

HELLO,

MY BRILLIANT FRIENDS!

TODD HENRY

EXPECTATIONS:

Engage Fully

Candor & Respect

Curiosity

Optimism

Agency/Ownership

OBJECTIVES:

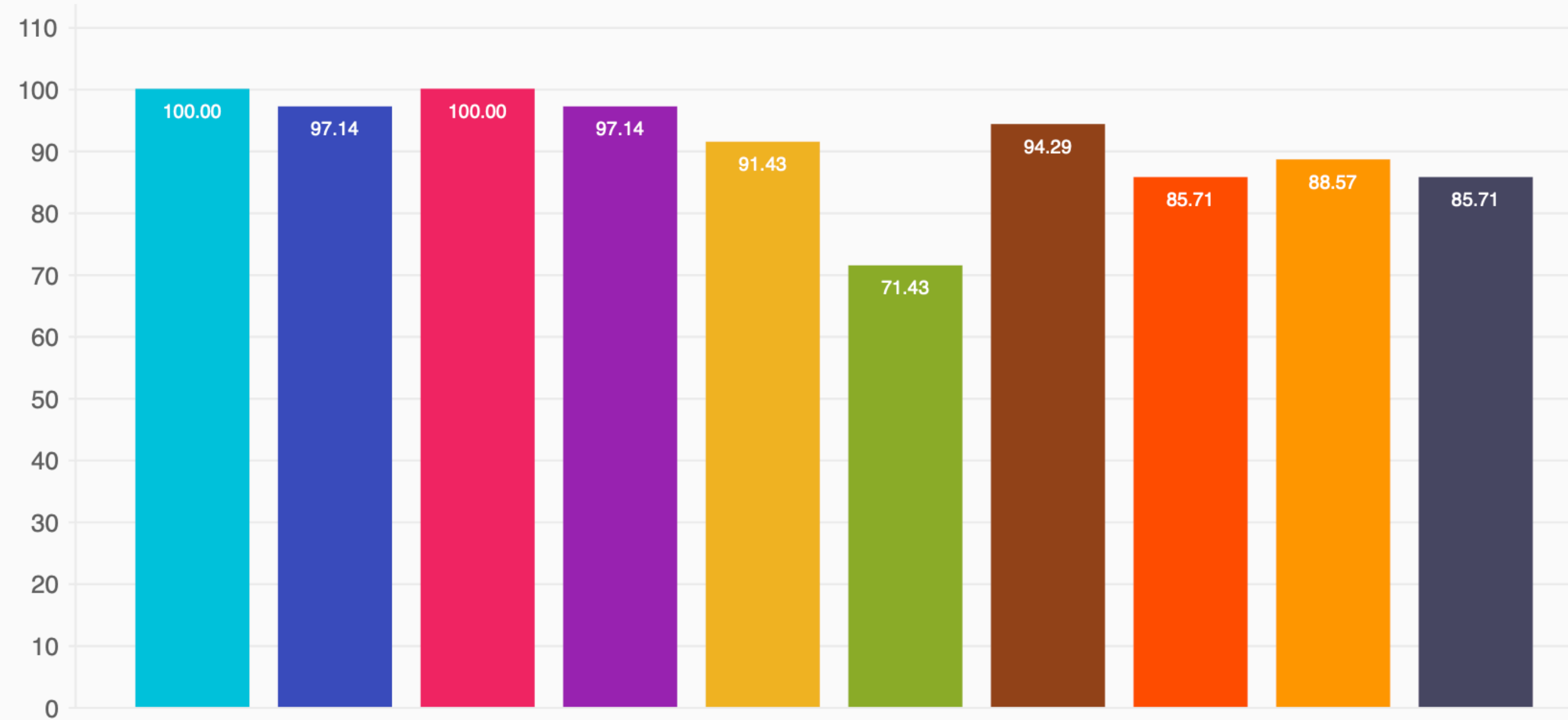
Clarity (not **certainty**)

Alignment (not **agreement**)

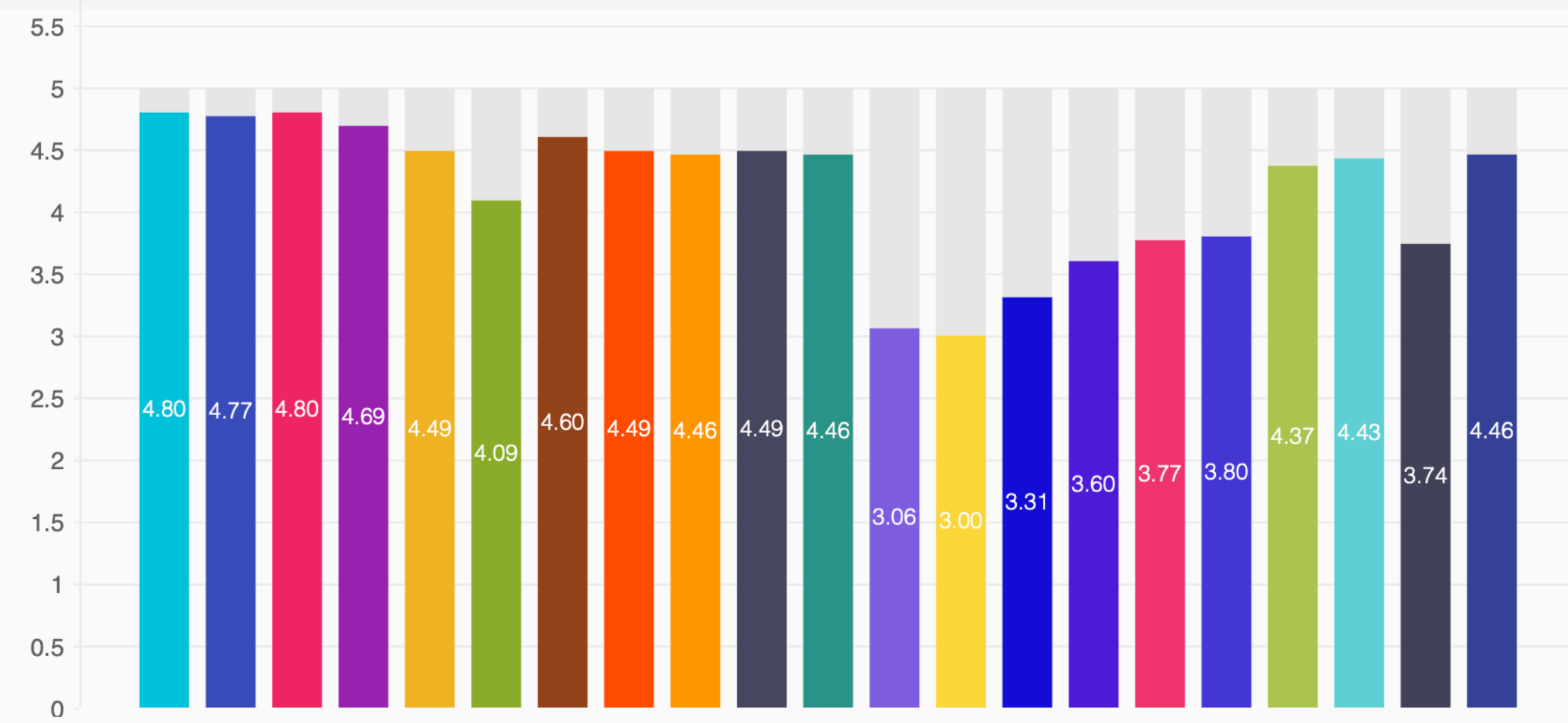
Progress (not **perfection**)

QUESTIONS:

1. What is the biggest **obstacle** to hitting your goals?
2. What **questions** do you want resolved during this workshop?



- Innovation is essential to the long-term success of H&W
- In order to stay competitive, we need to adapt and innovate our processes.
- Improving how we work is just as important as delivering today's projects efficiently.
- The effort it takes to improve the way we work is worth it.
- I feel optimistic about H&W's ability to adapt and succeed in the future.
- The idea of improving our processes and how we work energizes me more than it exhausts me.
- Innovation feels relevant to my role, not just to leadership or office staff.
- I believe my ideas or input could meaningfully impact the future of the company.
- I am encouraged to use my judgment and experience to solve problems, not just follow instructions.
- Different perspectives are welcomed when solving job-site or operational challenges.

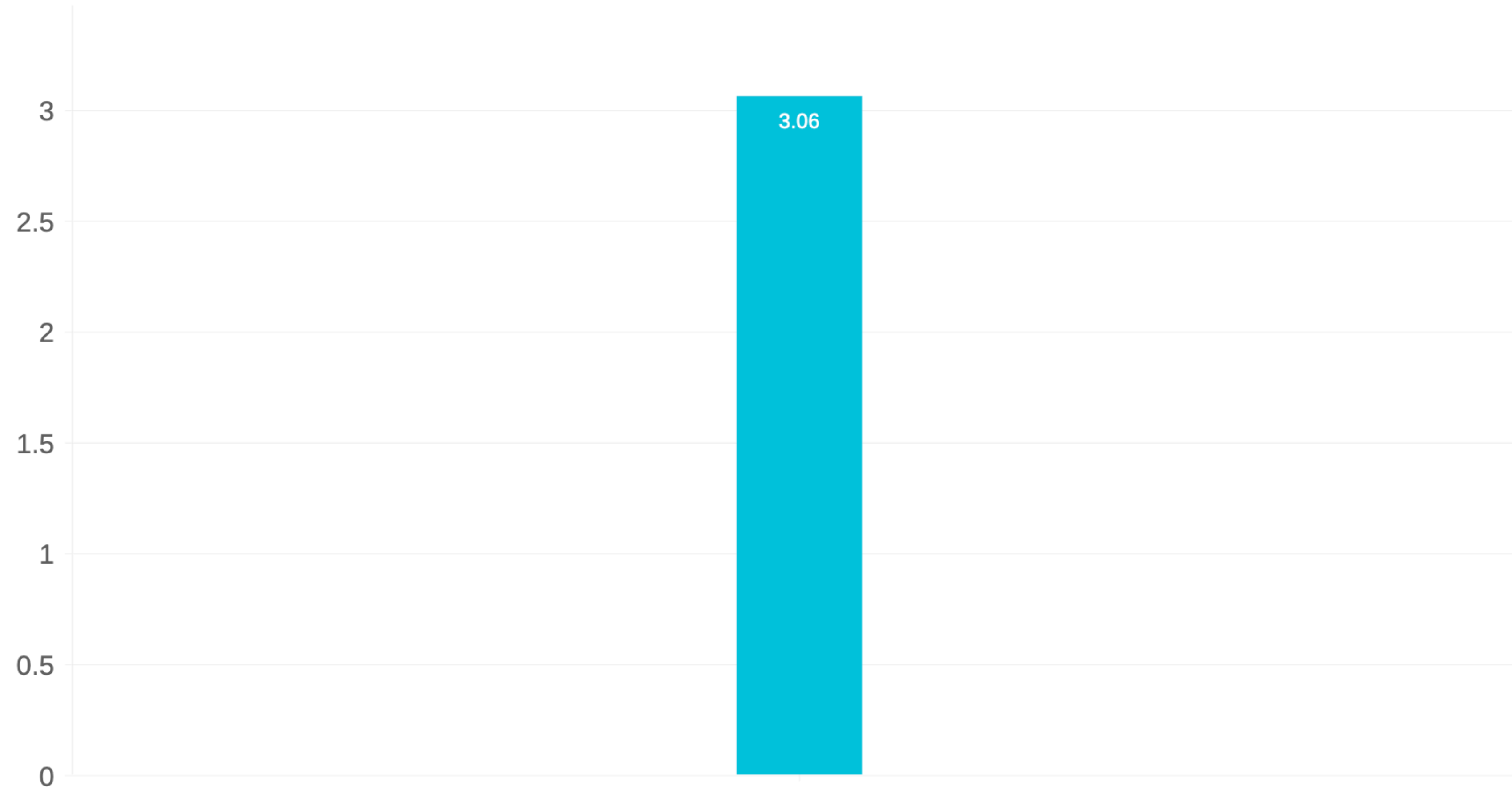


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- I believe my ideas or input could meaningfully impact the future of the company.
- I am encouraged to use my judgment and experience to solve problems, not just follow instructions.
- Different perspectives are welcomed when solving job-site or operational challenges.
- It feels safe to suggest new or unconventional ideas if they could improve results or safety.
- We regularly reflect on completed work to identify lessons and improvements.
- Our current processes are clear and standardized across the organization.
- Leadership clearly communicates why changes or new initiatives are introduced.
- Leaders demonstrate openness to learning and adapting, even when it might make them look bad.
- Leaders are willing to try new ideas even when good results aren't immediate.
- When a new idea doesn't work, leadership treats it as a learning opportunity, not just a failure.
- My ideas and concerns are genuinely listened to by supervisors or leadership.
- I believe speaking up with ideas or concerns will not negatively affect me.
- When employee feedback is shared, there is visible follow-through or clear communication.
- Overall, this organization is open to change when ideas come from its people.

