Objectives

Define	Discuss	Identify

Define

What is Workplace Dysfunction

Discuss

Practical ways to eliminate the most common forms of workplace dysfunction

Identify

One thing you could be doing more of or differently

Core Principles of Leadership Communication

"He who has a why to live can bear with almost any how."

Friedrich Nietzsche

Principle #1

LEADERSHIP
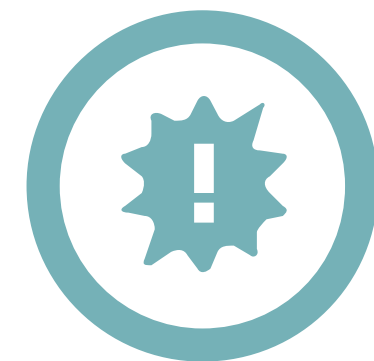
?

Answering the
WHY Questions

MANAGEMENT

Answering the
HOW Questions

Core Principles of Leadership Communication

Principle #2

In the **absence of communication**, people **always** assume the worst

Core Principles of Leadership Communication

Principle #3

Dysfunction is like a fungus, it lives in dark places.

Clarify your expectations to eliminate it.

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Core Principles of Leadership Communication

Principle #4

Leadership is about striving for:
Efficient *and* Effective

WORKPLACE DYSFUNCTION

___

DEFINITION

Workplace Dysfunction (noun):

1 Any pattern or behavior that is limiting members of the organization from achieving what they could or should under normal conditions.

2 Any pattern or behavior that is limiting the quality of the mental or emotional health of the workplace environment.

Economic Factors Facilitating Dysfunction

Economic uncertainty

Changing consumer or customer behaviors

Mass industry destabilization and evolution

Lean organizations (poor bench strength)

FEAR of... uncertainty, change, failure, etc...

"The dip in sales seems to coincide with the decision to eliminate the sales staff."

Categories of Workplace Dysfunction

Organizational Cultural Dysfunction

Team Dysfunction

Individual Dysfunction

ORGANIZATIONAL CULTURE DYSFUNCTION

Organizational Culture Dysfunction

THE FOLLOWING FACTORS CONTRIBUTE TO AN ORGANIZATIONAL CULTURE BEING DYSFUNCTIONAL:

Business Model / Industry
Ex: Professional Services vs. e-retailer

Size of the organization
Ex: Start-up vs. Fortune 500

Regional Culture
Ex: Birmingham, AL vs. New York City

"Ownership"
Ex: Publicly traded, private owners, PE, etc...

Is your company more relational or transactional with customers?

Relational

Transactional

How Do You Fix A Dysfunctional Culture?

Get leadership to identify a set of common values and expectations

Coach leadership to message those values / expectations regularly

Identify the "Trust" gap and coach towards it

Guiding Ideas Statements

__Guiding Ideas__ – The value statements of an organization or team that provide direction and inspiration to its members and its customers.

Guiding Idea Statement	Description	Answers The Question ...
Purpose	Aspirational. Connects the organization to a need in the world it is trying to meet	Why do we do what we do?
Vision	Sets a clear, measurable and attainable goal. Typically a 10 year (+/-) BHAG (Big Hairy Audacious Goal)	Where are we going?
Mission	Describes day-to-day operations and focus. Articulates what the organization is committed to doing every day	What are we committed to doing every day?
Values	Provides behavioral guidance. Articulates the core of our character and how we approach our work and relationships to fulfill our purpose, vision, and mission. (Small number; not a "boy scout list")	How do we work and relate to others?

Crafting Your Values

Guiding Idea Statement	Description	Answers The Question ...
Values	Provides **behavioral guidance**. Articulates the **core of our character** and **how we approach our work and relationships** to fulfill our purpose, vision, and mission. (Small number; not a "boy scout list")	How do we work and relate to others?

