NASH CONSULTING

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JOHARI'S WINDOW

	Known to self	Unknown to self
Known to others	**PUBLIC** Known to both self and others	**GROWTH OPPORTUNITIES** **BLIND SPOT** Unknown to self, known to others
Unknown to others	**PRIVATE** Known to self, unknown to others	**GROWTH OPPORTUNITIES** **HIDDEN** Unknown to both self and others

Principles:

o None of us are fully aware of our impact on others…or our growth potential in general.

o To be an effective manager/leader, you need to be growing as a human being.

Discussion: What's the connection between being open to personal growth and being an effective leader?

Why is it unlikely you'll have one without the other?

JOHARI'S WINDOW

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GROWTH OPPORTUNITIES
Unknown to self, known to others

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PRIVATE
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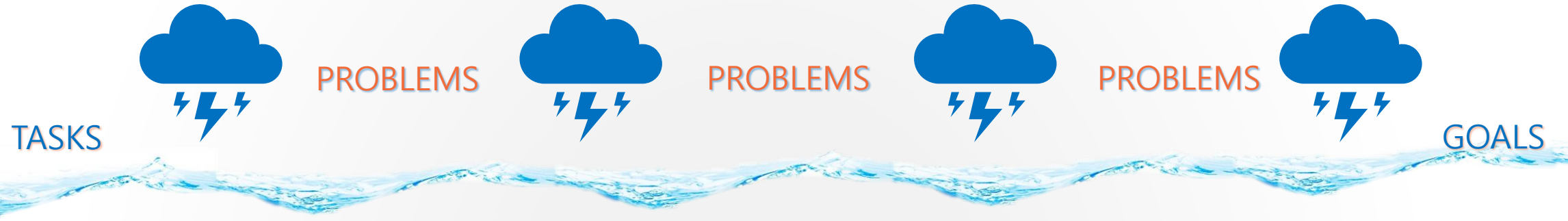
GROWTH OPPORTUNITIES
Unknown to both self and others

Our ask for this workshop:

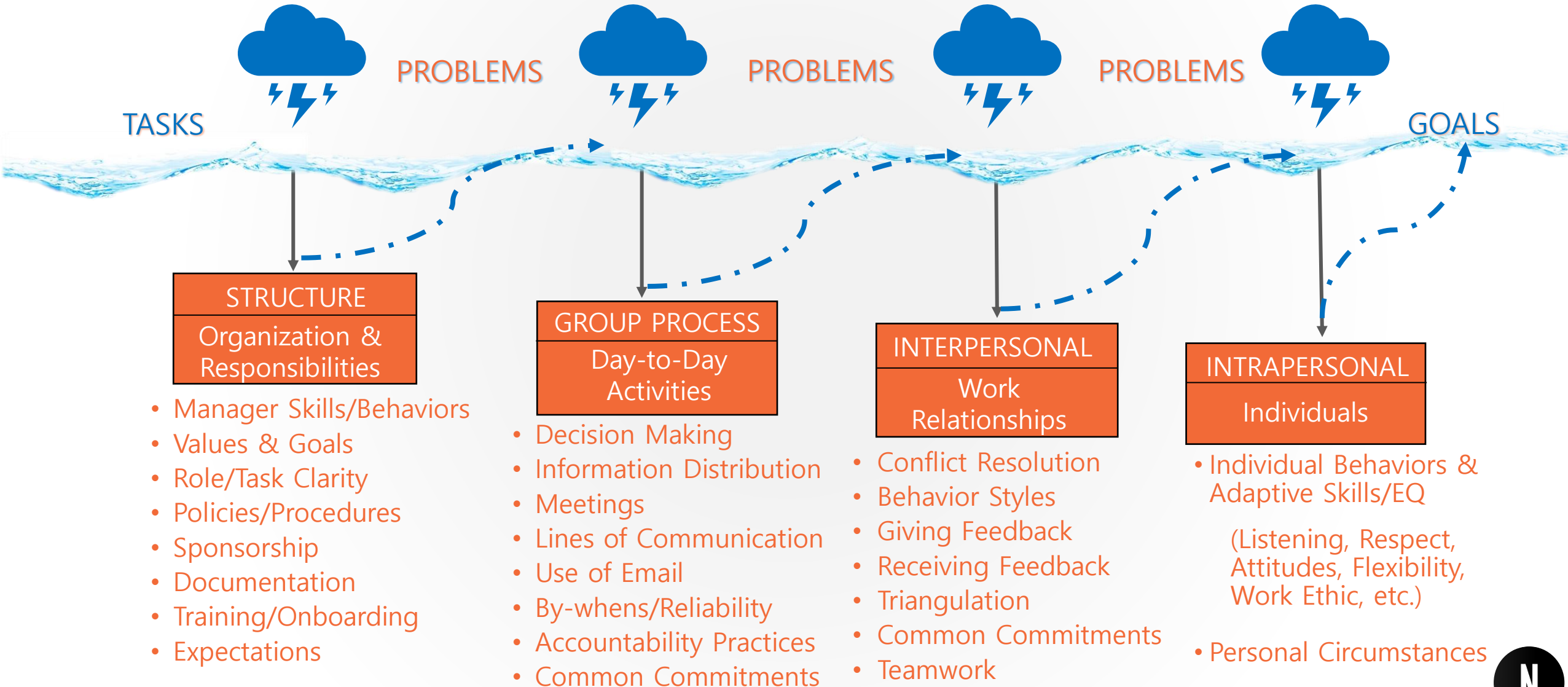We invite you to participate with openness, humility, and curiosity, with a focus mostly on yourself.

