

Helpful Conversations

How Great Leaders Create & Maintain Alignment

(before things go wrong)

Presented
by Greg Ligon
Owner, Leading Stronger



Helpful Conversations That Shape Culture

- ▶ **Hard Conversations** = Check Engine light
- ▶ **Helpful Conversations** = Regular Maintenance
- ▶ Performing the right regular maintenance, lowers the chances of seeing the Check Engine light

Helpful Conversations



Think about your organization.

- ▶ What is something everyone is supposed to know or care about—but you're not convinced everyone actually does?"
- ▶ How often do you actually talk about it?"

Culture isn't created by what leaders announce once. It's shaped by what leaders talk about repeatedly.

Helpful Conversations



Small Group Exercise:

Tell your group one value your organization claims is important.

Then give them one example of what that value looks like in practice at work.

Mission Conversations



MISSION

- ▶ The Mission is the “WHY” everyone works here
- ▶ A Cause or purpose bigger than yourself
- ▶ Find ways to highlight it or celebrate it in everyday life

Mission Conversations



- ▶ Mention your Mission
- ▶ Celebrate your Mission

Team Question:

What has happened recently that reminded you of our mission and why you came to work here?

Values Conversations

VALUES

- ▶ Our Values are the “HOW” we accomplish the mission
- ▶ They determine our behaviors and how we work with each other
- ▶ Find ways to discuss & personalize them regularly

Team Question:

Which core value did you see in action this week?
What difference did it make?

Goals & Metrics Conversations

- ▶ Accountability for performance starts with clarity
- ▶ What does success look like?
- ▶ Clear Goals indicate "This is what I am here to accomplish."

Target for True Success

- Align your heart to the Mission
- Embody & Live Out our Core Values
- Pursue & Accomplish Individual / Team Goals

