# Module 1: Workshop

## Part 1: Setting a leadership baseline

* Are you satisfied with teammate accountability?
  + Fear
  + Vulnerability = Hard
  + Accountability has been weaponized, nobody wants to be in the end of that
* The cost of replacing an individual employee can range from one half to two times the employee’s annual salary and that’s a conservative estimate
  + What are the intangibles (how to replace X years of experience)
* Leadership is situational and we have to adapt to the now
  + **Situational Leadership**
  + Movie: TWELVE O'CLOCK HIGH
* How many of us have been trained to lead?
  + Leading in life can be hard
* Challenges of Leadership
  + The victim mentality (unsustainable)
    - What is the one obstacle to positive forward focus accountability I need to help overcome on my team?
    - Employees playing the victim
    - Nothing goes according to plan but we always find a way to WIN
      * What is costing you allowing the victim mentality to fester? What are you going to do to eradicate it?
  + We are rush to judgment
    - It doesn’t serve us with accountability
* How to practice meaningful and effective accountability in a way that builds the bonds of TRUST?
  + How do you define **accountability**?
    - **Taking absolute ownership (the act, state or right of possessing something) of the outcome we (as a team) achieve**
      * Each one of us plays a part in our outcome
    - **High Performance Approach: if one of us fails, all of us fail.** 
      * If done correctly, is a competitive advantage
      * Is where the team goes to learn, not to be punished (or shamed)
    - **Leadership is not a checklist, real leadership in action is** 
      * Mindset
      * Process
      * Culture
        + The sum of these = accountability
    - What is the state of accountability in your organization?
      * **Psychological safety**
        + Environment of rewarded vulnerability

What is **vulnerability**?

Ability to be honest when it’s uncomfortable to be.

* + - * + Everyone deserves a good leadership

What would a 20-25% performance boost mean to you?

* + - **We are here to break the mold and improve our leadership skills**
      * No self limiting beliefs
      * Extrapolate info into your domain (family, business, etc)
      * No action for 2 weeks (not implement something new covered in the workshop)

## Part 2: Understanding Accountability in Order to Understand Leadership

* Simple examples = powerful concepts = safe to learn
  + Safe to be ourselves to learn effectively
    - Permission to fail
    - Learning = behavior change
  + Simulated environment intentionally hard in order to prepare us for real life challenges
    - Take it seriously for it to actually work
  + People may feel anxious, overwhelmed with real life situations
    - What helps us lead effectively? What do we rely on? Is experience enough? How to rise in a pressuring environment/situation?
      * **Tactical planning methodology**
        + If we don’t have a plan, what does it take to prepare one?
        + In planning we set fundamentals for accountability

**If we haven’t planned correctly, we don’t have the right to practice accountability**

* + Accountability needs to be present all the time and be de-weaponized
    - Always learning mindset
    - **Debrief: constructive evaluation of the quality of our decisions and associated actions measured against objectives we set to achieve**
      * Dissect the wins
        + Sometime we win with luck

The team losses trust

Not reliable to trust in luck to win in the future

* + - * + 100% the human thing to do (dissect the wins)
      * Constructive evaluation of failure
        + Team that hasn’t experienced failure isn’t a team

Real team embraces failure and builds confidence out of it

Understand HOW to fail

How well do we fail?

* + - * Focus on decision and action quality
        + Battlespace: environment of volatility, uncertainty, complexity, and ambiguity (VUCA Environment)

Become intimately familiar with this

* + - * + We have to acknowledge and understand the complexity of where we are.

How does complexity factor in our day to day work and how are we going to hold accountability

By debriefing

Debrief to win

* + - * Debrief is the go to entry point to accountability
        + In order to serve us, objectives need to be:

Measurable

Achievable

Time constrained

* + - * Tactical Planning: Plan exceptionally well
        + Band Aid solutions for accountability:

What went well and what didn’t (wrong questions, don’t address the root cause)

“Private” accountability (praise in public & punish in private; sets expectations as if something bad will happen during 1-1)

Avoid accountability hoping the problem will be solved by itself

Hope is not a strategy. Avoidance is weak leadership.