You will either step forward into growth, or you will step backward into safety.
~Abraham Maslow

THE WATERLINE MODEL

TASKS PROBLEMS PROBLEMS PROBLEMS GOALS

THE WATERLINE MODEL

PROBLEMS   PROBLEMS   PROBLEMS

TASKS   GOALS

STRUCTURE
Organization & Responsibilities

- Manager Skills/Behaviors
- Values & Goals
- Role/Task Clarity
- Policies/Procedures
- Sponsorship
- Documentation
- Training/Onboarding
- Expectations

GROUP PROCESS
Day-to-Day Activities

- Decision Making
- Information Distribution
- Meetings
- Lines of Communication
- Use of Email
- By-whens/Reliability
- Accountability Practices
- Common Commitments

INTERPERSONAL
Work Relationships

- Conflict Resolution
- Behavior Styles
- Giving Feedback
- Receiving Feedback
- Triangulation
- Common Commitments
- Teamwork

INTRAPERSONAL
Individuals

- Individual Behaviors & Adaptive Skills/EQ

(Listening, Respect, Attitudes, Flexibility, Work Ethic, etc.)

- Personal Circumstances

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Individuals

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Principles:

1. The "Trickle Down Effect"
2. It's easier to "fix" structures than it is to "fix" people
3. Proactive versus reactive managers

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NAVIGATING ORGANIZATIONAL CONCERNS

NAVIGATING ORGANIZATIONAL CONCERNS

Employee concerns and organizational problems require you to choose from five distinct categories of action.

(And that's good news…there aren't 50! Just five.)

1. Decline (NO ACTION)

2. Coach (ADVISED ACTION)

3. Mediate (SHARED ACTION)

4. Hold (POTENTIAL ACTION)

5. Own (ACTION)

NAVIGATING ORGANIZATIONAL CONCERNS

Questions to guide your decision:

1. EIQ (Employee Impact Question):

Does the behavior actually impact the person who is complaining, in terms of their ability to do their job?

Would the behavior impact a reasonable person's ability to do their job?

NAVIGATING ORGANIZATIONAL CONCERNS

Questions to guide your decision:

2. OIQ (Organization Impact Question):

Does (or could) this specific behavior impact organizational health and functionality?

For example: is it about roles, financial concerns, on-going, unresolved employee behaviors, etc.?

If YES, choose #4 (HOLD) or #5 (OWN).

NAVIGATING ORGANIZATIONAL CONCERNS

Then ask yourself:

Is this a SYMPTOM of a broader waterline issue?

Should HR be involved in this issue?

THE FIVE TYPES OF RESPONSE

1. Decline

   The Message:

   "I'm not going to do anything about this, and this is why...

   ...and I'd like you to let go of this. How can I help you with that?"

