



Values



Articulated
& Defined

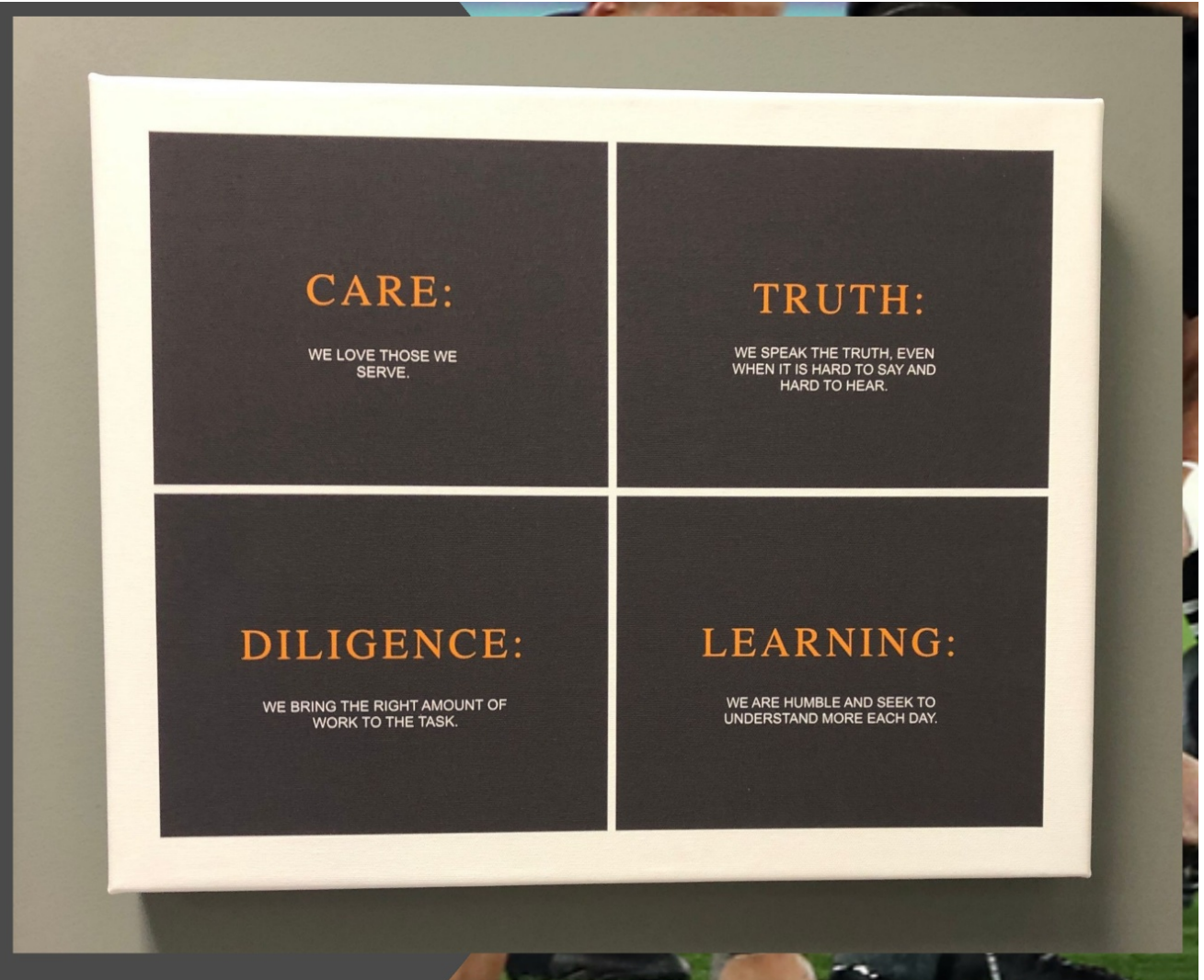
Non-
negotiables

Use them
every day

3-5 words...

...with
definitions...

...your
definitions are
the ones that
matter.



Values determine who gets a seat on the bus

Start with your leadership team.

