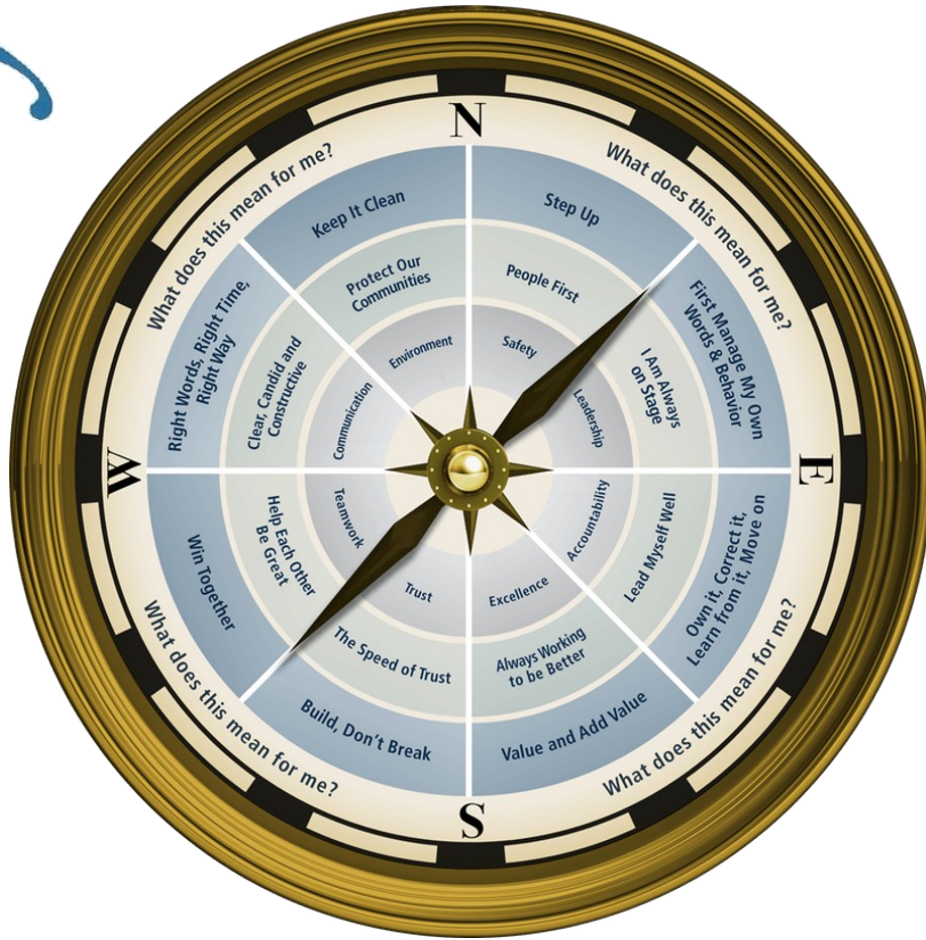




FACILITATOR HANDBOOK

Session Two: Accountability



KEN CHAPMAN
& ASSOCIATES, INC.
www.LeadersCode.com

Assemble the following materials and supplies (provided by the site) in preparation of the session.

SESSION TWO MATERIALS

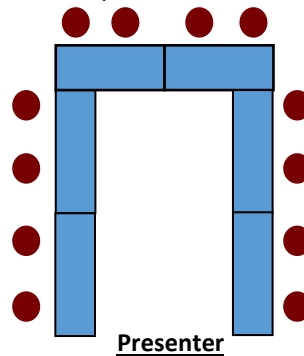
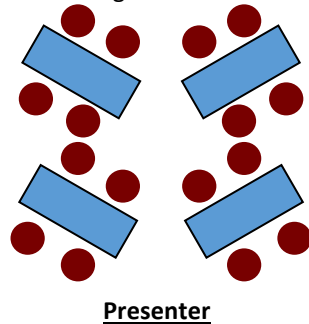
- ☐ Printed copies of Discussion Points from *The Leader's Code* Chapters 1, 2, 3 (6 different discussion points)
- ☐ List of current Team's "Ideal Team Member" Characteristics from Session 1 written and displayed on flipchart
- ☐ List of Lead Team's "Ideal Leader/Colleague" Characteristics from Session 1 written and displayed on flipchart (Your KC&A Client Manager should be able to provide you with these.)
- ☐ Extra "Ideal Team Member" notecards (from session 1) for LDP presentation (provided by KC&A)
- ☐ "Accountability" notecards for Opportunity Assignment (provided by KC&A)

