fact, urgency is not easy
- Strategy does not create adequate thrust to accelerate Change
- Strategy is fun, intellectual and we often have more control over it. Strategy is often developed so that we let the troops know we have some answers
- Often, senior leaders see TBO and believe it is apparent to everyone. The reality is that this often is not the case

Preparing for Urgency

What is the Big Opportunity (TBO)?

The Big Opportunity statement describes conditions facing the organization that have come together to create a rare chance to leap ahead through a transformative change.

It defines both what is possible and why.

Telltale Signs of Lack of Urgency

- **Over analyzing when speed is essential**
- **Employees assigned to task forces to study strategy**
- **Lack of Senior Leadership Team involvement**
- **Task Force members not engaged - miss meetings**
- **No bias for action - all discussion**
- **No (or few) decisions being made**
- **No actions taken between meetings**
- **Lack of alignment on next steps**
- **Lack of candor in confronting bureaucracy and politics**
- **People blaming others for lack of progress**
- **Specific assignment are regularly not completed on time**
- **Meetings conclude with no decisions about immediate next steps**
- **Schedules are too full to attend important meetings**

Four Tactics to Increase Urgency

1 **Bring the Outside In**

Reconnect internal reality with external opportunities and hazards

Bring in emotionally compelling data, people, video, imagery, sites and sounds

2 **Behave with Urgency Every Day**

Never act content, anxious or angry

Demonstrate your own sense of urgency in all that you do

3 **Find Opportunity in Crises**

Always be alert to see if crises can be a friend, not just a dreadful enemy, in order to destroy complacency

Proceed with caution and never be naive, since crises can be devastating

4 **Deal with the No-No's and Naysayers**

Remove or neutralize all the relentless urgency killers and those determined to maintain status quo

Source: Dr. John Kotter, "Leading Change"

Recognizing True Urgency

Complacency

- More pervasive than recognized - often invisible to insiders
- Rooted from past success, real or perceived wins
- Mindset of “I know what and how to do it.”
- Employees content with status quo - anxious of unknown

False Urgency

- More pervasive than recognized - often seen as True Urgency
- Failures: recent problems with short term results or long standing incremental decline
- Mindset of, “What a mess this is.” “We tried this in the past.”
- Employees often anxious, angry, frustrated, tired Focus on Activity – CYA
- Frenetic behavior: meeting-meeting, PowerPoint-PowerPoint, protect-protect, task force-task force...

True Urgency

- Rare and immeasurably important in rapidly changing world
- Leadership up and down the organization who create true urgency and re-create it when needed
- Mindset of, “Great opportunities & hazards are everywhere.”
- A powerful desire to move and win now
- People come to work *every day* determined to exploit real opportunities and avoid real hazards.

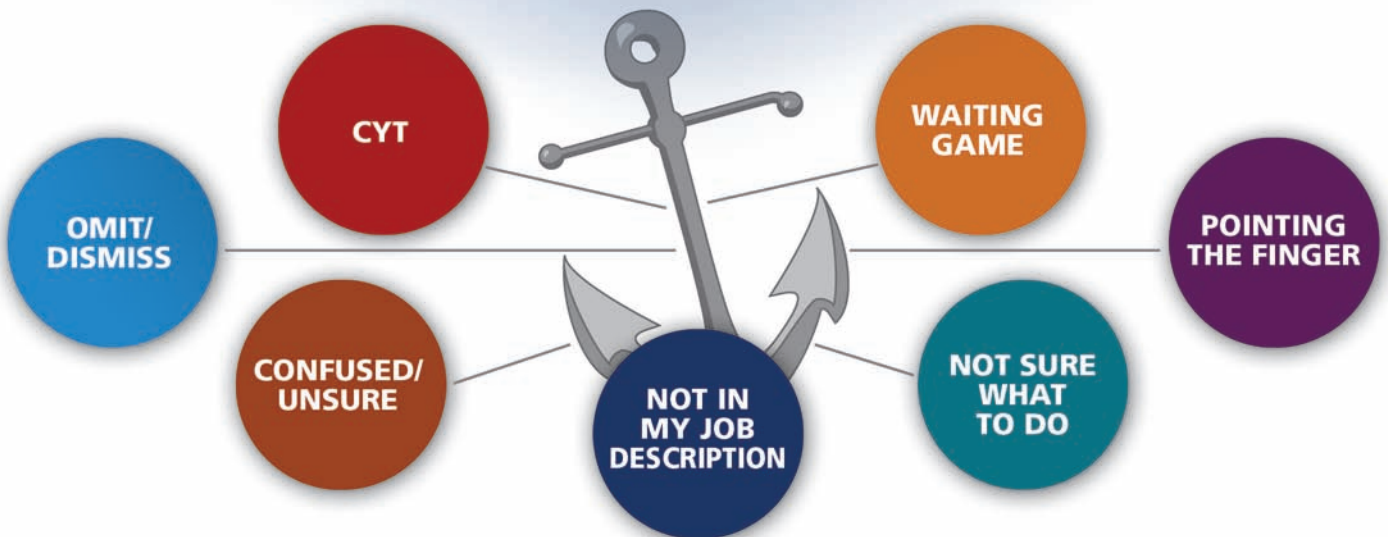
Achieve Desired Results

Resiliency & Accountability

The Keys To Resiliency &
Accountability



Above The Water - Engaged



Below The Water - Blamegame

Sources: Collins, J., and Porras, J., *Built to Last*, HarperCollins Publishers, Inc.: 1994; Collins, J., *Good to Great*, HarperCollins Publishers, Inc.: 2001; Daniels, A., *Bringing Out The Best In People*, McGraw Hill: 1999; Geldart, P., *In Your Hands*, Eagles Flight Creative Training Excellence, Inc.: 2000; Kotter, J., *Leading Change*, Harvard Business School Press: 1996; Kouzes, J. and Posner, B., *Credibility*, Jossey Bass: 1993; Peck, Scott, M., M.D., *The Road Less Traveled*, Simon & Schuster: 1978; Peters, Tom, J., *The Brand You 50*, Alfred A. Knopf, Inc.: 1999; Peters, Tom, J., *The WOW! Projects 50*, Alfred A. Knopf, Inc.: 1999; Warren, R., *The Purpose Driven Life*, Zondervan: 2002

