Table 0.1

DEGREES OF CARING

SHALLOW CARING	DEEP CARING
• Short-term	• Long-term
• Appeasement focused	• Development focused
• Excuse enabling	• Change enabling
• Comforting mind-set	• Transformational mind-set
• Empathy motivated	• Solution motivated
• Visible	• Visible & subtle
• Reactive	• Proactive
• Placating	• Empowering

Table 1.1

DOES YOUR ORGANIZATION EMBRACE UNCERTAINTY?

1. My organization is always on the lookout for new ideas to address problems.

2. My organization flexibly responds to different situations.

3. My organization easily spots changing trends.

4. My organization doesn't need a detailed plan when working on a project.

5. Even after my organization makes a decision, it will reevaluate the decision when the situation changes.

6. My organization needs to know the specific outcome before starting a project.*

7. My organization encourages employees to discuss their doubts about a project.

8. My organization actively looks for signs that the situation is changing.

9. My organization doesn't want employees to admit that they are unsure about something.*

10. My organization discourages employees from talking about misgivings.*

*these items are reverse-scored

Table 2.1

POTENTIAL SIGNS OF UNDERLYING TENDENCIES

REFINER SIGNS	EXPLORER SIGNS
o Enjoys order	o Appreciates a little chaos
o Values certainty	o Welcomes uncertainty
o Loves perfecting	o Cherishes discovery
o Frets about the incomplete	o Ponders possibilities
o Scrutinizes the details	o Ignores minutiae
o Systematically analyzes	o Jumps from issue to issue
o Relishes puzzles	o Delights in creative activities

Table 3.1

BENEFITS AND COSTS
OF THE COLLABORATION VALUE

POTENTIAL BENEFITS

- Fosters buy-in

- Facilitates generating novel solutions

- Speeds implementation

- Builds team morale

- Enhances members' sense of accomplishment

POTENTIAL COSTS

- Admit you don't have all the answers

- Give up power to let others provide solutions

- Acknowledge when your ideas are wrong

- Take time to bring people together

- Allocate sufficient time to share differing perspectives

Table 5.1

WHAT WAS THE BEST THING THAT HAPPENED TO YOU AT WORK THE PAST MONTH?

- My supervisor told me they got unrequested, good feedback on my performance.
- Culture moments being shared have had a positive effect on the team.
- Completing several challenging projects.
- Being recognized for hard work.
- Gathering workers together and going on an outing outside of work to help morale and increase comradery.
- Seeing so many lessons learned to date be applied to the newest project; I am so optimistic! This is a great team to begin with and I am watching it get better all of the time.
- I was told me being on this project has improved performance.
- Realized true benefit to the project through innovation.
- Watching work be executed for shutdowns go better than expected due to the amount of planning and thought being done on the front end.
- The challenges of the project have been very rewarding to me.
- Seeing the rewards of the group making a positive impact.
- There are many good things that happen daily. I work with a good group of people.
- During a recent team meeting, our discipline was able to work through several issues fairly quickly. Because everyone understood the constraints and what the end goal was, we were able to work together to find solutions quickly.
- Watching a family take a walk with their sick child and stopping by the construction gate to watch the tower crane make some picks, the smiles were priceless.
- Large decisions being made more expediently.
- Gained more responsibility and trust throughout my team.
- A performance review…I was encouraged to grow and thrive in everything I do.
- Given the opportunity to receive additional skills training.
- Our team has met our workforce goals in the last month and has received praise from our client - success!
- Watching our team problem solve collaboratively to find solutions quickly.
- Identifying problems and finding solutions and developing best practices going forward.
- Continuously meeting up w/ colleagues and being given the opportunity to continue learning and growing.
- Learned new things and working a little better as part of a team.
- Recognized for contributions and returning to the office to see the team.
- Problem solving issues on hot items and collaborating with my team.
- Given the opportunity to take a different role on another project.
- I was able to watch our team be agile enough to shift on the fly to meet the ever-changing client expectations.
- I had a good review with my supervisor, was recognized for my hard work and he gave me good feedback on areas I can improve.
- Starting some new systems up, seeing the fruits of our labor coming true is rewarding.
- I was given a raise and told I was a valuable member of the team.

Table 6.1

NOVICE VS. SKILLED COACHING

NOVICE COACH

Coach: *What problems are you having on the job?*

Team Member: Nothing, really. All is going well. Well … (interrupted by coach)

Coach: *Great. Are you sure?*

Team Member: Everything is great. Love what I'm doing. No problems at all.

Coach: *Super. I was just checking in*

SKILLED COACH

Coach: *What problems are you having on the job?*

Team Member: Nothing really. All is going well.

Coach: *Great. I see...*

Team Member: Everything is great. Love what I'm doing. No problems at all.

Coach: *Well, do you think you're sufficiently challenged?*

Team Member: What do you mean? I'm really good at what I'm doing.

Coach: *Fair enough. But I'm curious, do you feel like you're growing and achieving your potential?*

Team Member: Well, that's a slightly different question. I could use some new challenges.

Coach: *Hmmm… tell me more about what you had in mind…*

ANALYSIS

Notice that the coach takes the team member's first statement at face value. The coach almost half-heartedly asks for detail, but nothing surfaces.

Notice that the coach does not take the team member's first statement at face value. The coach treats it as a potential red flag and directly probes about growth and challenges. Then, the coaches use more nondirective queries to elicit further information and continue the dialogue.

