



# *Graceful Accountability*

**Impacting Results by Putting People First**

# ● Successful Managers

Two characteristics about your favorite boss that were ideal for you



# ● Different Characteristics

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**Tell about your two characteristics**



**Switch & Repeat**

# ● Training Overview

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## *Graceful Accountability*

**Brain Science!  
How We're  
Wired**

**Employee  
Relations  
is Customer  
Service**

**Accountability  
and Empathy  
Aren't Mutually  
Exclusive**

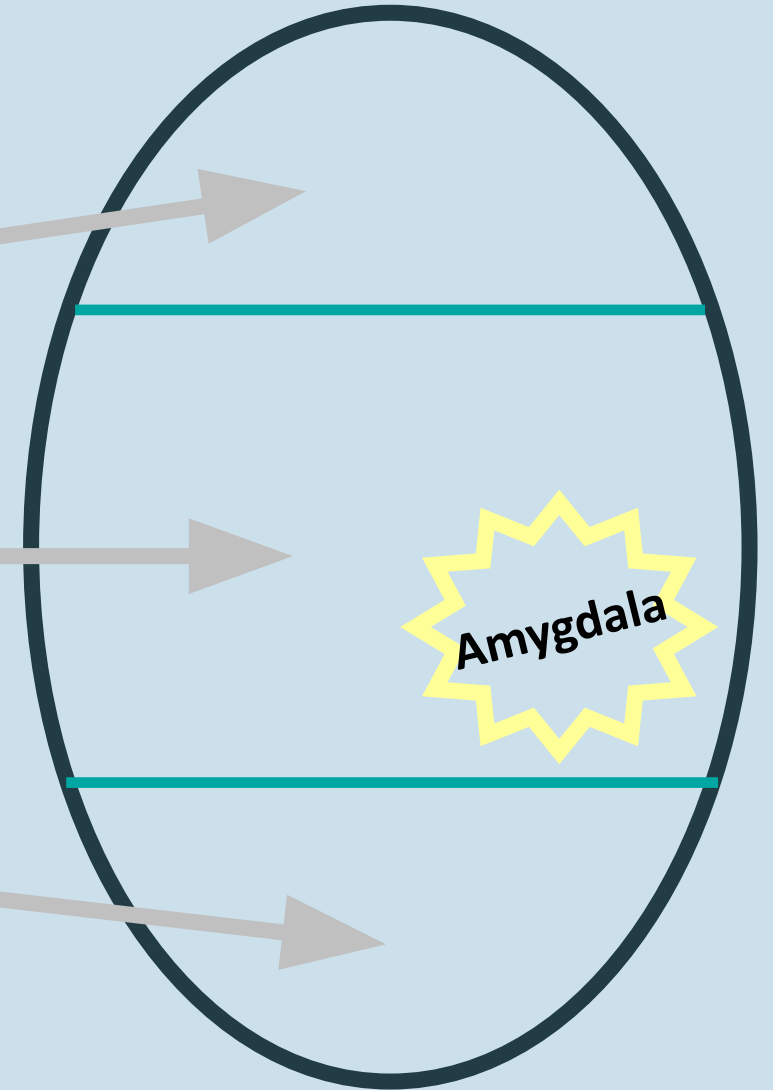
# Brain Science! How We're Wired

# ● Brain Science

**Brainstem  
(reptilian brain)**

**Limbic System  
(mammalian brain)**

**Frontal Lobes  
(thinking brain)**



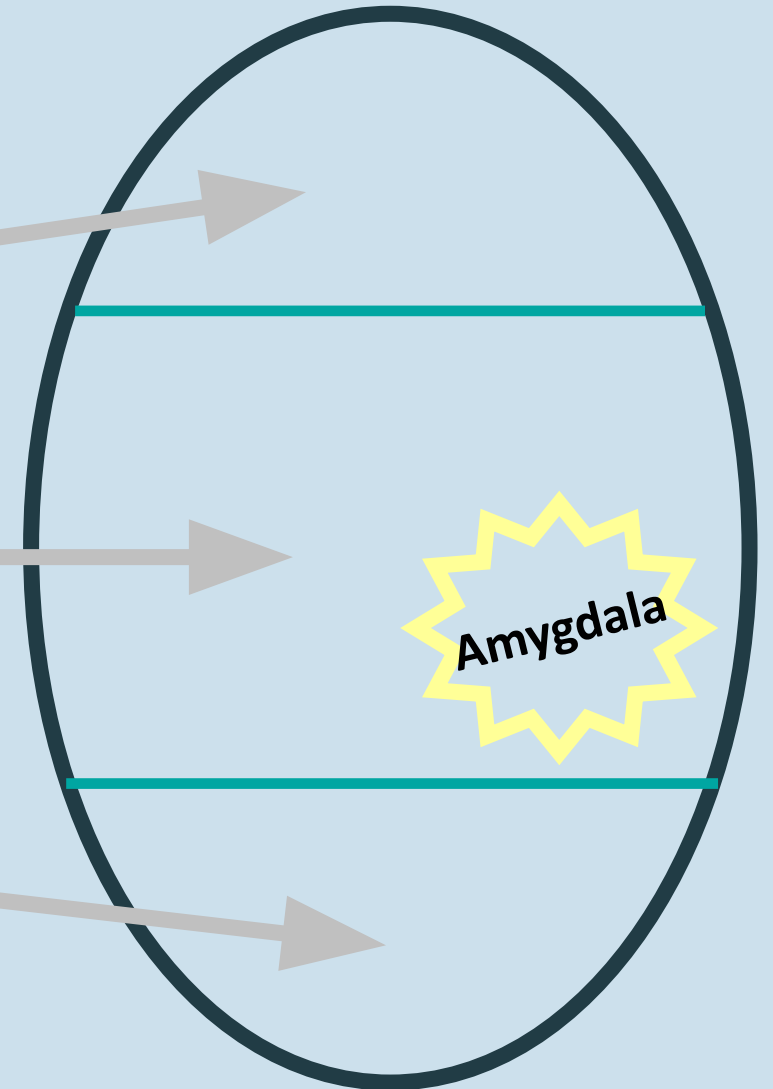
# Brain Science

1. Amygdala perceives a threat
2. Brainstem reacts instinctively
3. Frontal lobes shut down

Brainstem  
(reptilian brain)

Limbic System  
(mammalian brain)

Frontal Lobes  
(thinking brain)