Below The Water - Blamegame Excuses

OMIT/DISMISS

NOT IN MY JOB DESCRIPTION

POINTING THE FINGER

CONFUSED/UNSURE

NOT SURE WHAT TO DO

CYT

WAITING GAME

Consider: Which of the Below The Water blamegame anchors do you find yourself using? What is your plan to change that?

The Keys to Resiliency & Accountability

RECOGNIZE REALITIES



When we **RECOGNIZE REALITIES**, we are authentic, open and unbiased in our communications, we frequently acquire and value the perspectives and viewpoints of others, we obtain and provide feedback with a focus on desired behaviors, we are willing to discuss the tough realities of our circumstances and we anticipate opportunities.

ACCEPT OWNERSHIP



When we **ACCEPT OWNERSHIP**, we acknowledge and embrace our realities, internalize and seize opportunities, grow from our past successes and failures, synchronize our behaviors to support desired organizational results and own the feedback that we receive.

CREATE SOLUTIONS



When we **CREATE SOLUTIONS**, we are constantly considering the question, “*what else can I do?*”, explore all options and remain tenacious, are open to taking calculated risks, move beyond barriers and defy conventional boundaries, and tap into discretionary performance to unleash potential.

EXERCISE ACTION



When we **EXERCISE ACTION**, we relentlessly follow through on commitments and do the things we say we will do, model-the-way, stay aligned with established priorities, remain engaged by not blaming others and cultivate a culture of trust.

“Character is the ability to carry out a worthy decision after the emotion of making the decision has passed.”

RECOGNIZE REALITIES



Authentic, Open and Unbiased Communication			
Acquire and Value Perspectives and Viewpoints of Others			
Obtain and Provide Feedback and Counsel			
Recognize and Discuss the Tough Realities			
Anticipate Opportunities			

ACCEPT OWNERSHIP



Acknowledge Realities and Take Ownership			
Internalize Change - Seize Opportunities			
Grow From Past Successes and Failures			
Synchronize Behaviors to Support Desired Company Results			
Own the Feedback I Receive			

CREATE SOLUTIONS



Consider, "What Else Can I Do" - Never Give Up			
Explore All Options - Remain Tenacious			
Be Open to Taking Calculated Risks			
Move Beyond Barriers - Defy Conventional Boundaries			
Tap Into Discretionary Performance - Unleash Potential			

EXERCISE ACTION



DWYSYWD - Follow Through on Commitments			
Model the Way - Act Decisively			
Stay Aligned with Established Priorities			
Remain Engaged by Not Blaming Others			
Cultivate a Culture of Trust			

Indicators That You May Be Anchored Below the Water

- ▶ You often blame others for your circumstances and have difficulty seeing that your situation is a result of the choices you have made and the actions you have taken.
- ▶ You often feel that there simply is nothing else you can do.
- ▶ When confronted with a challenge, obstacle or barrier you focus more on what you cannot control rather than on what you can control. Your focus is on what you cannot do rather than what you can do.
- ▶ You attempt to convince others that there was nothing you could do and that you are a victim of circumstances.
- ▶ You believe you are being dealt with unfavorably, in a biased fashion or that others are being handled differently.
- ▶ You dismiss feedback from others who suggest that there was more you could have done to achieve results for which you are accountable.
- ▶ You become preoccupied and focus your energy on things you cannot control or change.
- ▶ You use uncertainty about what was expected as a justification as to why you are not able to make progress to accomplish what is most important.
- ▶ You believe if you wait things out that somehow it will all work out in the end.
- ▶ You allow the lack of accountability from colleagues or other departments to prevent you from achieving desired results.

Consider this list and reflect on the top 2 - 3 indicators that you most need to be aware; which are they? What is your plan to better recognize when you may be anchored?

Control Continuum

NO CONTROL

TOTAL CONTROL

NO CONTROL

PARTIAL CONTROL

TOTAL CONTROL

The Accountability Tri-Quation



Achieve Desired Results

Resiliency & Accountability

The Recognize Realities Key To
Resiliency & Accountability



Recognize Realities

ABOVE THE WATER - ENGAGED

ON THE WATER - NEUTRAL

BELOW THE WATER - BLAMEGAME

Notes: _____

Shifting the Culture — Effective Story-Telling

The Model

“Here’s what _____ looks like to me.”

Tell the Story.

“That’s what _____ looks like to me.”

Key Points

Tell the Story.

No More Than One Minute

Link Back to Impact On Desired Results or Desired Culture

Shifting the Culture — Effective Story-Telling

What stories should we be telling to reinforce the Keys to Accountability and the Best Practices?