SUPPLIES

- ☐ Copy of Facilitator Handbook
- ☐ Clicker (include extra batteries)
- ☐ Timer Tools
- ☐ Flipchart/easel
- ☐ Link to presentation
- ☐ Blue Painter's tape
- ☐ Sticky nametags
- ☐ Chisel Tip Sharpies
- ☐ 11x17 paper
- ☐ Extra pens for participants
- ☐ Prizes (including candy) for trivia

ROOM SETUP

- ☐ Tables should be appropriately spaced with an unobstructed view of the facilitator and screen/TV monitor.
- ☐ Chairs and tables should be grouped in teams of **three to four members**. Example: 12 team members = four teams of three. Two recommended table arrangements are:



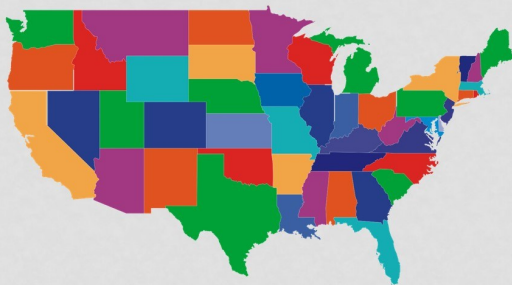
PRIOR TO THE SESSION

- ☐ Verify that a Lead Team member will be coming to present an LDP.
- ☐ Set up computer and check to make sure presentation, video, and Timer Tools are all working.
- ☐ Put on nametag.
- ☐ Place nametag at each seat.
- ☐ Place Sharpies on tables within reach of participants (for use on nametags as well as for breakout discussions)
- ☐ Place several sheets of 11x17 paper on each table
- ☐ Position flipchart and marker at front of room.
- ☐ Have painter's tape ready for use.
- ☐ Have materials staged in back or side of room for distribution during session.
- ☐ Stock prize tray for trivia.
- ☐ Test sound on Timer Tools and video

AS PARTICIPANTS ENTER THE ROOM

- ☐ Plan how teams will be assigned based on seating arrangement and room space. (Three to 4 participants per team, no more than a total of 6 teams. See sample seating arrangements above.)
- ☐ Greet each participant individually.
- ☐ Direct each participant to the session tables. Note: Make sure participants are seated evenly throughout the room.

State Nicknames



THE LEADERS CODE
Ken Chapman & Associates, Inc. All Rights Reserved
Not Licensed for Use Outside McWane, Inc.

Facilitator: *We are going to begin the session with state trivia. A question will appear on the screen with possible answers. If you know the answer, think you know the answer, or simply want to guess, raise your hand. I will call on who raises their hand first. If you choose the right answer, you can choose a prize from the prize tray.*

Begin the PowerPoint.

Facilitator asks the question and clicks through four possible answers (**Note: facilitator memorizes the answer**). If a participant guesses an incorrect answer, let them know it was a good guess, but not the one you're looking for. Continue until the correct answer is chosen. Repeat for each trivia question. At the conclusion, ask team members to give everyone some applause for their efforts with the trivia.

Approximate Time for State Trivia: 8 minutes

What is Idaho's nickname?

- A. Potato Wonderland
- B. Gem State**
- C. Northern Light
- D. Garden of Paradise



THE GREAT SEAL OF THE STATE OF IDAHO

What is Louisiana's nickname?



