

## **Episode #47: Commemorating the First-Year Anniversary of The Career Accelerator Podcast**

Welcome to THE CAREER ACCELERATOR, the podcast where corporate managers will find tips and tools to deliver results through others.

In today's podcast I will commemorate the first-year anniversary of this podcast, summarizing the major topics covered in the last 12 months.

I'm your host, coach Percy Cannon.

I want to start with a big THANK YOU to those of you who have accompanied me during the past 52 weeks. THANKS to those who have subscribed and written such positive reviews in the different platforms this podcast is available. THANKS also for all the LIKES and comments on my LinkedIn podcast posts. I am humbled by the appreciation I have received from you, which continues to motivate and inspire me to share content that can help you accelerate your professional career growth.

Today I want to summarize several of the concepts shared in the previous 46 episodes under the umbrella of how you can proactively influence the culture in your organization.

It doesn't matter if you are an entry-level individual contributor, a recently promoted people manager, a seasoned team leader or a senior executive. You will hear several tips, of which one or more should allow you to, in some shape or form, influence your respective work culture.

### **1. Let me start by asking for your default mindset: Is it about WHAT'S IN IT FOR YOU?**

Do you approach relationships and interactions under the premise of "ME FIRST"? I hope that by now you have figured out how limited this mindset can be for your career. Think about it: Who wants to work with people who do not care much about others? Instead, why not switch to the more service-oriented approach of WHAT'S IN IT FOR THEM, *them* being the person you are interacting with?

My friend Bob Burg, co-author of "The Go-Giver" book series, follows what he calls "The Golden Rule of Business": "All things being equal, people will do business with, and refer business to, those people they know, like and trust." A variation of this rule also holds true for relationships within an organization: "People will assist, do things for, make things easier for, speed up the process for, and collaborate with those whom they know, like, and trust." Regardless of your seniority, you have a choice to become a role model of service-orientation. This will be your way of proactively influencing the culture in your organization, one person at a time.

And as a corollary to the previous tip, aim to apply "The Platinum Rule": Treat others the way THEY, not YOU, want to be treated. Have you ever had a boss who acted like "It's my way or the highway?" Was this approach inspiring or demotivating? Regardless of whether this is triggered by laziness or stubbornness on the boss' side, you have a better choice: Try to understand what approach motivates the other person working with you. Tools and models such as DiSC can help decode how the other person prefers to be treated. Armed with that

information, you can adjust your default interaction style to treat them the way THEY, not YOU, want to be treated, and achieve much better working relationships and business results.

2. **If you are a people manager, my best tip is to become an effective manager-coach for your direct reports.** You can follow three complementary approaches, all of which are even more relevant in the hybrid environment of in-person and remote work that many people are experiencing:
  - a. The first approach is to maximize the engagement of your employees by addressing the three drivers of dissatisfaction at work outlined by best-selling author Patrick Lencioni in his book *The Truth about Employee Engagement*. They are:
    1. The feeling of anonymity, which happens when a manager doesn't really know the employee. This is even more critical for those employees whom you have hired during the pandemic and have not yet met in person.
    2. The lack of relevance of one's job, where it is not clear to the employee how their job matters to somebody.
    3. The absence of a clear way for the employee to assess and measure the success or failure of their work. Once again, this becomes even more important when the employee is working remotely from home.
  - b. The second approach is to ask each of your direct reports what they require from you. As basic as this may sound, ask yourself if you know what the top three expectations of each of your direct reports are.

In one of my last executive jobs inside the corporate world, the individual contributors reporting to my managers and I told us through the annual organizational health survey that we were not adequately fulfilling our role... Essentially, they told us we were flunking as people managers... My managers and I brainstormed potential solutions. One of them suggested we ask each of our employees what they wanted from us. We all generated a customized list of expectations of WHAT WAS IN IT FOR THEM, *them* being each of our direct reports. We committed to deliver on every individual's list. By the time the next organizational health survey came up, we had completely turned around our employees' assessment of us as their managers. I regularly suggest to my coaching clients to implement this approach with their direct reports.
  - c. And the third approach is to give and receive feedback. Don't be stingy with the quality, quantity and timing of feedback to your employees, especially during the still prevalent remote working conditions. Move from one-shot, annual feedback to high-frequency, instant feedback. Go straight to the point. Pinpoint.
3. **Last, but not least, if you are a senior leader, improve the culture of your team by applying the 4-step model of Organizational Health from the best-selling author Patrick Lencioni:**