RECOGNIZING REALITIES: _____

ACCEPTING OWNERSHIP: _____

CREATING SOLUTIONS: _____

EXERCISING ACTION: _____

What stories should we be telling to reinforce our Cultural Beliefs?

Belief 1: _____

Belief 2: _____

Belief 3: _____

Belief 4: _____

Belief 5: _____

Belief 6: _____

Process for Shifting Beliefs

APPLICATION

Isolate

“That’s not a belief I want you to have.”

Share

“The belief I want you to have it . . .”

Detail

“Here’s what I am going to do . . .”

Seek

“Is that enough,
or do I need to do more?”

Check

“Will you provide feedback as we
move forward?”

Notes:

BRAND YOU! Your Default Brand

Name	Descriptors
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____
10. _____	_____

Conclusion: What are the common descriptors (or words of similar meaning) running through the majority of responses?

Consider: Do these common descriptors capture the brand you wish to convey? What must you do to develop your desired brand?

A/C Feedback Model

SEEK FEEDBACK

1

“What feedback do you have for me on _____ ?”

APPRECIATIVE

“I believe you display _____ . . .”

2

CONSTRUCTIVE

3

“I believe you could display _____ even more by . . .”

ACKNOWLEDGE

“Thank you for the feedback.”

4

Sources: Beatty, A., Ph.D., and Bremly, M., Ph.D., *Providing Effective Feedback*, Psychological Associates: 1999; Blanchard, K., Ph.D., and Johnson, S., M.D., *The One Minute Manager*, Berkley: 1982; Bracey, H., Rosenblum, J., Sanford, A. and Trueblood, R., *Managing From The Heart*, Dell Publishing 1990; Cooper, R., Ph.D., *Executive EQ*, Grosset Putnam: 1996; Daniels, A., *Bringing Out The Best In People*, McGraw Hill: 1999; Daniels, A., and Daniels, J., *Performance Management*, Performance Management Publications: 2004; Heathfield, Susan, M., *How to Provide Effective Feedback That Has an Impact*, About.com: 2002; Humes, J., *The Ben Franklin Factor*, William Morrow Company, Inc.: 1992; Kouzes, J., and Posner, B., *Encouraging the Heart*, Jossey Bass: 2003; Tonge, Kristy, *Leader as Coach*, Tom Peters Company, 2000

Recognize Realities

- ▶ Authentic, Open and Unbiased Communication
- ▶ Acquire and Value Perspectives and Viewpoints of Others
- ▶ Obtain and Provide Feedback and Counsel
- ▶ Recognize and Discuss the Tough Realities
- ▶ Anticipate Opportunities

Accept Ownership

- ▶ Acknowledge Realities and Take Ownership
- ▶ Internalize Change - Seize Opportunities
- ▶ Grow From Past Successes and Failures
- ▶ Synchronize Behaviors to Support Desired Company Results
- ▶ Own the Feedback I Receive

Create Solutions

- ▶ Consider, “*What Else Can I Do*” - Never Give Up
- ▶ Explore All Options - Remain Tenacious
- ▶ Be Open to Taking Calculated Risks
- ▶ Move Beyond Barriers - Defy Conventional Boundaries
- ▶ Tap Into Discretionary Performance - Unleash Potential

Exercise Action

- ▶ DWYSYWD - Follow Through on Commitments
- ▶ Model the Way - Act Decisively
- ▶ Stay Aligned with Established Priorities
- ▶ Remain Engaged by Not Blaming Others
- ▶ Cultivate a Culture of Trust

Feedback

Receive Appreciative Feedback:

Receive Constructive Feedback:

Acknowledge the Feedback.

SEEK FEEDBACK

1

"What feedback do you have for me on _____?"

APPRECIATIVE

2

"I believe you display _____"

CONSTRUCTIVE

3

"I believe you could display _____ even more by..."

ACKNOWLEDGE

4

"Thank you for the feedback."

The Effective Communicator

GENERAL

- Eliminate or minimize distractions before a conversation begins.
- Respect others and value their opinions.
- Express confidence without being intimidating or superior.
- Put the other person at ease by being relaxed, friendly, and positive.

SENDING MESSAGES

- Keep a clear purpose in mind.
- Think before speaking.
- Present single ideas in a clear and concise manner.
- Avoid information overload.
- Put messages in the proper context.
- Avoid vague references and quantify when appropriate.
- Be aware of the other person's expectations and tailor messages accordingly.
- Explain what could be misunderstood.
- Use language that is familiar to the other person.
- Use non-verbals to emphasize and support messages.
- Pay attention to how the other person is reacting.
- Check for understanding.
- Solicit feedback.

LISTENING

- Keep an open mind and suspend judgment.
- Listen without rushing the other person.
- Show genuine interest in what the person has to say.
- Let the other person know of trouble hearing or understanding what is being said.
- Pay attention to non-verbals.
- Clarify, verify, and summarize when appropriate.
- Seek to understand what the other person really means.
- Take the time to ask the right questions and then really listen to the answers.
- Address the content and emotion of a message.
- Adapt to the conversation as it develops with spontaneity rather than prepared responses.

