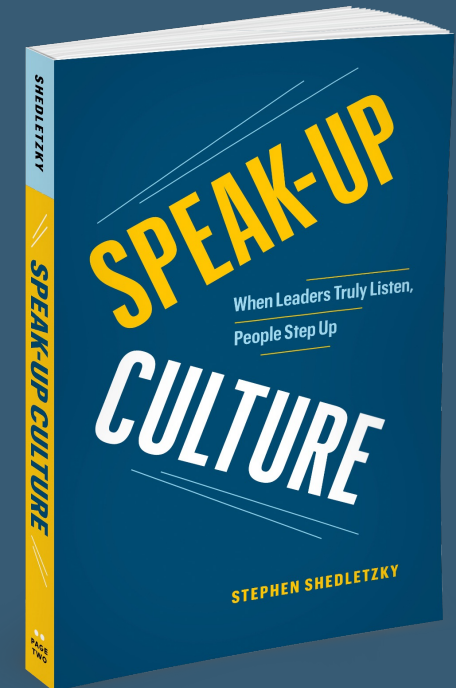


Speak-Up Culture

When Leaders Truly Listen, People Step Up



What is a Speak-Up Culture?



An environment in which people feel it is psychologically **safe & worth it** to share:

- **Ideas**, even if they're half-baked
- **Feedback**, to help one another grow
- **Concerns**, even if they're unpopular or personal
- **Disagreements**, especially with senior leaders
- **Mistakes**, believing it will lead to improvements

Is It Safe? Is It Worth It?

