GRACE IN THE WORKPLACE

WHAT IS GRACE?

- nmerited favor – treated better than we deserve
- Poise or elegance in movement

- Seemingly effortless beauty or charm of movement, form, or proportion.
- A favor rendered by one who need not do so; indulgence.
- Mercy; clemency

What is mercy?
- compassion or forbearance shown especially to an offender or to one subject to one's power;
- a blessing that is an act of divine favor or compassion

en·cour·age
1. To inspire with hope, courage, or confidence; hearten.
2. To give support to; foster: policies designed to encourage private investment.
3. To stimulate; spur: burning the field to encourage new plant growth.

Speaking grace, speak kindness, offer mercy
- A lot of it is in what I don’t say (sarcasm)
- Expressing appreciation

Direct with criticism as well as encouragement – with a focus on improvement rather than blame – improve ourselves and the lives we touch
- Listening
- Speaking truth
- As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them. John F Kennedy

Richard Davis
- Treat ALL people with
  - Dignity
  - Courtesy
  - Respect
  - Fairness
  - A humble heart

- Courtesy, decency, good manners, politeness, decorum, respect, tact, favor, approval, acceptance, regard, respect, goodwill, generosity, blessing,

Grace is about giving up self for the sake of others. Doing more without the expectation for anything in return. It is about building relationships.
It is about how we treat others, placing their needs above ours. 

Trusted advisor to our customers

Employers who demonstrate grace toward their employees care about them as people

Firm and fair

**WHAT DOES GRACE LOOK LIKE?**

The following are concrete actions that demonstrate Grace and Love in the workplace (taken from a blog post untitled 'Leadership of Love'). May it inspire me to show Grace in the workplace.

- Listening
- Asking questions
- Allocating
- Feed forward (not feedback)
- Sharing information
- Being transparent
- Prizing - finding what’s right first, then suggesting what can be improved
- Reframing challenges as learning opportunities
- Supporting others
- Using humor in a positive way
- Mentoring
- Engaging others opinions
- Communicating in a clear and caring way
- Taking accountability
- Encouraging top down innovation
- Investing in growing others
- Celebrating wins together
- Cheering on personal growth
- Setting clear boundaries
- Presenting challenges
- Encouraging self care

**What keeps us from wanting to offer grace?**

Have you ever had someone in your work or personal life who just did not exhibit grace? A perfectionist with no tolerance, no compassion.

**It’s Not Personal (OK – It’s Not ALWAYS Personal)**

A key principle in dealing with a variety of personalities is rather than taking it personally, take it professionally

“’I’m being paid to do this job. This means I’m a professional. Those with whom I deal don’t have to like me. I don’t have to like them, but I make my living by handling people professionally and will learn something every time I encounter a difficult situation.”
Empathy may be an important element here. The only thing in any situation you can control is you! Accepting a difficult person is not giving in to them, nor is it saying you won't try to change their behavior. This is adding perspective to the situation so that you are not overcome with frustration and bitterness. Remember, you are in control of your behavior and attitude.

**APPLICATION:**
One way I would like to be more ‘grace’ful at home would be to:

One way I would like to be more ‘grace’ful at work would be to:

The main thing that keeps me from wanting to offer grace is:
PERSONAL ACCOUNTABILITY

I’ll show grace to others at work when they show me a little grace
From QBQ – John Miller

He discusses Incorrect Questions
Why do we have to go through all this change?
Who dropped the ball?
Why do I have to do everything around here?
Who’s supposed to be covering this area, anyway?
Why are we always so short-staffed?
Why doesn’t the younger generation really want to work?
Why don’t I get more direction from upper management?
Why don’t you give me more of your time?

The moment IQs pop up we can either accept them “Yeah, when are we going to get more help around here? Or reject them, choosing instead to ask better, more accountable questions “What can I do to make a difference? How can I support the team? What can I do to help out?

Making better choices in the moment by asking better questions.
1. Begin with what or how, not why, when or who
2. Contain an “I”, not they, them, we, you
3. Focus on action

Questions with a “Why me” tone to them say, “I’m a victim of the environment and the people around me”
How can I do my job better toady?
What can I do to improve the situations?
How can I support others?

Don’t ask who. That creates a circle of blame – blame creates fear, destroys creativity, and builds walls.
What can I do today to solve the problem?
How can I help move the project forward?
What action can I take to own the situation?

Making accountability personal – all QBQs contain an “I”
Questions that contain an “I” turn our focus away from other people and put it back on ourselves, where it can do the most good. We can’t change other people. We often can’t control circumstances and events. The only things we have any real control over are our own thoughts and actions.

Manager’s job is not to change people, they can coach, counsel, teach and guide, but change only comes from the inside.
**All QBQs focus on action.**
Do, make, achieve, and build are added to questions that start with what or how & contain an I.
What can I do right now?
How will I make a difference today?

**YOUR ATTITUDE, IN SPITE OF DIFFICULT PEOPLE AT WORK**

"The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company...a church...a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past. We cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude...I am convinced that life is ten percent what happens to me and ninety percent how I react to it. And so it is with you...we are in charge of our ATTITUDES."

Your attitude is based on lots of factors, but in the final wash it is based on your values – what you consider important. If you consider relationships important, then you would find it difficult to work in an office that was primarily focused on policies and procedures. However, if you like that structure of rules and standards, you won't feel comfortable in an office that focuses more on relationships than productivity.

Stephen Covey, in his book *The Seven Habits of Highly Effective People*, suggests our ability to choose our attitude is the primary difference between man and animal.

