

Fully Alive Leadership
Leading in Uncertain Times Workbook
The Blanks Filled In

All quotes from Jack Altschuler except as noted.

Page 3 See leader, emulate leader
Chief Alive Officer
Workers are looking for safety and security.

Traditional Top Extrinsic Motivators

1. Appreciation
2. Recognition
3. Working with people I like and respect
4. Knowing how I contribute to something good

Feed them what they're hungry for.

Page 4 46% of workers are worried about job loss, hours cut, benefits cut, wages reduced

The Stockdale Paradox

- Retain faith that we can and we will prevail in the end.
- Confront the brutal reality of the facts as they are today.

Today's Ground Rules

1. Change is here and everyone is anxious.
2. Because you're the leader, it's your job to lead change.
3. If something good is to happen, you must commit to action.

Yesterday is never coming back and tomorrow is going to look very different.
The leader's job: Create the New Tomorrow

Page 5 Human Change Curve: Decision to change; denial and auto-immobilization; frustration;
Acceptance; development; application; commitment/competence

Change takes: time; confidence, persistence and leadership

Refusing to change is insisting upon a reality that doesn't exist.

Page 6 Change is the process by which the future invades our lives. – Alvin Toffler

Three Steps to Influence People to Change

1. Paint the compellingly attractive picture
2. Have a plan and communicate it
3. Mentor your people

It's easier to change the people than to change people. – Ole Carlson

Unless things change, things won't change.
If you want something different, you will have to change.
You are perfectly positioned to get exactly the results you're getting right now.
- Dan Wertenberg

Page 7 **F.A.L. Practice #1: Manage Things; Lead People**

Don't meddle.
The more you try to control, the less influence you will have.
Boss is a position of authority; Leader is a position of influence

Page 8 none

Page 9 **F.A.L. Practice #2: Ask Great Questions**
None of us is as smart as all of us. – Ken Blanchard
The power is in the questions.

Page 10 **F.A.L. Practice #3: Listen**

Too often we don't listen in order to understand. We only listen to reply.
Motivation is not about talking and explaining, but about asking and listening.
- Peter Schutz
You cannot truly listen to anyone and do anything else at the same time. – M. Scott Peck
Being listened to is so close to being loved that most people cannot tell
the difference. – David Oxberg
You can hear a lot by just listening.

R – E – S – P – E – C – T

Page 11 If you want people to trust, you have to trust them first.
People follow you because of who you are.
People buy into the vision before they buy into the leader. – John Maxwell

Page 12 The number 1 driver of employee engagement is the belief that senior [leadership] is
sincerely interested in employee well-being. – Towers-Perrin, 2008

The successful [leaders] are those who are able to get their employees to know that
they care about them as people. – Towers Watson, 2018

The Fundamental Relationship Question: Do you care about me?

The Core of Great Leadership

1. Be fully alive – right here, right now.
2. Demonstrate that you care.
3. Validate – let them know you believe in them.

F.A.L. Practice #5 – Be Here Now.

Ask yourself, “Am I in the movie or watching the movie?”
I always Lead By Example

Page 13 High expectations are the key to everything, - Sam Walton

F.A.L. Practice #6 – Set the Bar High

1. Insist upon excellence
2. Give them the tools to succeed
3. Extended school day/year

Good enough isn't good enough

We are not thinking beings that feel; we are feeling beings that think. – *Emotional Intelligence* – Daniel Goleman

We make our decisions emotionally and justify them rationally. – *Emotional Intelligence* – Daniel Goleman

Emotional factors are four times as effective as rational factors in engaging employees.
- Corporate Executive Board *2005 Employee Engagement Study*

Page 14 I'll be at risk or there will be conflict, so I'll **Play it Safe**.

F.A.L. Practice #4 – Deal With Conflict

Playing it safe is the most dangerous thing we can do. We have to get bolder. – Steve Jobs
There is no safety in playing it safe.
Deal with conflict or it will deal with you.

Page 15 ***Fully Alive Leadership Rules For Safe Conflict***

1. Abandon winning
2. Listen
3. Stay focused on the goals

You can either win the argument or you can have the relationship.
You can't have both.

Out beyond ideas of wrong-doing and right-doing there is a field. I'll meet you there.
from *There Is a Field*, Rumi

Page 16 none

Page 17 "I can't" has never been part of my vocabulary. – Wilma Rudolph
"I Can't" is just a story that we tell ourselves.

F.A.L. Practice #7: Deal With Reality

Page 18 The only disability in life is a bad attitude. – Scott Hamilton
You can either have what you want or you can have your stories, your reasons
and your excuses why you can't. – James Newton

Page 19 If you hold employees accountable, their engagement goes up. – Willis Towers Watson

Fully Alive Leadership Accountability Drivers

1. Don't give excuses to avoid accountability
2. Declare your rules of accountability and repeat them often.
3. Overtly ask for accountability.

Can I count on you for that? – Mike Scott

Avoiding Accountability is an illusion.

Page 20 none

Page 21 Remote Motivation – Sample Actions

- Focus on results, not method and offer more flexibility
- Organize team members into pairs
- Reset expectations
- Do check-ins regularly, including rating their stress level 1 – 10
- Make it clear that your chief concern is their well-being
- Ask, “How do you chill?”
- Do micro-learnings rather than extended deep dives
- Over-communicate
- Use shorter communication cycle times
- “Have a rallying cry.” – Patrick Lencioni
- Mitigate uncertainty
- Optimism is contagious. Be optimistic to drive out fear.

It's all about them

Page 22 Check in regularly and Ask Great Questions

- What's something that you miss?
- How is your family doing?
- What are you looking forward to?
- If I'm to be a successful leader for you, what are the 3 key questions I should be asking you?
- What is the 1 thing I can do to improve our relationship?
- Rate me 1 – 10 for how I'm doing for you now. What should I do to get a higher rating next week?
- How are you feeling now?

It's all about them

Do Cool New Stuff that Matters

- Order home pizza deliver on Friday for everyone on your team.
- Buy supplies for making fade masks and donate them to a hospital
- Organize an appreciate line for hospital workers
- Organize a Red Cross blood drive
- Volunteer at a food pantry/bank

Page 23 **F.A.L. Practice #8: Be Their Confident Captain.**

The brick walls are there to show you how badly you want something. – Randy Pausch

Commit is an absolute: You either do or you don't.

F.A.L. Practice #9: Commit

Page 24 none

Page 25 **F.A.L. Practice #10: Live All of Your Life**