LANGUAGE THAT CAN DAMAGE RELATIONSHIPS

- ▶ Absolutes
- ▶ Extremes
- ▶ Controlling Words
- ▶ Critical Words
- ▶ "You Statements"
- ▶ Depriving Words
- ▶ Negative Words
- ▶ Shaming Words
- ▶ Canceling Words

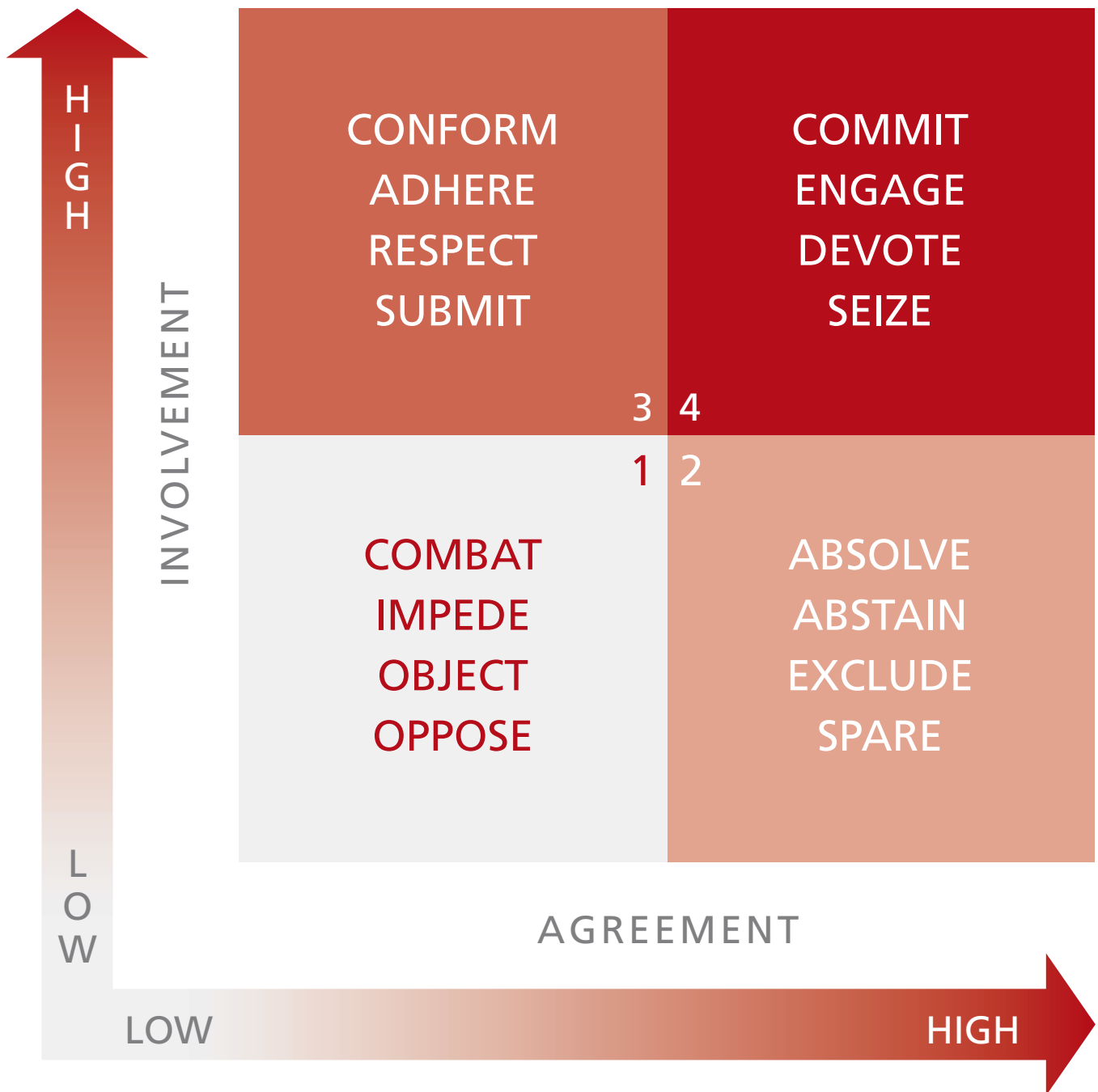
Achieve Desired Results

Resiliency & Accountability

The Accept Ownership Key To
Resiliency & Accountability



Degrees of Ownership



Sources: Covey, S. *The 7 Habits of Highly Effective People*, Fireside: 1990; Hamel, G. and Prahalad, C. K., *Competing for the Future*, Harvard Business School Press, 1994; Clarke, B., and Crossland, R., *The Leaders Voice*, The Tom Peters Press and Select Books, Inc.: 2002; Kotter, J., *Leading Change*, Harvard Business School Press: 1996; Peters, Tom, J., *The Circle of Innovation*, Alfred A. Knopf, Inc.: 1997; Senge, P., Kleiner, A., *The Fifth Discipline Fieldbook*, Doubleday:1994

Ownership and Desired Results

PERSONAL OWNERSHIP

DEGREE OF OWNERSHIP	RESULT 1	RESULT 2	RESULT 3	RESULT 4	RESULT 5
Q1: COMBAT - IMPEDE OBJECT - OPPOSE					
Q2: ABSOLVE - ABSTAIN EXCLUDE - SPARE					
Q3: CONFORM - ADHERE RESPECT - SUBMIT					
Q4: COMMIT - ENGAGE DEVOTE - SEIZE					

GROUP OWNERSHIP

DEGREE OF OWNERSHIP	RESULT 1	RESULT 2	RESULT 3	RESULT 4	RESULT 5
Q1: COMBAT - IMPEDE OBJECT - OPPOSE					
Q2: ABSOLVE - ABSTAIN EXCLUDE - SPARE					
Q3: CONFORM - ADHERE RESPECT - SUBMIT					
Q4: COMMIT - ENGAGE DEVOTE - SEIZE					

Reflect on the scores above. What observations do you draw? What strikes you?

