

Leadership Toolbox

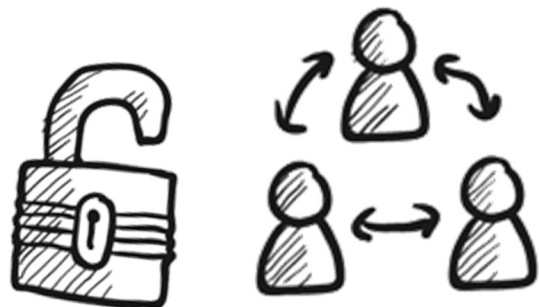


Table of Contents

Values & Mindsets.....	1
Mindsets in Action.....	2
Result Pyramid.....	3
Used to illustrate that the results achieved are produced by the actions people take. The actions people take are motivated by the beliefs they hold about what they should do & why. These beliefs are created by their experiences.	
Respecting Roles.....	4
Designed to help understand what happens & how it impacts the business when a leader over functions & does work outside of their role.	
Thrive 9-Box.....	5
Designed to identify the intersection of potential and performance for succession planning.	
Tolerance Scale.....	6
Used to link the connection between one's behaviors, verbal & nonverbal, & other people's probability of success. The engagement of a team member can be assessed by evaluating if they feel appreciated, tolerated, or repulsed.	
Relational Triangles.....	7
A reference to help shift mindsets from the drama triangle to the empowerment triangle and all of the roles involved.	
Levels of Ownership.....	8
Used to help someone on their journey of ownership from below the line to above the line.	
Equip vs. Support.....	9
Designed to show the impact of 'supporting' and 'equipping' others to provide long-term success and learning.	
Above & Below the Line.....	10
Designed to help guide a conversation around the mindset an individual has about their current circumstances.	
Accountability Sequence.....	11
Used to show the process of having an effective conversation about expectations that keep people clear and aligned about what's been committed, and what's expected.	
LIFT Conversation.....	12
Used with accountability questions to assess why a desired result is not being achieved.	
Powerful Questions.....	13
Designed open ended Questions that create greater possibility for expanded learning & a new perspective.	
Run It vs. Build It.....	15
Designed to show the movement from technical to adaptive skills and strategic thinking by level of leadership needed for viable business operations.	
Root Cause.....	16
Designed to help determine the core reason a team is experiencing a problem to help solve it long term.	
Accountability Conversation.....	17
Questions to help guide a conversation regarding accountability & progress.	
Egg Model.....	18
Designed to help leaders see the relationship recipe for overall business health.	
Whole Person Wellness.....	19
A tool to identify the different forces affecting a person's overall well-being.	

Table of Contents

Love & Fear.....	20
Designed to show the impact of love and fear on trust, decision-making and risk-taking.	
Trust Tree.....	21
Intended to show the importance of achieving results the right way.	
Building Trust (a Model).....	22
The relationship between risk and respect in building trust.	
Interdependence.....	23
A tool to help identify how to move from dependence and/or independence to interdependence.	
Non-Violent Communication.....	24
A style of communicating to help break down barriers and defensiveness.	
Relational Patterns & Postures.....	25
Critical Thinking.....	26
Designed to depict the influencing factors needed for critical thinking.	
Levels of Leadership.....	27
A diagram reflecting levels of operations leadership knowledge and expertise.	
Skill vs. Will Matrix.....	28
Identifies the correlation between ability and skill vs. self-motivation and will.	
Courageous Leadership.....	29
Show the impact of respectful and trusting relationships, leadership challenge, and open & honest conversations.	

VALUES AND MINDSETS

Respect

Respect is a recognition of the inherent worthiness, dignity and importance of others and treating them as they would treat themselves. Respect cannot be demanded. You have to give it to get it. That means we must extend trust and openness to those with whom we live with, work and serve. It's there where respect takes action by helping people get better through feedback. We respect people enough to help them get better. It looks like setting healthy boundaries and then being willing to hold others accountable for honoring those boundaries. Respect is a fundamental quality of healthy relationships.

Results

A result is something that happens because of something else. That something we are after is creating value for our guests. For us, results are a measure of the value that we are creating for guests in comparison to all their other options. To deliver valuable results we have to understand, and help others understand, how and what we do contributes or takes away from the results we seek to achieve. The how and what are equally important in achieving our results because the mastery of each is what leads people to autonomy, purpose and realizing their full potential. Healthy results create opportunity for everyone.

