TAC4 SOLUTIONS

Helping our clients find **joy** and **purpose** in doing **work**

The Sound of Clarity™
Transforming your organization's noise into cohesion and clarity
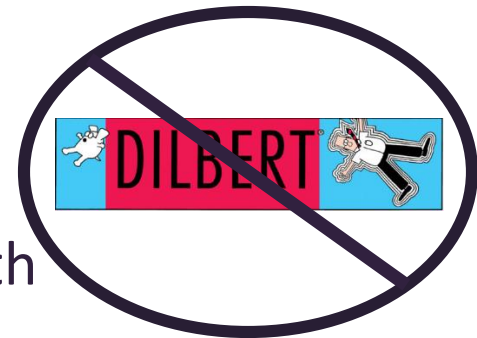
T. Alan Claypool

President, TAC$_4$ Solutions

www.tac4solutions.com

Code PaLOUsa

April 27, 2013

Louisville Downtown Marriott

- We exist to help our clients and ourselves find joy and purpose in doing work

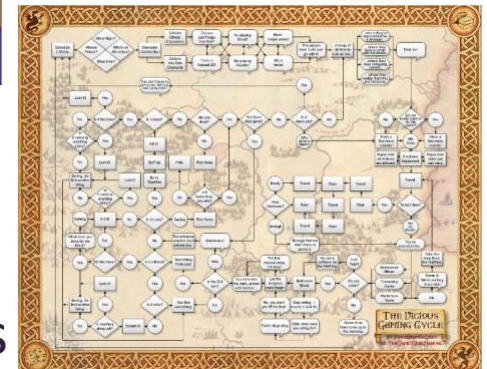- We accomplish this by:
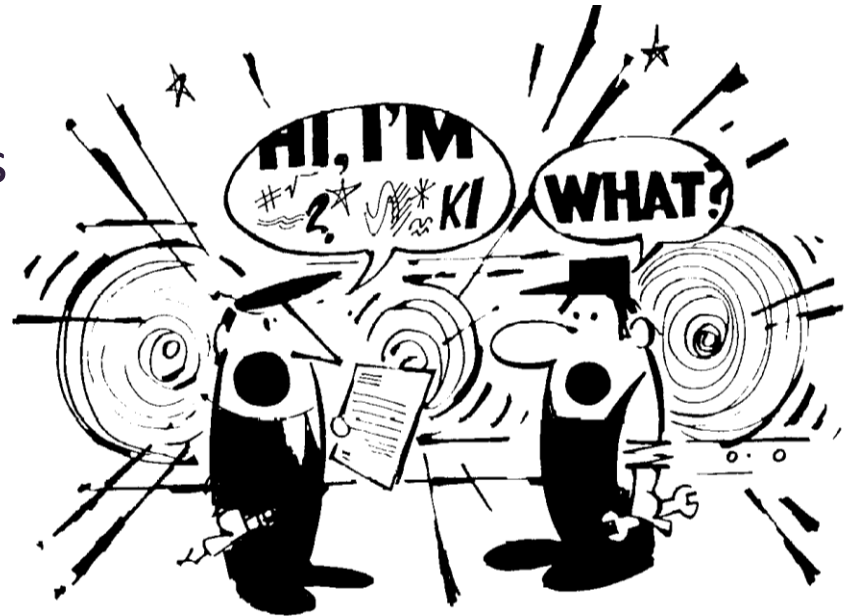
  - Instilling organizational health

  - Improving processes

  - Managing complex projects

- Mixed messages

- Confusing politics

    - "Priming" conversations

- Broken processes

- Fractured strategy

- Competing priorities

- Interpersonal conflict

- Dysfunctional corporate behavior

- Why does Dilbert resonate:

– Mixed messages

– Executive hypocrisy

– Management's bad decisions

– Confusing politics

– Competing priorities

  • Everything is important

4

- Executive leadership team not performing

- Executive leadership team does not function well together

- Staff is not accountable – does not do what they say

- Lack strategic execution

- Staff relies on executives to solve too many problems

- Staff doesn't communicate executive messages adequately

- Having to discuss the same problems over and over

- Don't get candid information

- Business results are not optimal

5

- Why are our corporate cubicles lined with Dilbert strips?

