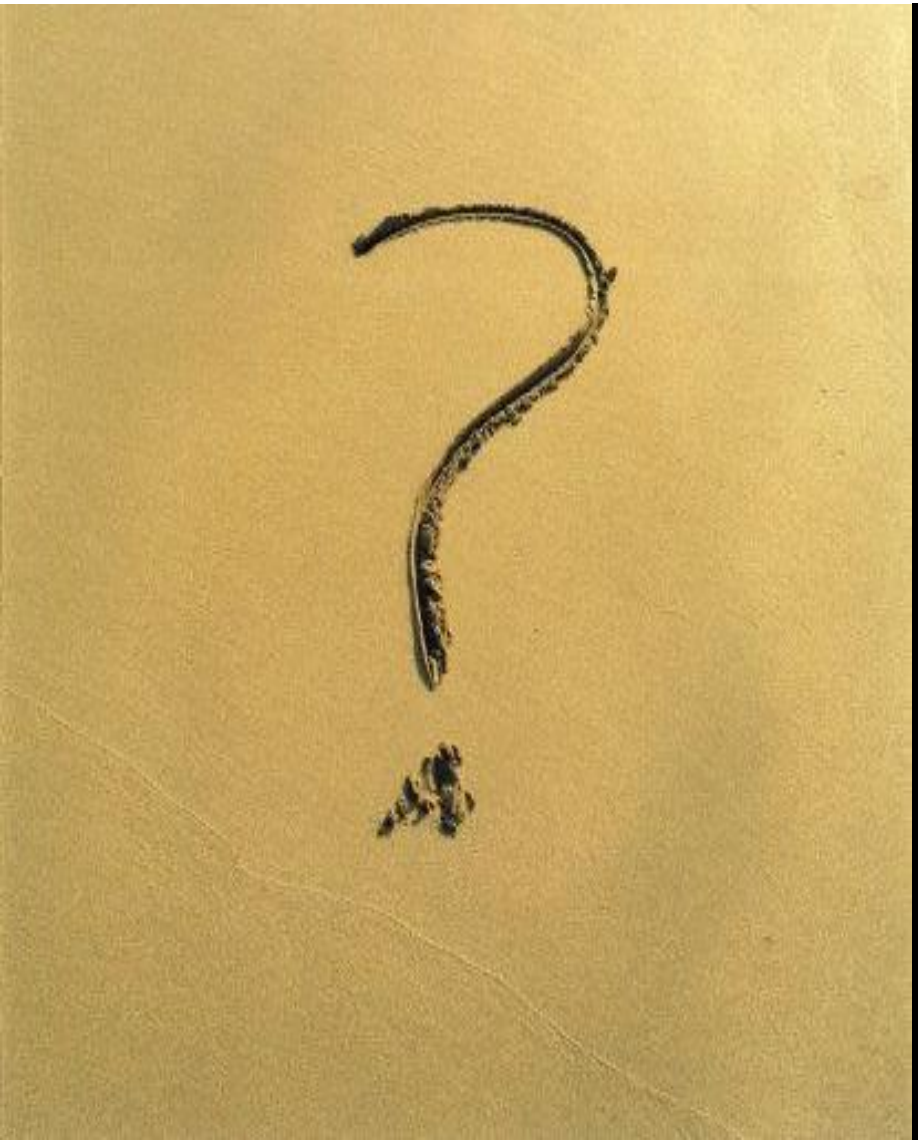
step **back**

step up



how and **when** ?

