

step back



step up

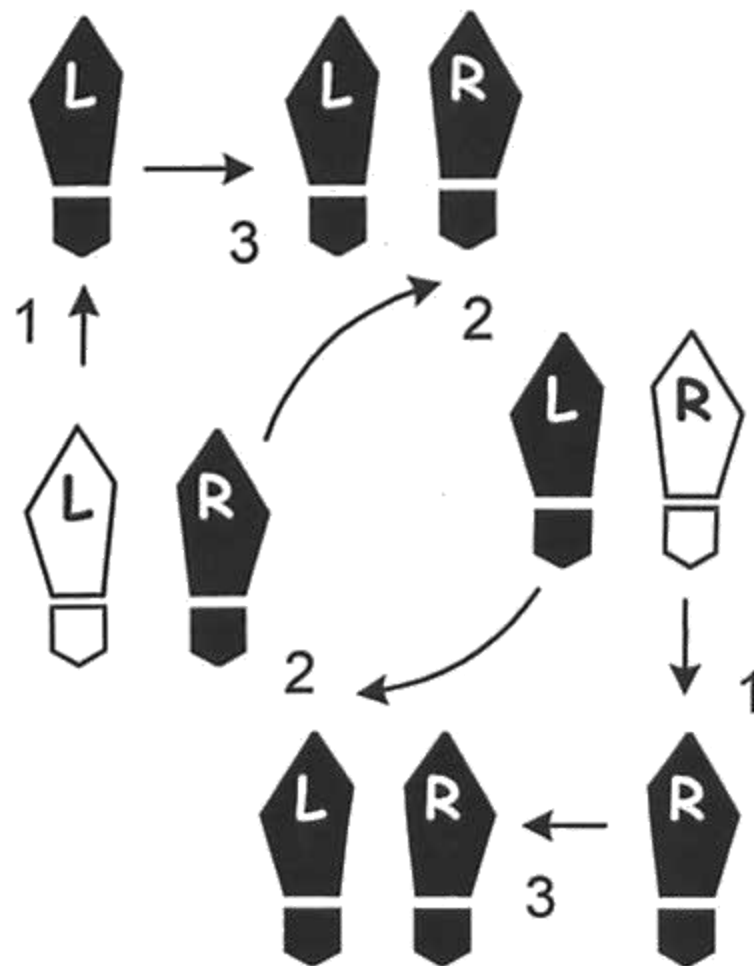




how and when ?

step up
without
stifling innovation

step back and
keep
focus





how
do you
step
aside
?

leaders need to...

unleash talent

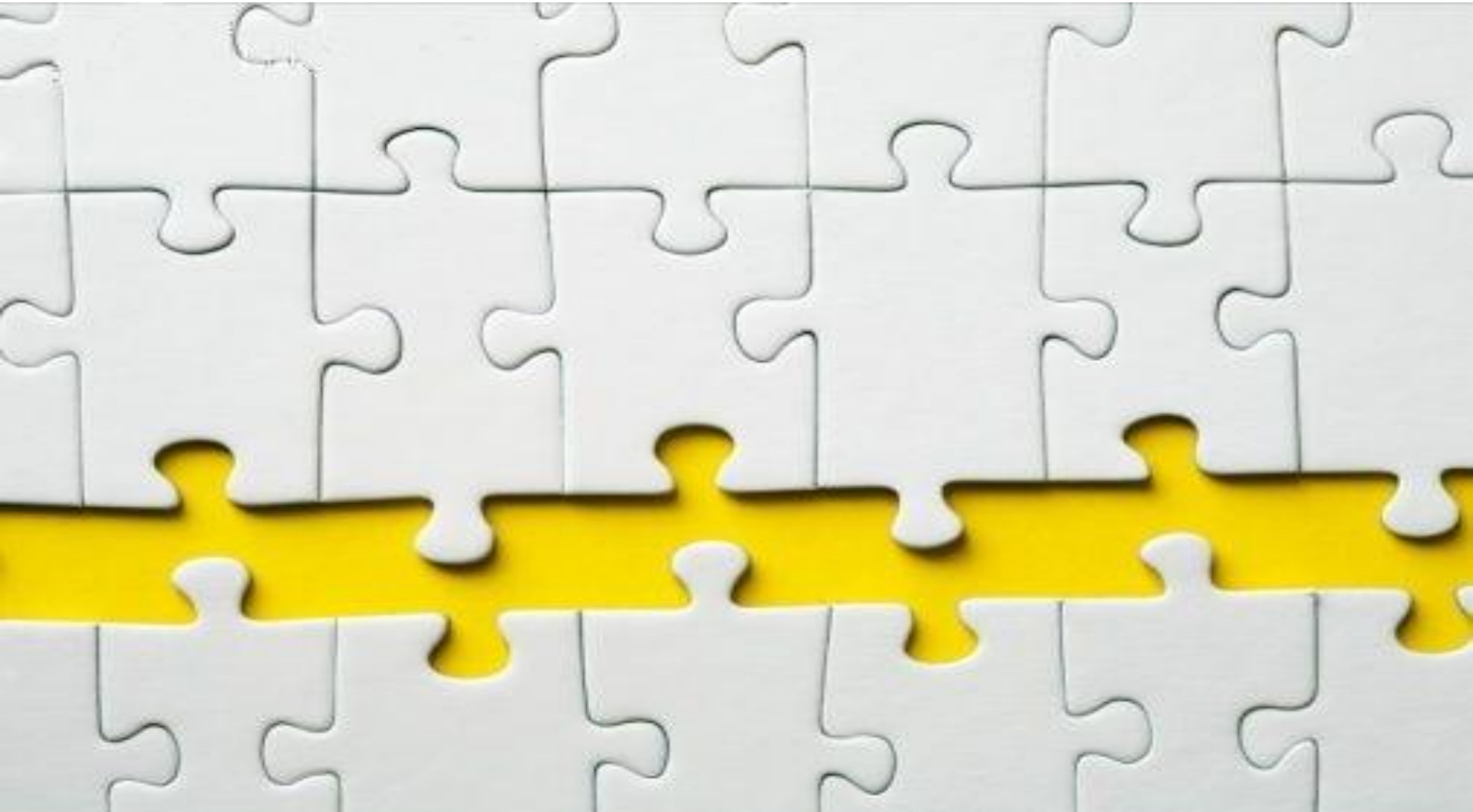


increase

productivity



develop **great** solutions



how ?

give **ownership**

use

authentic motivation

- Alfie Kohn

Punished By Rewards

A close-up photograph of several autumn leaves in various colors including green, yellow, and brown. The leaves are covered with numerous small, clear water droplets, suggesting a recent rain or dew. The background is a soft-focus mix of these colors.