Q12

We regularly reflect on completed work to identify lessons and improvements.

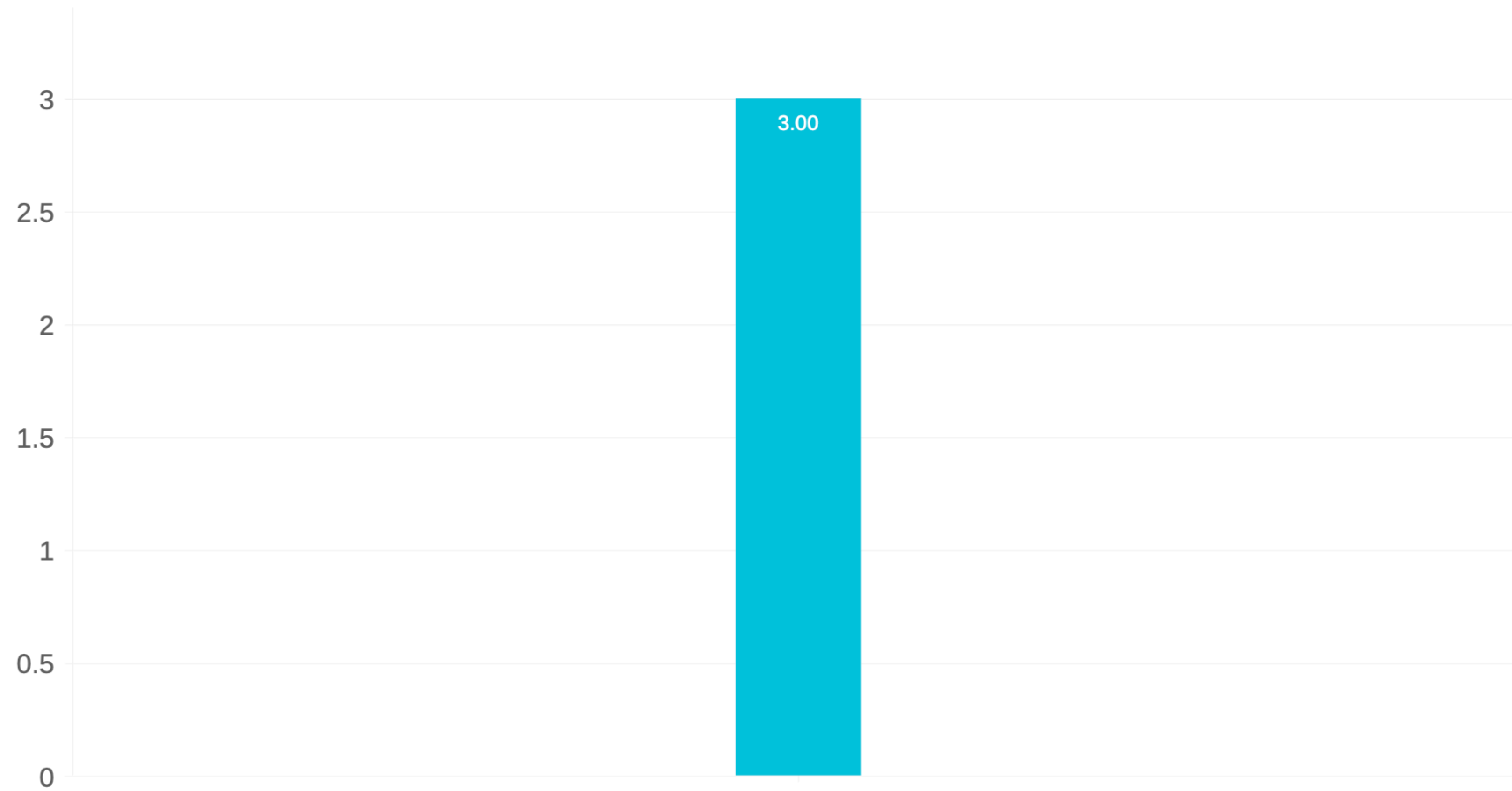
Answered: 35 Skipped: 0



Q13

Our current processes are clear and standardized across the organization.

Answered: 35 Skipped: 0

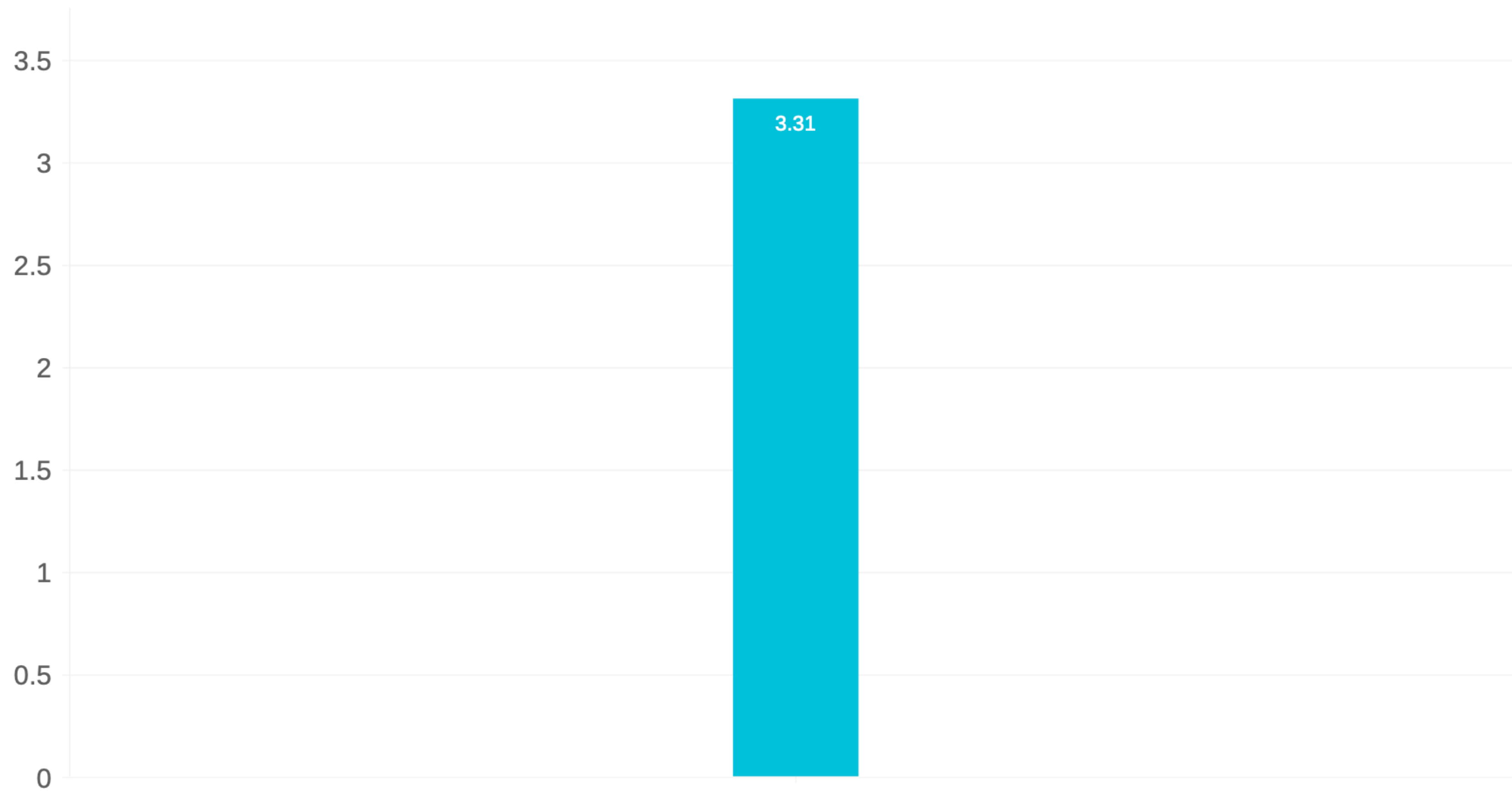


● Average Rating

Q14

Leadership clearly communicates why changes or new initiatives are introduced.

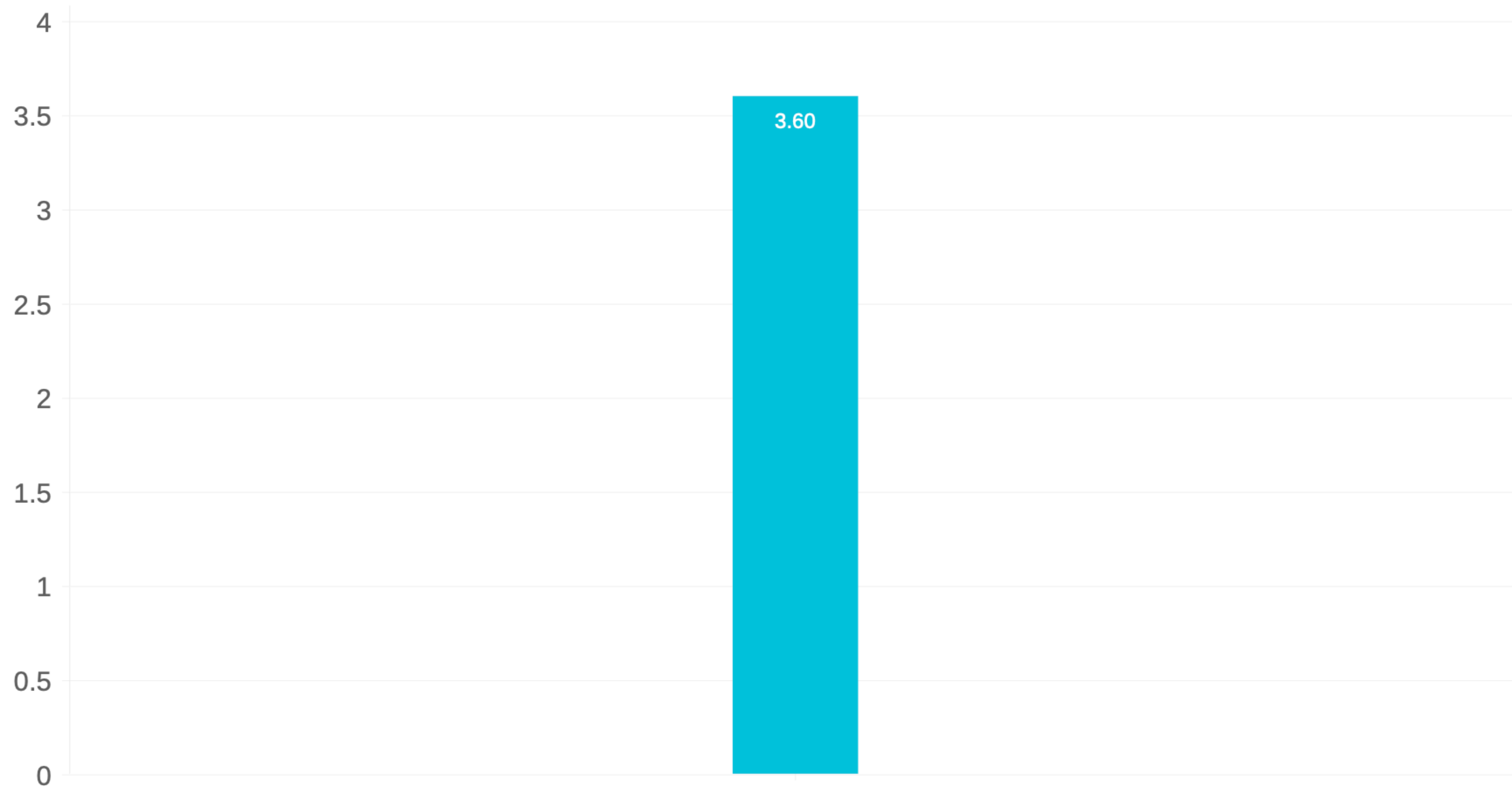
Answered: 35 Skipped: 0



Q15

Leaders demonstrate openness to learning and adapting, even when it might make them look bad.

