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Hi, everyone, welcome to another episode. I was recently asked



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how I communicate with my team,



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and how I deliver direct



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and clear messages as a leader.



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You know, what does that look like? We talked a lot about working with our teams and leading them and giving them direction and supporting them down their pathway. But, you know, how do we do that? What does that message look like? And when does it need to be made up of? Or



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when do you say



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it? Is there a certain time of the day? Or is there a certain day of the week? Or, you know, is there a certain meeting that you hold, right? What's the secret to delivering really good direct messages that get action from your team because you're a leader? Now, if I was a good question, I think most any questions that we ask about leadership, or running a business, I think any of those questions are good questions. Because what we're doing is we're trying to be better and we're trying to take ourselveselves are teams that are business to the next level. So any questions about that? I love Okay, so of course when I get asked a question like that I have to think because a lot of these things just like you I just do I just do it I just have conversations I just give direction to the team and and they go do it.



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But when someone asks you well how do you do that?



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It's pretty important. So I would tell you the first little mini lessons episode is be thinking about how you do things certain ways and and document that either on video or record your voice like I'm doing a podcast right now you don't have to do a podcast but record your voice, like a voice note of how you do it. You know, document it in writing, but put it down because if you're trying to expand your business, and you want to teach people how to do things, the way in which you want it done



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those your recipes right there. Right.



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Okay. Now let's shift gears. How do I deliver messages as a leader

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that

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that lands?

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Well, there are a couple of components to this. The first thing that I think about whenever, whenever I think about delivering a message to the team is I'm thinking about which team, which person.

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Because we all have to remember

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that when we're delivering messages to get action, we can't be the leader. We want to be all the time, we have to be the leader that our team needs us to be.

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And so when I think about delivering a message, I have to think okay, well,

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who am I talking to?

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And how do they like to receive information some people want to receive very little detail, but just an overall here's what you need to do.



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Okay, they just want to understand the action you want them to take.



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They don't need to know the step by step game plan on how to do it.



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Okay. Some people want this Step by step game plan. Some people want to understand that it's all mapped out, there is a step for each piece of it. So they can feel comfortable with going and doing whatever you ask them to do, because it's clear, and they feel confident that nothing's been left out.



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That's important to them.



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And then you know, other people want to hear all you know all the details, but they want some time to think through it,



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and really digest it before they go execute.



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Okay, so it really depends on who you're talking to.



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And that's the first thing that I do is I think about who am I talking to my team? What am I asking them to do? If it's just a quick little something that they're used to doing regularly? That's a conversation I'll go Hey, by the way, do you mind you know, sending these emails,

hey, by the way, you know, do you mind preparing this for this client? Right, if that's part of their job function, they're used to doing that every day. That's not really delivering a message. That, you know, needs significant execution, that's just me reminding them or asking them to maybe adjust their schedule to tackle this as part of their standard, routine day. Right. But if I'm sitting down, and I'm trying to get buy in for a brand new project, and I have all of these different people in the group, then I have to talk in about three different ways in order to make sure that each person in the room feels as though they have been led in the way that in which they need to be led, right. And they've gotten the communication in a way in which they feel comfortable. So, you know, let's say I'm going to start a new project,



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and I need everybody involved.



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And so the conversation is going to be something to the effect of,



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you know, hey, team, I want to get your thoughts on a project that I feel like we need to go ahead and get started. Okay, so that's the first thing is that I'm not necessarily giving direction I'm coming to them and saying, I need your input.



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And that's really important because everyone wants to Like they they have a voice and they have been heard, and that their ideas are valuable. So



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if it's a project,



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I'm going to ask for input, and I'm going to schedule the time to start that project in such a

way that I do give them time to provide feedback and what Yeah, okay, I'm not gonna go say, hey, I need your feedback. Oh, by the way, think about quickly because you need to start executing on it as soon as we leave the meeting, well, that I didn't give them time for feedback. So that wasn't the way I should have led that. Okay, so I've got to structure my message. And I've got to time it in a way that allows for them to digest it. If it's one of the individuals that needs time to digest it. I need to give all of them time to give me feedback.



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Now, some people are going to come and give me feedback faster than others.



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But I've got to consider the feedback timeframe for everyone.



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Okay, so timing,



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got to understand who's in my group and the timing. And so if I asked for feedback, I'm going to present it to them in such a way to say hi Here's what I'm thinking, here are the steps that I recommend we go down. Okay?



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Please come back and give me feedback.