step up

without

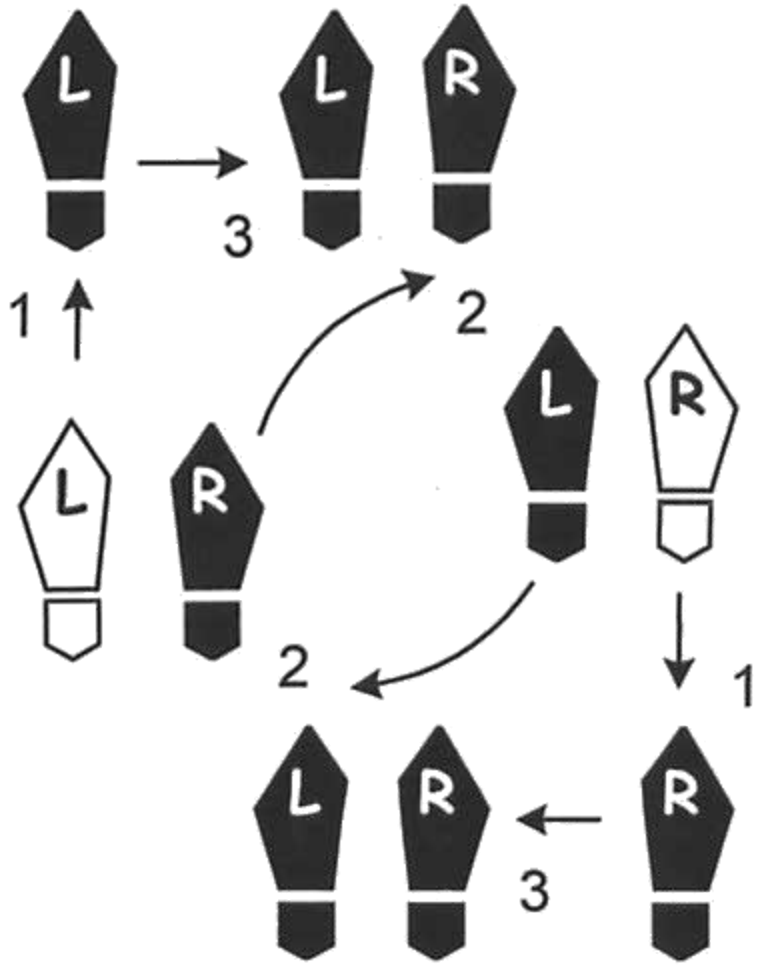
stifling innovation

---

step back and

keep

focus



how

do you

step

aside

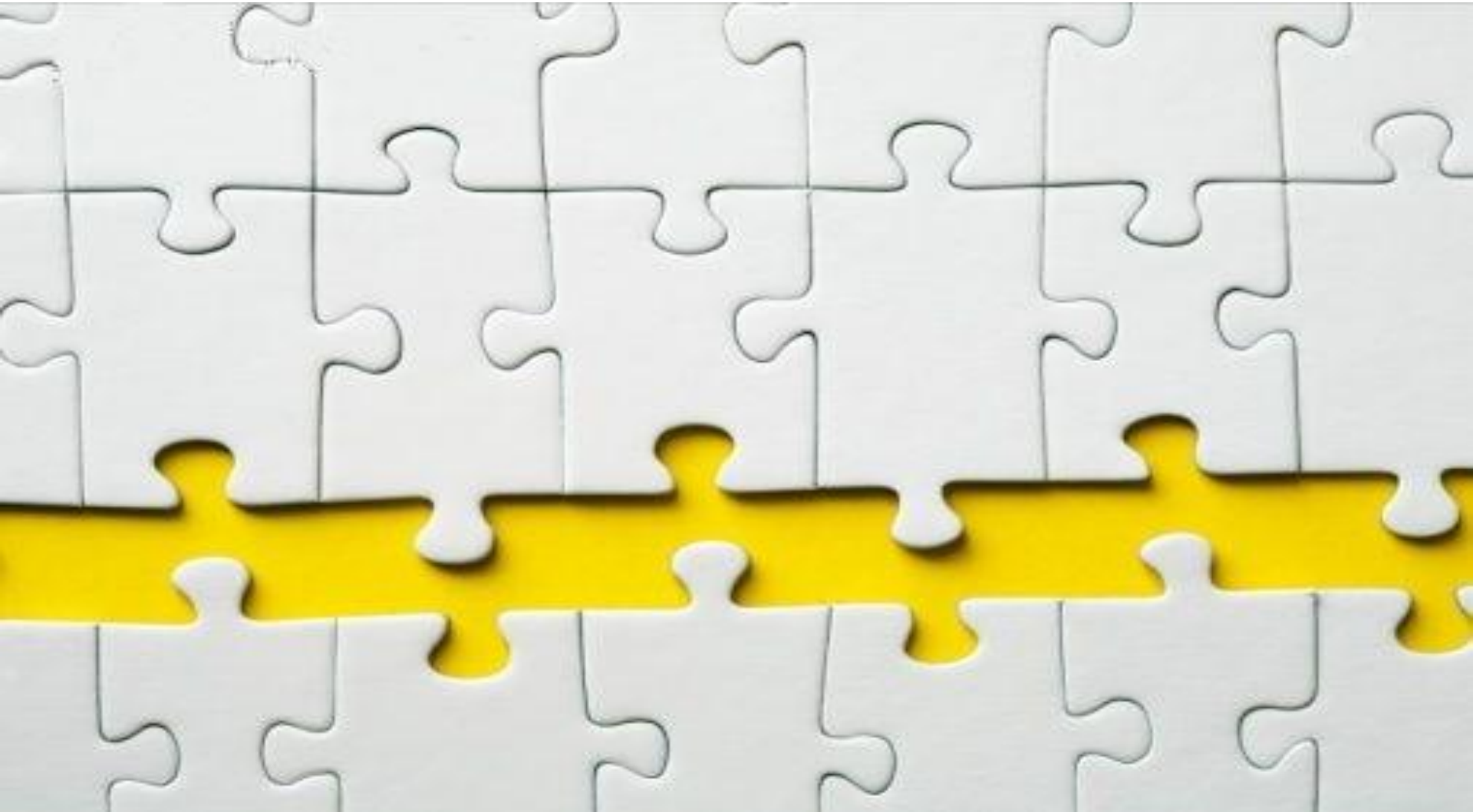
?

leaders need to…

unleash talent

increase productivity

develop **great** solutions



how ?