How can you increase levels of personal and organizational ownership around your Desired Results?

Accountability & Ownership Coaching Exercise

Use **U-OWN** to create engagement, focus, a bias for action and ownership.

U **UNDERSTAND** - Gain clarity on the Desired Result. What is the issue?
Isolate the primary barriers, challenges and difficulties.
Ask, *“What else?”*

O **OBSTACLES** - What are the realities? What can you influence?
Ask the following questions:
“Why aren’t you achieving the results you need to produce?”
“What else is getting in the way of you making progress?”

W **WHAT ELSE CAN YOU DO?** - Isolate challenges that can be impacted or influenced
“Which of these challenges is most important to overcome, and why?”
“What’s been happening?”
“What have you tried so far?”
“What else can you do?”

N **NEXT STEP** - Gain commitment to action
“What is your next step?”
“When will you put the plan into action?”
“What actions are you going to take?”

Clarke, B., and Crossland, R., The Leaders Voice, The Tom Peters Press and Select Books, Inc.: 2002; Cook, M., Effective Coaching, McGraw Hill: 1999; Daniels, A., Bringing Out The Best In People, McGraw Hill: 1999; Daniels, A., and Daniels, J., Performance Management, Performance Management Publications: 2004; Fine, A. Mind Over Golf, BBC Books: 1993; Lombardi, V., Jr., What it Takes to Be #1, McGraw Hill, 2001; Peck, Scott, M., M.D., The Road Less Traveled, Simon & Schuster: 1978; Tonge, Kristy, Leader as Coach, Tom Peters Company, 2000

“A good coach will make his players see who they can be rather than who they are.”

- Ara Parashegian

Creating Heightened Ownership

Additional Coaching Questions:

- ▶ If you could do anything, what would you do?
- ▶ Are you accountable to achieve this result? What are the consequences if you do not?
- ▶ If you were in their shoes, what might you do?
- ▶ If you had to take accountability to make even a little progress with just one of these obstacles, which would it be and why?
- ▶ If your livelihood depended upon your making some progress, what else would you do?
- ▶ What could you do differently?

Achieve Desired Results

Resiliency & Accountability

The Create Solutions Key To
Resiliency & Accountability

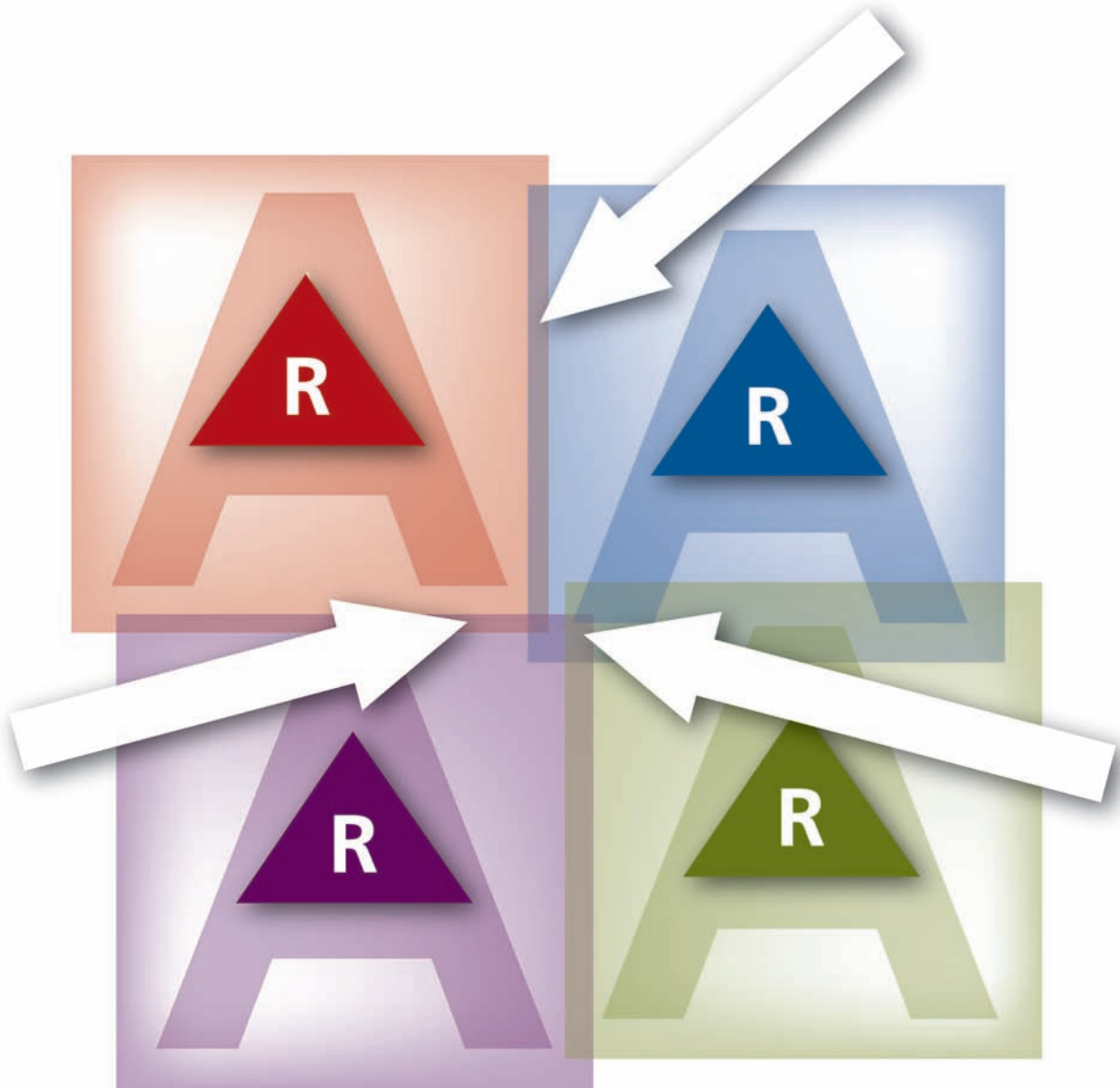


Responsibility Versus Accountability?