Relationships

Our sense of belonging and overall well-being are directly attributable to the health of the relationships we have in our lives. Relationships thrive in a safe environment, where mutual trust and respect create the necessary bridges for connection. For those connections to be fulfilling we approach people with generous assumption. When there is a gap between our expectations and experiences we will assume the best, not the worst possible cause or outcome. This posture helps us create a safe environment, and gives us the opportunity to show respect by helping someone get better (if necessary), reconcile, and move forward.



Focus on the Guest Experience

We approach each guest from a place of trust and respect. We can only care for guests to the extent we care for each other. From that place our purpose is to deliver an experience that is better than our guests can get anywhere else. Flawless execution of the fundamental tasks and processes isn't

enough. We create value for guests when we execute with warmth, generosity and kindness - anticipating needs and serving them without being asked. We promptly take responsibility for mistakes and create solutions that leave no doubt in our ability to care for them. "How can I make this a better experience?", is the question that guides our decision-making and actions with guests.



Create Advocates

In everything we do we want our guests and employees to be our advocates. They are both our salesforce and recruiters. Every experience creates a story that will be told, and we want to create experiences that result in stories that draw people to us,

not push them away. Using our judgement, mindsets and values, we look for ways to create positive, memorable experiences worthy of a good story.



People are our Legacy

We equip our people with skills, experiences and inspiration to enrich their lives and careers by seeking and developing their potential through coaching, mentoring, and feedback. We see our people as worthy and

and capable of responsibility, learning, and using good judgement - that means we develop their ability to contribute, grow, and add value. We focus on our values to help build strengths in our people that help them flourish at work and at home. We want people to be better off for their time with us: professionally, emotionally, relationally, and financially.

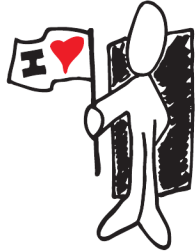


Master the Fundamentals

One of the best ways we can care for people is to believe in their ability to be awesome at what they do, and then help them develop that ability. We create environments where it's okay to learn, make mistakes, and try again -- we embrace and expect it. We give people the experiences and leadership they need to grow & get better. We teach and consistently execute processes systems so

people can master their work and be free to provide care and hospitality as they serve each other and our guests. Then, we equip people to understand how to make good business decisions so that when needed they know how to deviate from policy to care for a co-worker or guest in way that makes our business better.

Create Advocates



Is the action I'm about to take going to...

- make it more likely this guest will return?
- increase the likelihood that we will be recommended?
- create a story I'd be proud to tell about the role I played?
- result in a positive memory and story?

Focus on the Guest Experience



Is the action I'm about to take going to...

- increase the trust between me and this guest?
- show a high level of care and concern?
- create a better experience for those involved?
- increase the amount of kindness and generosity?

People are our Legacy



Is the action I'm about to take going to...

- help someone get better?
- inspire and motivate?
- encourage personal responsibility and ownership?
- create an environment where it's safe to learn?