give **ownership**

use

authentic motivation

- Alfie Kohn

Punished By Rewards

foster
collaboration

teams

collaborate

to

make their

decisions

let **people**

choose

let people

choose

how,

what,

and **when**

content

provide
meaningful
work

trust first
and…

create a

culture

of

trust

step back tips

teams **figure** out how

create a safe place to fail

get the right people on the bus
in the right seats.
- Jim Collins

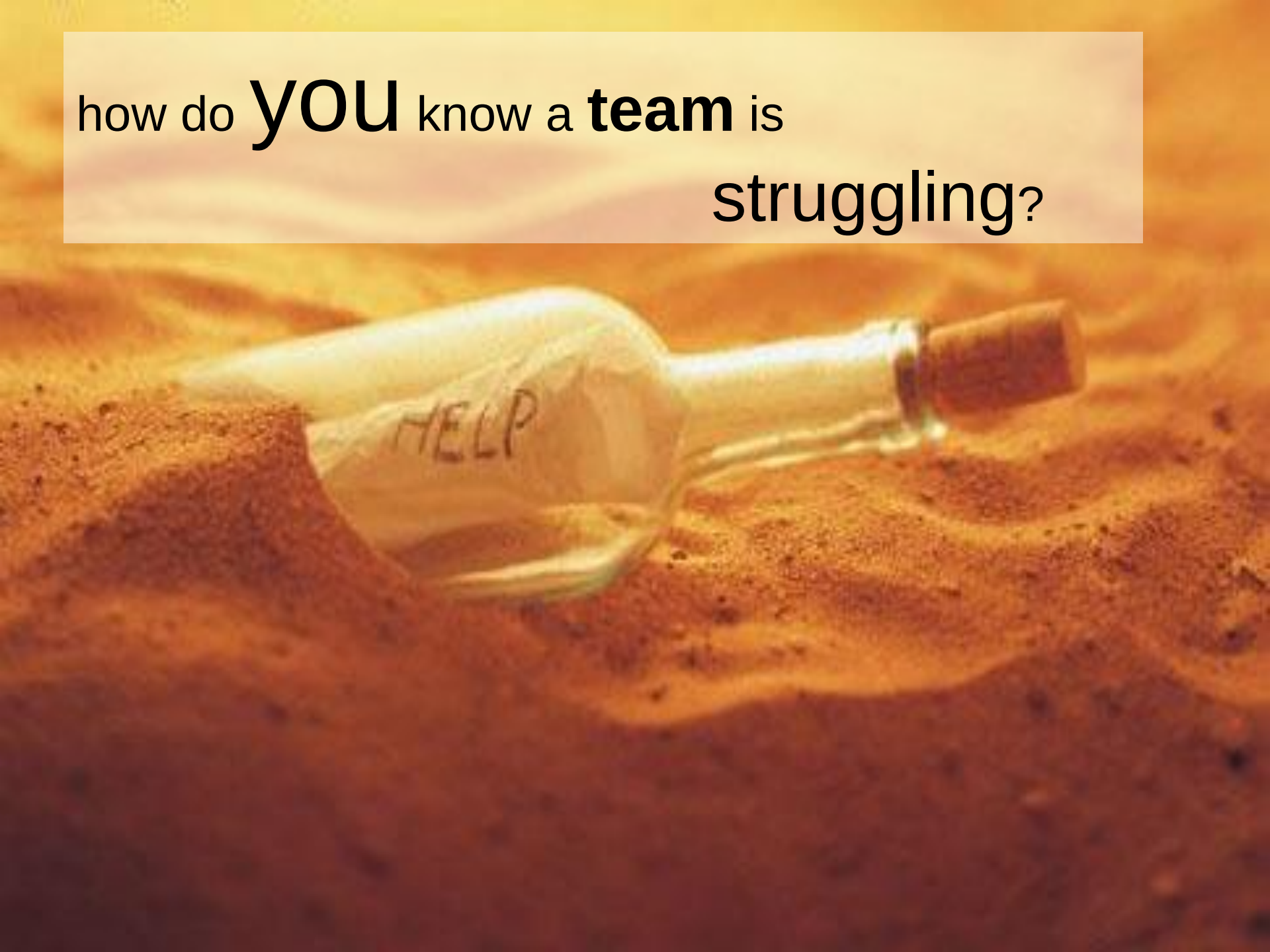
get the **wrong** people **off** the bus.

wait!

what if…

when should you step up?

how do YOU know a **team** is struggling?



list

your team's **red** flags?

what to do ?

getting **back** on **track**

maintain **team**
integrity

and **problem** solving

ability

how ?

don’t ask **what’s wrong**

or

where

stuck

ask

the

team ....

…to **describe**

their **work** …

… their **approach …**

the path they went down

…and why ?

help discover

a new

view

step up tips

reinforce

the

ownership

don’t give the answers

or..

