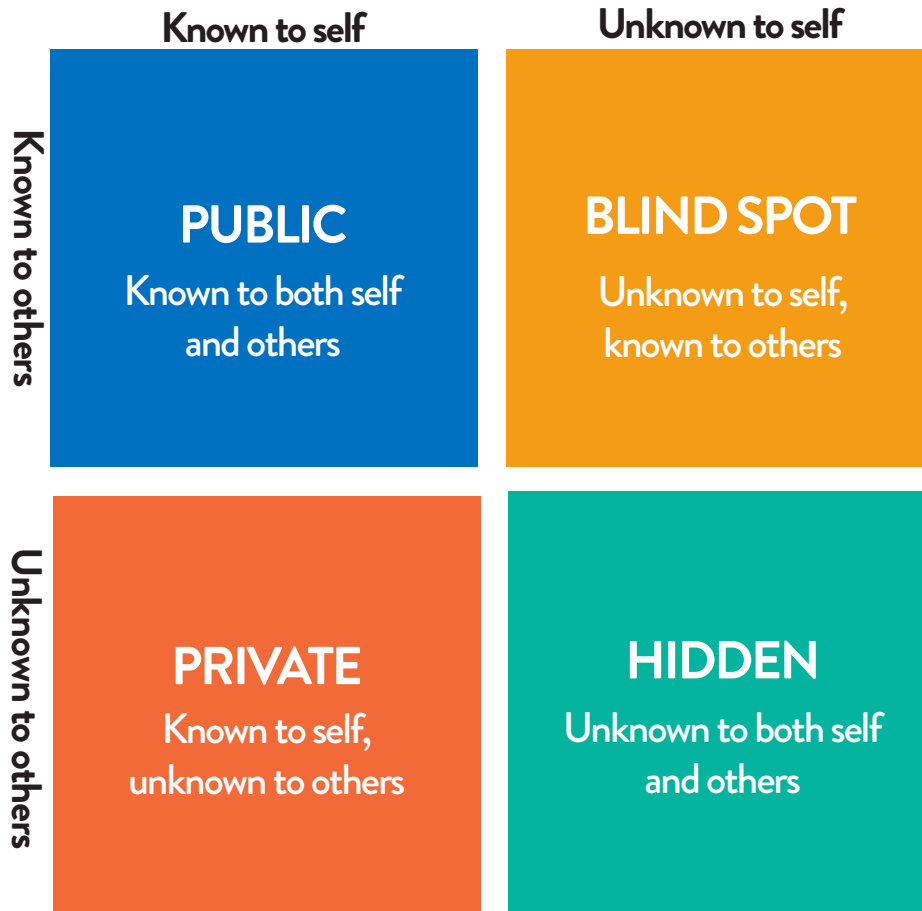




# NASH CONSULTING



# JOHARI'S WINDOW



In a study of the stock performance of 486 publicly traded companies, Korn/Ferry International found that companies with strong financial performance tend to have employees with higher levels of self-awareness than poorly performing companies.

“If only we had the power to see ourselves in the same way that others see us.’ Of all the mantras one might adopt in life, this is surely one of the better ones, and for anyone in a leadership role it should be an essential part of the checks and balances that are built into a company’s standard operating procedures.”  
- Richard Branson, British business magnate, investor, author, and philanthropist

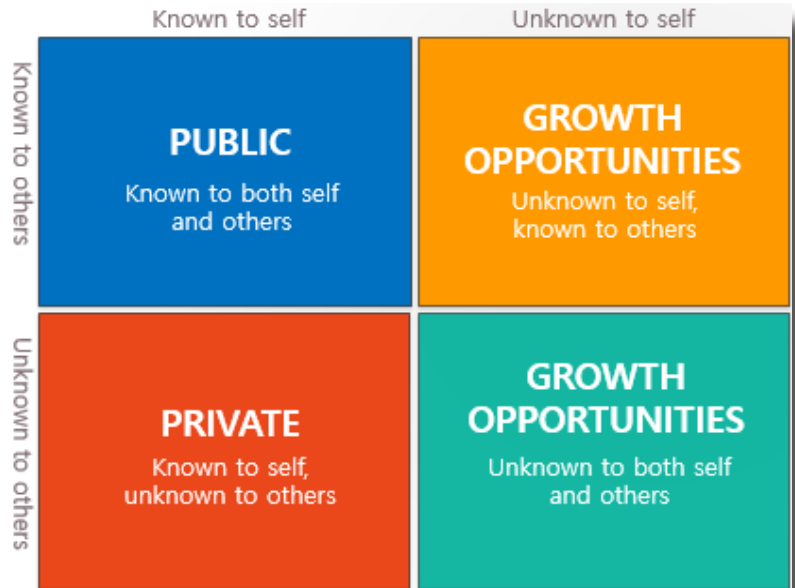
# JOHARI'S WINDOW

**Principles:**

- o None of us are fully aware of our impact on others... or our growth potential in general.
- o To be an effective leader/manager, you need to be growing as a human being.

