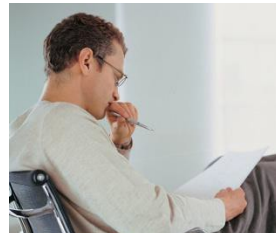


IMPAQ
ENTREPRENEUR



IMPAQ Entrepreneur KBL Program

KBL Early Bird Class #2 – April 2017

**Welcome Key Business
Leaders!!**

**I'm STILL so Happy
You're Here!!**

Welcome! What we're covering today

- Quick Review of Rapid Business Growth Framework and Defined and Aligned Outcomes
- Personal Accountability – The Master Competency
- Next Level Leadership Choice – The Active Demonstration of Self-safety & Personal Accountability
- A to B Model – how change and accountability work in the Real World!

Rapid Business Growth Framework



6 Point Framework of Rapid and Sustainable Growth & Team Performance

1. Defined & Aligned Outcomes and Expectations

- Vision articulated into concrete Outcomes and Goals
- Strategic Planning - 12 Month Priority Business Goals and Internal Improvements
- Priority Business Goals translated into functional and tactical projects and deliverables
- Advance Planning

2. Psychological Safety & Accountability

- Personal Accountability, The Master Competency
- Generating Safety (not comfort), Compassion, and Accountable Action (instead of self-protective behaviors)

3. Culture of Effective Behaviors & Teamwork

- Setting Expectations, Making Agreements, Closing Expectation Gaps
- Accountable Dialogue Skills
- Success Factors – Collective Behavioral Expectations & Habits
- Interaction Agreements
- Advanced Negotiations, Agreement Making and Resolving Differences and Conflicts

6 Point Framework of Rapid and Sustainable Growth & Team Performance

4. Organizational Structure, Functions and Roles

- Functional Org Structure and Org Charting
- Role Clarity and Role Expectations

5. Org Systems and Process

- Day to day communication processes and platforms (Slack, email, phone etc)
- Team meetings
- Project Chartering and Management
- Reporting (including weekly flash reporting)
- Measurement and Evaluation (KPI's, dashboards, etc)
- Standard Operating Procedures

6. Specialized Expertise & Competencies

- Evaluating Core Org Functions & Competencies
- Critical Thinking
- Hiring, On-boarding and Training
- Performance management
- Performance development and career advancement
- Financial Fluency for non-financial executives



Why KBL

Primary Intentions of the KBL Program: To Develop Leaders who.....

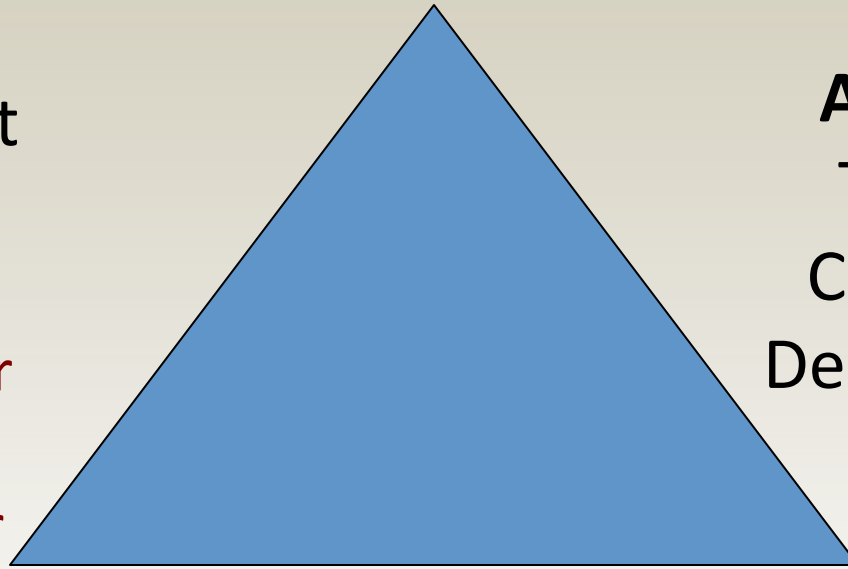
- Think and act like business owners
- Effectively drive results through generating clear alignment, effective agreements, and stepping up to the highest levels of accountability
- Express the very best of themselves in their work through serving others and something greater than themselves
- Habitually grow, develop and bring out the very best in themselves and others
- Fall in love with leadership, experiencing the type of connection and results that's only available through working with others to achieve a common goal



