



PRESENTED BY:
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2017 KBL Program - CEO Coaching

August 9, 2017



What we'll cover today:

- Live Meeting with your KBL's!
- What to expect for implementation
- How you can best support your Leaders
- Confronting performance issues with your leaders and team - what is YOUR part?
- A new Ninja skill your leaders possess that you should utilize!
- Your Questions



We had an *AWESOME* Live Meeting!



*Learning &
Growing
AND
Growing &
Learning*

Curriculum follows the **RAPID BUSINESS GROWTH FRAMEWORK**



We Started with This - ALWAYS!



GREATER PURPOSE



BIG OUTCOMES



Main Annual Goals

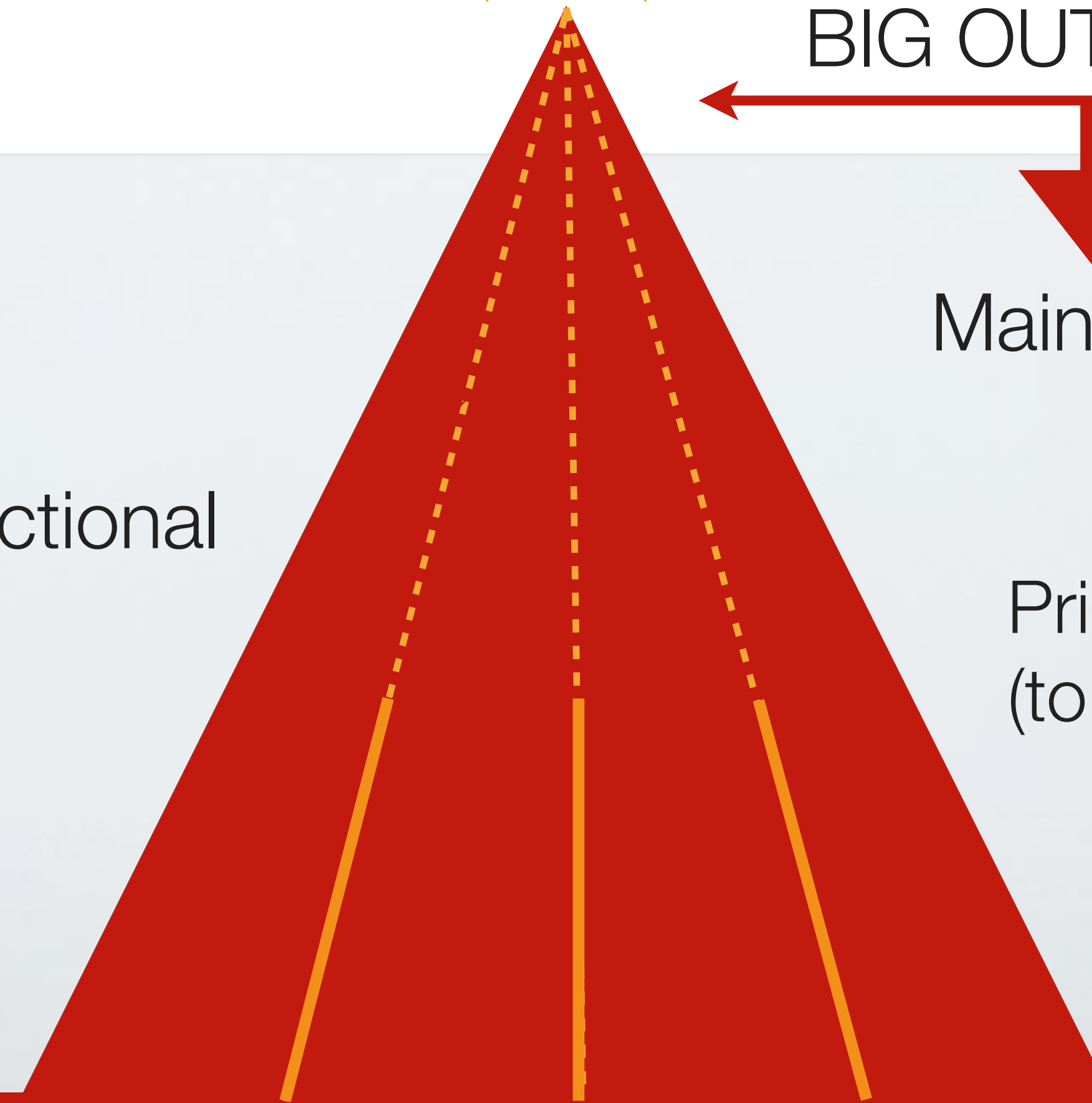


Priority Projects & Deliverables
(to meet the goals)