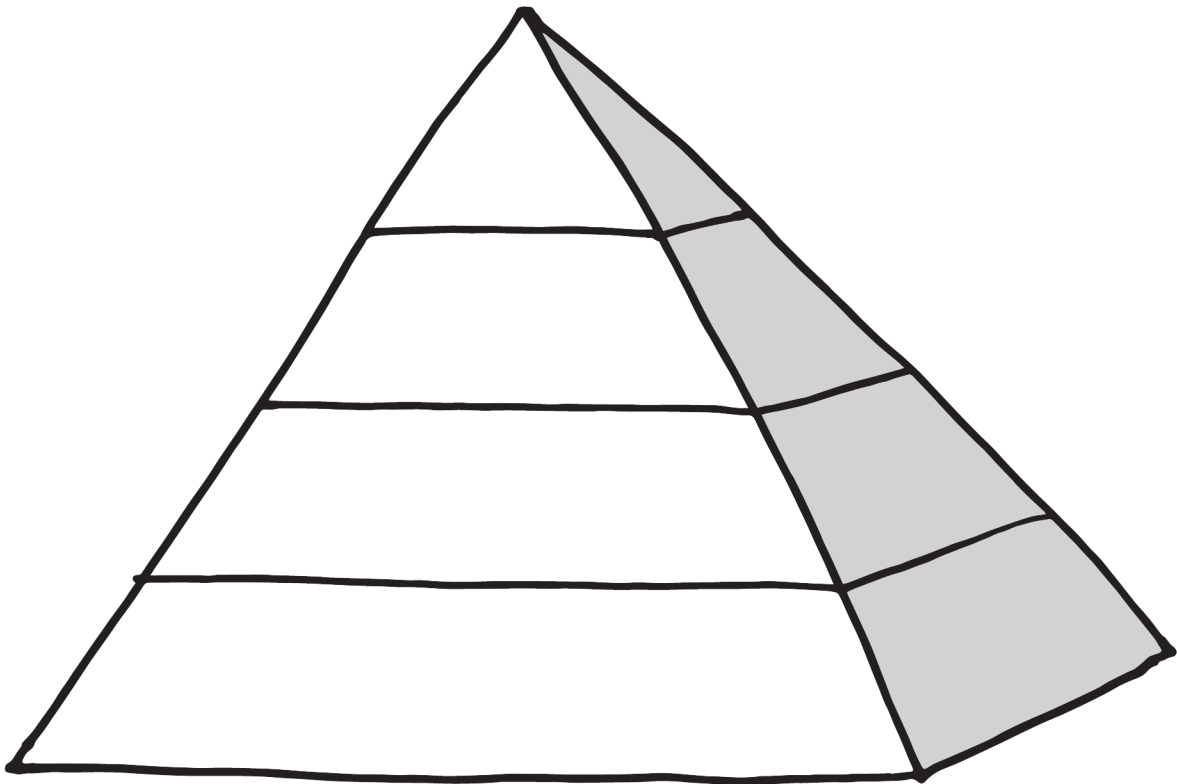
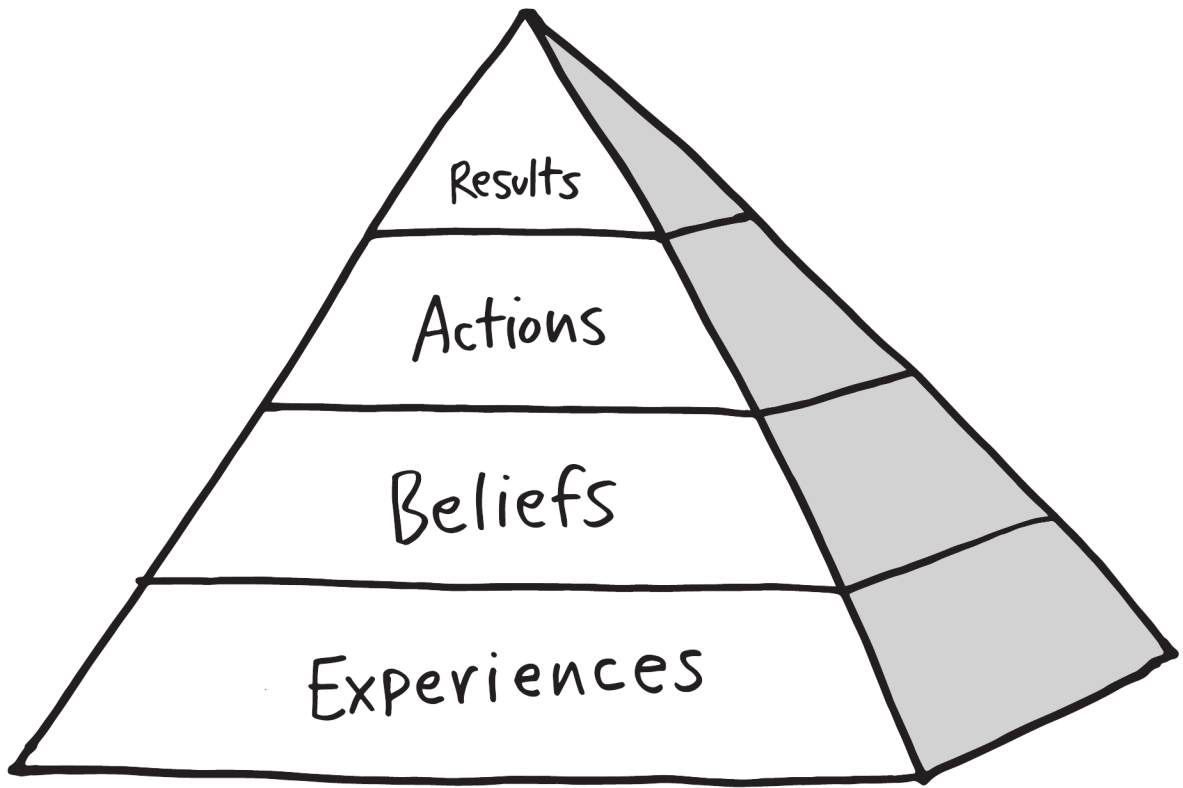
Master the Fundamentals



