

## CHAPTER 5: PLEASING PEOPLE TO CHALLENGING PEOPLE

### *The Relational Shift*

When have you relinquished leading your people in order to keep their approval?

### HOW TO SHIFT FROM PLEASER TO LEADER

You have to put doing what's right for your people and organization ahead of what feels right for you.

How has being a “people pleaser” put your leadership in jeopardy?

#### 1. Change Your \_\_\_\_\_ Toward Leadership.

- 1) What's best for the organization?
- 2) What's best for other people within the organization?
- 3) What's best for me?

How can these three questions clarify your motives in leading?

When you ask others for commitment, you \_\_\_\_\_ the uncommitted people and you \_\_\_\_\_ the committed ones.

Where do you need to change your expectations of leadership?

**2. Value \_\_\_\_\_ As Much As You Value \_\_\_\_\_.**

What does a person look like who devalue them self?

What do you believe about the value of others?

**3. Work To Establish Expectations \_\_\_\_\_ .**

**Up Front Expectations:**

- Up-front appreciation places value on the person and increases the value of our time together.
- Up-front expectations increase the value of any meeting.
- Up-front questions are the quickest way for people to understand one another and increase the value of our time together.
- Up-front discussion influences the way and direction we lead others.
- Up-front decisions increase the value of our time together.

What could be different in your leadership if you set up-front expectations?

Review John’s question and 7 statements and discuss how this could help equip your team?

**4. Ask Yourself The \_\_\_\_\_ Questions Before Any Potentially \_\_\_\_\_ Conversation.**

Review the chart on page 96 – how can you use this to help have a difficult conversation?

**5. When A Tough Conversation Is Needed, Do It \_\_\_\_\_.**

Discuss how the last difficult conversation went wrong.

Review the roadmap (p. 97) and discuss how this could help you by seeking to be understood.

**6. Understand The \_\_\_\_\_ Principle.**

25 – \_\_\_\_\_ you

50 – \_\_\_\_\_

25 – \_\_\_\_\_ you

*“The secret of managing is to keep the guys who hate your guts away from the guys who haven’t made up their minds yet.” – Casey Stengel*

What can you do today to help move some from the 50 to the top 25?

**7. Balance \_\_\_\_\_ With \_\_\_\_\_.**

Which one do you naturally go to when challenging people?

How can you bring balance to include the other?

- Care without candor creates dysfunctional relationships.
- Candor without care creates distant relationships.
- Care balanced with candor creates developing relationships.

What is the biggest hurdle to overcome in moving from pleasing people to challenging people?

CARE	CANDOR
Values the Person	Values the Person’s Potential
Establishes the Relationship	Expands the Relationship
Shores Up Weaknesses	Brings Out Strengths
Makes the Team Pleasant	Makes the Team Productive

From the lists above, pick one that you are good at and one that you need to work on. Discuss with the group.

## APPLICATION: Pleasing People to Challenging People

### Road Map for Challenging People

- State the issue clearly at the beginning. Use the phrase, “Are you aware that. . . ?”
- Ask them to tell you their perspective. Start with the phrase, “I need you to help me understand your situation.”
- Ask questions. Say, “Am I hearing you correctly?”
- Repeat back what you heard.
- Allow them to respond.
- Try to find common ground.
- Arrive at an agreement on what’s best for both of you.
- If you cannot come to an agreement on the issue and solution, agree to meet again.
- See the growth opportunity that lies within the tough conversation.

Seek to maintain a positive relationship.

Who do you need to have a difficult conversation with this week?

Make a commitment to balance care and candor using this road map.

Discuss this with the Mastermind next week.

Read Chapter 6 for the next meeting.