



# APPROACHABLE LEADERSHIP® WORKSHOP

## Session One

### Course Description

The Approachable Leadership® Workshop begins the approachability journey. This **three-session, virtual learning experience** gives leaders a chance to dive deep into the behaviors and skills that set Approachable leaders apart from the rest. Leaders will learn that satisfaction and engagement are a result of doing stuff, and how leaders who create the right space work with employees who want to do that stuff every day. During each session participants **practice and coach others** on behaviors that work – and we'll have some fun practicing those that don't.

Approachable leaders produce better business results and enjoy a higher quality of life.

### Session One Learning Objectives:

- Recognize the importance of **approachability** in leadership.
- Identify the role **power distance** plays in work relationships and demonstrate ways to reduce power distance.
- Apply the three components of the Approachability window – **Be open, understand and support**.
- Demonstrate approachability by **practicing openness** behaviors.

**SUPPORT.**  
**CONNECT.**  
**THRIVE.**

your turn!

#ApproachableLeadership

### Everyday Leaders

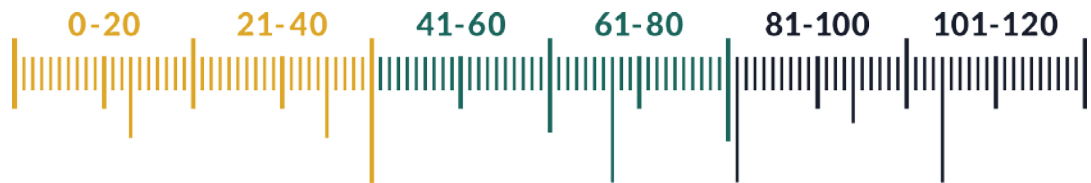
**Your Leader?**

**Why?**

**Two behaviors you admire?**



### Hofstede's Power Distance Index



**Low Power Distance**  
*Relationship Focused*

**High Power Distance**  
*Position/Authority Focused*

your turn!



Power Distance Gap  
Two ways you can shrink the gap?

- 1.
- 2.

## THE CONNECTION MODEL

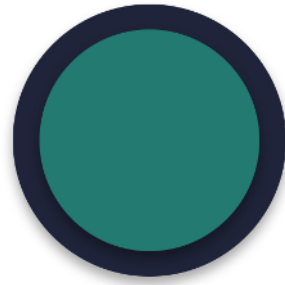
# The Approachable Leadership<sup>®</sup> Connection Model



**Be Open**  
right space



**Understand**  
right feeling



**Support**  
right action

Approachable Leadership Defined...

Connecting with another by  
being *welcoming*, and *seeking to*  
*understand* and (if possible) meet  
their *needs* and *desires*.

## APPROACHABLE LEADERSHIP DEFINED

your turn!

What four “magic” words  
make you more approachable?

---

---

---



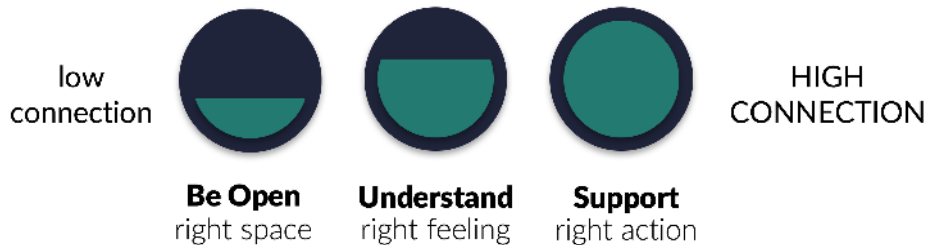
Great leaders create a space  
where you can bring your best  
to work each day.

Like a ring, leaders can be too  
loose or too tight. The best ones  
are there when you need them,  
gone when you don't.

## Recognize Approachability Tool

CHECKING IN

### The Connection Model



TOOL IN PRACTICE

### Right Space

- Physical space: Welcoming? Inviting? Open door? Comfortable place to sit?
- Warmth: Genuinely glad? Appropriate touch? Eye contact? Body language?
- Availability: Make time to meet? Walk around to others' space? Keep appointments?
- Present: Limit distractions? Single tasking? Sole focus on the individual?

