

Figure 0.1

WHY SHOULD YOU BELIEVE US?

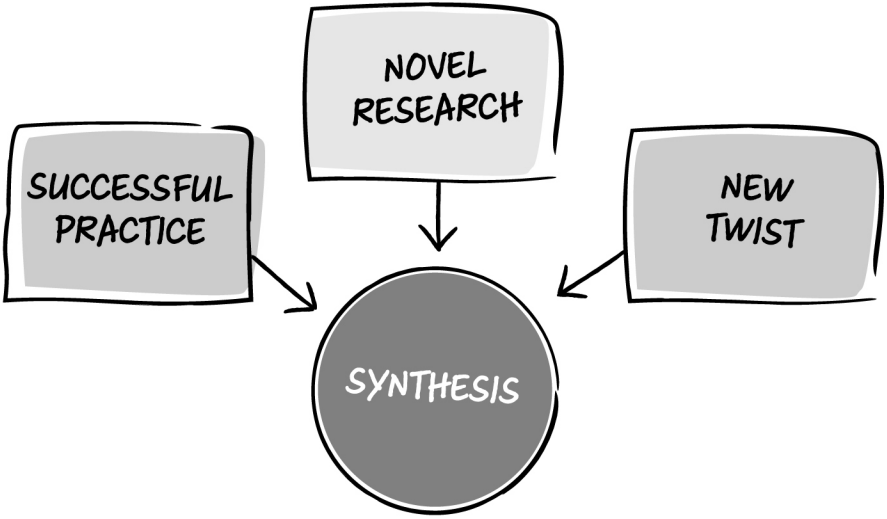


Figure 0.2

WHAT CAN YOU EXPECT?

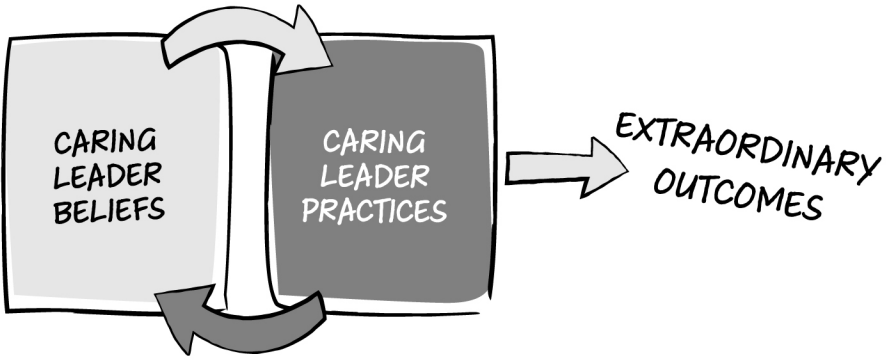


Figure 1.2

HOW UNCERTAINTY RELATES TO HONESTY AND HUMILITY

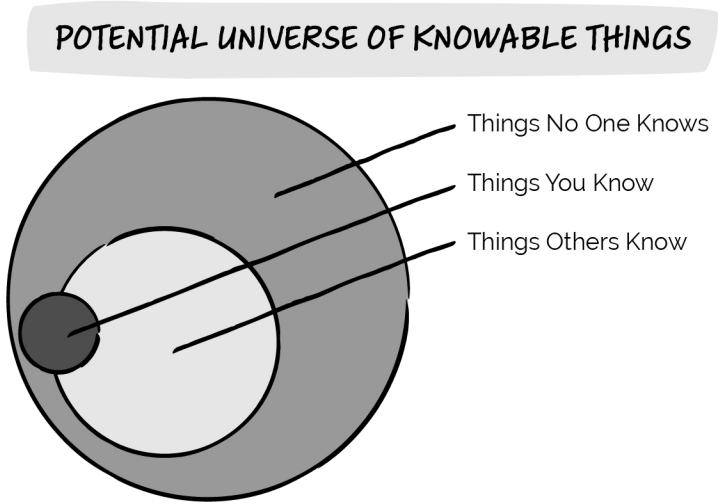


Figure 1.3

DOES YOUR LANGUAGE SIGNAL A DESIRE TO EMBRACE UNCERTAINTY?

