THE
NEXT
NORMAL

TRANSFORM YOUR LEADERSHIP, YOUR TEAM, AND YOUR ORGANIZATION

GREG GIULIANO

Bestselling Author of *Ultra Leadership*

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ADVANCE PRAISE

"The Next Normal is a must-read for anyone who wants to create a team and organization that values leadership, empowerment, and accountability. In an approachable and lighthearted manner, Greg combines first principles of leadership and change with a practical and actionable team management system that can scale to renew your organization."

—**MARSHALL GOLDSMITH**, author of the *New York Times* bestseller *Triggers*

"My job as a leader is to make things better for the organization, my team, and each person. Greg's coaching helps me set my teams up for success. His lessons are simple and straightforward. And he's put it all in this book."

—**TODD BURGER**, Chief Experience Officer, AAA Northern California, Nevada, & Utah

"Greg's coaching and work with our leaders and teams helped us design and deliver significant transformation and results again and again. The Next Normal is a must-read for anyone who knows the status quo will not achieve the results they seek. Greg provides an approachable, actionable, and proven system for leaders to challenge the old norms and empower their teams to make positive change."

—**JOHN MCKENNY**, Senior Vice President and General Manager, BMC Intelligent Z Optimization and Transformation

"This should be required reading for first-time leaders, long-time leaders, and everyone in between. It's invaluable advice and terrific coaching in book form."

—JANET WIDMANN, President and CEO, Kids Care Dental & Orthodontics

"COVID changed the world! In The Next Normal, Greg Giuliano reminds us that leaders are disruptors who create the future. He provides an approachable, actionable way for leaders to succeed in challenging the status quo and enabling positive transformation."

—ROBERT RIGBY-HALL, Chief People Officer, Orveon Global

"When I read The Next Normal, I could hear Greg talking to me. His advice and coaching have never failed me. His book delivers too. In it, he asks leaders to think deeply and differently about the 'next normal' they have the power, agency, and responsibility to create. Greg never lets you forget, you have agency. Everything you do is a choice. Let's make the right next choices."

—CAROLYN HENRY, Vice President Field Marketing, Fortune 500 Technology Company

"For leaders looking to drive transformational change for their organizations, The Next Normal is a must-read. Greg draws on his decades of experience as an executive coach to help leaders uncover how macro-level outward change starts with a micro-level inward focus. This is the perfect book for the intentional leader."

—ARTHUR WOODS, Co-Founder at Mathison and author of
Hiring for Diversity

"Even the title is a reminder! What's normal is up to me. What's next is up to me. Greg provides a way to make it real."

—**JEVON McCORMICK**, President & CEO at Scribe Media, author of *I Got There*

"Greg has an insatiable curiosity to understand how we all can become better leaders in a fast-changing world. In The Next Normal, Greg challenges our preconceptions of leadership and lays out a way to realign our focus for the future. A must-read for established and aspiring leaders alike."

—**IAN SYMES**, Executive Vice President, Right Management

"Greg gets leaders and teams moving together. In The Next Normal, he describes a systematic approach to leadership that's so clear it sparkles. Every page provokes insights and jump-starts action."

—**MICHAEL CROTON**, Albion Communication

"In The Next Normal, my brother Greg's two decades of experience making leadership concepts real for leaders moves beyond theory to implementation and action. His insights and approaches to leadership have been helping leaders strengthen their teams and organizational outcomes for years. As a former mayor now leading a CEO business roundtable, I know firsthand The Next Normal will be a trusted guide for the reader's leadership journey."

—**NEIL G. GIULIANO**, President and CEO, Greater Phoenix Leadership

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THE NEXT NORMAL
Transform Your Leadership, Your Team, and Your Organization

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Thank you for purchasing *The Next Normal: Transform Your Leadership, Your Team, and Your Organization* by Dr. Greg Giuliano.

This Audiobook Companion contains images, tools, templates, and activities referenced in *The Next Normal*.

CHAPTER 1 – Leading in the Next Normal

Experiences of Change

In your work, you have probably experienced many ups and downs and twists and turns. Recall some of your prior experiences of change:

- Do a quick mental review of the many initiatives/moments where you joined others to create positive change.

- Reflect on one moment or initiative that stands out as something of a high point--a time where you felt most alive, effective, or really proud of your involvement.

- What made it a high-point experience? (What happened? When was it? What was the experience like?)

- What did you learn from that experience that is important to remember and apply now?

CHAPTER 2 – Driving Change

Leading Lasting Change – Richard Beatty and David Ulrich

Way back in 1991, Richard Beatty and David Ulrich authored a terrific article entitled, "Re-energizing the Mature Organization." They wrote, "The challenge for a mature organization--which has based its success on security and stability--is to meet a changing environment, and to respond to changes in a manner that will revitalize its structure and competitive edge."