   EIQ: No

   OIQ: No

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THE FIVE TYPES OF RESPONSE

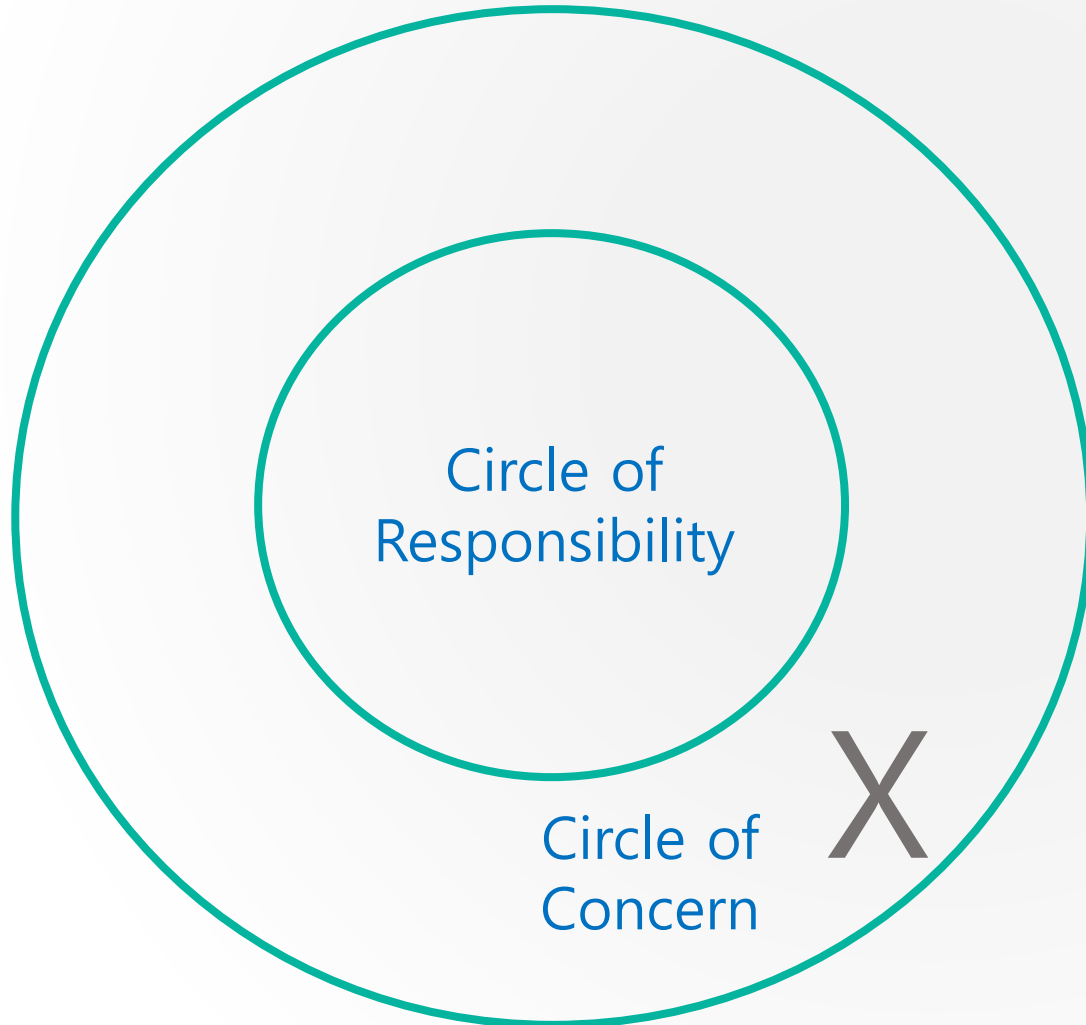Circles of Concern (Thanks to Stephen Covey)

Circle of
Responsibility

Circle of
Concern

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THE FIVE TYPES OF RESPONSE

Circles of Concern (Thanks to Stephen Covey)

X

Circle of
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THE FIVE TYPES OF RESPONSE