Functional and Tactical
Projects & Deliverables

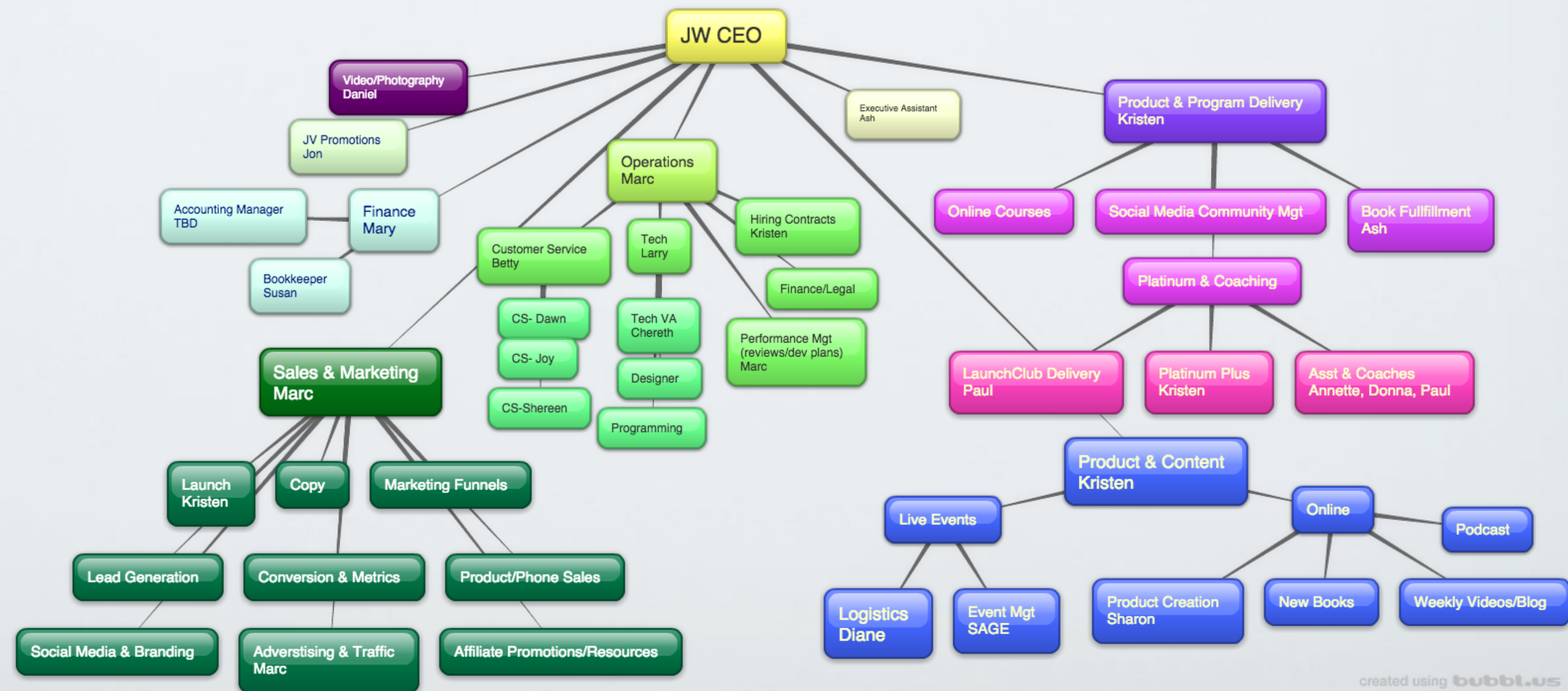
Cross-Functional



FUNCTIONAL TASKS

External Drivers
& Pressures

We covered Roles and Org Structure and Created their own Role Descriptions



created using [bubbl.us](https://www.bubbl.us/)