The AAA Paradigm

The AAA Operating Paradigm

Agreement
Commitment
of Free Will
Main
mechanism for
how people
work together

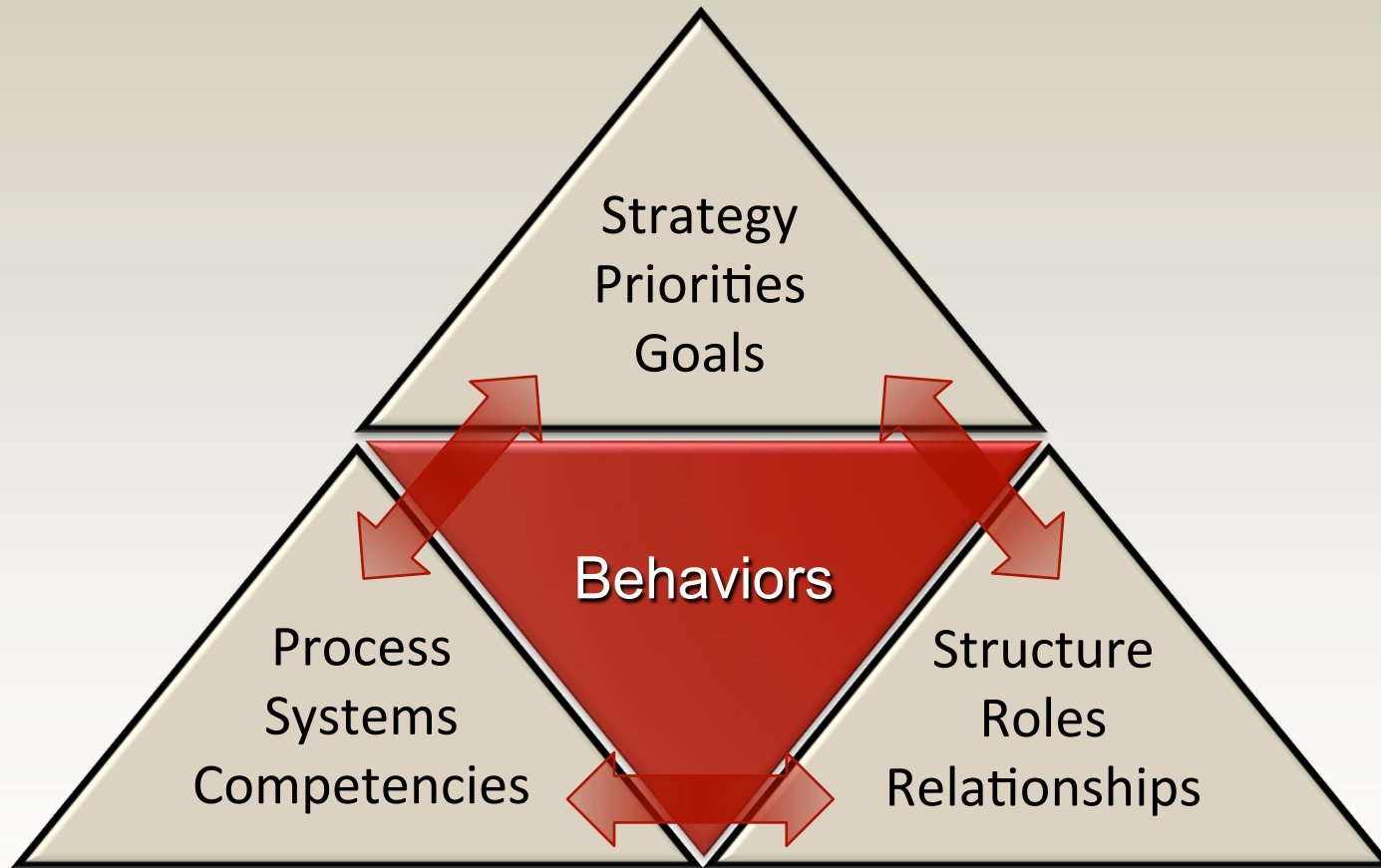


Accountability
Taking Action
Consistent with
Desired Outcomes

Alignment
with Desired Outcomes
and Greater Purpose

(Moving away from the Authority and Control
Paradigm)

