

# Leaders Open Doors

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## Learning Objectives

1. Identify the four skills of an open-door leader
2. Understand the importance of Purposeful Discomfort
3. Discuss Open-Door Actions and Reflections

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## Open Door Leadership

- ▶ "Open Door" is not a policy
- ▶ 4 skills that open door leaders commonly apply
  1. Know your employees
  2. Match suitedness
  3. Envision the desired results
  4. Provide on-going support

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## Open Door Actions & Reflections

- ▶ Think back over your career.
- ▶ How have those opportunities helped you grow personally and professionally?
- ▶ Look over the four skills of an open door leader.

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## Spiller vs. Filler

- » Fillers get deep loyalty from the people they lead.
- » Spillers get deep resentment

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## Spiller vs. Filler

- ▶ Spillers
  - Spillers motivate people by stoking their fears
  - They view most situations as threats to be controlled and neutralized
  - By injecting you with fear and anxiety they drain off your confidence and courage
- ▶ Fillers
  - Motivate by appealing to a employees innate desire to excel
  - They look for opportunities to exploit
  - They give followers a fuller sense of confidence and excitement.

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### Opportunity Attracts

- ▶ Opportunity Pulls
- ▶ Opportunity points in the right direction
- ▶ Opportunity activates imagination
- ▶ Opportunity inspires courage
- ▶ Opportunity begets opportunity

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### Open Door Leaders Are Opportunity Creators

» A leader should leave us better off than they found us!

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### Open Door Actions & Reflections

- ▶ What are some work-related opportunities that "get you up in the morning"?
- ▶ In your work, what are you most excited about right now?
- ▶ Identify one work-related "problem" that is currently causing you anxiety.

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### Open Door Actions & Reflections

1. Identify one leader that you've worked with and admire. Place an "X" on the below continuum to best reflect the focus of that leader.
2. Now think of a supervisor with whom you've worked with that you least admire. Mark their spot.
3. Now consider your focus. Where do you fit on the continuum?
  - If you want to be admired you'll raise your opportunity-focus number.

problem focused




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### Purposeful Discomfort

- » "Growth and comfort do not coexist"
- Virginia Rometty, CEO, IBM

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- » Deliver discomfort in doses
- » Create safe discomfort
- » Role Model: Seek discomfort yourself

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### Open Door Actions & Reflections

Use the boxes below to compare your answers to these questions.

- Where are you playing it safe in your career?
- What cost is too much safety is having on your career?

Playing It Safe	Cost To Career

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### Open Door Actions & Reflections

Now that you know where your playing it safe, identify two or three courageous actions you could take to move into discomfort. Mark on the comfort/discomfort continuum each action resides

comfort  discomfort

Consider the degree of comfort your direct reports have in executing their job assignments. For each direct report, identify one purposeful uncomfortable skill-stretching task

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### Doors of Opportunity

» Six doors any leader needs to know how to open

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## The Proving Ground Door

Put Me in Coach, I'm Ready to Play!

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## Open Door Actions & Reflections

- ▶ How could you use your influence to create opportunities for your team?
- ▶ Is there someone who has been asking for a chance to take on greater challenges or responsibilities? How could you make this happen?
- ▶ What are some smaller opportunities you could offer as preparation for bigger ones? What proving-ground doors could you open right now?
- ▶ Next, Look back over the course of your career. List some people who "gave you a shot"

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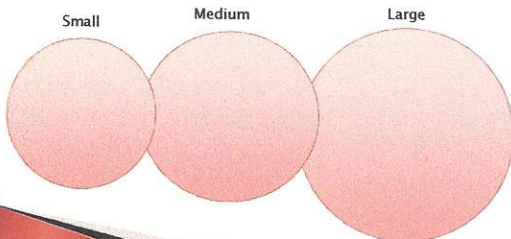
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- ▶ Drawing on the example you just listed, create a concentric opportunity map like the one below. Write the small opportunities that you received in the smaller circle of the map and then the larger ones leading up to the biggest opportunity




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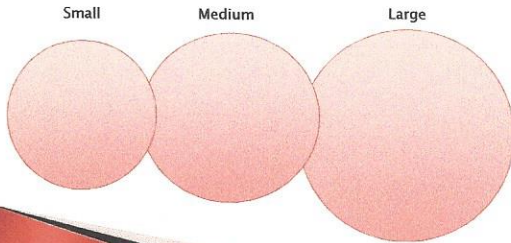
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- Now think of someone you are currently leading. Start with the opportunity you'd like to create for them. Work your way through the map below. What smaller opportunity could you create in the near future for that future for that person?