Answered: 35 Skipped: 0



OUR FOCUS:

The *Why* behind the what

Clarity & Consistency

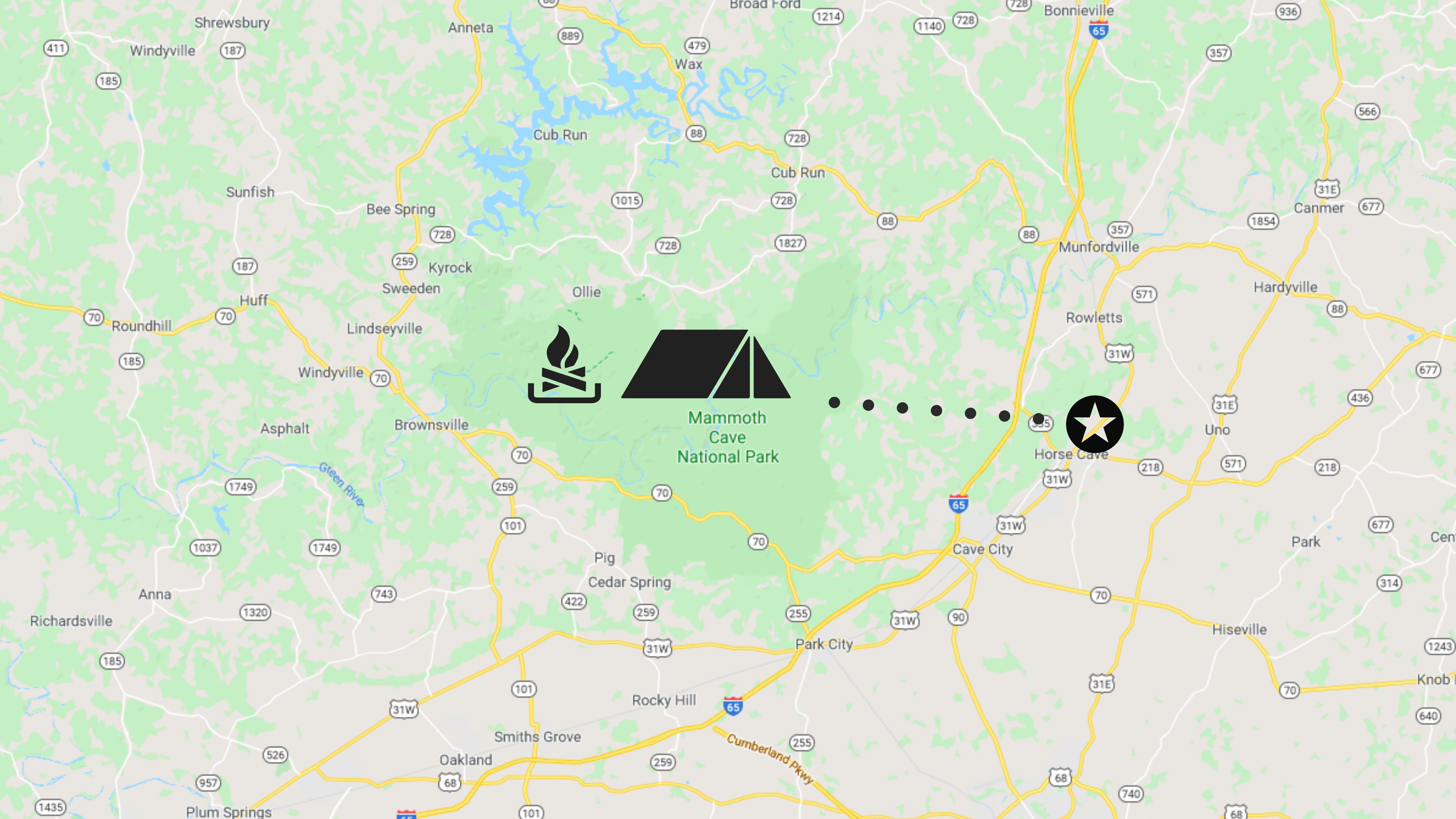
Feedback & Process

ALL GOOD?

H&W...

is having a **moment.**

Why do some leaders and
companies **RISE TO THEIR
MOMENT** when others
don't?



Mammoth
Cave
National Park





AMERICAN CAVE MUSEUM

HIDDEN RIVER CAVE

HORSE CAVE, KY

CONQUER THE CAVE ADVENTURE TOUR





WHY?

I WAS LED.

BRAVERY

BRAVERY is integrity
under pressure.

ANYONE CAN DO
THE RIGHT THING
WHEN IT'S **EASY**.

PERCEIVED AGENCY

PESSIMISM

FUTILITY

BRAVERY

OPTIMISTIC VISION

RESIGNATION

VICTIMHOOD

PERCEIVED POWERLESSNESS

BRAVE action is *more* likely to occur when we believe in a **better future** & we trust that we have **agency** to bring it about.

3 THRESHOLDS

(THE BRAVERY TRIAD)

BRAVERY TO ACT

FEAR

DISCUSS
TRUE RISK
TO DISPEL
***PERCEIVED* RISK.**

DISCUSS
TRUE RISK
TO DISPEL
***PERCEIVED* RISK.**

BRAVERY TO LET GO

THE MOST **EMBARRASSING**
MOMENT OF MY LIFE

MONKEY BARS



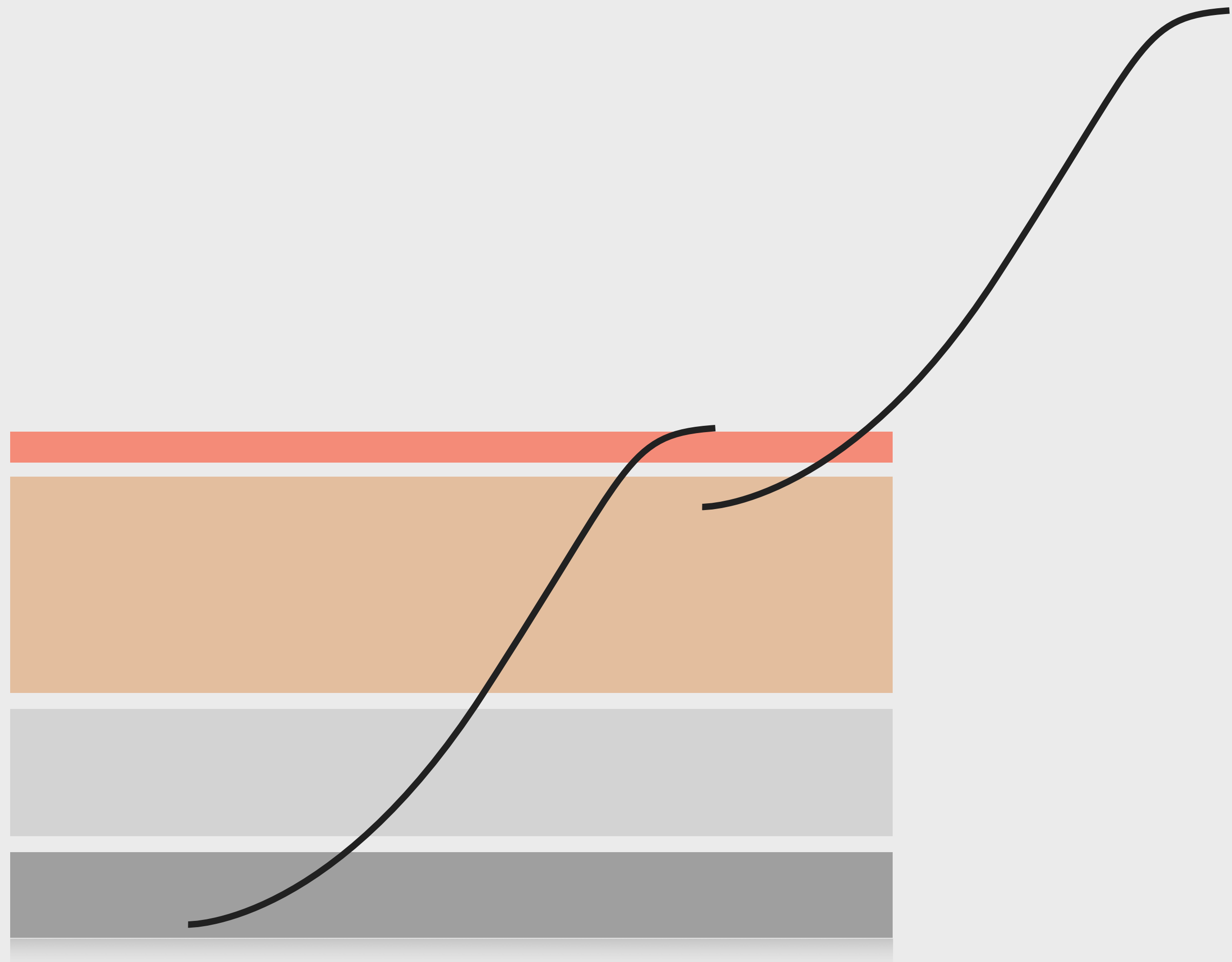
OF DEATH!





Growth & **INNOVATION**

CRISIS
INNOVATING
COPYING
NEW SKILL



GHOST RULES

BRAVERY TO WAIT

**DROP YOUR
DEFENSES**

SPEAK

COURAGE

BE

CANDID

YOU

- Own your words and actions
- Encourage others
- Embrace personal growth, even when you look foolish
- Share ideas, even when they aren't received
- Compete for purposes of cause, not comfort

YOUR TEAM

- Engage in healthy conflict (Candor, Authority, Objectivity)
- Protect your teammates
- Recognize it's not about you
- Bravely give and receive feedback

LEADERS

- Have the uncomfortable conversation
- Speak truth to power
- Put your resources where your mouth is
- Give your job away

**Bravery is
developed through
everyday practice.**

**Bravery scales
through **everyday**
modeling.**

“What you do
everyday matters
more than what you do
once in a while”

GRETCHEN RUBIN

THE BRAVE HABIT

VISION

AGENCY

ACTION

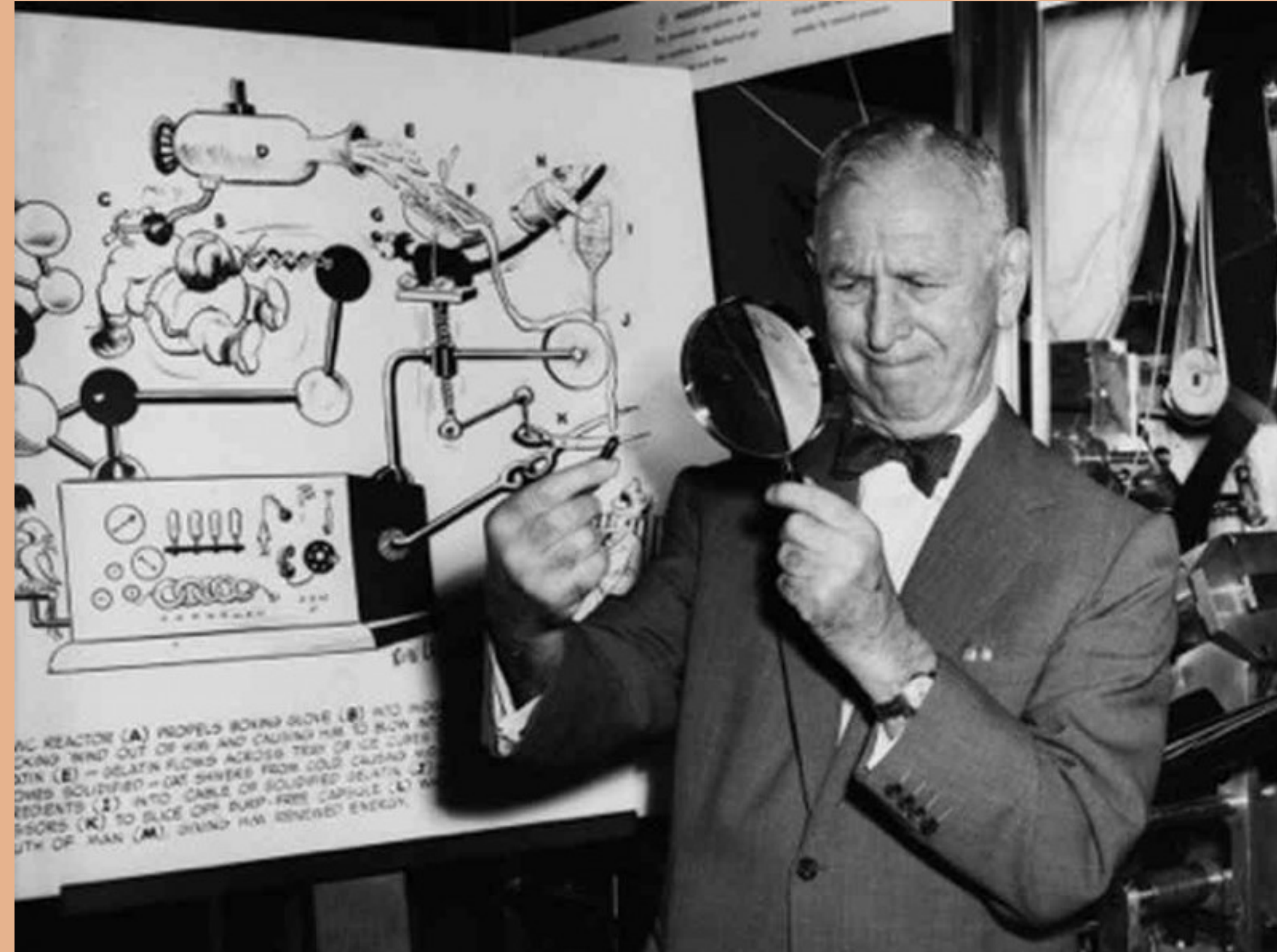
QUESTIONS:

1. Where do we need to **act** (but aren't)?
2. What do we need to **let go** of (but haven't)?
3. What do we need more **clarity** on before we act?