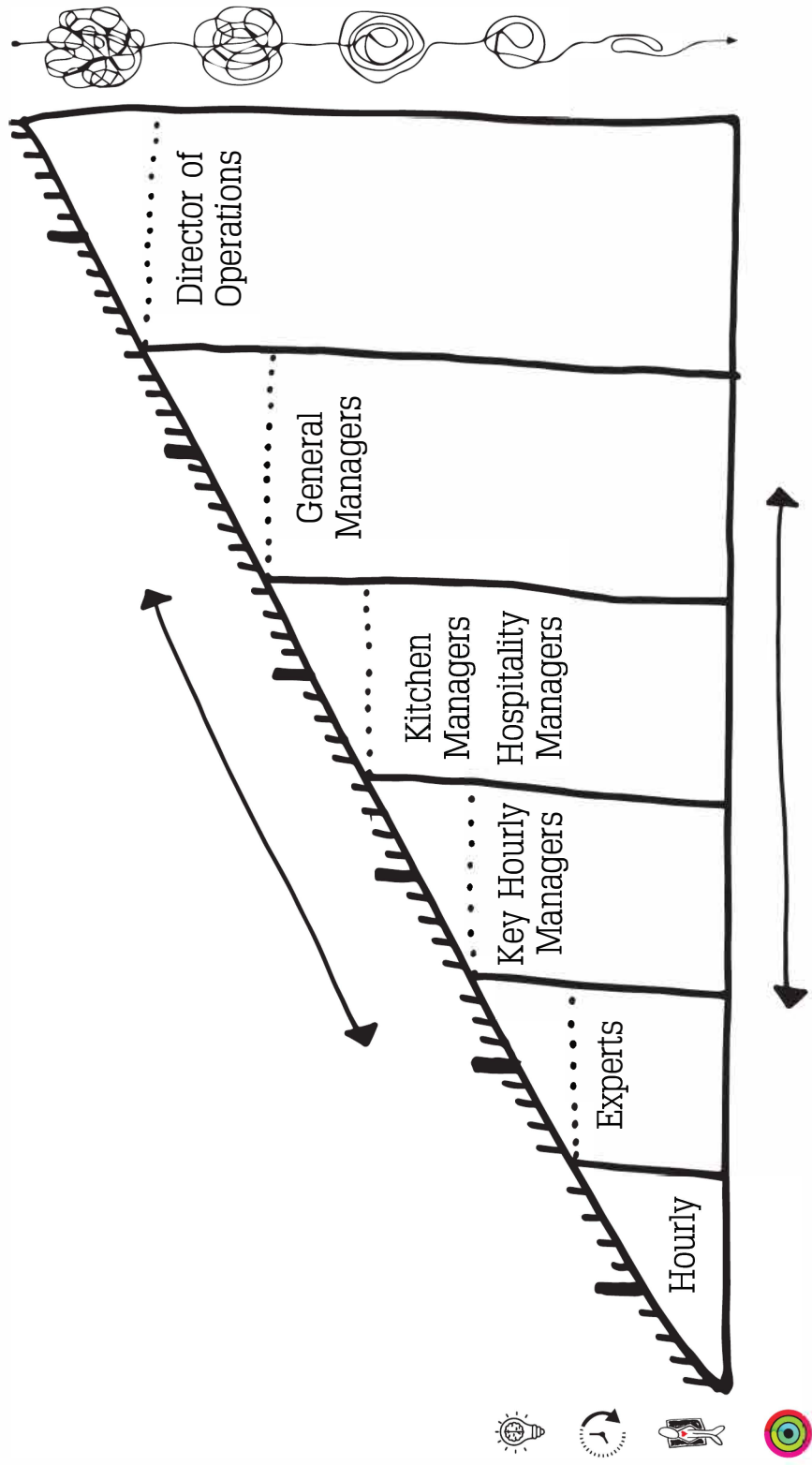
Is the action I'm about to take going to...

- take responsibility for the issue at hand?
- increase long-term profitability and reputation?
- serve the best food to the guest?
- make this a better, more fulfilling place to work?