**GRATEFUL HEART**

Dear Gary,
On Friday I was scheduled at 1:00 PM to deliver a power wheelchair to a kid I have known since he was 6. He is now 22 and enduring the things that end-stage Duchennes Muscular Dystrophy has delivered him. When I got to the store Friday morning the wheelchair was still unassembled. It took our assembly crew until 5pm to finish the assembly. Just what I wanted to do on my Friday evening! Well I loaded up the chair and headed out for my one hour drive to Justin's house. About 5 minutes into the trip in Friday evening traffic I remembered not seeing the wheelchair charger. I called the assembly department and was told that they had forgotten to load it. SO I turned around and headed back to get it. Again I head for Justin's house, now at 5:30 pm. On the drive I kept wishing I hadn't agreed to do this on a Friday night but sucked it up and went along my way. When I got to Justin's house (his family has had one tragedy after the other, very poor and have little food in their house) I unloaded his very complex new wheelchair and the 2 boxes of accessory parts that I still had to install. Again I thought how much I wanted to be home.

Well I went inside and saw Justin and totally let go of all selfishness. This kid, now 22, can't move much more than a finger, breathes with a ventilator, and totally relies on his mother and nurses to manage all of his needs, even simple ones like scratching his nose. I spent several hours working with Justin and his chair. When his father got home he asked Justin's mom if they had hot water. She said no so he excused himself. He came back about 40 minutes later all sweaty and dirty. I asked him what he was doing and he told me how they heat their water with a wood stove/copper coil contraption that he had built. He had been cutting and splitting wood for the fire. I was amazed!
So as I work on Justin's chair, breaking many times for him to get assistance from his nurse to pee, we chat about life, his life and mine. He is still concerned for others even though he is in the condition he is in. At 9:30 his father asked me if I wanted to call it a night and I said I would work as long as it would take to get the chair completed. But he said Justin was tired and wanted to get into the bed. Just before getting into bed Justin begins to get sick and throw up. He is hanging from his hoyer lift sling, over top a bed pan and throwing up. Mom is helping him with this, both she and Justin stay calm. So I started packing things up when his dad asked me if I'd join them for a beer and some homemade sausage balls. I said yes and we went out to sit on the porch. His father looked into the sky and said "what a great night".

WOW, here was this man that has his oldest child dying from a horrible disease, he drove a truck for the past 5 days from NC to Michigan, to California and back, hoping the entire time he would return to find his son still alive. He gets home to house with little food and has to chop and slit wood in order to heat their water. All this and he still sees this as a great night.

I felt the need to share this as it moved me beyond anything I could write or read. Those of us who are selfish at times need to be thankful for many things including but not limited too: healthy families, food in our house, the ability to scratch our noses when we feel the need, the ability to use the bathroom on our own without an audience from a complete stranger/new nurse, hot water on demand...

Have a safe trip home and have a great day.
Todd Dewey

Maintaining a Positive Attitude
There are two challenges with attitude: the first is choosing a positive one, the second is maintaining a positive one.

The first is to back off, get away, and refresh yourself. With that, try to think of the good parts of your job that you enjoy doing – and this is simply not natural for most of us. Instead, it is human nature that if we visit with 30 people in one day, and only one is negative – we focus on that negative person. So, be aware of your (our) human nature.

The broad term is call “meta-awareness.” It means to be aware of your awareness and your attitude. Say to yourself, “Twenty-nine good folks, one lousy, what's wrong with this picture?” That doesn't mean it fixes it, but it is the first step to doing so.

A second step is to make a pact with another positive coworker (when you read this, you'll know it will work, but you'll also know that very few people will actually do this.)
It is amazing how being accountable to someone else can help us break the habit of negative thinking and negative comments.

APPLICATION:
One way I could create/maintain a good attitude, is to
EXPRESSING APPRECIATION

Five Languages Of Workplace Appreciation

What makes one person feel loved does not necessarily make another person feel loved. Job satisfaction is not the amount of pay but whether or not the individual feels appreciated and valued for the work they do. 64% of Americans who leave their jobs say they do so because they don’t feel appreciated.

WORDS OF AFFIRMATION

Praise for Accomplishments
One way is to verbally praise the person. Effective verbal praise is specific. Telling a volunteer “Thanks for showing up early and making sure we were ready to go when the kids arrived” is far more effective than “Thanks, you did a good job tonight.” Good job guys, way to go – a repetitive mantra that means nothing.

Praise for Character
Character looks beyond performance and focuses on the inner nature of a person. Formulate a verbal expression “Joy, I really appreciate knowing you are a man of integrity. I can trust you to deal honestly with our finances. That gives me a greater sense of security.” “Kim, you are an incredibly compassionate person. I have observed the way you respond to people who are expressing frustration. You genuinely seek to understand their perspective. I truly admire you for that.”

Focusing on personality
You are always optimistic
Your office is always so neat.
I have observed the wisdom of your intuition.

How and where to affirm
Personal, one-on-one
Some value receiving praise in front of people who are important to them. More valued in small groups.

QUALITY TIME
Anne enjoys hanging out with her colleagues and supervisor after a job is completed. Another loves when the headmaster drops by the office and says “Tell me how things are going”. Supervisors may interpret this desire for quality time as an inappropriate desire to be their friend.

Quality time is giving the person your undivided attention.

1. Quality conversation – empathetic dialogue where two individual are sharing their thoughts, feelings, and desires in a friendly, uninterrupted context.