Table 6.2

DIRECTIVE VS. NONDIRECTIVE QUERIES

	NONDIRECTIVE	DIRECTIVE
Purpose	Encourage team members to continue talking and revealing their thoughts	Allow the coach to ask for clarification or provide further direction
Rationale	The coach encourages team members to plot their own path forward or continue talking to reveal underlying issues	The coach wants to offer perspective or seek more specific information
Examples	• "I see …" • "Tell me more" • "Could you elaborate?" • "Would you like to add something else?"	• "Have you thought about …?" • "Could you give me an example?" • "I'm not understanding. It appears that two issues conflict. Can you clarify?"

Table 7.1

ENGAGING LANGUAGE CHOICES

AVOID THESE WORDS	INSTEAD, USE THESE
• Here are my precise expectations.	• Let's jointly agree on the desired outcomes.
• I'm going to hold you accountable for these deliverables.	• How can we build reasonable check-points into the process?
• Use these specific steps to get results.	• Consider this frame-work as you move forward with the initiative.

Table 8.1

THINGS THAT MIGHT MATTER

THINGS THAT MIGHT MATTER TO THE ORGANIZATION (BUCKET 1)	THINGS THAT MIGHT MATTER TO EMPLOYEES (BUCKET 2)
• Cultural values	• Major changes
• New initiatives	• Recognition
• Performance on benchmarks	• Appreciation
• Talent retention	• Career development
• Job satisfaction	• Job flexibility
• Competitor positioning	• Job security
• Future direction	• Compensation
• Product/service quality	• Personnel changes
	• Fit with the organization's future direction

Table 8.2

DECISION DOWNLOADING QUESTIONS

- How was the decision made?

- What is the decision?

- Why was the decision made?

- What alternatives were rejected?

- How does the decision sync with the organization's mission, vision, and values?

- How does the decision affect the organization? (WIFO - What's In it for the Organization?)

- How does the decision affect employees? (WIFM - What's in it for Me?)

Table 9.1

COSTS AND BENEFITS OF PUSHBACK

	EXPLANATION	POTENTIAL UPSIDE *Team may...*	POTENTIAL DOWNSIDE *Team may...*
Kinetic Dynamic	Both parties have strong preferences	• Discover novel solutions • Develop deeper understanding	• Self-censor • Offer faux support • Resist in inappropriate ways
Yielding Dynamic	Leader has weak preferences, but the employee has strong preferences	• Make quicker decisions • Empower employees • Drive decision making down the hierarchy	• Fail to look at different perspectives • Offer faux buy-in • Show tepid support
Compliance Dynamic	Employee has weak preferences, but the leader has strong preferences	• Make quicker decisions	• Fail to look at different perspectives • Offer faux buy-in • Foster fragile commitment
Organic Dynamic	Neither party has strong preferences	• Cultivate novel insights • Allow consensus to emerge • Resist poor decision-making processes	• Minimize the level of discussion • Lower the priority of the issue • Miss opportunities

Table 11.1

COLLABORATION VS. NEGOTIATION

COLLABORATION SYNONYMS	NEGOTIATION SYNONYMS
· Connection · Cooperation · Oneness · Unity	· Arbitration · Mediation · Transaction · Bargain

Table 13.1

FINANCIAL QUIZ

QUESTION	CATEGORY
1. What are the top 3 sources of revenue for our organization?	Revenue
2. What is our largest operating expense?	Operating costs
3. What are the top 3 investments we're making for the future?	Investments
4. Who are our top customers/donors?	Revenue
5. How do we rate against the competition in terms of net profit margin?	Revenue, Operating costs, Investments

Table 13.2

EXAMPLES OF FINANCIAL FACTS

NONPROFIT	FOR-PROFIT	FINANCIAL CATEGORY
We invested $10,000 for a new sound system to replace the old one.	We invested $5M in a new production line.	
We allocated $5,000 to recruit a new development person to head up our fundraising efforts.	We allocated $3.5M in next year's budget for a new business venture.	Investments
We allocated $8,000 to a study to determine the feasibility of owning our premises vs. leasing.	We allocated $50,000 to investigate opportunities in a new geographical market.	
We spend 20% of our annual budget on securing performance venues.	We spend 75% of our annual budget on people resources.	
We spend 5% of our annual budget on advertising.	We spend 10% of our annual budget on research for new projects and services.	Costs
We spend 60% of our annual budget on salaries and benefits.	We spend 8% of our annual budget to repair equipment.	
Our top donors are Betty Brice, Andrew Adams, Charles Cartwright, & Hillary Harris.	40% of our annual revenue comes from the industrial sector.	
Grants represented 20% of our income.	Our top 10 target customers make up 70% of our revenue.	Revenue
Our annual donor renewal rate was 4.6% compared to the national average of 5%.	Our largest customer nationally is Alliance logistics.	
On average, each fundraising meet-and-greet event we held generated 10 new donors.	The overall net profit margin on our business is 10%.	Revenue & Cost

Table 13.3

FINANCIAL REVIEW CHECKLIST

MAJOR ISSUES	CHECKLIST
Discuss Investments	Notable issues WIFO WIFM
Discuss Operating Costs	Notable issues WIFO WIFM
Discuss Revenues	Notable issues WIFO WIFM
Outline General Financial Health	Comparisons to similar organizations WIFO WIFM
Entertain Questions	What issues can I clarify? What concerns do you have? How do you see your role in each of these areas?