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



The image features a solid red background. In the upper center, a blue chair is positioned on a thin white horizontal line. Below this line, a white grid pattern is drawn on the red surface, resembling a safety net or a protective mat. The grid is rectangular and composed of many small squares. The overall composition is simple and uses high contrast between the red, blue, and white colors.

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?



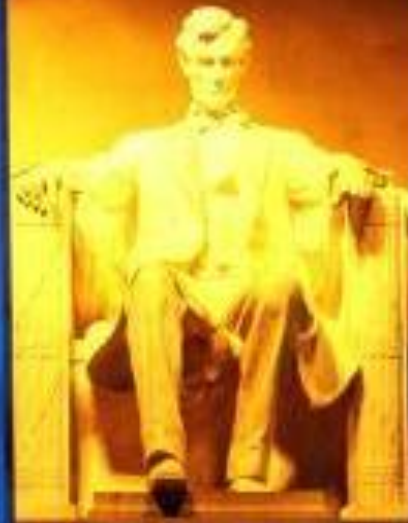
what to do ?

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



maintain **team**

integrity



and **problem** solving

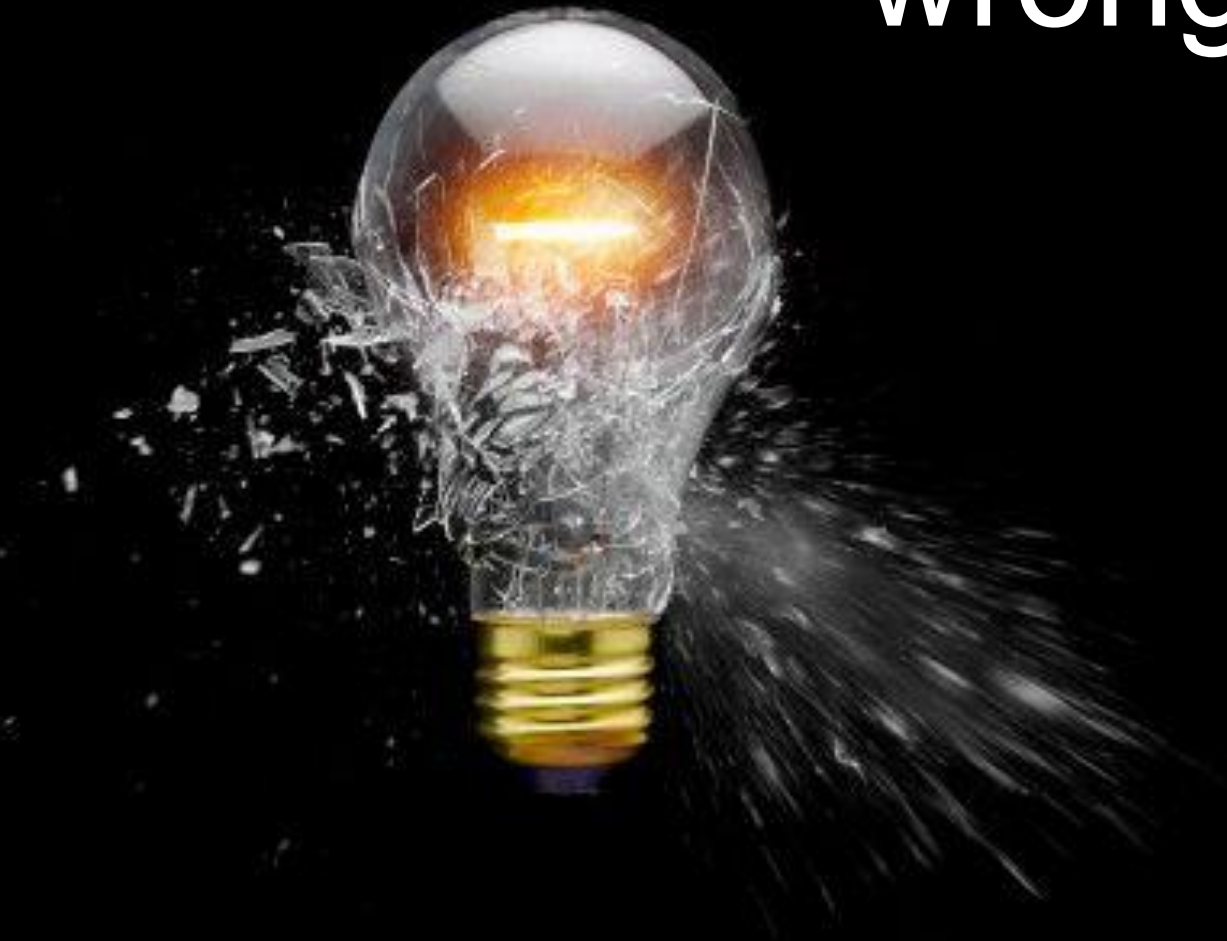
ability



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

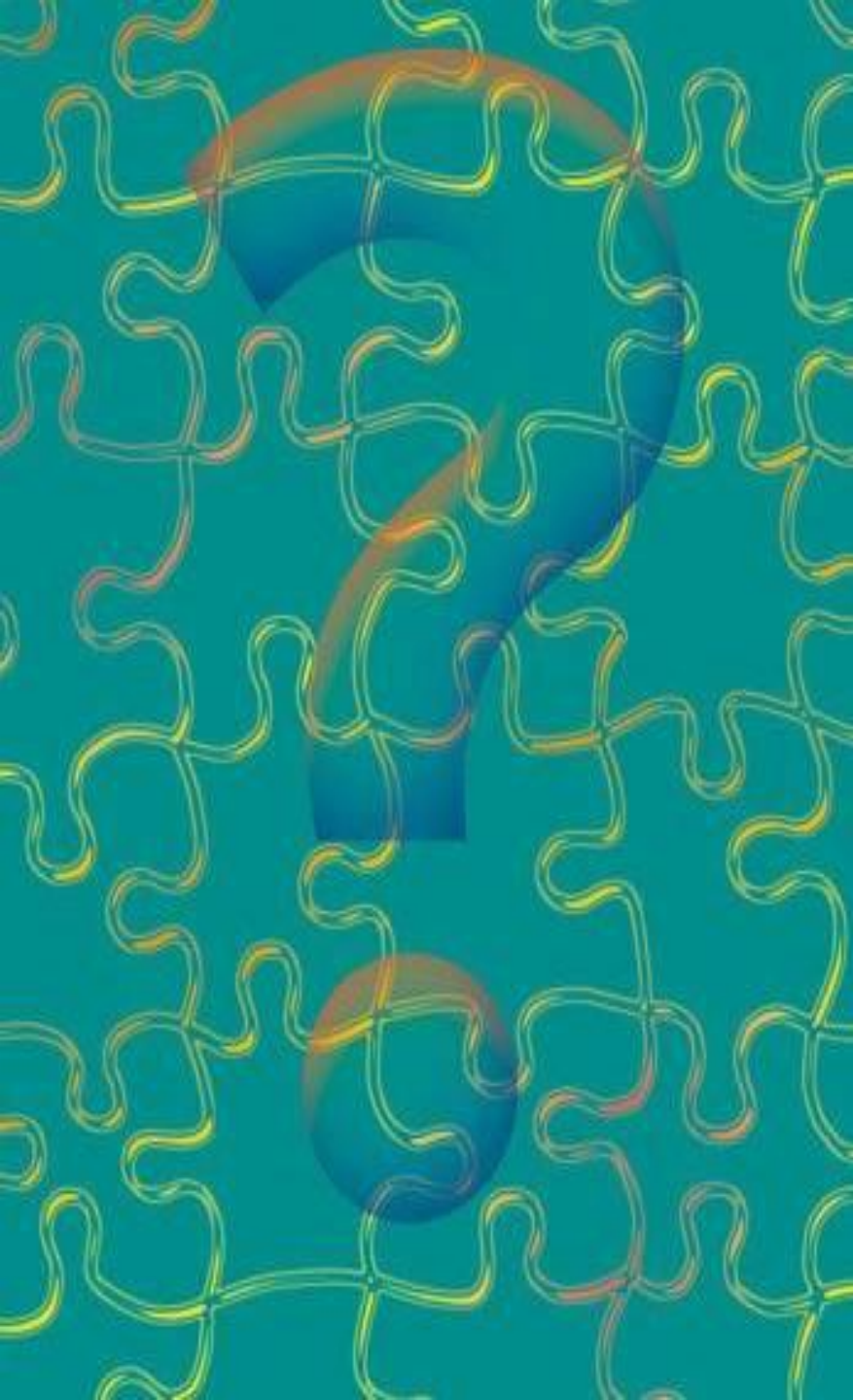
keep
the
focus



tell stories,

experiences





ask

questions

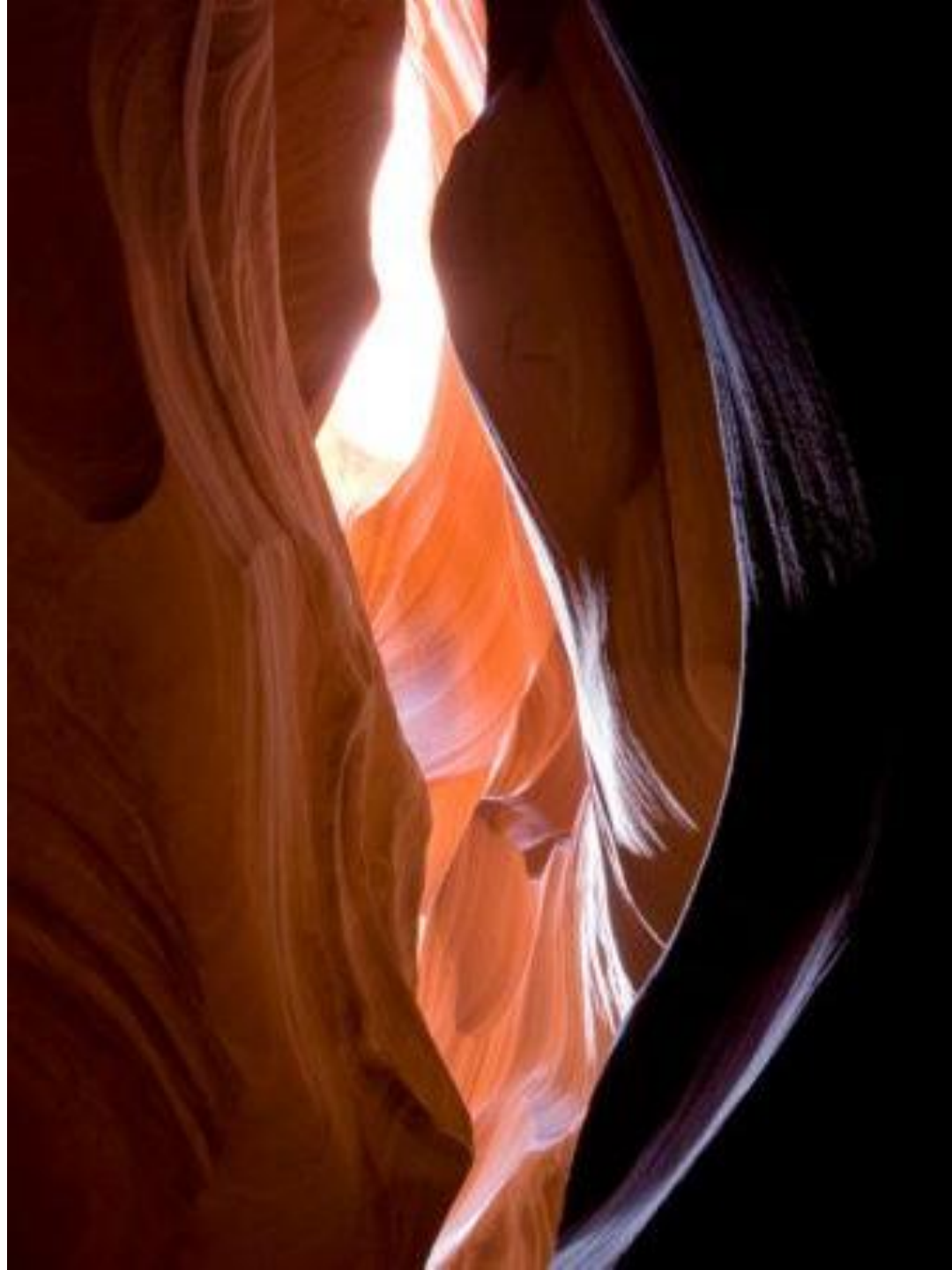
questions

that

help teams

discover

solutions



how

would **YOU** like

to

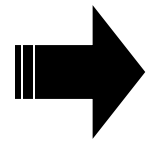
solve it?