- A. Bluegrass State
- B. Treasure State
- C. Pelican State**
- D. Pine Tree State

What is Mississippi's nickname?



WELCOME TO MISSISSIPPI
IT'S LIKE COMING HOME

- A. Crossroads of the South
- B. Land of Opportunity
- C. Magnolia State**
- D. Heart of Dixie

What is the "Sunflower State?"



- A. Kansas**
- B. Tennessee
- C. Oklahoma
- D. Missouri

What is the "Evergreen State?"



- A. Vermont
- B. Washington**
- C. Oregon
- D. Georgia

Maryland has two nicknames. One is "The Old Line State." What's the second?



THE MARYLAND WELCOMES YOU
ENJOY YOUR VISIT

- A. Crab Sanctuary
- B. Oriole
- C. Star Spangled State**
- D. Free State

What's New Jersey's nickname?



WELCOME TO New Jersey

- A. Garden State**
- B. Highways to Heaven
- C. Eastern Wonderland
- D. Shore to Please

What is the "Hawkeye State?"



- A. Illinois
- B. Iowa**
- C. Ohio
- D. Indiana

Session Standards

Confirmed in Session One

- Silence cell phones.
- No "active" email & texting.
- If it's necessary to take a call or return a message, please leave the room. Step away so that your conversation does not interrupt the team discussion.
- Refrain from side conversations.
- Personal stories or examples shared by team members remain in this room.



THE LEADERS CODE
Ken Chapman & Associates, Inc. All Rights Reserved
Not Licensed for Use Outside McWane, Inc.

Review Session Standards with the Team. (PowerPoint)

If someone missed Session One, let them know that each team member agreed with the Session Standards and ask them if these standards are also agreeable with them.

The Ideal McWane, Inc. Team Member

Rate your own performance on each characteristic as of today.

1. _____	1	2	3	4	5
	Poor				Excellent
2. _____	1	2	3	4	5
	Poor				Excellent
3. _____	1	2	3	4	5
	Poor				Excellent
4. _____	1	2	3	4	5
	Poor				Excellent
5. _____	1	2	3	4	5
	Poor				Excellent

THE LEADERS CODE
Ken Chapman & Associates, Inc. All Rights Reserved
Not Licensed for Use Outside McWane, Inc.

Lead Team Qualities will be listed. (PowerPoint)

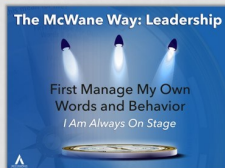
The flipchart papers outlining the Team Member and Lead Team Member qualities will be displayed for comparison. Review both lists and note any similarities.

Facilitator: *Here we see a list of the top characteristics for the Lead Team. Let's take a moment to compare the two lists. Do you notice any similarities?* They do not have to be the exact same words, but may represent a common theme.

Leadership Development Plan:

First manage my own words & behavior

- You were asked to set a goal from Session One focused on "How can I do a better job of being an Ideal Team Member?"



- Please briefly share your goal and how it is going.

THE LEADERS CODE
Ken Chapman & Associates, Inc. All Rights Reserved
Not Licensed for Use Outside McWane, Inc.

From this list, you were asked to pick a quality to create a goal around the question, "How can I do a better job of being an Ideal Team Member?". Does everyone have their grey card? (PowerPoint)

If someone does not have a card, one should be handed to that person. *I'd like to ask everyone to share their goal with us. But first, [Lead Team member's name] who has gone through the Lead Team process is here to share their LDP with you.*

At least one Lead Team member (who is not the facilitator) will share their LDP from Session One. Once they are finished sharing their LDP, thank them for their time as they leave the room.

Facilitator: *Do we have a volunteer who would like to go first?*

Remain at the table with the first volunteer until all have shared from that table. Then, continue to go around the room, one table at a time, and ask everyone to share their goal. When the last person has shared, thank everyone for sharing their goals, and ask the team to applaud everyone who shared their goal.