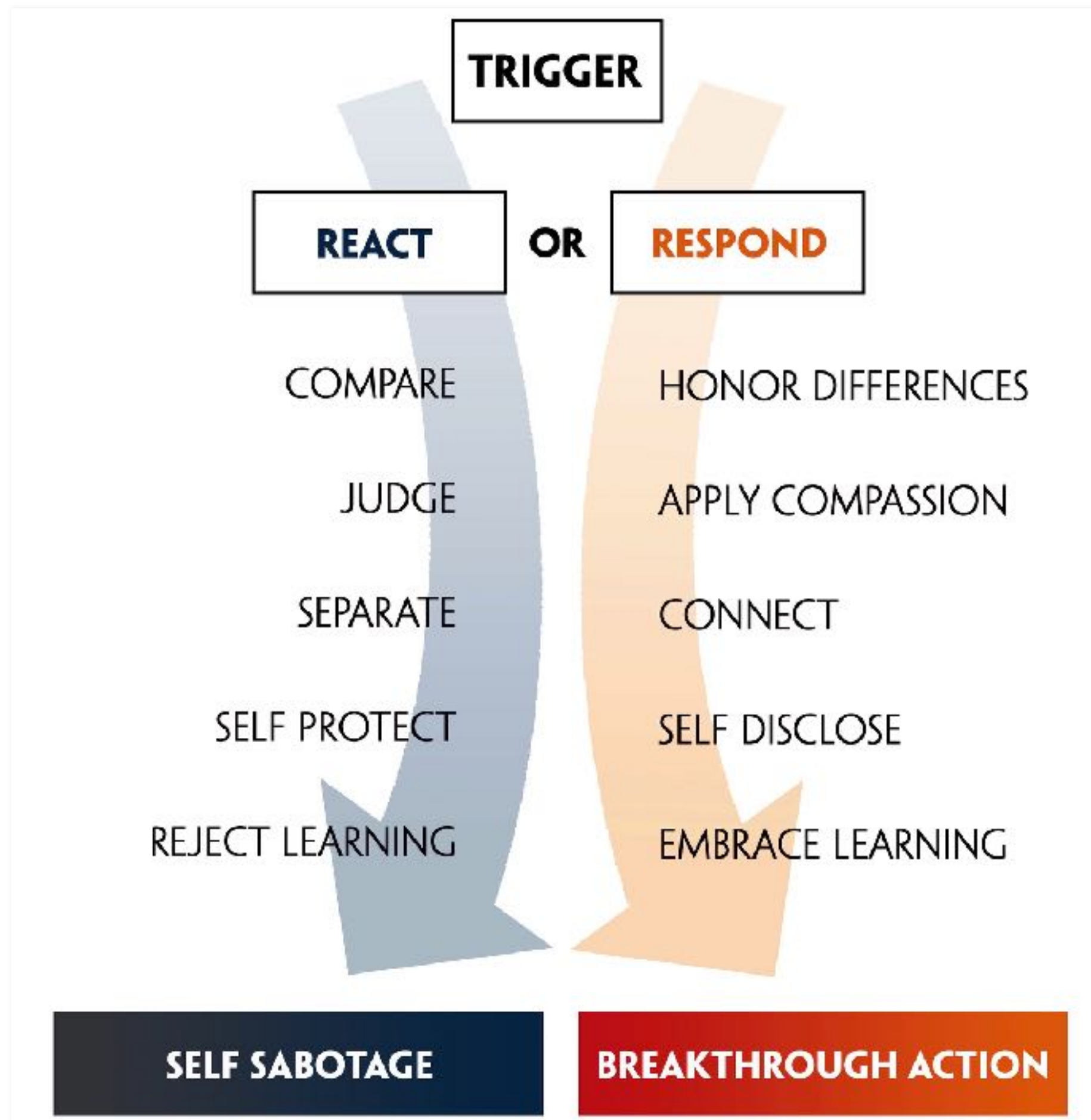
They Planned for changing time allocation to include more developing others and making improvements for the future

