

Approachable Leadership

Presented by Phillip Wilson to Western
LAMPAC

October 8, 2019

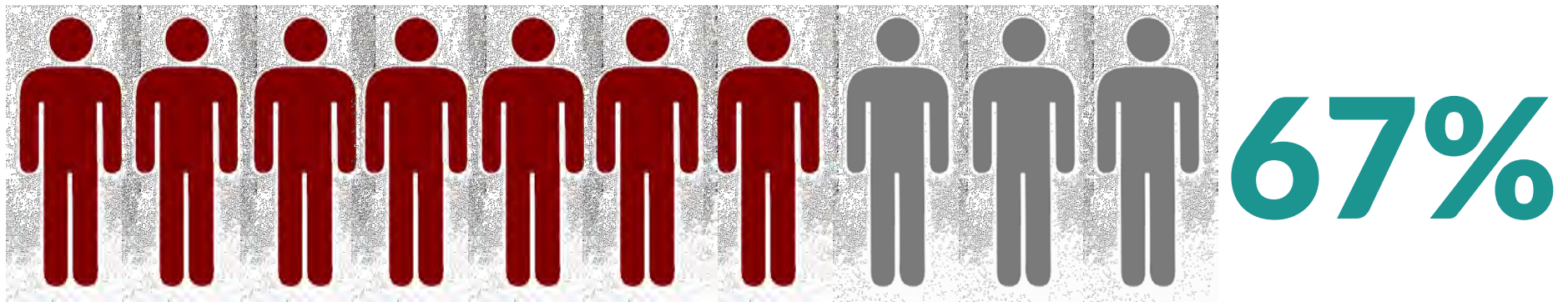
To learn more or to bring Approachable
Leadership to your team visit:

ApproachableLeadership.com

or contact Phil at 800-888-9115

WHY WE QUIT

What Predicts Performance?



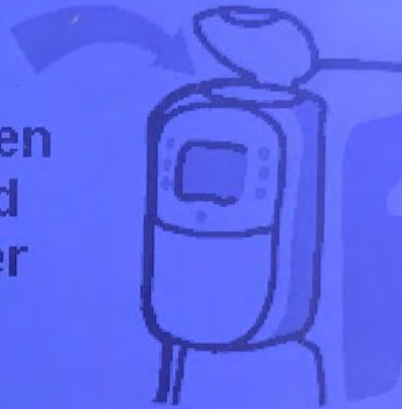
Organizational Citizenship Behavior (OCB)

(versus all other factors)

Source: Cornell Hospitality Journal, 2010

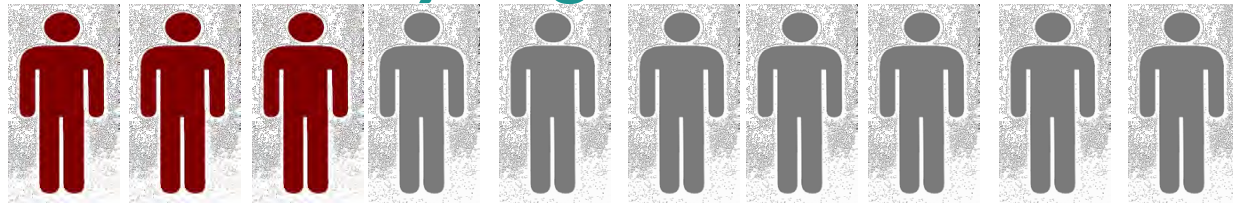


Please open
lid and add
more water



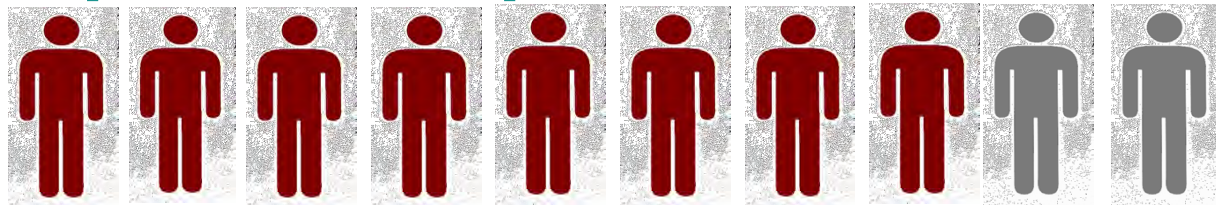
What Predicts OCB?