BREAK (10 MINUTES)

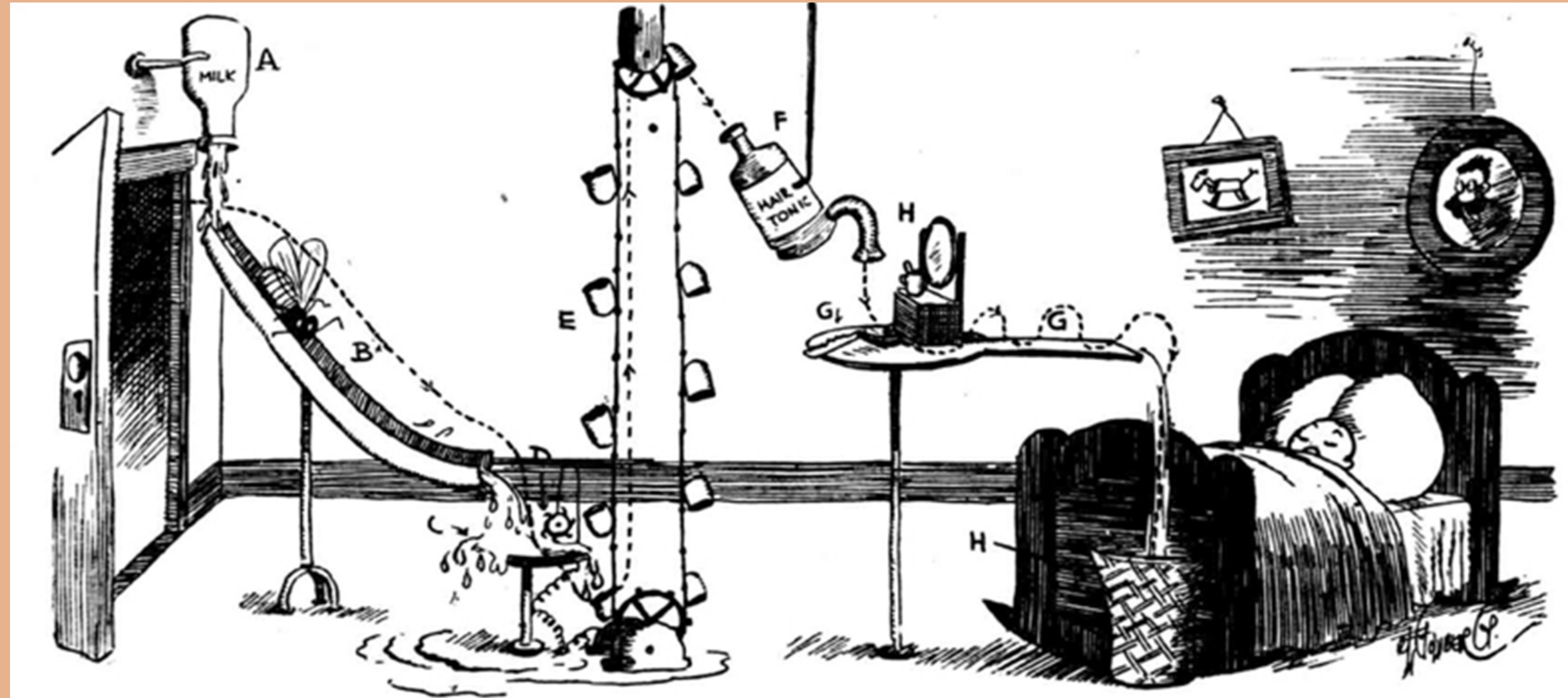
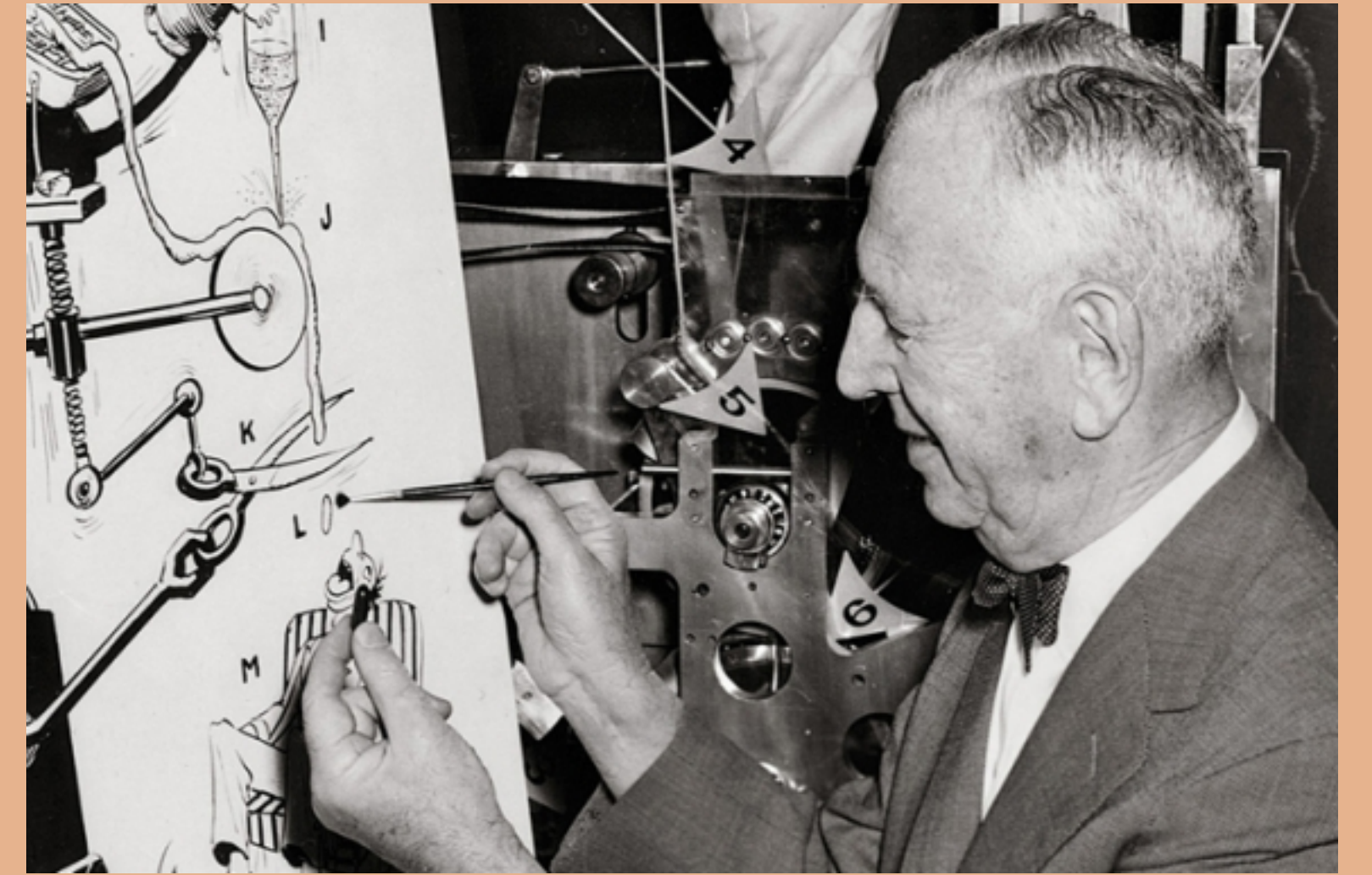
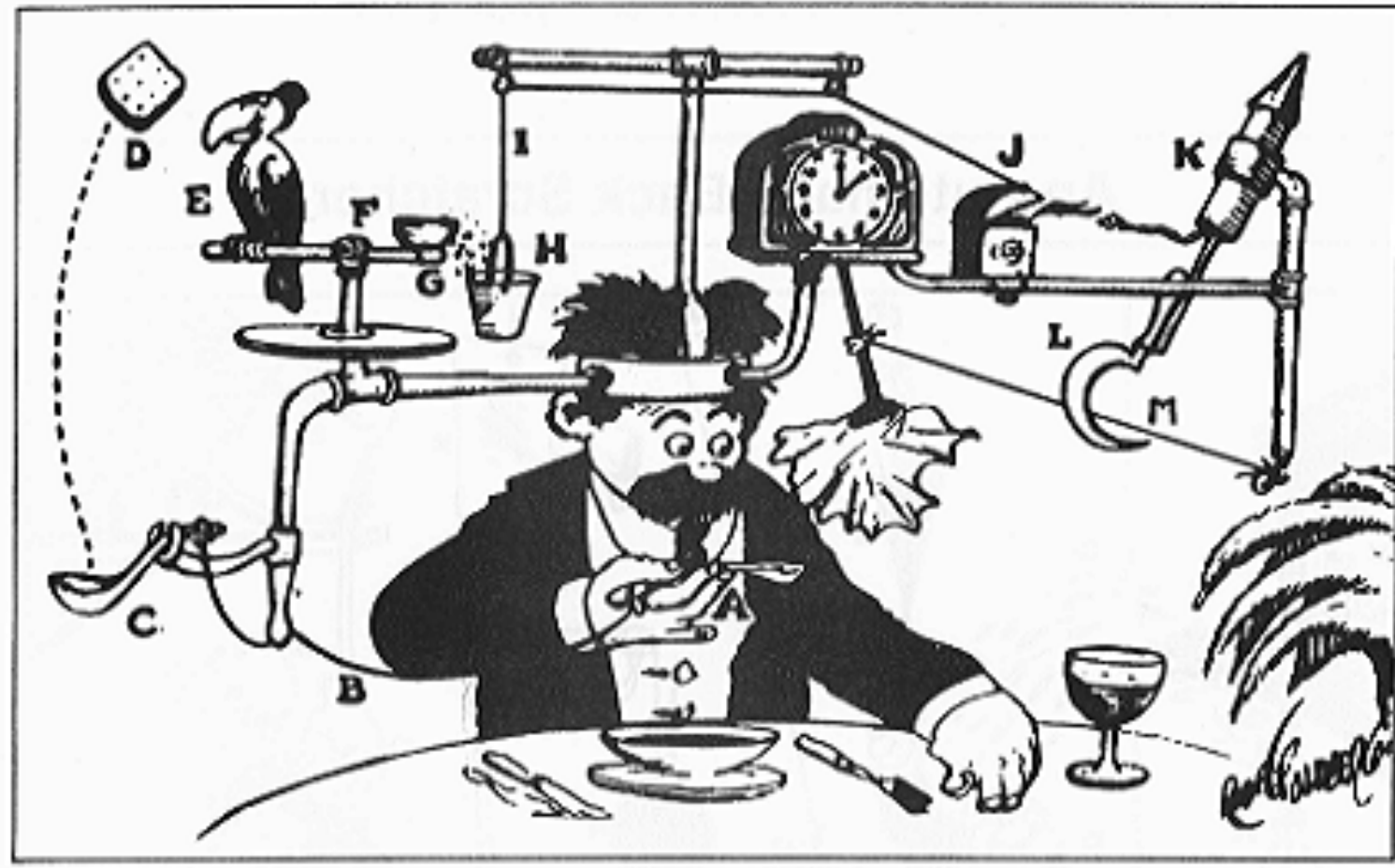


OK Go
This Too Shall Pass



Rube Goldberg

Self-Operating Napkin



Ridiculously complex systems
to achieve **simple** outcomes.