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### The Thought Shifting Door

Real opportunities can be found in getting more people to be imaginative by freeing them from narrow, negative or habitual thinking.

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### Open Door Actions & Reflections

- What symbol or metaphor best resembles what your organization is trying to achieve?
- What are some ways that your organization typically tries to inspire creative ideas?

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Unproductive Thinking	Productive Thinking	Thought-Shifting Actions	Action Deadline

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### The Door to a Second Chance

The key to being an open-door leader is finding opportunities in situations that others view as a problem

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### Strategic Forgiveness

This is the kind of forgiveness that, after weighing all the factors and grievances, recognizes that the person getting the second chance often becomes loyal and deeply committed to walking a nobler path

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### When a Second Chance is Worth The Risk?

- Made an honest and legal mistake
- Approached the situation thoughtfully and logically, but the outcome just didn't work out. Good Reasons, Bad Outcome
- Made a mistake out of ignorance, not malice
- Employee that has a long track record of adding value to the organization
- The employee that is deeply embarrassed for their mistake and likely to retain the lesson for the rest of their career

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### Are you a "No-Chance" Leader?

- ▶ After an employee mistake, do you?
- ▶ How do you handle mistakes?

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### Open Door Actions & Reflections

1. Think of a mistake you made.
2. How do you handle or mishandle mistakes?
3. Have you been harboring a resentment or grudge against someone at work?

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### Opening Doors for Others

- ▶ The most common and natural mistake as a leader is to promote others that mirror ourselves.
- ▶ Most women in high ranking positions, benefited from a male open-door leader.
- ▶ Being an outsider will change your outlook
- ▶ Get to know all of your "other" employees

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### Open Door Actions & Reflections

1. Identify a time in your career when you felt like an "other".
2. Identify two Others to you. Pick one from each gender. Take them to lunch, separately, simply get to know them better. Afterward, see if there are some doors that would be worth opening them for.
3. Find out if your agency has a diversity function.

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### The Door to Personal Transformation

Open-door leaders promote personal transformation by helping us know ourselves better, by holding us accountable to our potential.

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### Inspiring Your Own Personal Transformation

- ▶ It's hard to be a open-door leader if your mental door is closed.

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### Ways to Create Accountability

- ▶ Write down explicit expectations
- ▶ List of all the excuses why the work won't get done; then list actions to remedy those excuses upfront
- ▶ Clarify the reward for success and the consequences for failure
- ▶ Post the expectations in a place when they can be continuously be seen and referred to

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- ▶ Make sure everyone is aware of each other's assignments—create social pressure
- ▶ Establish a schedule for progress reviews
- ▶ After all the activities and deliverables have been met, meet for a lessons learned meeting

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### Open Door Actions & Reflections

- › Identify one leader who helped bring about a personal shift in you.
- › List the names of a few people that might consider you as an open-door leader
- › Think back to a time in your career when someone gave you tough feedback.
- › Identify one person who needs some feedback that you've been avoiding giving.

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### The Door to Your Open Heart

- › How you treat people determines the results you get
- › Caring begets caring
- › Head smooshing, head butting and fist bumps
- › Tough like an M&M
- › Opening yourself

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### Open Door Actions & Reflections

- › Reflect on the core question "Do you Care About Me"
- › Now think about the people working for you.
- › Are there some employees that you care about more than others?
- › Think of a leader you've worked for who was hard to get to know at first.
- › How much of your non-work identity do you reveal to the people you lead?
- › Have a "bring an object to work day"
- › Start checking in with people, not on them

