Approachable Leadership®

Approachable Behaviors	Unapproachable Behaviors
1 Available when needed	A. Not available
2 Makes time to talk	B. Too busy to talk
3 Cares how others are doing	C. Doesn't care about others
4 Shows interest in others	D. Not interested in others
5 Hears others all the way out	E. Interrupts and takes over
6 Does not cut off others	F. Cuts others off
7 Follows through on commitments	G. Doesn't follow through
8 Glad to see others	H. Feels like others are an interruption
9 Wants to hear questions or concerns	I. Not interested in questions or concerns
10 Wants to hear suggestions or opinions	J. Not interested in suggestions or opinions
11 Makes sure others have what they need	K. Doesn't care if others need resources
12 Asks others how to make the job better	L. Doesn't care if work is frustrating
13 Talks to others about their progress	M. Doesn't care about the progress of others
14 Tells others how they are doing	N. Doesn't tell others how they are doing
15 Open to new ideas	O. Not open to new ideas
16 Pushes others to do their best	P. Doesn't push others to do their best
17 Believes in others and expects a lot	Q. Doesn't seem to believe in others
18 Does what they say they'll do	R. Doesn't do what they say they'll do
19 Reliable	S. Unreliable
20 Positive and Encouraging	T. Negative and discouraging
21 Listens well	U. Doesn't listen
22 Cares about the personal lives of others	V. Doesn't care about personal lives of others
23 Doesn't play favorites, is consistent	W. Plays favorites, is inconsistent
24 Easy to find	X. Hard to find

My Two Strengths:

_____

_____

My Two Opportunities:

_____

_____

Approachability Window Tool

Many are slow to trust people in power. This creates a "power distance gap." Approachable leaders use the *Approachability Window Tool* to shrink the gap.

Tool in Brief
Approachability Window

The goal of this tool is to improve relationships by revealing more about yourself and seeking feedback. When you don't seek feedback you create blind spots. When you don't share with others, you close them out. This may cause them to withdraw.
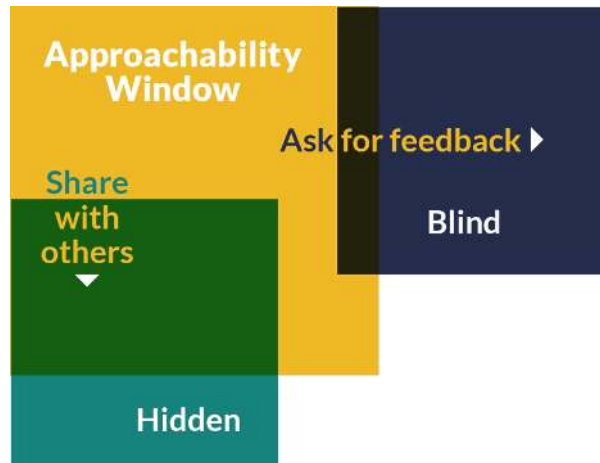
TOOL IN PRACTICE

Tips to Encourage Feedback

1. **Encourage feedback**. Sincerely ask for input.
2. **Stop/Start**. What should I start doing? What should I stop doing?
3. **Stress the value of the feedback.** Why is it important? Why is this person uniquely able to provide it?
4. **LISTEN!** Use our *Active Listening Tool* to make sure you do a good job of listening. This by itself encourages feedback.
5. **Don't be defensive!** Accept the feedback, be open-minded and reflect on it. Thank them – it's a gift!

Tips to Grow Relationships

1. **Take your time** – sharing too much too soon can be worse than not sharing. Go slow.
2. **Ask questions**. Don't interrogate but show interest and learn as much as you can.
3. When you share with someone **mention the relationship** – "I feel like we are close enough for me to share this…"
4. **Be empathetic** (don't one-up, offer unsolicited advice, etc.) Use our *Empathy Toolkit*.
5. **Don't share secrets**.
6. **Acknowledge and appreciate** if they reveal something new.