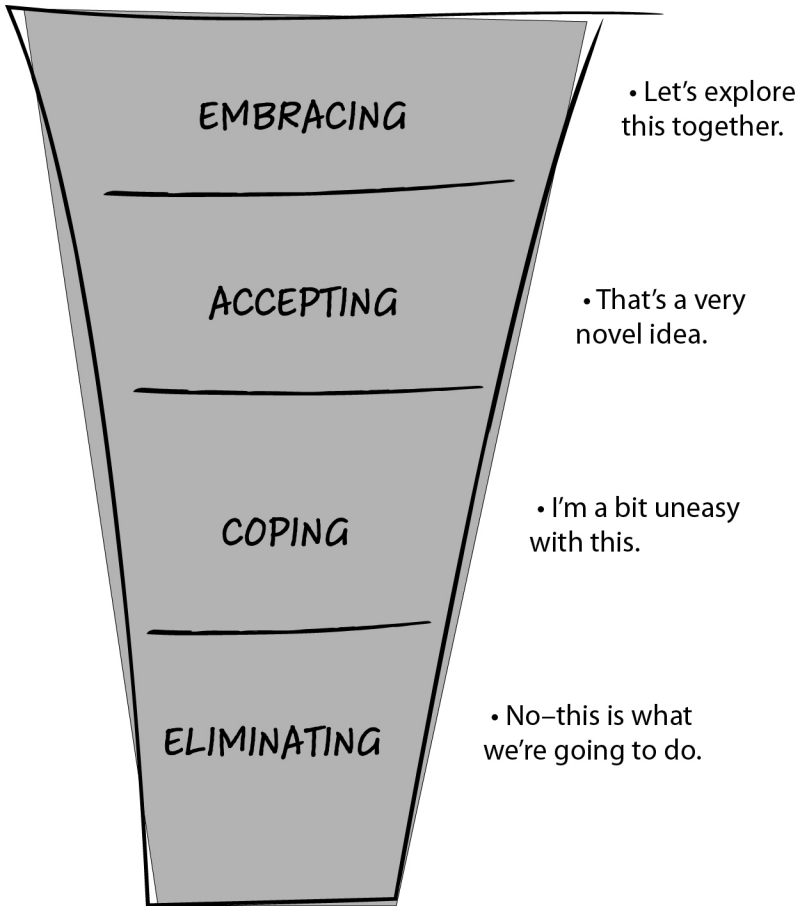


Figure 2.1

THE PROGRESS MODEL

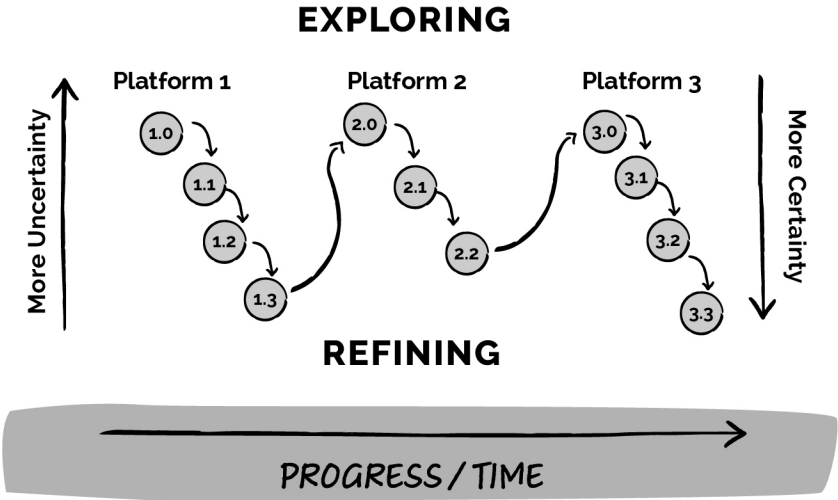


Figure 2.2

EXPLAINING REFINING AND EXPLORING IN THREE MODES

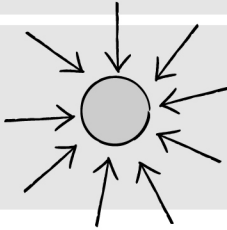
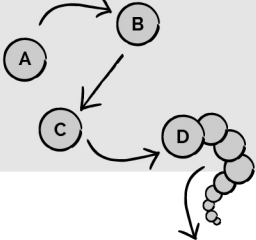
	REFINING	EXPLORING
Metaphor	Walking from point 1 to point 2, from point 2 to point 3, etc.	Jumping from A to Z
Example	Practicing to improve mastery of a musical instrument	Learning a new musical instrument
Image		

Figure 3.1

DIMENSIONS OF VALUES

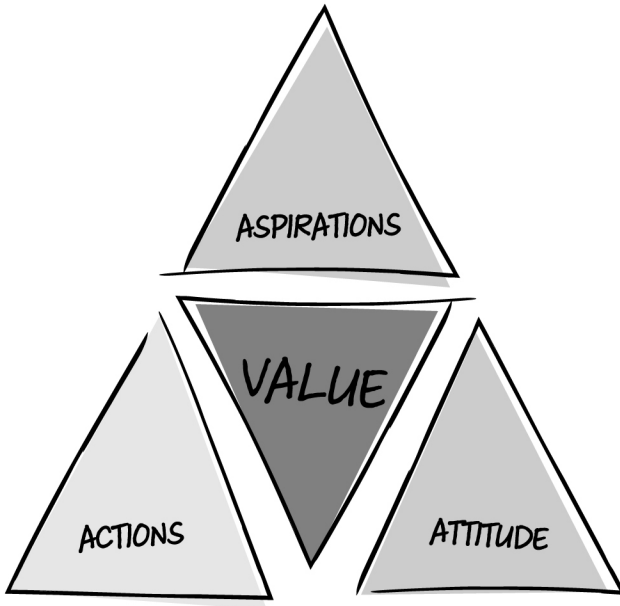
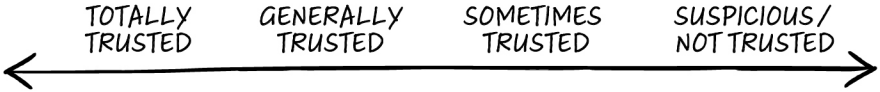


Figure 3.2

HOW TO VIEW VALUES: AS A CONTINUUM OR A CLIFF?

CONTINUUM VIEW

How Much Are You Trusted?



CLIFF VIEW

Are You Trusted? Yes or No?

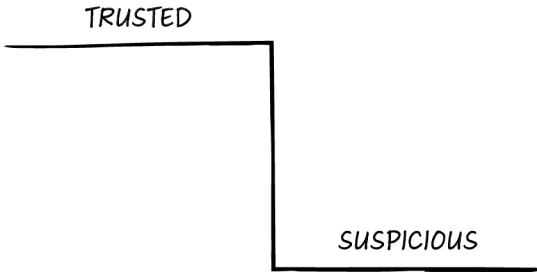


Figure 3.3

THE VALUE OF HONESTY

Honesty: *Be respectfully truthful and candid within the scope of the relationship*

KEY TERMS

Truthful – Not lying or misrepresenting

Candid – Forthrightly sharing concerns and disagreements

Scope of Relationship – Relational dynamics (e.g., supervisor/employee, customer/employee, etc.) moderate the degree of openness

DO THIS

- Respectfully speak the truth
- Thoughtfully listen to bad news
- Build relationships that encourage candor
- Listen to other viewpoints
- Be humble about what you know
- Quickly admit mistakes
- Acknowledge when you don't know the answer or situation
- Assume positive intent until proven otherwise

DON'T DO THIS

- Misrepresent or lie
- Forsake candor to maintain relationships or meet deadlines
- Gossip or share rumors in the name of honesty (i.e., undisciplined openness)
- Let emotions fuel candor
- Omit important or relevant information
- Fail to express empathy
- Avoid tough conversations
- Hide bad news
- Play the blame game

WHY HONESTY MATTERS

- Is a source of learning
- Promotes productive learning
- Builds character
- Supplies more clarity and focus
- Improves performance
- Enhances reputation
- Demonstrates courage and bravery
- Builds collective knowledge