Magic Kingdom's Values

SAFETY

SHOW

EFFICIENCY

COURTESY

Trust Formula

(**AUTHENTICITY + VULNERABILITY**

- Honesty
- Sharing Thinking
- Sharing Motives
- Showing Genuine Concern

) **X** **CREDIBILITY**

- Experience
- Predictability/Dependability
- Frequent Communication
- Responsiveness

= TRUST

TEAM
DYSFUNCTION

Litmus Test

BRANDON'S LITMUS TEST FOR IDENTIFYING AND ISOLATING WORKPLACE DYSFUNCTION:

1 Are **roles** clearly defined?

2 Are there clear **expectations?**

3 Is there balanced **feedback?**

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Five Dysfunctions of a Team

A GREAT RESOURCE!

Inattention to **Results**

Avoidance of **Accountability**

Lack of **Commitment**

Fear of **Conflict**

Absence of **Trust**
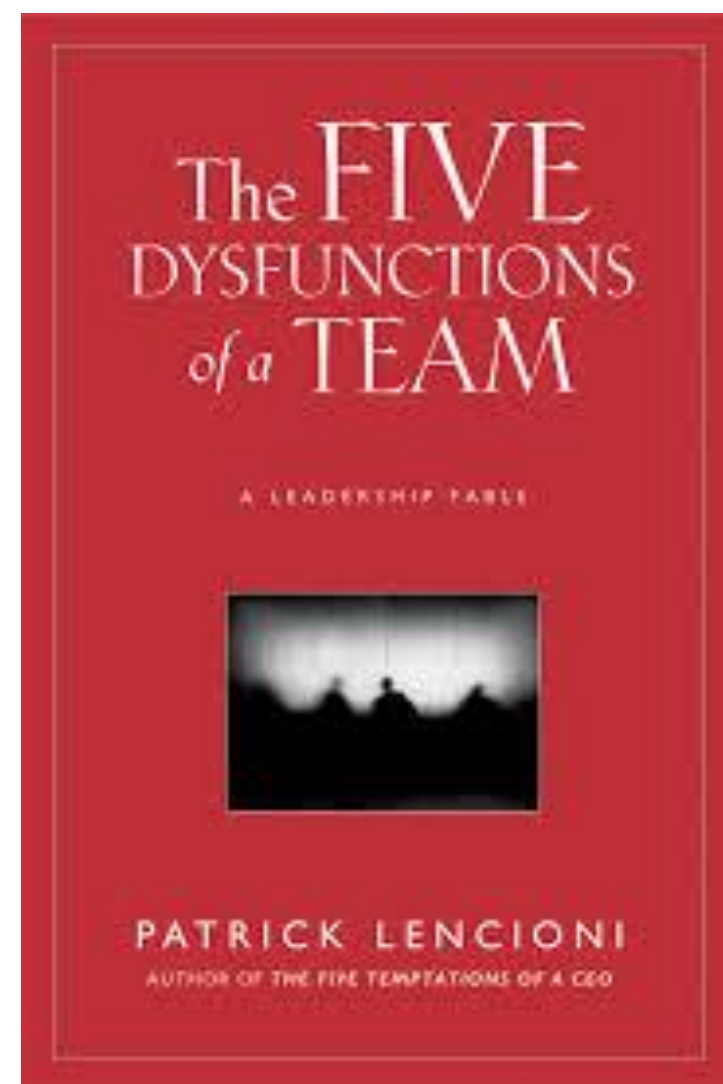
Source: *The Five Dysfunctions of a Team* by Patrick Lencioni

Balanced Feedback

THE IDEAL RATIO OF POSITIVE FEEDBACK TO NEGATIVE FEEDBACK IS

5 TO 1

Positive

In business, **positive emotions widen the array of thoughts and actions**, facilitating generativity and **behavioral flexibility**

Negative

In business, **negative emotions narrow people's momentary thought-action** repertoires, causing them to **close-up or shut down**

MEETINGS

What does it cost *you* in your area(s) when meetings are less than efficient *and* effective?

Principles of Effective Meetings

Pre-Planning

Meeting
Management

Post-Meeting
Follow-Up

Pre-Planning Principles

Why have a meeting?
What's the purpose or objective?

? Do you need to have multiple individual's input simultaneously in order to make a decision?