Desire money or gift



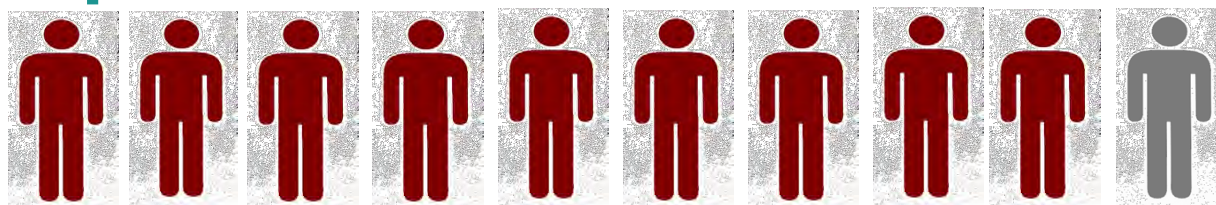
29%

Supervisor competent



80%

Supervisor APPROACHABLE

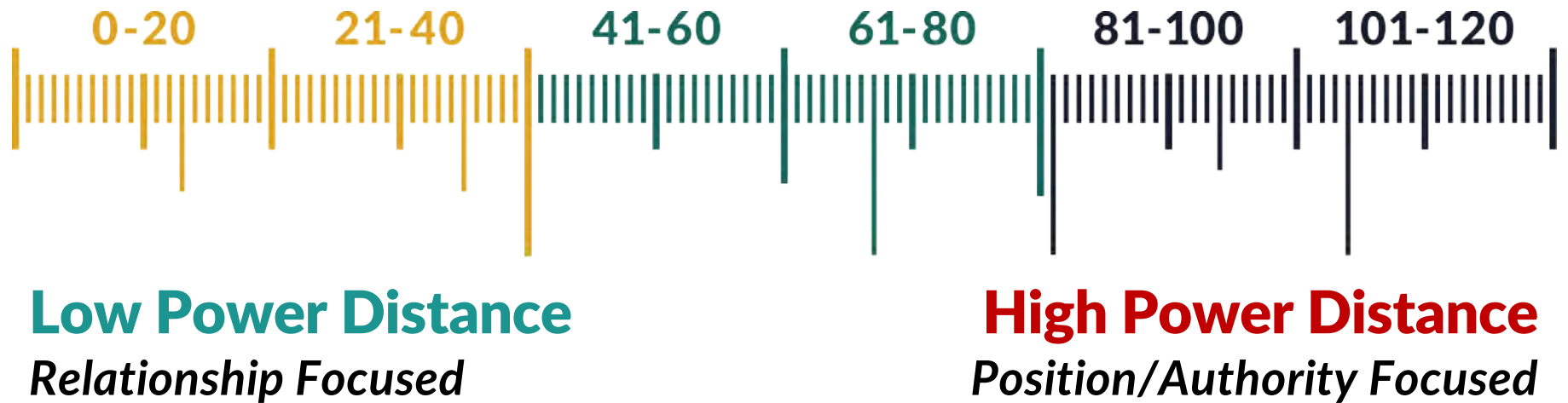


88%

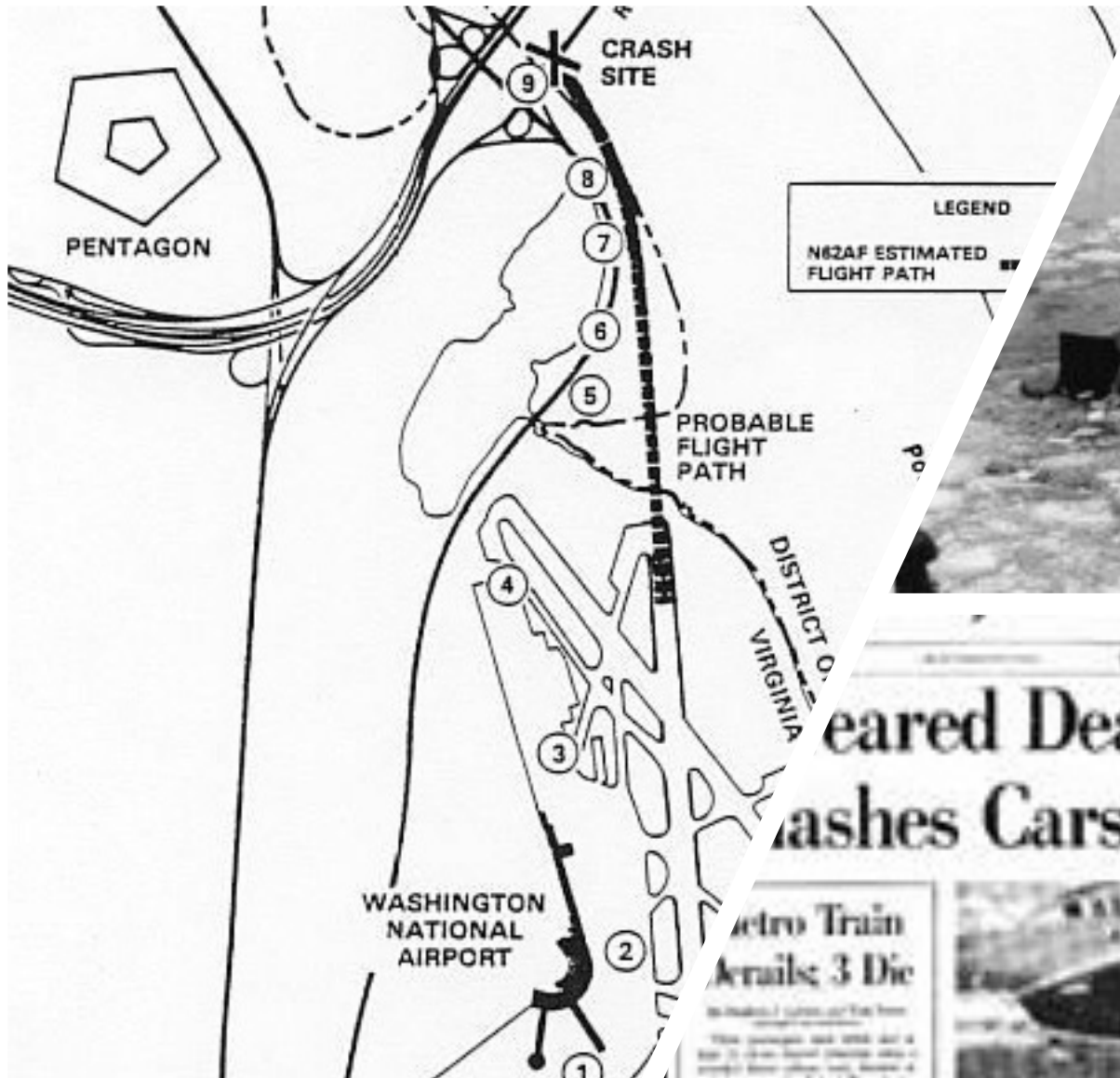
71% LOWER
TURNOVER

**POWER IS
DANGEROUS**

Hofstede's Power Distance Index



Check out pages 26 of *The Approachability Playbook*



THURSDAY, JANUARY 18, 1951

...eared Dead as Plane Hits Bridge, ...ashes Cars, Plunges Into Potomac

Metro Train Derails; 3 Die

By Associated Press and Staff Writers

The plane, which carried a load of supplies, was flying over the bridge and struck the top of the bridge in the middle of a heavy rainstorm on Monday afternoon.

There was no other news and only a few minutes of program on radio. The plane was flying at a low altitude and was seen to be in a steep climb when it struck the bridge.

The wreckage, including the tail, was seen to fall into the water.

The wreckage, including the tail, was seen to fall into the water.

CAPTAIN WHEATON: It's spooled. Real cold, real cold.

PETTIT: That don't seem right, does it?
Uh, that's not right.

WHEATON: Yes it is, there's eighty.

PETTIT: Naw, I don't think that's right.