Approximate Time for this Section: 10 minutes

Note the Compass icon in the bottom left corner of the slide above. Whenever you see this icon in the PowerPoint, you will return to the video upon completion of that slide's discussion.

Pause for Team Discussion



At the end of Session One, I shared with you the story of *The Choice*. You were asked to think of a life or leadership lesson from that story. I will now replay the video. Think about leadership lessons throughout the story.



Begin the video. (Video begins at 0:00)

Video Run Time: approximately 2:45.

At the conclusion of *The Choice* (when the slide to the left appears), make sure each team has 11x17 paper.

Facilitator: *I want you to take three minutes and discuss a life or leadership lesson from the story. There's more than one lesson you could take away from the video, and there's not any one correct response. When you hear the chimes, have someone ready to report for your team.*

Set Timer Tools to 3 minutes.

Each team chooses a representative to report for their team in the front of the room. Paper is hung with painter's tape on the easel while the team member reports on the story. Ask for examples or clarification if necessary. After each team presents, papers are moved from the easel and placed on the wall around the room, visible to everyone. Teams applaud after each team reports.

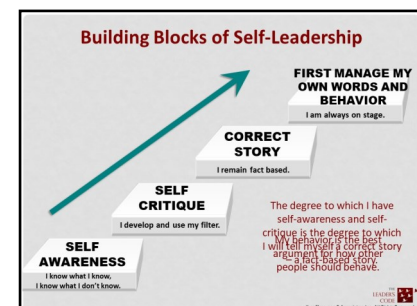
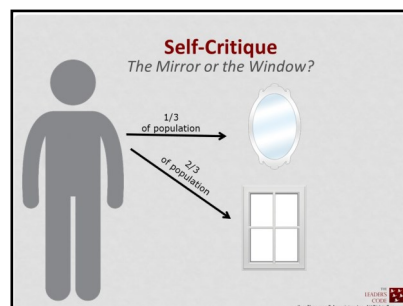
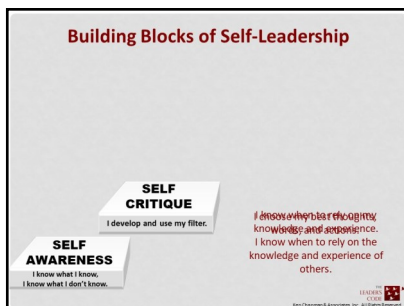
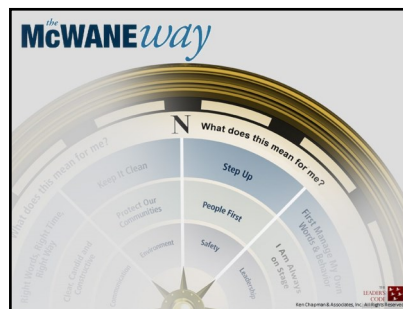
Approximate Time for Video and Team Discussion: 15 minutes



Begin the video of McWane Way Compass review. (Video begins at approximately 2:57.)

Video Run Time: approximately 9:00.

Compass and Leadership Principles are reviewed. Video will move into new session content: **Building Blocks of Self-Leadership and Mirror and Window.** The following slides are included for your reference.



Team Discussion

Opportunity Assignment Roundtable

The Leader's Code

- You were asked to read Chapters 1, 2 & 3.
- Working in your teams, discuss the quote assigned to your team.
- What does this mean for you and your team?
- Record your thoughts on paper.
- Appoint a spokesperson for your team.

THE LEADER'S CODE
© Ken Chapman and Associates, Inc.
Not for use outside of McWane, Inc.

Opportunity Assignment Roundtable: Facilitator reads each bullet point on slide.

Provide each team with one quote from the chapter; ask them to discuss what the quote means to their team. The Quotes should have been printed prior to the session.

Make sure each team has a piece of 11x17 paper to record their thoughts.

Set Timer Tools for 4 minutes.

Note: Optional suggested questions are provided for each quote to further the discussion process, but feel free to ask related follow-up questions as the conversation progresses.

Approximate Time for Roundtable Discussion: 14 minutes.