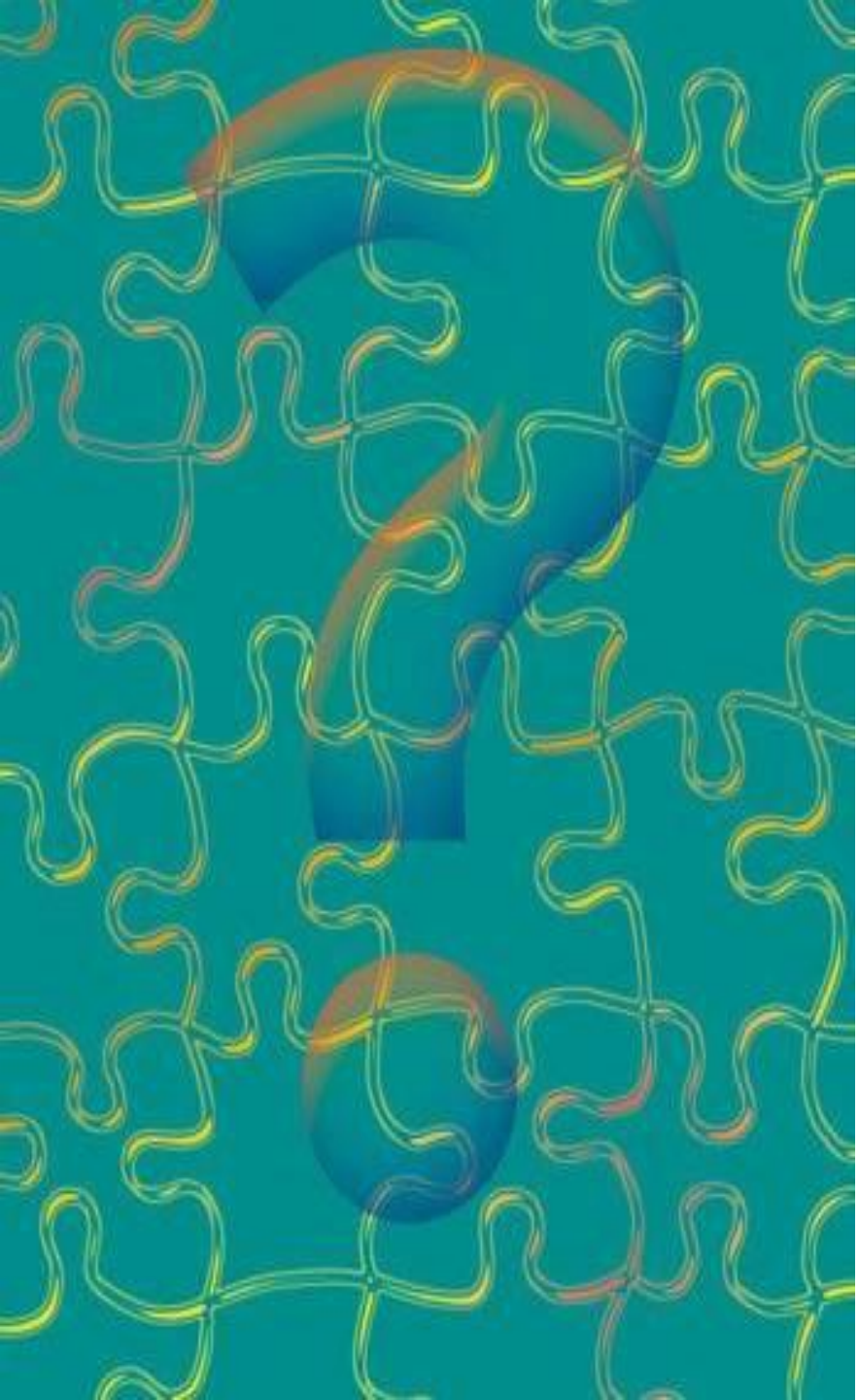
give them the solutions

keep

the

focus

tell stories,
experiences



ask

questions

questions

that

help **teams**

discover

solutions

how

would you like

to

solve it?

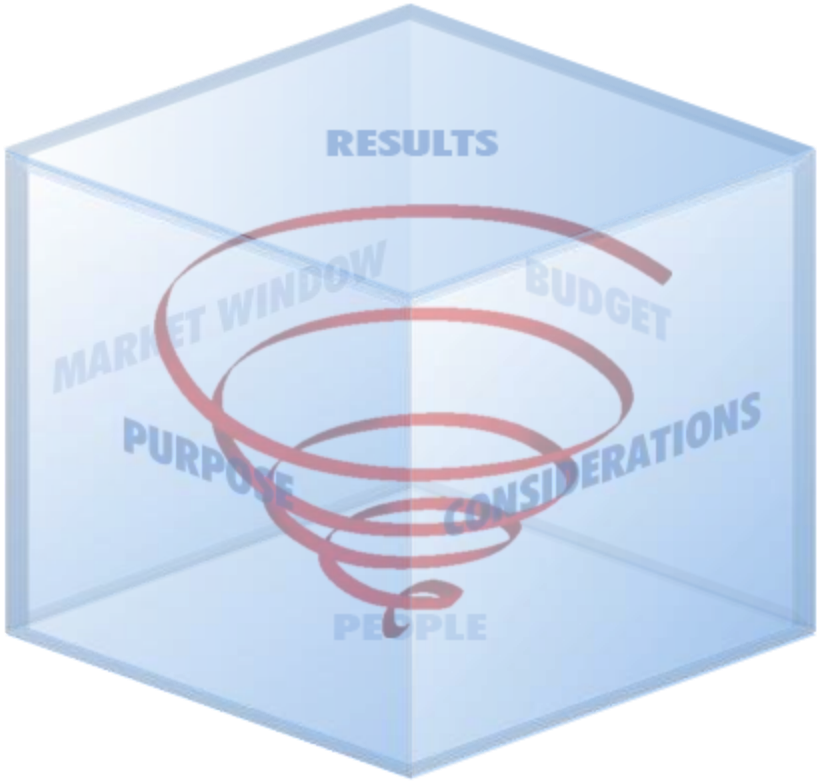
what would you
like me to do?