Affirming words focus on what we are saying; quality conversation focuses on what we are hearing.

2. Shared experiences
This is the basis for off-site retreats. Men whose primary language is quality time prefer shared experiences to long-sit-down conversations.

3. **mall group dialogue.**
Focused attention where the leader is not promoting his own ideas but seeking to hear the ideas of his team members.

4. An **A 4th is working in close physical proximity in accomplishing a project.**
   - Go to lunch to talk about business, or for fun
   - Stop by, sit down in my office, and check in with me about how things are going
   - Take a walk together during the lunch hour
   - Come hang out with the team at the end of the day
   - Have an off-site retreat
   - Get together to watch sporting events
   - Go to dinner together with our significant others
   - Give me a call occasionally, just to chat

**ACTS OF SERVICE**
What really encourages Maggie is when others pitch in and help her get things done. “Is there anything I can do to help?”
Don’t tell me you care, show me. For them actions speak louder than words. Therefore, giving them a gift or verbal praise can often be met with indifferent. They are thinking, “What I could really use is a little help.”

Ask before you help.
Most people would rather do the work themselves than to work around a colleague who has a critical attitude.
If you are going to help, do it their way. “How would you like me to do this?”
Completed what you start.
Before you begin, communicate the limits of your time.

How to help.
   - Stay after hours to help me complete a project
   - Offer to do some menial task that will allow me to focus on higher priorities
   - Volunteer to do work for me that I dislike doing
   - Help me to get my computer to work more efficiently
   - Assist me in cleaning up equipment at the end of the day
   - Bring me or my team some food when we are working long hours to complete a project
   - Provide extra time for support staff to help me get caught up.

**TANGIBLE GIFTS**
What makes John feel valued is when his boss shares with him some of the company’s tickets.
The challenge of giving the correct gift to the right person is primary reason why many employers no longer give gifts for Christmas.

The focus of this appreciation language is primarily on non-monetary gifts.

First, you need to give gifts primarily to those individual who appreciate them. You must give a gift the person values – sports, ballet, moves.

What would this person enjoy? What are their interests? What would make them feel special and appreciated. Thoughtless gifts not only miss the mark but also communicate a negative message.

Survey them:
What are some of your favorite musical artists?
What is your favorite magazine?
What are some of your favorite leisure activities?
Who are your favorite teams?
Which are your favorite restaurants?
What events do you enjoy attending?

Gifts:
- Tickets to sports
- Gift cards to restaurants
- Tickets to cultural events
- Small vacations,
- Certificates to a spa or golf
- Shopping bucks at a local mall
- Gift cards for home improvement

Time off is a gift for many.

**PHYSICAL TOUCH**
Touch is difficult.
Handshakes, high five, pat on the back, hand on shoulder, hug when troubled.
Field testing of the inventory revealed that no one had physical touch as their primary language.
The touches that make you affirmed may not make another person feel affirmed.
Touches that are implicit are subtle

- Observe their behavior – what they do for others
- Observe what they request of others - if they ask you to pick up freebies at conference, gifts
- Go shopping; come over to the house – quality time
- Help with projects – acts of service
- Does this look all right; do you think I did the right thing? – Words of affirmation

Listen to their complaints
If I do what comes naturally the language of appreciation that is least valued by me will seldom be spoken. A person's lowest language of appreciation really is not important to them.
Once you have identified your least valued language of appreciation, we would encourage you to talk with colleagues for whom this is their primary language of appreciation.

Before speaking what you think is the person's primary language, ask “would this be helpful to you?
If I wanted to express my appreciation to you, would words of affirmation be the best way to do it?
Would this be meaningful?
The question in not, “Do you appreciate your coworkers or those how work under your direction?”
The real question is, “Do they feel appreciated?”

WHAT TO DO WHEN YOU DON’T APPRECIATE YOUR TEAM MEMBERS
One of the most common reasons is that we have unrealistic expectation for them.
Some people who have high expectations for others simply have a critical personality
Personal irritations.
Are they performing their job in a satisfactory manner? If yes, you can express appreciation for them in their work even though you may be irritated by other issues.
You may have inadequate information.
If the issue is performance, there may be
Personal problems at home
Physical problem
Low work ethic – have an open, honest conversation.
“I have observed in recent weeks you have not been performing to your potential. This concerns me. I know there is probably an explanation and that is why I wanted to talk with you. If there something going on in your life that is contributing to your decreased performance if so I want to do anything I can to help.
They have not been adequately trained for their responsibilities.
The organization does not have in place an effective process for review, feedback, instruction and correction.
I would like to get your suggestion on what I could do to make you more successful in your position.

APPLICATION:
My primary language of appreciation is:

I think the primary language of __________ at work is ______________. To meet their need, one thing I will do next week will be to:

GRACE AND LISTENING

Listening And Responding - Physically
We should listen twice as much as we talk!

- Listening is actually a more important and rarer skill in communication than is expressing yourself clearly.

S – Squarely: Face someone squarely, giving that person your whole attention.

O – Open: Be open with your body. Don’t cross your arms. This also puts you in a position to be more open minded.

L – Lean in: When you are actually listening to somebody, your nature compels you to lean towards that person.

E – Eye contact: You know this already. In fact, even if you are listening, but the other person sees little eye contact from you, he will think you are not listening. This completely changes the effect of the conversation.

R – Relax & relate: Don’t be in a rush. Give people your full time and attention for that moment.