Resume PowerPoint

The Leader's Code *The Hero Within*

Quote #1

For most people, their work is not just work. It is very important to them. It expresses and supports their need to matter – to be valued and make sense out of things.

[Chapter 1, Page 2]

THE LEADER'S CODE
© Ken Chapman and Associates, Inc.
Not for use outside of McWane, Inc.



Resume PowerPoint.

After four minutes, ask a representative from the team who has Quote #1 to come to the front of the room (with their paper). Ask another member of their team to read the quote aloud.

Ask team representative to present their ideas to the group.

Suggested Question: How does pride in what you do create better outcomes?

Remind the team member that the question is for everyone in their table team, not just for the person reporting.

The Leader's Code *The Hero Within*

Quote #2

We want our time and lives to matter. With that in mind, all human beings share two basic needs: the need to be valued and the need to make sense out of things.

[Chapter 1, Page 2]

THE LEADER'S CODE
© Ken Chapman and Associates, Inc.
Not for use outside of McWane, Inc.

Repeat the process for Quote #2.

Suggested Questions: Is it your experience team members want to be recognized for the work they do? Or, how does it impact your performance when you know what is expected of you?

The Leader's Code
The Hero Within

Quote #2

We want our time and lives to matter. With that in mind, all human beings share two basic needs: the need to be valued and the need to make sense out of things.

[Chapter 1, Page 2]

THE
LEADER'S
CODE
© Ken Chapman and Associates, Inc.
Not for use outside of McWane, Inc.

Repeat the process for Quote #3.

Suggested Question: How does it impact your performance when you feel valued and appreciated?

The Leader's Code
The Fool's Errand

Quote #3

When you believe you matter, the chaos can quickly become superior performance. But first, people must believe they matter. This is the magic of the human heart. Discretionary energy is the magic a person brings to the people and places where their best efforts are valued.

[Chapter 2, Page 15]

THE
LEADER'S
CODE
© Ken Chapman and Associates, Inc.
Not for use outside of McWane, Inc.

Repeat the process for Quote #4.

Suggested Questions: Have you observed events or occasions when someone did something at work that was contrary to their best interest? How did that work out for them?

The Leader's Code
The Leader Within

Quote #4

Personal integrity is a glass house each person builds over a lifetime. Our willingness to do the right thing openly and reliably determines how bulletproof the glass will be. Pete shot out his own windows. Or, to put it another way, Pete shot himself in the foot.

[Chapter 3, Page 22]

THE
LEADER'S
CODE
© Ken Chapman and Associates, Inc.
Not for use outside of McWane, Inc.

Repeat the process for Quote #5.

Suggested Questions: If I decide to go some place, am I guaranteed I will get there? What has to occur if I'm to get from Point A to Point B?

The Leader's Code The Leader Within

Quote #6

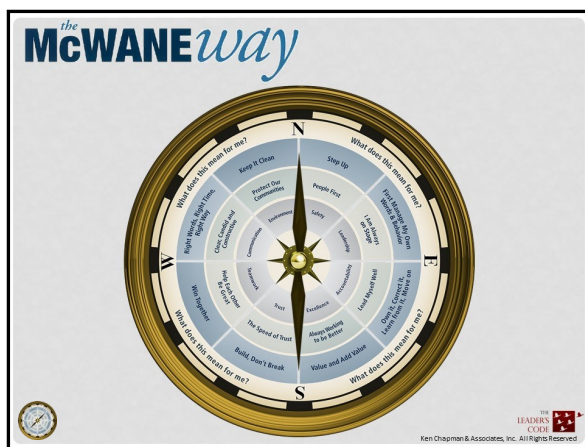
How much I value myself will determine how much I value the things I believe. And how I think about myself always affects the way I treat others. You see, I cannot give away what I do not have.

[Chapter 3, Page 25]

THE LEADER'S CODE
© Ken Chapman and Associates, Inc.
Not for use outside of McWane, Inc.