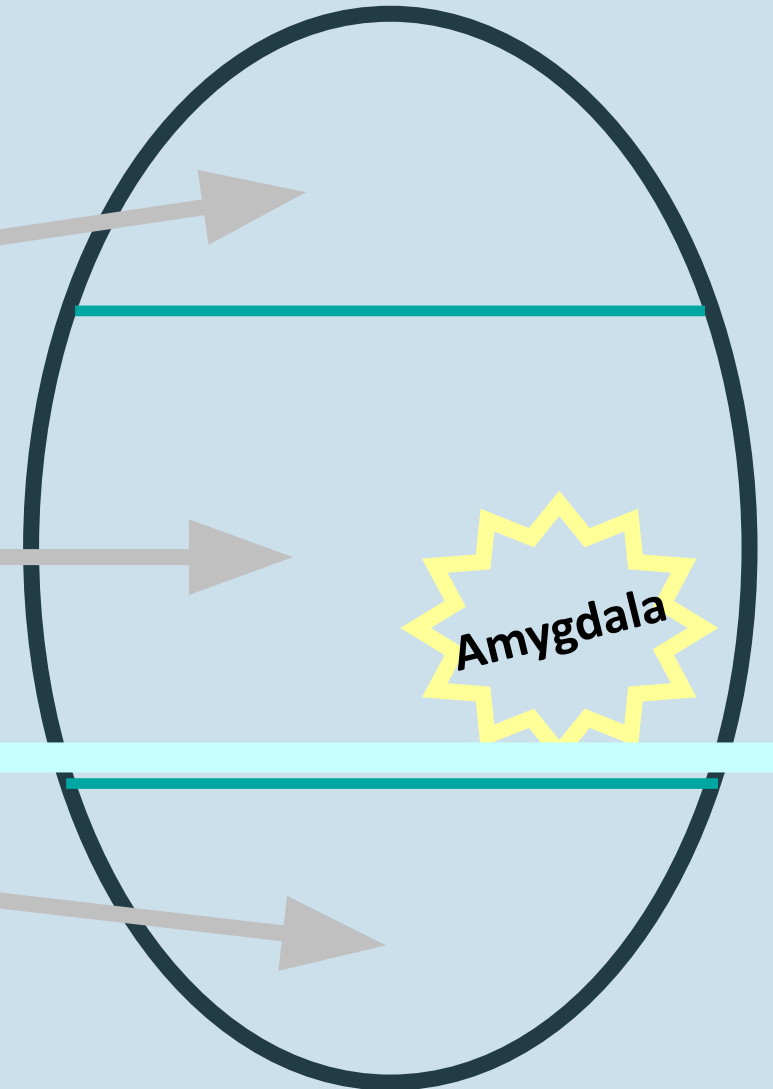
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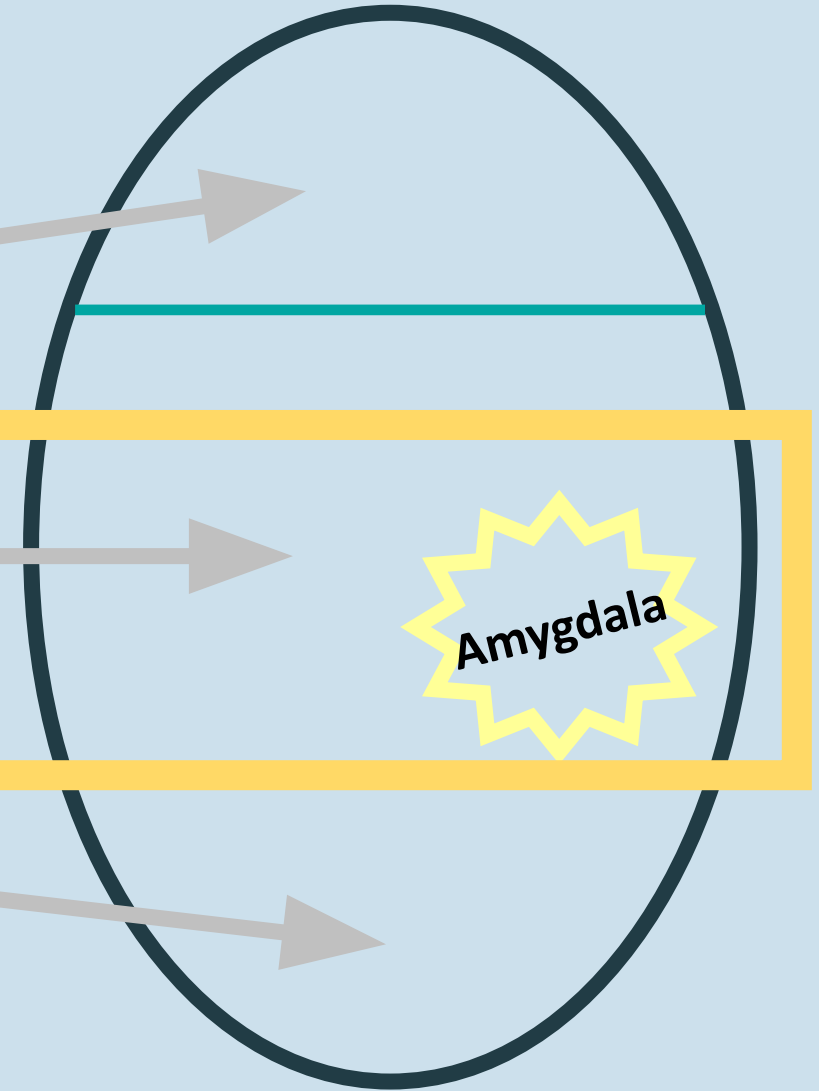
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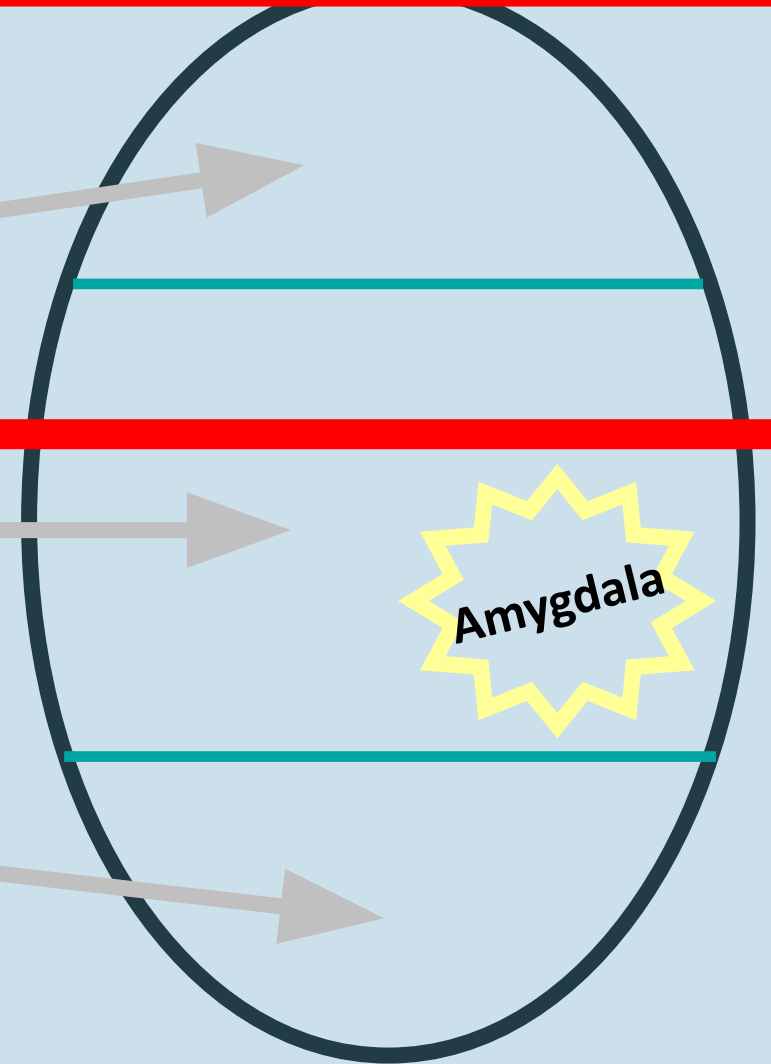