exercise: leader and **worker** conversation

macro-
leadership
tool

Macro Leadership Cube

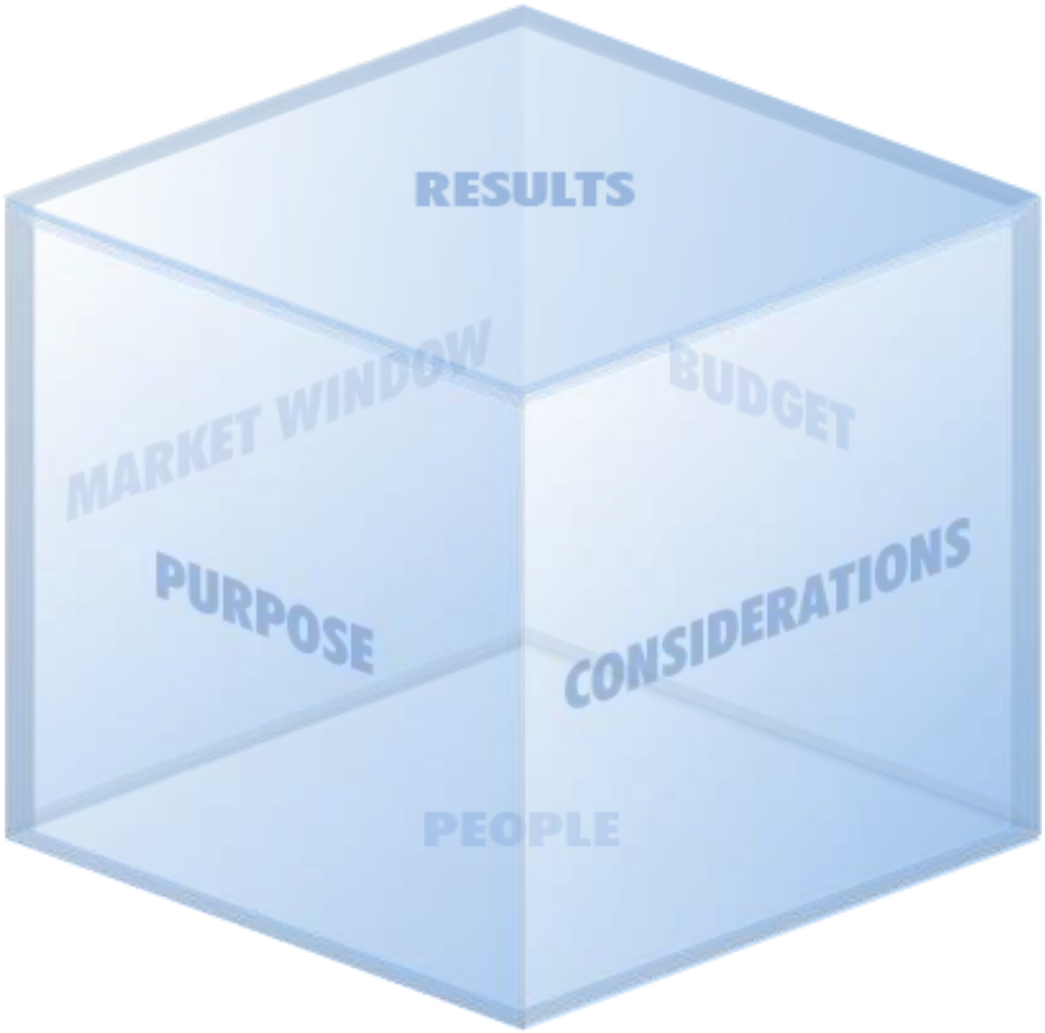
Stand Back



remove **barriers**

help teams grow?