THE VALUE OF HONESTY

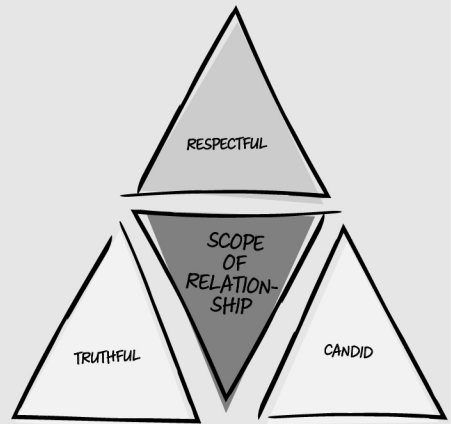


Figure 4.1

THE LEARNING PROCESS

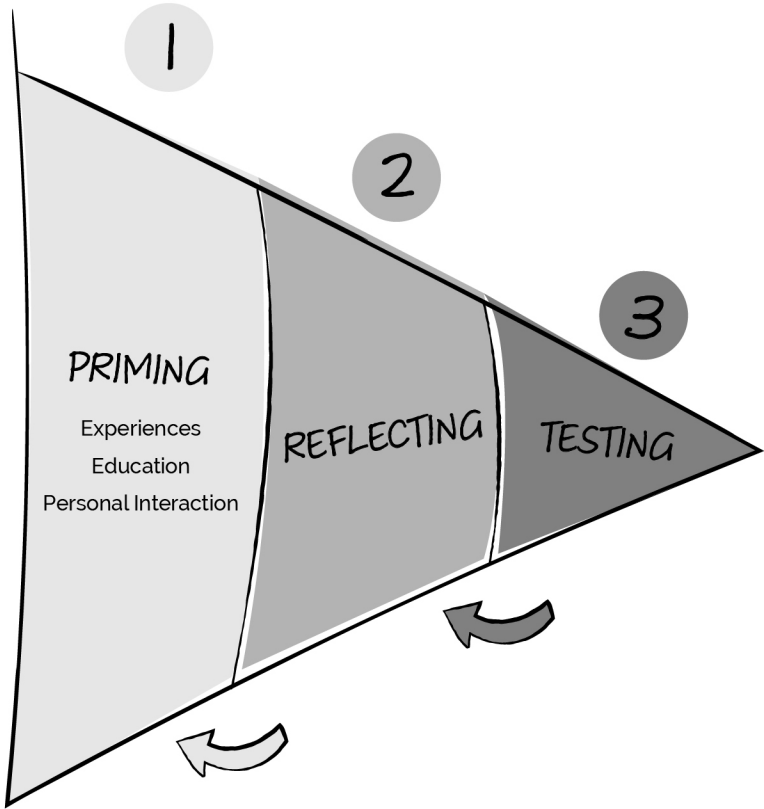


Figure 4.2

HOW DO YOU VISUALIZE LEARNING?