Beatty and Ulrich developed this graphic to illustrate what needed attention over time to create lasting change.
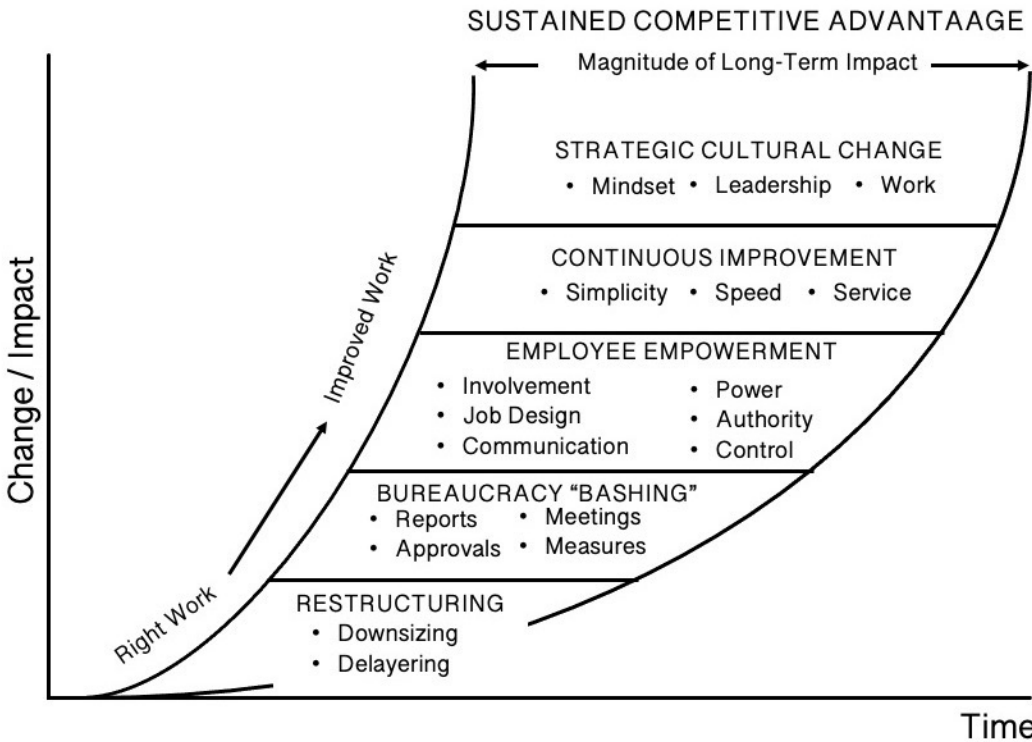
(Richard Beatty / David Ulrich)

I like Beatty and Ulrich's model because it is a powerful reminder of the scope and nature of organizational change. What they described as a "mature" organization in 1991 is almost any organization today, not just one that's been around a long time.

CHAPTER 2 – Driving Change

Bridges' Transitions Model – William Bridges

Preeminent thought leader William Bridges called the human process of navigating change a *transition*. While change is an external event, an alteration in circumstances that we face and exist in, transition is the psychological process we go through in accepting and working through that change. According to Bridges, transitions have three phases: the Ending, Losing, Letting Go phase; the Neutral Zone phase; and the New Beginning phase. Once we are presented with a change event, we move through the three phases of transition on the way to full acceptance and participation in change.

The New Beginning

The Neutral Zone

Ending, losing, letting go
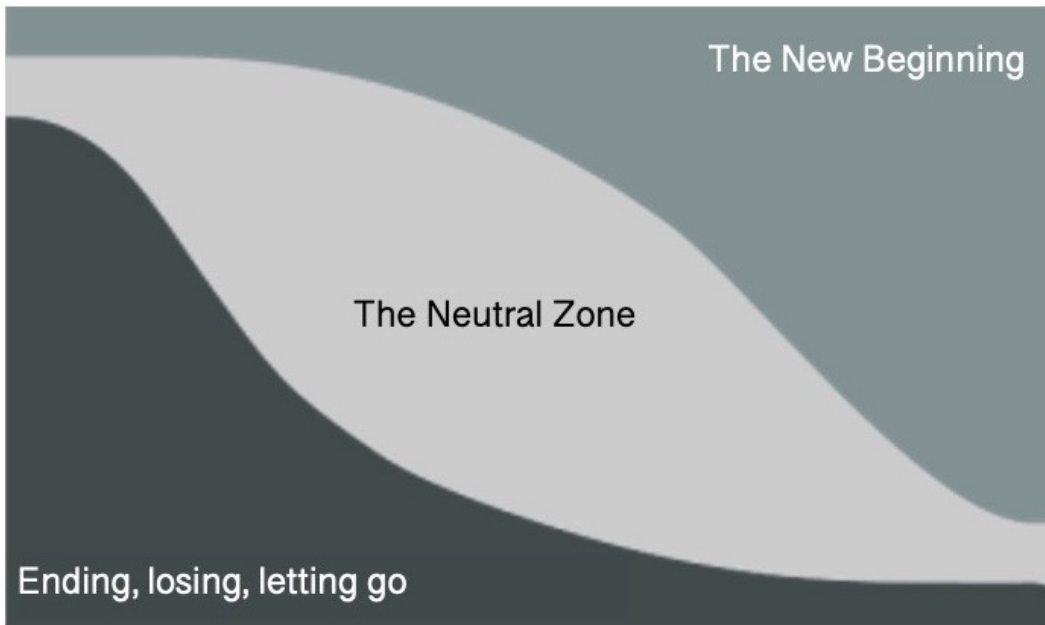
(William Bridges)

Every transition begins with an ending, and experience of loss or letting go of a familiar process or routine, such as one's reporting structure. The Neutral Zone is an in-between space where the announced change is not yet fully realized, the gap between the old reality and the new one. The New Beginning is the time when the changes that were announced and desired are fully accepted, adopted, applied, and realized.