The Missing Piece





Alignment

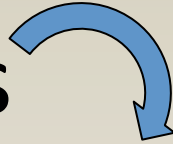
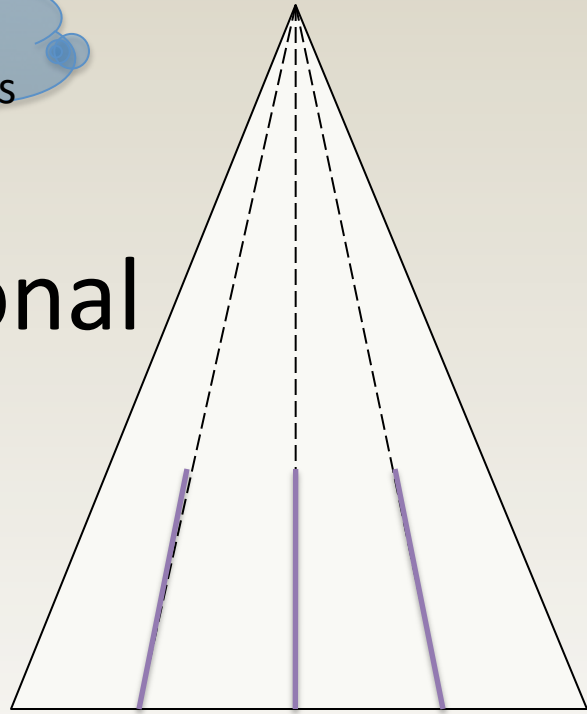
Clear Outcomes and Business Context

GREATER PURPOSE

Big Outcomes

External Drivers & Environment Pressures

Cross-Functional



Annual Main Goals



Priority Projects & Deliverables (to meet the goals)

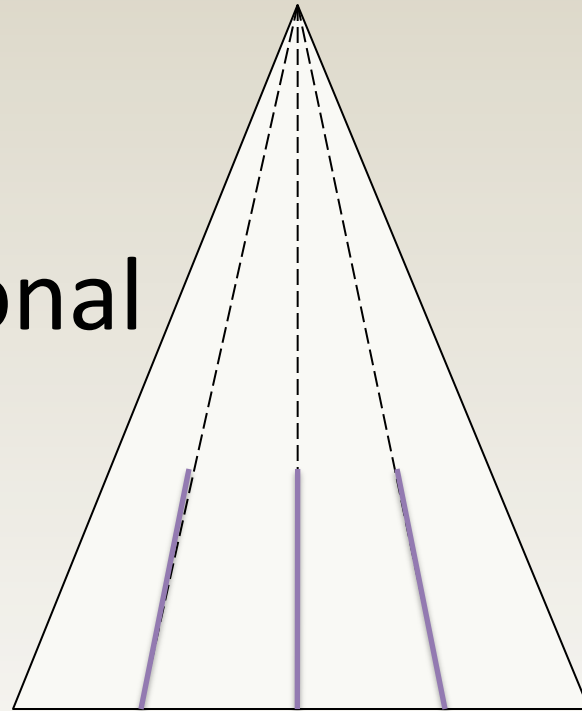


Functional and Tactical Projects & Deliverables

Functional Tasks

Holding 3 Perspectives

Outcomes



Cross-Functional

Functional Tasks

The background features a vertical bar on the left side and a series of concentric circles on the right side, both in a light gray color. The text is overlaid on the white background.

**Personal
Accountability –
The Master
Competency**

What is Personal Accountability?



Taking action
consistent with your
desired outcomes

Accountability for Humans



How To Return Yourself to the Accountability Loop

1. **Recognize** where you are, call it out, name it
2. **Own** your reaction: Stop talking about the issue, express fears and feelings instead
3. **Forgive**; Apply compassion for being HUMAN, affirm your innate good intentions and competence, and get neutral
4. **Change your State** – take a break, go for a walk, etc

How To Help Others Return to the A Loop (when you're not in the conflict)

1. Inquire with genuine concern “Hey, you OK?”
2. Reflect feelings, articulate what they might be thinking
3. Apply compassion for being HUMAN
4. Express belief in them, offer support (if you can)
5. Encourage them to change their state – take a break, go for a walk, etc

Applying Compassion – 3 Parts



Accept

- **Accept**, turning towards the situation, feeling all your feelings without judgment (Mindfulness)



Connect

- **Connect** with the common human experience, that you are part of a common whole, whatever that is for you (we all SUFFER as humans, we're not alone in that experience): Humanity, God, Nature



Care

- **Apply care and concern** for the person (and people) going through the situation, pain or suffering

Safety comes BEFORE
Accountability

Without Safety – You
won't get alignment,
agreement or
accountability

Safe From What



Safe From

Blame,
Judgment,
Criticism,
Rejection,
Abandonment

5 Points to Increase Psychological Safety, **BUILD TRUST** & Performance

1) **Set Clear Expectations**

Be specific about the outcome, provide lots of context, share behavioral expectations – especially what to do when encountering challenge