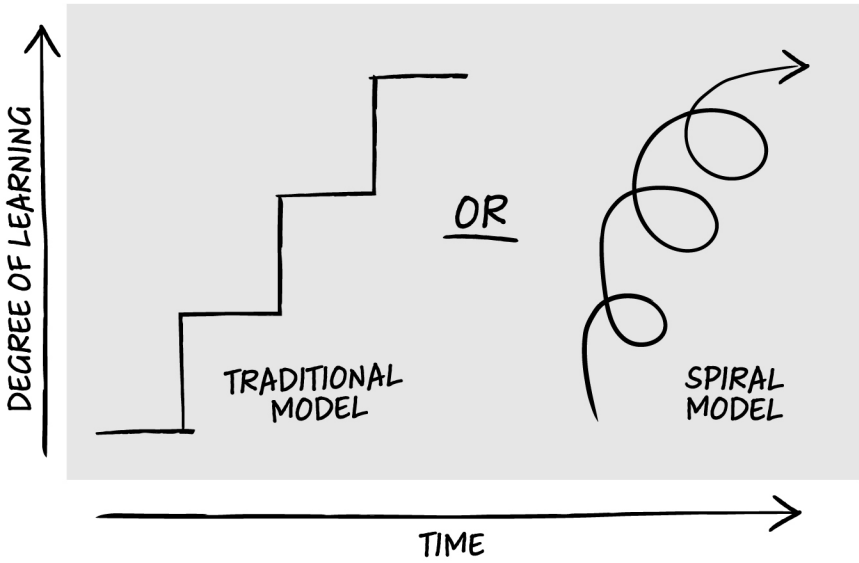


Figure 5.1

LEADER PERCEPTIONS: GAPS BETWEEN SENTIMENTS AND BEHAVIORS

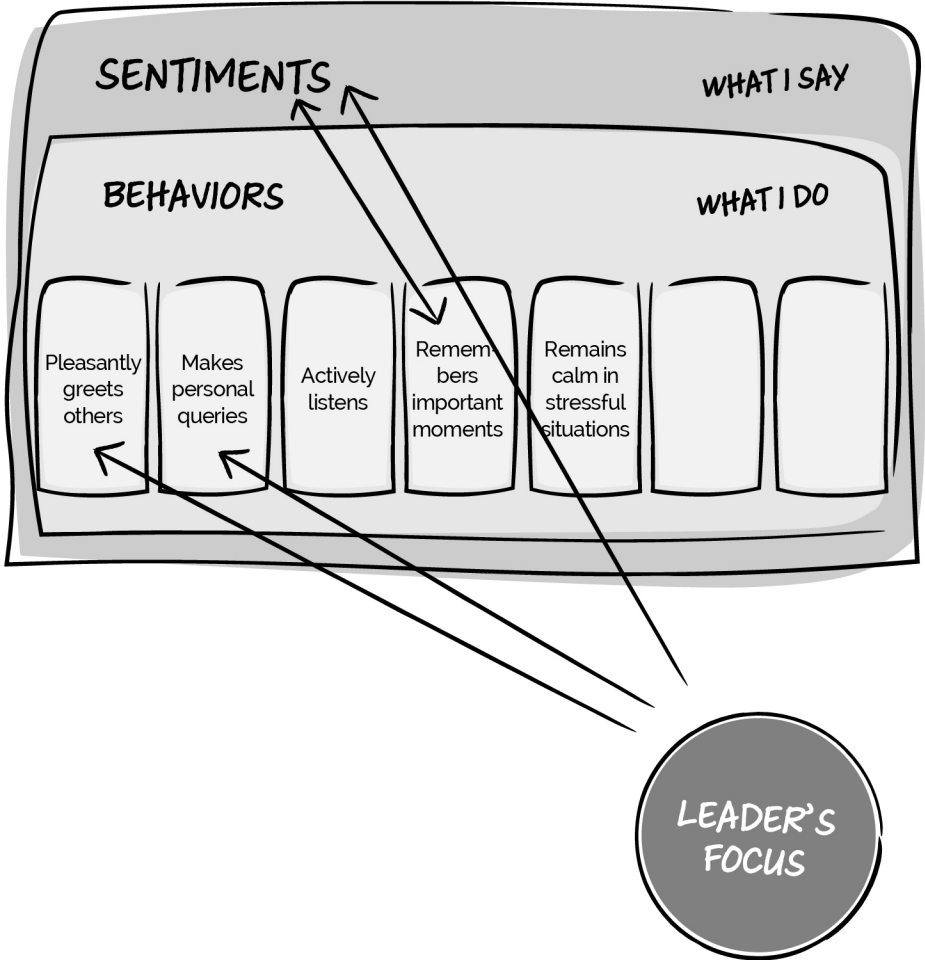


Figure 5.2

EMPLOYEE PERCEPTIONS: GAPS BETWEEN SENTIMENTS AND BEHAVIORS

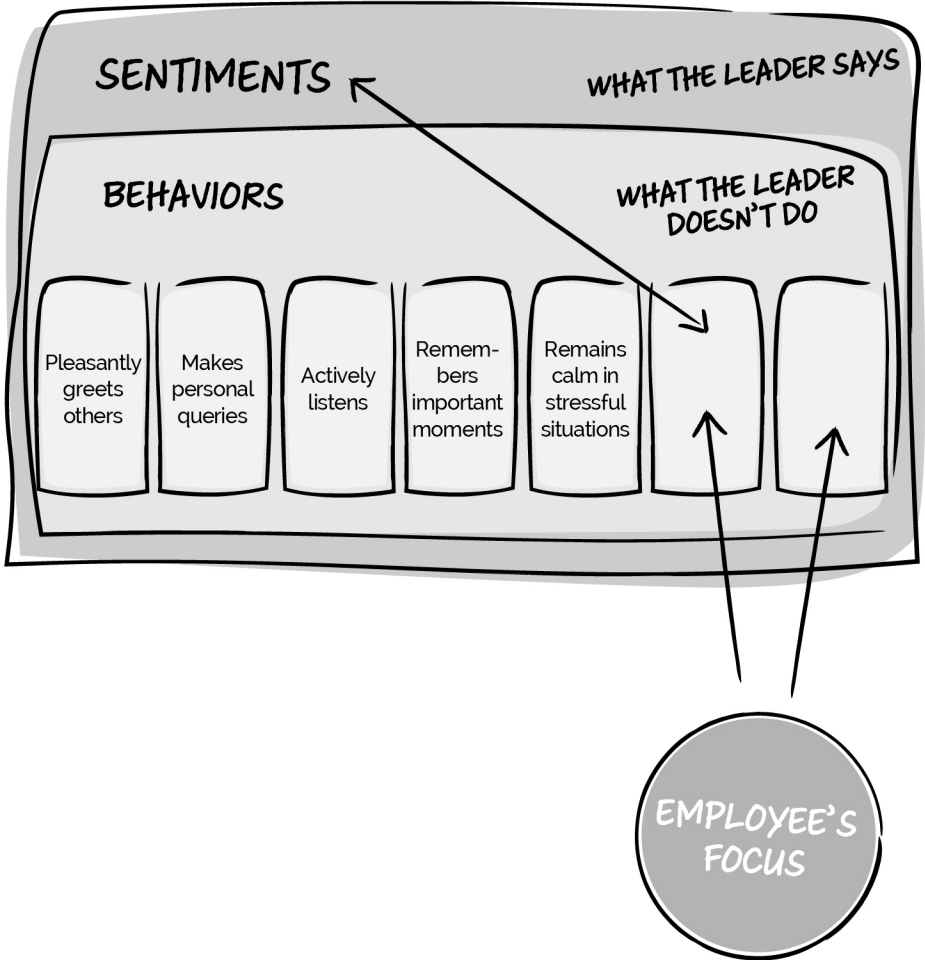


Figure 5.3

FOCUS ON BEING CALM AND BALANCED RATHER THAN SOFT OR HARSH

CALM & BALANCED

- Deliberate
- Fair
- Gritty
- Level
- Persistent
- Positive
- Assured
- Steady
- Unshaken
- Respectful
- Composed
- Thoughtful