RESULTS PYRAMID



RESPECTING ROLES





THRIVE 9-BOX

HIGH
(1)

NEW IN ROLE

New hire, recent promote, has taken on an expanded challenge

- New in role 0-6 mos
- Not enough data to evaluate results
- Learning and embraces Thrive's Mindsets and Values
- Getting to know team and establishing direction

POTENTIAL STAR

Leadership evident, but has not proven sustained results

- Results Top 30% and improving
- High level of self-accountability
- Mastering business tools and processes
- Initiates and engages in self improvement/development
- Lives and creates alignment around Thrive's Values/Mindsets
- Developing a cross-functional team
- Expect to move to All Star within 2 years

ALL STAR

Promotable bench with continuing personal development

- Results consistently top 10-25%
- Lives and creates alignment around Thrive's Values/Mindsets
- Leads by empowerment with accountability
- Has mastered people dev and business processes
- Contributes beyond store through stretch assignments
- Go-to mentor/coach for peer leadership/feedback
- Strong, cross-functional team and ready for more

P
O
T
E
N
T
I
A
L

UNDER PERFORMER

Still mastering role, has not achieved solid results

- Results are in the bottom 25%
- Executes shift-to-shift, but unsure what/how to improve
- Little improvement in culture, team or performance
- Consistent staffing/culture issues
- 6-9 month improvement time frame

KEY CONTRIBUTOR

Solid performance, improving results and broadening leadership influence

- Results in the top 25-75%
- Steady improvement in leadership, team, performance
- Lives and teaches Thrive's Values and Mindsets
- Solid team in place, but not beyond current roles
- Launching pad for future development, if they desire growth

FUTURE STAR

Current results are consistently high, ready for broader leadership challenges

- Results Top 30% and improving
- High level of self-accountability (personal and team)
- Mastering business tools and processes
- Initiates and engages in self development
- Lives and creates alignment around Thrive's Mindsets and Values
- Develops team and self in role and leadership
- Expect to move to All Star within 2 years

EXIT STRATEGY

Persistent marginal contributor and/or under-performer

- Unwilling/Unable to execute plans designed to improve results
- Leadership inconsistent with Thrive's values and mindsets
- Cultural and performance results consistently low and in areas getting worse
- 3-6 month improvement timeframe

MARGINAL CONTRIBUTOR

Prior success, but performance is now needing improvement

- Results in the bottom 25%, lagging expectations for tenure and experience
- Little evidence of using available people and business tools
- Inconsistent results, periods of improvement then decline
- Leadership and culture inconsistent with Thrive's values and mindsets
- 6-9 month improvement time frame

TRUSTED PROFESSIONAL

Knowledgeable, successful leader who provides insights, coaching & positive influence across the org

- Results are top 25%
- Not seeking career growth and/or path not available
- Go-to mentor/coach/teacher for team, but not necessarily for peer performance feedback
- Mastery of people and business tools
- Lives and creates alignment around Thrive's values and mindsets

(3)
LOW

LOW(C)

Below Expectations

(B)

Meets Expectations

(A) HIGH

Exceeds Expectations

P E R F O R M A N C E

Perspective, Empathy, & Progress

1. What's happening or what has happened in this person's life that might explain their current performance and leadership potential?

2. As the leader, how have I contributed to the environment this person operates in?

3. As the leader, how have I helped this person be their natural best?

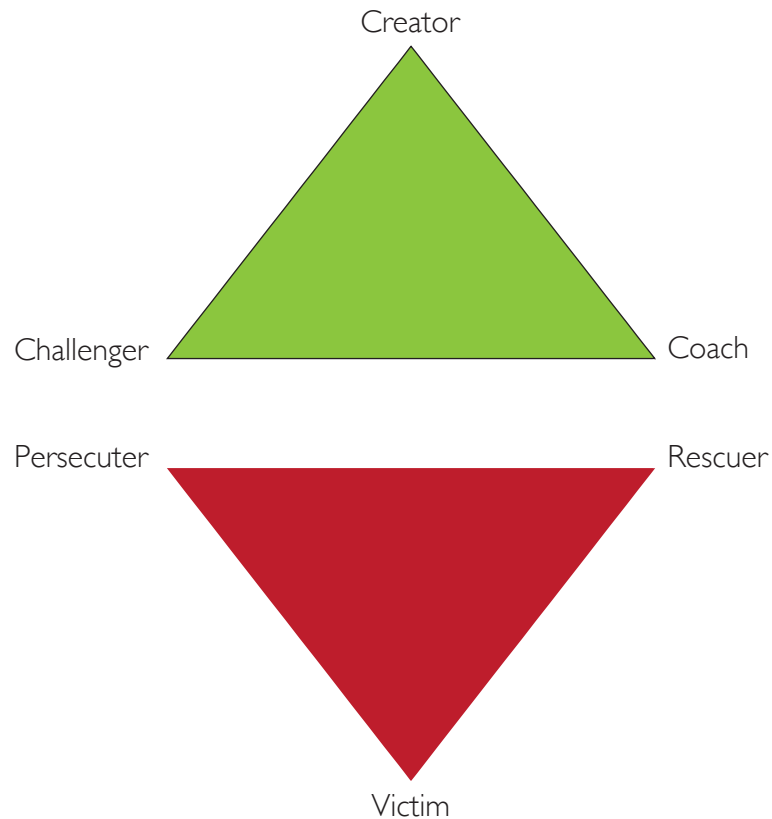
4. What's next? What will I do? What do I need from this person? By when?