RESPONSIBILITY	ACCOUNTABILITY
What is on my job description	Going beyond what is on my job description to achieve Desired Results
A “doing my job” mindset	My job is “helping achieve our Desired Results” mindset
Activity focused	Results focused
Do	Think – Feel – Do
Tasks others have delineated	Choices I make
What I have to do	What else can I do?
Focus on my immediate needs	Focus on what is best for the organization / team
Operating in silos	We are in this together
Dedicated to my cause	Dedicated to the organization / team
Compliance	Commitment
Doing what I was asked	Doing whatever it takes

What are the advantages of an accountable culture?
What can you do to foster more accountability?

Shared Accountability



“Accountability is broader than
your job description.”

What Else Can I Do?

What realities might you not be acknowledging? _____

What are some alternatives? _____

Where, or with whom, do you need to create stronger support and ownership? _____

What has worked well? What must work better? _____

What self-imposed constraints have you placed upon yourself? _____

As you consider the models, tools and principles from this workshop, what aspects of what you have learned can most effectively help you produce better results?

Achieve Desired Results

Resiliency & Accountability

Personal Application Plan

Name: _____

Date: _____

Accountability Partner: _____

Review Date: _____



Module One: Develop a Resilient and Accountable Culture

- ▶ Do you have complete clarity and understanding of the Desired Results that you are accountable to achieve?
- ▶ Do your team members, colleagues and/or peers know and understand your Desired Results?
- ▶ What is your plan to ensure that your Desired Results are understood and that you maintain a focus on achieving them?
- ▶ Where do you currently lack alignment on the Desired Results and what is your plan to increase alignment?

Module Two: The Keys To Resiliency & Accountability

The **RECOGNIZE REALITIES** Key I Most Need to Improve is: _____

- ▶ Authentic, Open and Unbiased Communication
- ▶ Acquire and Value Perspectives and Viewpoints of Others
- ▶ Obtain and Provide Feedback and Counsel
- ▶ Recognize and Discuss the Tough Realities
- ▶ Anticipate Opportunities

My Plan to Accomplish This is:

The **ACCEPT OWNERSHIP** Key I Most Need to Improve is: _____

- ▶ Acknowledge Realities and Take Ownership
- ▶ Internalize Change - Seize Opportunities
- ▶ Grow From Past Successes and Failures
- ▶ Synchronize Behaviors to Support Desired Company Results
- ▶ Own the Feedback I Receive

My Plan to Accomplish This is:

The **CREATE SOLUTIONS** Key I Most Need to Improve is: _____

- ▶ Consider, "What Else Can I Do" - Never Give Up
- ▶ Explore All Options - Remain Tenacious
- ▶ Be Open to Taking Calculated Risks
- ▶ Move Beyond Barriers - Defy Conventional Boundaries
- ▶ Tap Into Discretionary Performance - Unleash Potential

My Plan to Accomplish This is:

The **EXERCISE ACTION** Key I Most Need to Improve is: _____

- ▶ DWYSYWD - Follow Through on Commitments
- ▶ Model the Way - Act Decisively
- ▶ Stay Aligned with Established Priorities
- ▶ Remain Engaged by Not Blaming Others
- ▶ Cultivate a Culture of Trust

My Plan to Accomplish This is:

Module Two: **The Keys To Resiliency & Accountability** (continued)

List current issues or areas where you may be anchored in the blamegame and develop your plan to take accountability and become engaged and active:

1. _____

2. _____

3. _____

Module Three: The **Recognize Realities** Key To Resiliency & Accountability

Develop your plan to assure that you and members of your team exchange A/C Feedback on a regular basis. Consider how you can integrate A/C Feedback into current systems and processes, as well as meetings:

List 4 people you will ask for feedback and develop your plan to make it happen:

1. _____

2. _____

3. _____

4. _____

Module Four: The **Accept Ownership** Key To Resiliency & Accountability

List members of your team, colleagues in other functional areas, or someone in your personal life who may be anchored in the blame game. List the issue with which they are challenged and when you will use the **U-OWN Accountability Coaching Model** to help them take ownership and accountability:

1. _____

2. _____

3. _____

4. _____

Module Five: The **Create Solutions** and **Exercise Action** Keys To Resiliency & Accountability

As you consider your Desired Results, what is the one thing you most need to do that will help accelerate your ability to achieve them? Be specific with your plan of action, what are you going to do, when you will do it, and how you will measure progress:

- RESULT 1. _____

- RESULT 2. _____

- RESULT 3. _____

- RESULT 4. _____

Module Five: The **Create Solutions** and **Exercise Action** Keys To Resiliency & Accountability

Reflecting on the workshop you attended, what is the most important self-discovery you have made and how will that impact your personal accountability?