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If I say, here's the steps I'm recommending, but it's not set in stone, that's good. The first group that didn't want all the details, and sort of wanted to figure it out on their own, I've just given them that because I said, it's not set in stone. Come back and let me know what you want to do. Okay, for the group that needed every step to feel comfortable that to feel like it's been thought through, I've given them every step that I thought I've come up

with. And, you know, for the group that really needs to think through and digest. I've given them time to do that.



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Okay, so you've got to be able to hit all three of those groups.



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All right, and then, you know, there's a fourth group that just really wants to talk it through. And so the only way that I would in my message is, you know, if you want to talk through this and brainstorm together or share ideas together, you know, come see me. I've got some time this afternoon to chat. Right. So there's essentially four groups. And the way in which, you know, each group digests information. Okay, there's



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about four personality types. And if you've done personality



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tests and things of that nature, you'll see that overarching Lee, there's about four large groups, other subgroups. Absolutely.



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Before large groups.



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And so by the way that I've just presented that I should have hit off for those groups. All right. So then, after I present all that information, I'm gonna wait for the feedback. I expect feedback. And that's the other thing that I'll make abundantly clear in the meeting. I expect your feedback, even if it's just an email to say, I've thought through it, I have no changes. I'm on board.



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I need email.



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Okay, so I neither need an email that you're on board. I need an email that has some questions. You're welcome to ask questions in an email perfectly fine with that or if you have additional questions or concerns Are you want to share some additional ideas,



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you know, either schedule that or you can send additional ideas through email as well, whatever you're most comfortable with. Okay, so see how the The other thing that I did, I'm allowing them to communicate with me in a way in which they're most comfortable. So that's important. The entire point of the what I'm teaching you right now is that you are empowering your team to take the message that you're delivering, feel comfortable, that they have a voice, that they can think about it. And that they can, but at the end of the day, they still know they're going to execute, because that's the other piece that I've delivered to them. After I give them time to think about it, and I say this in the first meeting, here's a project. I want you to think through because we've got to get going. Here's why. Let's not forget that I explained why. Okay, I build in time for them to give me feedback. I set the expectation of how I want them to communicate with me and let me know they're on board or ask additional And then I put a timeline on it, I need you all to circle back with me by today's Wednesday, I need you to circle back with me by Friday. Because my goal was to review all the comments and feedback, ensure that we're all on the same path by close of business on Friday, because on Monday, we're going to launch this project. Monday morning, we're going to come together, and I'm going to share with you the end result of all the feedback and all the pieces and then I'm going to share with you how we as a team have come up with moving forward. And Monday after we have that meeting, we're going to come out of it going and executing the plan.



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Okay, so for the people that are planners,



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and then need to be able to plan I've just given them the plan. There's no surprises there.

I've also put the ownership on everyone to say, Hey, if you're not on board, you better get with me by Friday. Because otherwise silence is blessing it if you're silent You agree. And so we're rolling forward. So once we get into the meeting on Monday, and I'm sharing with you all the things that are not a surprise, Monday afternoon is not the time to come to me and say, Well, you know, I've kind of thought through this and I'll change your life. No.



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Nope. Ownership falls on you.



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You have been taught and educated, this is the timeline.



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Okay, so



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will I allow the feedback? Of course I will, I mean, understand that you will allow the feedback to but there's a lesson that you will teach that process to say, Hey,



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I appreciate your feedback.



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And I always welcome it. If you're coming to me, because we're trying this and we're already going down the wrong path and you're seeing issues. Come Tell me more. Okay. I always want to hear that what did what is happening that we didn't we didn't see coming.



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Perfect conversation.



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But if it's just a simple fact that they wanted to take even more time to think about it, and they didn't share that with me on the front end that conversation Hey, if you need more time to think about this, this is something that I, you know, I asked all of you to share. And I needed your feedback by Friday. So it should have been on Friday, you know, Katrina, I'm still really thinking through this. I'm struggling with these pieces. Can we have a little bit more time? Can I chat with you Monday morning before we do our launch meeting, to share with you my concerns so that we can either talk about it as a group, or you can help me find peace with those concerns, and I can be on board and move forward. That's, that's the plan. That's how we lead. Okay, I just taught that person right there, whoever it is. That I welcome their feedback, and I'm here to help them understand the big picture. But I can't do those things. If they don't come to me within the timeframe. The ownership falls on them to communicate their needs. I've given them time to do that. My job as a leader in delivering a message is to present it in a way in which they can digest it.



12:04

Give them time to think through it.