### Right Feeling

- Stop: Full stop. Eliminate distractions. Reschedule if not able to give complete attention.
- Listen: Use *Active Listening Tool*. Show you are listening, provide nonjudgmental feedback.
- Confirm understanding: You feel [emotion] because of [reason]. Do I have that right?
- Gestalt mindset: Empathy. No advice. Share experience of similar emotion (don't "one-up").

### Right Action

- Solution-focused questions: How do we solve? Who can help? What's our goal?
- Follow up tool: Use *Right Action Tool*. Inbox always with you. Routinely empty. Schedule.
- Follow up rule: Touch only once. Do it now. Return calls and emails on schedule.
- Get help: Accountability partner. Reminder if not back when promised.

Power distance gaps cause major problems. Setting the stage and following this four-step process will help you recognize and shrink power distance gaps.

### CHECKING IN

---

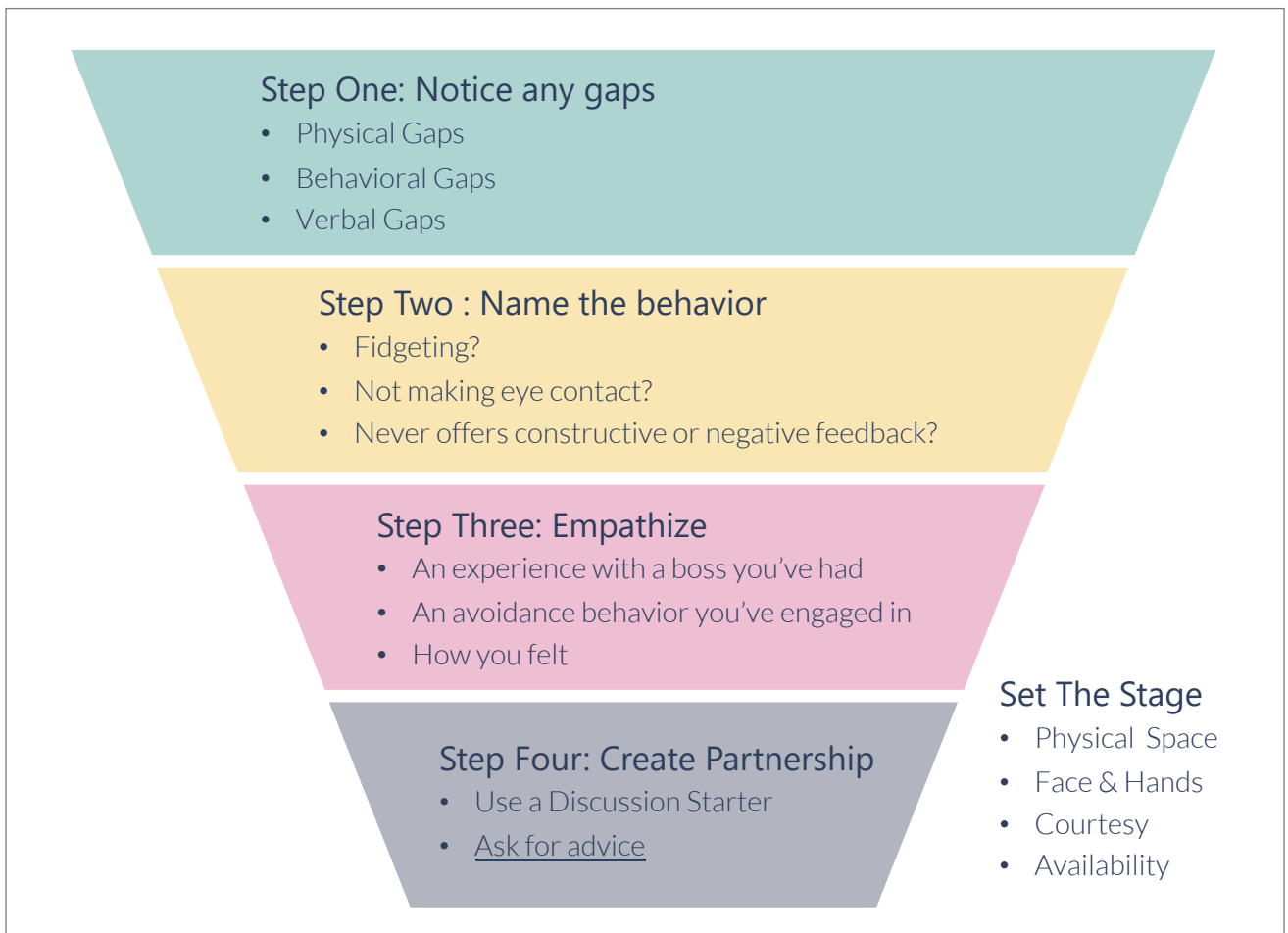
#### Tool in Brief

- **Set the Stage** subtle changes that impact how you are perceived
- **Notice Gaps** look for signs of the three types of gaps
- **Name the Behavior** discussing it with the person begins to bridge the gap
- **Empathize** share from your experience; makes you more relatable
- **Create Partnership** asking for advice disarms the tension; levels the playing field

### TOOL IN PRACTICE

---

Use the tool to recognize signals of power distance. When you notice one, follow the steps to help shrink the gap. Start by setting the stage.



## DETAILS

### Set the stage – pick several to get started, and keep working

- Open and inviting office/work space
- Face the door
- Focus attention during conversations
- Smile (with your eyes!)
- Shake hands, high fives, fist bumps
- Walk around frequently – be available
- Use hello, please, and thank you
- Call teammates by name
- Ask teammates the 3 Questions often
- Open stance (not arms crossed)

### Types of gaps to look for

#### 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... use these (or something similar) to help name the behavior, empathize, and create partnership, leading to asking for advice

- “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?”

The first cornerstone of Approachable Leadership® is to be welcoming and create the right space. This tool provides practical tips on how to be available, warm and present.

### CHECKING IN

#### Right Space is created by:

- Physical Space
- Availability
- Warmth
- Presence

### The Connection Model



### TOOL IN PRACTICE

Use the tool to identify opportunities to improve your physical space, your behavior, your availability and your presence.