* + - * Read Chapter 6 of book Debrief to win
        + Entry point of accountability

Mision

Objective

Plan

* + - * + F-4 Debrief:

Facts: Gather information from ALL team members

Learn not judge

60% of the debrief

Focus: questions we need to answer

Did we achieve our objectives

Why we did or didn’t

Root cause analysis: Ask 5 whys

5 whys might be inhuman if not handled correctly (may intimidate)

Context is crucial - “walk us through on what’s going on in your world when making XYZ decisions” - we want a narrative answer.

Empathy is key - Tons of vulnerability.

Reward vulnerability: it contributes to the team opening up.

Way Forward: what is our way forward? What are we going to do moving forward?

Change behaviour to win bigger tomorrow

* + - * + Don’t wait for an outcome to have a debrief

What decision can I make right now to get us back on track

Are we following the plan

## Part 3: Understanding Teams, Teamwork & Organizational Design

* Standard should be given
  + We need to know what the “performance yardstick” is against which we are going to be measured before we ever start planning anything
    - Only way to plan effectively
* What is a team? (book: wisdom of teams)
  + Small group of people with complementary skills who are committed to a common purpose, performance goals and an approach for which are mutually accountable.
    - Size: max 25 people
    - Complementary skills: diversity of thought
    - Common purpose: Performance goals
  + Constant Learning: will make you bulletproof
    - Be agile enough to win
    - Learning culture with high level of psychological safety
    - We need:
      * Methodology: Learn how to make a plan correctly
      * Methodology absent culture is not going to work
        + Creative friction has to be a norm, not the exception
        + Pre- mission debrief: the art of tunning our plan into a story that motivates and inspires the team to wanto to achieve victory no matter what happens.
        + Are we learning from our decisions?
      * Debrief next mission, next win, don’t start with a failure.
      * Mission Command: organizational philosophy with centralized command but decentralized execution
        + Commanders intent: 1 paragraph summary of the team’s expanded purposes

Key tasks that need to be accomplished

End state that we’re trying to achieve

* + - * + Mission command empowers our employees to make decisions at their level to advance our cause

Centralized command, Distributed control, Decentralized execution = Foundations of trust.

* + - * + The “Debrief to Win” Approach It is intellectually simple, but takes coaching to get right You have to learn it the right way for it to stick
      * We need to learn how to reduce stress in order to lead effectivelyin the now.

## Part 4: Exercise Feedback and Leadership Questions

* Empathy is a big deal
  + We have intense capacity of being very unempathetic, judge, criticize, and demand perfection when it is impossible standard
* Ask ourselves:
  + Are we on track for success? How do we know? What is our shared definition of success? (Our Yardstick)
  + Do we as a team have a common definition of success?
    - What are we accountable for?
  + How can we share definitions of success?
    - Commit to team purpose
      * What is purpose? What is the truth of my team?
      * Purpose is not: aspirations or revenue
      * Purpose: the meaning we derive from the work that we do, it’s the impact that we know we are making doing it
        + What’s the meaning and impact of what we do?

If we don’t agree on purpose, we dont agree on wether we achieve it

* + - * + What our purpose should be?

Based on our understanding of purpose, what should our yardstick be?

What does our client want? What are the expectations?

* + - * The word “plan” should be a trigger = EAGLE
        + Expectations (yardstick - if not given, demand it)
        + Generate target - from end goal to where we are standing
        + Lay out contingencies
        + Evaluate as your enemy (delays, budget, etc)
      * Most of our teams aren’t teams
        + Most of our teams are high expert people completing tasks
        + We need to build a team to win
        + Passionate agreement on purpose
        + What is lack of clarity costing the company right now?
        + Where do we need to focus in order to build leaders that really lead?
      * Commanders intent:
      * On every job we do, we should deliver or seek:
        + Purpose
        + Key Tasks
        + End State
    - Book: Find your why

## Wrap up

If we don’t know what we are measured against, we don’t have the right to measure

* Set an objective
  + It’s impossible to measure success without a standard objective
  + Team accountability: we need to have standard of performance if we are going to try to measure
  + The absence of measure:
    - Mask real problems
    - Introduces more disruption
    - Make more unfilling
  + Flight Plan:
    - Mission & Standard
    - Psychological safety
    - Tactical Planning
    - Teams accountability
    - Teams organizational design

# Module 2-4: TGT Facilitators Guide