Approachable Leadership®

Active Listening Tool

A cornerstone habit of Approachable Leadership® is active listening. Without this skill there is no way to achieve understanding. This tool provides practical tips on how to improve your active listening skills.
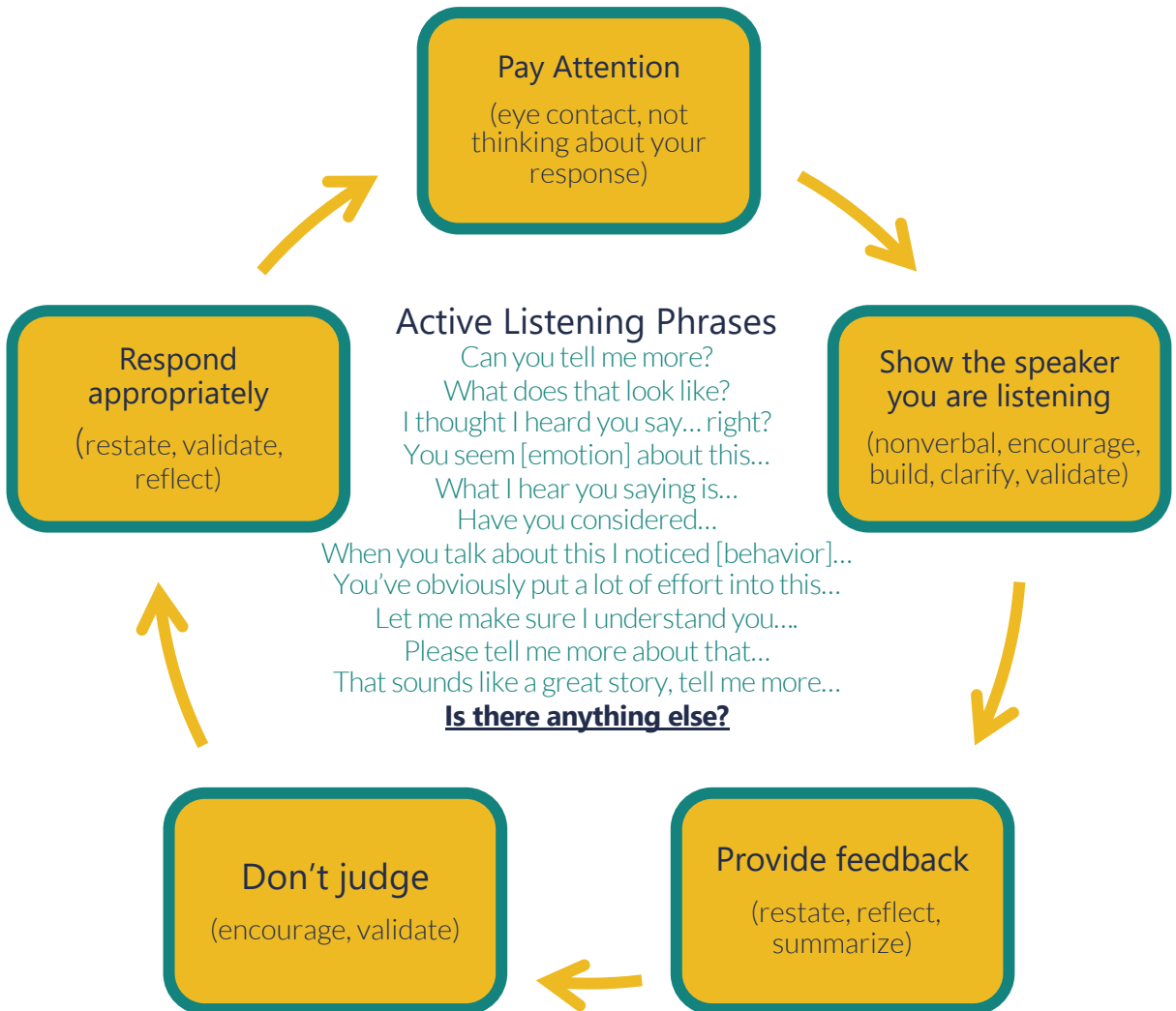
CHECKING IN

Active Listening:
- Pay Attention
- Listening Behavior
- Feedback
- No Judgment
- Respond

The Connection Model

low connection   HIGH CONNECTION

Be Open
right space

Understand
right feeling

Support
right action

TOOL IN PRACTICE

Use the tool to identify opportunities to improve your active listening skills.

Pay Attention
(eye contact, not thinking about your response)

Show the speaker you are listening
(nonverbal, encourage, build, clarify, validate)

Provide feedback
(restate, reflect, summarize)

Don't judge
(encourage, validate)

Respond appropriately
(restate, validate, reflect)

Active Listening Phrases

Can you tell me more?
What does that look like?
I thought I heard you say… right?
You seem [emotion] about this…
What I hear you saying is…
Have you considered…
When you talk about this I noticed [behavior]…
You've obviously put a lot of effort into this…
Let me make sure I understand you….
Please tell me more about that…
That sounds like a great story, tell me more…
Is there anything else?

Approachable Leadership®

Empathy SLC+C Tool

Empathy is hard. Leaders often feel like they need to have all the answers or they'll be seen as weak. Use this tool to help build your empathy skills and grow relationships.

Tool in Brief Empathy is the opposite of sympathy. Here is how to express it:

| Stop | Listen | Confirm | +Collaborate |

Use the tool to use the Stop, Listen, Confirm, + Collaborate model.

Stop. Give your attention, full stop.
- Put away your phone, close your laptop
- Remove any distractions
- If you can't pay attention reschedule
- Block uninterrupted time to meet
- Close your door – ask for privacy

Listen. Use active listening skills.
- Show speaker you are listening
- Provide feedback (summarize, reflect)
- No judgment, encourage more
- Respond appropriately (validate, restate)
- Focus on them – not what you will say next

Confirm. Make sure you understand the situation and the feeling.
- "You feel _____ because of _____. Do I have that right?"
- Give them space to correct your interpretation
- Remain in Gestalt mindset – don't give answers or advice
- Sit with that feeling you just described, think about a time you felt the same way
- Make sure you have confirmed understanding before moving to the next step

Collaborate. If you are asked, use solution-focused questions to find an answer.

Avoid problem-focused questions.
1. What's wrong?
2. Why do you have this problem?
3. Whose fault is it?
4. How long has this been going on?
5. What is this costing you?
6. Why haven't you overcome this problem?

Ask solution-focused ones instead.
1. What result do we really want?
2. When can we start?
3. What do we need to get started?
4. What resources are available?
5. Who can help?
6. What can we start now?