- Common cause of *noise*:

  - Human nature

    - Lack of personal accountability

    - Egocentric thinking

    - Disrespect

  - Thus, the problem never gets fixed, as leadership and staff expect the other to quiet the noise

- The MOST IMPORTANT QUESTIONS

  - Behavior, identity, strategy, and priorities

- Find your innate SOUND

- E**liminate** *noise* + Sound of Clarity™ = productivity, profitability, and staff engagement
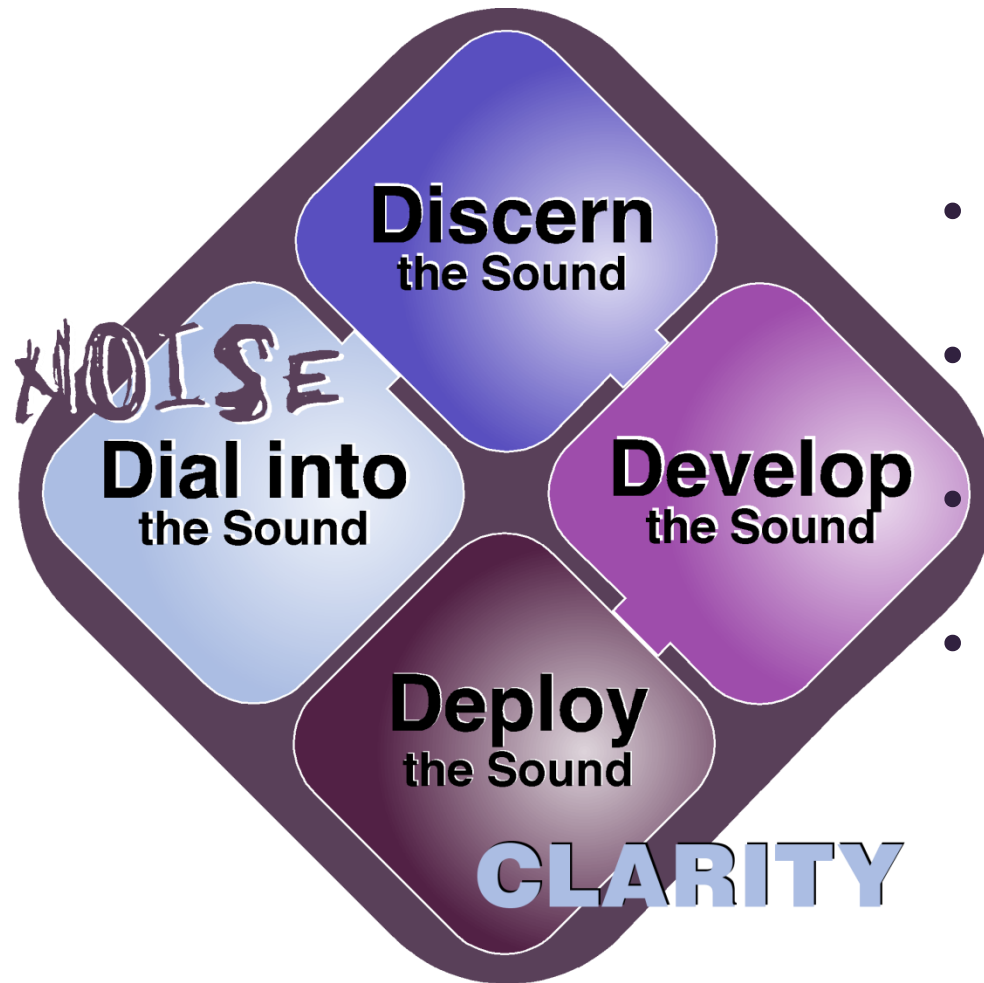
7