**Discussion:**

What is the connection between being open to personal growth and being an effective leader? Why is it unlikely you'll have one without the other?



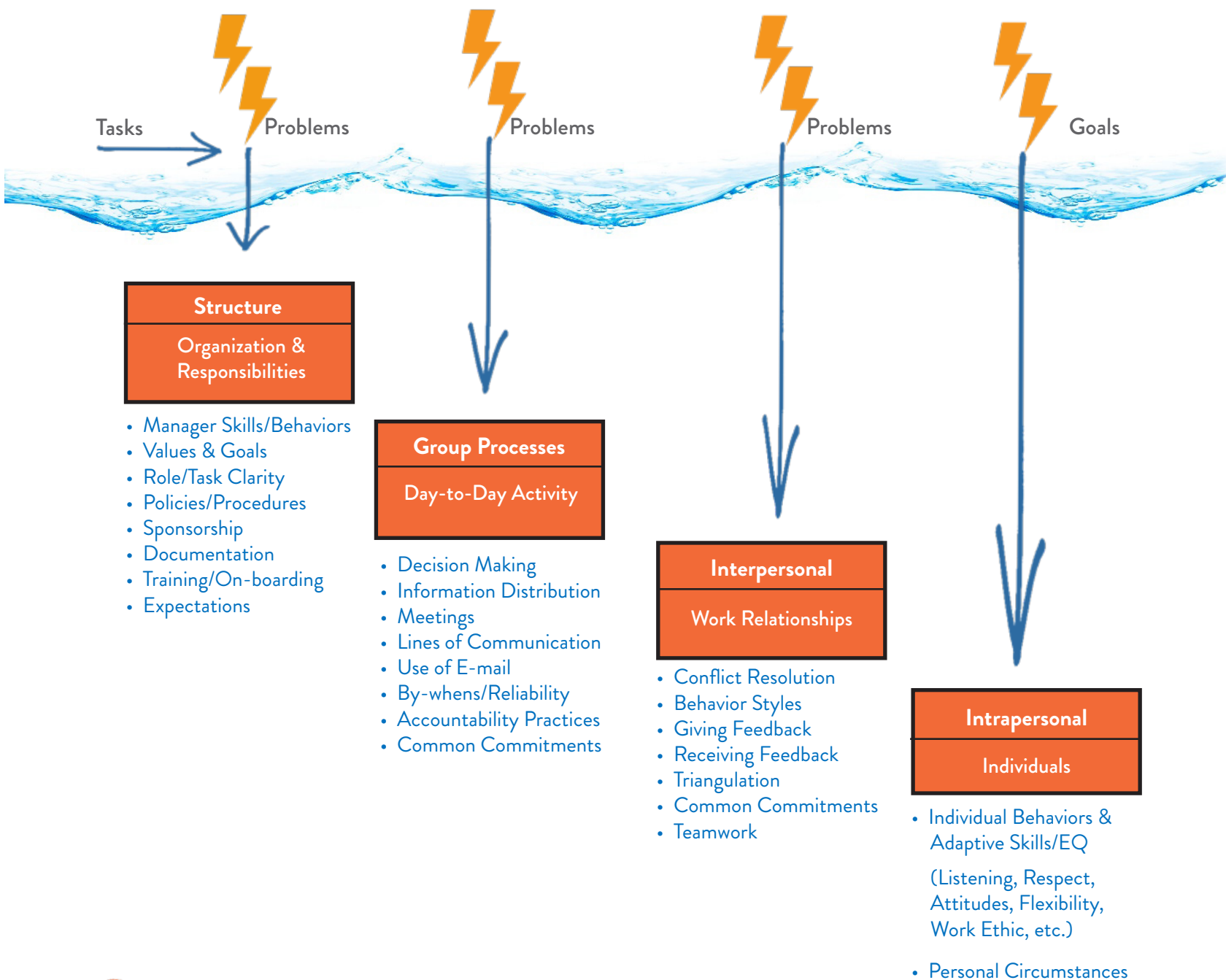
“The ability to learn is the most important quality a leader can have.”  
 ~Sheryl Sandberg

**Our Ask:**

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

“ People who believe they can and who seek to grow, change and improve have a growth mindset, and they tend to achieve more than those with a more “fixed mindset.” This is because they worry less about looking competent and instead put energy into learning and growing. When entire companies embrace a growth mindset, their employees report feeling far more empowered and committed. In contrast, people at primarily fixed-mindset companies report more internal politics among employees, more negativity and tend to have lower morale.”  
 -Harvard Business Review