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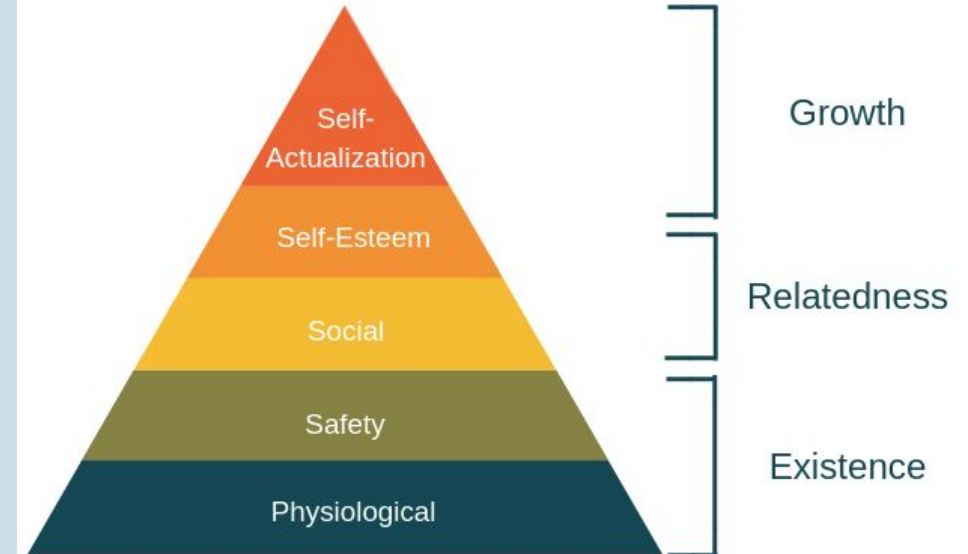
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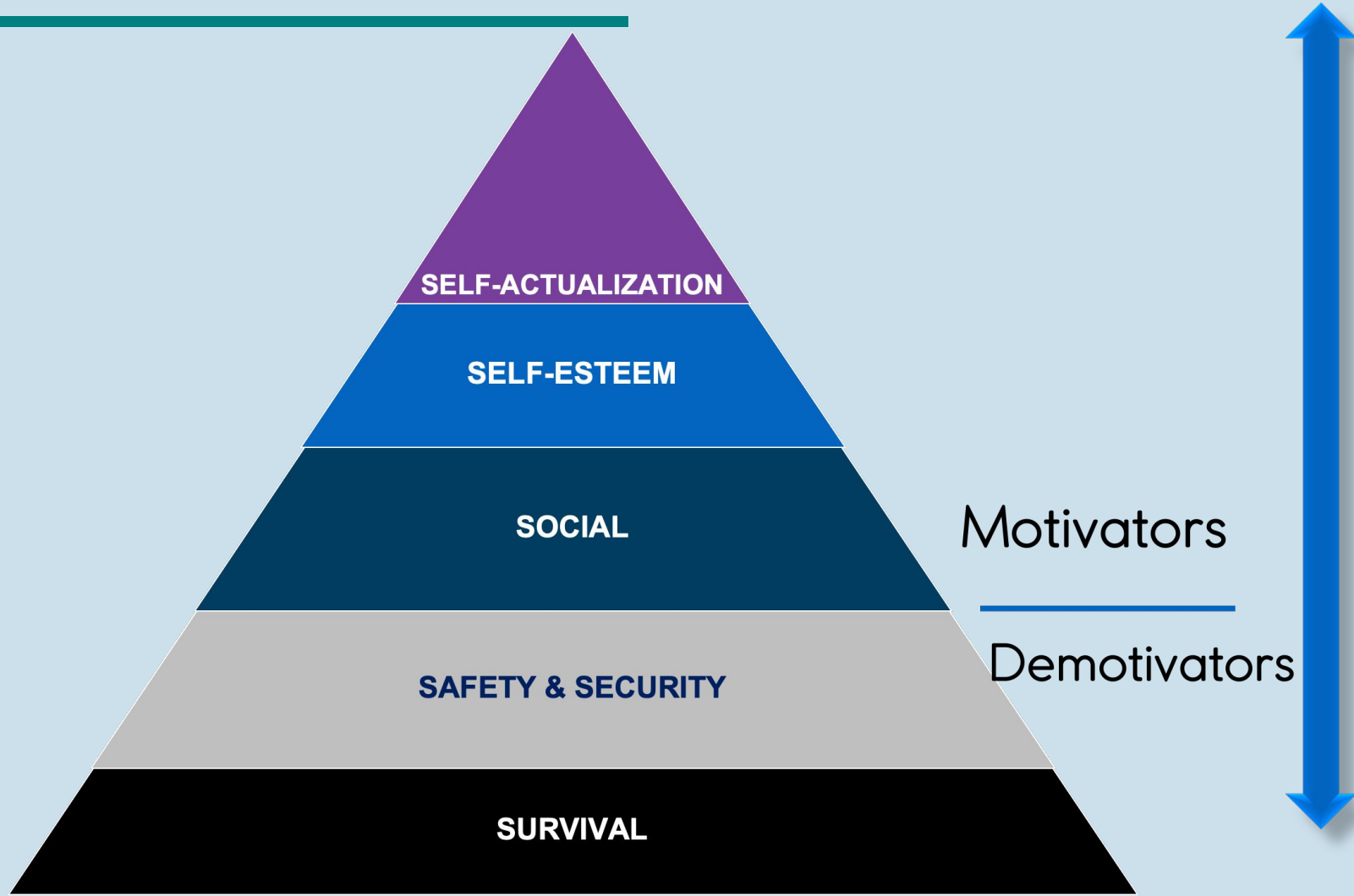
# Why It Matters