Listening And Responding With Empathy

Maintain eye contact
Don’t do other things while our are listening
Listen for feelings as well as thoughts
Affirm their feelings even if you disagree with their conclusion.
Observe body language
Refuse to interrupt. Recent research has indicated that the average person listens for only seventeen seconds before they interrupt.
Once you have listened well, then share your perspective.

empathy means setting ourselves up emotionally. It goes beyond placing ourselves in a position to listen, it means putting yourself in the other person’s shoes to better understand their viewpoint and enhance communication. Empathy is:

- the capacity to participate in another individual’s feelings
- an acute awareness of another person’s circumstances and how they will react to those circumstances.

active listening.
Step #1: Stop talking.
Step #2: Focus on what is being said and continue to stop talking

I’m sick of the folks in billing (or the people in the warehouse, or the sales staff, or the intake clerk), they never get anything right!” There are many ways you could respond. Which of the following answers do you think will keep the focus on them, the speaker, keep the conversation from degenerating and allow the conversation to keep going in a positive way?

1. Yeah, me too!
2. You need to go tell them you won’t put up with it.
3. You shouldn’t feel that way; there are some good folks there.
4. I think you feel that way because you’re really stressed.
5. It will all work out, it always does.
6. What do you mean? What did they do?
7. Man, it sounds like you are seriously frustrated.

The basic active listening response is designed to get across this message:
“Here’s what I hear you saying, this is how it sounds like you’re feeling, is this correct?”

In summary, here are some simple tips on being a better listener:
- Stop talking.
- Concentrate on what the other person is saying. Assume the “SOLER” posture, show external signs of listening by making eye contact, nodding appropriately, smiling, and making appropriate gestures.
- Look for the “real” meaning of what is being said. Try to determine the feelings behind what is being said. Acknowledge another’s feelings with phrases such as: “It must be very frustrating.” “What a challenge you are facing.”
- Paraphrase what you have heard. Request and provide feedback
- Ask reflective/probing questions: “Can you help me understand better?” and “What do you mean?”
- Allow time for silence and thought. Even though silence may feel uncomfortable, it is all right. Build trust by simply being there and spending time with the individual.

**APPLICATION:**

My greatest strength in listening is I:

My greatest challenge in listening is I:
To work on that problem, I will:
People don’t want to work with low performers or negative people – Dealing with C Players

People don’t want to work with low performers or assholes

C Players

- Accept little responsibility for anything
- Believe they’ll outlast the supervisor
- Negative
- Do not communicate
- Extended breaks, long lunches, frequent absenteeism or late
- Master of excuses
- Little interest in improving
- Personal phone calls and “issues” negatively impact performance
- Points to “management as the problem”
- Disrespectful

This is the employee that consistently delivers marginal performance, engages in gossip, exhibits inappropriate behaviors and lacks respect for co-workers or perhaps an over-inflated ego that think the world revolves around them when. These are the employees that monopolize conversations, ask inappropriate questions, broadcast negative information, harass and bully others to get their way while putting forth just enough of an effort that (you think) prevents terminating them.

They may not be completely failing in their jobs, at least not to the point that you’re ready to fire them. However, they’re falling short in one or more areas and you have to decide the amount of time and energy you are willing to use to bring them along (if they can be brought along).

In a given month, these C Players will easily consume 80% of your time while your top performers receive less than 20% of your time.

THE NO A**HOLE RULE

The book focuses on the impact of “a-holes” in the workplace. Two quick ways to identify them:

- After talking to the alleged a-hole, does the “target” feel oppressed, humiliated, de-energized, or belittled by the person? In particular, does the target feel worse about him or herself?
- Does the alleged a-hole aim his or her venom at people who are less powerful rather than at those people who are more powerful?
  - The difference between how a person treats the powerless versus the powerful is as good a measure of human character as I know. To me, when a person is persistently warm and...
civilized toward people who are of unknown or lower status, it means that he or she is a decent human being

There are two primary types:
- People who loudly insult and belittle their underlings and rivals are easier to catch and discipline.
- Two-faced backstabbers - those who have enough skill and emotional control to save their dirty work for moments when they can't get caught, are tougher to stop—even though they may do as much or more damage as a raging maniac.

A side-challenge – they are often skilled in what they do, you think you can't live without them. It is difficult for managers to bring themselves to expel destructive jerks who are already raking in piles of cash. The book offers the example from Men's Wearhouse - a salesperson who “stole” customers from fellow salespeople, bad-mouthed the firm's culture, and was openly opposed to the idea of helping fellow employees with “their” customers. He was let go and the total sales volume in the store increased nearly 30% after he left. No single salesperson sold as much as the departed “star,” but the store as a whole did better.

You can't afford a-holes!

The Dirty Dozen
Common Everyday Actions that A-holes Use
1. Personal insults
2. Invading one’s “personal territory”
3. Uninvited physical contact
4. Threats and intimidation, both verbal and nonverbal
5. “Sarcastic jokes” and “teasing” used as insult delivery systems
6. Withering e-mail flames
7. Status slaps intended to humiliate their victims
8. Public shaming or “status degradation” rituals
9. Rude interruptions
10. Two-faced attacks
11. Dirty looks
12. Treating people as if they are invisible

Fear-Based Organizations
A-holes tend to create fear-based organizations. In these organizations, employees constantly look over their shoulders and constantly try to avoid the finger of blame and humiliation; even when they know how to help the organization, they are often afraid to do it.