5 Points to Increase Psychological Safety, **BUILD TRUST** & Performance

2) Repair ASAP

Apologize when you behave in a way that breaks down safety, share what you'll do differently next time, and inquire about their well-being

5 Points to Increase Psychological Safety, **BUILD TRUST** & Performance

3) Put Yourself in Their Shoes

Articulate “out loud” what they might be experiencing and thinking, **BEFORE** you give critical feedback or made demands

5 Points to Increase Psychological Safety, **BUILD TRUST** & Performance

4) Believe in Them, Express Appreciation

This provides needed fuel and supports people in gaining courage to take more responsibility for outcomes while worrying less about themselves

5 Points to Increase Psychological Safety, **BUILD TRUST** & Performance

5) Take Responsibility

Take action to get yourself out of the victim loop and into your own greater safety and accountability

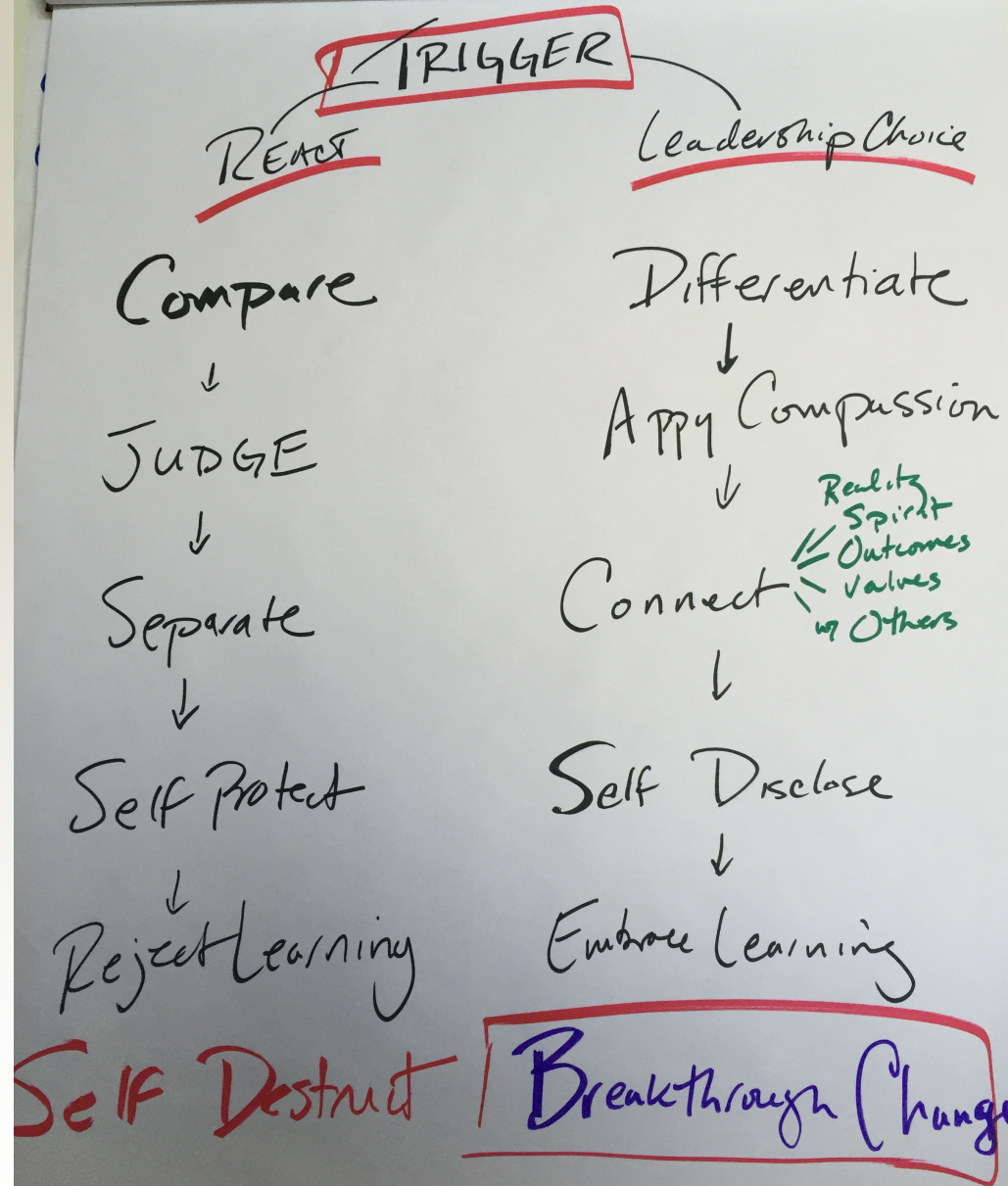
The 2 Conditions Imperative for Effective Influence