Sound familiar?

Our goal is **irreducibility**.

ir·re·duc·i·ble
/i(r)rə'du:səb(ə)/

not able to be reduced or simplified.

Prescription (often) leads
to **complexity**.

Frameworks are
forcing functions



**CREATE
ORDER**

**IGNITE
DRIVE**

**STAND
OUT**

**LEAD
WELL**

**BE
BRAVE**

**GET
CLEAR**

**PLAY
NICE**

Valuable, *problem-solving* work
is a match game between **what**
you *expect* and what you **see**.

The discipline for establishing
your expectations is the rigorous
pursuit of **clarity**.

The mechanism for reconciling
the gaps is **feedback**.

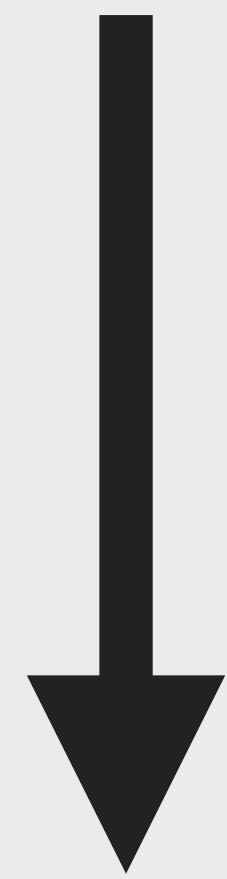
3 Layers of Clarity:

Why: Objective

How: Strategy

What: Tactics

Lack of Clarity Trickles Down



Why: Objective

How: Strategy

What: Tactics

A significant amount of conflict on teams is the result of arguing over **different** layers of clarity.

PERCEIVED AGENCY

FUTILITY

BRAVERY

RESIGNATION

VICTIMHOOD

PERCEIVED POWERLESSNESS

(LOW HOW/WHAT CLARITY)

PESSIMISM

(LOW WHY CLARITY)

OPTIMISTIC VISION

3 Questions:

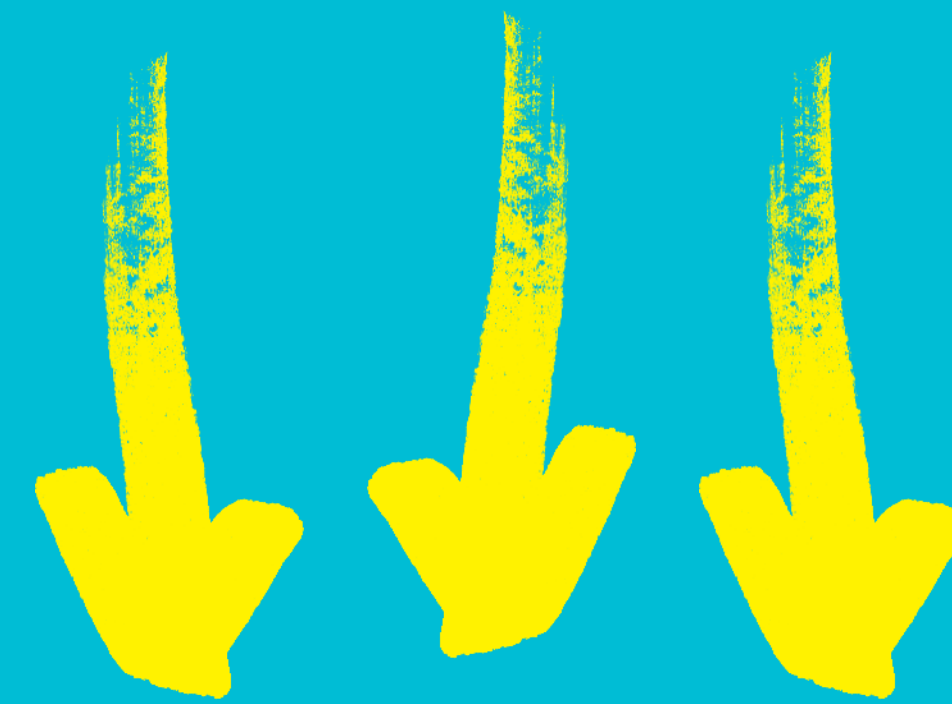
- Where do you lack clarity around the vision (**WHY**)?
- Where do you lack clarity around the strategy (**WHAT**)?
- Where do you lack clarity around the tactics (**HOW**)?

HERDING TIGERS





**PRESSURE
DOWN**



"THE MIDDLE"



**PRESSURE
UP**



CHALLENGES

OPPORTUNITIES

CULTURE



WORK

TALENT



PEOPLE

LEADING WOULD BE
EASY IF IT WEREN'T FOR
ALL OF THE **PEOPLE.**

IT'S ABOUT THE
PEOPLE.

WHY SHOULD PEOPLE
FOLLOW YOU? *

* Not a trick question

HERDING
TIGERS

**THINK ABOUT A
LEADER...**

TRUST IS THE
CURRENCY OF
EFFECTIVE TEAMS

INTENTIONS
(INVISIBLE)

VS.

ACTIONS
(VISIBLE)



BANK ACCOUNT

VS.



WATER BALLOON

DECLARING UNDECLARABLES
BEING A SUPERHERO
RELATIONAL USURY

YOUR GREATEST
POTENTIAL TO CAUSE
DAMAGE AS A LEADER IS
DIRECTLY TIED TO YOUR
BIGGEST INSECURITY.

STABILITY

CLARITY + PROTECTION

*HERDING
TIGERS*

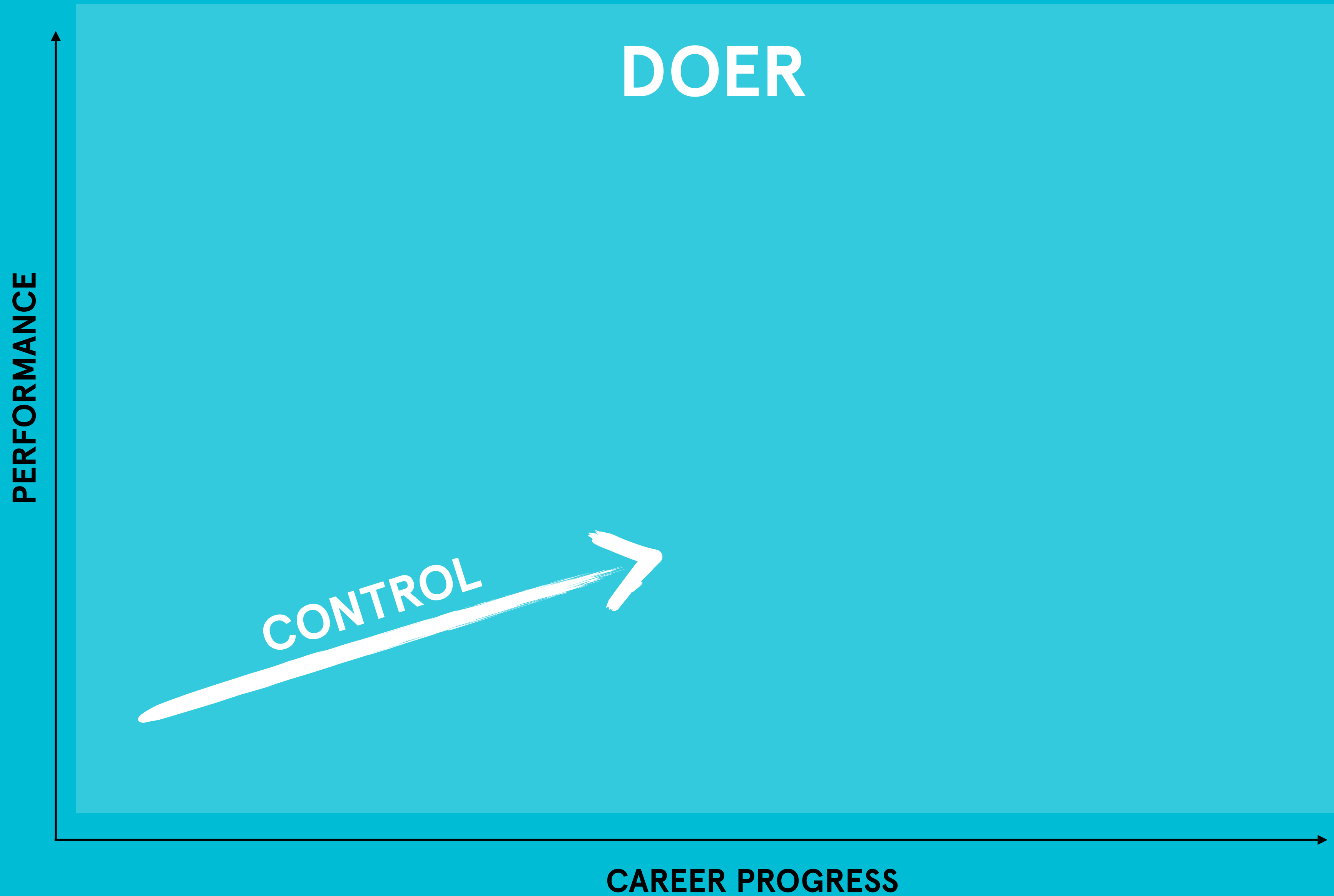
CHALLENGE

PERMISSION + FAITH

CHALLENGE

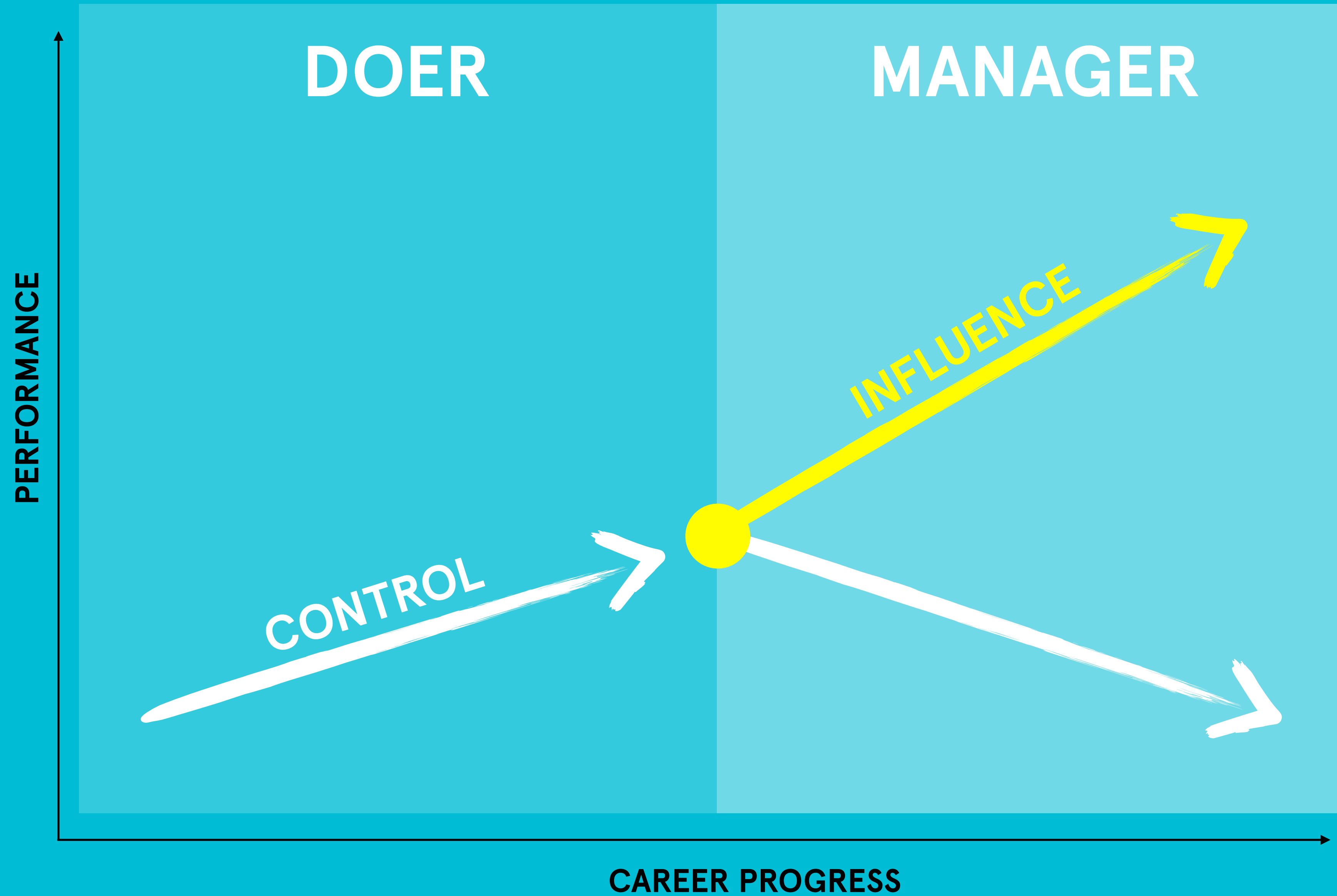


HERDING
TIGERS



HERDING
TIGERS

MAKE THE PIVOT



CONTROL
(PRESENCE)

VS.