TOLERANCE SCALE

		Engagement Impact	
		GUESS	ACTUAL
	5. APPRECIATION You see these people's differences as positives, and consider them to possess traits you value. You enjoy and choose to be around them.	<input type="text"/>	95-100
	4. ACCEPTANCE These people's differences don't really matter to you. You pay most attention to the ways in which they are the same as you and tend to ignore the ways in which they are different.	<input type="text"/>	85-95
	3. TOLERANCE You don't feel completely comfortable with these people's differences. You believe they have a right to be treated respectfully, but if you had your choice, you would not have them as co-workers or guests.	<input type="text"/>	40-50
	2. AVOIDANCE You clearly feel uncomfortable around people with these differences. You try to avoid them and do not want to work with them.	<input type="text"/>	20-40
	1. REPULSION To you, the differences these people disgust you. You do not believe they belong in your workplace. Working with them causes you discomfort, and you make them uncomfortable as well.	<input type="text"/>	0-20

HEALTHY RELATING W/ TRIANGLES

TRIANGLES



CREATOR - focuses on vision and the outcomes that are possible to create in life -- does not focus solely on problems. Creating vs. Reacting orientation. Always moving towards solution, albeit slowly at times.

COACH - views the Creator as creative, resourceful and capable. Sees role as a support in the process of the creator creating outcomes. Asks questions, gives few answers.

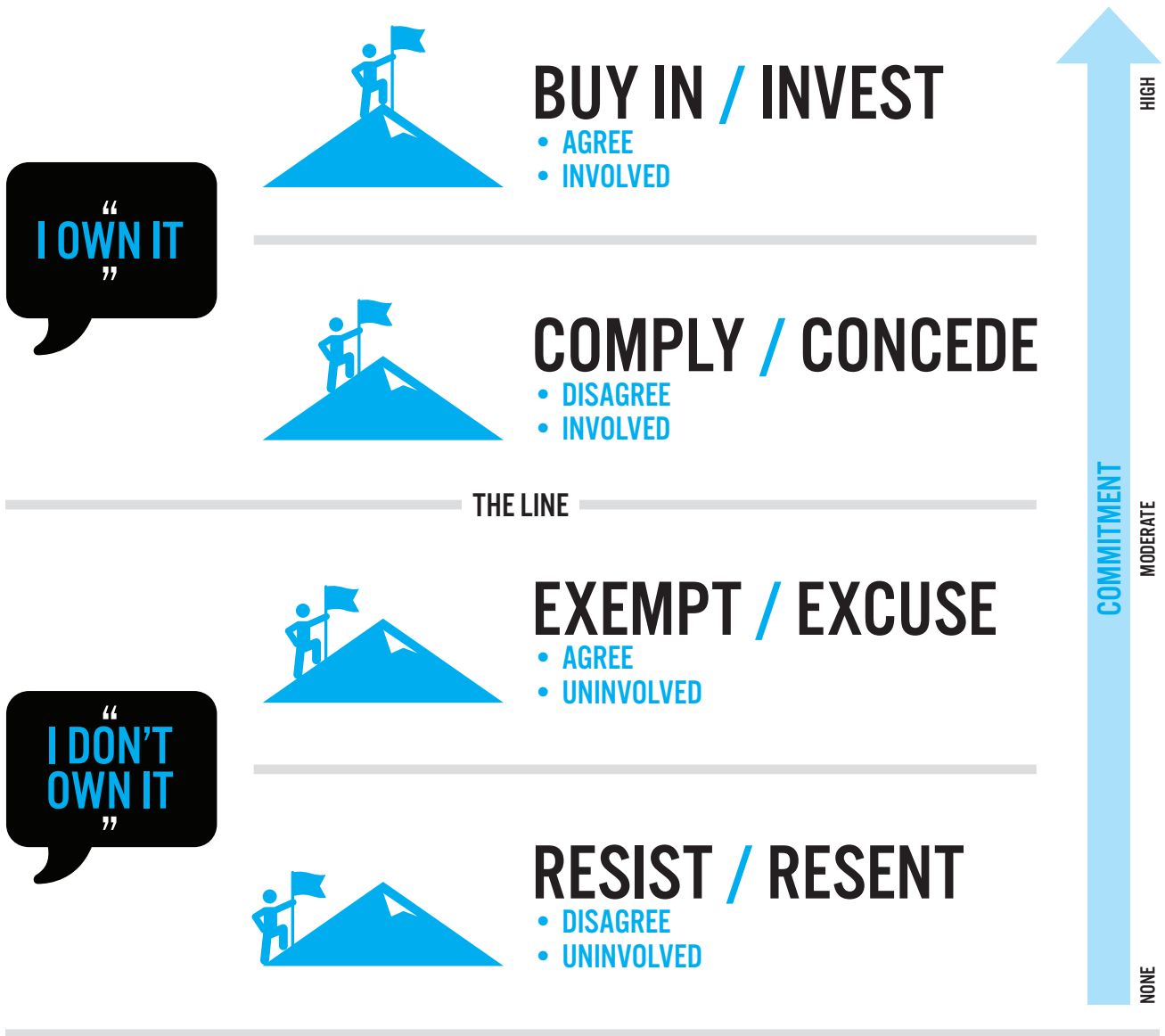
CHALLENGER - serves as a catalyst for change and learning. Encourages and challenges the Creator take action, grow and learn.