1. _____

2. _____

3. _____

What measures will you take to ensure that you implement and follow through on your accountability plan?

Desired Results

1. _____
2. _____
3. _____
4. _____
5. _____

Notes: _____

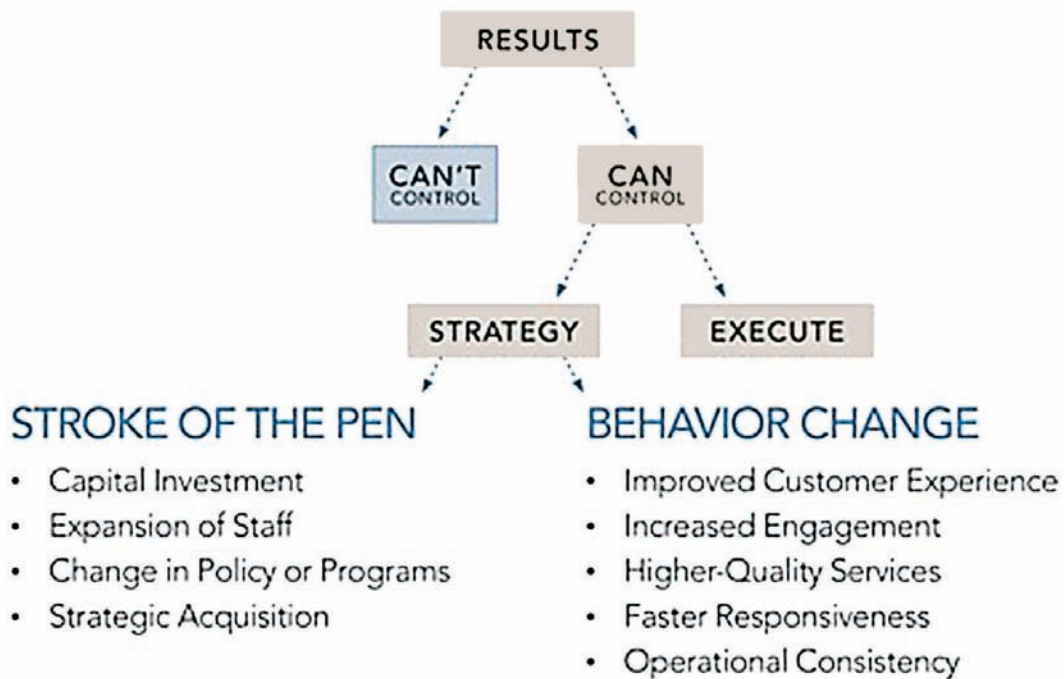
Achieve Desired Results

Resiliency & Accountability

Flawless Execution



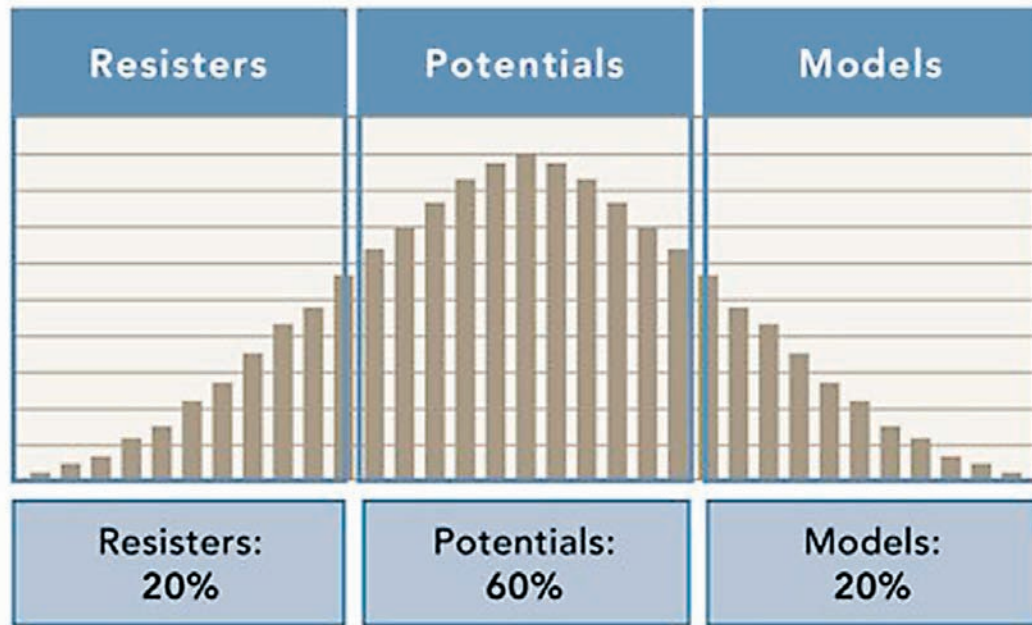
Describe the traits and characteristics of an ideal leader, a leader you would choose to follow, a leaders you would hire



