

### REFLECT

Biggest leadership win:

Biggest leadership struggle:

One thing you hope we cover:

### RECALL

Approachable Leadership®  
Connection Model



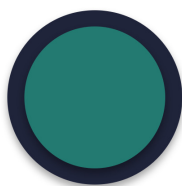
**Be Open**

right \_\_\_\_\_



**Understand**

right \_\_\_\_\_



**Support**

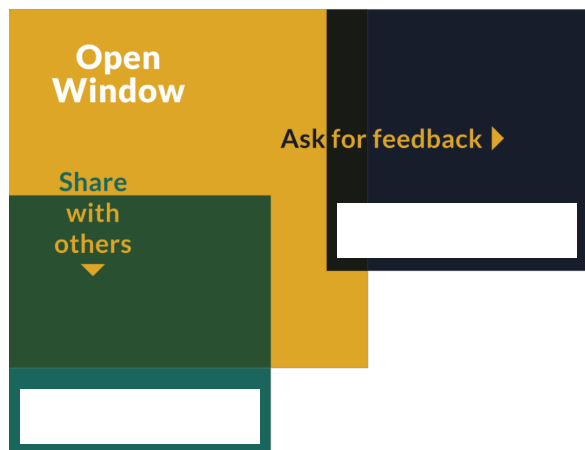
right \_\_\_\_\_

Connection is about...



...reducing \_\_\_\_\_

The Approachability Window



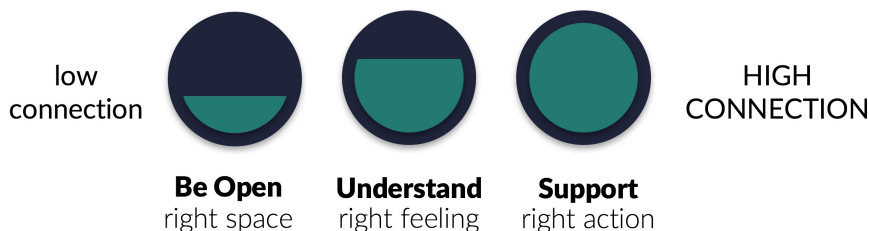
Check-in Questions

## Recognize Approachability Tool

During the Workshop we practice acting “Just Right” and learn to recognize approachable (and unapproachable) behavior. This tool continues building this skill.

### CHECKING IN

#### The Connection Model



### TOOL IN PRACTICE

#### Right Space

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

#### 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.

# Approachable Leadership®

## Right Space Tool

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:

- Presence
- Availability
- Warmth
- Space

#### The Connection Model



### TOOL IN PRACTICE

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

#### 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.

#### 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?

#### 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.

## COMMITMENT EXERCISE: PART 1

### OPENNESS | RIGHT SPACE

Take a few minutes to complete the following. Discuss with your partner and then you will have a chance to share with the rest of the group.

**Pick one (or two) openness behaviors to focus on this month.**

your turn!

Openness behavior I want to focus on:

your turn!

Openness behavior I want to focus on:

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.

## CHECKING IN

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



## TOOL IN PRACTICE

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 (sound) \_\_\_\_\_ 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?

## ACTIVE LISTENING TOOL

Identify opportunities to improve your active listening skills.

Use these *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]...