CHAPTER 3 – The Gospel According to You

Your Leadership POV

What assumptions inform your point of view (POV)? How does your POV impact the decisions you make as a leader? This is a good place to rethink and reconfirm or rewrite your organizing principles.

- I think organizations are...

- Organizations are successful when they...

- Organizational change is...

- People resist change because...

- My role in leading change is to...

- Leadership is...

- The difference between management and leadership is...

- If we relied more/less on hierarchy it would produce...

- Authority flows from...

- A team is...

- As a team leader, it's my job to...

- I define winning as...

- When it comes to leadership, what I value most are... (Think of three things. For example, honesty, loyalty, creativity, flexibility...)

CHAPTER 4 – Your Next Normal

Your Leadership Impact

Leadership

Leadership is a choice. It takes courage. When you choose to lead, you are choosing to create something. When you choose to lead, you're disrupting the status quo. When you choose to lead, you're stepping into the unknown.

Managing is getting people to do things that are knowable. Leading gets people to join you in creating something different: a new experience, a bigger result, a next normal. In Leading Change, business and management thought leader John Kotter writes, "Leadership creates organizations or adapts them to significantly changing circumstances. Leadership requires the will and skill to engage others and cause a positive outcome, defining what the future should look like, aligning people with the vision, and inspiring them to make it happen despite the obstacles." In other words: leaders enable positive transformation for their organization, their team, and the individuals they lead.

Do you know what impact you are having? Is it by design or by default?

Every day, people observe you and decide, "What do I think about this person as a leader?" and "Do I trust this person? The stories others tell about our leadership are informed by how we impact them. They talk about what they observe about you and your leadership. Is she grounded or scattered? Is he open and approachable? Are they honest and sincere? Is he reliable? Does she bring great ideas and deliver great work? Are they concerned with other people's success or just their own? Does he have my back? Does she bring out the best in others? Are they a good boss or someone I'd never work for again?

They talk about your style. Is he an authoritarian, "do it my way" type? Is she transactional? Do they take a hands-off approach, or are they a micro-manager? Is she democratic and inclusive? Does he take a servant leadership approach? Do they use a coach approach? They talk about what they think you're good at and bad at, how you lead your team, and the impact you have. Is he a strong communicator? Is she a strategic thinker? Is he decisive? Does he have empathy for others? Does she focus on results and get things done?

When we become more intentional about who we are and how we approach our work and lead, we become exponentially more impactful. Continuous improvement isn't just for software; it's for people too. The stories others tell become our brand and legacy as leaders. How do you want to impact them? What do you want your brand and legacy to be?

CHAPTER 4 – Your Next Normal

Rethink. Reset. Renew.

This exercise provides an opportunity for you to rethink and reset the impact you make as a leader. Reflect on some questions and prompts as a way of homing in on a clear and consistent statement of what kind of leader you want to be and want to be known as. Knowing that, you can identify the behaviors and practices that are consistent with that statement and those that are counterproductive and renew your leadership.

Rethink. Reset.

1. Think of five people who made a positive impact as leaders. They don't have to be business leaders. Their impact could have been in sports, politics, the arts, philosophy, or religion. They could be relatives or ancestors in your family tree.

2. Think about the people on your list. What made them impactful? What words best describe them and their leadership? How did they help people? How did they adapt and respond to change?

3. Of the characteristics you've written down, which ones come up more than once. Do you have five characteristics that all have in common?

4. Make note of who you'd place at the top of the list.

5. Think of that person and fill in the blanks in this statement:

   _____ is a/an _____ leader who helped others _____ .

6. This person and how they showed up and helped others would appear to be an ideal for you. Let's hold on to that.

7. Imagine we are at your retirement party. Let's ask your colleagues for five words that describe your leadership. If I asked them to come up with five descriptors of you when you're at your best and making a positive impact, what five words would I hear?

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8. If I asked them to come up with five descriptors for when you're at your worst as a leader, what would they say?

9. What five words do you want to hear people use when they're describing how you lead?

10. Fill in the blanks on this statement: I am a/an   leader who helps others   .

Let's call this your Impact Statement.

11. Try saying your Impact Statement aloud with your name at the start of it.. How does it sound as if it's coming from someone else?

12. Ask yourself three questions:
    o Am I content if this Impact Statement becomes my brand and legacy?

    o What might I have to learn, unlearn, and practice to ensure this impact statement becomes my brand and legacy?

    o Am I willing to disrupt the status quo (mine and others) to update my impact and make this my brand and legacy?

CHAPTER 4 – Your Next Normal

Renew.

What do you say we become more intentional about the impact we make? Making a more intentional and authentic impact is as easy as **1 – 2 – 3.**

(1) Name it:

I am a _____ leader who helps others by _____ .