- **Dial Into** – Build cohesive, unified teams
- **Discern** – Clearly define organizational values
- **Develop** – Determine roadmap for success
- **Deploy** – Reinforce the Sound by aligning with processes and human systems

8
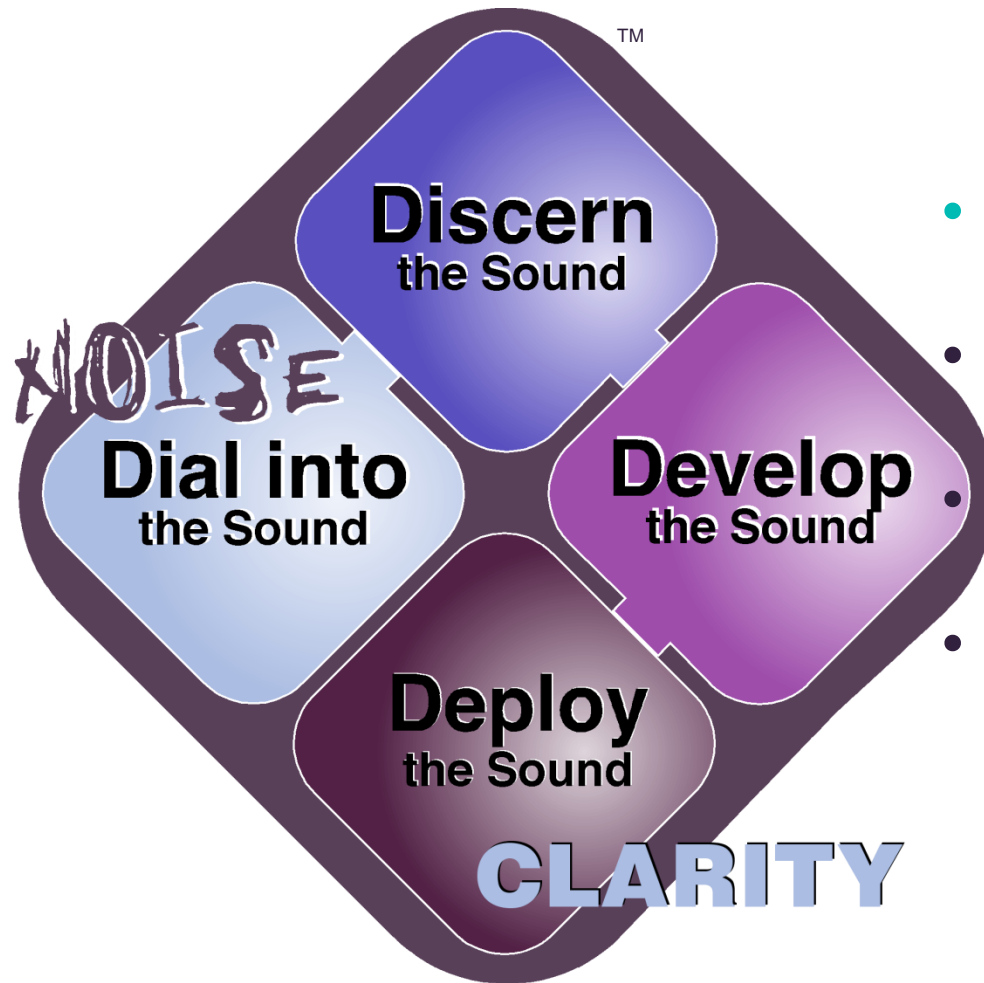
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- Create a cohesive leadership team

- Instill solutions-oriented behavior

  – Nine Ground Rules for Cohesive Team Behavior™

- Become vulnerable

Dial into
the Sound

- What work-related issue have you complained about in the past week?