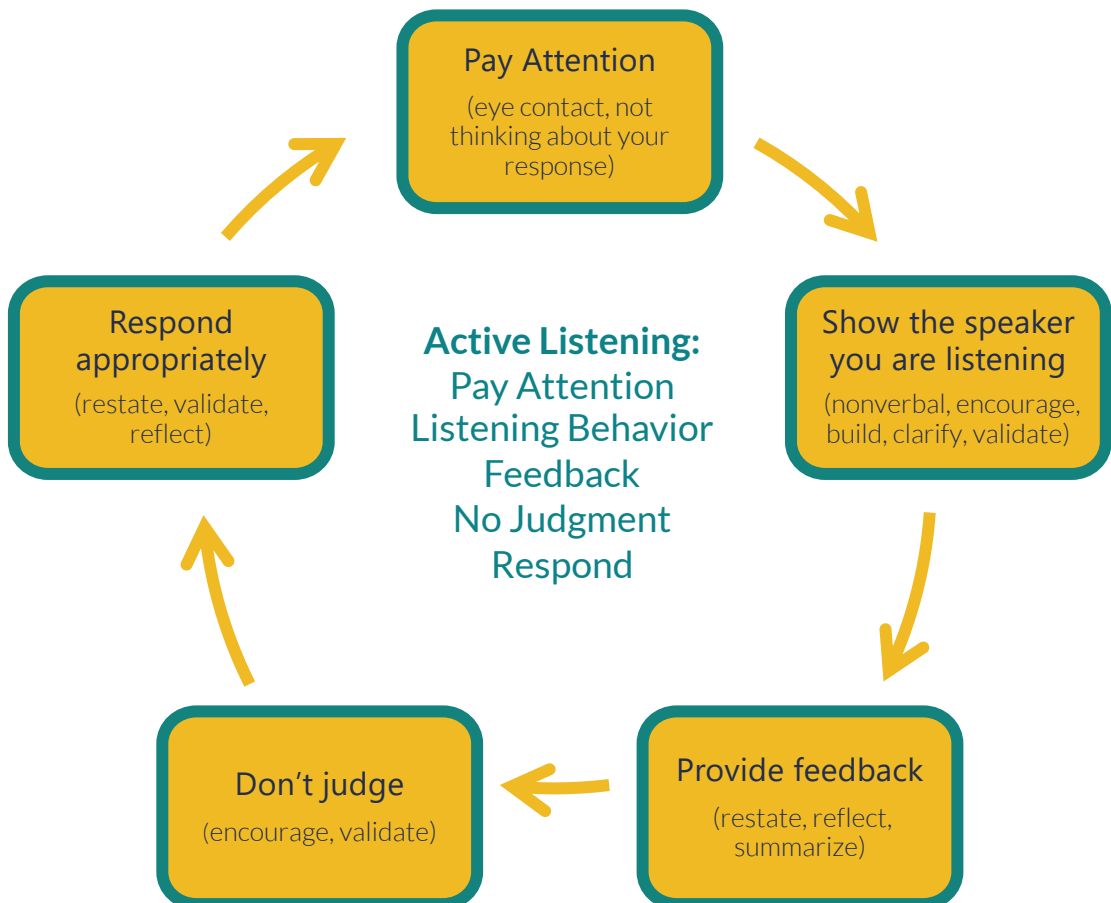
You've obviously put a lot of effort into this...

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?**



# AL Approachable Leadership®

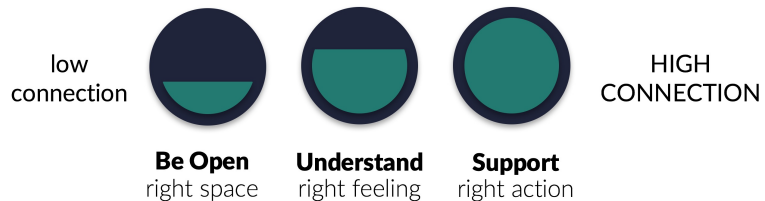
## Follow-Up Follow-Through Tool

The essential habit of support happens with good follow up and follow through. Lack of follow through destroys trust and credibility. Here are some practical tips to improve your follow up and follow through.

### CHECKING IN

Follow-Up and Follow-Through:  
Rules  
Tools  
Habits  
Environment

### The Connection Model



### TOOL IN PRACTICE

These are the 6 Key Areas for Follow Up and Follow Through.



Learn numerous other follow-up and follow-through ideas in *The Approachability Playbook* (ALplaybook.com)

### *Follow-Up Rules to Experiment with:*

- Clean up your workspace each day before you leave.
- List your top three to-do items before you leave.
- Empty your in-boxes (physical and virtual) each day and add follow-up items to your to-do list.
- Limit your in-boxes (one physical and one virtual in-box).
- Don't turn on your computer or tablet until you have taken a walk through the work area.
- Only check email at certain times each day.
- Arrive 30 minutes before your team to prepare for day.
- Make follow-up an agenda item for all meetings.
- Follow through on one to-do item before you wake up your computer each time you sit at your desk.
- Add follow-up to your morning or evening routine.