	Individual Contributor	Manager/ Leader	Entrepreneur Executive
Routine Planned	85%	60%	40%
Special Unplanned	10%	20%	30%
Proactive/Future Planned	5%	20%	30%

They're Mastering & Aim to Teach This



Learning how to make it safer



**Safety comes
BEFORE
Accountability,
Only Always!**



5 Point Formula for Setting Expectations

1. The desired outcome looks like _____.
 - “the what” - specifics, details, timing, etc.
2. The purpose and benefits are _____.
 - “the why” - relevant context, what the outcome provides (be, do, have)
3. How we’ll achieve this is _____.
 - “the how” – roles, parts, plans, etc.
4. We’ll surface challenges and follow-up by doing _____.
 - “the what if’s” – how we’ll connect for problem solving and follow up (RECOVERY)
5. Are we in agreement? Can you commit to this? Any issues or challenges you see?



Delegatee-Driven Delegation in 6 Steps

1. My understanding - the desired outcome looks like _____.
2. The purpose and benefits are _____.
3. I need the following to be successful_____.
4. I anticipate the following challenges_____.
 - I intend to respond to these challenges this way_____.
5. I will follow up with you (when/how).
 - I'll surface problems and breakdowns (when/how).
6. I will let you know when it's complete and how it turned out (when/how).



Closing The Gap with GAPPA a.k.a. Holding Accountable

- **G:** Describe the Gap (Expected or Desired Outcome vs. Current Status) + IMPACT (Consequences)
- **A:** Potential Adjustments to each area - TALKING TENTATIVELY!
 - Performance - what we might "Do Differently"
 - Expectations - where we might have to "Change Expectations"
- **P:** My Perceptions of the Adjustments (context - why I think what I think)
- **P:** Their Potential Solutions and Perceptions (context - why you think what you think)
- **A:** New / Adjusted Agreement with Follow Up and Recovery



Expect them to utilize GAPPA - A LOT!





They will be taking more initiative to communicate with and inform you





KBL Flash Report - from KBL to CEO

Weekly snapshot of important business issues and intended actions

1. Status of the week's ACTIVE priorities, goals, projects, initiatives - along with new and important insights
2. Surface CURRENT problems, challenges, alternative solutions, decisions and intended Next Actions (especially for next week)
3. Proactive ideas and changes to support the FUTURE (and any actions you intend to take)
4. How you and the team are doing, and what you're doing or intend to do if things need to shift
5. Optional: Steps you've taken or will take to develop yourself and others



They're MASTERMINDING Super Effectively!





What to expect for implementation

- Continual Updating of the strategic plan
- Adjusting of org charts and increasing role clarity
- Up-leveling Role Descriptions
- KBL's more proactively structuring their time, esp. to strategize, plan, make foundational improvements and develop others
- KBL's utilizing interaction skills for setting expectations, delegation, GAPPA
- KBL's demonstrating Safety and Accountability - and teaching
- KBL's utilizing their weekly flash reports



You Can Best Support by utilizing.....

Questions not Directives (anchored in outcomes)

- What's the plan?
- What outcomes are you going for?
- How do you see this working?
- How does this align with our big goals?
- What challenges do you see?
- How do you plan to address those?
- What support do you need?