- Be specific and detailed

No complaining at all until willing to take action

Dial into the Sound

Blame the process,

not the person

- Question your own virtue; lower your own estimation of being right
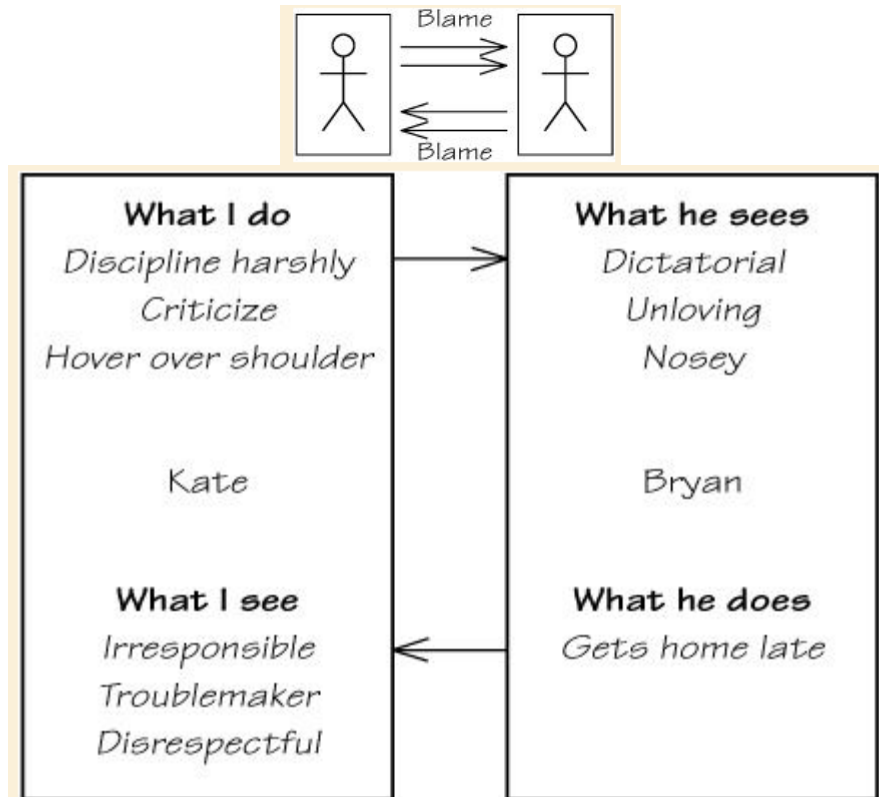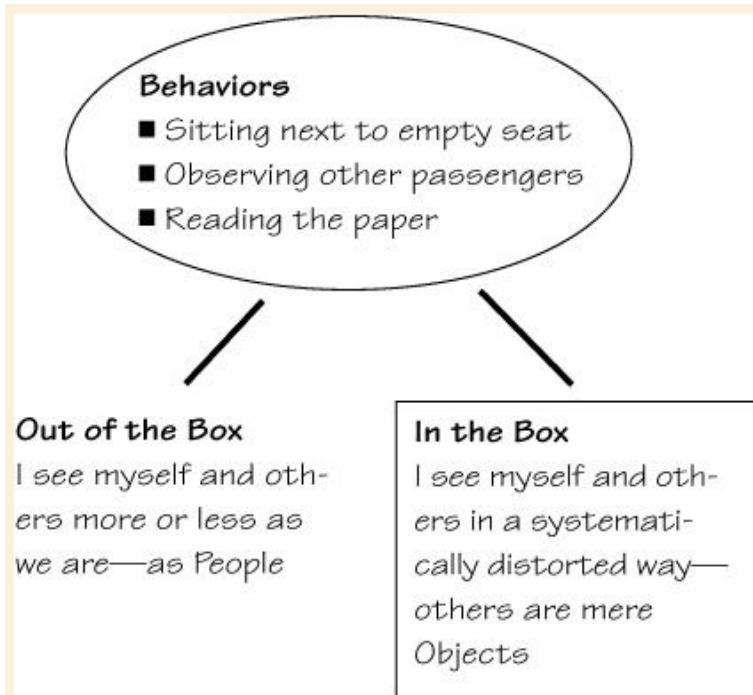
Dial into
the Sound