# THE WATERLINE MODEL



People don't become systems thinkers because systems thinking is so cool; they do so because they discover that linear thinking won't answer their questions. With persistence and curiosity, practice identifying whether something is the problem or merely a symptom of something deeper, because making a symptom go away won't solve the problem.”  
 ~ Jim Ollhoff & Michael Walcheski in Systems Thinker

# THE WATERLINE MODEL

## Principles:

### 1. The “Trickle Down Effect”

Each domain (except “Structure”) will be greatly impacted by the strengths and gaps in the domain(s) above. By intervening at the shallowest levels (“Structure” and “Group Processes”), we can often affect positive changes that trickle down to the deeper levels (“Interpersonal” and “Intrapersonal”). This doesn’t mean you don’t deal with the deeper levels when problems arise. (Remember, what you allow, you teach.) **Rather, address issues holistically by engaging in positive change on all the relevant levels.**

### 2. It’s easier to “fix” structures than it is to “fix” people

Working in this order – from shallow to deeper – has another benefit: Positive change becomes easier. As most managers know, it is much easier to enact healthy changes in structures, roles, policies, practices, etc., than it is to change people. **When you fix systems and processes, people tend to behave better.**

### 3. Proactive versus reactive managers

Proactive managers spend time collecting information as to the strengths and weaknesses that exist within their “structure” and “processes” systems, then work collaboratively with their team to make needed improvements. **Keep the focus on learning rather than pointing fingers. Utilize a spirit of curiosity rather than blame. Use the waterline model to guide you where to look.**





# NAVIGATING ORGANIZATIONAL CONCERNS

## "Why Don't You Do Something About It?"



"People are frustrated about the inconsistency between managers."

"He plays his music too loud."

"He is rude whenever he asks for my data."

"They just talk all day – why don't you do something?"

"Why are we always the last to find out about decisions?"

"Mark got in my face again this morning... **Why don't you do something about it?**"

Surveys indicate that of all the tasks and obstacles managers face, fielding employee complaints is the aspect of their jobs in which they feel the most inadequate and dissatisfied. Yet, managers know that it is vital that employees feel they can come to them when things are difficult.

Offered here is a range of responses for managers who are responding to organizational concerns, ranging from low (option 1) to high (option 5) manager involvement. Learning to choose from among these five responses is part of the "art of management."

### MANAGER RESPONSE OPTIONS:

1  
Decline

2  
Coach

3  
Mediate

4  
Hold

5  
Own

### QUESTIONS to guide your decision:



1. **EIQ (Employee Impact Question):**

Does the behavior actually impact the complaining person's ability to do their job?

2. **OIQ (Organizational 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, consider choosing #4 (HOLD) or #5 (OWN).

### Then ask yourself:



Is this a **SYMPTOM** of a broader waterline issue?

Should **HR** be involved in this issue?



# NAVIGATING ORGANIZATIONAL CONCERNS

## "Why Don't You Do Something About It?"

### THE FIVE TYPES OF RESPONSE

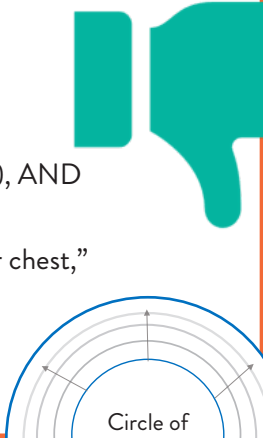
**Option 1: DECLINE - No Manager Action** EIQ: No OIQ: No

**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?"

These complaints will fall into one of the following categories:

- The complaint is about something that does not actually impact the complaining employee and is therefore none of their concern (i.e. how hard another employee is working), AND
- The complaint is about something that does not negatively impact the organization, OR
- The employee just needs to be heard - the complaint is something they need to "get off their chest," and they really don't need or expect you to take any action.

Your job is to educate the employee as to why this isn't something they need to worry about or come to you with and help them find ways to "let it go."



**Option 2: COACH- Advised Manager Action** EIQ: Yes OIQ: No

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

This option is appropriate for dealing with complaints in which:


- the behavior in question is of low concern to the organization, but you can understand why the behavior is negatively impacting the employee, AND
- you have not had other employees approaching you about this behavior, AND
- you believe that the employee who has come to you is skilled enough to talk to the other person directly without creating greater problems.

This option is especially effective when employees have received training on how to give and receive feedback effectively. Your job is to coach the employee in how to directly bring up the matter with the other person.

You might:

- help them script their wording.
- do a role play exercise.
- help them identify the specific behaviors that are troubling them, as opposed to character descriptions such as "rude" or "mean."
- ask them to come back and let you know how it went.

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?



# NAVIGATING ORGANIZATIONAL CONCERNS

## "Why Don't You Do Something About It?"

### THE FIVE TYPES OF RESPONSE

#### Option 3: **MEDIATE**– Shared Manager Action

EQ: Yes    OI: Yes or No

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

This option is appropriate for dealing with complaints in which:

- 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."



