Q&A with Cy Wakeman: Ensuring Teams Are Ready for What’s Next

REALITY-BASED LEADERSHIP
THE LEADER'S NEW ROLE

is to help employees eliminate emotional waste by facilitating good mental processes.
THE DUAL ROLE OF LEADERS

Efficiency  Loyalty

Management holds teams accountable to their processes

Designed by Teams
Created by Process
Measured by Outcomes
THE DUAL ROLES OF LEADERS

People who are **loyal** to you ask for two things:

- Efficiency
- Loyalty

Empathy - Responsiveness

Teamwork
THE DUAL ROLES OF LEADERS

Management creates:
- Efficiency

Leadership builds:
- Loyalty

When you have a good working team, resources are abundant:
- Individual coaching & development
Current Performance
(Am I fluent in the now?)

+ 

Future Potential
(Am I ready for what’s next?)

- 

3X Emotional Expense
(What’s my drama quotient?)
5 EMOTIONALLY INEXPENSIVE COMPETENCIES

- Driving for Results
- Reality-Based Thinking
- Capitalizing on Change
- Organizational Alignment

PERSONAL ACCOUNTABILITY
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LEARNED HELPNESSNESS
PERSONAL ACCOUNTABILITY

The mindset that results happen because of one’s actions, not in spite of them.

Accountable people believe that they choose their own destiny.
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<tr>
<td><strong>COMMITMENT</strong></td>
<td>The willingness to do whatever it takes to get results.</td>
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<td><strong>RESILIENCE</strong></td>
<td>The ability to stay the course in the face of obstacles and setbacks.</td>
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<td><strong>OWNERSHIP</strong></td>
<td>The acceptance of the consequences of our actions, good or bad.</td>
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<td><strong>CONTINUOUS LEARNING</strong></td>
<td>The perspective to see success and failure as learning experiences to fuel future success.</td>
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ACCOUNTABILITY DEVELOPMENT
DEVELOPING PERSONAL ACCOUNTABILITY

CHALLENGE

EXPERIENCED ACCOUNTABILITY

FEEDBACK

SELF-REFLECTION

SENSE-MAKING MENTORING
ENSURING OUR TEAMS ARE READY FOR WHAT’S NEXT
1948: Kurt Lewin’s three states of change – unfreezing, moving, and refreezing.

1979: William Bridges, a speaker, author, and consultant, uses a change model of transition as ending, neutral zone, and new beginning.

1996: John Kotter’s eight-step change model was launched via Harvard Business School.
Change doesn’t hurt, resisting change is what hurts. People don’t get hurt falling down, they get hurt resisting the fall.
CHANGE MYTHS

CHANGE IS HARD
Change is only hard for the unready.
NEED TIME TO GRIEVE
Get fluent but not attached. Attachment, not change creates suffering.
CHANGE MYTHS

TOO MUCH CHANGE
WE ARE CHANGE FATIGUED
Not everything is a change initiative – most of it is just your daily job.
INDIVIDUAL RESPONSES TO CHANGE
UNREADY FOR CHANGE

SURPRISE

PANIC

BLAME

Handling change is the best insurance policy money can’t buy.
Change doesn’t hurt, resisting change is what hurts. People don’t get hurt falling down, they get hurt resisting the fall.
GROUP RESPONSES TO CHANGE
PLAYING FAVORITES

RESISTANCE
- Threat
- Belief
- Reaction
- Past

MAINTENANCE
- Play it Safe
- Lacks Meaning
- Don’t Care
- Past/Future

VISION
- Opportunity
- Creativity
- Resource
- Present

ISSUE or EVENT

Reality-Based Leadership
PLAYING FAVORITES

WORK WITH THE WILLING

LEADERS MANAGE ENERGY
Life rewards the brave – you should too.
PYRAMID OF READINESS
To transform our **mindsets** from change being least disruptive to the employee to being **least disruptive** to the business.
Traditional Change Management is transactional.

It works to help people cope and survive change.

It places the responsibility of making change least disruptive on the leadership team.

Business Readiness is a transformational strategy.

The goal is making change less disruptive to the business.