Respect everyone on the team, assuming good motives

- Want them to win

- Have their back as much as you have your own

Absence of Trust

- ## Leadership and Self-Deception

  - ### In the box behavior vs. out of the box behavior

Behaviors
- Sitting next to empty seat
- Observing other passengers
- Reading the paper

Out of the Box
I see myself and others more or less as we are—as People

In the Box
I see myself and others in a systematically distorted way—others are mere Objects

Blame

Blame

What I do
Discipline harshly
Criticize
Hover over shoulder

Kate

What I see
Irresponsible
Troublemaker
Disrespectful

What he sees
Dictatorial
Unloving
Nosey

Bryan

What he does
Gets home late

Absence of Trust

Dial into
the Sound

- How to get "out of the box"

  - Question your own virtue (ground rule #2)

  - **Highly regard** others – honor them as people (ground rule #3)

    - See the other person with needs, hopes and worries as real and legitimate as my own

    - Do not just check a box: "I highly regard you, but..."

 - Stay out of the box toward them, independent of their behavior toward you and others

Absence of Trust
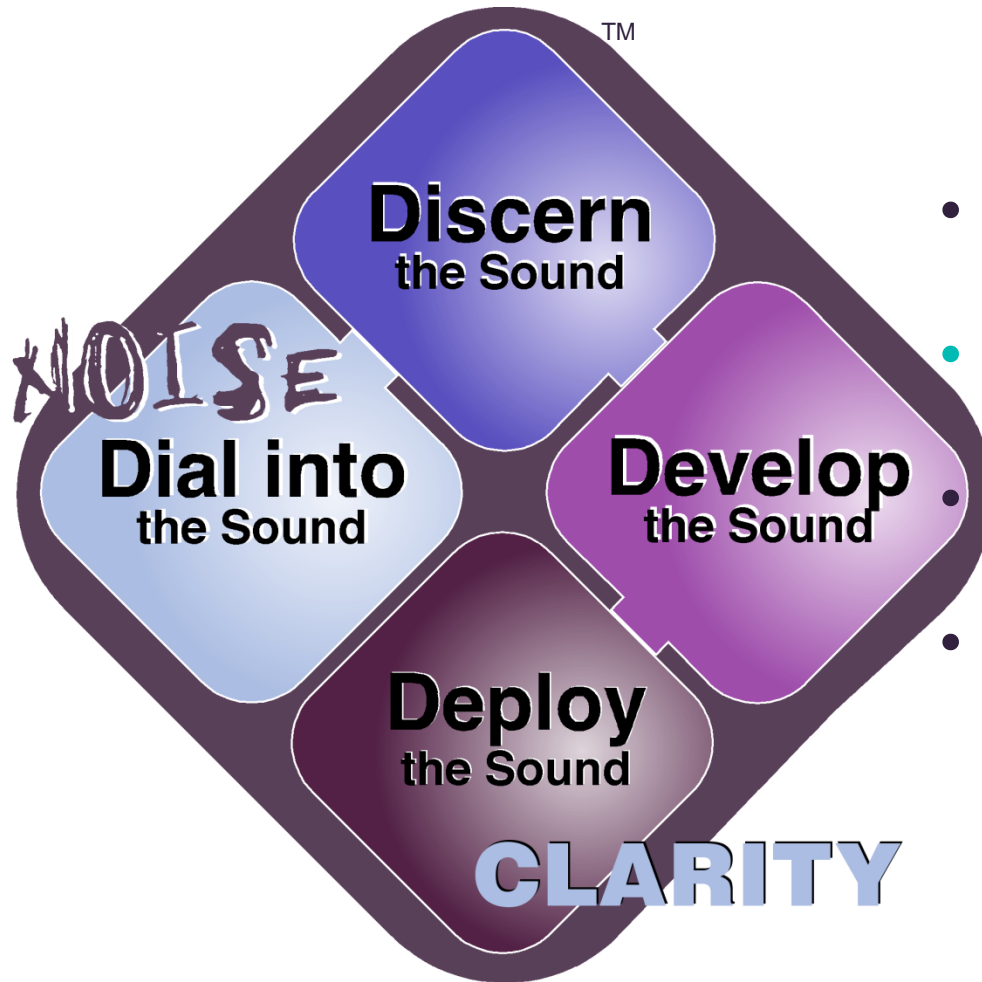
Dial into the Sound

1. No complaining at all until willing to take action

2. Blame the process, not the person

3. Respect everyone on the team, assuming good motives

4. Directly confront, with no triangulation

5. Voice opinions strongly and respectfully

6. Only rely on and restate what you know to be absolutely true

7. Fully commit to team decisions and strategies

8. Create accountability among the team

9. Be an advocate for the team and these ground rules throughout the organization