(2) Own it. What are you awesome at? What strengths do you have that contribute to your making this impact? Pick your top two. What needs work? What will you need to work on (things to learn, habits to break)? Pick your top two. What's your kryptonite? What is going to be the biggest barrier to you making this impact? Pick one.

I'm awesome at this:	I need to work on this:
1.	1.
2.	2.
My kryptonite:	

(3) Practice it. Take three steps to more intentional and impactful leadership.

Reflect. Put your impact statement where will you see it every day. Begin the day asking, "What will I have to do to make this true today?" At the end of the day, grade yourself. Would you give yourself an A, B, C, or F? What will you do differently tomorrow?

Dialogue. Talk to a trusted friend and colleague about it. Set a regular cadence. Get advice, suggestions on how to get better at consistently making this impact and feedback on progress and setbacks.

Practice. Commit to regular practice of behaviors and routines that will help you get better at being intentional about the impact you make and the legacy you leave.

CHAPTER 4 – Your Next Normal

Your Current Reality: Leadership Foundations

To succeed at the work of leadership requires competency in multiple domains. We use these skills to engage and empower others to work together to achieve some shared goals. As I wrote in *Ultra Leadership*, three skills provide the foundation for all the competencies, skills, behaviors, and actions we leverage in order to lead transformation with positive impact: careful thinking, feeling fully, and communicating effectively. These foundational skills enable you to build a strong team that collaborates with one another, instead of competing against one another, creating a culture of openness, trust, cooperation, and accountability.

Here's another spot where you can break out the journal and do some reflecting on how you're going about the work of leadership right now. It's a chance to rethink in order to reset. Think about each item on this list. Rate yourself on a scale of one to five, with one meaning this item is an aspiration for you and five meaning the item is true for you all the time.

Leading

I use personal power rather than authority to engage others.
      1   2   3   4   5

I don't hesitate to cut through red tape to achieve success.
      1   2   3   4   5

I will step in and lead when I encounter a void.
      1   2   3   4   5

I convey a strong sense of urgency (i.e. what is of pressing importance).
      1   2   3   4   5

I encourage others to stretch beyond what they believe they can do.
      1   2   3   4   5

I am comfortable with uncertainty.
      1   2   3   4   5

I seek feedback from others on my performance at least once a month.
      1   2   3   4   5

I like to push the limits.
      1   2   3   4   5

CHAPTER 4 – Your Next Normal

Thinking Carefully

I can anticipate change and proactively plan to address potential objections and barriers.
```
        1       2       3       4       5
```

I question assumptions as part of my decision-making process.
```
        1       2       3       4       5
```

I am able to see the underlying patterns that cause problems.
```
        1       2       3       4       5
```

I consider the organization's strategic intent when making decisions and prioritizing actions.
```
        1       2       3       4       5
```

I carefully compare and contrast multiple options and their possible outcomes before making a decision.
```
        1       2       3       4       5
```

I effectively prioritize to manage complex and competing tasks.
```
        1       2       3       4       5
```

I effectively balance short-term and long-term priorities.
```
        1       2       3       4       5
```

I consider other people's perspectives and points of view when making decisions.
```
        1       2       3       4       5
```

I am open to learning new things.
```
        1       2       3       4       5
```

I set aside time for deep thinking and learning.
```
        1       2       3       4       5
```

Feeling Fully (Emotional Intelligence)

I recognize how my emotions drive behaviors that impact my performance.
        1   2   3   4   5

I have a strong capacity for managing my counterproductive impulses.
        1   2   3   4   5

 I can easily talk about my feelings with others.
        1   2   3   4   5

I easily adapt to new challenges, adjusting my thinking and behavior in the face of change.
        1   2   3   4   5

I am a self-starter, able to take action and follow through.
        1   2   3   4   5

I have regular physical, emotional, and mental practices that keep me resilient.
        1   2   3   4   5

My core values guide my decisions in complex situations.
        1   2   3   4   5

I can sense what others are feeling, demonstrating empathy toward them.
        1   2   3   4   5

I am effective at managing relationships with stakeholders across constituencies.
        1   2   3   4   5

Communicating Effectively

I consider what others need to know when designing how I communicate.

    1   2   3   4   5

I am naturally curious about other people's perspectives and opinions.

    1   2   3   4   5

I convey information clearly and concisely.

    1   2   3   4   5

I respond to requests for my time, energy, or input in a timely manner.

    1   2   3   4   5

I actively listen, giving my full attention when others are speaking.

    1   2   3   4   5

I am adept at making presentations to a group.

    1   2   3   4   5

I can clearly and enthusiastically enroll others to work with me to realize the (enterprise, BU, team) vision.

    1   2   3   4   5

I encourage dialogue through asking questions with a non-judgmental attitude.

    1   2   3   4   5

When I help leaders with a 360-feedback process, these reflections help frame our conversations. Taken as a whole, we get a clear picture of how the leader shows up and approaches her work. Your reflection on these items is a first step. How will you confirm if your self-assessment is accurate? What's your evidence? Go ask someone or multiple "someones." Talk it out so you can determine the one or two things that you want to focus on improving in the next 90 days.