? Do you need to release information in real-time AND need the spontaneous "give and take" that comes after that?

Write down your objective in one line

Pre-Planning Principles

Who Needs To Be There?

Are there individuals that need to come for part of the meeting but can be excused?

Do I need to "prewire" key individuals prior to the meeting

Rule of Thumb: Keep meetings to 5 participants or less when possible to maximize dialogue.
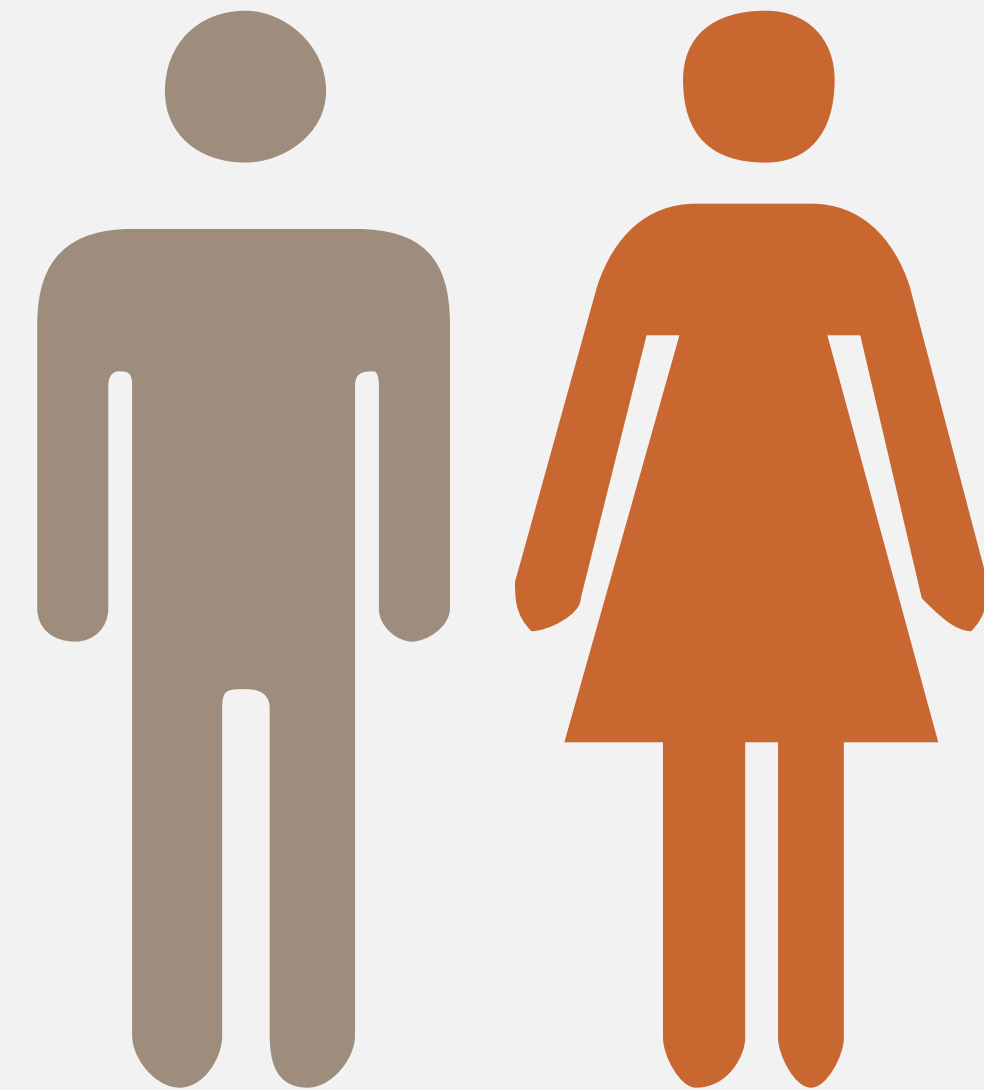
Pre-Planning Principles

Avoid "Birthday Party" Meetings

Pre-Planning Principles

What Is The Agenda?

