Objectives

• General discussion about the book
• Developing strategies for putting the ideas into action.
Norms

• Confidentiality
• Listening
• Self-care

Agenda

Introductions  Lateral Leadership  Basic Elements  Action Planning
• Purpose
• Thinking
• Learning
• Engagement
• Feedback
Introductions

• Name
• Where you work
• One thing you’ve already learned about collaboration.
• One thing you got from the book.

Agenda
Key Principles

- Lead by example
- Build relationships
- Open an inquiry
- *Gently* push the envelope

Lateral Leadership

- Tale of the Tip Sheet
- How could I have ...
  - Accepted responsibility?
  - Made it attractive and empowering?
  - Involved him?
Agenda

Purpose

• 1st step: getting clear on your purpose
• Thought experiment:
  – What would happen if you weren’t there, and no one stepped in to do your work?
  – What would happen if you fulfilled your role perfectly?
  – Now, write a mission statement.
Your Mission at Williams

What would happen to your team if you stopped doing your job and nobody replaced you?

How would your team benefit if you played your role perfectly?

Who are the people that benefit from your services? What are the different ways in which they benefit?

Using your answers to the questions above, write one sentence that reflects your personal sense of your mission at Williams.
Agenda

I. Data
• Symptoms, facts, “The Problem”
• Observation Checklist
• Three Positions

II. Diagnosis
• Underlying causes
• Ladder of inference

III. Direction
• What has to be done:
  • Strategies
  • Brainstorming

IV. Do Next
• Specific actions

Thinking

I. Data
• Symptoms, facts, “The Problem”
• Observation Checklist

II. Diagnosis
• Underlying causes
• Ladder of inference

III. Direction
• What has to be done:
  • Strategies
  • Brainstorming

IV. Do Next
• Specific actions
Q-Storming in Practice

Jane, a senior manager at an IT firm, attended a Q-Storming workshop. She was quick to volunteer when I asked who needed a breakthrough. She described a situation with Leslie, a highly-paid employee in her department. Leslie had been underperforming for almost two years in a position the company had created three years earlier in response to an emergency.

Jane had excellent coaching skills. She had worked hard with Leslie to improve her performance but to no avail. Jane didn’t want to fire Leslie, a loyal employee who had done well for the first year in her present role. In fact, prior to being placed in this position, she had done well for several years.

Here’s the Q-Storming goal I worked out with Jane: to discover a solution that will be satisfying and beneficial for Leslie, the company and Jane. The other participants generated 43 questions, hoping for ones that Jane hadn’t asked herself previously. As usual, the more obvious questions came first, such as: “How can I get better at coaching Leslie? What am I missing about Leslie that would make a difference? What will help me feel better about myself as a manager and coach?”

Finally, someone came up with a question that caused Jane to nearly jump out of her seat: “Does the company still need this role, since it was created to address an emergency that happened three years ago?” “I never thought of that!” Jane exclaimed. Her assumption that she was dealing with a performance problem was what had kept her stuck. She had never considered that this might be an organisational problem, so she hadn’t questioned whether Leslie’s role was still necessary. It wasn’t, and there was another position where Leslie could be reassigned.

Agenda

Introductions
Lateral Leadership
Basic Elements
- Purpose
- Thinking
- Learning
- Engagement
- Feedback
Action Planning

Learning

"We do not learn from experience . . . we learn from reflecting on experience." - John Dewey

edutopia.org
Learning from Mistakes

Consider a situation at work that didn’t come out as well as you hoped. You suspect you may have contributed to the problem somehow, though it may not be clear exactly what. Investigate the situation using the questions below:

What was the probable sequence of events?

Were their multiple small mistakes that led to a larger one?

Were there any erroneous assumptions made?

What were your goals? Were they the correct ones?

Was it possible to have recognized bad assumptions earlier?

Was there information you have now that would have been useful then?
Does this situation resemble other situations you’ve been in? What are the resemblances?

What would you do differently if in this exact situation again?

How can you avoid getting into situations like this?

How can you get into situations more to your liking?
Engagement

5 Dysfunctions of a Team

- Inattention to Results
- Avoidance of Accountability
- Lack of Commitment
- Fear of Conflict
- Absence of Trust
Appreciation Letter

Draft an email to a colleague appreciating them for something they have done. Describe their specific behavior and its impact on you. When you get back to your office, type it up and send it.
Agenda

Introductions  Lateral Leadership  Basic Elements  Action Planning

- Purpose
- Thinking
- Learning
- Engagement
- Feedback

Engagement

Here's a list of the twelve elements of great management:

1. You might also want to look at the importance of employee feedback and tell me my opinions count.
2. Remember to keep a positive attitude and tell me my opinions count.
3. If you do not do any of the above, things on the list, you will shrink me out of the picture.
4. Leave me alone and stop reading. I will tell you why you need me and think about it.
5. This would be a convenient time to give me some praise and recognition.
Engagement

5 Dysfunctions of a Team

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results
Feedback

- Become a reliable source of appreciation
- Give appreciation skillfully
- Invite feedback from others
- Get an invitation to give feedback
- Give constructive feedback skillfully
Appreciation Formula

Behavior + Impact = Best chance for repeated behavior

Constructive Feedback:
The Key Formula

Behavior + Impact + Positive Future Alternative = Best chance for changed behavior
Agenda

Write a SMART Goal
**SMART Goal Worksheet**

You’ve read the book. You’ve come to the workshop. Now, make a specific commitment about what you are going to do as a result. Use the SMART formula.

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<thead>
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<th>Specific</th>
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<th>Attainable</th>
<th>Relevant</th>
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• Program evaluation link will be sent by email.
• You’ll get a link to a course page with all the materials.