


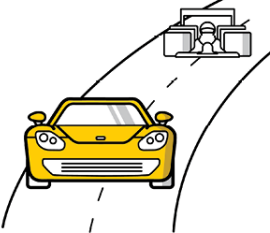







MINIMIZING YOUR ACCIDENTAL DIMINISHER TENDENCIES

TENDENCIES	INTENTIONS & OUTCOMES	SIMPLE WORKAROUNDS	LEARNING EXPERIMENTS
<p>IDEA GUY</p> 	<p>Intention: For their ideas to stimulate ideas in others. Outcome: They overwhelm others, who shutdown or spend time chasing the idea du jour.</p>	<p>Create a Holding Tank. Before sharing new ideas, stop and ask yourself if you want the people who work for you to take action now. If not, hold off sharing and save it for later.</p>	<p>Extreme Questions Make a Debate</p>
<p>ALWAYS ON</p> 	<p>Intention: To create infectious energy and share their point of view. Outcome: They consume all the space, and others tune them out.</p>	<p>Say it Just Once. Instead of repeating yourself for emphasis, try saying things once, and create a reason for others to chime in and build on the idea. Set expectations for others to speak up.</p>	<p>Play Fewer Chips Give 51% of the Vote</p>
<p>RESCUER</p> 	<p>Intention: To ensure people are successful and protect their reputation. Outcome: People become dependent, which weakens their reputation.</p>	<p>Ask for Their "F-I-X". When someone brings you a problem or signals a need for help, remind yourself that he or she probably already has a solution. Ask, "How do you think we should solve it?"</p>	<p>Make Space for Mistakes Give it Back</p>
<p>PACESETTER</p> 	<p>Intention: To set a high standard for quality or pace. Outcome: Others become spectators or give up when they can't keep up.</p>	<p>Stay Within Sight. If you have a tendency to pull out ahead, remind yourself to stay within sight, so people don't give up or get lost. Stay within a distance that someone could catch up.</p>	<p>Give 51% of the Vote</p>
<p>RAPID RESPONDER</p> 	<p>Intention: To keep their organization moving fast. Outcome: Their organization moves slowly because of the traffic jam of too many decisions or changes.</p>	<p>Set a Mandatory Waiting Period. Wait 24 hours (or however many) before responding to any email that falls into someone else's job. Give that person the first right of response.</p>	<p>Extreme Questions Make a Debate</p>

TENDENCIES	INTENTIONS & OUTCOMES	SIMPLE WORKAROUNDS	LEARNING EXPERIMENTS
<p>OPTIMIST</p> 	<p>Intention: To create belief that the team can do it.</p> <p>Outcome: People wonder if they appreciate the struggle and the possibility of failure.</p>	<p>Signal the Struggle. Before offering your boundless enthusiasm, start by acknowledging how hard the work is. Let people know, "What I am asking you to do is hard. Success isn't guaranteed."</p>	<p>Make Space for Mistakes</p> <p>Talk Up Your Mistakes</p>
<p>PROTECTOR</p> 	<p>Intention: To keep people safe from political forces in the organization.</p> <p>Outcome: People don't learn to fend for themselves.</p>	<p>Expose and Inoculate. Expose your team members to harsh realities in small doses, so they can learn from their mistakes and develop strength.</p>	<p>Make Space for Mistakes</p>
<p>STRATEGIST</p> 	<p>Intention: To create a compelling reason to move beyond the status quo.</p> <p>Outcome: People defer up and second-guess the boss rather than finding answers.</p>	<p>Don't Complete the Puzzle. As you paint a picture of the future, leave sections for your team to complete. Frame the puzzle by establishing the WHY and the WHAT, but let your team fill in the HOW.</p>	<p>Lay a Concrete Challenge</p> <p>Ask the Questions</p>
<p>PERFECTIONIST</p> 	<p>Intention: To help people produce outstanding work they are proud of.</p> <p>Outcome: People feel criticized, become disheartened, and stop trying.</p>	<p>Define the Standards. Define the standards of excellence up front. Let people know what "outstanding" looks like and define the criteria for completeness. Ask people to self-assess by the standards.</p>	<p>Make Space for Mistakes</p> <p>Give 51% of the Vote</p>

SEE APPENDIX E FOR LEARNING EXPERIMENTS