☑ Spend 30-60 minutes ahead of time crafting the agenda to the meeting

☑ Do I need to "prewire" key individuals prior to the meeting

"By identifying the desired outcome and preparing an agenda ahead of time, you may realize you don't even need a meeting"

Source: "Make Every Meeting Matter," Harvard Management Update, December 2007

Pre-Planning Principles

What do attendees need to do prior to the meeting?

☑ Identify what attendees need to do / have prepared prior to the meeting

☑ Include this expectation in your pre-meeting e-mail with the agenda

Rule of Thumb: Keep the "To Do" list at 3 items or less to ensure compliance (1 is ideal!)

Principles of Effective Meetings

Pre-Planning

Meeting Management

Post-Meeting Follow-Up

Meeting Management Principles

Set Ground Rules and Objectives
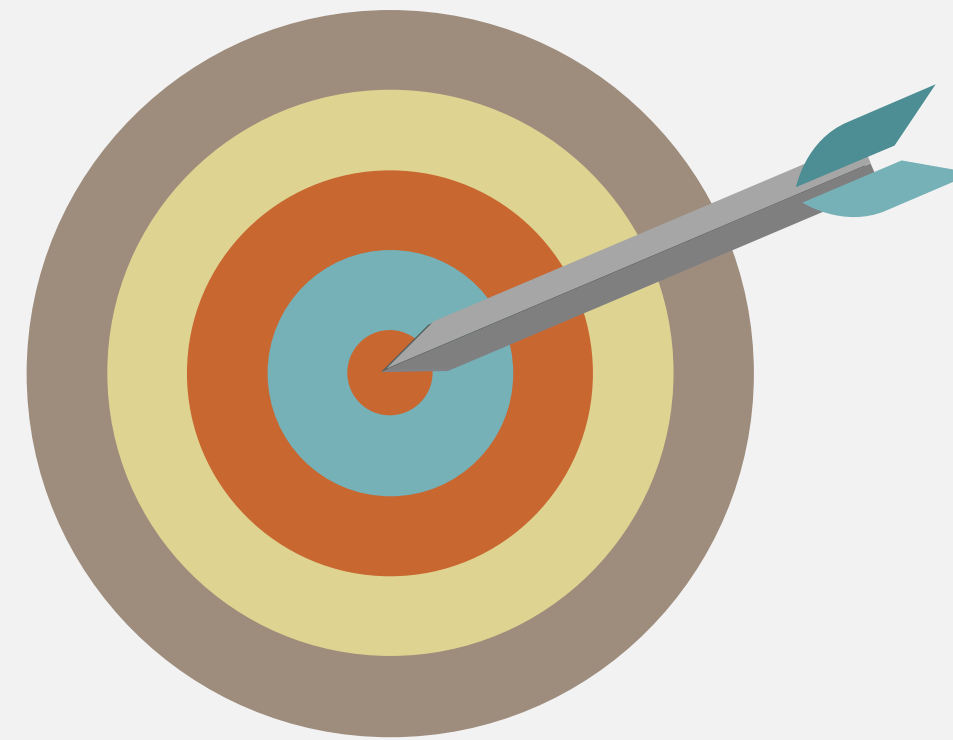
State your expectations for the meeting: both what you would like out of it as well as how you would like it to flow
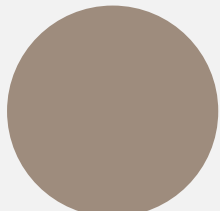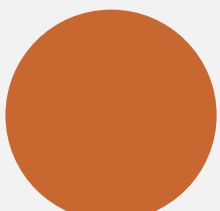
Consider putting these on a white board so they are visible throughout the meeting

Meeting Management Principles

Sample Ground Rules

- Silence = Acceptance
- Be Authors, Not Editors
- Las Vegas Rules Apply
- Don't Try to Say It Perfectly - Just Say It
- Leave As One Team

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Meeting Management Principles