#### Option 4: **HOLD**– Potential Manager Action

EQ: Yes or No    OI: Yes

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

This option is appropriate when:

- the complaint is valid, but it is too early for any direct management action.

You might:

- thank the employee for bringing the issue to your attention, and let them know that you will act on it if and when the behavior continues or increases in seriousness, frequency, or impact.
- ask the employee to let you know if the problem repeats (you are looking for patterns of behavior in this case), or even to report back to you if the behavior changes for the better.
- Alternatively, depending on the issue, you may let the employee know that they should not monitor or report on the issue, but that you will now be paying attention to the problem.



#### Option 5: **OWN**– High Manager Action

EQ: Yes or No    OI: Yes

The Message: "I've got this."

This option is usually necessary when dealing with complaints in which the behavior in question:

- is of medium to high concern to you and/or the organization, AND
- is serious/critical (illegal, unethical or dangerous), OR
- is ongoing and disruptive to peers, customers, etc., OR
- is highly sensitive or embarrassing, OR
- needs to be addressed by a member of management as opposed to a peer.



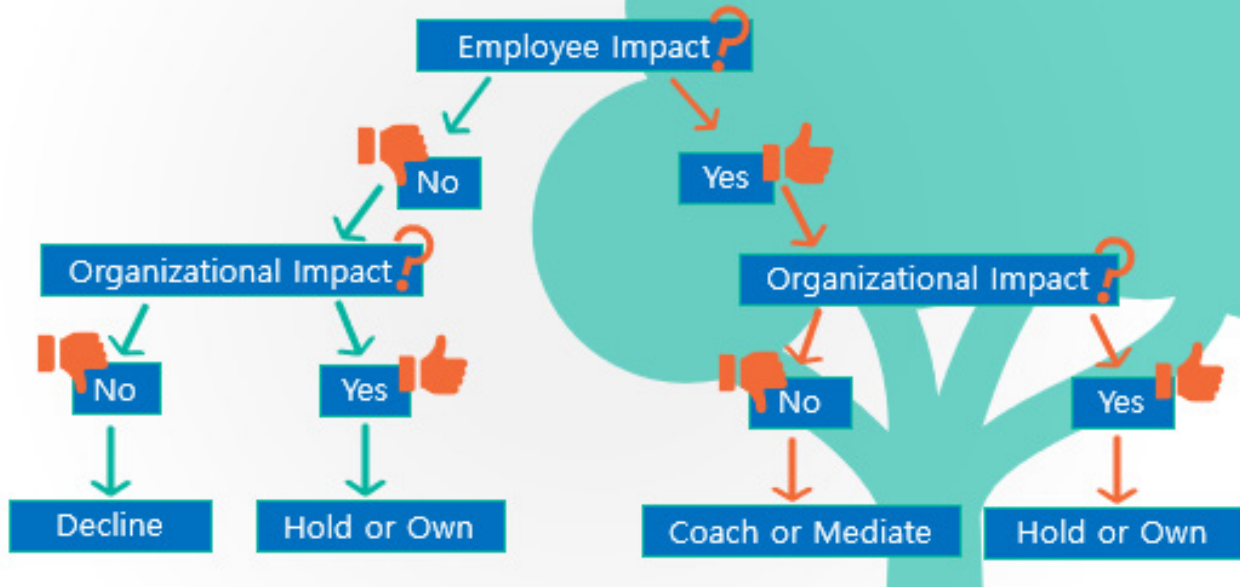
Because there are multiple ways of dealing with employee-related behavior problems, providing a comprehensive list would be impossible. Depending on the situation, you may choose to:

- look into the situation further.
- move into a coaching or corrective action phase with an employee.
- create a policy, re-think a decision, provide some training, communicate with another department, etc.



# NAVIGATING ORGANIZATIONAL CONCERNS

## 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 not relevant to your initial decision.

### General guidelines

- In most cases: Be sure to follow up. (Avoid the “black hole of management” syndrome.)
- While you can’t tell employees the details of your corrective dealings with other employees, you can use phrases such as the ones labeled “your message” in the “Five Types of Response” section.
- You don’t have to immediately choose an option! Listen and ask questions. Be willing to put off your decision as to how (and if) you’re going to deal with the complaint. (If you delay, it is important that you get back to the employee to let them know which option you’ve chosen.)
- Document as much as possible, regardless of the option you choose. This information may become important later. It is not necessary to include this information in employees’ official personnel files. You should have a separate file or notebook to keep notes regarding employee-related conversations, actions, and issues.
- Of course, which option you choose will depend on many factors, including the nature and history of the problem. Ask for advice/ideas from your boss, from HR, from your peers.



Thank you for attending!



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<https://www.nashconsulting.com/workshop-evaluation>



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