A misty, rural landscape with a dirt road, a fence, and mountains in the background. The scene is captured in a soft, hazy light, likely during dawn or dusk. The road is flanked by a fence made of wooden posts and wire. Bare trees are scattered along the road and in the distance. The mountains in the background are shrouded in mist, creating a sense of depth and atmosphere. The sky is a mix of light blue and pale pink, suggesting a quiet time of day.

what would **you**

like **me** to do?



exercise: **leader** and **worker** conversation



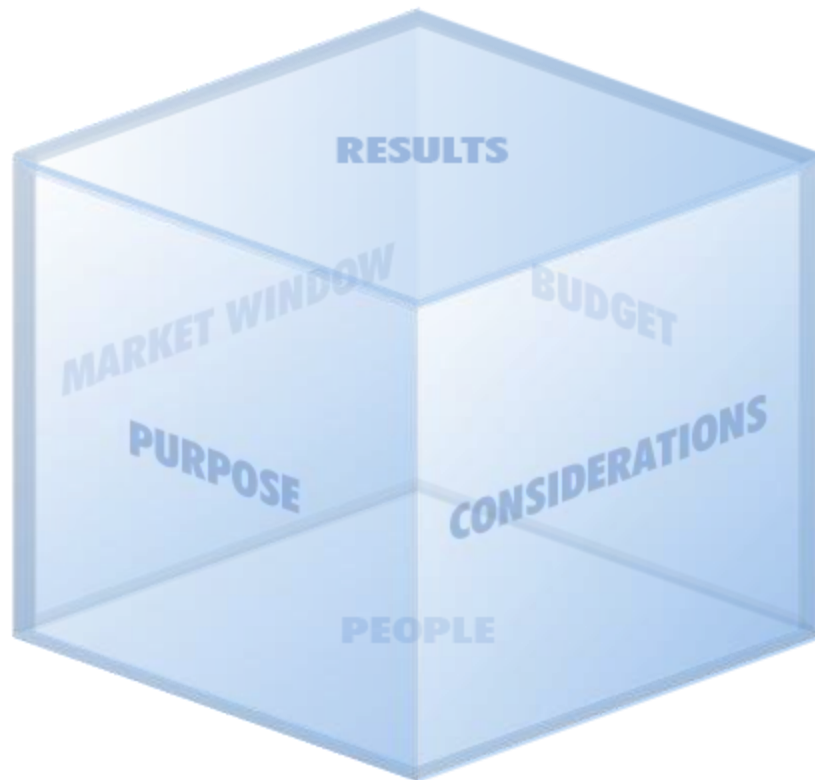
macro-

leadership

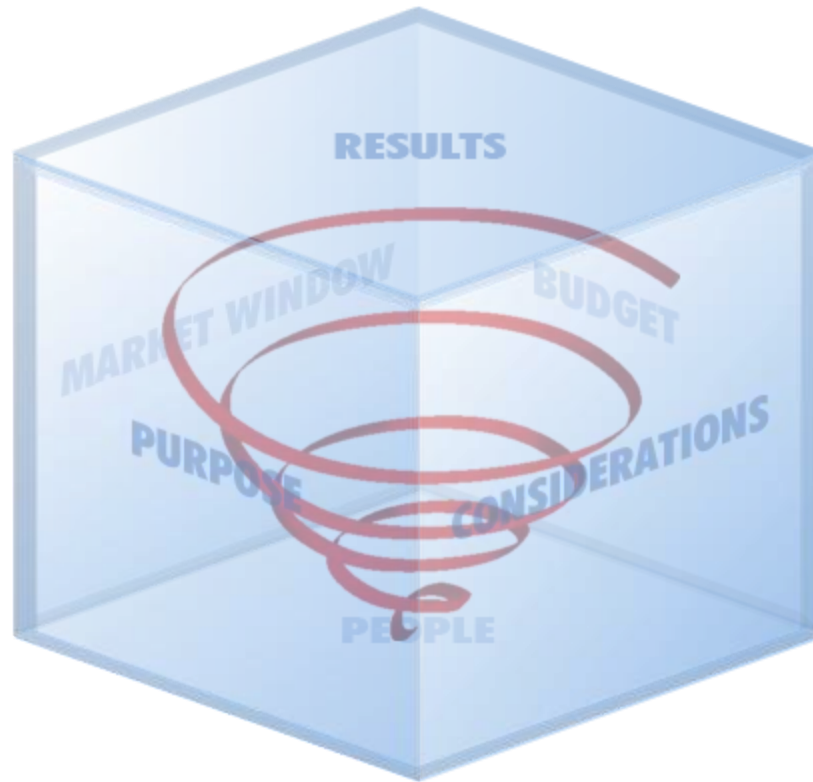
tool



Macro Leadership Cube



Stand Back



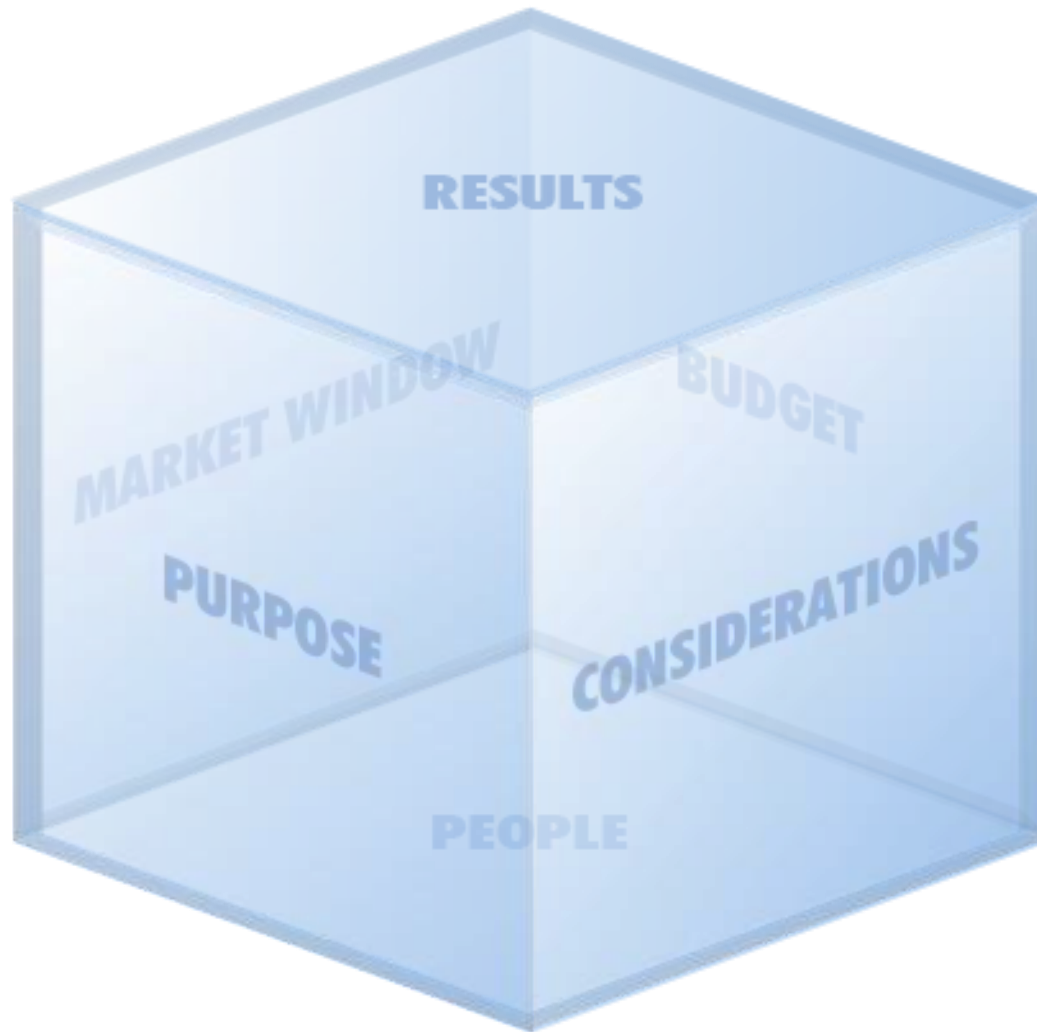
remove **barriers**



help teams **grow**?