Manage Time Closely

End meetings on time and
provide periodic time "check-ins"
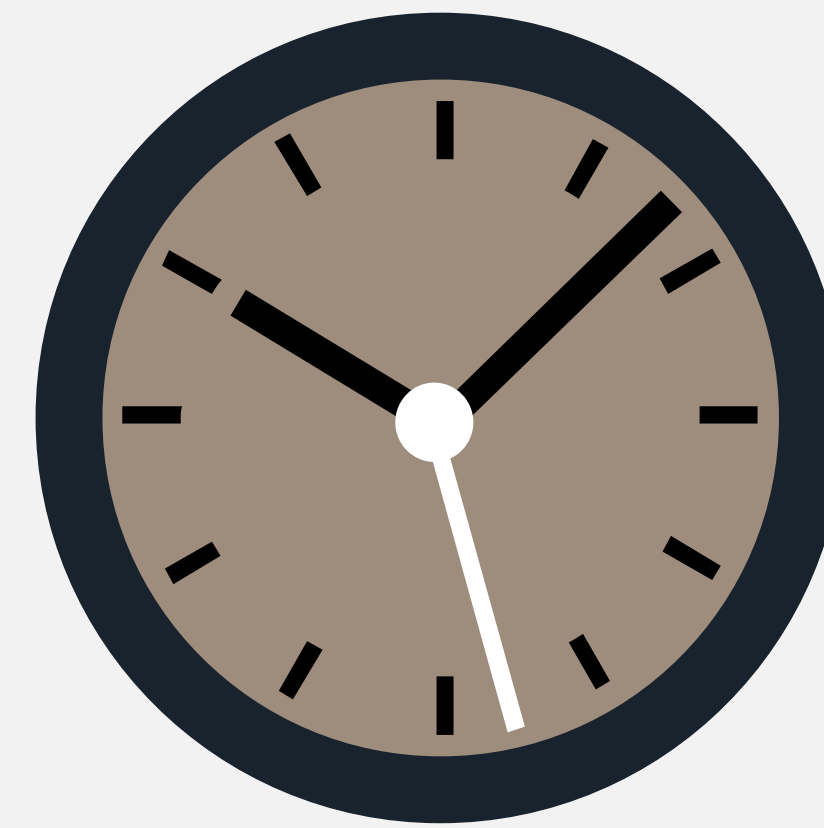
Consider assigning a
time keeper

Meeting Management Principles

Manage Time Closely

"To add a little pressure to keep meetings focused, Google gatherings often feature a giant timer on the wall, counting down the minutes left for a particular meeting or topic. It's literally a downloadable timer that runs off a computer and is projected 4 feet tall."

Source: "Extreme Ways to Shorten and Reduce Meetings," Harvard Business Review Blog, July 20, 2009

Meeting Management Principles

Park Digressions and Keep Others Focused

Consider "parking" the thoughts or ideas that are off-topic but may be worthwhile pursuing in the future on a whiteboard or sheet of paper

Polite interruptions of individuals who are off-topic as well as invitations to quiet attendees can keep everyone involved and focused