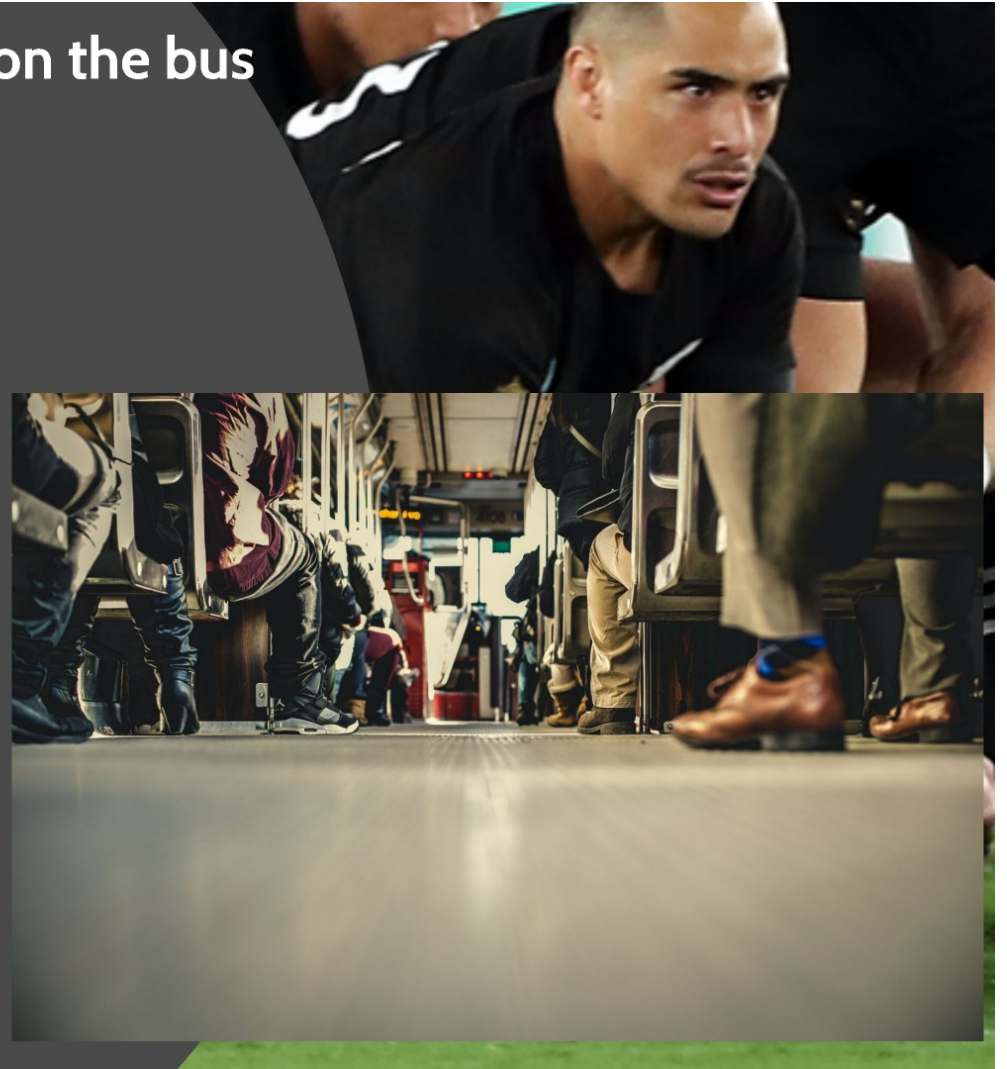
Every person get evaluated on values

+: exhibits most of the time

-: hardly ever exhibits


N: neutral

3/5 or 3/4 minimum



What you pay attention to improves:

- Make them visible
- Mission moments
- 30 day 1-on-1's
- Discipline conversations
- New hire process
- Ad copy
- Strategy filter and innovation



**Everyone is
accountable to
values...in everything
they do**



Vision

Do you have a clear definition of where the bus is headed so that your team knows what they are signing up for?



Numbers are better

Worthy vision

Ownership
accountability

Numbers mean the same to you as they do to me


- 5 offices
- 5 SE metro areas
- 5 consultants in each
- \$2M revenue per office



You get to pick the numbers, it shouldn't be about the money

Your team will be engaged to the extent that your vision....

- is worthy of their best effort
- provides opportunities for growth and advancement
- benefits others



Vision #'s	1 year	3 years	5 years	10 years	20 years	30 years	
Revenue							
Gross profit							
Net profit							
Dividends							
FMV							
Employees							
Locations							
Market share							
Industry rank							
Awards							
Succession							
Community							
Mission							
?							
?							

What will get and keep most everyone on the team engaged?

- 1) Worthy of their best effort.
- 2) Provides opportunity for growth and advancement
- 3) Benefits others

Vision holds everyone accountable and raises the stakes for ownership

- There will be pressure to show progress
- Distraction and disengagement are lethal
- Vision doesn't take days off, it must persist when you do
- Visions have a life-cycle


You don't have to do this (only if culture is important to you)





Servant Leadership

If they know the destination,
and if they buy-in to the non-
negotiable values we must live
out,
and if you hired the right people...
your job is to make sure they are
equipped to do their job



What do you
need?

Responsibility
vs blame

Man the
spotlight



What do you need from me?