Larger Boundaries

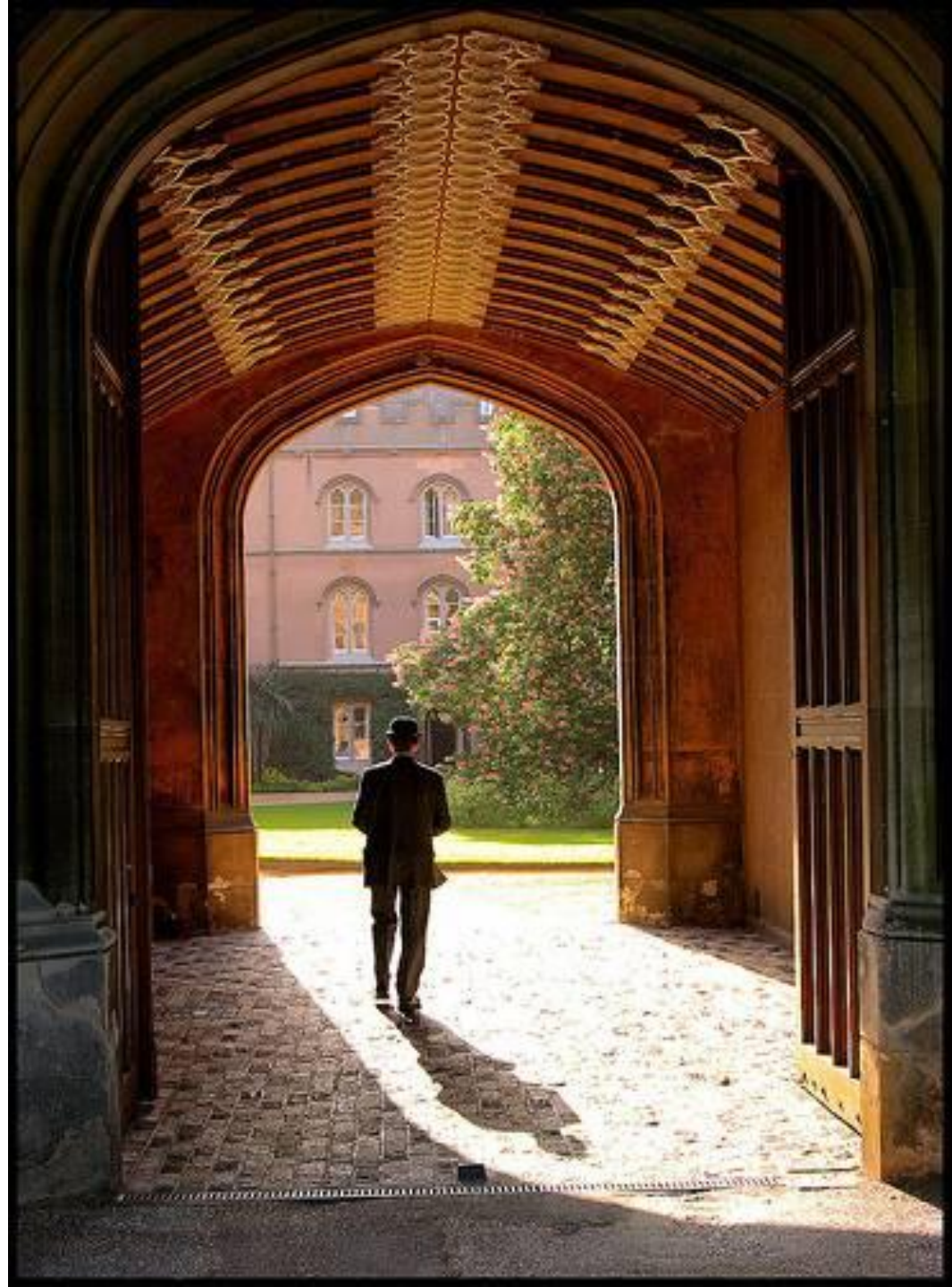


stand

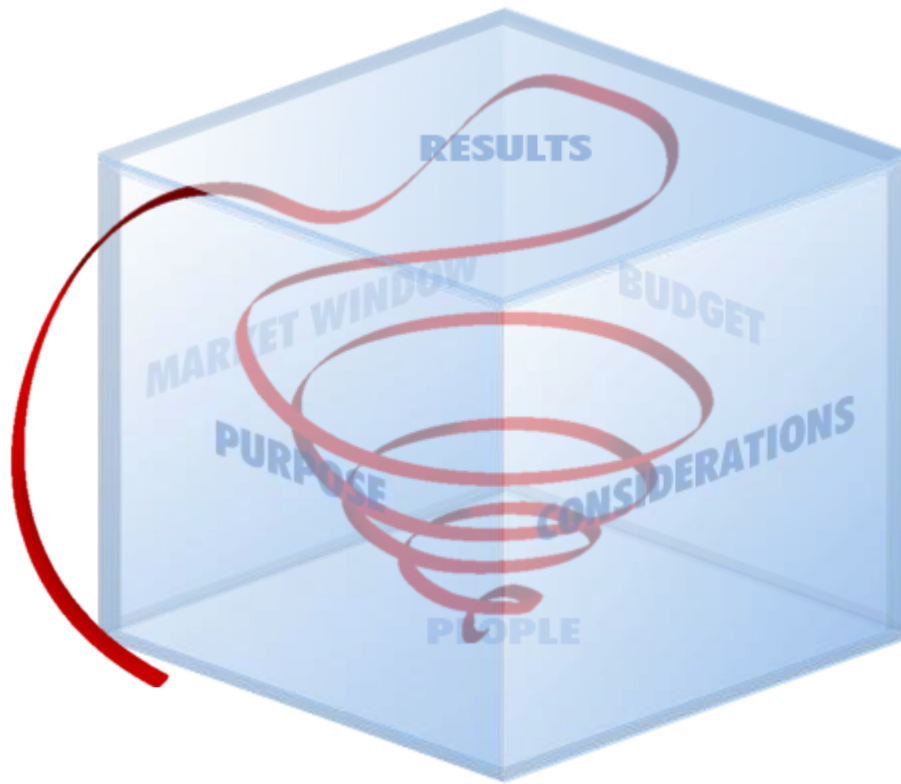
back

even

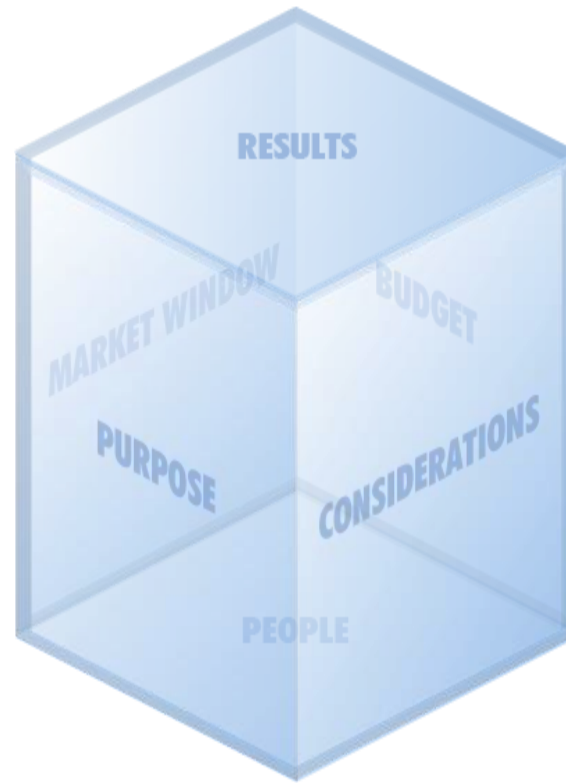
farther