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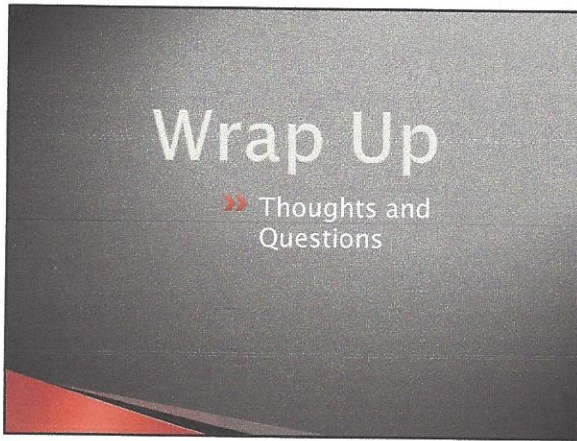
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problem focused



opportunity focused



# Open Door Actions & Reflections

Use the boxes below to compare your answers to these questions.

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Playing It Safe	Cost To Career

# Open Door Actions & Reflections

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comfort



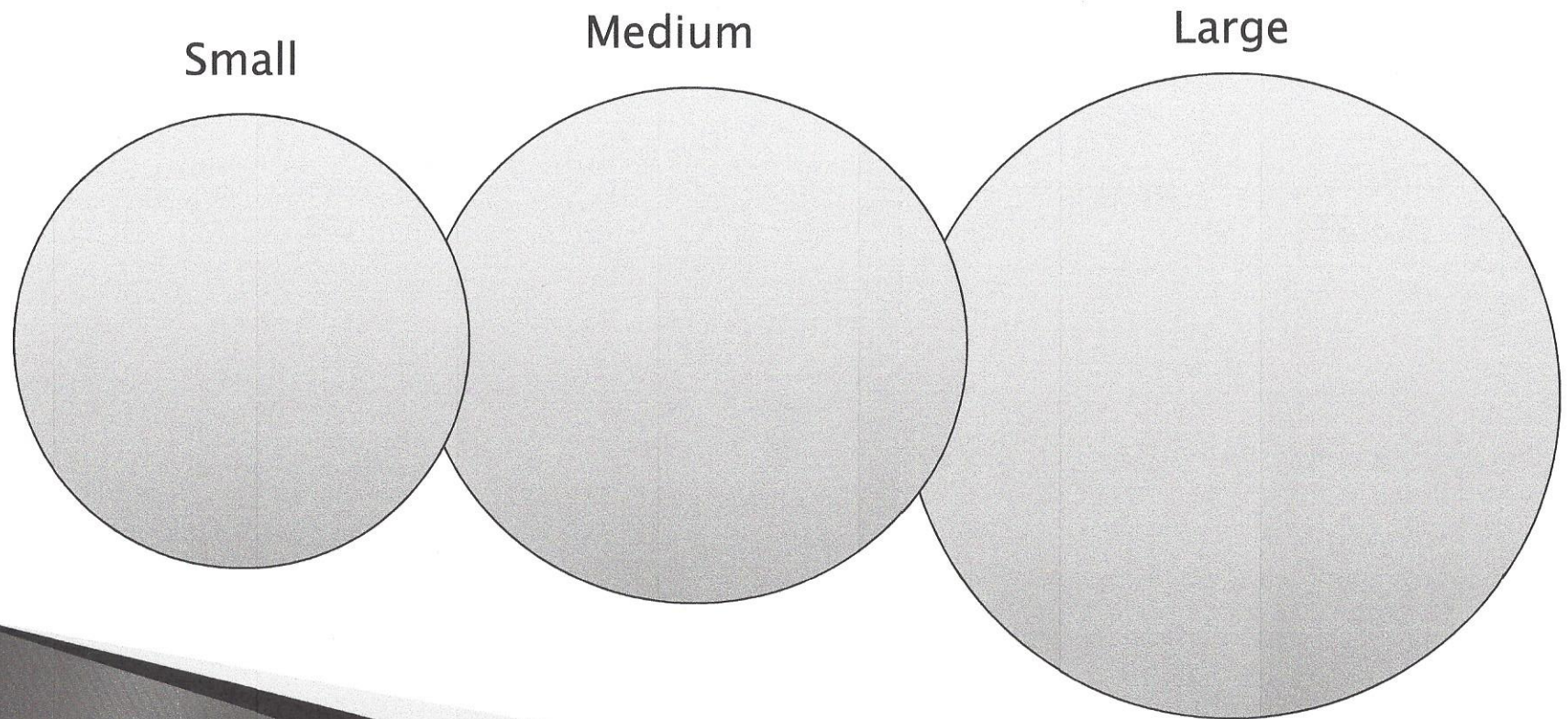
discomfort

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- ▶ Drawing on the example you just listed, create a concentric opportunity map like the one below. Write the small opportunities that you received in the smaller circle of the map and then the larger ones leading up to the biggest opportunity