## ERG Theory of Motivation



# ● What's The Impact?



# Can You Be More Specific?

## Hygiene Factors

- Policy
- Supervisor
- Work Conditions
- Salary
- Status
- Security
- Personal Life

Dissatisfaction

No Dissatisfaction

## Motivation Factors

- Achievement
- Practice
- Work Itself
- Responsibility
- Advancement
- Personal Growth

No Satisfaction

Satisfaction

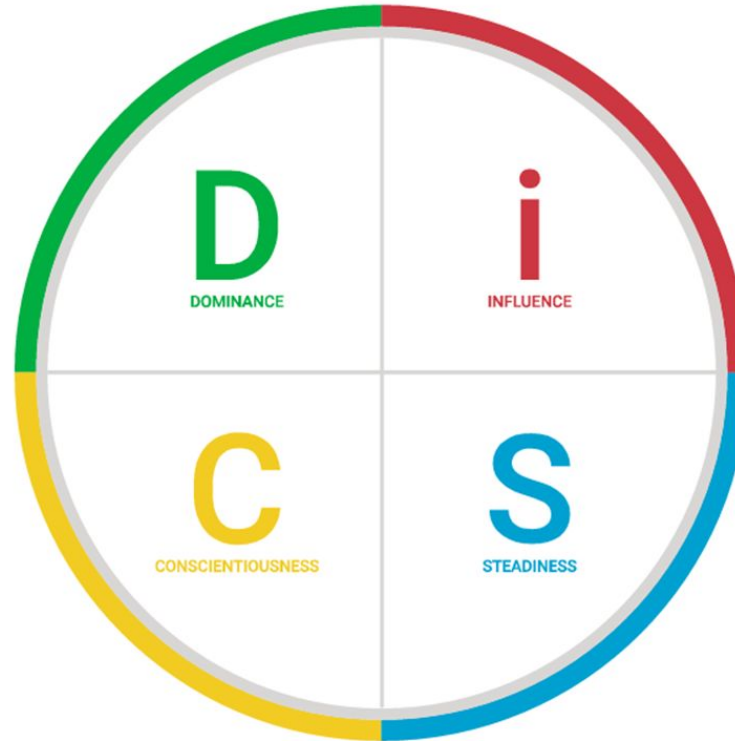
# ● The Science of Personality

## Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

## Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic

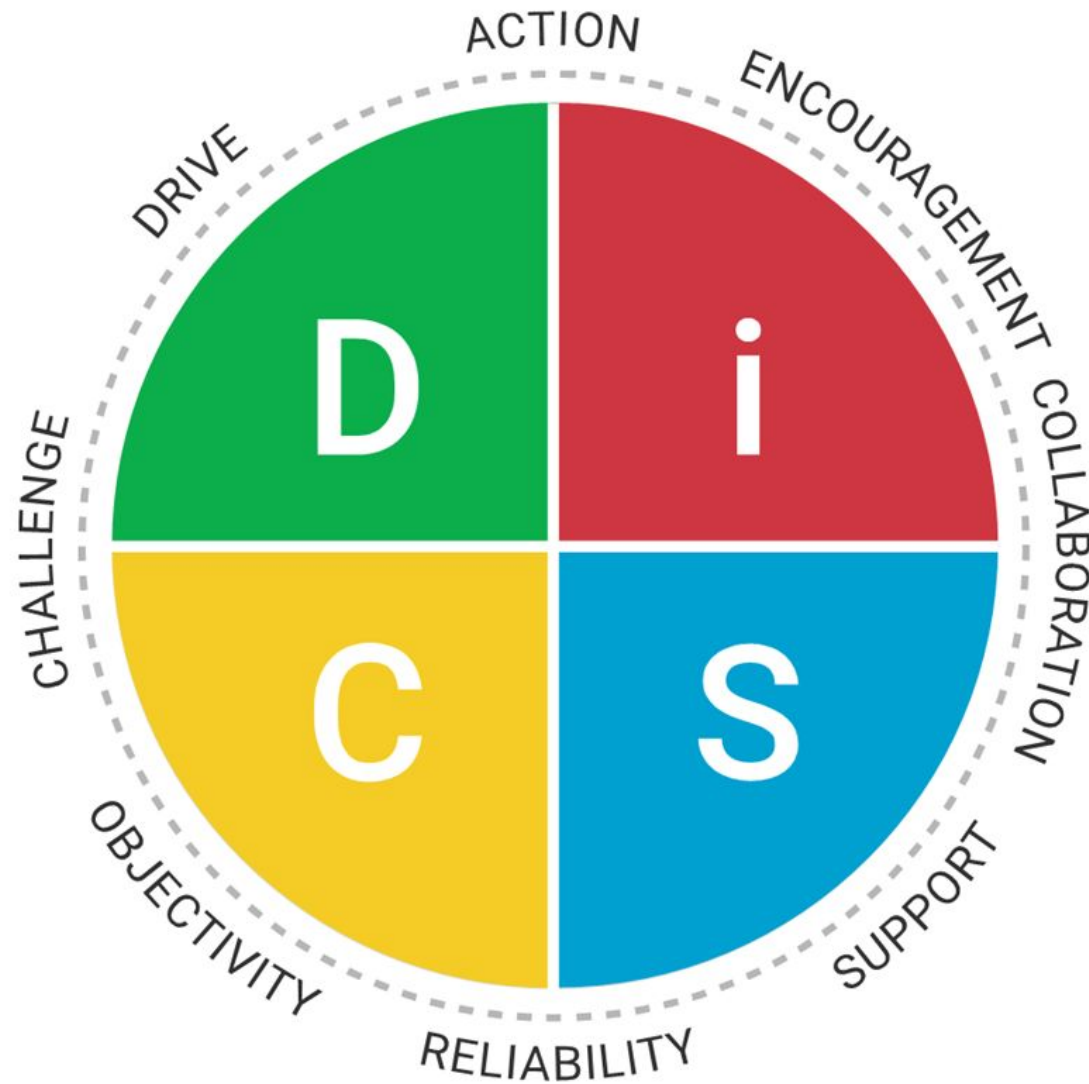


## Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

## Steadiness

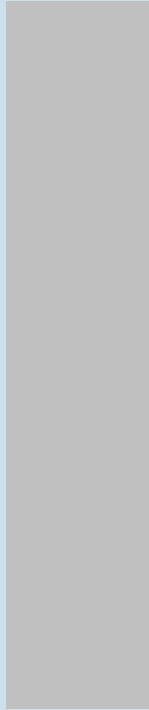
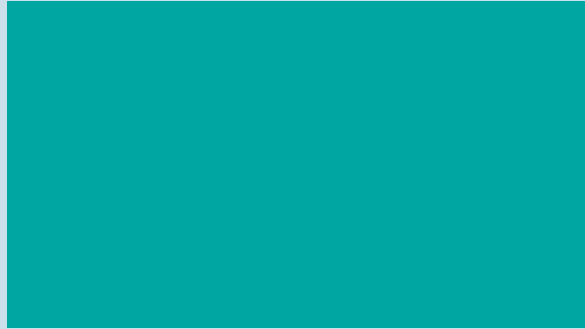
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful





# ● Improving Your Effectiveness

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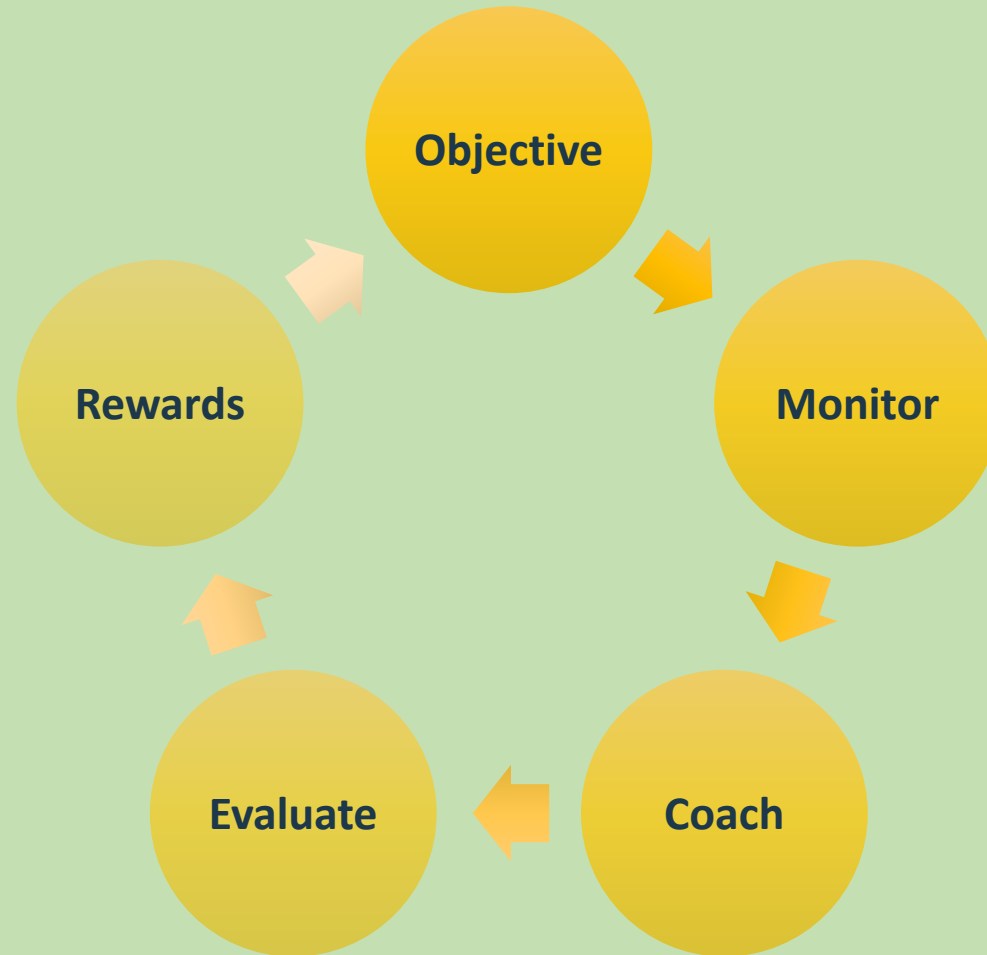
# ● Getting Buy-In

- **Affected by**
  - what you say
  - how you say it
- **Different people are influenced by different approaches**



<b>HIGH WILL LOW SKILL</b>	<b>HIGH WILL HIGH SKILL</b>
<b>DIRECT</b>	<b>DELEGATE</b>
<b>LOW SKILL LOW WILL</b>	<b>HIGH SKILL LOW WILL</b>
<b>TRAIN AND COACH</b> Determine if reassignment and/or exit will fix the issue(s).	

# ● Performance Management Process



# ● Performance Management

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- **Feedback**
- **Motivation**
- **Development**

# ● What Motivates You?

## Table Talk



# ● What Demotivates You?

## Table Talk





# ● What Environment Do You Create?

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**You can't motivate people.**

**People have to motivate themselves.**

**However... as a manager, you *can* create an environment where it's easy for people to find their own natural motivation.**

# You May Demotivate

- **How might the environment you create be demotivating to some people?**

## What **demotivates** the i style?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details
- Working with pessimistic or critical people

