



**LEADERSHIP & CULTURE**  
*CLOSING THE GAPS BETWEEN WHAT SOUNDS GOOD & WHAT GETS DONE*

**3 Boys, Some Beer...and a Cop!**  
*Takeaways*

1. **The people, situations & circumstances that impact departmental success change**
  - The hands we're dealt
  - The external factors over which we have absolutely no control
    - Economic/financial conditions
    - Competitive landscape
  
2. **As the people, situations & circumstances change, so do the requirements for achieving and sustaining success**
  - In the home, the parenting techniques that worked when they were little don't work as well when they become teenagers (and heathens)
  - In the workplace, strategies, policies & processes may become less effective
  - What got us here may not get us to where we want to be
  
3. **In order to deal effectively with the changes that impact departmental success, we must be willing to look for, find, consider and try alternatives to the status quo**
  - Alternatives to the mental and behavioral choices we've made (habits we've formed)
  - Alternatives to the roles we've played and how we've played those roles
  - Alternatives to the strategies, policies and practices we've employed
  - *The Relentless Search for Better Ways*
  
4. **Dealing effectively with the factors that impact departmental success is a two-dimensional process**
  - **Mechanical dimension**
    - The external choices we make
    - Our behavioral responses to the hands we're dealt
    - Obviously important
  - **Mental dimension**
    - The internal choices we make
    - Our mental/emotional responses to the hands we're dealt
    - *The often unconscious—but powerful—mental choices that ultimately determine the effectiveness of our behavioral responses*
  
5. **In the real world, *Happily Ever After(s) Don't Just Happen***

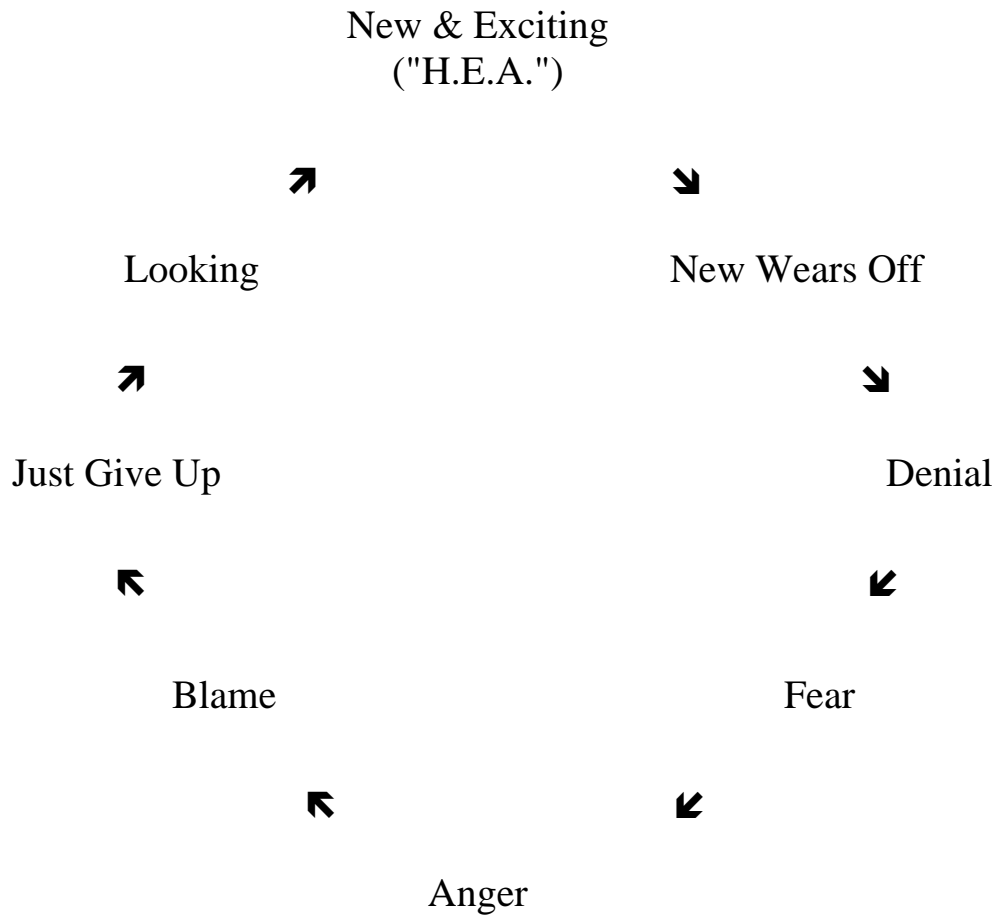
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**THE "HAPPILY EVER AFTER CYCLE"**