- to be successful today (**daily huddles**)
- for your team (**weekly ops meetings**)
- to hit your numbers this month (**monthly 1-on-1's**)
- to make a difference this year (**90 day priorities**)
- to grow personally and professional (**annual review of personal and professional goals**)

Responsibility vs blame

Model what you want to see

Responsibility is a litmus test for expanded leadership

Blame shows lack of concern for both the problem and those under a leader's care

Only those who assume responsibility should be granted authority



Man the spotlight

Those receiving credit and accolades are either the beneficiaries of good leadership or seeking to satisfy an ego

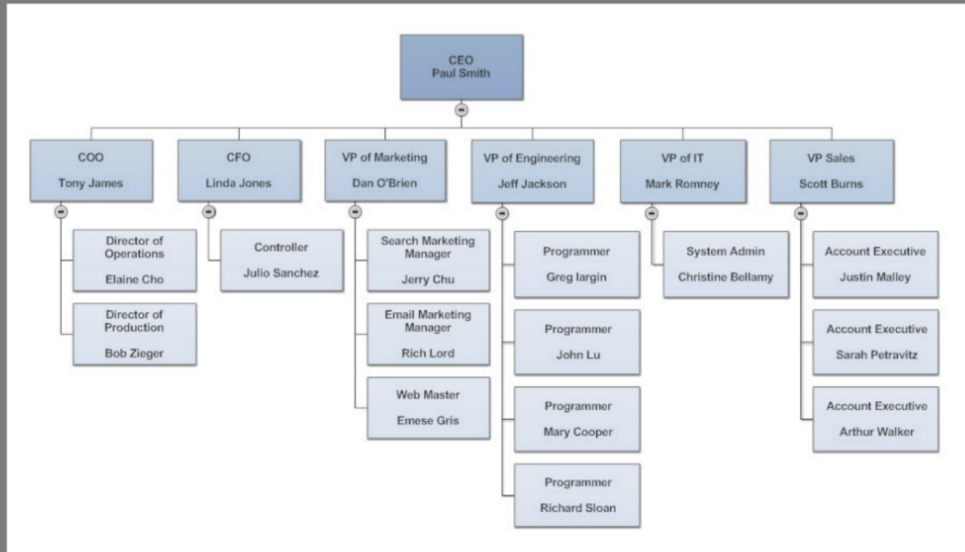
Their performance is the only thing that will accomplish your vision

Get your acknowledgment in the thank you speech





Roles and accountabilities



Roles

Accountabilities

Tools

Roles

Titles define generally understood roles

Lines or reporting establish leadership positions

4-6 direct reports is about all you can handle



Accountabilities

3-5 non-negotiable things a particular position must be held accountable to perform

Accountabilities spread across multiple positions is a recipe for non-accountability

Accountability means it's your job to see that it get's done, not that you must do it all yourself



Tools

Omnigraffle
(Mac)

Visio (MS)

Keynote (Mac)

Powerpoint (MS)

