

**Leadership Caffeine Jam Session #3**  
**The Persuasive Power of the Right Words in the Right Order Said the Right Way**

For this session, our focus is on reflecting how you engage with others when seeking support, offering constructive input, or suggesting new ideas. We'll see all have the same words at our disposal, as a wise person once offered, some individuals are simply better at stringing them together.  
 January 14, at 12 PM CT



Welcome!

Goals are part of our lives.

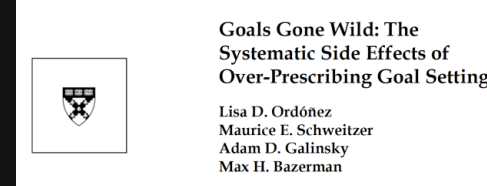
Personal, Professional, Organizational

They can be exhilarating, frustrating, motivating, demotivating...

Goals are how we get better, transform, learn, chase dreams, do the unthinkable

They can serve us well...or they can lead to negative unintended consequences.

Consider:



Goals can narrow focus, motivate risk taking, lure people into unethical behavior, inhibit learning, increase competition, and decrease intrinsic motivation.

At the same time, goals can inspire employees and improve performance..

Moral to the story: be careful how you devise and define your goals!

Place yourself in this situation



It's your life's ambition to reach the Summit on Everest and you are there, poised at Base Camp 4 and ready for the final push to the summit.

You are intrinsically motivated!

You've been training and climbing for years and are in the best shape of your life.

Your goal has driven your intense preparation!

You hired guides that have made it to the Summit many times. "We've practically got a Yellow Brick Road paved to the top of Big E" offered one.

You are confident because you have the right help!

You know climbing is inherently dangerous. But the weather on Everest has been unusually calm for several seasons with no casualties. (And, you have guides that have done this before)

You have mitigated many of the risks

The day is forecasted to be clear and calm.

Oh, you paid \$100,000 for this opportunity and you get one shot at it.

You know there's one core rule: You must turn around by noon or you risk getting caught in a dangerous situation at night during the descent.



It's the day of your attempt to summit. The weather is clear and the wind is calm but you've been slowed by the number of climbers ahead of you. It's 11:30 a.m. and your guide informs you it will take another 90 minutes to reach the top. "The conditions are great. We're this close."

Do you keep climbing or turn around?

Why?

-Galsinsky et. al. in Goals Gone Wild; Michael A. Roberto on Decision Making, Jon Krakauer Into Thin Air

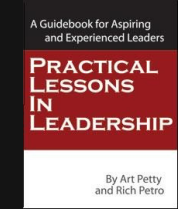
The guides, Rob Hall and Scott Fischer, identified so closely with the goal of reaching the summit that they made risky decisions that led to their own and 6 of their clients' deaths.

The goal to reach the summit distorted the decision-making process. The group fell victim to many cognitive biases including: Escalation of Commitment, Sunk Cost Effect, Self-Confidence Effect, Recency Bias and others. -paraphrased from -Michael A. Roberto.

What's a big goal that you succeed with in your personal or professional life?

What was your strategy for success?

Mine: writing my first book



Rethinking Your Approach to Your (and their) Goals

Research says:

"Goals that spell out exactly what needs to be accomplished, and that set the bar for achievement high, result in far superior performance than goals that are vague or set the bar too low." -Locke and Latham

In his book advising us on how to become high performers, Marc Effron offers:



"Step one to high performance is to set just a few BIG goals."

"Bigger goals increase what you deliver."

"Fewer goals mean higher achievement"

& what I believe is BRILLIANT:

"Define your goals as PROMISES"  
 What's the benefit of this frame shift?  
 personal commitment  
 ego line!  
 Use the word INTEND!!!

What can you do?

Fewer, larger goals

Must challenge me to learn and cultivate new skills

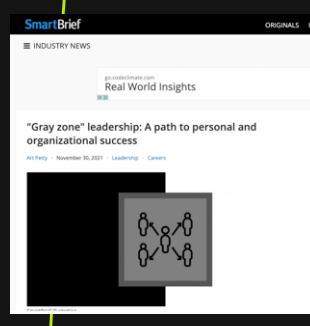
Must contribute significantly to my team/function/organization

Challenges you to find alignment with boss/firm on what's important.

Opens doors for you to introduce "Gray-Zone" opportunities.

Use this framework with your team members: FEW|BIG|LEARN|IMPACT

Search: Art Petty at SmartBrief On Leadership



Test & monitor these goals for the introduction of unintended consequences

"Rather than being offered as an 'over-the-counter' salve for boosting performance, goal setting should be prescribed selectively, presented with a warning label, and closely monitored." Goals Gone Wild, Galsinsky et. al.

Tips to Help You Navigate the Challenges on Your Way to Goal Success

(Or, ideas to make your New Year's Resolutions Stick!)

Open Jam: Leadership and Management Questions: Yours?

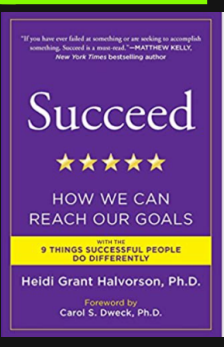
OKRs and KPIs (Scott)

One response to the great resignation!

Follow the guidance: fewer, bigger, promises that promote learning

Make promises

Fabulous resource for this topic:



Bring your goal to life:

Start with WHY, but move quickly to WHAT (or HOW)

Move to process quickly: What must I do? How will I do this?

Plan for gremlins:

Create if/Then strategies for the possible challenges

"If this happens, then, I will do that."

Continuous reinforcement:

Daily Hack

A.M. What will I strive for with my goal today?

P.M. What worked great that I will do more of tomorrow?

Miserable in your goal pursuit?

Find a way to reframe the problem?

Running low on energy and self control?

Try one or more of these:

Avoid self-control sapping environments: (Hungry/Angr/Lonely/Tired)

Prodefine the actions you will take to succeed: "Instead of watching television I will write between 7 and 8:30 p.m. and then allow myself to watch one show."

Regularly repeat your action statements

Shore up your if/Then strategies:

If I am tempted to order a pizza, I will...

Hang out with individuals who are achievers (contagion effect)

Watch your blood sugar: Low glucose adversely impacts self-control

Look at your BIG goals: do you have two or more that demand a great deal of self control? If yes, drop one for now.

Work on your positive self-talk

Refine your highlight reel

And my favorite: pay yourself. (OK, not literally, but provide a reward for sticking to your work.

What did we miss?

Gratitude: start your day!!!

celebrate successes

Highlight what you learn every day!

Help others with their goals

Learn to manage guilty feelings when you sit

gamify it

edit the negative thoughts!

agile

give yourself grace...!

iterate...

Swin Buddy: accountability partner

Help others with their goals