Ah, maybe it is.

WHEATON: Hundred and twenty.

PETTIT: I don't know.



SKILES: Got flaps 2. You want more?

SULLENBERGER: No, let's stay at 2.

[Pause] Got any ideas?

SKILES: Actually not.

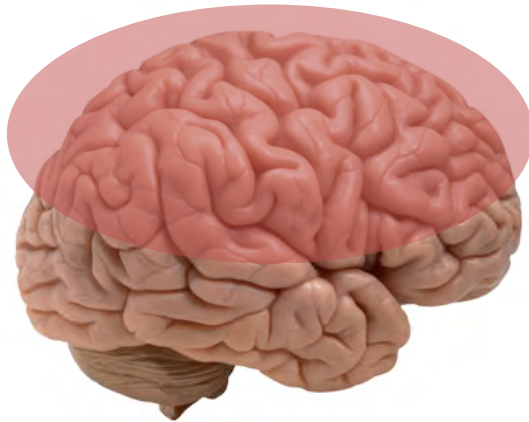
SULLENBERGER: We're gonna brace.

**LEADERS
MIND GAPS**



LIMBIC SYSTEM

OLD
FAST
IMPRECISE
SURVIVAL



CEREBRAL CORTEX

NEW
SLOW
PRECISE
THINKING

Recognizing Gaps Tool

Physical Gaps
Verbal Gaps
Behavioral Gaps

Discussion Starters

Check out pages 28-30 of *The Approachability Playbook*



Power distance gaps cause major problems. But how can you tell if there is a gap? This tool helps you recognize behavior that suggests a power distance problem.

CHECKING IN _____

Tool in Brief

- **Physical Gaps** physical avoidance behavior can suggest a gap
- **Verbal Gaps** mitigated or indirect speech may express power distance
- **Behavioral Gaps** many times actions speak louder than words – watch for gaps between what someone says and what they do

TOOL IN PRACTICE _____

Use the tool to recognize signals of power distance. When you notice one use the discussion starters to help shrink the gap.