INFLUENCE
(PRINCIPLE)

CONTROL
(PRESENCE)

INFLUENCE
(PRINCIPLE)

CREDIT

IMPACT

SHORT-GAME

LONG-GAME

TEMPORARY

TIMELESS

REPUTATION

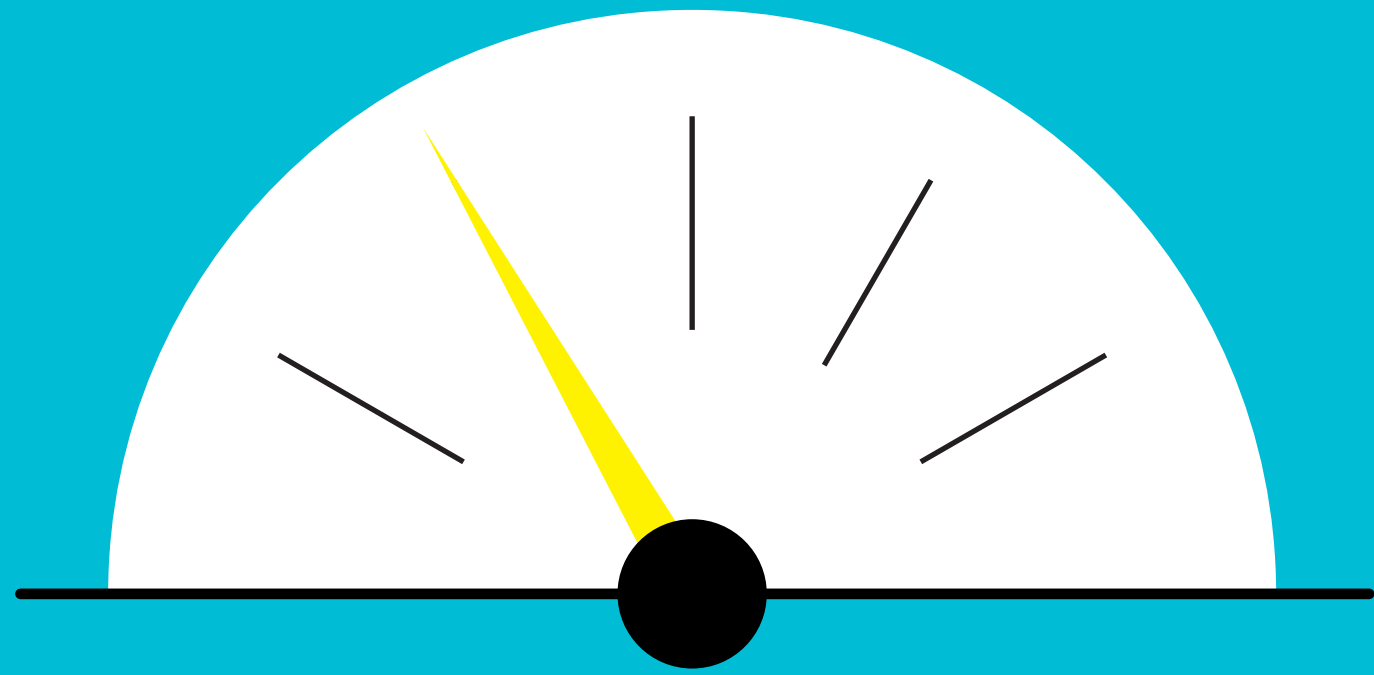
REPRODUCTION

A GOOD LEADER...

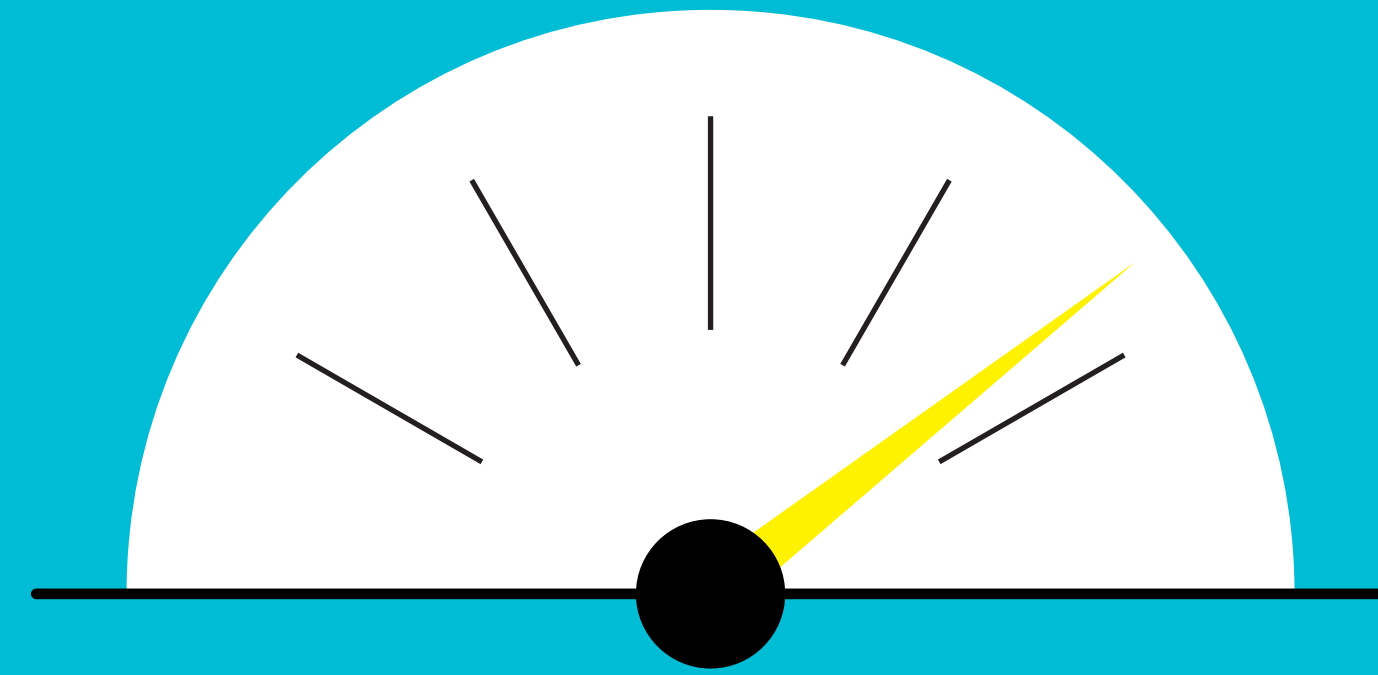
**ACCOMPLISHES THE WORK
WHILE DEVELOPING THE TEAM
TO TACKLE NEW AND MORE
CHALLENGING WORK.**

*HERDING
TIGERS*

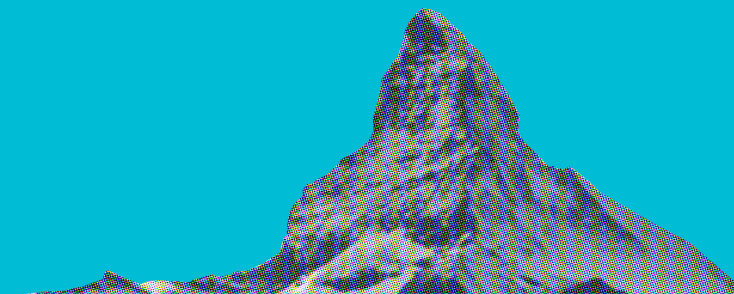
LEADING MEANS PROVIDING...



STABILITY



CHALLENGE



SCOREBOARD



DASHBOARD

SCOREBOARD:

ACCOMPLISH THE **OBJECTIVES?**

MAINTAIN OUR **VALUES?**

POISED TO DO IT AGAIN?

PROLIFIC

+ BRILLIANT

+ HEALTHY

SCOREBOARD:

DOES YOUR TEAM HAVE A **CLEAR**
DEFINITION OF SUCCESS?

DASHBOARD:

**WHAT ARE YOU
(OR SHOULD YOU BE)
MONITORING?**

SET THE RAILS

**A MESSAGE FOR CONTROL FREAKS
(LIKE ME)**

**ESTABLISH
YOUR P.O.V.**

LEADERSHIP PHILOSOPHY

“SIMPLE, CLEAR PURPOSE AND PRINCIPLES GIVE RISE TO COMPLEX AND INTELLIGENT BEHAVIOR. COMPLEX RULES AND REGULATIONS GIVE RISE TO SIMPLE AND STUPID BEHAVIOR.”

– DEE HOCK

*HERDING
TIGERS*

QUALITIES OF GOOD PRINCIPLES:

- SPECIFIC ENOUGH TO PROVIDE GUIDANCE, **GENERAL ENOUGH** TO ALLOW CREATIVE APPLICATION
- REFLECTIVE OF CULTURE BUT **PERSONALITY AGNOSTIC**
- MAY BE IN **TENSION** WITH EACH OTHER BUT STILL BELONG TOGETHER
- PROVIDE **GUIDANCE** BUT DON'T REPLACE THOUGHTFUL ACTION

KEY QUESTIONS FOR PRINCIPLES:

- WHAT KINDS OF **BEHAVIOR** DO YOU CELEBRATE EVERY TIME, REGARDLESS OF OUTCOME?
- WHAT ARE THE **RULES OF ENGAGEMENT** FOR COLLABORATION?
- HOW DO YOU SET **PRIORITIES**?
- HOW DO YOU DIFFERENTIATE BETWEEN **GOOD** WORK AND **BAD** WORK?

WHAT'S YOUR PHILOSOPHY?

QUALITY OF WORK

RISK & FAILURE

THE RIGHT IDEA

CREDIT

CONFLICT

OPPORTUNITY



THEIR EXPERIENCE OF
YOU IS THEIR EXPERIENCE
OF THE ORGANIZATION

OUR BELIEFS DEFINE
OUR EXPERIENCE

WHERE DO COLLECTIVE
BELIEFS COME FROM?