Repeat the process for Quote #6.

Suggested Questions: *Can I value others if I don't value myself? Am I able to treat others well if I don't treat myself well? Or, if I don't value others, how does that impact my ability to connect with them?*



When the Compass Slide appears, pause and use Timer Tools to give team members a seven-minute break, if needed. If not, another break opportunity will be available in five minutes.

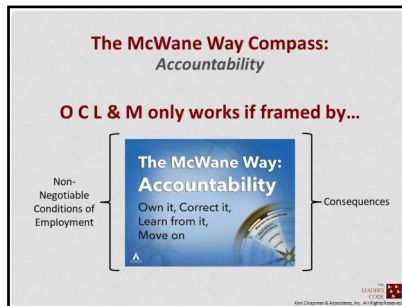
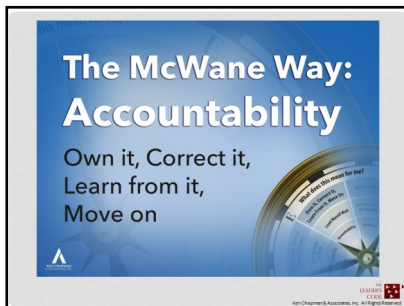
After the break, get the team members' attention and direct their attention to the monitor to continue the session.



Begin the video: Accountability and The Case of Jake and the Checkout Line.
(Video begins at approximately 12:20)
Video Run Time 17:30)

The
lowing

fol-
vid-



Approximate Time for Content and Case Study Discussion: 38 minutes.

Introduction to the Case Study Process

- Practice thinking things through.
- Practice asking good questions.
- Practice making good decisions.

Ken Chapman & Associates, Inc. All Rights Reserved

The Case of Jake & The Checkout Line

- Jake is a journeyman lineman, and member of the IBEW, who works for a public utility in a small town/county.
- Jake is 28 years old and has been with the company for seven years.
- On a Monday in January, Jake and an apprentice work 10 hours [two hours overtime above the usual 8].
- The temperature throughout the day hovers between 30 and 32.



Ken Chapman & Associates, Inc. All Rights Reserved

The Case of Jake & The Checkout Line



- Jake gets in line behind a mother and her 2 sons: a toddler in the cart and a four-year-old standing next to it.
- The four-year-old entertains himself and his little brother by rolling the cart backwards and forwards, coming closer and closer to Jake.
- The boy rolls the cart into Jake's thigh, causing Jake to jump.
- When Jake makes eye contact with the lady, he grips the handle of the cart and pushes it forward towards her saying, "If you don't make him stop, I will."
- The lady goes home and calls the local utility company and receives the after-hours operator.
- Travis, the service center manager, hears the phone ringing as he enters his office at 7:00 a.m. the following morning.

Ken Chapman & Associates, Inc. All Rights Reserved

Pause for Team Discussion

Jake & The Checkout Line

Team Resolution

- You are Travis, the service center manager.
- Jake reports to you.
- How would you talk to Jake about this?
- How would you respond to the customer's concern?

Ken Chapman & Associates, Inc. All Rights Reserved

After this slide appears, the video is **paused**.

Facilitator: *Do you have any questions before you discuss the case in your teams?*

Note: If the team does not ask about Jake's attire, remind them that Jake was dressed in a shirt, jacket, and hat which advertised his company logo.

Common questions asked by the team members include:

Were there cameras in Walmart? Did anyone ask for video of the incident? Why does it matter that Jake is wearing the company logo when he was "off the clock"? Did any witnesses come forward? Has the company disciplined for this behavior before (Jake or any team member)?

Allow teams two minutes to discuss the video.

Set Timer Tools for 2 minutes.

Teams can report out at their tables (no paper needed).

Discussion point to consider: Jake's actions in a public setting representing his company.