DO THIS

SOFT

- Underreact
- In denial
- Indifferent
- Passive
- Dismissive
- Mellow

**DON'T GET
CAUGHT UP
IN THIS**

HARSH

- Overreact
- Alarmed
- Irrate
- Enraged
- Indignant
- Bossy

Figure 6.1

GREAT COACHING EQUATION

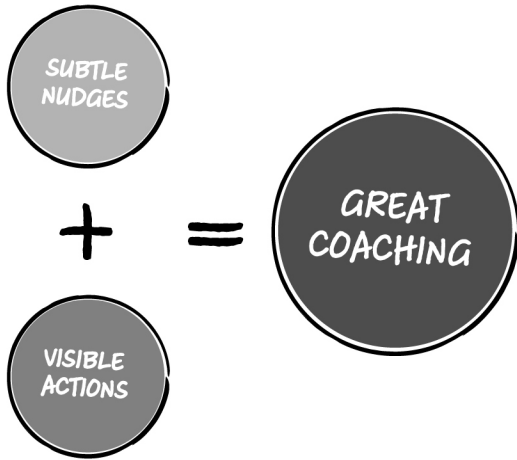


Figure 6.2

PLAN-DO-CHECK-ACT OVER TIME

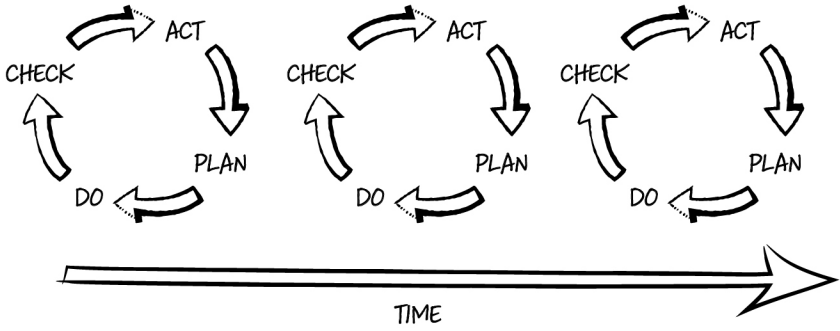


Figure 7.1

PASSIONATE PERFORMANCE DEVELOPMENT GRID

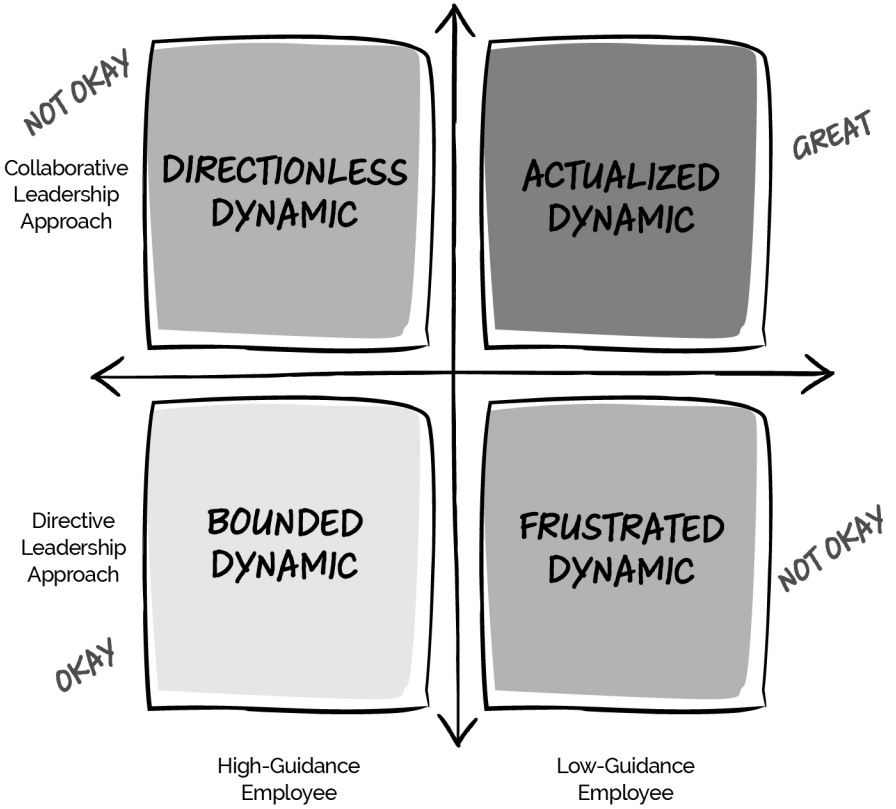


Figure 7.2