Physical Gaps

- Physical distance, turned toward an "exit"
- Avoiding eye contact, looking at ceiling
- Closed body language (arms crossed)
- Distracted, seems lost in thought
- Holding back or agitated body language

Behavioral Gaps

- Promising one thing, doing another
- No follow through or follow up
- Passive aggressive actions
- Being "too busy" or procrastinating
- "Changing mind" about importance of issue

Verbal Gaps... These are the most recognizable signals of power distance

- Watch for mitigated speech like **hints** ("I wonder if..."); **preference** ("perhaps we should..."); **question** ("do you think ___ would work?"); or **team suggestion** ("why don't we try ___?")
- Look for attempts to "sugarcoat" or downplay bad news
- Being overly polite or deferential
- Quickly deferring, backing down when rejected by someone in power

Discussion Starters... Once you notice a gap, try this to close it

- "You seem uncomfortable. It's OK – I really want to know what you think."
- "I'm not 100% sure what I think about this myself. Tell me what you really think."
- "OK, that's what I do [name behavior] when I'm not sure if I should say something. What's up?"
- "I need your help. Can you be honest and tell me exactly what you think about this?"
- "I may be completely off base here, I don't know. Can you tell me what you really think?"

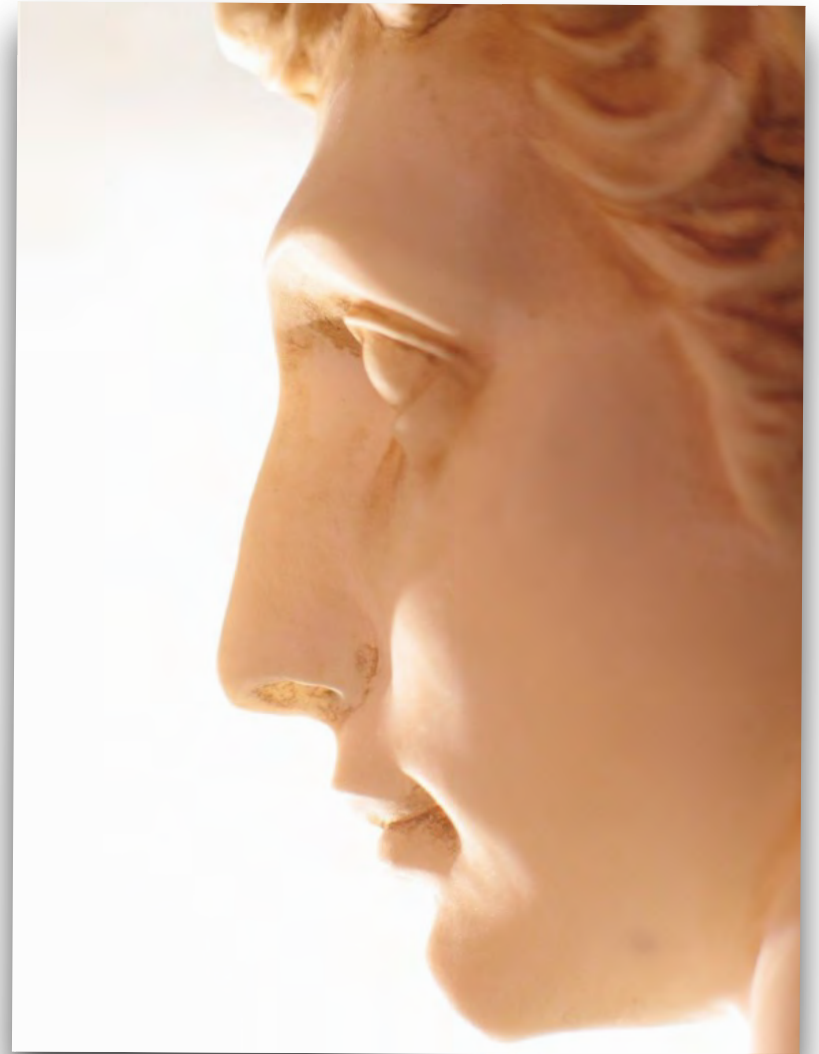
**ASK BETTER
QUESTIONS**

Do you have what you need?

The Hero Assumption

Nobody wakes up in the morning thinking they are the villain of their story.

The Pygmalion Effect





What would make work better?

The “F-Word” of Leadership

“My job is to reduce frustration.”

What's Next?

The Progress Principle

“People want to make
progress.”

Win, Know, Show



TAKEAWAYS

1. OCB Is Key
2. Power = Danger
3. Mind Gaps
4. 3 Powerful Questions

Get the **Leader Survival Toolkit**, our
30-Day Challenge e-course, and on-
demand **Email Coaching**

Text LEADER to 797979





What do YOU need?
What would make YOUR
life better?
What's next in YOUR life?