Robert Crandall, CEO of American Airlines, drove people to point fingers at one another rather than solve problems. “The last thing most of them want is the spotlight on them. I just increase the amount they have to do to keep the spotlight off themselves.” His tough approach backfired because many employees were so afraid of Crandall's wrath that they devoted their energy to protecting themselves, not to helping the company.

From Do the Right Thing
American Airlines – a San Francisco flight to DFW was diverted to Austin. 14 AA flights were diverted to Austin. They only had 4 gates. Weather went bad in Austin. Some were able to get out, but not this one. Their gate folks decided to keep regularly schedule flights on time, rather than let the stranded plane in. That way, the Austin station's kept on time statistics for their scheduled flights looking good. That flight sat stranded for eight hours. The pilot finally defied orders and took an open gate. Once in, however, passengers couldn't find anyone to help them find other flights or hotels (9:00 that night). One customer stated, “The most maddening thing was no one from American ever approached us and apologized.”

Deming – when fear raises its ugly head people tend to focus on protecting themselves, not in helping their organizations improve.

Reasons why and how to deal with C Players

Reasons why you have to deal with C Players

If not dealt with, here’s what happens with your high performers:
- They exit (especially if they have to work every day with, cover for, or especially report to a low performer)
- They find ways to fulfill their desire to learn, grow and contribute outside of the organization
- They slow down and pace themselves
  - Your middle performers will just slow down
  - Your low performers are well rested, they knew they could outlast it

Holding on to underperforming employees pulls the company down. C performers influence others to be C performers (and dramatically discourage A players). An executive at Arrow Electronics noted, “It’s incredibly demoralizing for the rest of the team if you don’t move poor performers out – and the leader looks blind and out of touch”.

By not taking proactive actions to change this employee’s behavior or move to terminate this individual, you’re sending a message to the rest of your team that marginal performance is acceptable and, thus, reducing their motivation to do a great job – particularly if they’re required to pick up the slack of your “slack-y”. If the low performers are not dealt with, the high and middle become emotionally drained.

Moreover, by not taking an aggressive stand with your problem child you’re undermining your own integrity and credibility with the rest of the team and creating perceptions that “you don’t really care” or that you don’t have the skills or know how.

Finally, and very importantly, it also can have a dispiriting and stressful effect on the C Player, who is being kept in a position where he or she is incapable of performing. Your concept of Southwest Airlines, the LUV Airlines, is that they would be hesitant to let people go. But read this:
  Love doesn’t guarantee approval. Southwest removes employees from jobs where their performance was hurting the company. Love is tough and gutsy – sometimes he most loving things we can do for people is to tell them the truth, even when the truth hurts. Sometimes we avoid, in the name of kindness, to spare them the hurt. More often it is out of self-protection, we
hate being disliked. Real love says “I will tell you what you need to know to become a bigger, more authentic person because I want you to succeed in life.” Love people by speaking the truth in loving ways.

You’ve got two options with C Players; either invest a significant amount of time and energy trying to bring them along, or sit them down for a direct and pointed discussion. Considering where we ought to spend the majority of our time (with A and B Players) I assume you know the answer.

They have two choices, improve or exit. They can get on-board and be a productive positive contributing member of the team and you’ll do everything within your power to help them be successful; or you will work with the employee to create an exit strategy where they will leave the company within a certain amount of time; however, the current path of “marginal” performance and inattentiveness to the details of the job is no longer an option and won’t be tolerated. “So, what will it be?”

**SETTING A STANDARD FOR TREATING CUSTOMERS AND COLLEAGUES WELL**

Here’s an approach from Quint Studer’s book, *Hardwiring for Excellence*. Studer discusses the importance of creating several teams of staff to get a company moving in the right direction. The first team to get rolling is the Standards Team. Read this, see what you think this has in common with the material above.

When developing behavior standards, a good question to ask is “In order for us to demonstrate standards of behavior to our co-workers, our patients and our physicians, what does that behavior need to look like?” Be as specific as possible. For example, one standard may be to always introduce yourself when you are with a patient, knocking, using key words when closing a curtain “I’m closing this curtain to ensure your privacy and confidentiality”.

**HOW TO IMPLEMENT THE RULE, ENFORCE IT AND KEEP IT ALIVE**

**Weave the Rule into Hiring and Firing Policies**

Get rid of a-holes fast. Treat certified a-holes as incompetent employees. Even if people do other things extraordinary well but persistently demean others, they ought to be treated as incompetent.

Companies such as Google, IDEO, and Southwest work to screen them out in hiring, and nasty people suffer during performance evaluations and aren’t promoted to management positions.

**Make It Public – By What You Say and Especially What You Do**

Make it part of your mission statement, part of your orientation – we don’t allow people to be rude or abuse one another. Then follow up. In the best companies, temporary a-holes are dealt with immediately: they quickly realize (or are told) that they have blown it, apologize, reflect on their nastiness, ask for forgiveness, and work to change – rather than glorify or justify – their actions.
Apply the Rule to Customers and Clients
Because your people don’t deserve abuse. Anytime persistent nastiness from any group is left unchecked, it creates a culture of contempt that infects everyone it touches. Southwest executives were on a business trip and witnessed a passenger who was berating employees at the check-in counter—swearing at them, hollering, and leaning forward in an intimidating way. Ann’s colleague walked up to the counter and told this jerk that everyone would be happier if he flew another airline and that Southwest people don’t deserve that kind of treatment, then walked the “irate jerk” over to another airline and bought him a ticket.