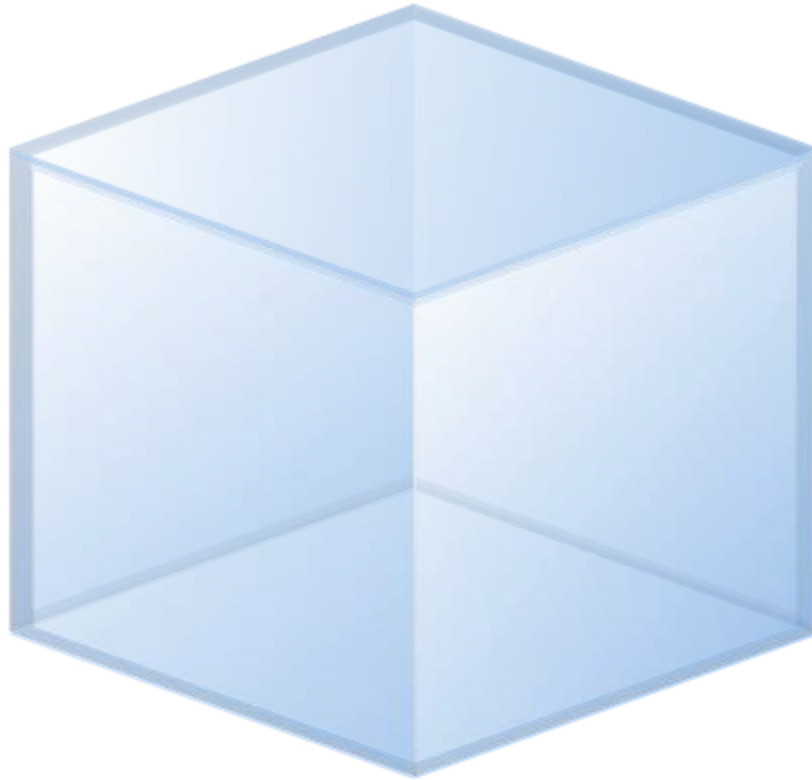
Step Up

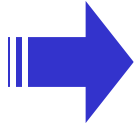


Tighter Boundaries

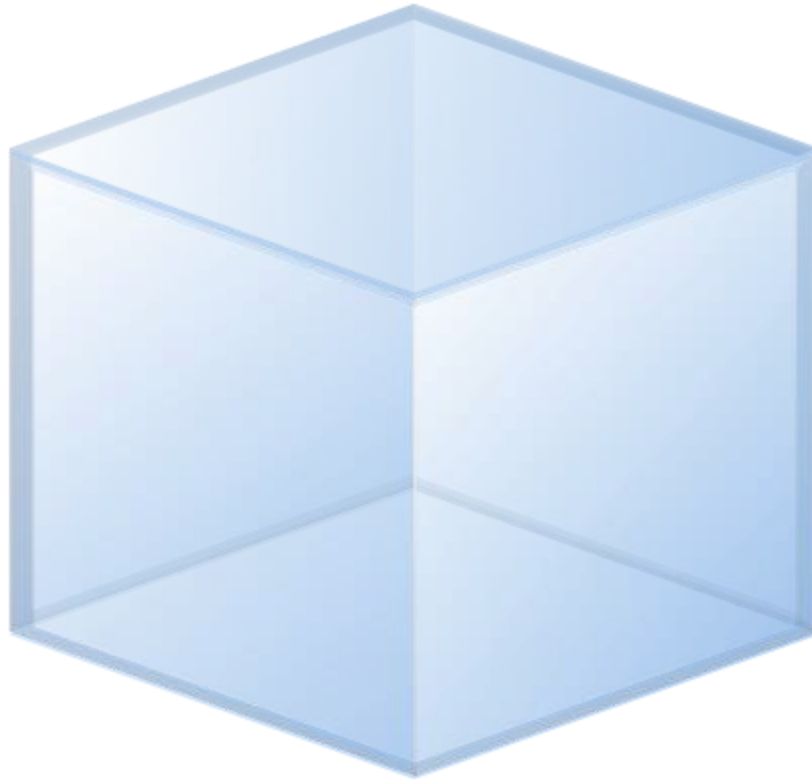


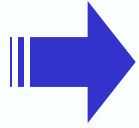