### *Supportive Environment Tools to Experiment with:*

- Use an obvious, physical in-box where people know they can put items they want you to see.
- Use an "Always Around" in-box where you can capture follow-up items (a notebook, notecards, or a phone app are the most common).
- Use a "dictation" app so to-do items can be captured by voice (Siri® can add items to your reminders list or a document by just speaking them into your phone).
- Consider using a "location-aware" to-do app, that can remind you to take an action when you are in a certain location (like picking up a form when you are at the corporate office).
- Use a whiteboard to put your key to-do items, follow-up items, or issue-tracking system.
- Share an Excel® spreadsheet with your team so they can see progress on open items and when items close.

After a Stop-Listen-Confirm conversation the last step is to Collaborate on a solution. This tool gives you several simple ways to problem solve in a collaborative way.

### CHECKING IN | TOOL IN BRIEF

- **Fishbone Diagramming** helps you and your teammate think through all the key contributing factors to the problem and helps prioritize solutions
- **People vs. Process** helps you recognize whether your solution should focus on people versus process which is critical to a successful outcome
- **Solution-Focused Questions** ensures a productive, resourceful conversation

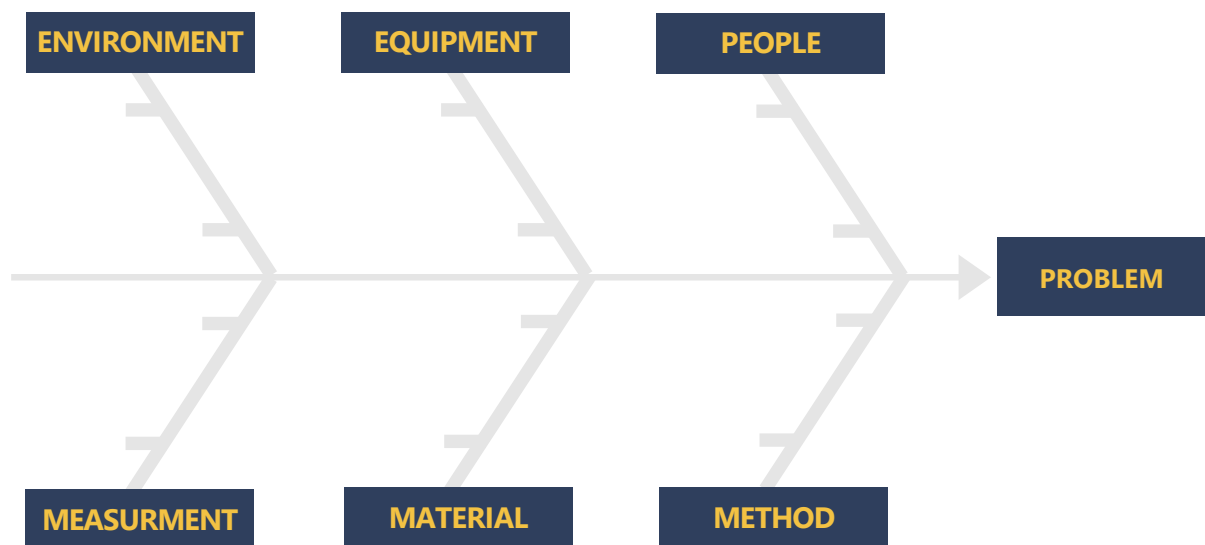
### TOOL IN PRACTICE

**Process.** Use a consistent, thorough process to problem solve.

**Participation** who should be involved?  
**Define** the right problem – ask the 5 whys  
**Analyze** the problem (fishbone)

**Identify Solutions** multiple options  
**Choose** a high impact, low difficulty option  
**Evaluate** your choice – repeat if necessary

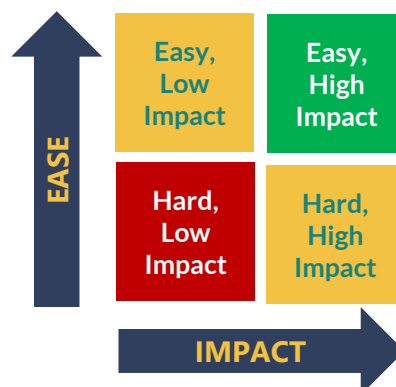
**Diagnose.** Fully understand a problem before attempting to solve.