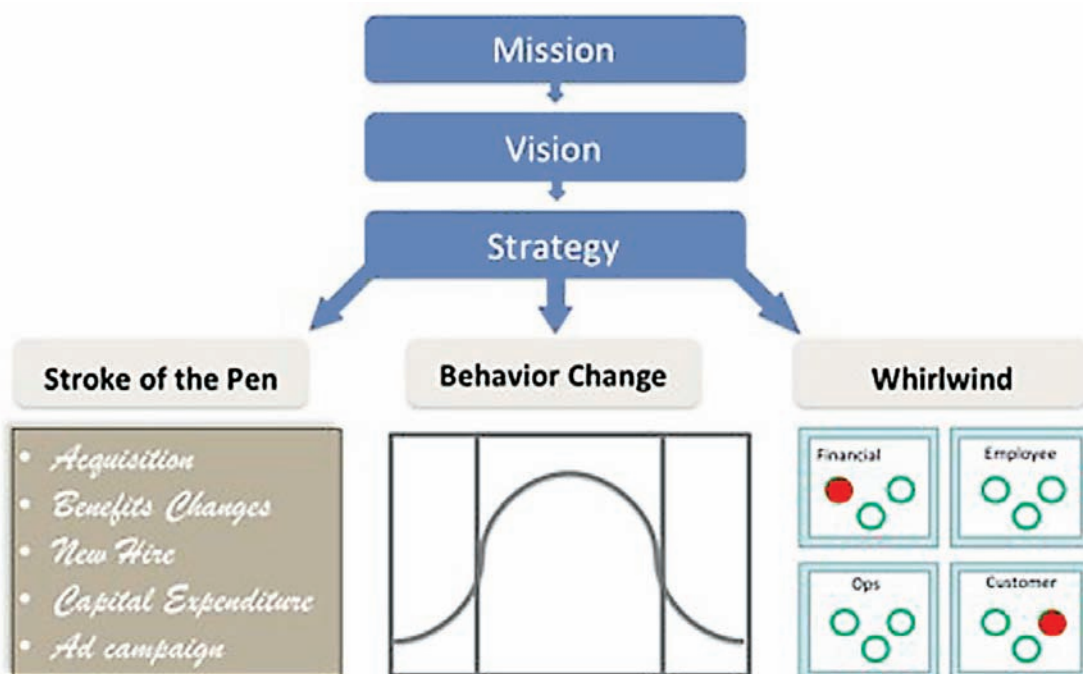
Why is driving a strategy that requires changes in human behavior so difficult?



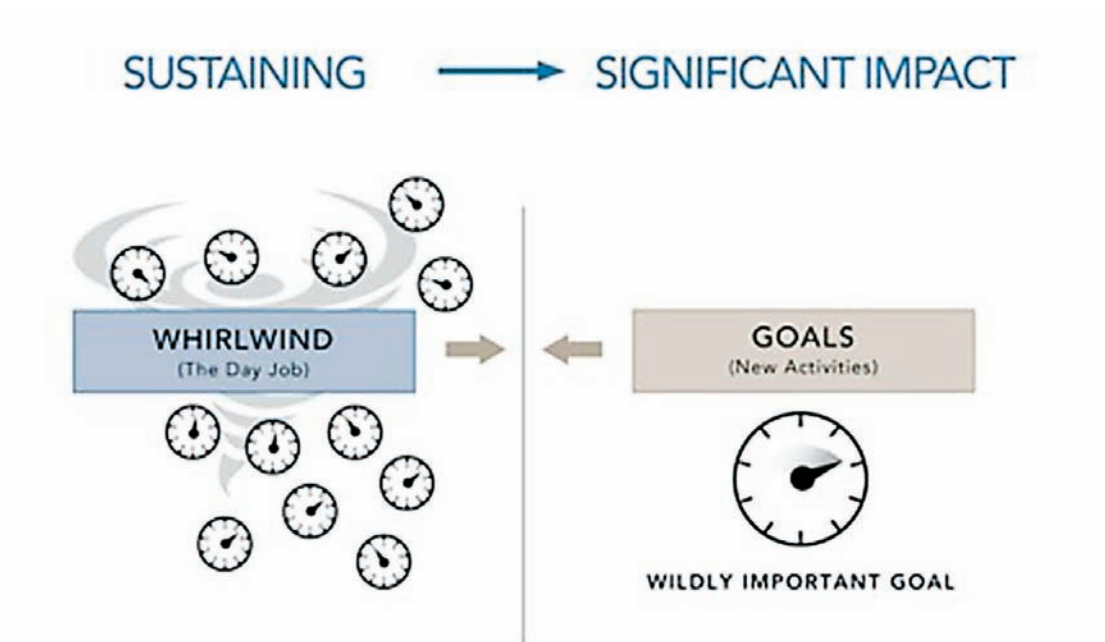
Moving the Middle



The Execution Challenge



The Key to Flawless Execution



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CULTIVATE ACCOUNTABILITY, RESILIENCE & OWNERSHIP

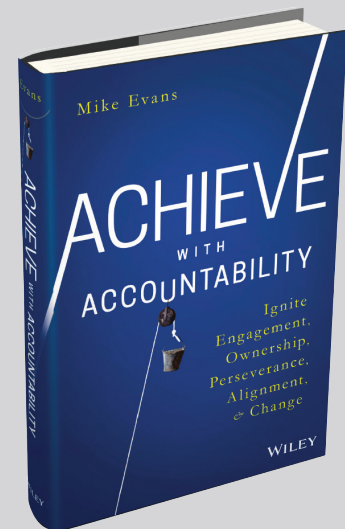
Unleash Engagement and Passion

CREATE YOUR OPTIMAL CULTURE

Achieve What Matters Most

FORGE DISTINCTION & DIFFERENTIATION IN TODAY'S SEA OF SAMENESS

Brand You!



Achieve with Accountability presents a recipe for awakening the whatever it takes attitude, belief, resolve, perseverance, confidence, determination, drive and creativity to achieve what matters most to individuals, teams and organizations.