- The effectiveness of the Ground Rules depends solely on your commitment to changing YOU

- We are all flawed: go for 100% commitment but do not expect 100% execution

TAC₄ SOLUTIONS

- Benefits?

  – Make better decisions

  – Get smarter over time

  – Fully resolve root causes of issues

  – Staff complements and leverages the skills of each other

  – Staff improves each other

  – Lower turnover of good employees

  – Time spent on value-added activities
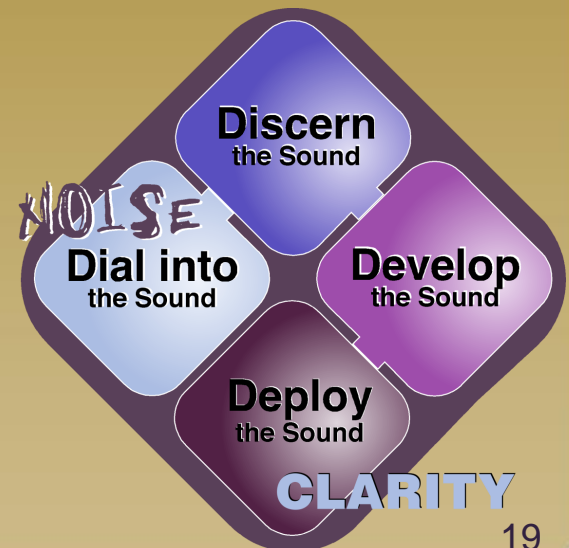
NOISE

Discern
the Sound

Dial into
the Sound

Develop
the Sound

Deploy
the Sound

CLARITY

19

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20

- Know who you are as an organization

  - Innate (not aspirational) characteristics

- Crucial questions

  - Why do we exist?

  - What do we do?

  - What do we value?

Conceptual Source: The Table Group

- Provides the foundation to become all we are meant to be as a company

21

- TAC$_4$ Solutions
  - We exist to help our clients and ourselves find joy and purpose in doing work

- KiZAN Technologies
  - We exist to enable everyone to pursue what they love

- Kunau Implement
  - We thrive to be stewards of the land, of hard work, and of reverence for the American farmer who feeds the world

- Labor – going to work every day – helps our fellow man

  – Most all businesses exist to make the world a better place

  – When I'm doing work, I add value to my fellow man

23

- Daily activities at work are my best venue to contribute value to society

  – Broken processes and communication gaps are opportunities to help our company better fulfill its purpose

  – Solutions-oriented behavior (9GR) gives me the mechanism to help my company serve its customers and make the world a better place