STAND IN THE
PLACE WHERE
YOU ARE

(NOW FACE NORTH)





PRUNE

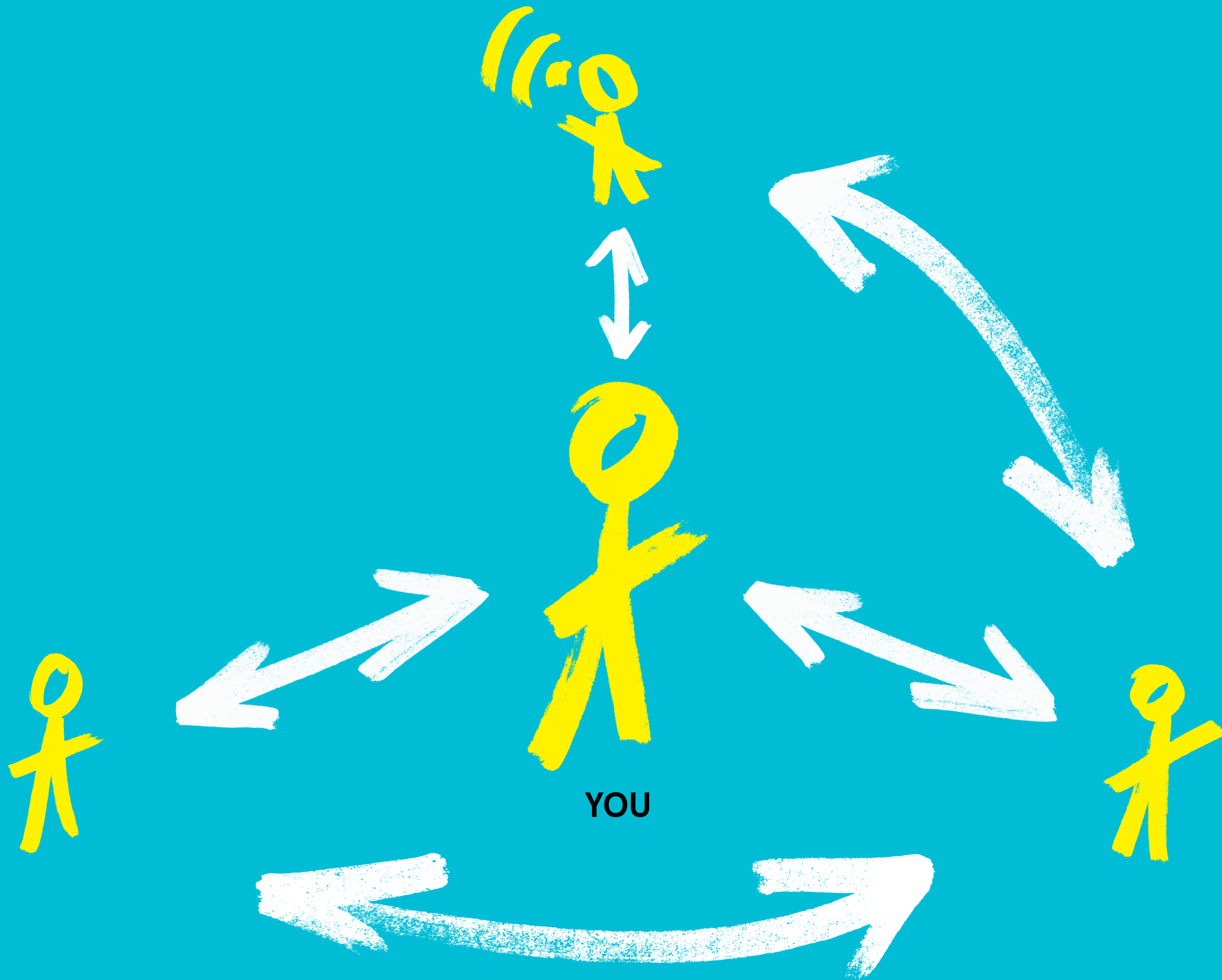
+



FERTILIZE

GHOST

RULES



YOU

HERDING
TIGERS

**NOT ALL ASSUMPTIONS
ARE GHOST RULES**

GHOST RULES ARE
UNTESTED ASSUMPTIONS

Listen for **absolutist** language

(never, always, can't, won't)

Watch for **workarounds**

(deviation from expected processes)

Pay attention to **patterns**

(twice is a pattern)

GHOST RULES:
QUALITY OF WORK
RISK & FAILURE
THE RIGHT IDEA
CREDIT
CONFLICT
OPPORTUNITY



NORMALIZATION OF DEVIANCE

EXAMPLES OF DEVIANT BEHAVIOR:

- MINOR MISSED DEADLINES
- “DIVA COMPLEX”
- SKIPPED MEETINGS
- DISRESPECTFUL TONE
- TALKING BEHIND SOMEONE'S BACK
- ACCEPTABLE SHORTCUTS WITHOUT REASON

REWARD TO SCALE

REWARDS MUST BE:

PREDICTABLE

CONSISTENT

SUBSTANTIAL

FOR EXAMPLE:

- STRATEGIC RISK-TAKING (EVEN IF RESULTS AREN'T "SUCCESSFUL")
- SHARING IDEAS
- SPEAKING CANDIDLY, WITH RESPECT
- DEFENDING TEAM MEMBERS IN PUBLIC
- GOING ABOVE AND BEYOND TO SERVE THE TEAM'S MISSION

LEAD SMALL

COACH THE WHY

HERDING
TIGERS

FIGHT WELL

HERDING
TIGERS

FIGHT WELL:

AGREE ON COMMON GROUND

IDEAS, NOT PERSONALITY

FIND THE MERITS

QUESTIONS:

WHAT BEHAVIOR IN YOUR CULTURE NEEDS TO BE **PRUNED**?

WHAT IS A DESIRED BEHAVIOR YOU WILL **FERTILIZE**? HOW?

HELLO,

MY BRILLIANT FRIENDS!

TODD HENRY

EXPECTATIONS:

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Curiosity

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Agency/Ownership

OBJECTIVES:

Clarity (not **certainty**)

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PERCEIVED AGENCY

PESSIMISM

FUTILITY

BRAVERY

OPTIMISTIC VISION

RESIGNATION

VICTIMHOOD

PERCEIVED POWERLESSNESS

INTENTIONS
(INVISIBLE)

VS.

ACTIONS
(VISIBLE)

CHALLENGE



HERDING
TIGERS

CONTROL
(PRESENCE)

VS.

INFLUENCE
(PRINCIPLE)

**ESTABLISH
YOUR P.O.V.**

LEADERSHIP PHILOSOPHY



PRUNE

+



FERTILIZE

QUESTIONS:

1. Based on our conversation yesterday, what is **one action** you plan to take?
2. What **excites** you the most about where H&W is heading?

CULTURE

A CULTURE IS A PACT
WE MAKE WITH ONE
ANOTHER

P.A.C.T.

CULTURE IS PERMISSION

Who can **say/do** what?

Who gets to make **decisions**?

CULTURE IS
ACCOUNTABILITY

Who owns the **scoreboard**?

What are the **consequences**?

Are they consistently **enforced**?

CULTURE IS CANDOR

Do we speak the **full** truth?

Are we **aligned**?

Are motives **trustworthy**?

CULTURE IS TACT

Do we value **psychological** safety?

Is **conflict** resolved well?

Do we acknowledge **mistakes**?

WHERE TRUST FAILS, IT'S
OFTEN BECAUSE THE **PACT**
HAS BEEN VIOLATED

WHERE GHOST RULES
EMERGE, IT'S OFTEN
BECAUSE THE **PACT** IS
UNCLEAR

GHOST RULES:
QUALITY OF WORK
RISK & FAILURE
THE RIGHT IDEA
CREDIT
CONFLICT
OPPORTUNITY



GHOST RULES:

WHO?

WHY?

HOW?



QUESTIONS:

WHEN DO YOU SEE THE MOST MISALIGNMENT ON YOUR TEAM?

WHICH ELEMENT OF P.A.C.T. DO YOU NEED TO SOLIDIFY?

GHOST RULES

Listen for **absolutist** language

(never, always, can't, won't)

Watch for **workarounds**

(deviation from expected processes)

Pay attention to **patterns**

(twice is a pattern)

WHO? WHY? HOW?

PACT

PERMISSION

ACCOUNTABILITY

CANDOR

TACT



GO FEVER

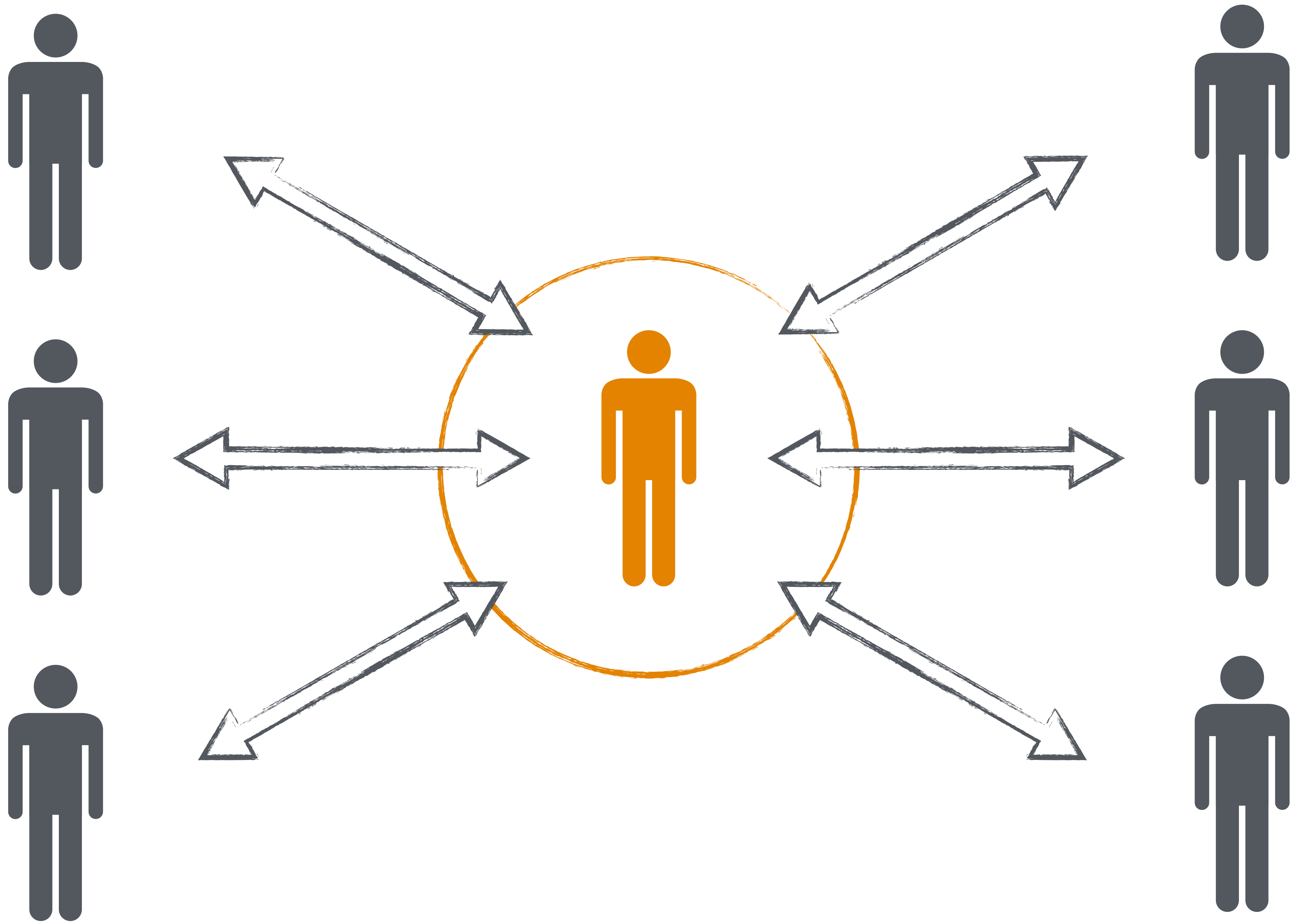
FEEDBACK

Think about a time you
received good feedback.

Valuable, *problem-solving* work
is a match game between what
you *expect* and what you *see*.

The mechanism for reconciling these gaps is feedback.

Leaders are coaches.



Effective leaders know what's
on their mind.

WISDOM

UNDERSTANDING

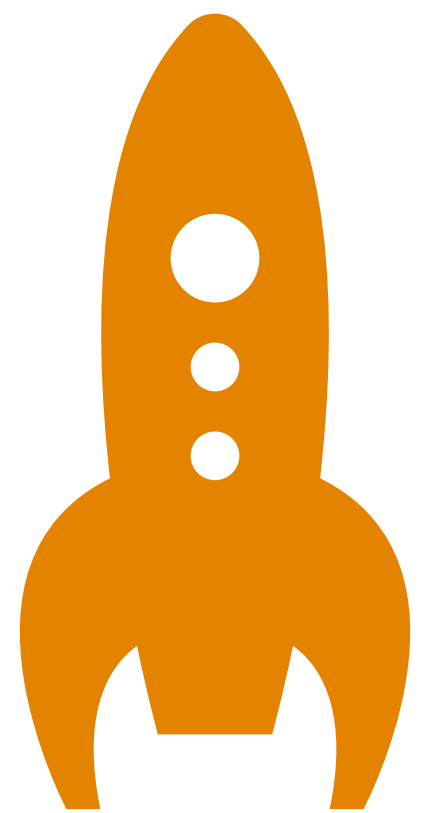
KNOWLEDGE

INFORMATION

DATA

NOISE

DEE HOCK



Feedback is course correction.

Feedback is continuous.

What am I seeeing?

Does it **match**?

FEEDBACK:

Be **specific**, not comprehensive.