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set expectations around how they communicate back with meeting concerns. explain the why, why are we doing what we're doing so they can buy into it. And then set a deadline to say, here's where we're going to stop thinking through it and debating it. Right? And questioning it. Here's where we're going to all hold hands and align, and start moving forward on whatever it is I'm asking us to do. And it's okay the other things that I will say, in those meetings, just as a leader for your transparency and knowledge is at you know, I just say, Hey, we're not going to get it perfect. I'm okay with not getting it perfect. But we do need to get started because we're going to get closer to perfection. The more we try, and the more knowledge we gain and the only way we're going to gain some of this knowledge is by trying to do it. So with that statement right there. What have I done? I've let everyone who feels as though they have to be perfect. Or if they're afraid that I expect perfection, I've let them off the hook. Right? I let them off completely. Because I'm saying I don't expect you to be perfect. There's no way it's going to be, but we've just got to try it.



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Okay.



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Think about those things.



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I'm gonna recap one more time. Okay, because I know you're thinking through it and taking notes. be thinking about right now, as you're thinking about delivering a message to your team. Who's on your team? And what kind of time do they need? How do they digest information? You've got to make sure that you structured the way that you deliver your information to hit



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those individuals in your audience.



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You know, I'm a, I'm a very direct person. I like for you to say Katrina, we need to get XYZ done. Don't tell me how to get it done. I don't. I don't need you to do that. I love the freedom and flexibility to figure it out. You tell me what you need done and when you need it by, and I'm gonna start working on it, figuring it out. I personally don't need immediate your stuff, but I can't deliver a message to my team in the way in which I need to hear it. Because not everyone on my team is like that. Right? And the same goes for you. If you have, you know, a really awesome team that is made up of various thinkers and different leadership,



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ideas and perspectives and methods,



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they're not all going to be able to receive the information the way in which you do. And that's okay. That's kind of the point of having a different leadership, right? with different people in different talents. So deliver the message away which your team needs to hear it. schedule the meeting at a time that allows for a feedback, push back and thoughtful analysis of your ask.



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Explain the whys in the meeting.



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Talks Do what you already know.



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And the overarching ask and the overall



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steps that need to come into play.



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set a deadline for feedback.



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Allow feedback to come in through email,



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or you know, phone or face to face. If you can do face to face, okay, but minimally phone or video conferencing, or email, whatever they prefer, but allow your schedule to, you know, fix your schedule to allow for some of that feedback. set a deadline for when the feedback is going to be do ask and expect that every single person reach out to you in some fashion to say either they're on board, they have questions, or they have ideas.



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They have to do one of those three.



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They do all three. Okay,



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set a deadline for that. Then schedule and tell them the next meeting. The next Maybe we're going to have on this is this, here's where we're going to do it.



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Here's what's going to happen in the meeting.



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I'm going to share with you all the feedback and I'm going to share with you the finalized pathway and plan



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for how we're going to go execute on this project.



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Be ready for that, right? Tell them be ready to hear all the feedback and the plan that we're going to execute on. In the next meeting that's scheduled, whenever you gotta tell them when.



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Okay,



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and then



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be that leader from the time that you deliver the first message to the time that you deliver the second message, to listen to their feedback, to understand their fears, to take into consideration the ideas that they have. You know, there's going to be a lot of people on your team, maybe that have ideas and say, Well, I know you said step two was going to be this but have you started thought about step two? Instead of being x being Why? And you may have thought of it you're gonna have to wait Through Why you didn't choose that.



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And if enough people come to you and make that same suggestion,



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you ready to call another quick meeting to walk through through that with a broader group? Okay, so the point of it is, especially with a project or you know, a situation where you're going to execute on something new, you've got to allow for feedback. And you've got to allow yourself some additional leadership time to share that message with a broader group, depending upon how many people come and ask you the same question or give you the same suggestion.



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Because we all know,



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as leaders, that there are only a handful of people that will come and ask the question or share the idea. And if you get it more than you know, once or twice, that means quite a few people on your team are thinking the same thing. They're just not coming and asking the question.



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So fill the gap, be the leader that fills the gap.



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Right.



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But taking Listen, listen to their feedback that's really important in that timeframe. Listen to their feedback, answer their questions. Let them know why you chose a pathway, this, that or the other, show that you're flexible. And that obviously if you ask for feedback that you're taking it into consideration, don't be one of those leaders that ask for feedback. And then just like a thanks for the feedback, that's not how we're going to do it.



18:15

Okay.



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And then once you get all the feedback compiled, and you feel like everyone's on the same page, and you've helped them overcome the the barriers Now, that doesn't mean they're gonna have peace with it, let me just clarify that. They're not all gonna have peace with what you're going to ask them to do. But they do have to be on board and ready to execute it.



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And that's where you've got to get your people. Hey, I'm not



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asking you to be at complete peace with this. I know that there's some pieces that we haven't completely figured out yet. But what I'm asking you to be able to say is, I'm going to try it. I'm going to give it my effort. I'm going to try it, and we're going to push it forward. They have to be able to commit that to you.