AXIS OF DEVELOPMENT

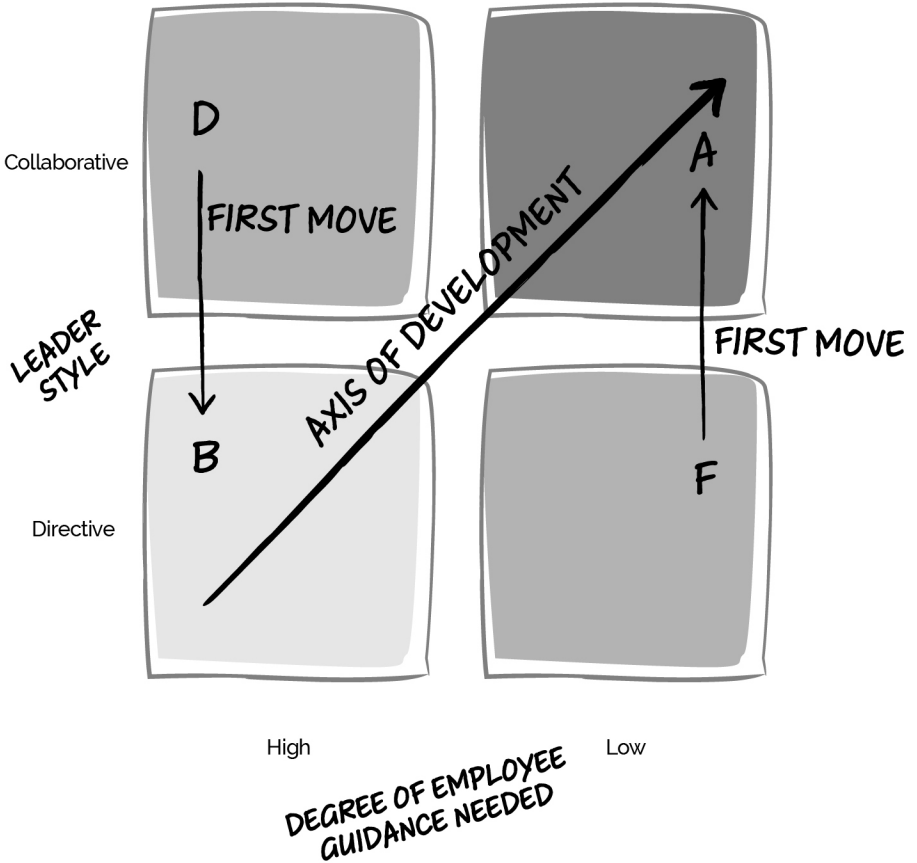


Figure 7.3

ACTUALIZED ZONE MEETING PROTOCOL TOPICS

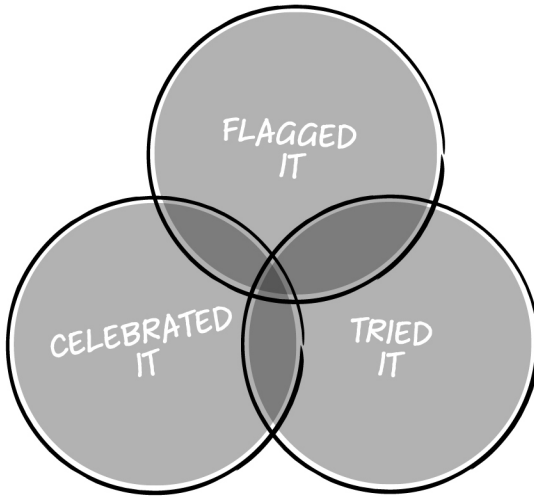


Figure 8.1

ROBUST COMMUNICATION FRAMEWORK

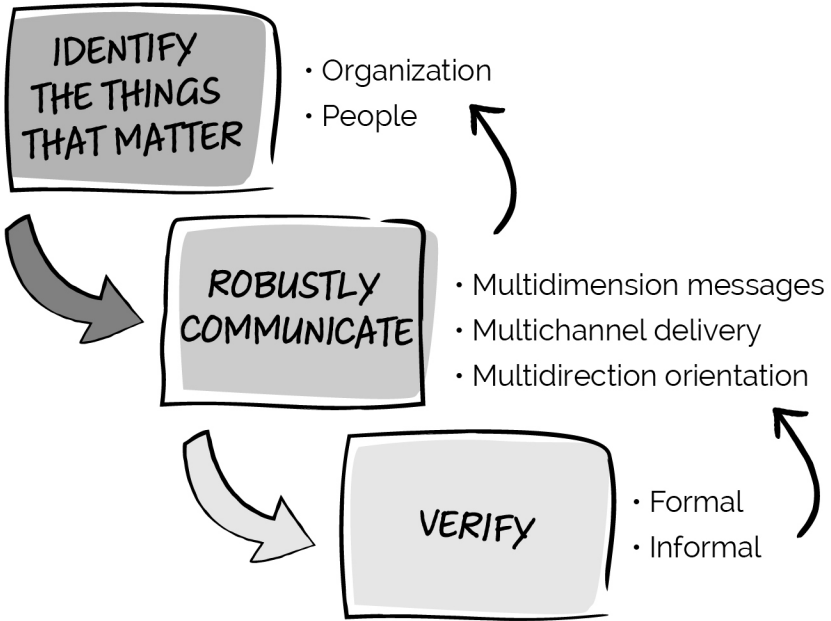


Figure 9.1

EMPLOYEE PUSHBACK OPTIONS

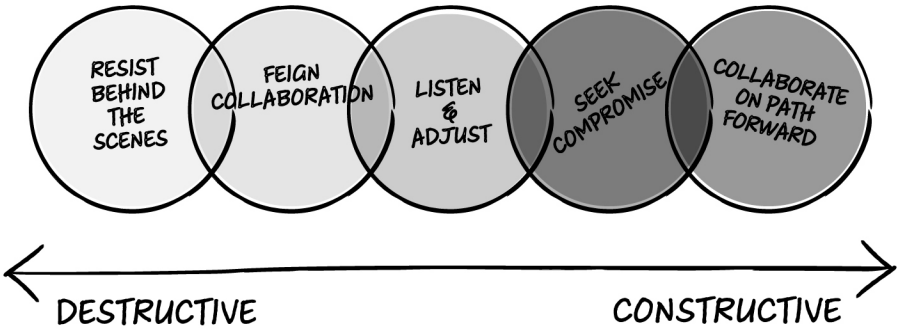


Figure 9.2

PUSHBACK DYNAMICS GRID

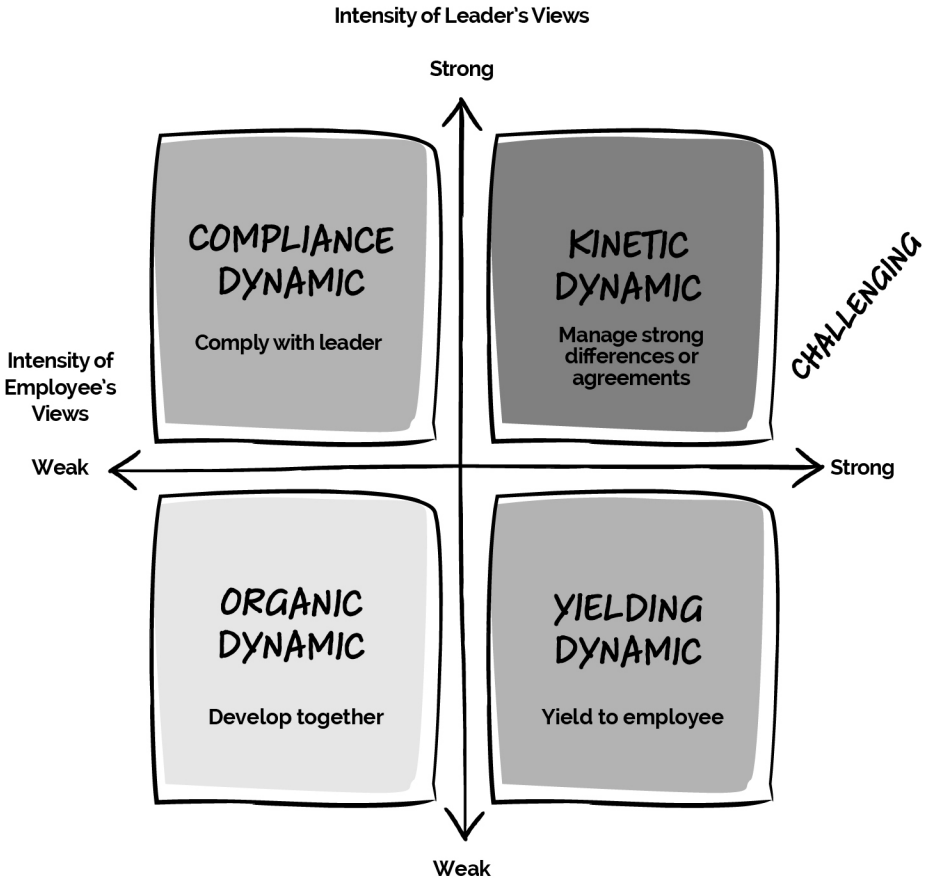


Figure 9.3

RANGE OF PUSHBACK OUTCOMES