Larger Boundaries

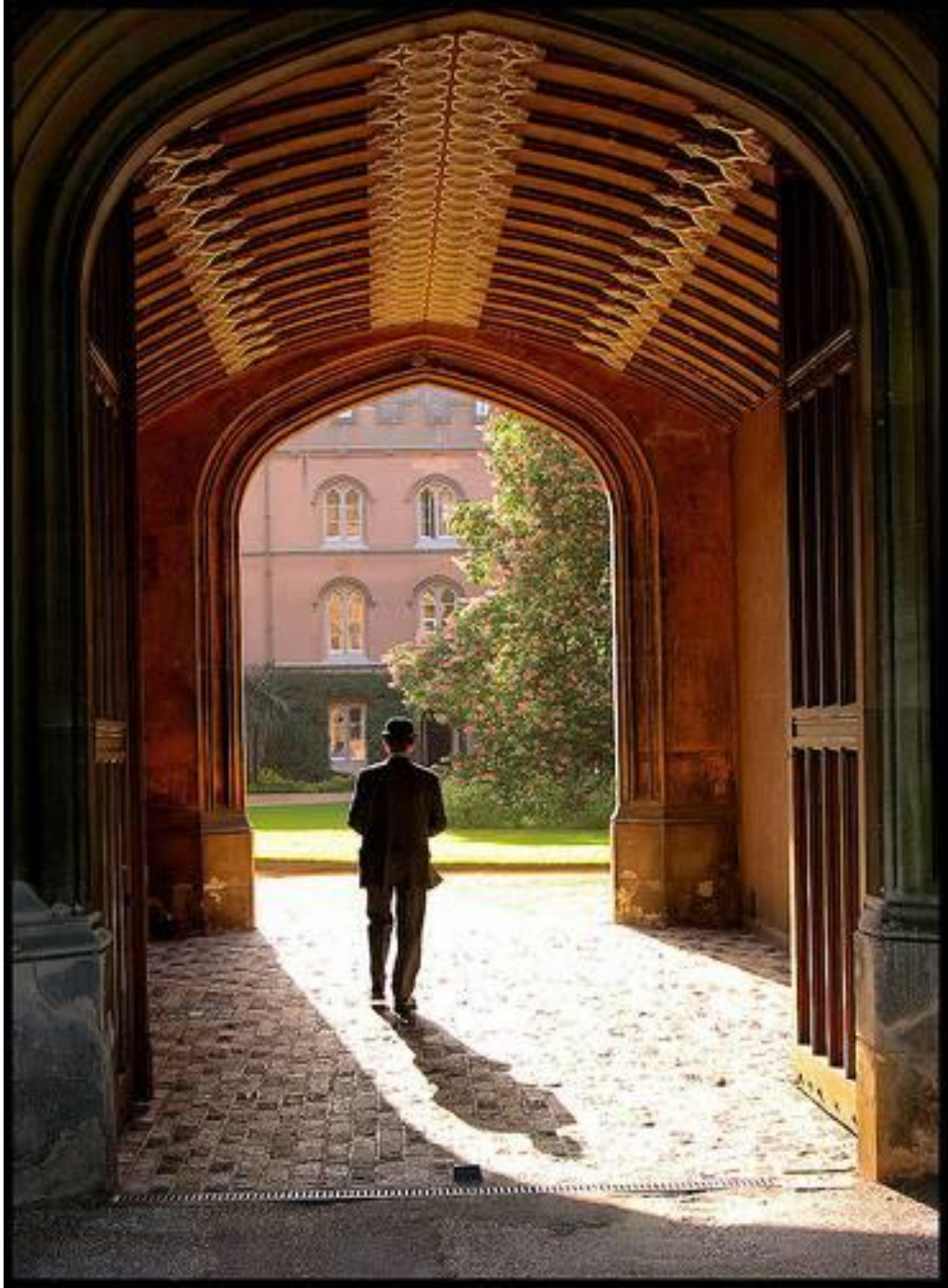


stand

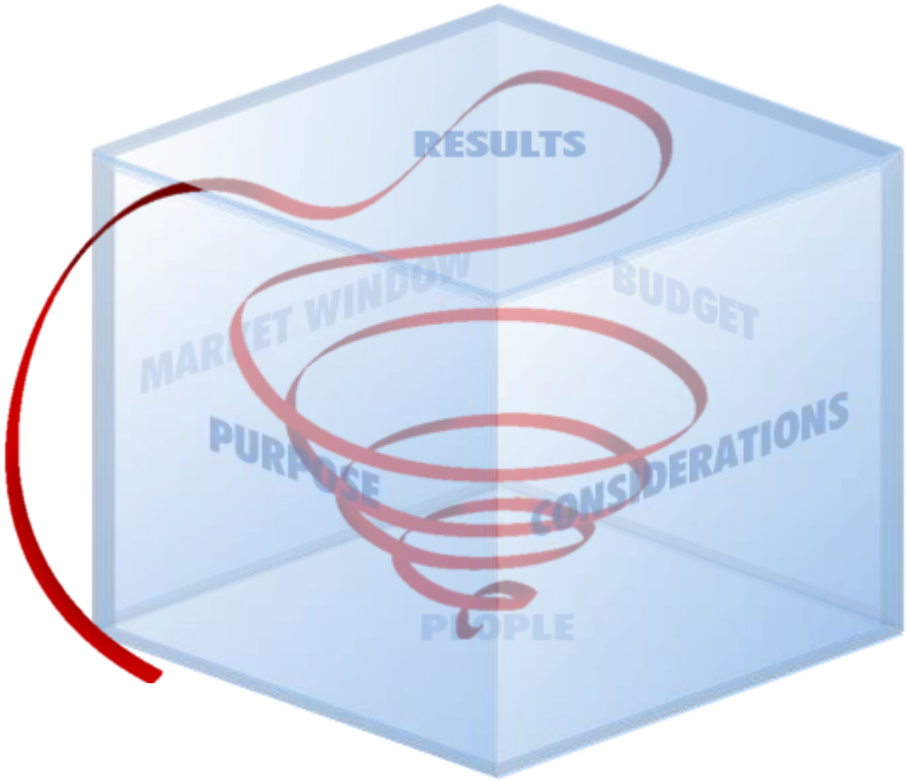
back

even

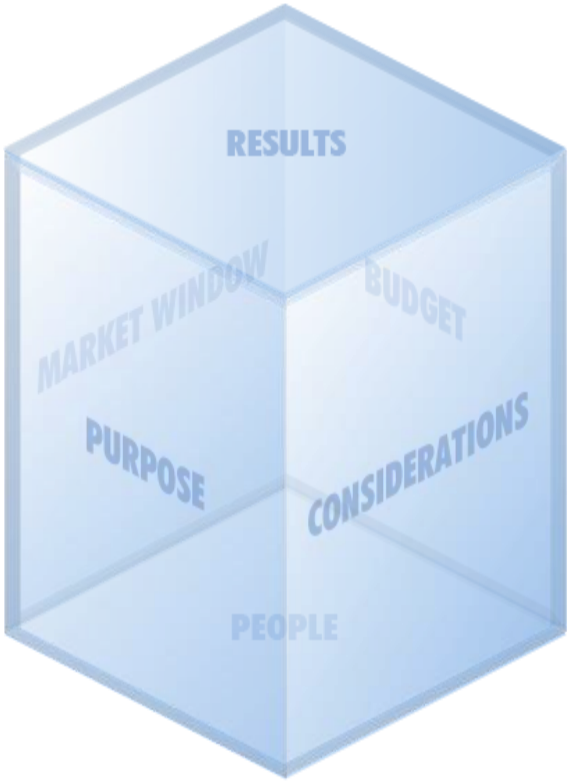
farther