CHAPTER 4 – Your Next Normal

Your Next Normal

Practice is the only way we get better at something, and it is the only way we reset our leadership, renew the story, and upgrade our impact. When we get serious about resetting our leadership, we make a commitment to practice. The question is, "Practice what?"

Look at your Impact Statement. To fully live your Impact Statement, what mindset will you need? What skill set will you need to tap, leverage, and hone? What adjective did you use in your Impact Statement? "NAME is a _____ leader."

What will you have to be good at and do consistently for people to use that word when describing you? Let's focus your efforts on creating a next normal for the next 90 days. Pick something that you want to reset, such as becoming more resilient. Resilience involves smart energy management.

Create a chart that looks like this:

Things to Practice				Target
Exercise 3x a week	Create space between meetings	Weekly Check-In with Accountability Partner	5 minutes of meditation each day	Be more resilient

Put your chart somewhere you'll see it every day. Enlist your assistant or a colleague or your coach to help you with some things. This 90-days-at-a-time method works to keep your development practice focused and its impact immediate. It's taken years to establish your current leadership normal. It will take time to create your next leadership normal.

Things to Practice				Target
My Accountability Partner:				

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CHAPTER 5 – Transformative Leadership

Teamwork GPS

"Give people what they need and get out of the way." So what do people need? We want to help our people move forward successfully. I use the term *Teamwork GPS* to identify and assess the three broad categories of the conditions needed for team success – Guiding Stars, Provisions, Skill and Will.

<u>**Guiding Stars (Shared Clarity)**</u> – Teams need a clear direction (shared clarity of vision, mission, strategy, execution plan, roles, success measures, and accountabilities).

<u>**Provisions (Resources and Routines)**</u> – Teams need a positive environment and culture, efficient structure, simple processes and tools, and adequate resources.

<u>**Skill (Aptitude and Attitude)**</u> – Teams need individual and collective aptitude (knowledge and functional, leadership, and social competence) and the attitude (emotional intelligence and will).

The Teamwork GPS can be used on a regular basis as a framework for team discussions on current state and as a coaching tool to engage a team member about performance Use the Teamwork GPS Team Readiness Checklist to determine if there are external factors impacting engagement and performance.

You can assess your team's current conditions to determine the best path forward. Consider each guiding star carefully. For each, the only possible responses are "Yes," "Needs Work," or "No." If you cannot answer "Yes," that indicates an area where you need to take action.

Your answers for each of these sets of statements may not match up 100% with your team's answers. When it comes to skill and will, balance is important. All the skills in the world are useless without the will to use those skills on behalf of the team's shared goals. And, as much as you may want to do something, without the necessary skills, it's probably not going to happen.

Wherever your team is starting from, it's your responsibility as a leader to create and sustain the conditions for success. Your leadership ensures the team has guiding stars to align on, provisions to sustain them, and the skill and will to keep moving and reach their destination.

CHAPTER 5 – Transformative Leadership

Guiding Stars (Shared Clarity)

	YES	NEEDS WORK	NO
We know and understand our organization's vision and strategy.			
We know and understand our team's mission and deliverables.			
We know and understand our individual roles and responsibilities.			
We know and understand our success measures (outcomes and metrics).			
We know and understand who are key stakeholders are.			
We know and understand our individual accountabilities and contribution measurements (KPIs).			

Provisions (Resources and Routines)

	YES	NEEDS WORK	NO
We have a foundation of trust within our team and between teams and departments that enables effective cooperation to get things done.			
We have a culture of openness and honest communication that facilitates strong alignment and high engagement.			
We are supported with the efficient and effective systems and processes..			
We have access to a variety of productivity, leadership, and teamwork tools.			
We have a clearly-defined work breakdown structure. (RACI)			
We have leaders who provide strong positive examples to follow.			

Skill and Will (Aptitude and Attitude)

	YES	NEEDS WORK	NO
We have the functional skills and abilities to enable us to engage, contribute, and deliver on our accountabilities to achieve our mission.			
We have the leadership and teamwork skills and abilities to enable us to work together in pursuit of our shared goals.			
We have the emotional and social intelligence to build and sustain strong relationships.			
We have the means to manage conflicts in productive and positive ways.			
We have a mechanism for regular & on-going feedback.			
There is a willingness on our team to adjust plans and approaches to implementing our strategy.			

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CHAPTER 6 – Your Team's Next Normal

Team Roadmaps

One responsibility of leadership is to **align people**. Use Team Roadmaps to create shared clarity and align your team. Alignment on Team Mission, Key Results (Outcomes & Metrics), and Big Rocks/Objectives/Deliverables facilitates cross-functional alignment and collaboration and empowers individual team members to own and shape their work with greater focus.

(1) **Team Mission: What does your team exist to do?** In one sentence or phrase, what is your team's mission? What is your team responsible to deliver and if your team doesn't do it, it won't get done?

(2) **Success Measures: What must your team accomplish?** What are the top five business Outcomes or key results your team must produce in your agreed time-frame (normally 6-12 months) in order to declare success? What metrics would you rely on to determine success?