Resume the video: Company Resolution, Accountability, and Trust

Video begins at approximately 30:06

Video Run Time: 12:25

Jake & The Checkout Line

Company Resolution

- As Travis thinks about what the customer told him he realizes the description sounds like Jake — the behavior does not.
- Travis steps out in the hall headed for the loading dock and meets Jake coming through the loading dock door.
- The two chat for a moment about the previous night's football game.
- Then Travis begins telling Jake everything the lady told him.
- Jake interrupts and states: *I knew the moment those words came out of my mouth I had made a mistake. I didn't sleep at all last night. It won't happen again. In the future I'll get in another line.*
- Travis responds: "Jake, that's good enough for me. Let's move on."

Ken Chapman & Associates, Inc. All Rights Reserved

The Speed of Trust



How easily problems are solved when team members take full responsibility for earning and keeping the trust of others.

Result:

- Everything takes less time
- Everything costs less
- Morale is higher

Ken Chapman & Associates, Inc. All Rights Reserved

What Travis Knows & Every Leader Needs to Know

The "Take-Away"

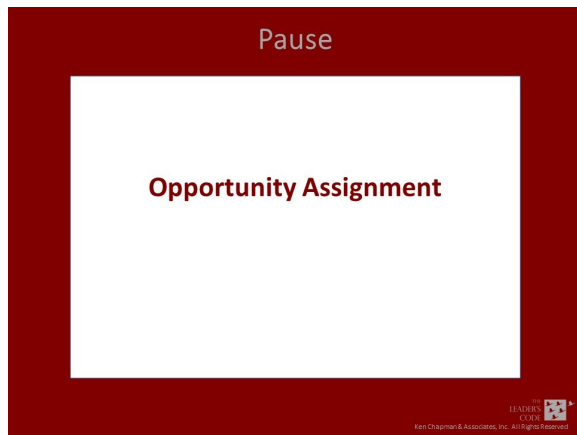
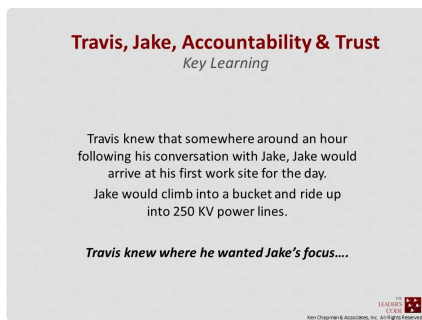
The best people make mistakes.

The best people "own" their mistakes.

The best people "learn" from their mistakes.

The best people tend to arrive at good decisions.

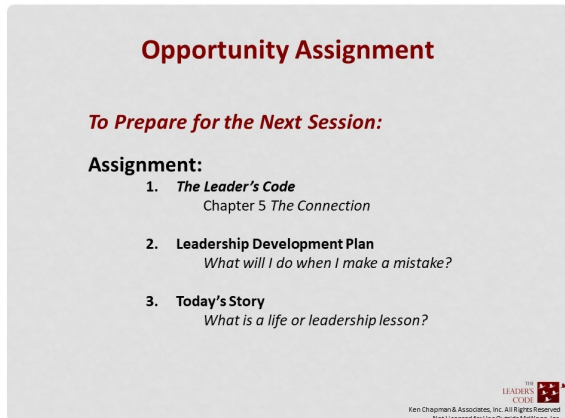
Ken Chapman & Associates, Inc. All Rights Reserved



When this slide appears, return to the PowerPoint slide and present the Opportunity Assignment for the next session.



Resume PowerPoint



(PowerPoint)

Distribute gray notecards. Remind them of the date for the next session and distribute the gray notecards. Tell them to set their goal around what they will do when they make a mistake. Direct their attention to the other side of the gray card which summarizes OCL&M. Thank everyone for their time and ask if they have any remaining questions regarding today's session.

Approximate Time for Opportunity Assignment: 3 minutes.

Facilitator: *You may remember, we end every session with a story. After you hear the story, think about a life or leadership lesson from the story and we will discuss them in teams the next time we get together.*



Begin the closing story video,
The Respectable Fish.

Video begins at approximately 42:56

Video Run Time: 2:10