**Collaborate.** Use solution-focused questions to identify and prioritize a solution.

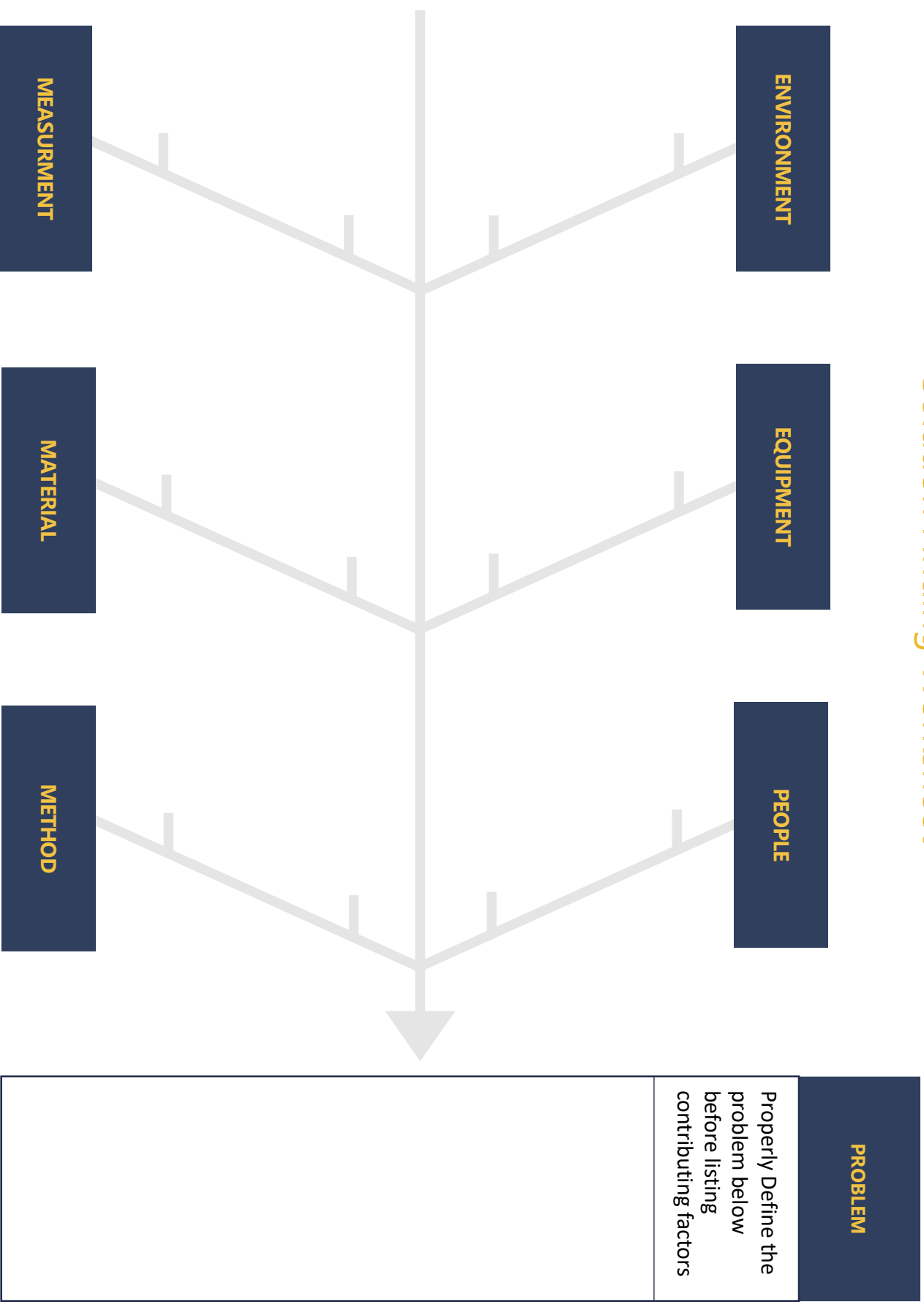
Ask solution-focused questions.