(3) **Strategy & Execution Plan: Identify the "Big Rocks."** What "big rocks" must your team move to achieve your outcomes? To achieve each outcome, what must happen? Think of all the work that will have to be done in order to achieve each outcome. Some big rocks are one major project or initiative. Other big rocks may be a grouping of projects, tasks, initiatives, actions. What projects, tasks, groups of tasks must be undertaken and delivered in order to move from current state to achieving each outcome?

(4) **Accountabilities: Who on the team will "steward" each workstream of big rocks?** Someone on the team needs to "steward" each work stream. Stewardship doesn't mean that person is responsible for all the work associated with that outcome and its big rocks. To steward a workstream is to agree to convene other team members, as well as representatives of other teams as needed to scope the work and to be the primary person to report on progress at monthly review meetings. Each steward would be joined by one or two other team members to collaborate on the workstream. Which team member will be the steward of task-related information on a outcome-related workstream and be the point of contact for your when the team convenes to discuss progress and solve for any roadblocks?

CHAPTER 6 – Your Team's Next Normal

Sample Team Roadmap

TEAM ROADMAP – HR LEADERSHIP TEAM 2022

Stewards	Objectives / Big Rocks (6 max)					Key Results (Success Measures) Outcomes (Business)	Metrics
Mission: Lead Organizational Evolution to Accelerate Customer-Centricity							
Steve, Kate	Goal Setting: Performance & Development	System Workday Navigate	360e Feedback	Quarterly Check-Ins	Rating & Rewards	Performance Management	100% Adoption by all people managers
Rajiv, Carol	Values Next Steps	Key Behaviors & Practices	LAs Next Steps	Comms Strategy	Engage Leadership	Winning Culture	E-Sat is Up / Retention is Up
Beth, Joe	Socialize Mgr. Dev. Profile	Create Development Path	Establish Manager Community	Tools and Resources	Manager Development Program	Manager Development	Rollout commenced Q3
Karen, Chris	Consulting Process	Online Learning	OnBoarding	LD Offsite	Development Days	Performance Culture	Survey Partners
Francesca, Anthony	Identify Key Roles	Scoping	Talent Review Process	Succession Plans	BoD	Talent	Leadership Sign-off on Talent Strategy / Rollout Underway
Theresa, Larry	Roles/RACI	Model of Accountability	Individual Development	Expand Virtual Team	Quarterly Team Offsites	(Team) Improved Bench Strength	Achieved Business Outcomes / Pulse Survey Up

For a Team Roadmap Template, contact us at hello@greggiuliano.com. Put Roadmap Please in the subject line.

CHAPTER 6 – Your Team's Next Normal

Tactical Action Plans

One of the most effective tools for leading teams through change is the Tactical Action Plan (TAP). This simple tool accomplishes three primary responsibilities of transformative leadership: 1. Align People, 2. Build Bench Strength (Capacity), and 3. Coordinate Action. The TAP ensures alignment between the team's objectives as articulated in the Team Roadmap, includes personal development goals enabling the team leader and team member to collaborate on building the team member's capacity, and coordinates the team member's near-term activities.

The bonus that the TAP provides is its usefulness in empowering a team member to identify and own their unique contribution on behalf of the team. We want people to be more self-directed and our teams more empowered. We want power and authority to flow from relationships, trust, and expertise.

Empowerment is a transition away from seeing the manager as director, giver-of-goals, and expert problem-solver to an environment where everyone is continuously involved in improving the organization in order to maximize our competitive advantage through speed, simplicity, and service on behalf of our customers. The TAP encourages ownership and accountability. It reframes a manager's role from expert problem-solver to Coach. It enables an individual to identify the best use of personal time, energy, and resources.

Here's how to build your own TAP or coach someone to build theirs.

1. Outcomes: What are you aiming at taking on and completing in the next 90 days? (What do you want to accomplish?) Identify no more than four Business/People Outcomes that are tangible signs of a successful 90 days. Identify two Personal/Leadership Development Goals as well. List your Outcomes and Development Goals in the right-hand column.

2. Actions: What must you do to achieve your outcomes? This is your work. Anything you would delegate would go in that person's TAP, not yours.

3. Share your Tactical Action Plan with your manager. Revise as necessary. Agree to a cadence of regular 1:1s to report progress and seek guidance and coaching from your manager should you hit a barrier. Repeat every quarter.

For a TAP Template, contact us at hello@greggiuliano.com. Put TAP Please in the subject line.

TACTICAL ACTION PLAN

Name: James T. Kirk — Q1 FY23

ACTIONS (What must happen to achieve each Outcome?)				MY OUTCOMES (What will you focus on delivering?)
				Business / People Objectives
Recruit (Advertise Position)	Interviews (By 31 May)	Decide, Offer, Hire (by 15 Jun)	Onboard & Map 1st 90 Days (01 Jul)	New Manager Onboard
Align Team on FY22 Roadmap (By 30 Apr)	Coach all team members to create TAPs (by 15 May)	Set new team governance cadence (huddles & 1:1s)	Lead Monthly Roadmap Reviews	Team Aligned
Align on target operating model	Select initial use cases	Move analytics resources close to the business	Develop plan to organize data products and services	New Analytics Target Operating Model Agreed & Operational
Process Design (By 30 Apr)	Comms Plan (By 30 Apr)	New Process Training (By 31 May)	Adoption Support & Tracking (30 Jun - Q2)	Migration to new UX process complete
				MY DEVELOPMENT GOALS
Read book on coaching	Reset all 1:1s to use the TAP Coaching framework	Practice Coaching with Training Partner	Get feedback on listening & inquiry skills	Be a good coach
Exercise 3x a week	Create space between meetings	Check-in with Partner	5 minutes of meditation each day	Be More Resilient

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CHAPTER 7 – Be a Good Coach

Coaching with TAPs

1:1s are for not for the manager. They're for the team member. Team members don't need to be told what to do or how to do their work. What team members do want is to understand the larger context in which they are working, see how their contribution is making an impact, and get coaching and guidance on how they can improve.