VICTIM - focuses on problems that seem to dominate their life. Their problems create anxiety, which creates a reaction that is rooted in fear, avoidance and aggression. Often characterized by defensiveness or self-protection. Sees self as a victim to circumstance, tells the stories "Poor Me". Feels powerless. Wants someone else to solve their problems and take care of them.

RESCUER - seeks to relieve the pain of victimhood. Starts with helpful intentions, but often reinforces Victim's attitudes. Finds purpose and value in solving Victim's problems which can lead to fear of abandonment by Victim. Wants to feel needed and important.

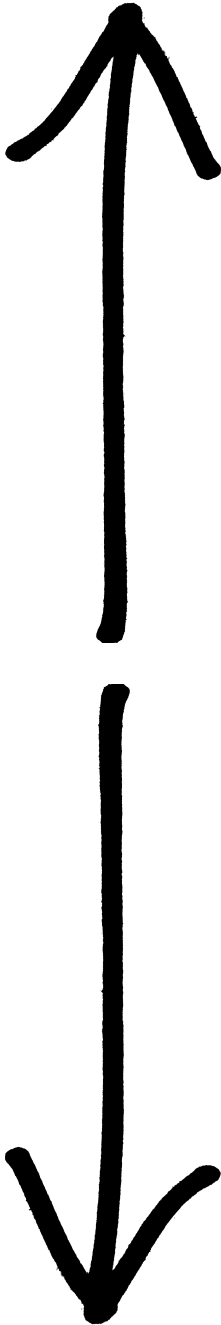
PERSECUTOR - Sees others as source of problems, not self. Uses blame, judgement, invalidation to provoke reactions. Fears becoming a victim (sometimes again), fears losing control.

LEVELS OF OWNERSHIP



EQUIP OUR PEOPLE

AGENCY



Low

EQUIP -

- {Verb}
 - ▶ Supply with the necessary items for a particular purpose.

HELP -

- {Verb}
 - ▶ Make it even easier for (someone) to do something by offering one's services or resources.
- {Noun}
 - ▶ The action of helping someone to do something; assistance.

SUPPORT -

- {Verb}
 - ▶ Bear all or part of the weight of; hold up.
 - ▶ Give assistance to; enable to function or act.
- {Noun}
 - ▶ A thing that bears the weight of something or keeps it upright.

ABOVE THE LINE, BELOW THE LINE

THINGS HAPPEN BUT IT IS YOUR RESPONSIBILITY THAT DETERMINES
IF THE OUTCOME IS ULTIMATELY POSITIVE OR NEGATIVE.

Seek & Provide
Feedback

See
Possibilities

Find Better Ways

See
Solutions

Take
Responsibility

ABOVE THE LINE

SEE IT >> OWN IT >> SOLVE IT >> DO IT



WHERE AM I?

Victim Mentality

Deny

Wait For Others



Blame

Stay Stuck

See Failure

Block

BELOW THE LINE

See Problems
& Obstacles

Ignore

Find Fault

Make Excuses

No Control

EVENT

+

**YOUR
RESPONSE**

=

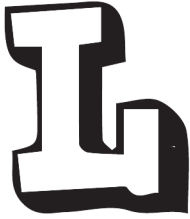
OUTCOME
POSITIVE OR NEGATIVE?