## What **demotivates** the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick decisions
- Being wrong

# ● Your Employee's Style

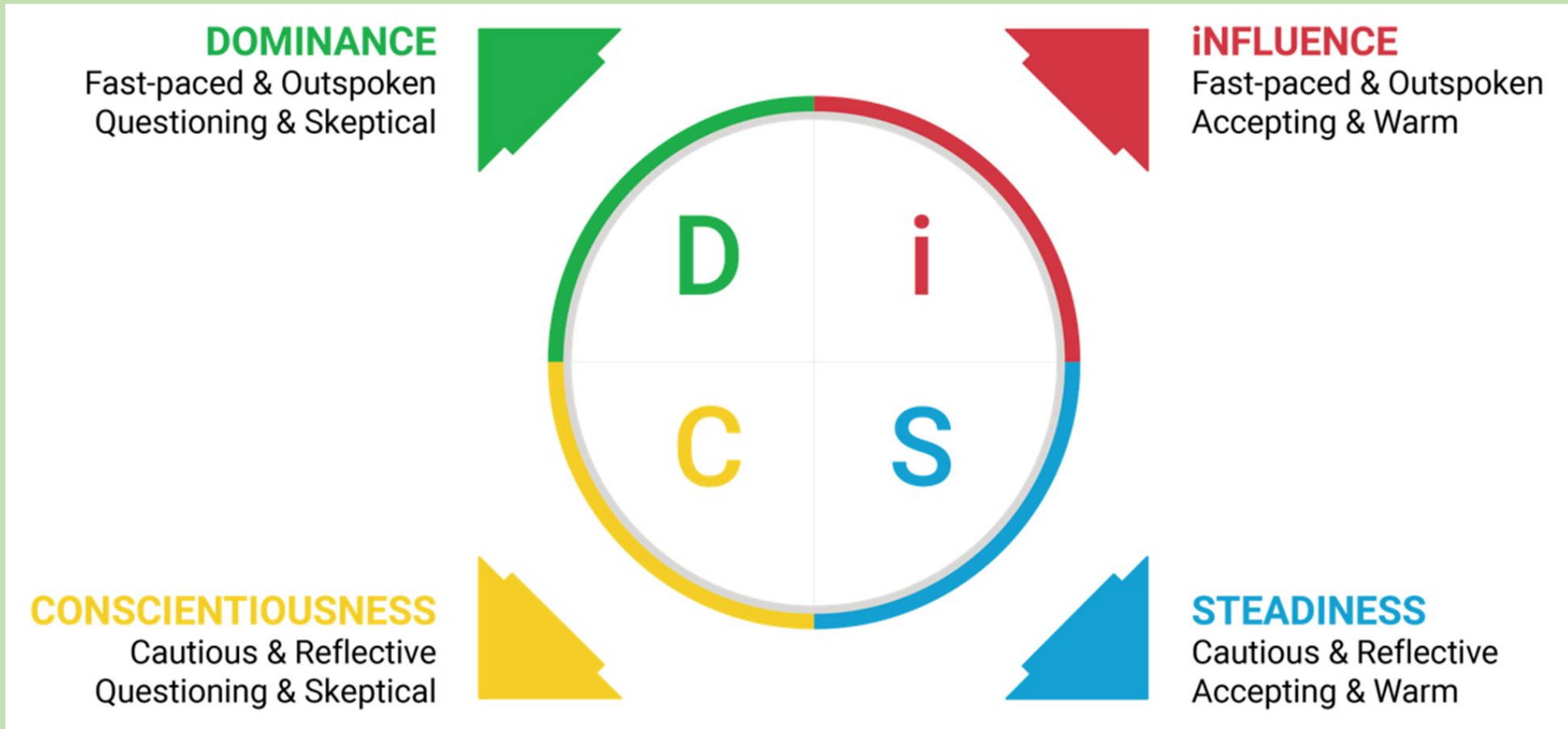
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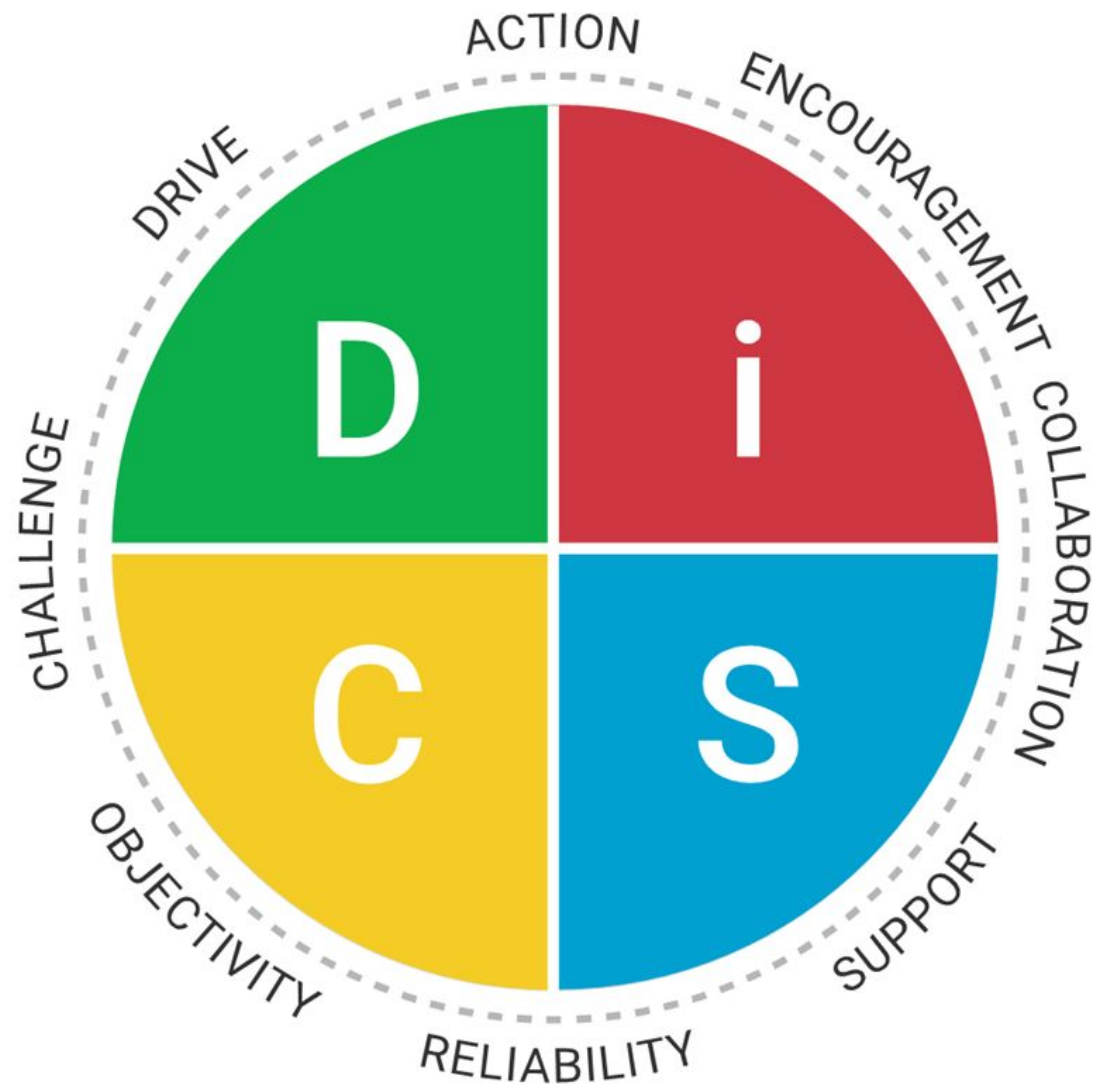


2.



# ● Your Employee's Style





# Motivation Plan



- **Table Talk**
- **Share a story about an employee you have difficulty motivating**
- **Provide feedback**

# Employee Relations is Customer Service



# The GREET Model

GREET



EXPECTATIONS



RAPPORT



EXPLANATION



THANKS



“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.”