Principles of Effective Meetings
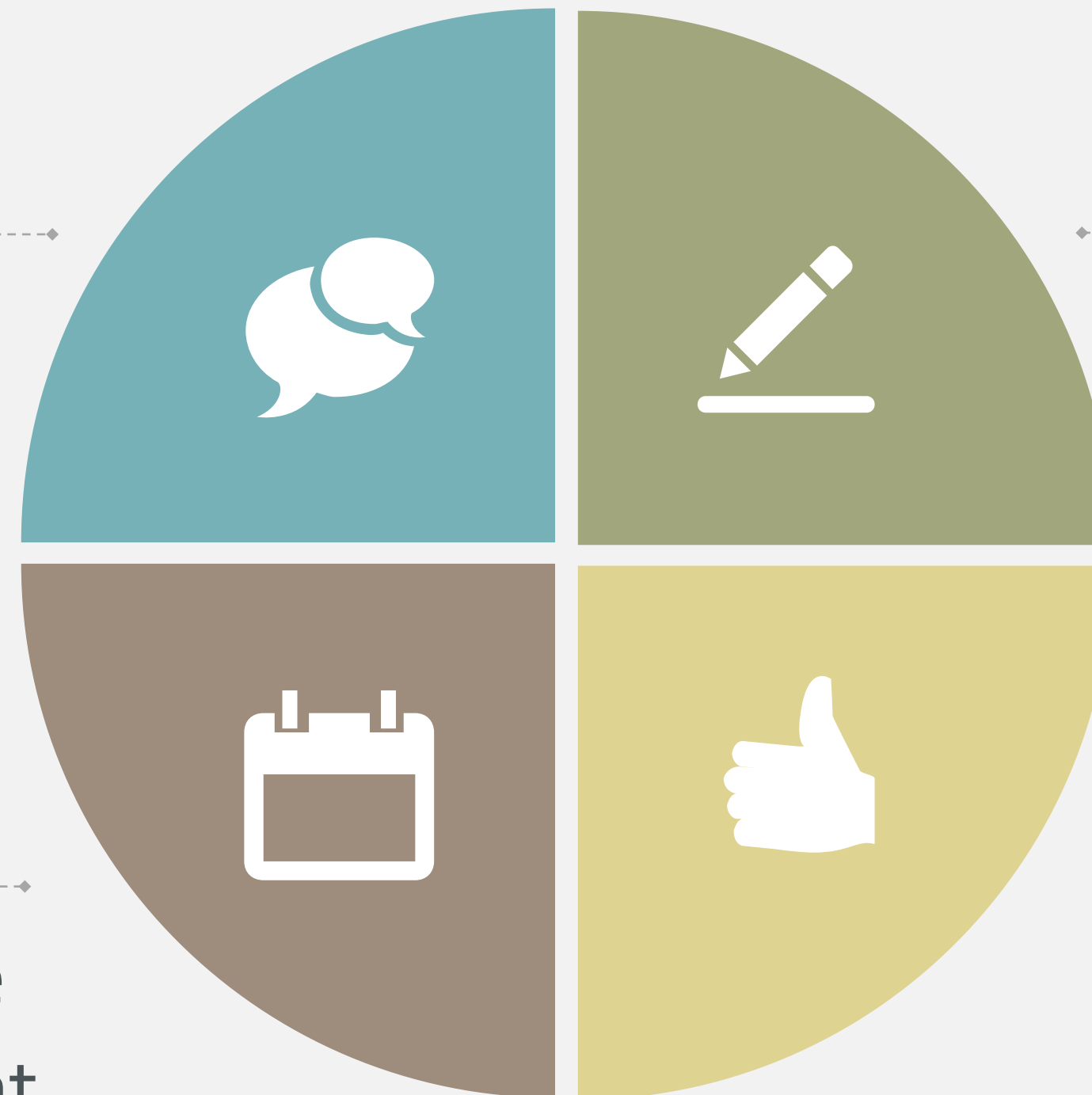
Pre-Planning