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?





# Solution Finding Worksheet

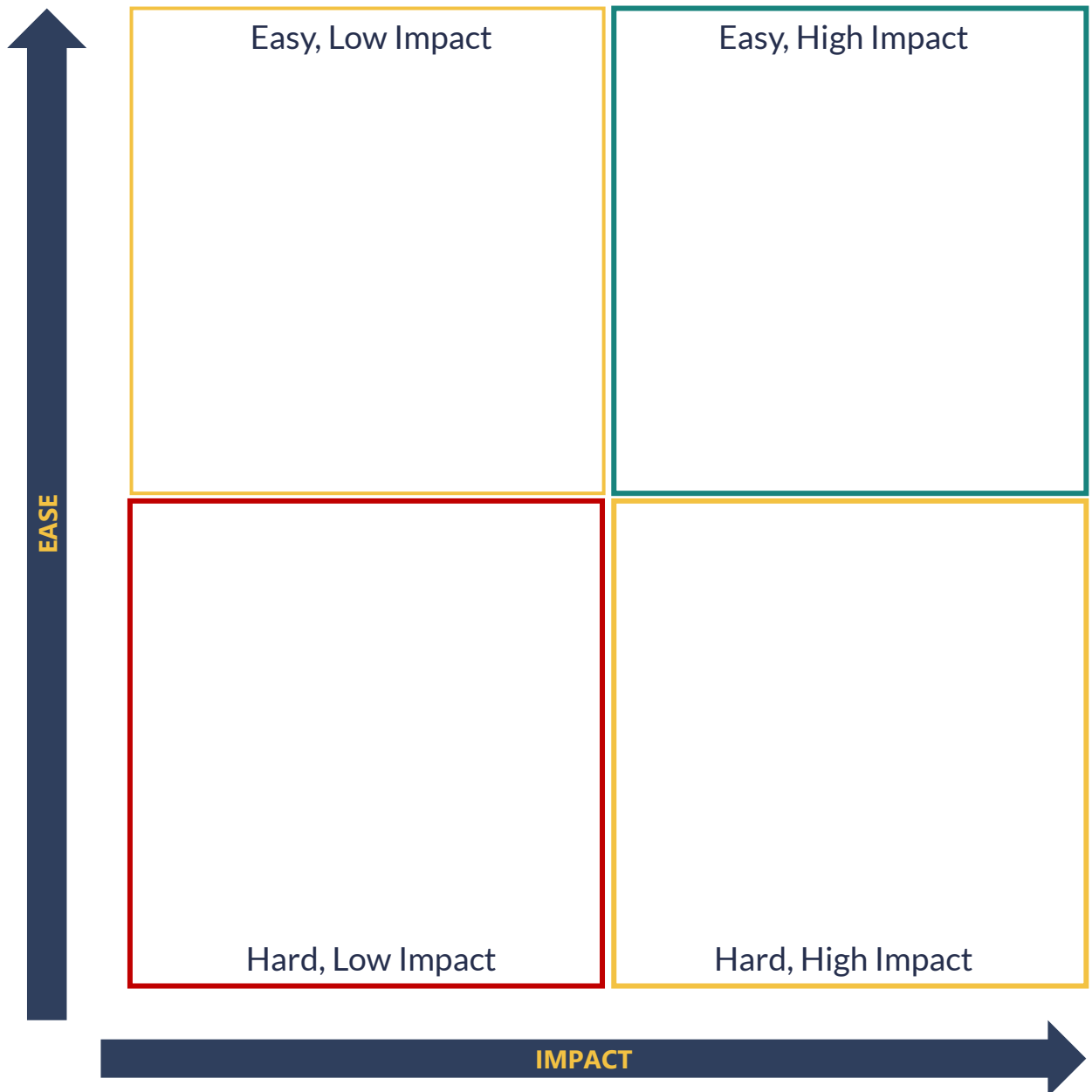


# Solution Finding Worksheet

Collaborate. Use solution-focused questions to identify and prioritize a solution.

