Leadership & Culture
Closing the Gaps Between What Sounds Good & What Gets Done
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
THE "HAPPILY EVER AFTER CYCLE"

New & Exciting
("H.E.A.")

Looking   New Wears Off

Just Give Up   Denial

Blame   Fear

Anger

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:
tips@jimbearden.com
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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)

<table>
<thead>
<tr>
<th>Victim Perspective</th>
<th>Hero Perspective</th>
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<tbody>
<tr>
<td>My feelings are the emotional consequences of the hands I’m dealt</td>
<td>My feelings are the emotional consequences of the mental choices I make about those hands</td>
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<tr>
<td>Establish “rules” for what must or must not happen out there (heavy emotional attachment)</td>
<td>Define the things I prefer to happen or not happen out there (less emotional attachment)</td>
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<table>
<thead>
<tr>
<th>In the Real World</th>
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<tbody>
<tr>
<td>“Rules” will be broken</td>
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<tr>
<td>Preferences will not all be met</td>
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<tr>
<td>Setbacks are inevitable</td>
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<table>
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<tr>
<th>Choices Made About Setbacks</th>
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<tbody>
<tr>
<td>Blame, Wallow, Quit</td>
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<tr>
<td>Wait, Wish, Hope</td>
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<tr>
<td>Get Over it!</td>
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<tr>
<td>Get On With It!</td>
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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
   - Two 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 …