Org chart

A/P Clerk
Joanne

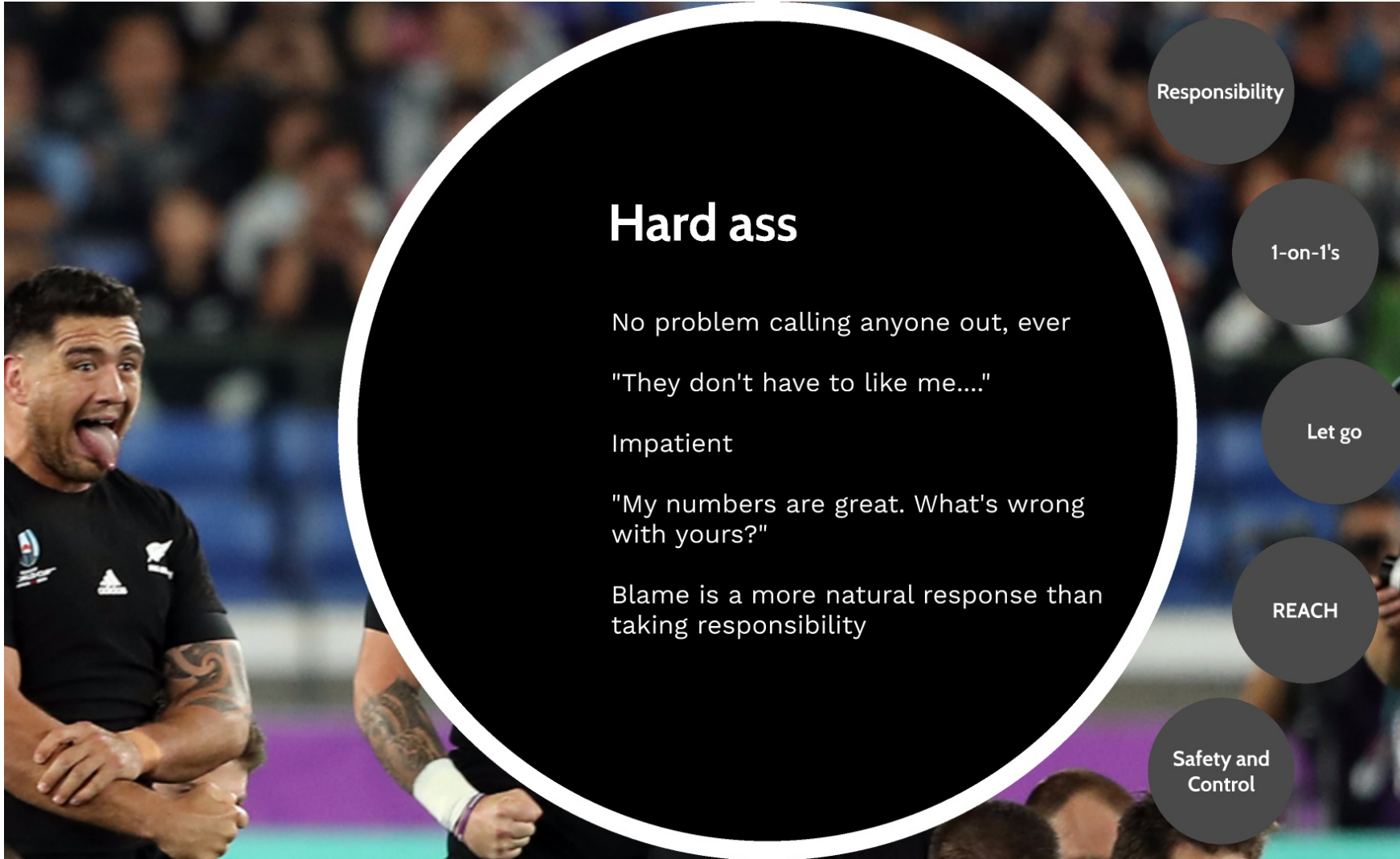
Sales Manager
Jack

Accountability chart

Job Costing
Joanne
Reconciling PO's
Recording payables
Managing discounts
Reconciling cc
Eliminate unassigned costs

Sales
Jack
Retail sales & repairs
Setting & meeting targets
Field Training
Weekly team mtg
Accountability





Hard ass

No problem calling anyone out, ever
"They don't have to like me..."

Impatient

"My numbers are great. What's wrong with yours?"

Blame is a more natural response than taking responsibility

Responsibility

1-on-1's

Let go

REACH

Safety and Control

Take Responsibility

for their lack of performance

YOU hired them

YOU trained them

YOU provide the tools for them

YOU oversee their work

YOU can't change what you won't take responsibility for



1-on-1's

Every 30 days

Don't rush it. The more responsibility they have, the more time they need.

It's their agenda, not yours.

"This is your time...
to let me know...
what you need from me...
to be successful"



Let go

of your operational responsibilities

Your success is no longer indicated by your numbers

Your new success measure is how well your people hit their numbers

What made you a successful operator?
Can you teach that to your people?

REACH

Use tools to quantify and understand what makes your team tick

They are different from you in quantifiable ways

Become a student of people, they are your new product

Find a toolset and go all-in



Safety & Control

You have a great deal of control over your environment

Safe environments enable risk taking and top performance

Unsafe environments create neurosis and short term thinking

Are you unwittingly creating a toxic environment that guarantees a lack of progress?



neu·ro·sis

/n(y)oo' rōsēs/

noun MEDICINE

a relatively mild mental illness that is not caused by organic disease, involving symptoms of stress (depression, anxiety, obsessive behaviour, hypochondria) but not a radical loss of touch with reality.

Similar: [mental illness](#) [mental disorder](#) [psychological disorder](#)



Pushover

Uncomfortable calling people out

Worried that your own performance isn't spectacular

Generally non-confrontational

Have let things slide in the past

Work with family or friends that make conversations about more than just work

Bright-line venues

Collaborative Discipline

Get a coach

Get a hard ass

Stewardship

Bright-line venues

Times and places where there is nowhere to hide (weekly ops meeting)

Non-performance is not ignorable

Peer accountability

The agenda calls for an unambiguous assessment (done, not done, on-track, behind)

Collaborative discipline

See Transformational Leadership program by Ford Taylor

"What can we both agree should happen if you don't..."

Understand that a lack of accountability is your problem. It is working out just fine for them. Make it their problem and things will change.

Get a coach

You are less likely to hold others accountable if your own performance is lagging

The plan must drive the coaching agenda, not the other way around.

Your coach does not have a magic wand

Get a hard ass

It's a lot like parenting

In public you must support them 100%

Values are EVERYTHING

It's OK to delegate the day-to-day
question asking

It's not OK to skip the discipline
meetings

Stewardship

You probably won't be their last stop

The most important resource is time

The longer you fail to hold them accountable the longer they suffer under poor leadership

How is their behavior going to affect them long term? Are you willing to accept responsibility for allowing that to happen?