It requires the ability to quickly align and adapt as a given and the responsibility of the employee.
Abandoning “change management” and focusing on “business readiness” gets people fluent in the now and ready for what’s next.
ACTIVITY

AWARENESS
Gaining and maintaining a working knowledge of one’s industry, trends, marketplace disrupters, organizational strategies, necessary deliverables, and business cases for changes, initiatives and projects.
• Communication is transparent and ongoing
• Shared responsibility in getting and maintaining awareness
• Use assignments to generate awareness and evolution (Help us..Find this…)
• Must pass the “Quiz” in order to participate further
• How will you adapt the way you work and the work of your teams?
• How do you need to evolve personally to be fluent in the now and ready for what’s next?
• How do you need to evolve to deliver easily on the business case required?
• How do you need to evolve your team to meet the organizational needs of the future?
The first step in accountability

The commitment to do what it takes to support business initiatives

Buy-in is a verb and a personal choice made by the employee

Stay in joy or go in peace - no third option
Willingness

TIPS

- Resist bargaining or emotional blackmail.
- You can’t buy buy-in.
- Willingness is a choice to move beyond preference to potential.
- Revealed via one on one conversations.
- Going for clear, verbal “yes”
- Work with the willing.
Resistance to change is the work of the ego leading one to value preference over potential.
WILLINGNESS

CALL TO GREATNESS

• Can I count on you?
• On a scale from 1-10, what is your level of commitment?
• What is your plan to get (more) willing?
• What is your plan to get on board?
• If choosing to not get on board: What plans do you have to find a role that’s a better fit for you? How can I help?
Employees are **openly** vocal about their willingness to support and work toward making the necessary change successful.

Employees have a **clear understanding** of the business case and can **influence** others by providing compelling reasons for making the transformation.

Employees are consistently providing **visible encouragement and support** for the change effort.
Too many people are asking to be empowered. But empowerment is really just stepping into the power you already have.
• Spend time supporting each team member crafting their elevator speech and fluent in the story line
• Be careful not to entertain conversations outside of meetings that others were unwilling to have inside of meetings.
• Great frustrations with challenge – and what are you willing to do in response?
• “Pass the microphone” Ask for someone else with expertise to speak to add more.
• Are you willing to advocate in a public space?
• Are you willing to “sell” the change even when I am not present as your leader?
• What is your plan for the meetings after the meeting?
• Are you operating in integrity – accountable to your word and promises?
• Are you ready with your script?
ACTIVE PARTICIPATION
ACTIVE PARTICIPATION DEFINED

AWARE OF TODAY’S REALITY & WILLINGLY DELIVERS BUSINESS RESULTS

FOCUSED ENERGY & EXPERTISE TO MOVE THINGS FORWARD

QUICKLY FORMULATES, IMPLEMENTS & ADJUSTS PLANS

ADAPTIVE. SUPPORTS NEW REALITIES & MAINTAINS READINESS

“HOW WE CAN”
ACTIVE PARTICIPATION

CALL TO GREATNESS

• How will you deliver on what the organization requires?
• How will you remake your teams and functional areas to be ready for what’s next?
• “What is your plan for adapting?
• What is the course of action to deliver? What do you think is required of you to make this change? How will you meet that requirement?”
• What projects are you willing to sign up for?
ACTIVE PARTICIPATION

CALL TO GREATNESS

- What can I count on you to lead?
- What deliverables are you committing to?
- What team of people have you identified to help you?
- What does success look like?
- How are you going to structure your work to deliver what is required?
ACTIVITY

DRIVER

Reality-Based Leadership
Employees are close to the marketplace, and can be an invaluable resource for helping define “what’s next.”

Driver’s “do” before the leader tells

Drivers **constantly scan the horizon.** They’re scouts.

Drivers become **internal disruptors** – the preemptive, innovative thought leaders.
Drivers must earn their license by climbing the pyramid successfully.

True drivers talk about how it can work and how it will work, with a constant gaze to the future.

Top performers and technical geniuses constantly scan the horizon for obstacles and trends coming down the pike.

- They act by innovating and removing barriers.
THE POWER OF “AND”

TO GET TO “AND” THINKING

- Clarify what you want to achieve
- Clarify what you want to avoid
- Combine the two into an “and” question by asking, “I wonder how I can achieve __________ and avoid __________?”
In today’s world, willingness trumps functional expertise – build teams accordingly.
TOOLS TO SHIFT GROUP ENERGY
### NEGATIVE BRAINSTORMING

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<th>PROBABILITY</th>
<th>IMPACT</th>
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<td>Example: We don't have enough resources to manage this.</td>
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THINKING INSIDE THE BOX

GOAL

SOLUTIONS
"How I / We Can ..."

CONSTRAINT 1

CONSTRAINT 2

Reality-Based Leadership
WANT MORE?

Invite PEACE into your life.

Text “REALITY” to 96000 to join our network.

LISTEN to my No Ego podcast

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