Example...



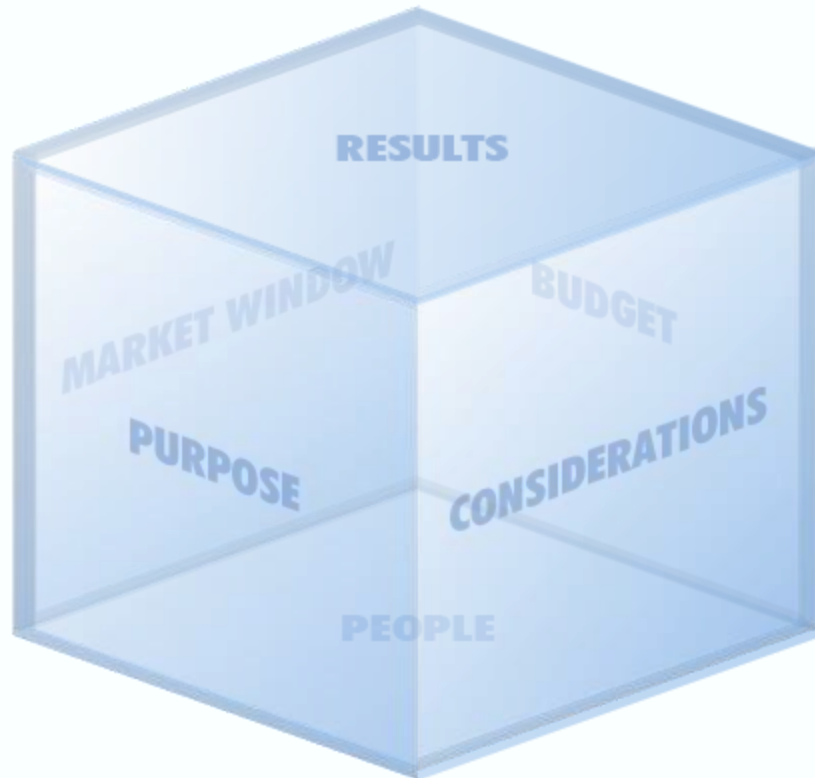


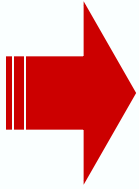
Your cube?



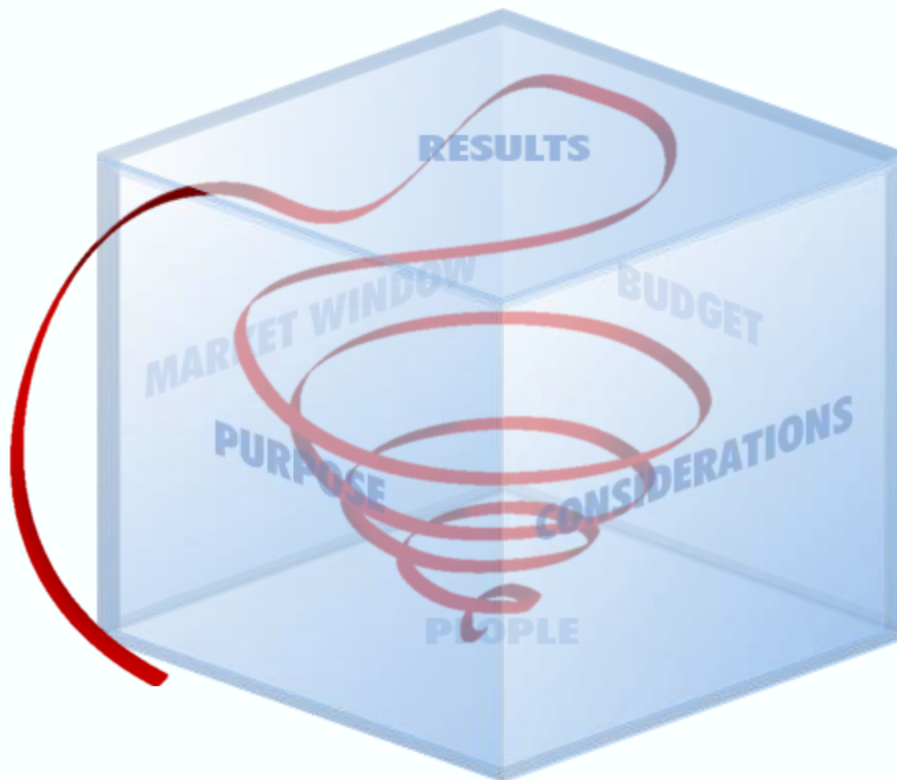


Your Team's Boundaries?



