

# The Beginners Guide

To identify the sources of workplace drama  
and coach your teams beyond them

REALITY-BASED  
LEADERSHIP

Calculate your own drama  
level using the Employee  
Value Equation  
Self-Assessment

**START HERE!**

SOURCE OF DRAMA	THE BEHAVIORS	THE TOOLS	THE RESOURCES
<p>Ego-based thinking</p>	<p>Judging instead of helping, venting, stressed, overwhelm, frustration, low-self thinking, toggled down, anger, tattling, score-keeping, fear of the unknown, cluttered mind</p>	<p><u>Edit Your Story.</u></p> <hr/> <p><b>Questions for Self-Reflection:</b>            What would great look like?            What do you know for sure?            What could you do next to add value?            How can you help?            'Toggle up.'</p> <hr/> <p><u>SBAR</u> - (Best for 'Hey, do you have a minute?' meetings) Helps to operationalize moving beyond ego in every interaction or issue that is brought up</p>	<p><u>How to Declutter Your Mind</u>            (11 min video)</p> <p><u>3 Ways to Stop People from Venting_(Nicely).</u>            (40 min podcast)</p> <p><u>The Best Tool for Venting - THIS Means THAT</u>            (6 min video)</p>
<p>Lack of accountability</p> <p><b>*Four factors of accountability:</b></p> <ul style="list-style-type: none"> <li>- Commitment</li> <li>- Resilience</li> <li>- Ownership</li> <li>- Continuous Learning</li> </ul>	<p>Low buy-in or buy-in with conditions, 'I'm all in as long as...' stuck for ideas, low resilience, trying to muscle through, not asking for help, excuses for missed results, lack of ownership, blaming others for lackluster results, low continuous learning, fixed mindset, signs of learned helplessness</p>	<p><b>COACHING TECHNIQUE:</b>            "Given that... &lt;there will always be competing priorities and constraints on your time&gt; how can you still stay committed/resilient?"</p> <hr/> <p><u>SBAR</u> - also used to address Ego-Based Thinking, the tool drives accountability by helping an individual process their issue and step into recommendations to move forward based on their analysis of the situation.</p> <hr/> <p><u>Resiliency Boards Tool</u></p> <p><b>Supporting video:</b>  <u>6 Simple Strategies for Building Resilience</u></p> <hr/> <p><u>Engaged Action Planning</u>            Group facilitation tool that brings shared accountability into the engagement process</p>	<p><u>What is Accountability?</u>            (6 min video)</p> <p><u>What Leads to Happiness in Life</u>            (30 min podcast)</p> <p><u>How Happiness at Work Happens with Personal Accountability.</u>            (5 min video)</p> <p><u>When Extreme Ownership Goes Wrong</u>            (30 min podcast)</p> <p><u>Don't Confuse High-Performers with High-Accountables</u>            (35 min podcast)</p>

SOURCE OF DRAMA	THE BEHAVIORS	THE TOOLS	THE TOOLS
<p>Lack of organizational alignment</p> <p>(inability to buy-in with decisions of the organization)</p>	<p>Consistently frustrated when not consulted on decisions, fighting hard for opinions, focused on why it won't work, operating out of lane (Decision-maker, Consultant, To Be Informed), giving feedback on the decision before trying to make it work, lack of trust in decision-makers</p>	<p><b>Question 1:</b> Most decisions are being made outside our four walls - who are those decision-makers that impact or strategy?</p> <p><b>Question 2:</b> Are you bringing your opinion or expertise to this discussion? Let's discuss the difference.</p> <p><b>Question 3:</b> Has the decision been made?</p> <p><b>Question 4:</b> If so, are you stopping the action because it is illegal, immoral, unethical or alienates part of the population?</p> <p><b>Question 5:</b> If the decision hasn't been made, are you the Decision-maker? Consultant? To be informed?</p> <p><b>Question 6:</b> Now that you're clear on your role, can I count on you to do whatever it takes to make this decision work in the short-term?</p> <p><b>Question 7:</b> After you have made it happen with your team in the short term, what feedback do you have to do this better, faster, cheaper, safer the next time?</p>	<p><u>Negative Brainstorming Tool</u> - take the issues with the decision and moves the energy away from 'why we can't' to 'how we could' with clear risk mitigation strategies</p> <hr/> <p><u>Thinking Inside-the-Box Tool</u> - raising the focus to the higher goal of the organization and embracing the constraints or competing priorities to get ideas on HOW WE COULD move forward anyway.</p> <hr/> <p><b>THE RESOURCES</b></p> <p><u>What if Leadership is Making Poor Decisions</u> (34 min podcast)</p> <p><u>Achieving Organizational Alignment Without Drama</u> (55 min podcast)</p> <p><u>Organizational Alignment Overview</u> (7 min video)</p>

SOURCE OF DRAMA	THE BEHAVIORS	THE TOOLS	THE RESOURCES
Resistance to change	Focus on 'why it won't work', unable to agree with the goal of a change, fear of the future, only discussing the problems with a change initiative, threatened by what's new	<u>Negative Brainstorming</u> – writing down any issues or reasons we can't move forward with a change and then risk-mitigating as a team.	<p><u>5 Essential Tips for My Team to Be More Adaptable to Change</u> (11 min video)</p> <p><u>How to Overcome Fear</u> (7 min video)</p> <p><u>Dealing with "Change for Change's Sake" at Work</u> (32 min podcast)</p> <p><u>Why You HAVE to Play Favorites at Work</u> (40 min podcast)</p>
Blaming Circumstances for Lack of Results	'We did pretty well, considering the circumstances...', we would have got it done but these extenuating circumstances got in the way, pointing to other people or competing priorities for lackluster results, unable to conversationally discuss their part in the results of a project	<p>"Given that... &lt;there will always be extenuating circumstances&gt; how could you still have delivered on the results/goals?"</p> <hr/> <p><b>Call to Greatness with Self-Reflection:</b>            TOOL: Given the circumstances, what would great look like?            Here is a video case study from a college athlete on how to</p> <hr/> <p><b>Results Circle Visual Reminder –</b>  <a href="#">download and print it here</a></p>	<p><u>How to Actually Change Your Mindset and Stop Blaming Circumstances</u> (31 min podcast)</p> <p><u>How to Have Less Stress at Work and Stop Blaming Circumstances</u> (8 min video)</p>

Ready to master all of these tools to end drama on your team for good? Take your team through the online course [No Ego: The Reality of Peace, Happiness and Great Results at Work](#) by signing up [here](#).