- **Alignment = Purpose and Interests are well Aligned** (and don't overly conflict with individual needs and interests)
- **Psychological Safety = Mutual Respect and Care** (so that neither side needs to "self protect")

Shoring up your own Safety: Self Protection is Deadly

This IS the #1 Competency for Leadership – Period

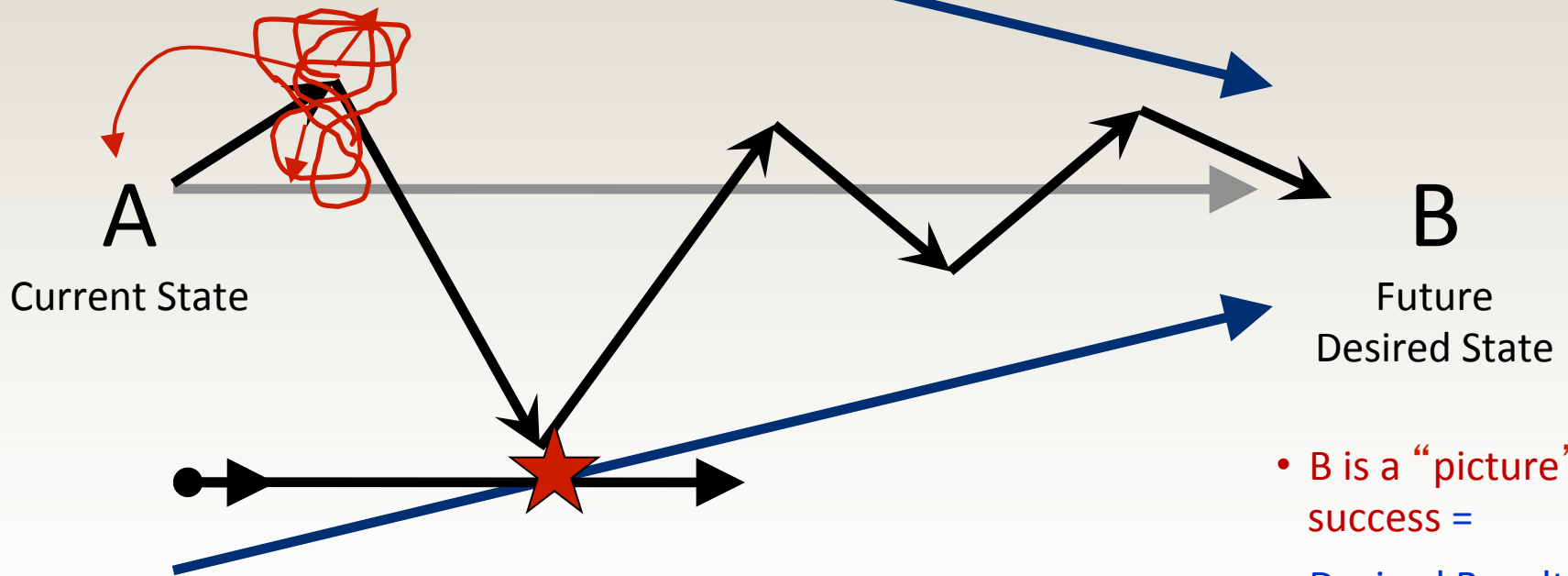
It's what allows for extremely fast alignment, agreement and accountability



**Key
Points:**

- First clarify the “picture of B”
- Keep Moving! The most important info is obtained while moving; B becomes clearer
- Accountability increases as you move toward B – keep moving
- Range of acceptable behaviors decreases as you approach B
- Keep people focused on B

People want to return to A when challenges hit, but A is no longer available



This becomes a choice point for the individual

- Either come into alignment – coach/support
- Or find a new position – support transition

- B is a “picture” of success =
- Desired Results
- Level of Operational Excellence

Next Web Class:

- Agreements – Your Main Mechanism for Working Together
- Delegation and Reverse Delegation
- Closing Expectation Gaps and Holding Accountable
- Scheduling Strategic Planning Bootcamp

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