Mission= WHY we're here

Values = HOW we behave

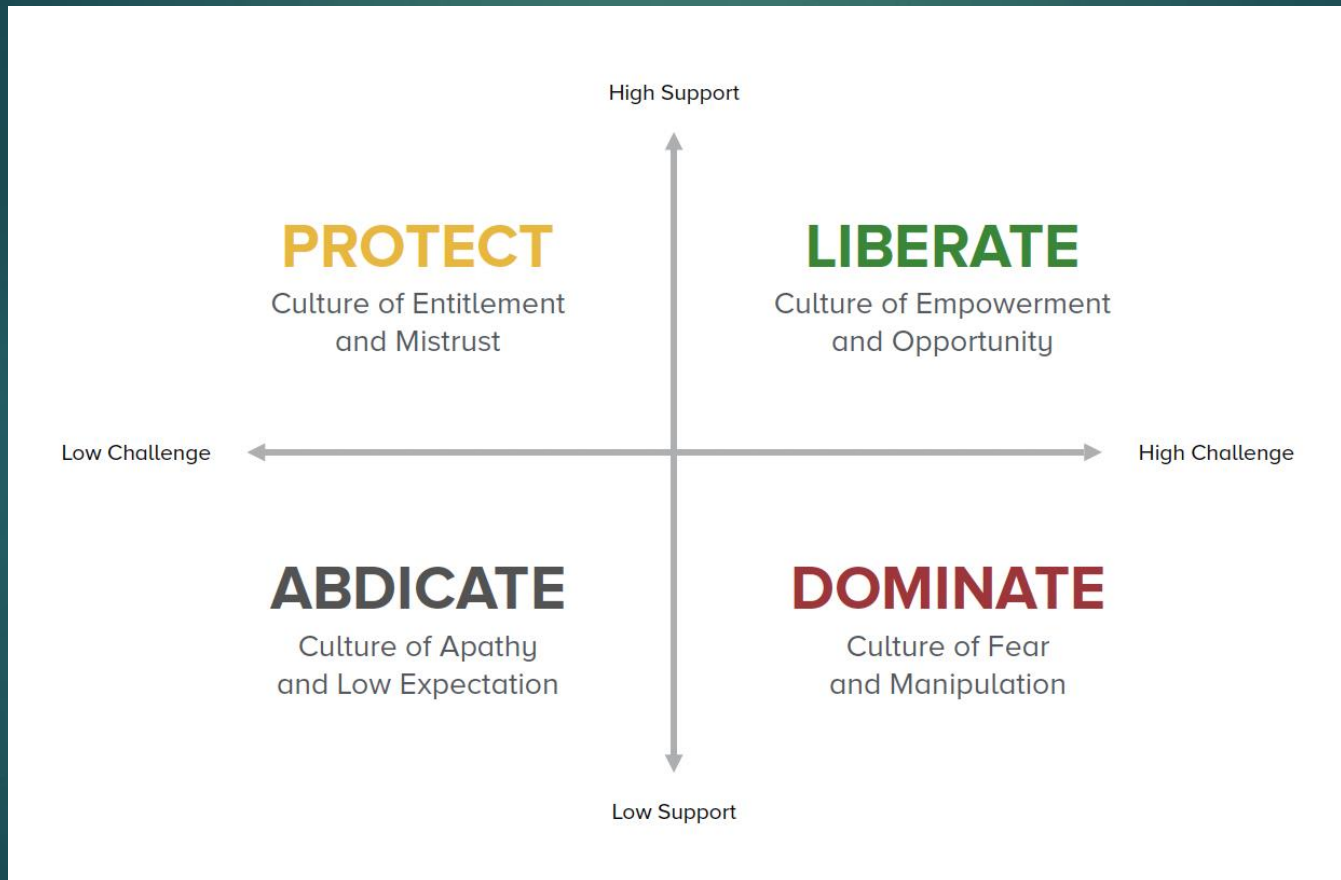
Goals = WHAT we're trying to accomplish

Alignment Conversations

- People problems are always about poor performance or misaligned behaviors
- Regular Goals Accountability
Governs Performance
- Regular Values & Mission Accountability
Governs Behaviors

Support & Challenge Conversations

Support / Challenge Matrix



Support & Challenge Conversations

- ▶ Framing Your Role as a Supervisor
- ▶ FOR You – I am here to help you grow and thrive
- ▶ FOR Our Organization- I am here to help your division, department etc. grow and thrive
- ▶ I am here to support you, and to challenge you personally and professionally

Support & Challenge Reflection

- ▶ Where would you place yourself on this matrix?
 - ▶ With your team?
 - ▶ With your family?
- ▶ Which is harder?
 - ▶ Supporting well?
 - ▶ Challenging well?



Accountability Conversations

(Team Alignment in Real Life)

- ▶ **Create a Cadence of Accountability**
 - ▶ Determine the Right Conversations
 - ▶ Have them on repeat
 - ▶ Whatever gets repeated, gets reinforced

Accountability Conversations

(Team Alignment in Real Life)

▶ **Strengthen Team Meetings**

- ▶ Highlight one (or more) Alignment Elements
 - ▶ Mission, Values, team goals, wins, expectations,
- ▶ Involve others in owning alignment
- ▶ Whatever you celebrate, people imitate

Accountability Conversations

(Team Alignment in Real Life)

- ▶ **Commit to Powerful One-on-One meetings**

- ▶ Most important alignment tool
- ▶ Create a recurring agenda
- ▶ Lean into high support, high challenge
- ▶ Invite them to add to the agenda

Look in the Mirror

Lead with Integrity

- ▶ “As a leader, it’s not what you preach, it’s what you tolerate.” – Jocko Willink
- ▶ Reflection Questions:
 - ▶ Where am I most aligned with our mission and values?
 - ▶ What am I tolerating that doesn’t belong?

Wrap up & Reflection:

INSTALL HELPFUL CONVERSATIONS

What conversation does my team need to have more consistently?

- ▶ Mission & Values
- ▶ Goals Accountability
- ▶ Support & Challenge
- ▶ Alignment Celebration

Hard conversations restore
alignment

Helpful conversations
reinforce alignment

Great leaders learn to do
both