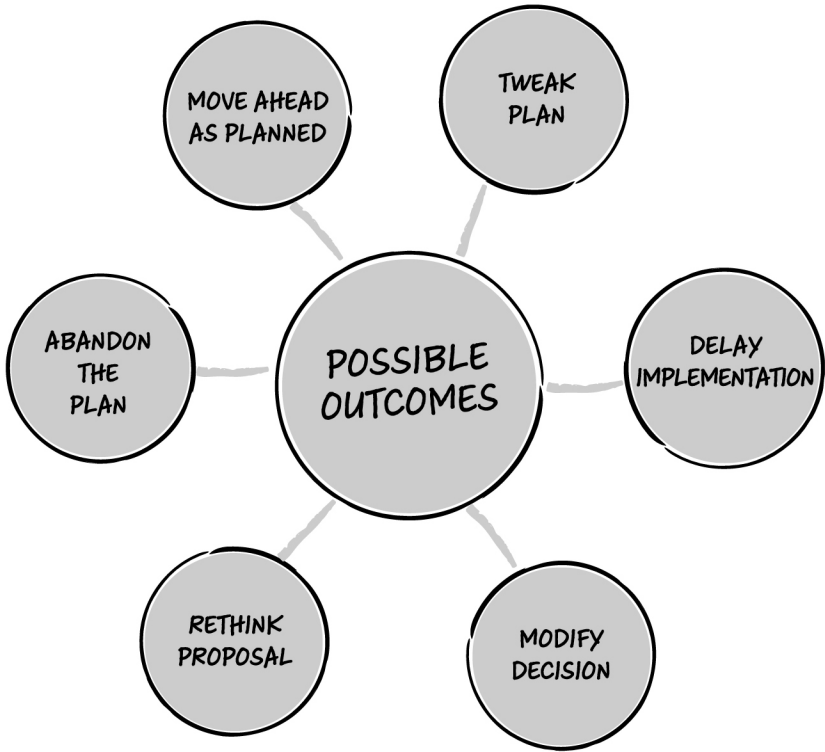


Figure 10.1

RELATIONSHIP CYCLE

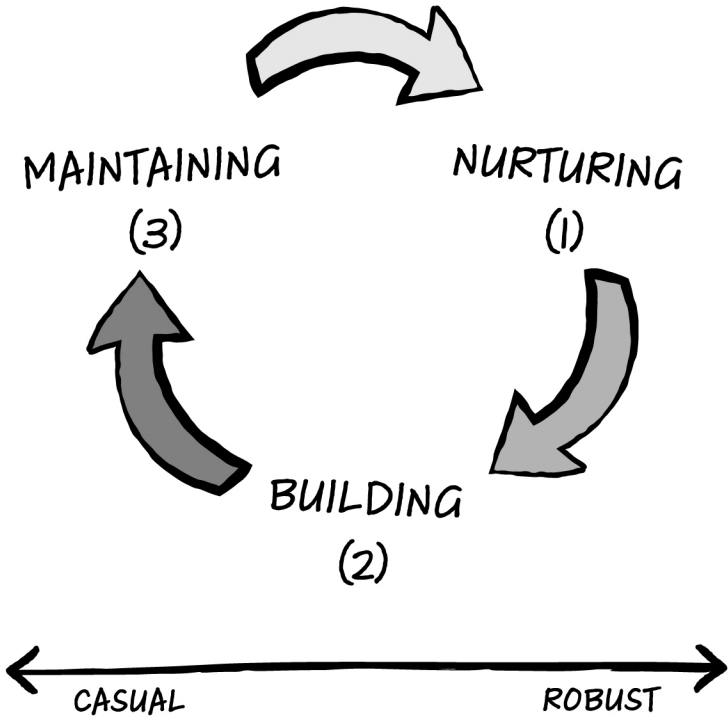


Figure 10.2

VALUE-DRIVEN RELATIONSHIPS

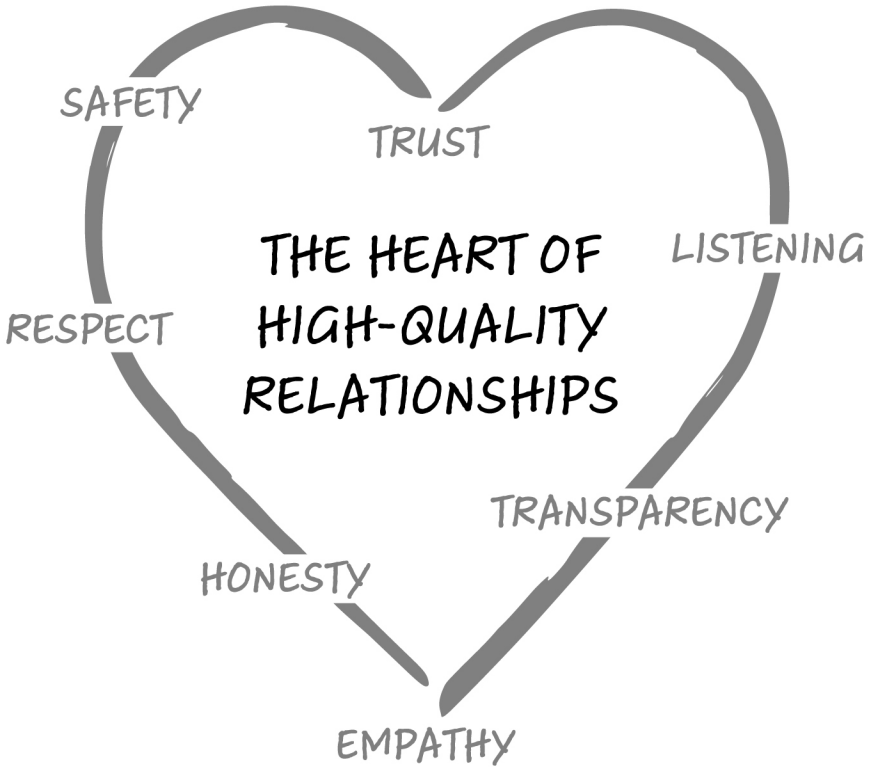


Figure 11.1

BUILDING BLOCKS FOR A COLLABORATIVE CULTURE

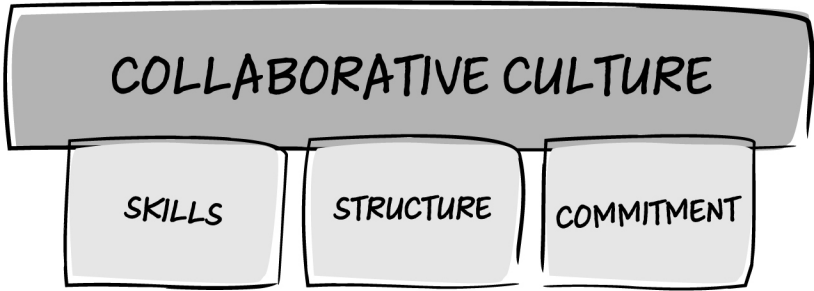


Figure 11.2

**BUILDING BLOCKS FOR A COLLABORATIVE CULTURE:
THE NEXT LEVEL**

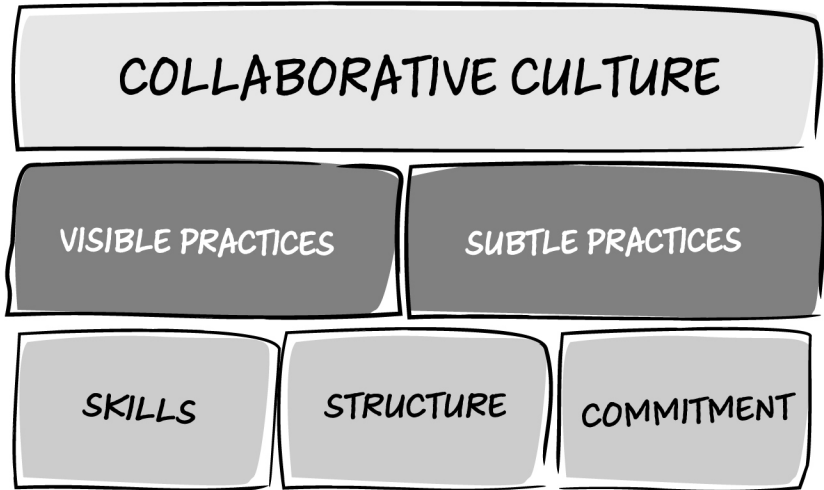


Figure 11.3

COLLABORATIVE MEETING?