Using the TAP as focal point for the 1:1 ensures you're talking about the right topics making your 1:1 a more productive use of time. Your direct report should have a sense of the current status of the different actions and outcomes:

Here are the six steps of the TAP Coaching for 1:1s framework.

1. **Looking at your current Tactical Action Plan, what's on track (green)?**

    By asking about recent "wins" we recognize both effort and achievement. We also grow our understanding of some positive aspects of individual and team performance.

2. **Where are you stuck (Amber or Red)?**

    Coach to help with problem-solving. What's the objective? What have you tried? What are your options? What might you do? What's your next best step?)

3. **How are you progressing toward your development goals? How is your progress or lack of progress impacting your ability to achieve your TAP actions and outcomes? What change to your development plan would keep you on track?**

4. **How can I help (more of/less of)?**

    One of the most powerful coaching questions we can ask is, "How can I help?" Invite your direct report to let you know what they need more of or less of from you to help them achieve their objectives.

5. **What suggestions or feedback do you have for me?**

    The evidence is clear. Leaders who seek feedback from their direct reports dramatically and more quickly increase in leadership effectiveness. It reinforces that the 1:1 is a dialogue and not an instruction session or status update. We help one another get better at our prospective role.

6. **What are you going to do? When are you going to do that by?**

    Contracting for completion is a vital component to any coaching process. This two-part question establishes a promise of accountability.

CHAPTER 7 – Be a Good Coach

Your Current Reality: Coaching to Empower

Are you ready to be a good coach? Think about each item on this list. One section is Engaging Your Team; the other is Coaching to Empower. Rate yourself on a scale of one to five, with one meaning this item is an aspiration for you and five meaning the item is true for you all the time.

Engaging Your Team

I provide a vision and clear strategy for my team.
   1 2 3 4 5

I provide a clearly-defined work breakdown structure (RACI) for my team.
   1 2 3 4 5

I model and expect personal accountability.
   1 2 3 4 5

I do not micromanage my team members.
   1 2 3 4 5

I value my team members intrinsically and not just for what they produce.
   1 2 3 4 5

I focus on results and productivity.
   1 2 3 4 5

I encourage and support the ongoing development of my team members.
   1 2 3 4 5

I have the business acumen and technical skill to support my team's efforts.
   1 2 3 4 5

These items relate to Google's *Project Oxygen* list of behaviors that encourage engagement. If your total score for these items is 33 or above, I'd say that you have a strong capacity for encouraging your team's high engagement. You're creating alignment by communicating your vision and strategy. Your team understands their roles and accountabilities. You are empowering others to own their experience and results. Your people sense your concern for them, as demonstrated through your balanced focus on the results they deliver and on their ongoing personal, professional, and career development.

If you scored between 22 and 32, I imagine you are inclined to encourage engagement; however, your focus on this may be inconsistent. You may overly focus on tasks and transactions versus balancing that with time spent on development and relationship management. If your scores are between 8 and 21, you and your team would benefit from you taking a more balanced approach to leading them and focusing on helping them come together and work together as a team--as much as on driving toward results. It may be time to ask how this is working for you and your team.

CHAPTER 7 – Be a Good Coach

Coaching Your Team

I hold regular and frequent coaching conversations with my team members.
        1   2   3   4   5

I give timely and direct feedback to help others grow and perform better.
        1   2   3   4   5

More often than not, when people bring me their problem, I coach them to find their own solution.
        1   2   3   4   5

When coaching, I confirm the 'what, when, and why' of the person's goals
        1   2   3   4   5

I publicly endorse the positive contributions of others.
        1   2   3   4   5

When I give feedback, it is based on concrete examples of behavior.
        1   2   3   4   5

I follow up with the people I coach to see how they are progressing toward their goals.
        1   2   3   4   5

I seek coaching myself on a regular basis.
        1   2   3   4   5

These items have to do with having a coaching mindset and using a coach approach to team leadership. If your scores add up to 33 or higher, it would seem that you have a positive attitude toward coaching and employ a coach approach consistently. You have a strong understanding of the value of coaching and are working to put it to practice. You use inquiry to encourage others to own their reality and find their own solutions. You demonstrate concern for the development of others by providing feedback on a regular basis. Good for you.

If your scores are between 22 and 33, you have room to shift your perspective on coaching and an opportunity to work on your coaching skill set. You may use a coach approach sporadically, seeing coaching as not the most convenient or expedient method for directing the activities of others. If your scores are between 8 and 21, a coach approach mindset may not be your default setting. Challenge yourself to explore this with a trusted advisor or coach.