Focus on Conversations and Interactions, Link Big Policies to Small Decencies
At one site, managers and employees worked to eliminate seemingly small slights like glaring, interruptions, and treating people as if they were “invisible”—slights that had escalated into big problems in the past. Treat the person in front of you, right now, the right way.

APPLICATION:
I think the best way to set the standard at our company of how we are to act would be to:
SERVANT LEADERSHIP

What are the characteristics of the best leader you’ve ever worked with?

What is all leaders started each day asking themselves, “in every interaction today, considering all the people I interact with, what one thing can I do to make them better? James Kouzes, Barry Posner, A Leader’s Legacy

The following are concrete actions that demonstrate Grace and Love in the workplace (taken from a blog post untitled ‘Leadership of Love’). May it inspire me to show Grace in the workplace.

- Listening
- Asking questions
- Allocating
- Feed forward (not feedback)
- Sharing information
- Being transparent
- Prizing - finding what’s right first, then suggesting what can be improved
- Reframing challenges as learning opportunities
- Supporting others
- Using humor in a positive way
- Mentoring
- Engaging others opinions
- Communicating in a clear and caring way
- Taking accountability
- Encouraging top down innovation
- Investing in growing others
- Celebrating wins together
- Cheering on personal growth
- Setting clear boundaries
- Presenting challenges
- Encouraging self care

Gary,

I Sincerely hope that you are well, and enjoying your Role as a Grandfather. A terrific piece, and a great lesson for young managers. I believe your book planned to address this would be of great help to middle management especially.
After my service in the Army in the late 60’s, I once worked a fairly short period of time loading huge rolls of paper on to a web printing press, where time was money. It was also noisy and could be very dirty work, depending on the ink and paper running. My direct supervisor was very different from others there, who screamed their commands to the helpers, over the noise of the production. Their area was often breaking down, having reasons to slow down or stop the Press.

My supervisor would always get in front of your face and in a stout voice, gracefully direct our work. We were the most productive of all the sections. I always appreciated his lessons and instructions, because they were delivered to us in a way that made us feel like we were important to the success of the job.

I’ve attempted to use that style throughout my career, speaking firmly, but in softer tones, hoping to have the Employee hear as well as understand what I’m saying, and feel that they will be a part of our success.

Just a thought and anecdote from ancient history.

Chuck

TEAMWORK AND CONTRIBUTION

From How Starbucks Saved my Life

The book is the story of Michael Gates Gill, grew up Ivy League, worked for a mammoth advertising agency in New York, lost his job at age 58, had an affair and lost his family. At 64 he is unemployed and by circumstance is offered a job as a barista at Starbucks. The book is about his life-saving experience. A great story on the dignity of work, diversity, living life. Note some of these pieces on connecting with customers.

- I notice that people at Starbucks seem more polite. When asking me to do something, Crystal or my other Partners would always say “Mike, could you do me a favor?” There was never any order given.

- Everyone at Ford lived in fear and loved to see someone else get publicly humiliated. My first boss had told me “Fear is a great motivator”. The ad you were working on was either great or a crap. Here at Starbucks both the partners and the Guests seemed to agree tacitly that everyone should be treated with respect and dignity. I had never seen any work environment like it. The best Fortune 500 companies I had encountered, despite spending months and lots of money writing and publishing high sounding mission statements, never practiced what they preached.

His boss is Crystal – a young African-American woman. Here are some descriptions of their approach of servant leadership in action.

- Crystal appeared in a swirl of positive energy. “Let’s share a cup of coffee. Sit here; I will bring you a sample.” Crystal was helping me feel at ease, but I was a long way from being comfortable. Crystal really was going to give me a chance to prove myself.

  “Mike is a new partner, she explained to Kester, and I was wondering if you could do me a favor. Would you be willing to be his training coach?” I was to learn that nobody at Starbucks ever ordered anyone to do anything. It was always “would you do me a favor” or something similar.
Crystal returned with a cup of Verona for each of us and some espresso brownies. I was surprised by the enthusiastic way she served us. I had never served anything to any subordinate in all my years in corporate life. But Crystal seemed to be genuinely enjoying the experience.

- “Mike, I am going to show you how to really clean a bathroom. We’ll do it together once. Then I want you to make sure the bathroom is always sparkling”. I was surprised how little revulsion I felt for a job I would have previously thought too far beneath me and much too humiliating to even contemplate. But since Crystal seemed to be so positive about it, her respect for the challenge of cleaning a bathroom made me feel differently.

*From Do the Right Thing*

- Vibrant organizations are built on a culture of engagement in which employees believe in the mission they are trying to accomplish and know that they are contributing to its success.
- Organizations that lack shared goals, shared knowledge and mutual respect tend to have weak collective identities.
- If front line employees are supposed to understand and accomplish a company’s mission, they need to understand how they fit in the achievement of that mission and why their performance matters.

_Employees who feel they have a voice in the future of their company will not remain passive when they see waste or inefficiency. They will use their talents to develop improved processes and solution. Employees who feel valued will not just “handle” customers. They will share their passion with customers and deliver extraordinary customer service._

_At Southwest it is “relational coordination” basically an academic term for teamwork._

_Relational coordination produces great employee productivity and better customer service._

- **Shared goals**
- **Shared knowledge**
- **Mutual respect**

That’s not my job is another way of saying “I don’t care whether we accomplish our company’s mission or not” or a way of saying “I don’t know what our mission is”. Either way, it is a lack of communication and motivation.

People want to be part of something meaningful.

Instead of folks saying “This is my job” they say “This is my company”.