Figure 12.1

REASONS EMPLOYEES LEAVE THEIR ORGANIZATIONS

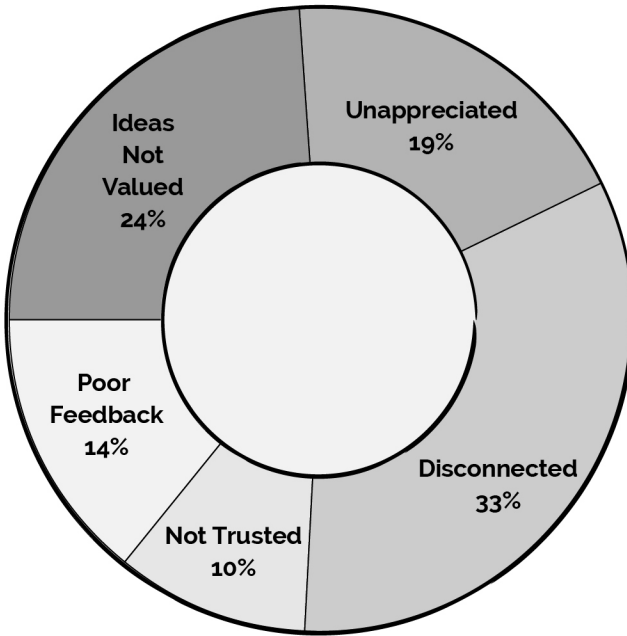


Figure 12.2

INCLUSION INTENSITY INDICATOR

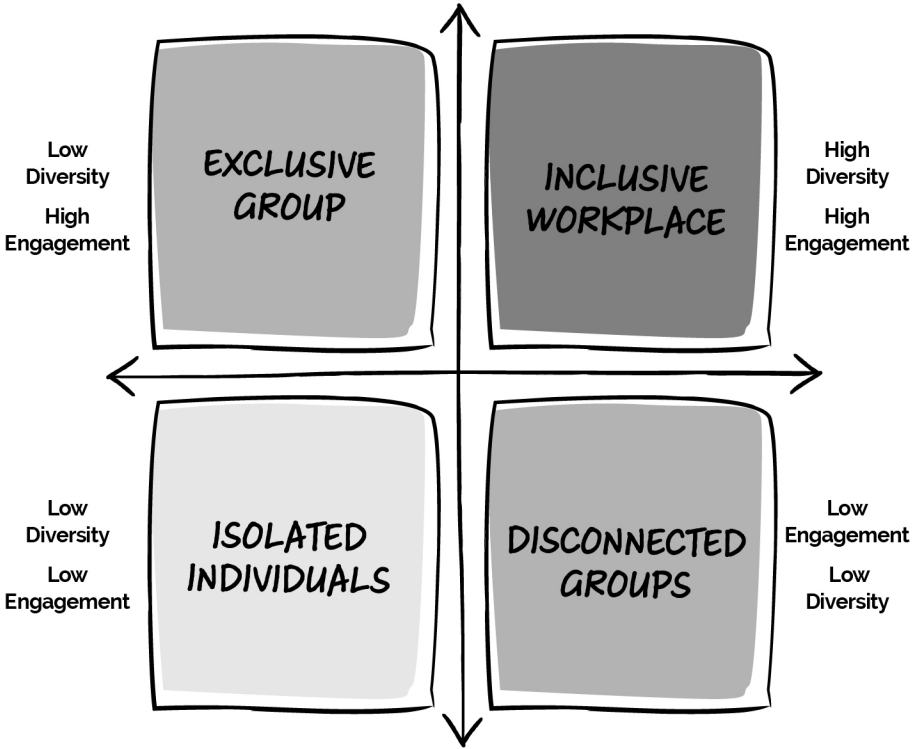
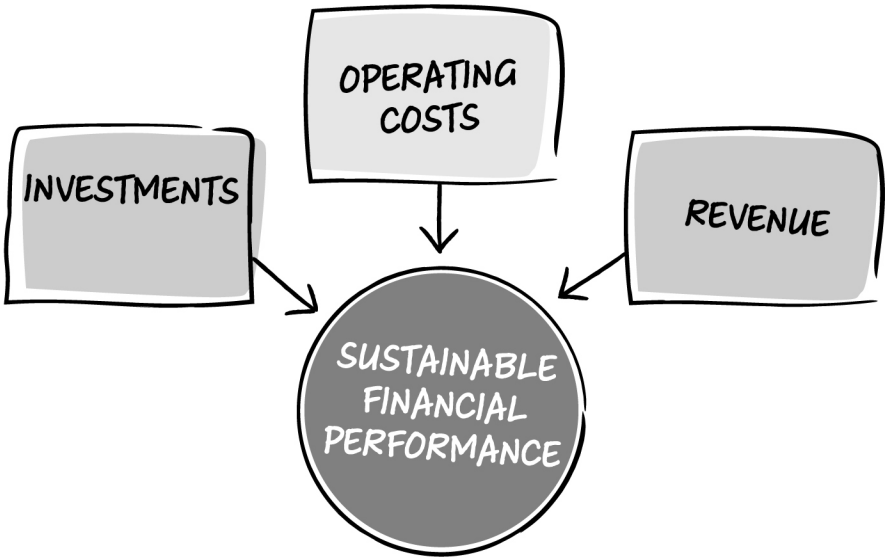


Figure 13.1

STRATEGIC ELEMENTS OF SUSTAINABLE FINANCIAL PERFORMANCE



DECIDE

EDUCATE

COLLABORATE

Figure 13.2

SIGNS OF A GIG MENTALITY

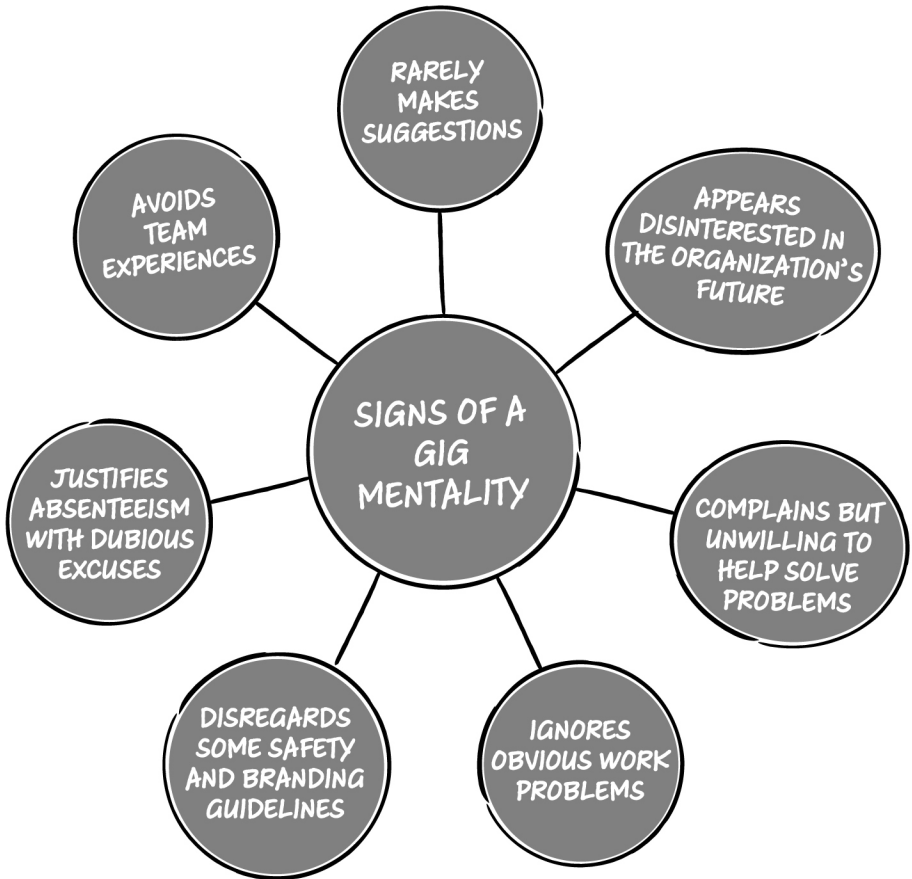


Figure 14.1

THE INNOVATION PROCESS

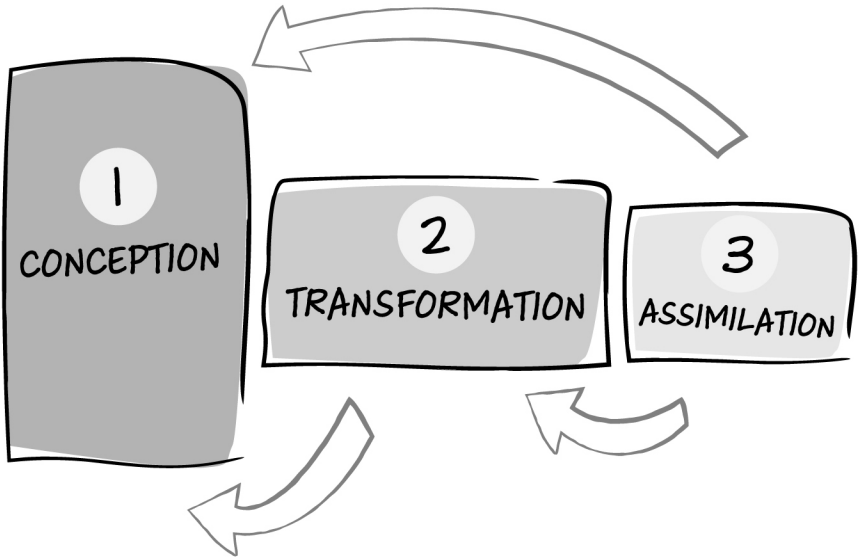


Figure 15.1

BELIEFS AND PRACTICES SYNERGY