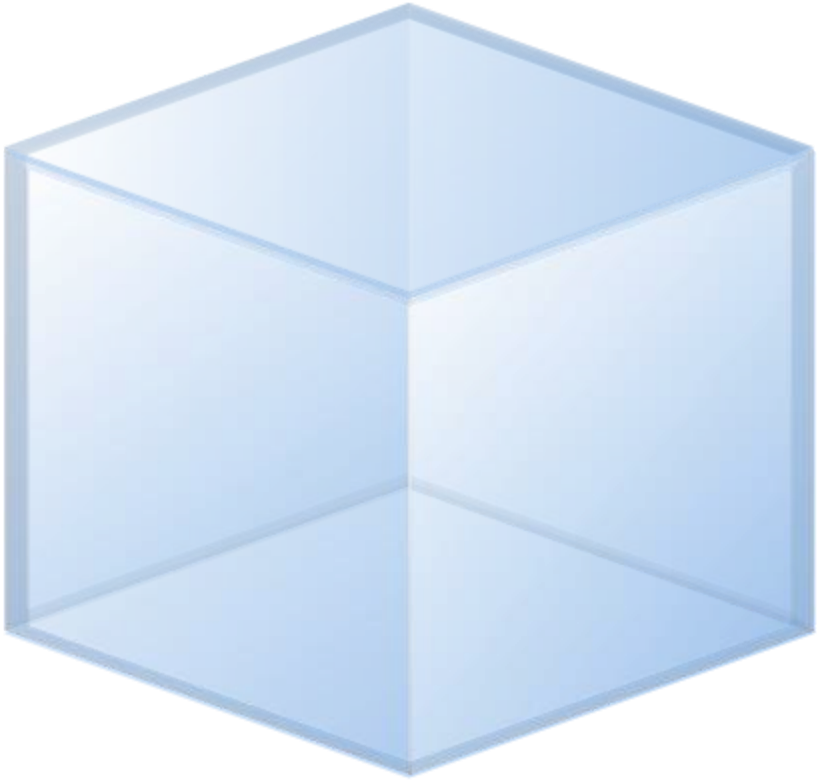
Step Up



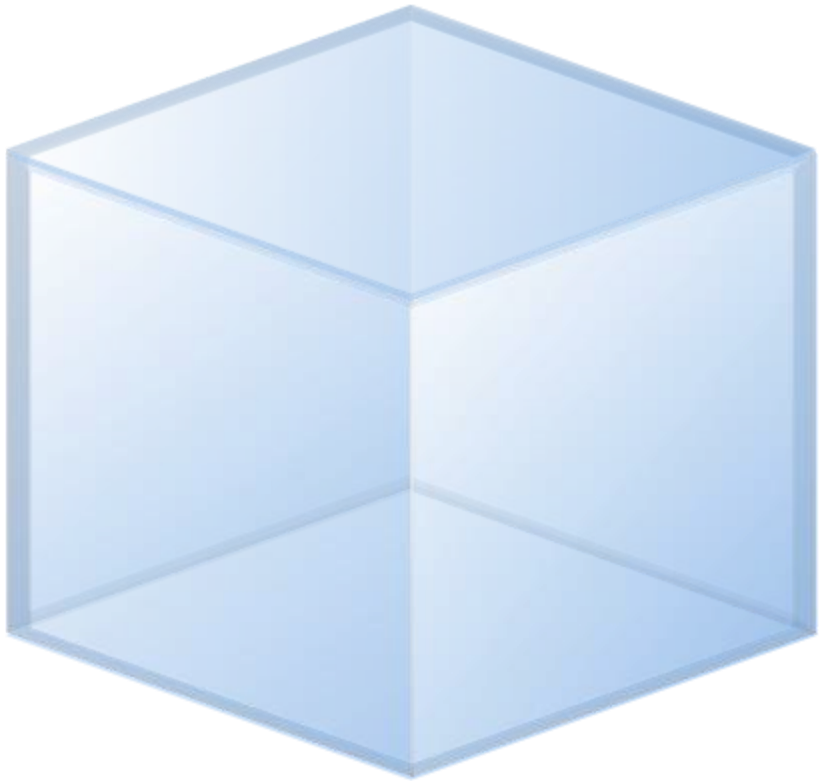
Tighter Boundaries



Example…

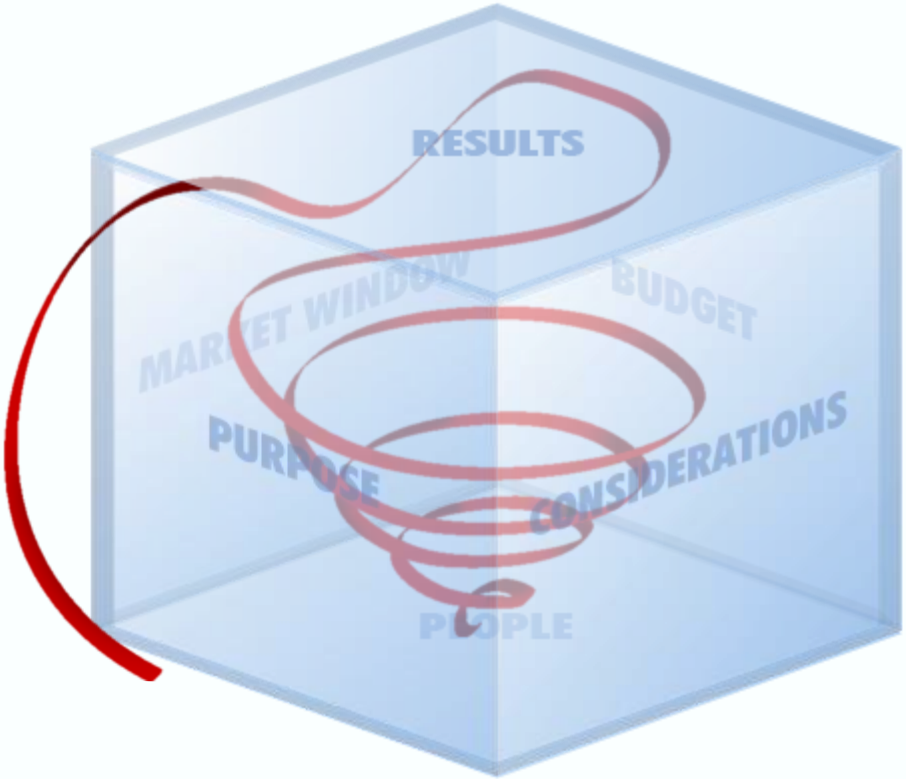


Your cube?