1. Achieve behavioral alignment within your Leadership Team in order to operate in a functional and cohesive way.
2. Ensure that leadership team members are crystal clear and 100% intellectually aligned around six simple but critical questions.
  - a. WHY DO WE EXIST? What's your core purpose?
  - b. HOW DO WE BEHAVE? What are your top three core values?
  - c. WHAT DO WE DO? What is it that your organization does?
  - d. HOW DO WE SUCCEED? What are the top three strategic anchors that will make your organization win?
  - e. WHAT'S MOST IMPORTANT, RIGHT NOW? What is the Thematic Goal that will represent the number #1 priority for your team in the next three to twelve months?
  - f. WHO NEEDS TO DO WHAT? Are you and everybody else on your team clear and aligned on your roles and responsibilities?
3. Over-communicate the answers to the six questions I just shared with you. Do this over and over, and then over and over again...
4. Ensure that the answers to the six critical questions are reinforced repeatedly using simple human and business tracking systems. Pay special attention to meetings. Good meetings deliver good decisions. Bad meetings result in bad decisions. Avoid a meeting stew. Instead, hold single-ingredient meetings, especially between tactical and strategic topics. Ensure there is clarity across all team members on what is tactical and what is strategic.

To summarize, today I have shared three sets of tips that can help you to proactively influence the culture in your organization:

1. Adopt the service-oriented mindset of WHAT'S IN FOR THEM.
2. Become an effective manager-coach for your direct reports.
3. Improve the culture of your team by applying the 4-step model of Organizational Health from the best-selling author Patrick Lencioni.

I hope you enjoyed today's episode. In the next one, I will share the highlights of a white paper produced by Wiley titled *Closing the Virtual Teamwork Skills Gap*.

Like what you heard today? Please rate, subscribe or follow this podcast and share it with your coworkers and friends. Open to a free coaching call with me? Visit my website at [www.cannon.consulting](http://www.cannon.consulting), or use the links provided in the notes section.

This is coach Percy Cannon, working to help you *make the rest of your life...the best of your life*®.

## Percy's BIO

Are you an executive or manager in a large corporation who wants to accelerate your career growth and promotability? Percy provides corporate executives, managers and leadership teams with customized coaching programs that help them develop the skills and capabilities needed to significantly increase their business results through others and accelerate their career growth.

Percy is an "alumnus" from three multinational corporations, Procter & Gamble, IBM & Microsoft, with whom he spent close to three decades. Since 2011 he has been helping corporate executives, managers and employees make the rest of their life...the best of their life®.

Percy has worked in the United States and across several countries in Latin America as an Executive Coach, Leadership Team Consultant and Keynote Speaker, serving companies such as Microsoft, Procter & Gamble, Citibank, Tiffany, DSM, Farmatodo & Avianca.

Percy is a Certified Professional Coach from Wainwright Global, Authorized Partner for "The Five Behaviors of a Cohesive Team" and "Everything DiSC", a certified "Go-Giver" speaker & coach, and a CAPA PRO member, the official consultant and practitioner alliance for several methodologies from best-seller author Patrick Lencioni (e.g., "Organizational Health", "The Ideal Team Player", "The 6 Types of Working Genius", "The Truth About Employee Engagement" and others).

Percy published his first book in 2012-13 in English (The Business Apostolate: Insights to Define and Achieve Your Mission in Life) and in Spanish (El Negocio Más Grande de su Vida). He launched his first iPhone & iPad application, LifePlan, in English & Spanish, in 2016, and his podcast, [The Career Accelerator](#), in May 2020.

He is a consulting partner at Grupo Azimuth and the Chapter Director for the COO Forum in Southeast Florida. He has lived in 9 different cities and 5 countries, and speaks English, Spanish and Portuguese fluently. Percy is married, has 3 children and 6 grandchildren, and is a passionate runner & reader.

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