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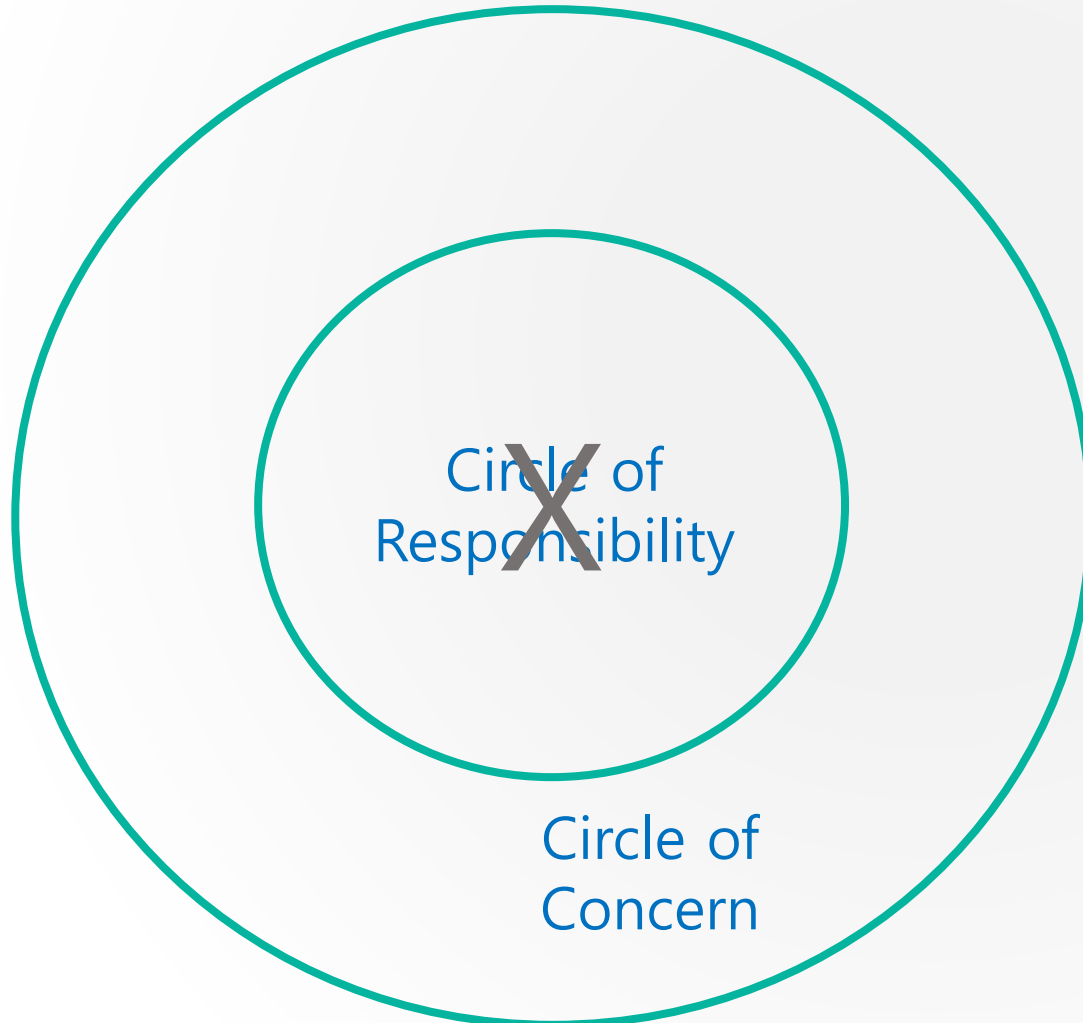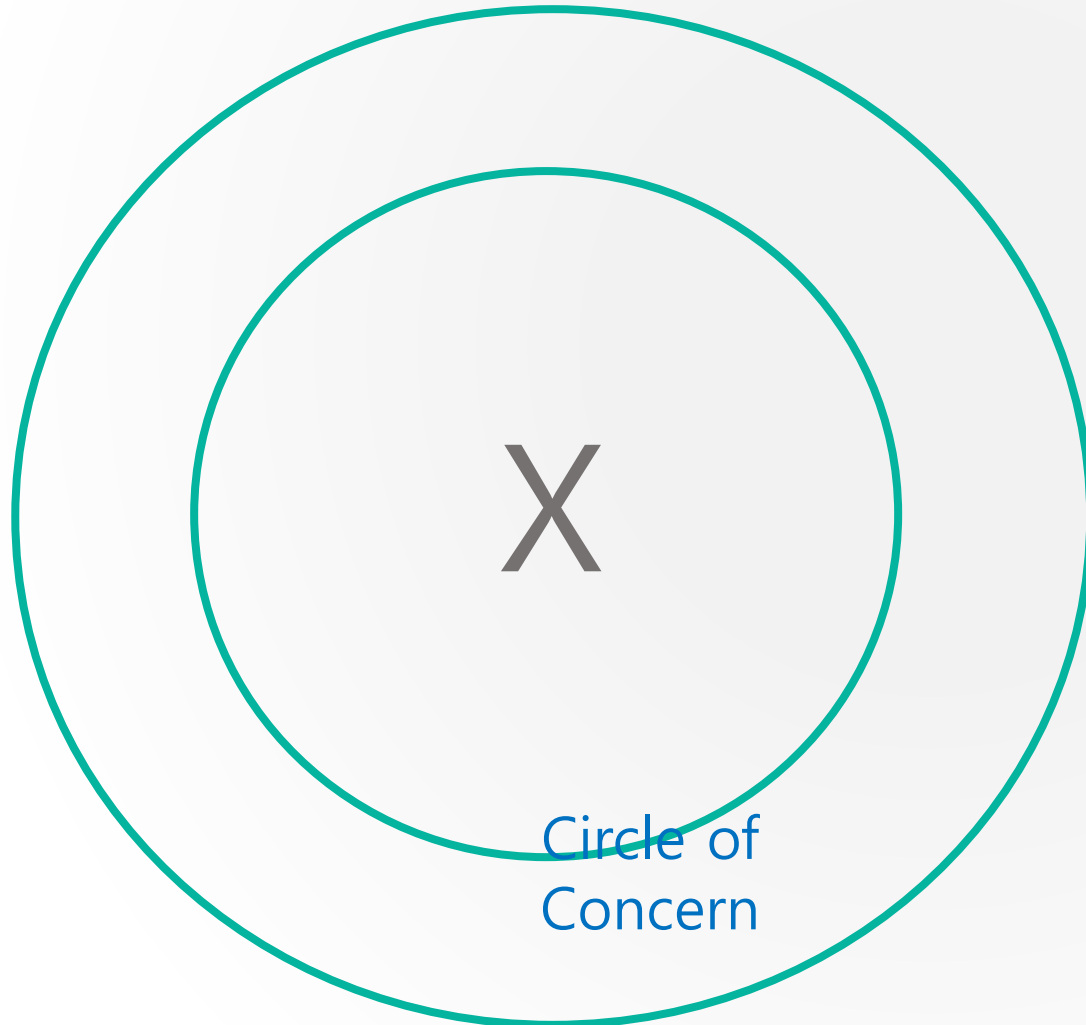
This is an opportunity to help your employees grow their adaptive skills.