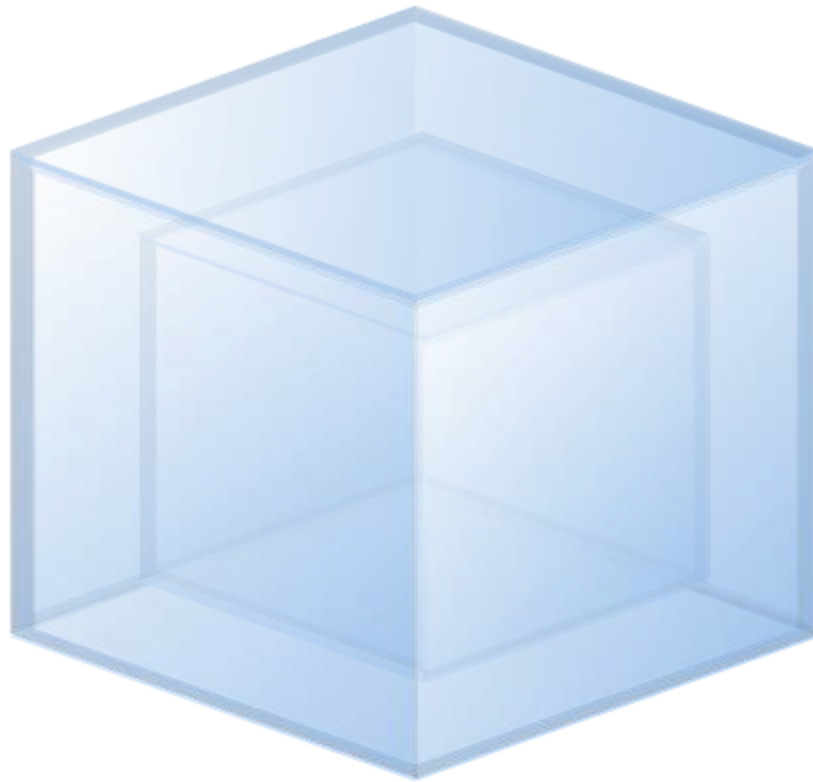


How do you know when they have crossed the boundaries?

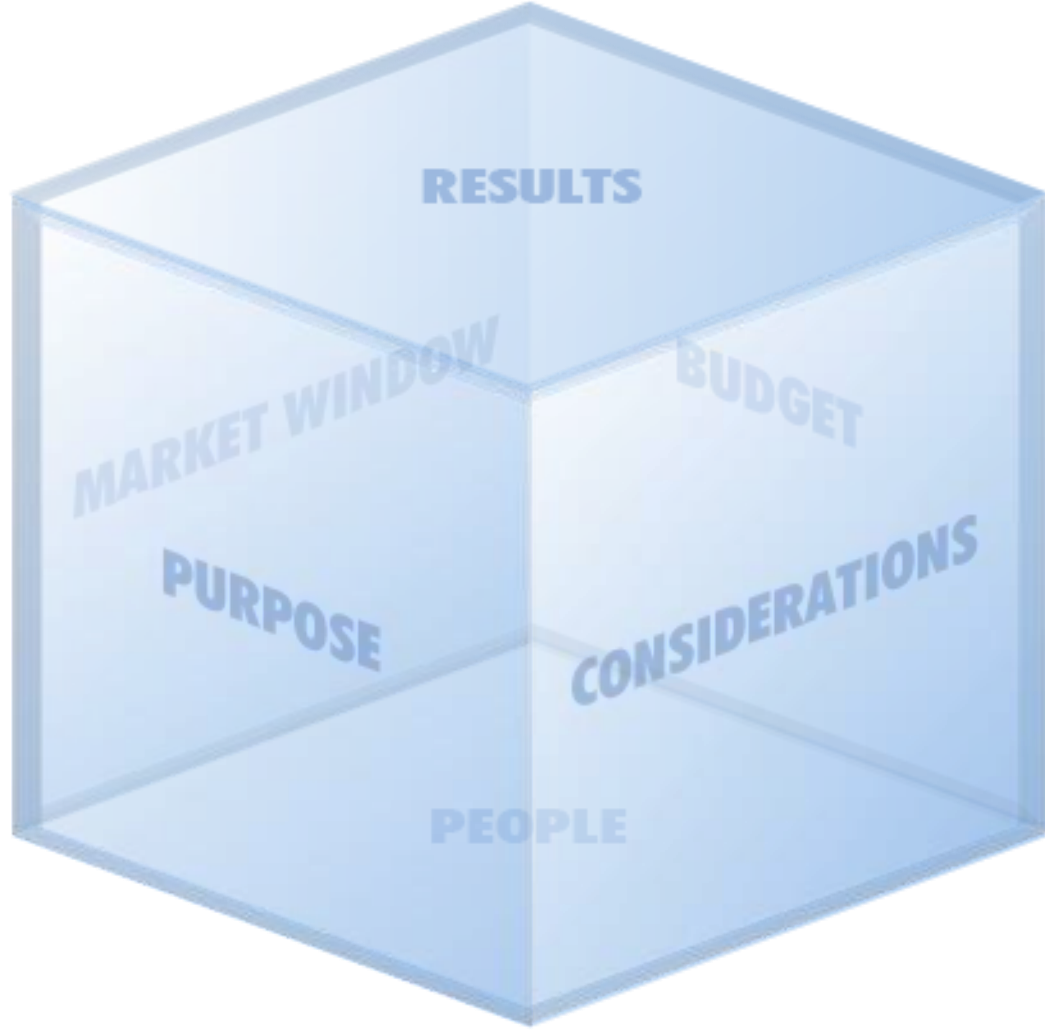




How does your cube align with your team's cube?

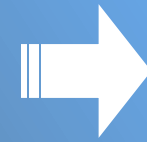


use for **leading** up...





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

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