- What result do we really want?
- When can we start?
- What do we need to get started?
- What resources are available?
- Who can help?
- What can we start now?

Plot possible solutions on the chart to prioritize next actions.



## COMMITMENT EXERCISE

Take a few minutes to complete the following. Discuss with your Co-Mentor and then you will have a chance to share with the rest of the group.

**My two “tools or rules” for the next 30 days**

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**My number one takeaway from the *Workshop***

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**What positive impact will this have on my leadership?**

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**An obstacle that could get in my way**

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**My plan to overcome that obstacle**

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The best research on habit formation finds that simply having a goal often fails. Instead, planning to overcome obstacles that might prevent you from reaching your goal dramatically increases the chance you'll follow through.

## CHECKING IN

### Tool in Brief

- **Physical Gaps** physical avoidance behavior can suggest a gap
- **Verbal Gaps** mitigated or indirect speech may express power distance
- **Behavioral Gaps** many times actions speak louder than words – watch for gaps between what someone says and what they do

## TOOL IN PRACTICE

Use the tool to recognize signals of power distance. When you notice one use the discussion starters to help shrink the gap.

### 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... Once you notice a gap, try this to close it

“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?”

## **Approachability Window Tool**

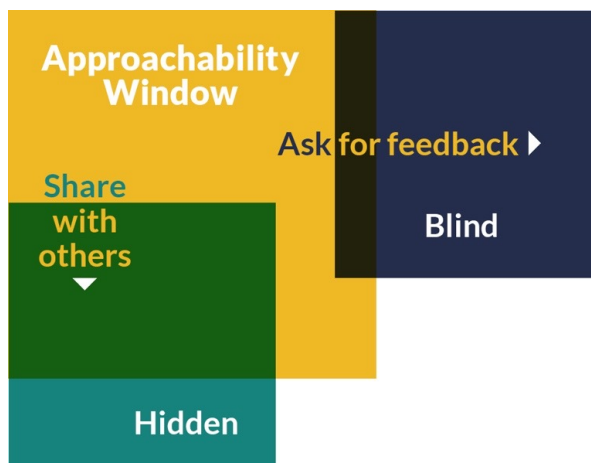
Many are slow to trust people in power. This creates a “power distance gap.” Approachable leaders use the *Approachability Window Tool* to shrink the gap.

### CHECKING IN

#### 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 don’t tell everyone this, but we are close so I’ll tell you...”
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.

Positive feedback ties to our core assumption that PEOPLE ARE THE HERO IN THEIR OWN STORY. Positive Feedback confirms what people think about themselves and provides guidance on desired behaviors.

#### CHECKING IN

Positive Feedback is not the same thing as

- constructive feedback
- negative feedback
- a feedback sandwich

It takes practice to get it right, but the results are powerful.



#### TOOL IN PRACTICE

Use these **5 Principles of Positive Feedback** to make it sincere and relational.

- **Timely:** as close to the observation of the behavior or action as possible.
- **Specific:** name exactly the action or behavior you want to reinforce
- **Behavior:** focus on the action of the employee – not the motivation behind it.
- **Desirable:** it is the *behavior* you want to reinforce, not just the outcome.
- **Repeatable:** it must be something that the employee has control over

Use “I messages” to deliver feedback:

I saw what you did.

Describe the specific behavior.

I appreciate it!

Be sincere.

It’s important.

Explain why it matters.

It makes me feel...

How it makes YOU feel is critical to enhancing the relationship.

Use this link to download a copy of the tools for this workshop, including blank Meeting Planning Worksheets and Agenda Worksheets

[www.alw2-tools.com](http://www.alw2-tools.com)