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THE FIVE TYPES OF RESPONSE

1. Decline

   The Message:

   "I'm not going to do anything about this, and this is why...

   ...and I'd like you to let go of this. How can I help you with that?"

   EIQ: No

   OIQ: No

   ❑ This particular behavior does not negatively impact the organization, AND
   ❑ The behavior doesn't actually impact the employee's ability to do their job.
   ❑ Possibly the employee just needs to be heard?
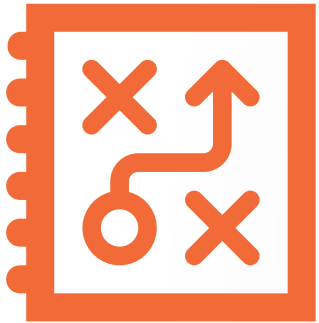
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THE FIVE TYPES OF RESPONSE

2. Coach

The Message:

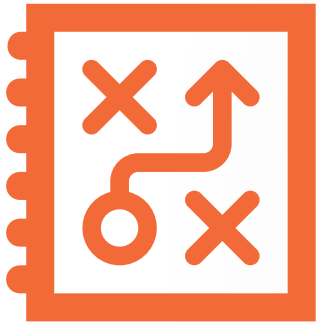"I'm not going to act directly, but I will help you find a way to address this problem yourself."

EIQ: Yes

OIQ: No

❑ This particular behavior doesn't negatively impact the organization, BUT

❑ You can understand why the behavior is negatively impacting the employee, AND

❑ You believe that the employee who has come to you is mature enough to talk to the other person directly without creating further problems.

THE FIVE TYPES OF RESPONSE

2. Coach

The Message:

"I'm not going to act directly, but I will help you find a way to address this problem yourself."

EIQ: Yes

OIQ: No

❑ IF the OIQ is yes, it's not a true #2.

But might there be a situation in which you would still consider asking the employee if they'd be comfortable providing feedback themselves, knowing that you would still need to have the conversation yourself if that employee wasn't willing?

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THE FIVE TYPES OF RESPONSE

3. Mediate

The Message:

"Let's get everybody together and try to work this out."

EIQ: Yes

OIQ: Yes or No

❑ The problem is RELATIONAL and ENTRENCHED.

✓ It's not about roles or tasks or policies - it's about interpersonal behaviors.

✓ Other attempts (direct feedback, etc.) have not been successful.

❑ If it's two people: Engage in "third party conflict resolution."

❑ If it's a group: Work together on "common commitments."

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THE FIVE TYPES OF RESPONSE

4. Hold

The Message:

"I've got this, and I will deal with it if it reoccurs."
(OR: "Please let me know if the problem continues.")