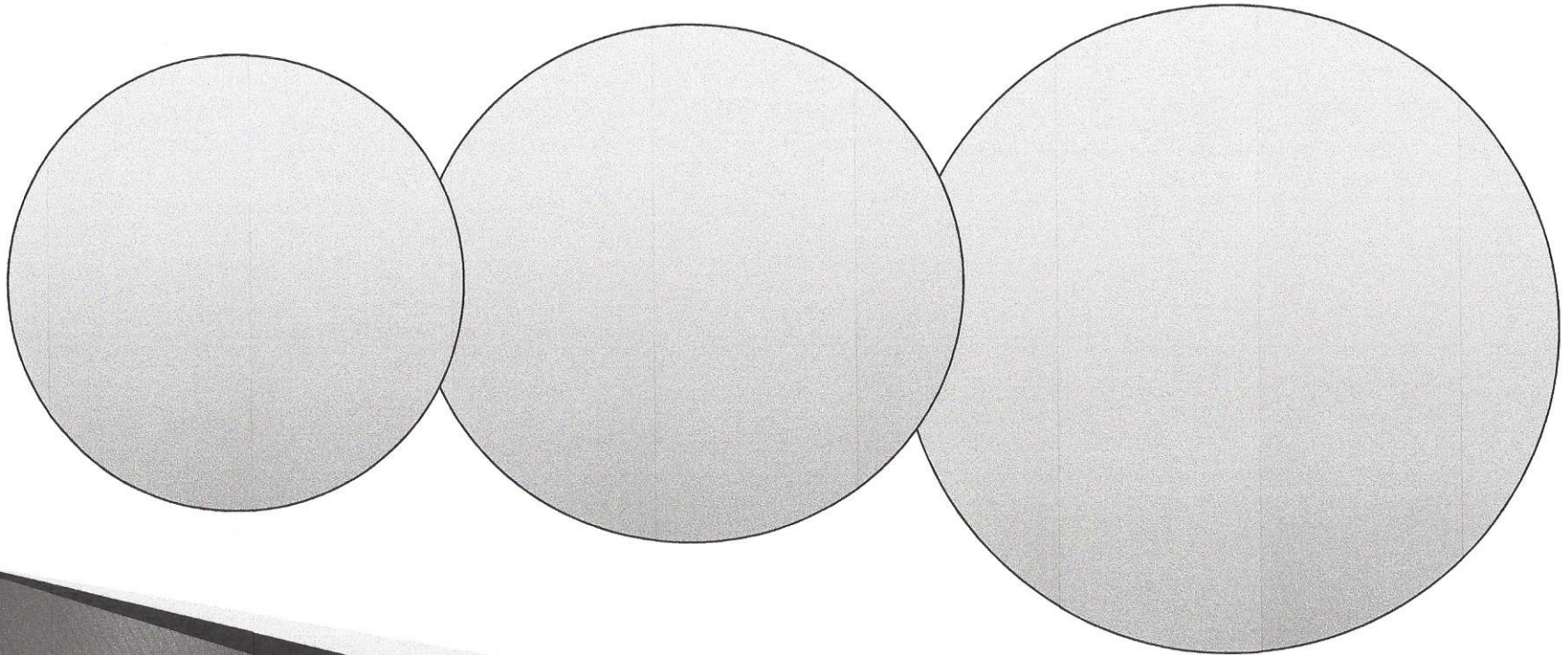


- ▶ Now think of someone you are currently leading. Start with the opportunity you'd like to create for them. Work your way through the map below. What smaller opportunity could you create in the near future for that future for that person?

Small

Medium

Large





Unproductive Thinking	Productive Thinking	Thought-Shifting Actions	Action Deadline