Meeting
Management

**Post-Meeting
Follow-Up**

Post-Meeting Follow-up

Before the meeting ends…
Clarify Action Steps and Responsibilities

Discuss agreed-upon action steps

Assign responsibilities

Set Up a follow-up meeting while you have everyone present

Get participants to commit out loud

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Post-Meeting Follow-up

After the meeting...
Follow Up – and Follow Through
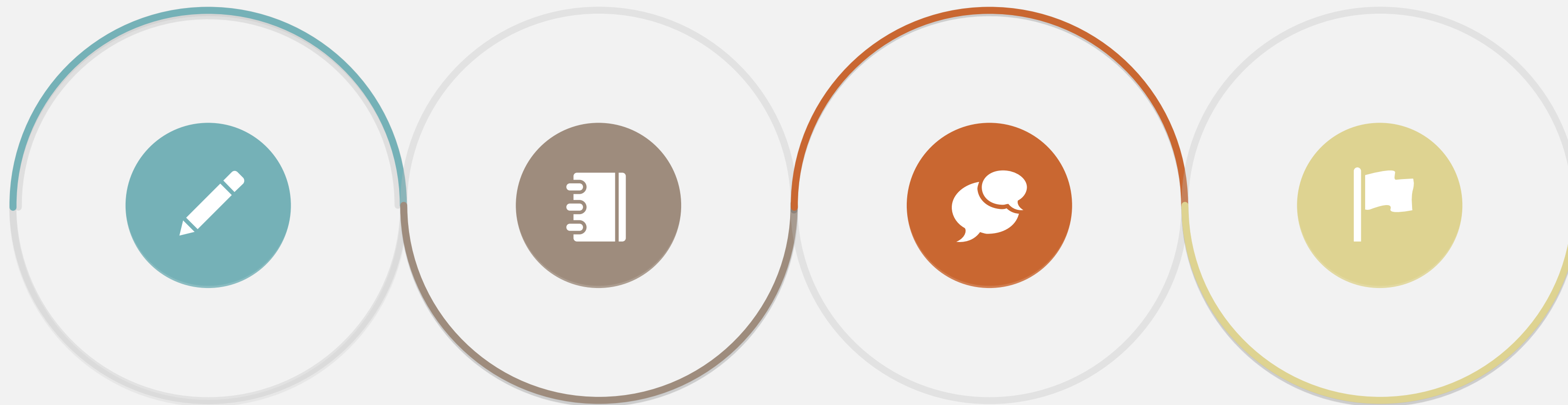
Ensure that there is a scribe who is going to: summarize the key points, decisions made, action steps, responsibilities, and time frames

Meeting notes must be distributed within 2 days

Follow-up as deadlines approach

Put "Follow-up on Action Items" the first item on the next meeting's agenda

Post-Meeting Follow-up

After the meeting…

Ensure there is enough time to complete action items

1 : **1**
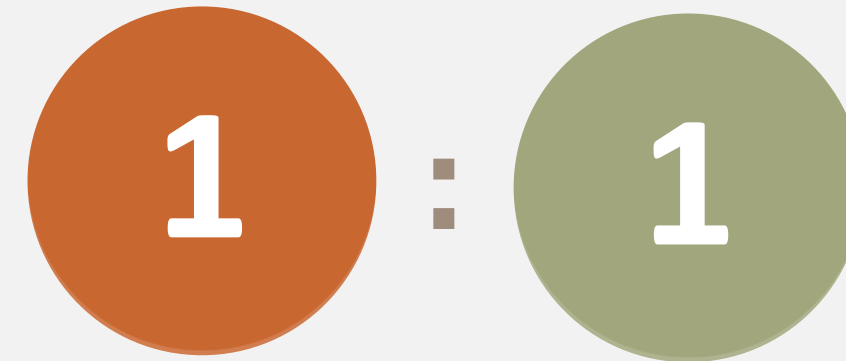
Gold Standard Meeting Ratio
For every 1 hour of meetings allow
for 1 hour of work time

In other words, in an 8 hour day, you should never have more than 4 hours of meetings

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SOME MEETING QUESTIONS FOR YOU

Are your meetings as "efficient" and as "effective" as they could be?

Are you investing enough time in pre-planning?

Are meetings being managed well?

Are there clear follow-up actions at the end of each meeting?

INDIVIDUAL DYSFUNCTION

Examples of Individual Dysfunction

SIGNS YOU'VE GOT A DYSFUNCTIONAL EMPLOYEE:

No Emotional Composure or Emotional Maturity (explosive)

No Appreciation of Others

No Ownership or Accountability

No Communication (expectations, thinking, etc...)

No Action or Performance (all talk)