24

- Labor aligns us with God in His creation

  – God made Jupiter and declared it GOOD

  – God made man in His image, and declared it very GOOD

  – When we create, we join with God in His creation

  – When we create (e.g., work), we align with our core purpose on earth
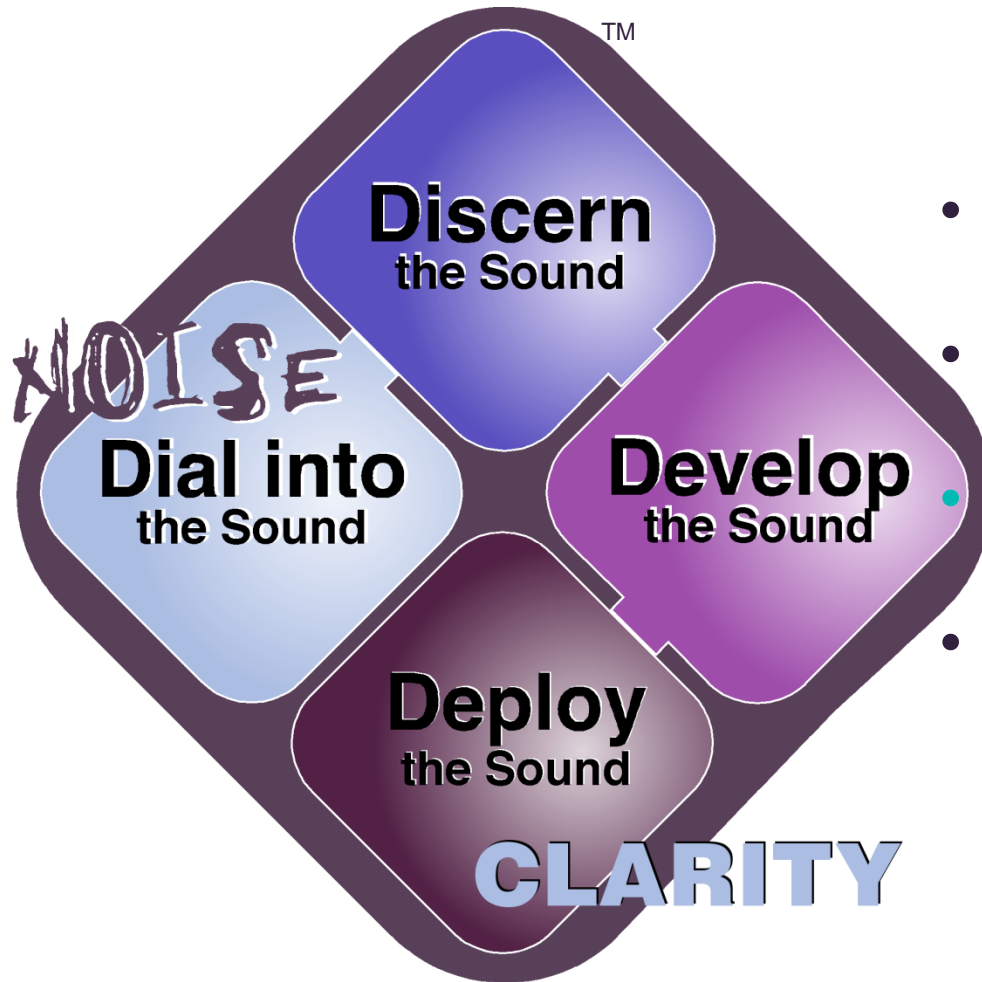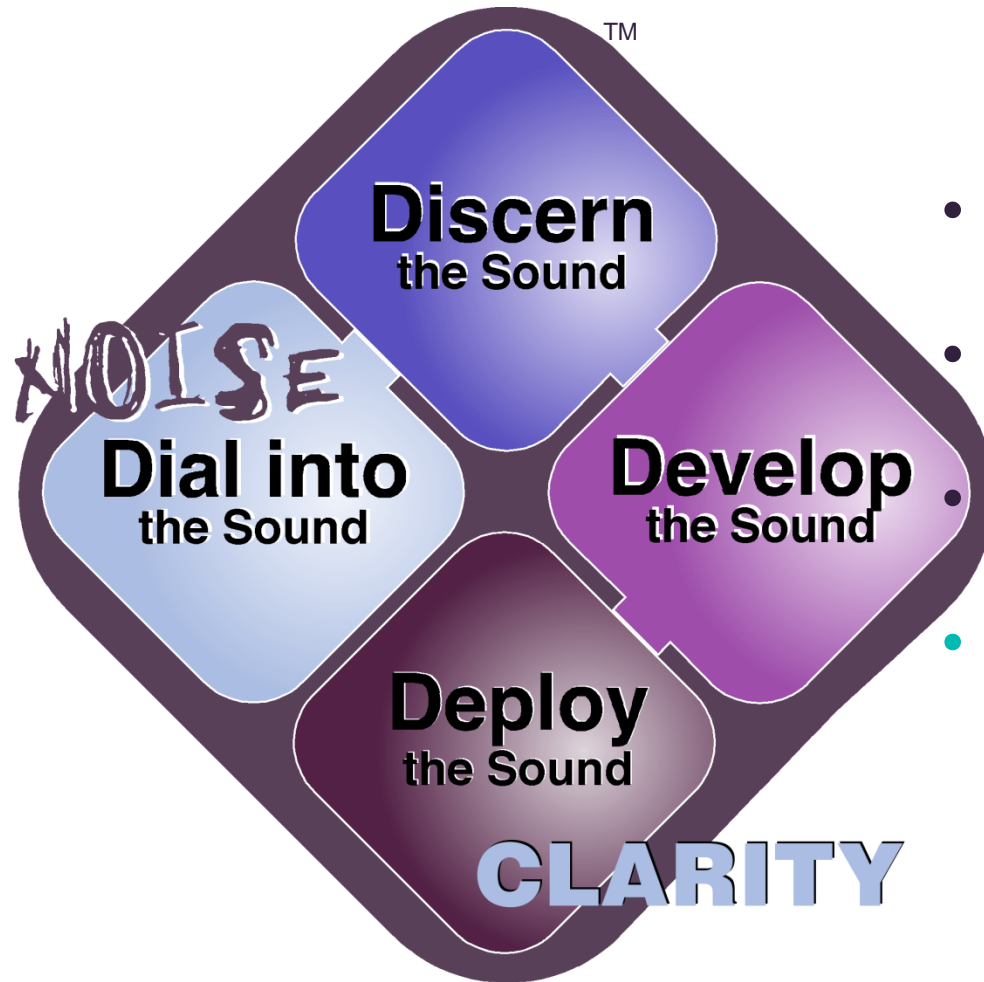
25

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26

- Crucial questions

  – How will we succeed?

  – What is most important, right now?

  – Who must do what?

Conceptual Source: The Table Group

- The answers to the Six Questions create Your Echo

  – Carry your Echo to every meeting, every conversation

  – Use your Echo in making ALL decisions

  – Decisions outside your Echo should be so rare that they are intentional, declared as outside your Echo, and given full explanation to the company as to why the decision is being made outside your Echo

28

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- Instill the Sound in human systems

- Instill the Sound in processes and projects

  – Requires intelligent tools for operational effectiveness

  – Requires skilled project management

- Communicate the Sound clearly, repeatedly, throughout the organization

1. Come to the meeting with 9GR vulnerability and deal with any team issues directly and publicly

2. Review prior week action steps

3. Review Rallying Cry

4. Review metrics of The Echo

5. Determine action steps regarding The Echo

6. Review case studies for The Echo

7. Build agenda

8. Discuss topics- 4 minutes each maximum
   - Take extended topics off-line to a topical meeting

9. Write decisions

10. Determine over-communication plan for decisions

- Once you have clarity in behavior, identity, strategy, and priorities, you have all the tools to be a healthy organization!