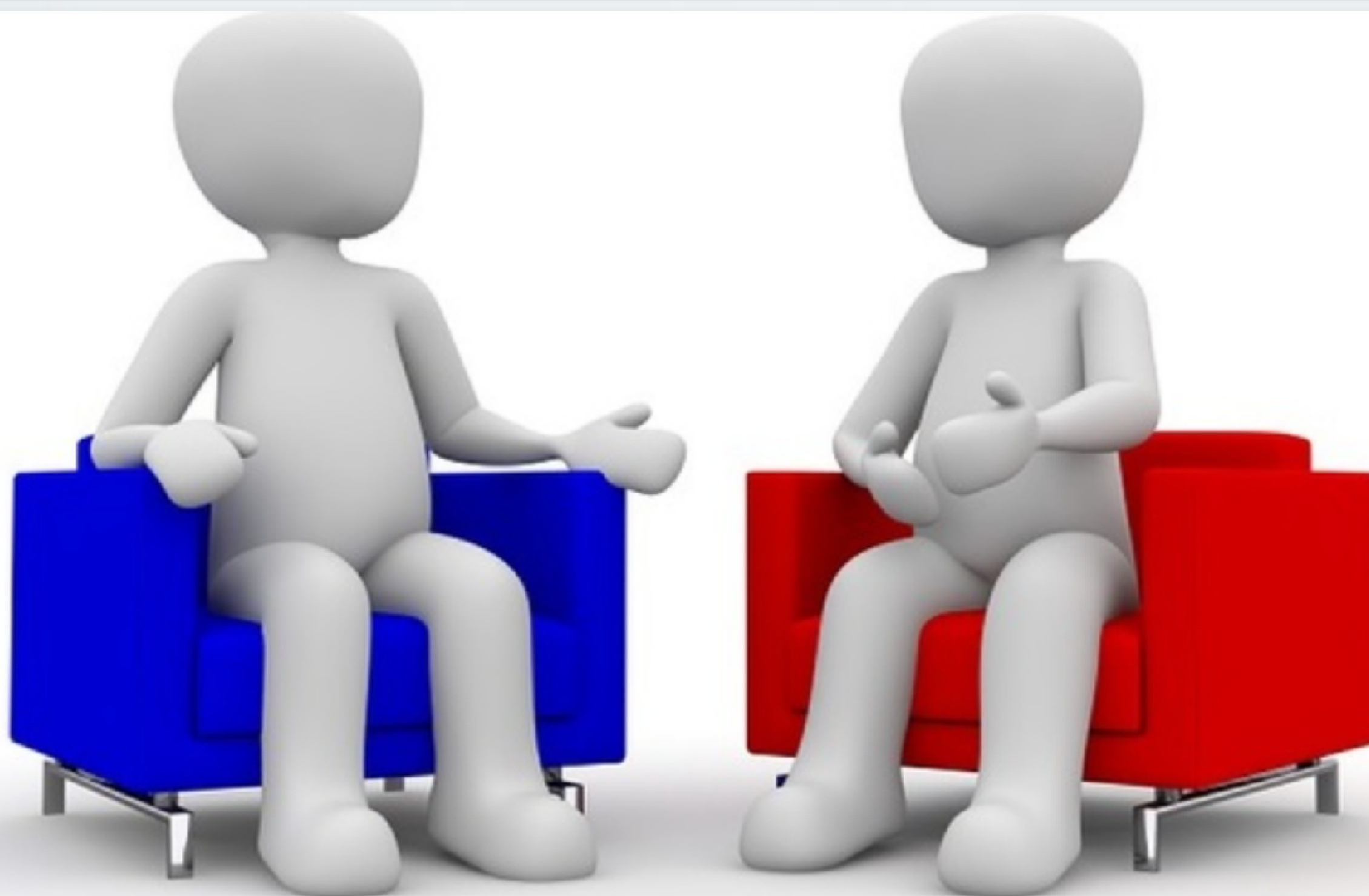


Supporting Your Leaders:
They *STILL* Need to Know.....

I believe
in you.