Describe what you see, not what you **conclude**.

Point them to the **goal**.

Finish with a question, not a **verdict**.

QUESTIONS:

Think of a time when you had to give feedback and it went **poorly**. How could you have improved it?

Then, think about when it went **well**. What made it effective?



Assassins

Dissonance



$$1+1 = [((27/3) / 3) - 1]$$

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT



Fear

Expectation Escalation



~~STEAMROLL~~

TEAM + INDIVIDUAL





1. The **CLARITY** Conversation

- Do you understand **WHY?**
- Do you understand the **OBJECTIVES?**



2. The **EXPECTATIONS** Conversation

- Do you know what's expected of **you**?
- What do you expect from **ME**?
- Am I falling **SHORT**?



3. The **FEAR** Conversation

- What are we afraid **MIGHT** happen and why?
- Do you feel free to take strategic **RISKS**?
- What was the last **RISK** you took?



4. The **ENGAGEMENT** Conversation

- How's your **ENERGY** level/enthusiasm?
- What's **INSPIRING** you?
- What's the **BEST** thing we're doing and why?



5. The **FINAL 10%** Conversation

- What's the **DUMBEST** thing I/we are doing?
- What's something **OBVIOUS** I don't see?

QUESTIONS:

IN WHAT WAYS DO YOU
EXPERIENCE THE 3 **ASSASSINS**?

WHICH CONVERSATION(S) DO
YOU NEED TO HAVE WITH
YOUR **TEAM**?

Candid, continuous feedback
keeps the assassins away.

Feedback should be framed by
guiding principles.

There must be a *why* behind your *what*.

Feedback should honor the
process, not just the end result.

Otherwise, you'll get the same results again.

Seek **why**, not what.

“Help me understand...”

“How could we...?”

“Show me why...”

Feedback should be measured
against the *familiar*.

There can't be consequences for unspoken expectations.

Were my expectations clear?

Were they understood?

Ideally, feedback is responsive,
not reactive.

Let's say there's a mismatch.

It's time to have a conversation.

The Four Questions

1: Is this Why, What, or
How feedback?

(Or, a combination?)

Why: Objective

How: Strategy

What: Tactics or Effort

2: Is this coaching or
corrective feedback?

Coaching: Inductive

Corrective: Instructive

3: How urgent is this feedback?



006

147

276

6000

006

3945

2462 071
DATE
2018-03-23 14:00
TIME
14:00
ALTITUDE
3945
SPEED
147
HEADING
276
FUEL
100
OIL
100
TEMP
100
PRESS
100
WIND
100
WEIGHT
100
STATUS
OK
REMARKS
CLEAR

ACARS-2000 MSG REV 2.7.7
FUEL MESSAGES IN GALLONS
TOTAL FUEL OUT IN POUNDS
FUEL TANK NOT PRESENT

PRINT
REFUEL 4000 REW*

ACARS-2000 MSG REV 2.7.7
FUEL MESSAGES IN GALLONS
TOTAL FUEL OUT IN POUNDS
FUEL TANK NOT PRESENT

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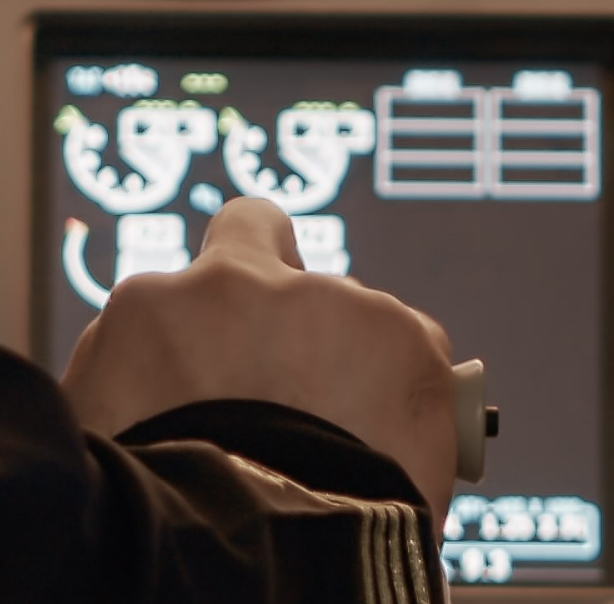


INFORMATION ON TRAVEL
AND AIRPORTS

PILOT

16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

LOWER DU
MAIN PANEL DU



COMMUNICATIONS
C O M M U N I C A T I O N S
P A N E L

COMMUNICATIONS
C O M M U N I C A T I O N S
P A N E L

PARKING BRAKE PULL
IDLE
CUTOFF
HORN
HORN OUT
40
FLAP DOWN
FLAP
STAB TRIM
MAN ELECT
NORMAL
AUTO

STAB TRIM
MAN ELECT
NORMAL
AUTO



Urgent =

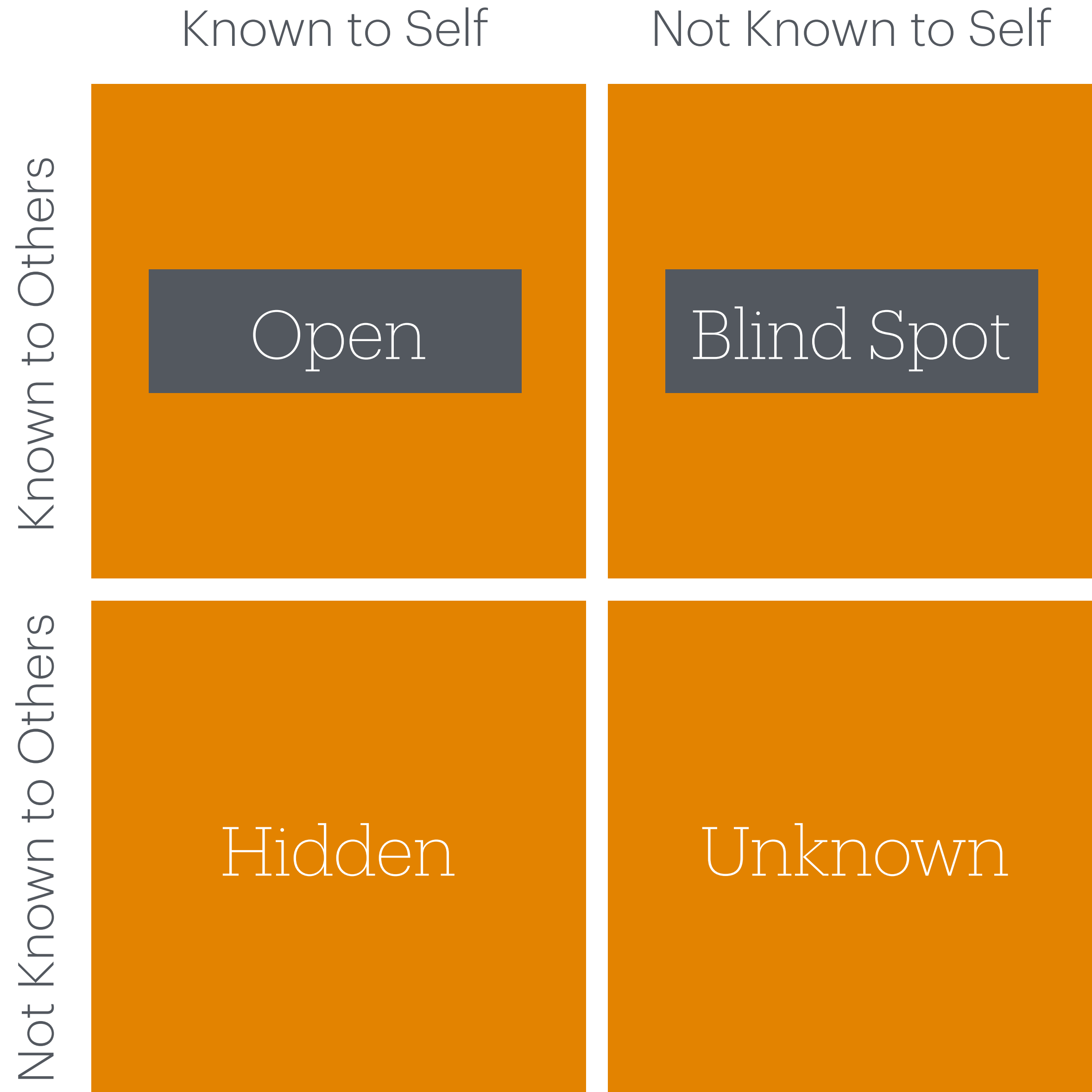
mission critical,

time critical,

team critical

4: How personal is this feedback, vs. objective?

Personality *vs.* Character



Johari Window

Joseph Luft & Harrington Ingham (1955)

Be mindful not to confuse
personality & character issues.

The Four Questions

1. Is this why, what, or how feedback?
2. Is this coaching, or corrective feedback?
3. How urgent is this feedback?
4. How personal is this feedback, vs. objective?

FOCUS

ASSETS

TIME

ENERGY



STAND IN THE GAP



ATTENTION



TIME

+

ATTENTION

STOP RE-LITIGATING

STOP COPYING

**LIMIT THE PROJECT
HORIZON**

**NECESSARY MEETINGS,
NECESSARY PEOPLE**



TIME

BUILD BUFFERS

ESTABLISH A “NO
FLY ZONE”

HAVE A “BREAK THE
GLASS” STRATEGY



QUESTIONS:

WHAT IS THE BIGGEST THREAT TO
YOUR TEAM'S **ATTENTION**?

WHAT IS THE BIGGEST THREAT TO
YOUR TEAM'S **TIME**?

WHAT WILL YOU DO?

TRUST

SCOREBOARD/DASHBOARD

LEADERSHIP PHILOSOPHY

PRUNING + FERTILIZING

TIME & ATTENTION

IDEAS & INSPIRATION



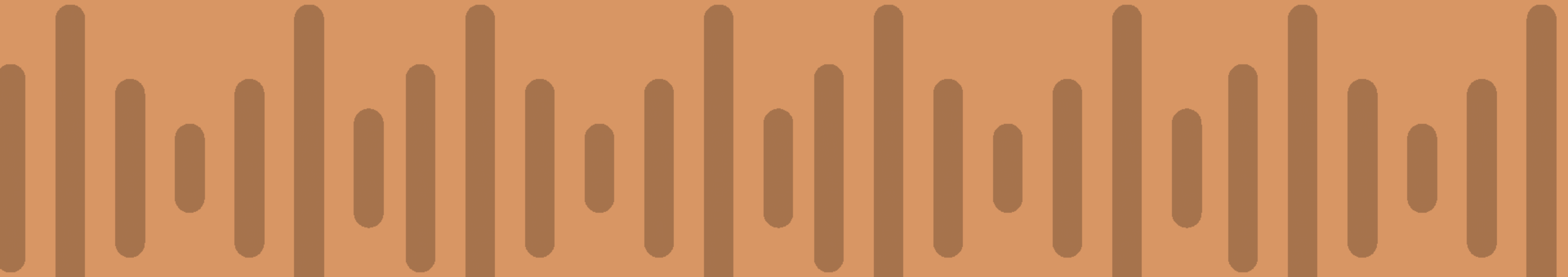
OUR LEGACY IS NOT THE WORK,
IT'S THE **PEOPLE**

HERDING
TIGERS

BE A LEADER
WHO MAKES
ECHOES

RHYTHM

5 ELEMENTS



FOCUS

**You can succeed
your way into
FAILURE.**

DEFINE: PROBLEMS

**As a pro, you don't
do projects, you
solve **PROBLEMS.****

REFINE: BIG 3

CLUSTER: ADJACENCY

RELATIONSHIPS

“By forming a party, by melting into some group, we avoid not only conscience, but martyrdom. This is why fear of others dominates this world. No one dares to be a **GENUINE SELF**; everyone is hiding in some kind of ‘togetherness.’”

SØREN KIERGEGAARD

GUNS ON THE

TABLE

(COWBOY)



FIND A MIRROR

START A CIRCLE

ENERGY

PRACTICE
PRUNING

THINK

WHOLE LIFE

STIMULI

“I’m so glad I just spent 15
minutes reading the
insightful comments on
that Instagram post!”

NO ONE, EVER

HAVE A

STUDY PLAN

TAKE (BETTER)
NOTES

STIMULUS

DIVE

HOURS

BACKBURNER
CREATING

IDEA

TIME

FOCUS

RELATIONSHIPS

ENERGY

STIMULI

HOURS