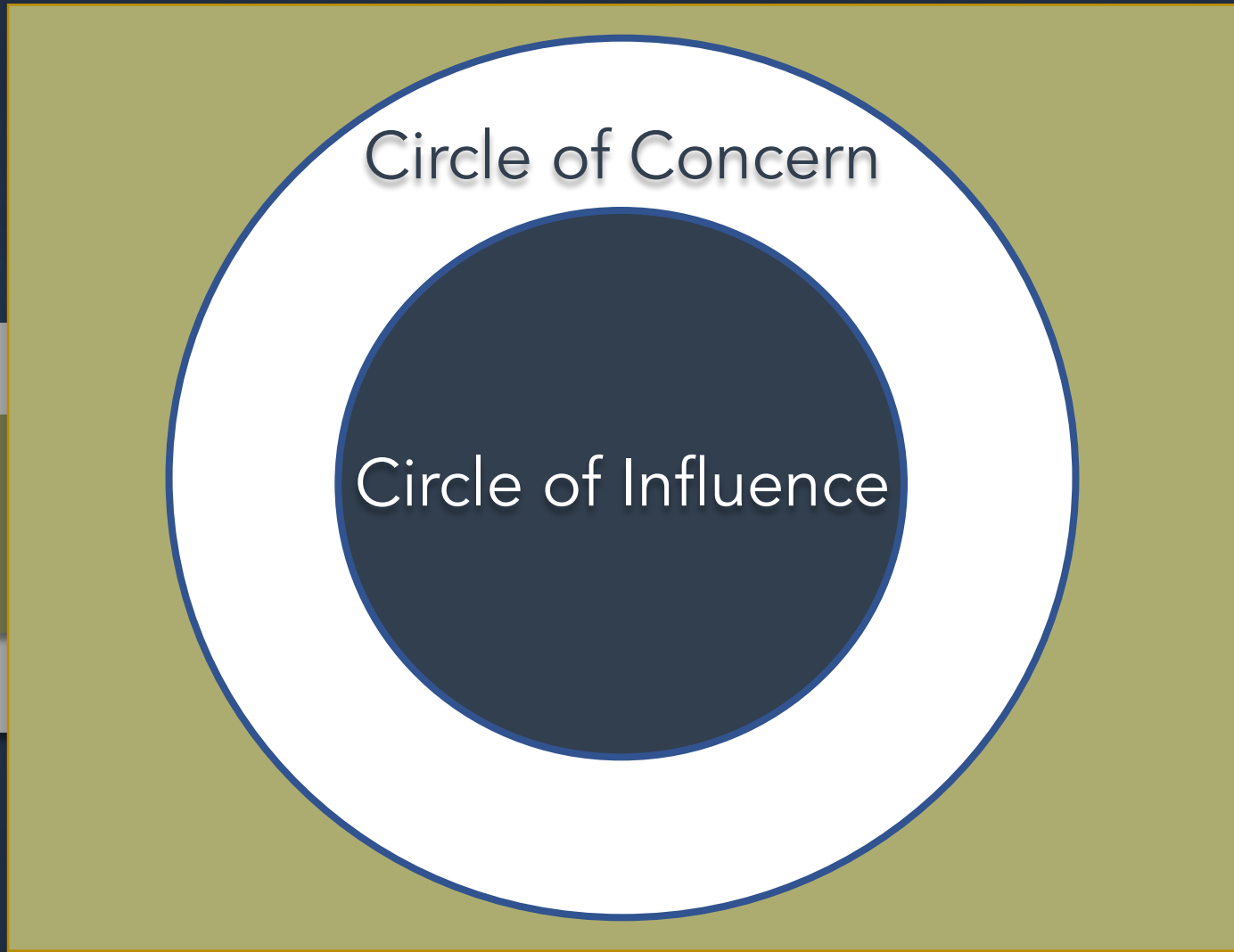
*Anthony Robbins*

	Listening	Speaking	Reading	Writing
LEARNED	1st	2nd	3rd	4th
USED	40%	30%	16%	9%
TAUGHT	Least	3rd	2nd	Most



- Eliminate Distractions
- Stop Talking
- Control Emotions
- Give Feedback
  - Paraphrase
  - Ask Questions
- But Don't Interrupt
- Eliminate thoughts of how you will respond (silent interrupting)
- Watch Nonverbals





“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Maya Angelou

- Elevation - Experiences that “rise above the routine”
- Insight - Experiences that “rewire our understanding of ourselves or the world”
- Pride - Experiences that “capture us at our best” including times of achievement and or courage
- Connection - Experiences that are social and that are heightened because they are shared with others

**Accountability and Empathy  
are not mutually exclusive**

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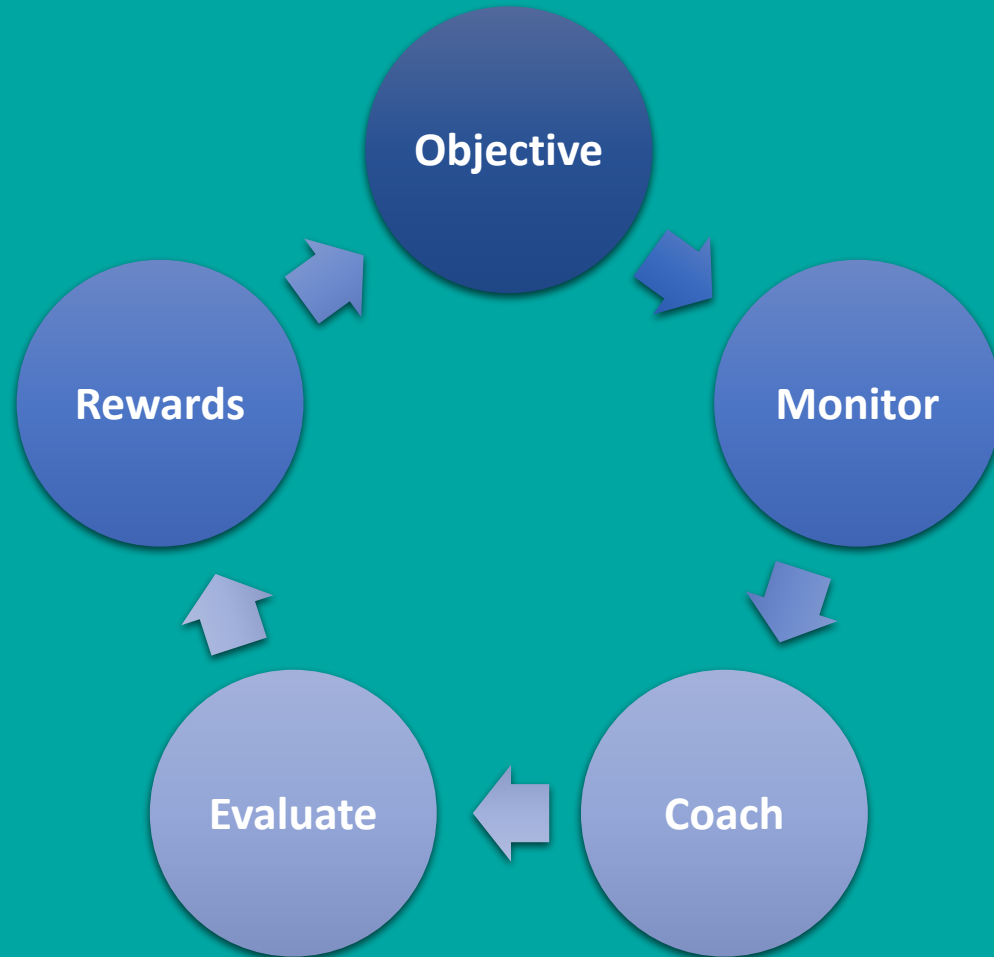