Have Regular Meetings / Communication





Praise and Appreciate MORE Often



It Fuels Performance
and Commitment



Effective Appreciation - 3 Parts

1. What You did, how You behaved
2. The Positive IMPACT it had (describe)
3. Thank You - I Appreciate You!



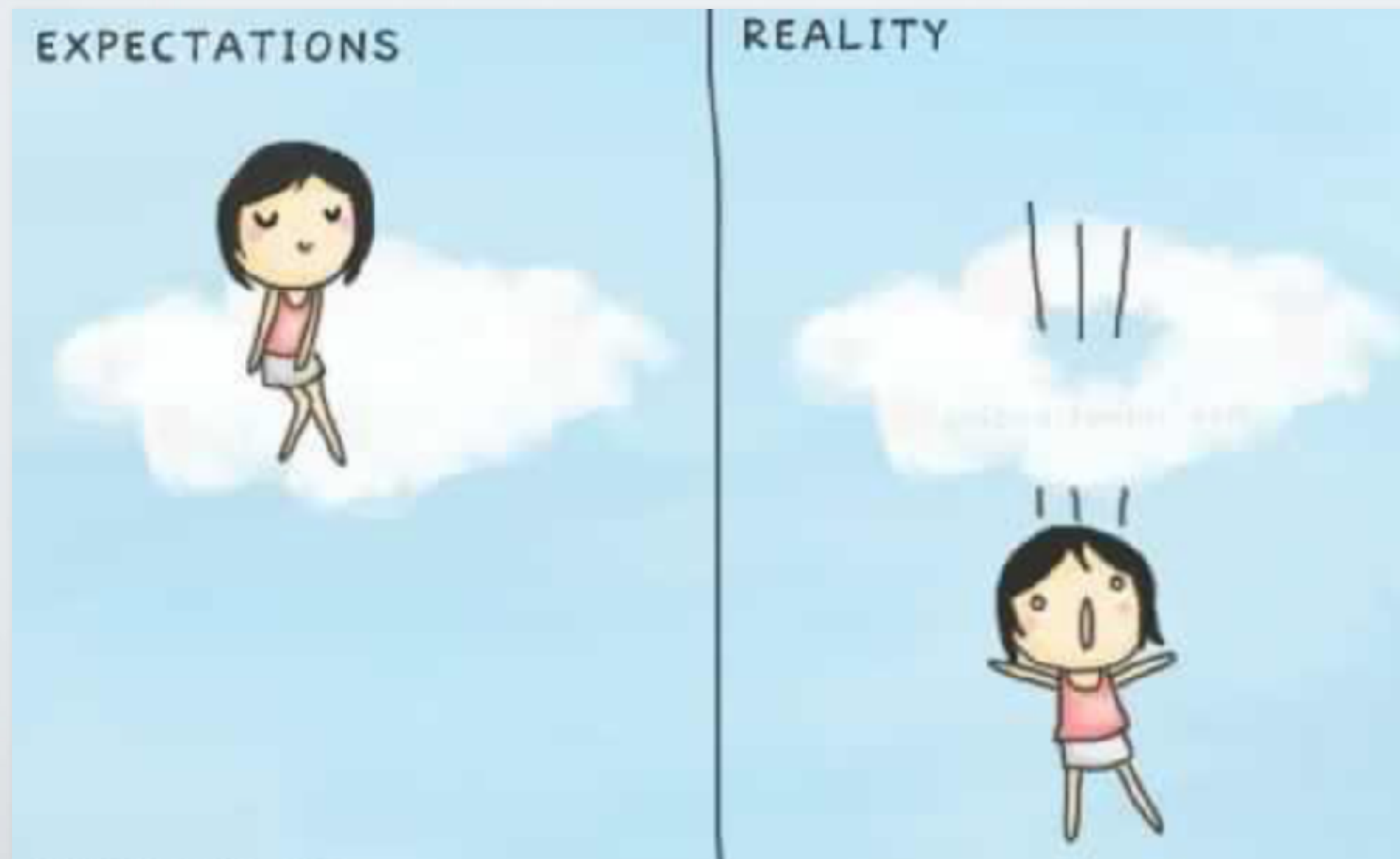
Say What You're Thinking, give Feedback
About the Business, their Performance, the Team, and the Future


What Are
You
Thinking?





When Giving Performance Feedback Take Responsibility for Setting Achievable Expectations





STOP Comparing their Performance to Yours!

Evaluate based on the following:

- The SPECIFIC SITUATION at hand, taking into account all the unique parts of it (including External Drivers and Market Shifts)
- Similar performance situations that have happened IN YOUR COMPANY in the past
- Similar situations in Other Companies in your space (this is where masterminding is So Valuable!)
- Your company's own growth trajectory - where are you now and have you EVER done this before?



And be generous with this to make it safer, so that you get MORE ACCOUNTABILITY





A Ninja Skill your KBL's Now Possess That You Should Utilize





Ask them: “Do you see a GAP here?”
What’s Off Track and What’s Changed?





What are you thinking?
What Questions do you have?





Let us know how we can support you!