**TWO REQUIREMENTS FOR ACHIEVING & SUSTAINING SUCCESS**  
*IN THE REAL WORLD*

1. More heroes & fewer victims
2. People who are able & willing to lead (Consciously create Hero-Friendly Cultures)

**To receive a series of Follow-Up Tips email:**  
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**VICTIMS & HEROES**  
***A TALE OF TWO PERSPECTIVES***

**1. Things we know**

- The people, situations & circumstances that impact our success change
- We always make choices about those changes
- *Those choices are based more on our perspectives than on the changes themselves*

**2. Two perspectives in play**

- The victim perspective (emotional victimhood)
- The hero perspective (emotional accountability)

**Victim Perspective**

My feelings are the emotional consequences of the hands I'm dealt

**Beliefs**

Establish "rules" for what must or must not happen out there (heavy emotional attachment)

**Choices Based on Beliefs**

"Rules" will be broken  
*Setbacks are inevitable*

**In the Real World**

Blame, Wallow, Quit  
Wait, Wish, Hope

**Choices Made About Setbacks**

**Hero Perspective**

My feelings are the emotional consequences of the mental choices I make about those hands

Define the things I prefer to happen or not happen out there (less emotional attachment)

Preferences will not all be met  
*Setbacks are inevitable*

Get Over it!  
Get On With It!

**EMOTIONAL ACCOUNTABILITY**

**Acknowledged ownership of the mental choices we make  
and of the emotional consequences those choices produce**

*ALL the choices & ALL the consequences*

**EMOTIONAL ACCOUNTABILITY**

**Not a trait or characteristic to be developed;**

*a truth to be acknowledged*

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**LEADERSHIP BEHAVIOR**  
*FOR CONSCIOUSLY CREATING HERO-FRIENDLY CULTURES*

1. *Ensure that others understand what you expect from them*
  - **General expectations** – broad types of behavior, e.g., teamwork
  - **Situations** in which those types of behavior are especially important
  - **Specific behavior** you expect in those situations
  - *2 approaches to defining specific behavior (directive or collaborative)*
  - **Three reasons people fail to meet leaders' expectations**
    - They know what's expected but are \_\_\_\_\_
    - They know what's expected but are \_\_\_\_\_
    - They \_\_\_\_\_
2. **Identify & eliminate barriers to those behaviors**
3. **Model that behavior**
4. **Measure performance using those expectations as the standards**
5. **Honor efforts & progress toward meeting your expectations**
6. *Confront unwillingness/bad faith*
  - **Confront the choices people make, *not the people who make them***
  - **Confront to restore, *not to punish***
  - **How to confront**
    - *4 facts*
    - *1 conclusion*
    - *1 question*

***FAILURE TO CONFRONT UNWILLINGNESS/BAD FAITH***

1. Enables the unwilling
2. Demoralizes the willing
3. Undermines leaders' credibility
4. *Widens the gaps between what sounds good & what gets done*

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**HOW HERO-FRIENDLY CULTURES ARE CREATED**  
*IN THE REAL WORLD*

**1. Progressively**

- Changing culture is a process, not an event (all-at-once doesn't work!)
- The new will wear off the process long before you have the culture you're seeking

**EFFECTIVE LEADERS MUST PERSEVERE**  
*BEYOND THE POINT AT WHICH THE NEW WEARS OFF*

**2. Some Success; Some Failure**

- Some people will respond favorably to your leadership behavior; others won't
- *In the real world, setbacks are inevitable*

**SUCCESS & FAILURE WILL CHARACTERIZE**  
**YOUR EFFORTS TO CREATE A HERO-FRIENDLY CULTURE.**

*YOUR COMMITMENT TO DOING SO IS BEST MEASURED*  
*BY YOUR RESPONSES TO YOUR FAILURES*

**3. From the inside-out**

- The hands you're dealt do matter
- The choices you make about the hands you're dealt—especially your mental choices—matter more

**THE RULE**

**You choose the quality of your days**

**APPLICATION**

**To have exceptional days,  
Stop looking for exceptions to **THE RULE**.**

**THE TRUTH IS ...**

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