No Decision-Making (indecisive)
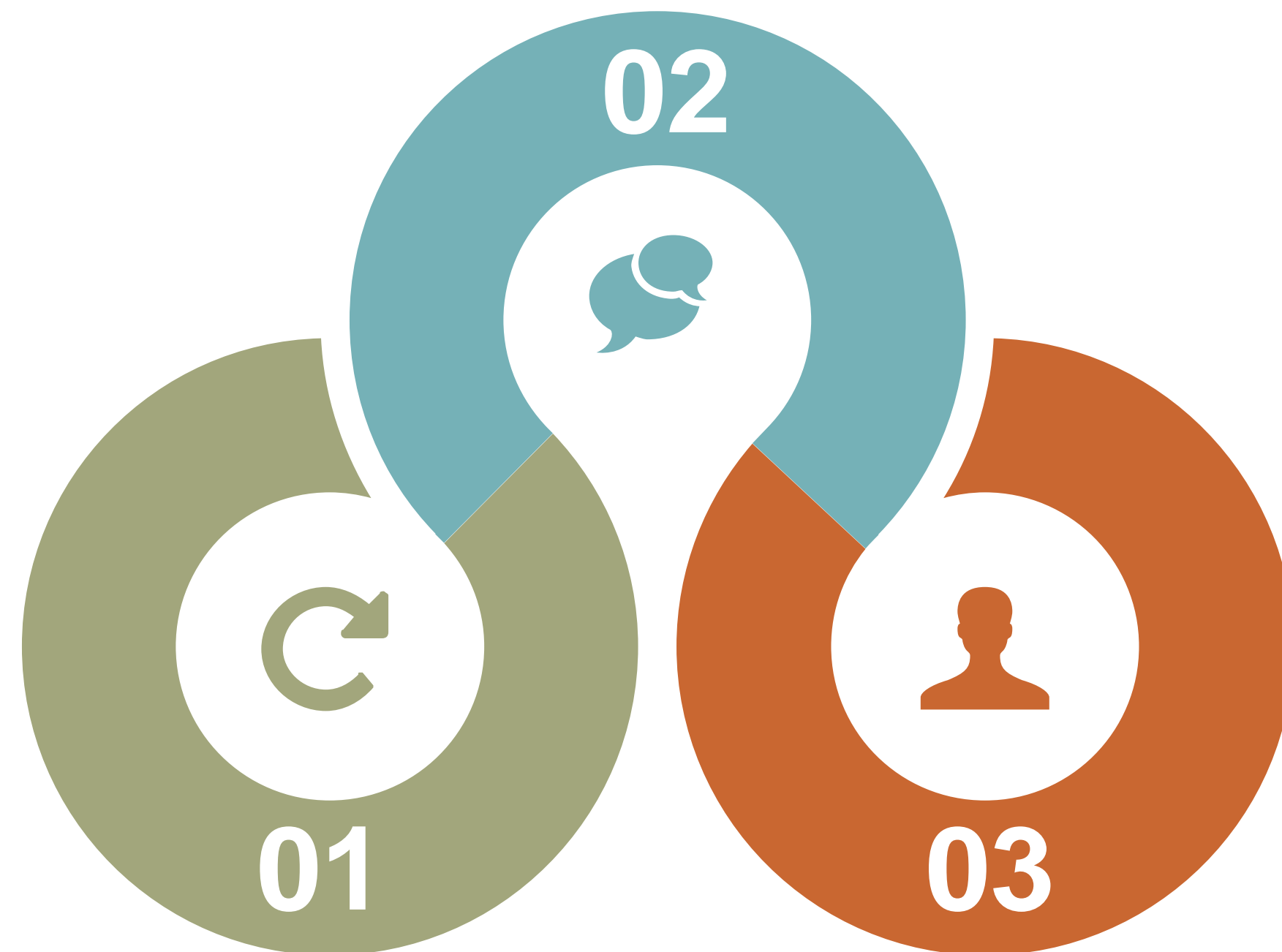
No Emotional Consistency (moody)

RESULTING IN:

No Fans

**No Trust
(from others)**

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How Do You Help A Dysfunctional Individual?

START WITH 360 FEEDBACK

01 **02** **03**

Drive clarity and acceptance of the situation by presenting 360 feedback

Comments have more power than scores. Consider doing custom 360 interviews

Consider hiring an external coach to present the feedback and translate into an Action Plan

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A Final Thought

" *The challenge of simple and direct communication is that it requires great clarity of thought plus more than a little courage.* "

— *John Kotter, "Communicating the Change Vision"*

Brandon M. Smith

"THE WORKPLACE THERAPIST"

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