IMPAQ ENTREPRENEUR

Rapid Business Growth through Next-Level Leadership & Team Driven Results

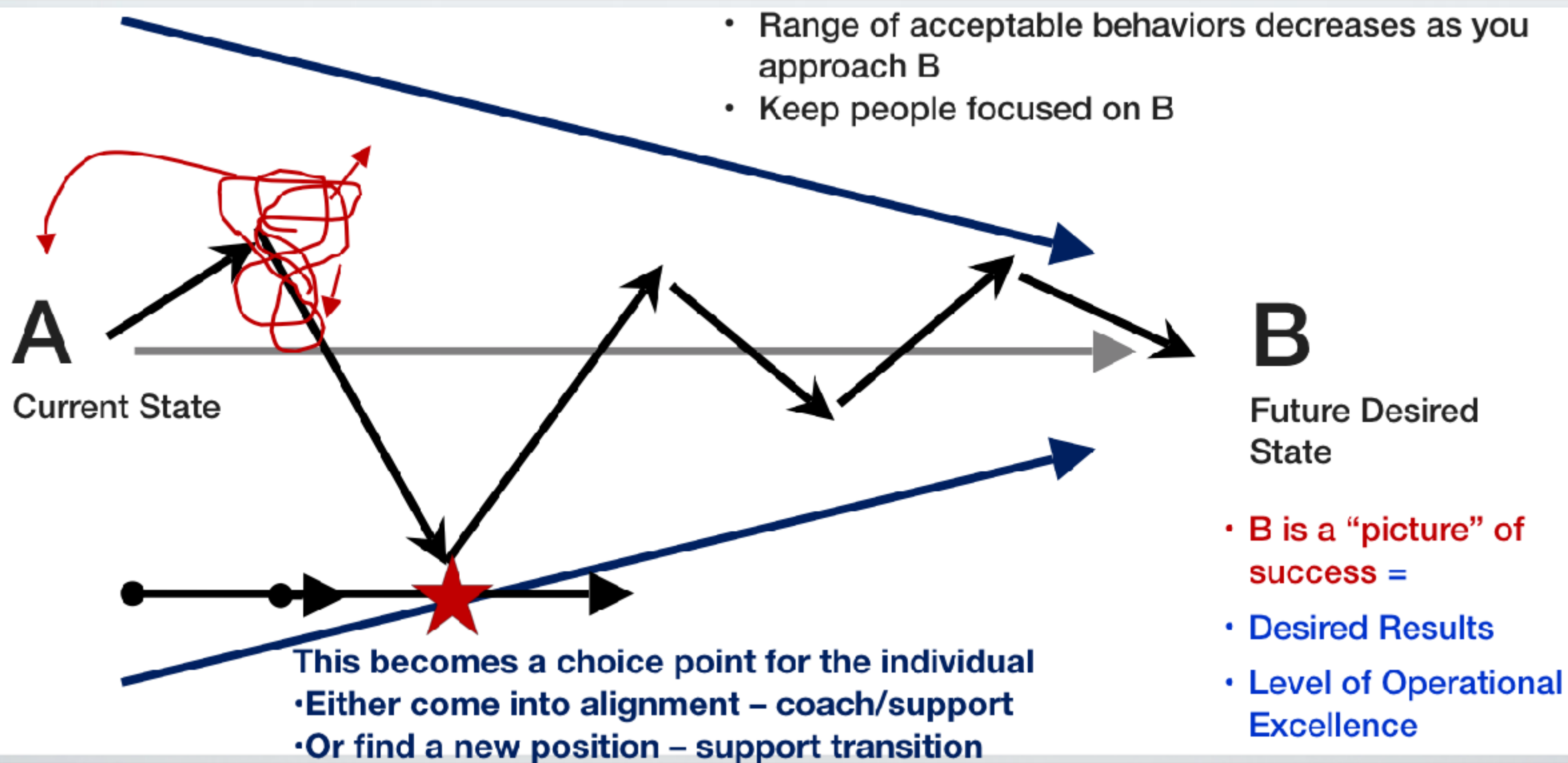
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Expect Bumps, This is A → B



The KBL Program Structure