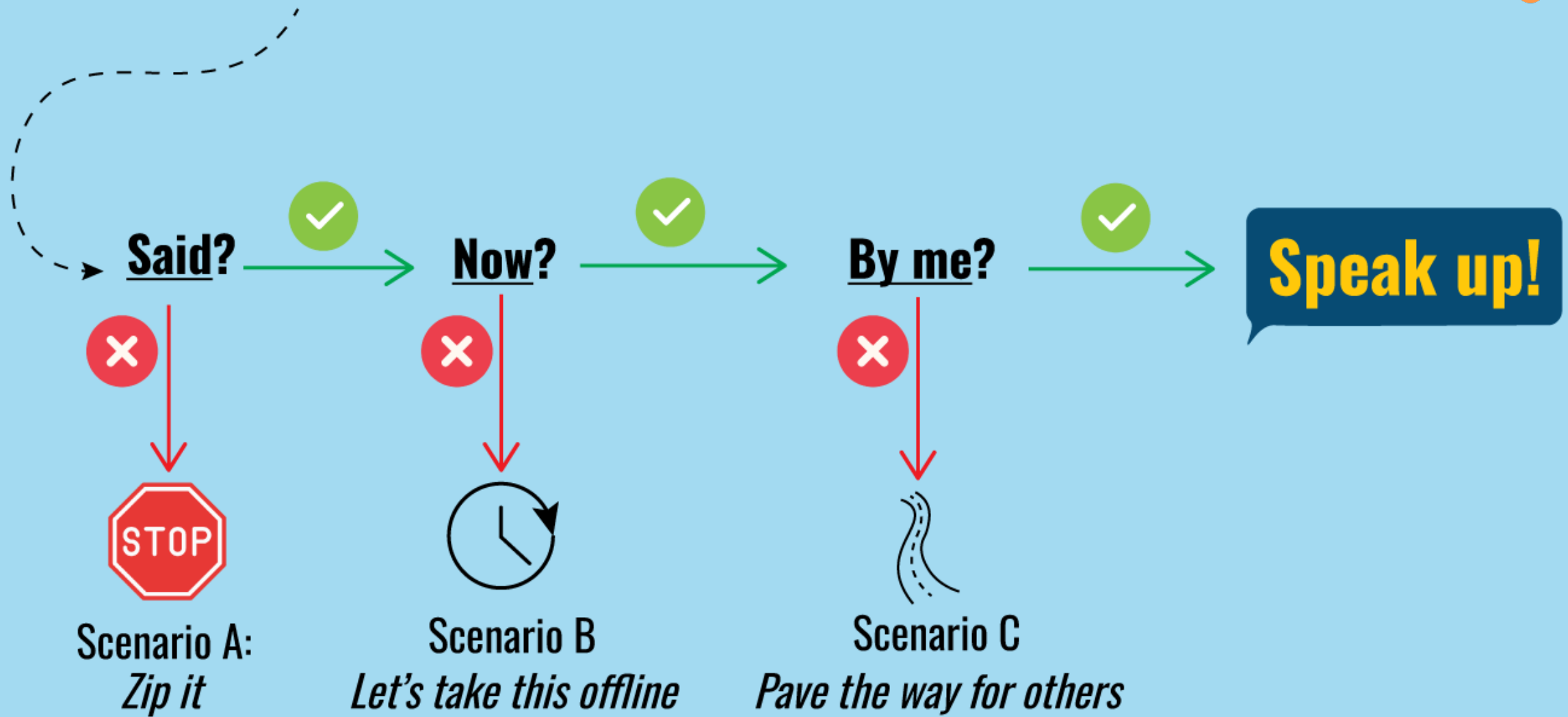


Is It Safe? Is It Worth It?





Does this need to be...



Speak-Up Spectrum



The Virtuous Cycle of a Speak-Up Culture



“Leaders aren’t born.
Leaders aren’t made.
Leaders are chosen
based upon the way
they behave.”

- Rich Diviney



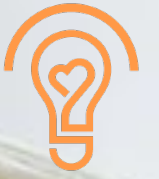
Ah, Breakout!



- Identify a leader or person in your life who made it both **safe and worth it** for you to speak up.
- **How did they behave?** What were the specific behaviors they displayed that made it safe and worth it for you, and others around you, to speak up with ideas, feedback, concerns, disagreements and mistakes?
- Capture themes and behaviors in your breakout to bring back to our main discussion.

Attributes of a Leader

- **Empathy & Compassion** – Leaders do the work to find a part of themselves that can connect with and empathize with others.
- **Authenticity** – Leaders need not be warm and charismatic. They ought to be themselves, consistently. Leaders, however, must care for people.
- **Service Orientation** – The fact that we have the term “servant leadership” means that our current definition of leadership is broken. Leaders serve.
- **Decisiveness** – Make decisions in a timely manner, even with limited data.
- **Accountability** – Give credit when things go right. Take disproportionate responsibility when things don’t go right.



Culture Matters.



Culture = (Values x Behavior) Influence

Inspiration & Trust



**Inspiration is the wind.
Trust is the boat.**

Navy SEAL Trust / Performance Matrix

PERFORMANCE	High Performance Low Trust	High Performance Medium Trust	High Performance High Trust
	Medium Performance Low Trust	Medium Performance Medium Trust	Medium Performance High Trust
	Low Performance Low Trust	Low Performance Medium Trust	Low Performance High Trust
	TRUST		

**Forget Gold.
Go for Platinum!**



Feedback Using the FBI



Feeling —————> This describes the **emotion(s)** generated in you by other's actions.

Behavior —————> Just the facts! Behavior describes the **specific events** that evoked your feelings.

Impact —————> This unpacks **the effect the behavior and feeling had on you** in the past, how it influences you in the present moment, and how it may affect you and them going forward.

Two examples to bring this concept to life:

Positive Feedback

I feel so supported by you

when you diligently prepared all of those client materials for our pitch meetings.

I only want to keep working with you.
Thank you!

F

B

I

Constructive Feedback

I felt frustrated

when you were late for three meetings last week.

I'm concerned with the amount we currently have on your workload. This isn't usually like you. What's going on?

Mindset
Actions
Systems



How to Bring a Speak-Up Culture to Life



- **Encourage** people to share their ideas, concerns, disagreements, and mistakes.
- **Reward** them when they do. In doing so, you'll **make it safe** and **worth it** for people to speak up.
- **Enact** your values. Remember the Culture Equation. The purpose of your **values** is to **live them**.
- **Recognize & reward** people when they behave the values. Offer **feedback** and **coaching** to those who don't.
- **Mind your influence**. As a leader, your whisper is a shout and tip toes are stomps.

Thank you!

Keep making it safe & worth it for the people around you to speak up.

- More at SpeakUpCulture.com
- Connect on social 