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And everyone should really commit that to you



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by the next meeting in my example. Monday, by Monday morning, they all have to have committed that Gee, technically by Friday afternoon, but maybe some people need a little bit longer through the weekend.



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Okay.



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And then you go and you start executing on it. Now, if there's another situation where there's no time for feedback, okay, there is a, there is a fire and we have to put the fire out in the business, then your your messaging is going to be very direct Hey, team, we have got to fix this problem. Here is how we're going to fix this problem.



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This is what I need you to do.



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We don't have time for feedback in the situation, I do want you to make notes of things that maybe don't go exactly the way that we would want it to go so that we can do a correction of errors at the end of this and put together a playbook or you know, some sort of guide to help us get through this situation should that ever happen again. But right now we have to take action need to take action if success is higher than our ability to sit down and brainstorm and come up with a strategy of how to grow the business, this is not a business growth strategic conversation here. This is a all hands on deck, there's significant trouble here, we have got to fix it ASAP. Okay, so you tell them the difference. As a leader, you've got to define the situation. And by defining the situation, they're going to understand what their role is. Okay, fire, no time for me to provide feedback, go execute that make notes on the side of what we could potentially do different and be better at now. People should do that. There's going to be a little bit of leeway though. And if you have leeway on your direction, you need to tell them, I can tell you that in a fire my direction is there's not a lot of leeway. I need you to do it the way I've asked you to do it.



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Okay, this is direction this is not suggestion.



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I'm giving you direction to execute on this pathway. If you seriously think there's going to be a significant issue much bigger than what we're trying to put out and you see risk. Please come talk to me about it. Okay, cuz I want everyone to come tell me risk. I don't ever want to shut that door. But I've got it helped them understand what is true risk. And right now the bigger risk is not putting out the fire.



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So I've got to set the stage for them.



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Why do I need them to go execute?



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Why do I need them not to come and sit down and brainstorm for three hours and come back to me and tell me all the risks they see with my plan. I need them to start executing on it. But if they start to see risk that's going to, you know, damage the brand damage the customers, you know, cause some sort of legal issue. Right, I set the stage. They'd got to come tell me that right away. Okay, what did I miss? Okay. And then we go execute and play and then we do have a meeting afterwards, right? Ask for their feedback and suggestions of what we learn. At every turn. I want to know what did we learn Because they're the people that are actually running the play and doing it, and as a leader, I need to hear it because it's only gonna make us better. Okay, so that's the type of leader that you want to be. That's how I deliver messages. I just determined the situation fire, no fire, no fire, lots of time, feedback on the front end, listening explaining the whys. You know, getting everybody on board and then we go run the play fire. I bring everybody together. I'm giving you direction. That's exactly what I want you to do. If you see risk in these three buckets, as we're doing it, I need you to come back and tell me otherwise go execute the plan. make notes of how we can be better in the future. We'll do a correction of errors after we run the play. Okay, now that fire, my message is dropped. It's step wise.



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There's those execution expected. Here's what I expect you executed I'm very clear. I have to be able to get action. So it's less about Giving up people who have to think strategically for a couple hours, the ability to think they have to be able to pull the trigger and run the play. And I will acknowledge that my discussion. I know a lot of you want to think through this before we go around the plate, but we seriously don't have time for that run out. I'm sorry. I know that you need that. But right now I need action.



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just acknowledge it, don't move through it.



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But you have to acknowledge it. Okay, so this is a longer episode than normal. I know it is, but delivering messages to the team. It's a very thoughtful approach and you've got to get your house



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down



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in order to understand how you're going to get your team to then go execute on your direction.



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It's very strategic, it's very thoughtful.



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There's some legwork that you have to do on the front end. And if you're a new leader,



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you're not going to get it right out of the gate. It's It's gross.



23:54

Okay.



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Start by knowing your situation. Then knowing your



24:01

Then explaining the whys. Then asking for feedback or telling them to go take action depending upon the situation and give you feedback later. empower them to have a voice, but just tell them when they get to actually share that voice with you.



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That's the key difference.



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Right? Awesome. Okay. I think I've given you some good stuff. I want you to think about delivering messages to your team. What does that look like? What is the next large message that you need to deliver to your team? Think about that. Think about some of the things I just walked you through and think about how you will apply



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these ideas and suggestions moving forward. You're already a great leader. I mean, I know this. Okay. So the information I've shared with you today is probably nothing new, maybe just jogging your memory, or maybe just giving you one little nugget that you hadn't thought about and



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if that's what's happened, that's awesome. That's exactly the intent.



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So with that, I hope you have a great day



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be legendary.