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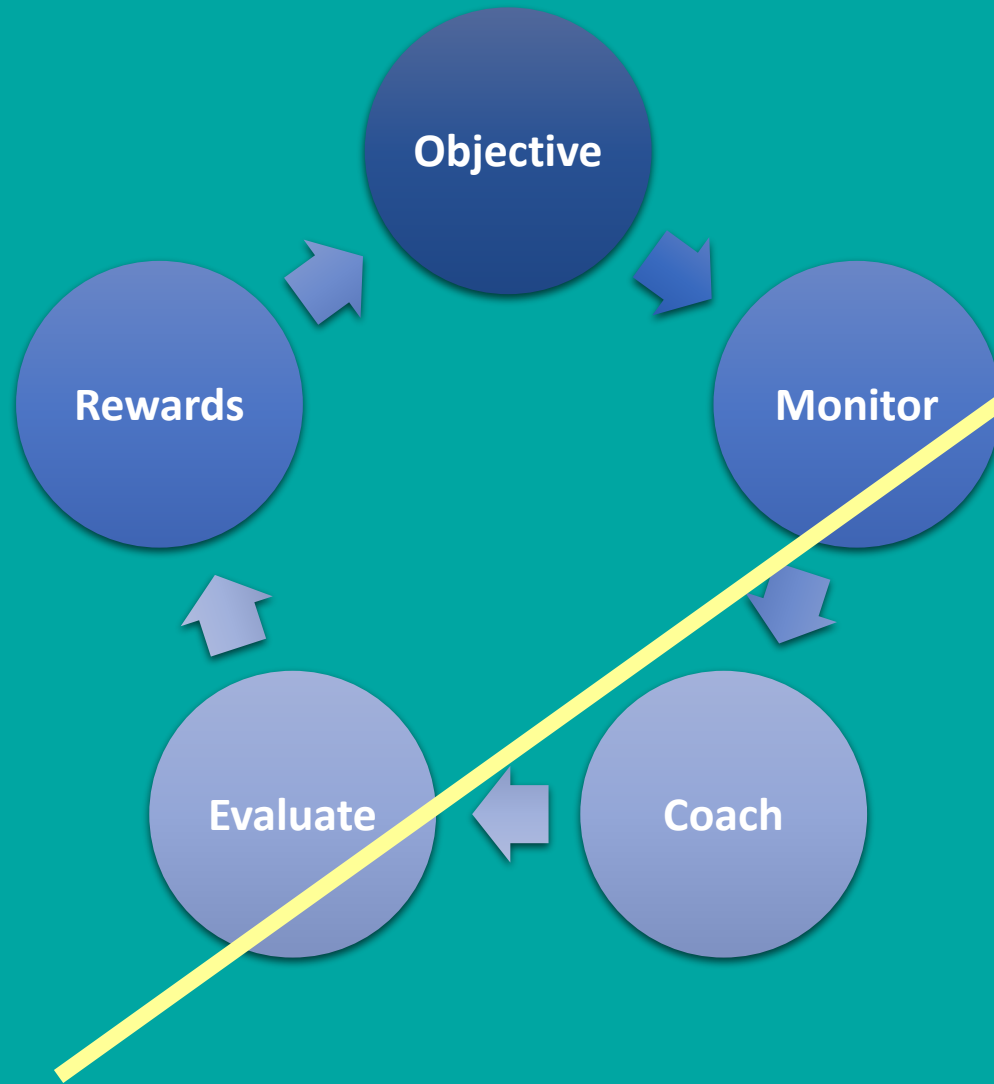


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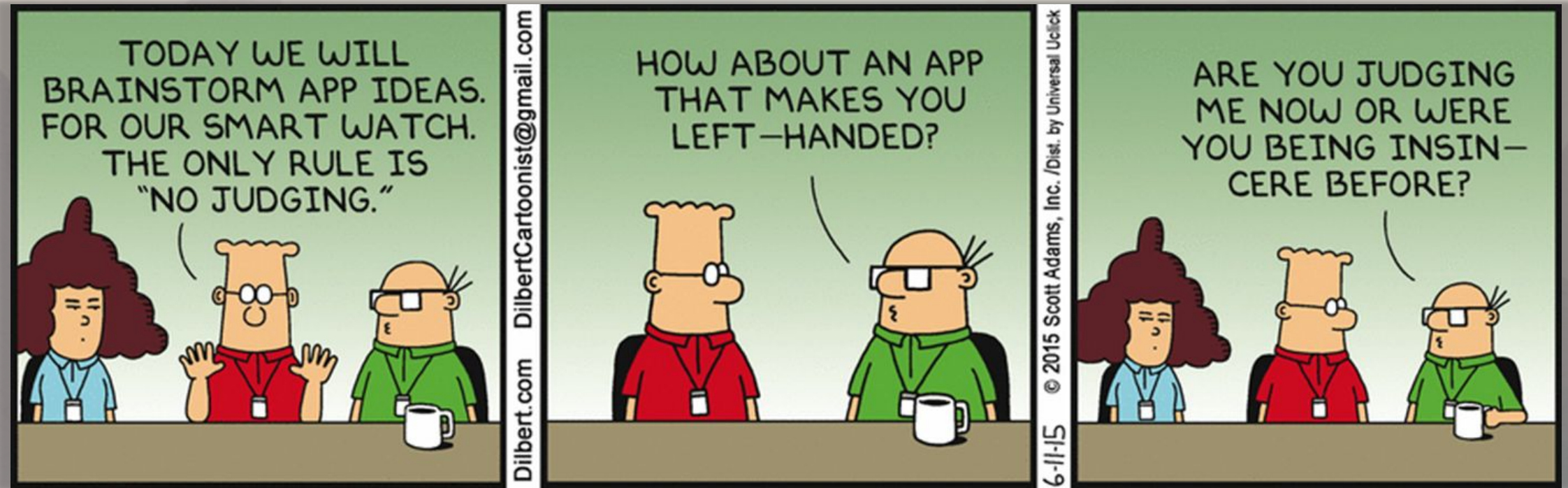
# ● Hold Me Accountable



**Accountability**



**Empathy**



# Psychological Safety

Psychological safety is a shared belief that the team is safe for interpersonal risk taking. In psychologically safe teams, team members feel accepted and respected. It is also the most studied enabling condition in group dynamics and team learning research.



**27%**  
Turnover



**40%**  
Accidents



**12%**  
Productivity

**GALLUP**

Only 3 out of 10 employees feel that their opinions count in their organizations







**How Do I  
Improve  
Psychological  
Safety?**

**“Share information about your personal work style and preferences, encourage teammates to do the same.”**





**How Do I  
Improve  
Psychological  
Safety?**

**Express Gratitude  
& Celebrate  
Accomplishments**

**Accountability and Empathy  
are not mutually exclusive**

# ● Training Overview

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# THANK YOU!



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*Free resources at [horizonpointconsulting.com/whatsup](https://horizonpointconsulting.com/whatsup)*