Teamwork across functional boundaries, by employees who understand how their performance affects the overall mission of their organization, produces improved efficiency at every step of the process.

Many of the people at Southwest believe that their company exists to serve a purpose, not just to make a profit. They are not focused on themselves, their individual departments, or the work associated with their functional area. Their focus is on serving the legitimate wants and needs of the people they care about, even if this involves some pain and self-sacrifice. It’s as though they understand that their own needs will be met, not as a result of pursuing self-interest, but rather as a result of serving a cause they hold to be noble and heroic.

Honor people’s efforts, raise people to higher levels of motivation by showing them how their individual contributions are linked to the major purpose of the organization – celebrations and thank you. People become energized when they understand the significance of their contributions.

Leadership is the practice of helping people envision, and then participate in creating a better world than the world they came into. Leaders show their belief in people by giving them assignments that are often way outside the boundaries of their normal job descriptions.

**APPLICATION:**

My greatest strength as a servant leader is:

One way I would like to be a better leader would be to:
FOR MANAGERS - WHAT NOT TO DO

Half the leaders I have met don’t need to learn what to do; they need to learn what to stop.

PETER DRUCKER

What Got you Here Won’t Get You There by Marshall Goldsmith. His main point is that a lot of management is simply to STOP doing certain actions, activities. These are destructive habits in the workplace, of which Goldsmith lists twenty. He lays out very brief summaries of these twenty habits on a single page, which I’ll quote for interest’s sake:

1. **Winning too much**: The need to win at all costs and in all situations — when it matters, when it doesn’t, and when it’s totally beside the point.
2. **Adding too much value**: The overwhelming desire to add our two cents to every discussion.
3. **Passing judgment**: The need to rate others and impose our standards on them
4. **Making destructive comments**: The needless sarcasms and cutting remarks that we think make us sound sharp and witty.
5. **Starting with “No,” “But,” or “However”**: The overuse of these negative qualifiers which secretly say to everyone, “I’m right. You’re wrong.”
6. **Telling the world how smart we are**: The need to show people we’re smarter than they think we are.
7. **Speaking when angry**: Using emotional volatility as a management tool.
8. **Negativity, or “Let me explain why that won’t work”**: The need to share our negative thoughts even when we weren’t asked.
9. **Withholding information**: The refusal to share information in order to maintain an advantage over others.
10. **Failing to give proper recognition**: The inability to praise and reward.
11. **Claiming credit that we don’t deserve**: The most annoying way to overestimate our contribution to any success.
12. **Making excuses**: The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.
13. **Clinging to the past**: The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.
14. **Playing favorites**: Failing to see that we are treating someone unfairly.
15. **Refusing to express regret**: The inability to take responsibility for our actions, admit when we’re wrong, or recognize how our actions affect others.
16. **Not listening**: The most passive-aggressive form of disrespect for colleagues.
17. **Failing to express gratitude**: The most basic form of bad manners.
18. **Punishing the messenger**: The misguided need to attack the innocent who are usually trying to help us.
19. **Passing the buck**: The need to blame everyone but ourselves.
20. **An excessive need to be “me”**: Exalting our faults as virtues simply because they’re who we are.

A hint, the majority of these can best be accomplished by learning to be quiet. 80% of success is how well we listen. Those who listen well

  - think before they speak
  - listen with respect (it makes you sweat because it is an effort)
gauge their responses by asking “is it worth it?” Asking “is it worth it” force you to consider what the other person will feel after hearing your response. Do they really need our two cents?

**UNDERSTANDING WHY PEOPLE FOLLOW**

Leaders are only as strong as the connections they make with each person. Warren Buffett “A leader is someone who can get things done through other people.”

Gallup study from 2005-2008. The average person’s opinion about leadership. 10,000 were contacted through Gallup. These were the questions:

- What leader has the most positive influence in your daily life?
- Please list the three words that best describe what this person contributes to your life.
  (Note open-ended responses)

They then studied the 25 most commonly mentioned words. Here’s what was not on it, purpose, wisdom, humor, humility.

**Follower’s Four Basic Needs**

**TRUST**

Followers will not tolerate dishonesty. They also cited words such as honesty, integrity, and respect. These also serve as basic relationship filters.

Trust also increases speed and efficiency in the workplace. If you don't have a relationship, you start from zero each time.

How do you convince a person of your honesty?

People just know. It means being authentic.

They don't have to be discussed. What was surprising was how little successful teams talk about trust, which dominated the discussions of struggling teams.

When the systems, structure, policies, procedures and practices of an organization are designed and lived out so that employees genuinely feel that they come first, trust is the result.

Never ask them to do something you aren't willing to do yourself.

**COMPASSION**

Caring, friendship, love

Those who agree with the statement “My supervisor, or someone at work, seems to care about me as a person.” Are significantly more likely to stay with their organization

Have much more engaged customers

Are substantially more productive

Produce more profitability

Davies initiated several programs to boost overall well-being

Many organizations will fail in their quest for total quality service, says Karl Albrecht, the author of The Only Thing that matters “not because their leaders don't understand the conceptual or technical requirements for achieving it, but because they don't realize that the heart of the service journey is
spiritual rather than mechanical. They will bureaucratize the whole thing and make it look like every other program. Service is not the result of teaching employees to act like customer are important; it comes from employees who genuinely feel loved and who work in an environment that dignifies them by valuing their contributions. When employees feel they are being treated humanely, when they receive “legendary service,” they provide the kind of customer service for which Southwest is so well known. Perhaps that is why their willing to serve is not an act, but rather true expression of the heart.

