



Seven Guidelines to Developing a Culture of Candor and Safety

"What we permit, we promote"

PRESENTATION SUMMARY AND NOTES

1. Tell the truth

- The tendency is to tell people what they want to hear, especially senior leaders
- Once you develop the reputation for straight talk, most people will return the favor

2. Encourage People to Speak Truth to Leadership

- Employees have access to information about issues that senior leaders do not have
- It is difficult for employees to share negative feedback with higher ups
- Create conditions for people to be courageous

3. Reward those who risk being honest

- "Group Think" will cripple an organization
- Innovation comes from challenging our own assumptions about the way we do business

4. Practice Having Unpleasant Conversations

- The best leaders learn how to deliver bad news gently
- 93% of Communication Effectiveness is Determined by Non-Verbal Cues
- 7% is Content
- 38% is Tone of Voice
- 55% is Body Language
- "It's not the content, but the emotional envelope in which it is delivered."

5. Diversify Your Sources of Information

- Everyone is biased. Listen regularly to different groups of employees and customers to get a broad view

6. Admit Your Mistakes

- This gives everyone around you the permission to do the same

7. Set Information Free

- Unless there are clear reasons for keeping information confidential, share it openly with those who will benefit by it.
- Remember, "When people don't get information, they make it up"... and usually it is the worst case scenario.