CONCLUSION– This is the Way

Next Normal Leadership and Team Management System

How do we create value?   How do we organize and operate (to create value)?

Next Normal Leadership & Team Management System

Rethink, Reset, Renew Your Impact.

Principles (Your Foundation and POV)

- The Organization is a Living System
- Change is Normative
- Leadership is a Balancing Act

- Build Bridges, Not Walls
- You're a Coach, Not a Machine Operator
- To Win is to Learn and to Serve

Practices (The Work of Transformative Leadership)

Align People
Build Bench Strength
Coordinate Action

Process (The Way to the Next Normal)

- Establish/Practice Team Commitments – Set, Measure, Review at least Quarterly
- Build/Follow Team Roadmaps – Create Shared Clarity of Mission, Success Measures, Execution Plan, RACI – Conduct Regular RAG Review
- Activate with 90-Day Individual Tactical Action Plans (TAPs)
- Empower with 1:1 Coaching Framework using TAPs

Be a Good Coach (Engage. Empower. Activate.)

Coaching Mindset:
- Be Conscious
- Be Connected
- Be Concerned

Look to:
- Learn
- Make Positive Assumptions
- Use Inquiry Before Advocacy
- Enable Transformation; Don't Seek Information (Problem-Solve)
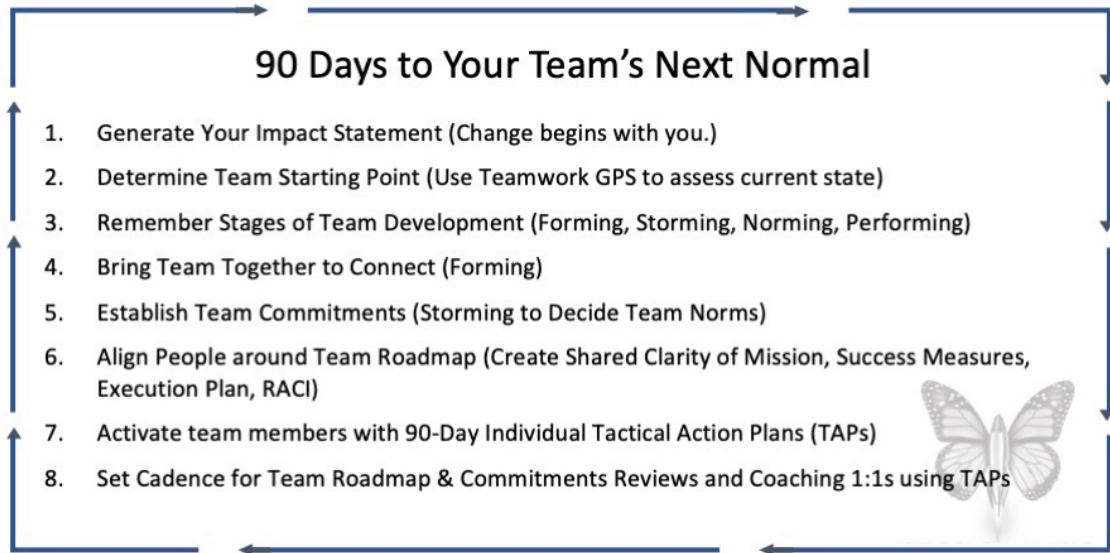- Coach the Person, Not the Problem

GIULIANO ASSOCIATES

CONCLUSION– This is the Way

90 Days to Your Team's Next Normal

If you're serious about shaping and sustaining a next normal with your team, start by following the 90 Days to Your Next Normal framework. This is the sequence and timeline the leaders I coach follow.

What should you expect by implementing this system with your leadership team? You should expect a more connected, more aligned, more empowered team acting with greater intentionality when navigating through constant change. These 90 days are only the beginning of shaping your next normal, but you can use the processes in *The Next Normal* as you sustain and scale what you've begun.

90 Days to Your Team's Next Normal

1. Generate Your Impact Statement (Change begins with you.)
2. Determine Team Starting Point (Use Teamwork GPS to assess current state)
3. Remember Stages of Team Development (Forming, Storming, Norming, Performing)
4. Bring Team Together to Connect (Forming)
5. Establish Team Commitments (Storming to Decide Team Norms)
6. Align People around Team Roadmap (Create Shared Clarity of Mission, Success Measures, Execution Plan, RACI)
7. Activate team members with 90-Day Individual Tactical Action Plans (TAPs)
8. Set Cadence for Team Roadmap & Commitments Reviews and Coaching 1:1s using TAPs

NOTE: *The Change Leader's Checklist* referenced in Chapter 2 is available for download at greggiuliano.com/resources.

Working with Greg

Working with Greg, successful leaders focus and accelerate their development—finding their edge, transcending their limitations, expanding their thinking, and building their capacity to lead and achieve the best possible results.

Dr. Greg Giuliano is available for keynotes, executive coaching and team development, and organizational change consultation, and high-potential leadership development.

For information about bringing Greg to your organization or engaging him for coaching or team development, contact us at hello@greggiuliano.com.

The Next Normal Newsletter

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