STABILITY
A solid foundation. Security, strength, support and peace.
While it is critical for organizations to evolve, change and grow over time, they must also offer employees stability and confidence. They need a paycheck and need to feel secure about having a job. They are 9 times more likely to be engaged when they have high confidence.

At a company-wide level, nothing creates stability as quickly as transparency. Followers need to have a basic sense of confidence about where their career is headed and how the organization is doing financially. Most importantly, leaders throughout the company help each employee see how he or she can directly affect the organization’s key metrics like costs, profits and sales.

HOPE
Followers want stability in the moment and hope for the future. Direction, faith and guidance.
When asked whether company’s leadership made them "feel enthusiastic about the future" 69% of employees who strongly agree with this statement were engaged in their jobs, compared to 1% who disagreed.

Yet the vast majority of leaders did not spend enough time deliberately creating more hope and optimism for the future. Instead, they spend most of their time reacting to the needs of the day instead of initiating for the future.

Leaders are more likely to claim that they initiate, but they actually spend most of their time in reaction.

One challenge is that our ability to progress in our career is often determined by our effectiveness in responding to near-term needs. When high value is placed on this, it creates a culture in which leaders spend little or no time thinking about what could be done because they receive more accolades for simply doing what needs to be done.

Reaction is also easier. Solving problems and removing barriers comes naturally to many people, while initiating is much harder work.

APPLICATION:
One thing I could do next week to be a basic need would be to:
Questions or demands
Grace means you give people the benefit of the doubt and are slow to make snap judgments about their behavior

**Grace and Truth**

One of the hardest things about being a leader is correcting employees in a loving way. Greenleaf makes this comment: “Servant leadership always empathizes, always accepts the person but sometimes refuses to accept some of the person’s effort or performance as good enough” (*Servant Leadership* pg 33). How does a servant leader effectively correct and encourage an employee toward better work?

The two key components to this aspect of servant leadership are truth and grace. Both are dependent on the other for effective management. Truth without grace is harsh and can often do more damage than good. Grace without truth enables bad behavior and won’t demand excellence. Both are necessary to continue to develop a trust-filled working relationship with employees.

- “First, I will have a hard time hearing truth if I am busy defending myself.
- Second, I will have a hard time identifying truth if the assault feels like it’s more for your good than for mine.
- Third, I am not capable of accepting truth from you if the attack feels personal.
- Fourth, I will stop thinking about truth if you make claims about my motives. Only I know my motives – and I would rather you ask me what they are than tell me what you think they are” (80).

**Coaching**

H. Gordon Selfridge worked for Marshall Field & Co. in Chicago, then eventually opened Selfridge’s in London. Here’s what he noted about leadership and management.

"The boss drives people; the leader coaches them. The boss depends on authority; the leader on good will. The boss inspires fear; the leader inspires enthusiasm. The boss says I; The leader says WE. The boss fixes the blame for the breakdown; the leader fixes the breakdown. The boss
knows how it is done, the leader shows how it is done. The boss says, GO; the leader says LET’S GO"

This great summary on the elements of coaching comes from hrcapitalist.com

1. State what they have observed (or what technology has observed)
2. WAIT For a Response...
3. Remind them of the goals for their position and how they are linked to the company's goals...
4. Ask questions on how the employee thinks they can improve in the area in question.
5. Agree together on what the employee has committed to do (make sure they agree)
6. Close upbeat and show that you believe the employee can improve and get it done...

The strength of this informal coaching tool is that it provides managers with a framework regarding "how" they are going to say what they need to say, freeing them after some skill practice to focus on the content of the area of concern. Additionally, it can be used on a daily, informal basis to coach for improvement on the fly, without using formal processes like corrective action as a crutch.

You can infer some additional elements from the statements above:

- Coaching is usually about a single issue at a time
- It is ongoing
- Follow-up is required

Feedback must be specific and actionable to be of any use to your people.

General comments like “your attitude needs improving” or “you need to listen better to your callers” will only frustrate your employees because they won’t know what to do with it. Instead you might say “I’ve noticed that you haven’t been using the recovery process we’ve been stressing in our team meetings when you deal with upset customers. apologizing is an important part of making sure customers who have problems go away happy, regardless of who is to blame. Can you help me understand they you haven’t been using that part of the process.

Giving actionable feedback often starts with asking good questions – the best advice givers are the best listeners. “John, I had a call from Mr. Sanchez. He’s been a valued customer over the years, and I’d like us to help him if we can. He was a little upset with his last conversation with you. So I need to understand what this is all about. Could you summarize the situation for me?”

Mr. Sanchez, it turns out, wanted some additional time to make a payment, and didn’t care much for John’s response — which essentially stated company policy.

Manager/coach: “What alternatives do you think the customer would have been able to accept in this situation?”

Once you’ve explored options with John, you can help him select the next step. “It sounds like there are a couple of alternatives you can offer him. Which one do you want to propose first?”
Open-ended questions are generally more useful for coaching scenarios than the close-ended variety. Some examples:
“What was the customer upset about?
“What have you tried so far?”
“What can I do to help?”
“What would you like to accomplish when you call her back?”
“How do you think you might you plan your work more effectively?”

**APPLICATION:**
One lesson in coaching I will apply is:

**APPLICATION:**
My favorite idea from today’s workshop is:

**THANKS!**
◆ My website is [www.drgaryschwantz.com](http://www.drgaryschwantz.com).

Thank you!

Gary Schwantz