#### Physical Space

- Is the physical space inviting and warm?
- Comfortable place to sit?
- No obstacles between (same side of desk)?
- Personal objects or discussion starters?
- Is it quiet? Can it be private?
- Is there a reason to visit? Food works great - so do games.

#### Availability

- Available to meet when needed?
- Do you block scheduled "drop in" time?
- Convenient way to schedule time on your calendar?
- Do you allow interruptions for emergency situations?
- Do you "advertise" ways to meet with you?

#### Warmth

- Are you welcoming and neighborly?
- Are you smiling? Remember you smile with your eyes.
- Have you asked open-ended questions?
- Are you doing more than half the talking? Shut up.
- How are they feeling? Are they comfortable?
- What do they need?

#### Presence

- Full stop. Give full attention.
- Put away your phone, close your laptop. No distractions.
- Close your door or signal to others that you are in a meeting.
- Listen actively. Don't try to think of what you'll say next.
- Summarize what you've heard and confirm understanding.
- No problem solving till asked.



## KEY TAKEAWAYS: OPENNESS | RIGHT SPACE

### *Key Takeaways*

- **Balance competence with warmth** – neither extreme is good
- **Unapproachable behavior has ripples** – impacts all future interactions
- **Unapproachable behavior often means:**
  - You'll always be “out of the loop”
  - People will avoid telling you things that are important (Power Distance, Air Florida)
  - Your team will feel unappreciated, disengaged, looking for the exit (unproductive, turnover)
- **Overly nice behavior often means:**
  - Your team won't trust you, feels fake or inauthentic
  - People feel like they aren't important or needed
  - People don't think you care (or understand) the business – low competence
- **“Just Right” behavior blends competence and warmth:**
  - Usually quicker and more efficient
  - Employee feels appreciated, needed, and understood
  - Employee more likely to approach in the future, give their best when they return, pitch in to help others

### *Openness Behaviors to Experiment with:*

- Rearrange your office or work area.
- Check your body language (arms crossed often?)
- How fast do you walk?
- What's your typical resting facial expression?
- Work on your “first impression” – smile with your eyes
- Say “Hello, Please & Thank you.”
- Notice and compliment organizational citizenship
- Look for signs of power distance (physical, verbal, behavioral)