EIQ: Yes or No

OIQ: Yes

❑ Complaint is valid, but it's too early for management involvement.

❑ You'll keep your eyes open (for frequency, severity, and impact).

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THE FIVE TYPES OF RESPONSE

5. Own

The Message:
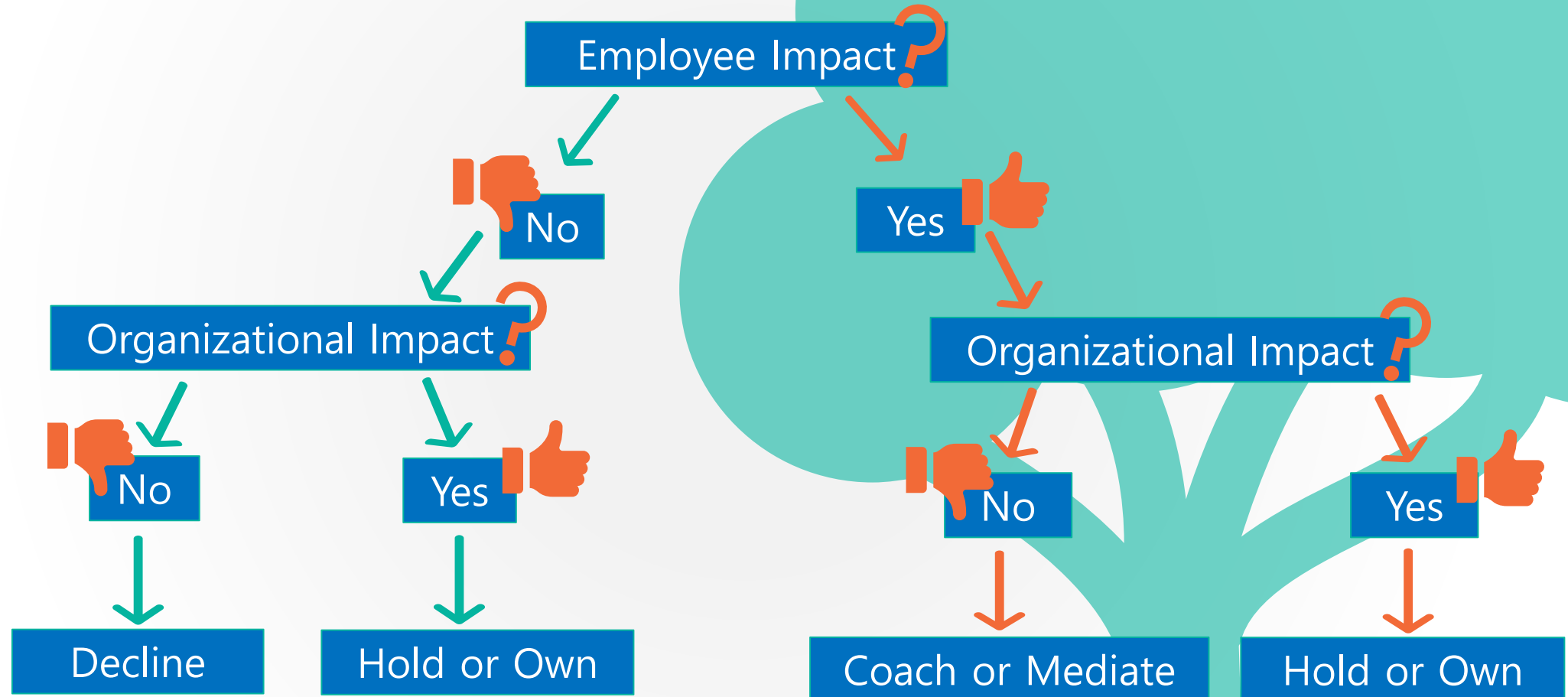
"I've got this."

EIQ: Yes or No

OIQ: Yes

❑ The problem is an organizational issue (policies, roles, tasks.), OR

❑ The problem is serious/critical (legal, ethical, etc.), OR

❑ The problem is ongoing and disruptive to peers, customers, etc., OR

❑ The problem is sensitive in nature.

THE FIVE TYPES OF RESPONSE

A DECISION TREE

TWO PRINCIPLES

Principle #1:
Be sure to tell the employee which option you are choosing.

Principle #2:
The ultimate veracity of what the employee is saying is <u>not</u> relevant to your initial decision.