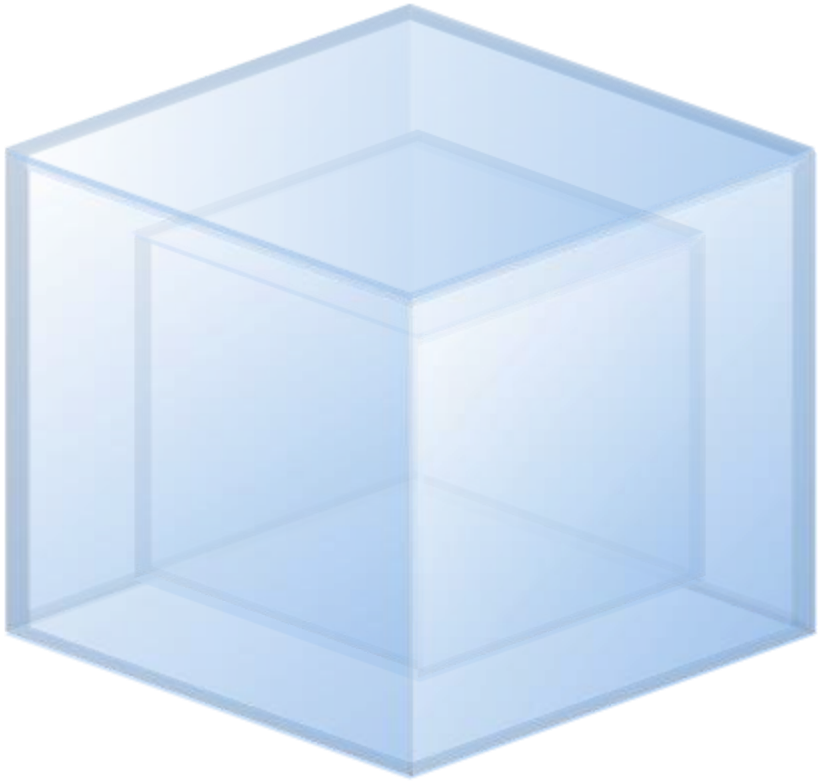


Your Team's Boundaries?

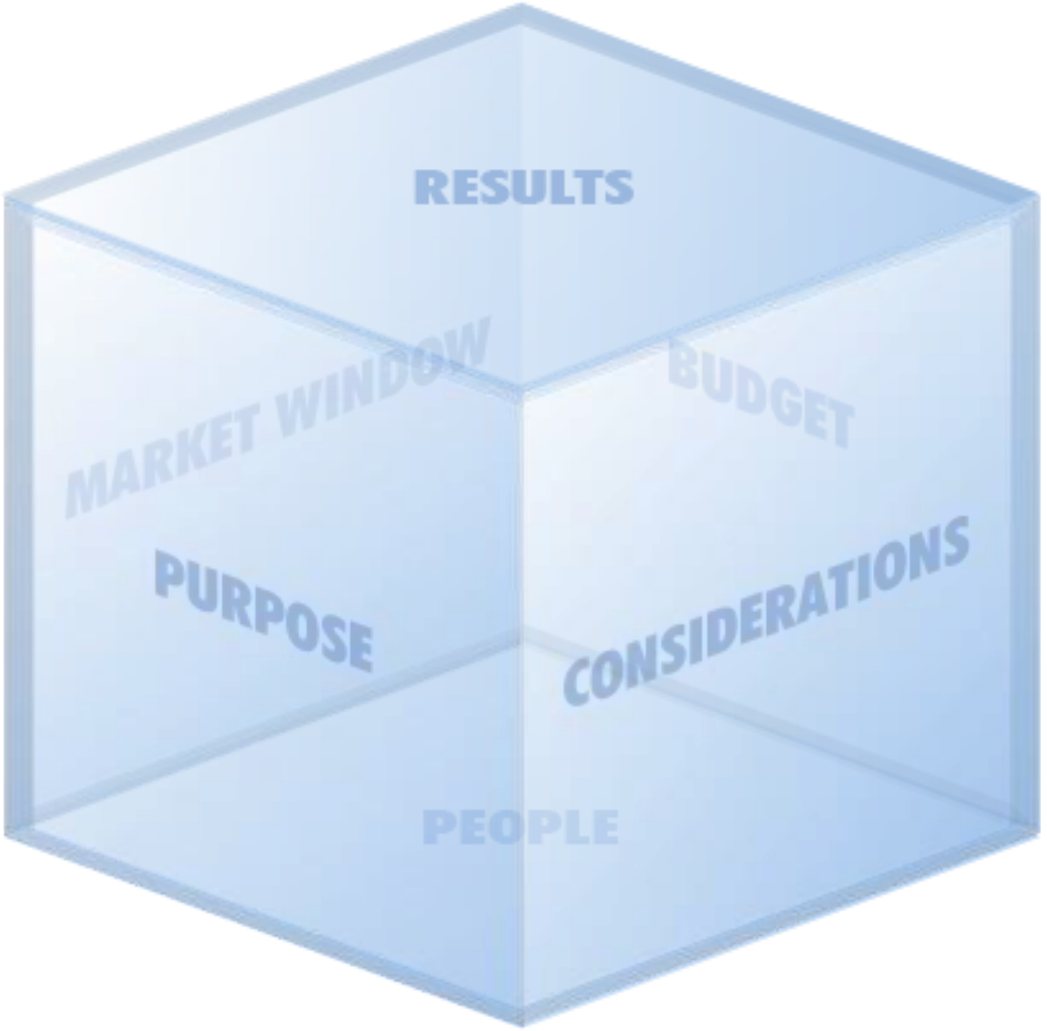
How do you know when they have crossed the boundaries?



How does your cube align with your team's cube?



use for leading up...



your tipping point ?

list your

step back

red

flags?

what will you do to step back?

summary

Step back?

authentic

motivation

the 3 C’s

foster

trust

team finds

solutions

Step up?

- **refocus** the ownership

focus through

- questions

macro

leadership tool

Stand Back and Deliver

co-author, published by Addison Wesley, due out in early 2009

The Seven-Day Weekend

Ricardo Semler

Orbiting the Giant Hairball

Gordon MacKenzie

Punished By Rewards

Alfie Kohn

Pollyanna PIXTON

accelinnova.com
evolutionarysystems.net
collaborativeleadership.com
+1 . 801 . 209 . 0195
p2@ppixton.com