The Accountability Sequence



LIFT CONVERSATION

**WHY AREN'T YOU MAKING THE PROGRESS
THAT YOU REALLY WANT TO MAKE?**



Listen for Obstacles

"What else is getting in the way of you making progress?"



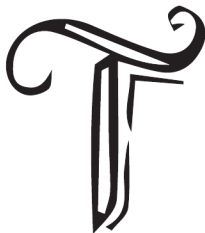
Identify ability to Influence

"Which obstacles do you most need to overcome AND are in your ability to influence?"



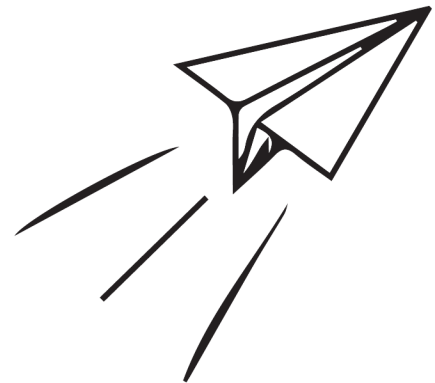
Facilitate "Solve It" Question

"What else can you do?"



Test for Movement

"What actions are you going to take?"



Powerful Questions

Powerful questions are provocative queries that put a halt to evasion and confusion. By asking the powerful question, the coach invites the client to clarity, action, and discovery at a whole new level. As you can see from the following examples, these generally are open-ended questions that create greater possibility for expanded learning and fresh perspective.

Anticipation

What is possible?
 What if it works out exactly as you want it to?
 What is the dream?
 What is exciting to you about this?
 What is the urge? What does your intuition tell you?

Assessment

What do you make of it?
 What do you think is best?
 How does it look to you?
 How do you feel about it?
 What resonates for you?

Clarification

What do you mean?
 What does it feel like?
 What is the part that is not yet clear?
 Can you say more?
 What do you want?

Elaboration

Can you tell me more?
 What else?
 What other ideas/thoughts/feelings do you have about it?

Evaluation

What is the opportunity here?
 What is the challenge?
 How does this fit with your plans/way of life/values?
 What do you think that means?
 What is your assessment?

Example

What is an example?
 For instance?
 Like what?
 Such as?
 What would it look like?

Exploration

What is here that you want to explore?
 What part of the situation have you not yet explored?
 What other angles can you think of?
 What is just one more possibility?
 What are your other options?

For Instance

If you could do it over again, what would you do differently?
 If it had been you, what would you have done?
 How else could a person handle this?
 If you could do anything you wanted, what would you do?

Fun as Perspective

What does fun mean to you?
 What was humorous about the situation?
 How can you make this more fun?
 How do you want it to be?
 If you were to teach people how to have fun, what would you say?

History

What caused it?
 What led up to it?
 What have you tried so far?
 What do you make of it all?

continued >>

Implementation

What is the action plan?
What will you have to do to get the job done?
What support do you need to accomplish it?
What will you do?
When will you do it?

Integration

What will you take away from this?
How do you explain this to yourself?
What was the lesson?
How can you make sure you remember what you have learned?
How would you pull all this together?

Learning

If your life depended on taking action, what would you do?
If you had free choice in the matter, what would you do?
If the same thing came up again, what would you do?
If we could wipe the slate clean, what would you do?
If you had it to do over again, what would you do?

Options

What are the possibilities?
If you had your choice, what would you do?
What are possible solutions?
What will happen if you do, and what will happen if you don't?
What options can you create?

Outcomes

What do you want?
What is your desired outcome?

If you got it, what would you have?
How will you know you have reached it?
What would it look like?

Perspective

When you are ninety-five years old, what will you want to say about your life?
What will you think about this five years from now?
How does this relate to your life purpose?
In the bigger scheme of things, how important is this?
So what?

Planning

What do you plan to do about it?
What is your game plan?
What kind of plan do you need to create?
How do you suppose you could improve the situation?
Now what?

Predictions

How do you suppose it will all work out?
What will that get you?
Where will this lead?
What are the chances of success?
What is your prediction?

Resources

What resources do you need to help you decide?
What do you know about it now?
How do you suppose you can find out more about it?
What kind of picture do you have right now?

What resources are available to you?

Starting the Session

What's occurred since we last spoke?
What would you like to talk about?
What's new/the latest/the update?
How was your week?
Where are you right now?

Substance

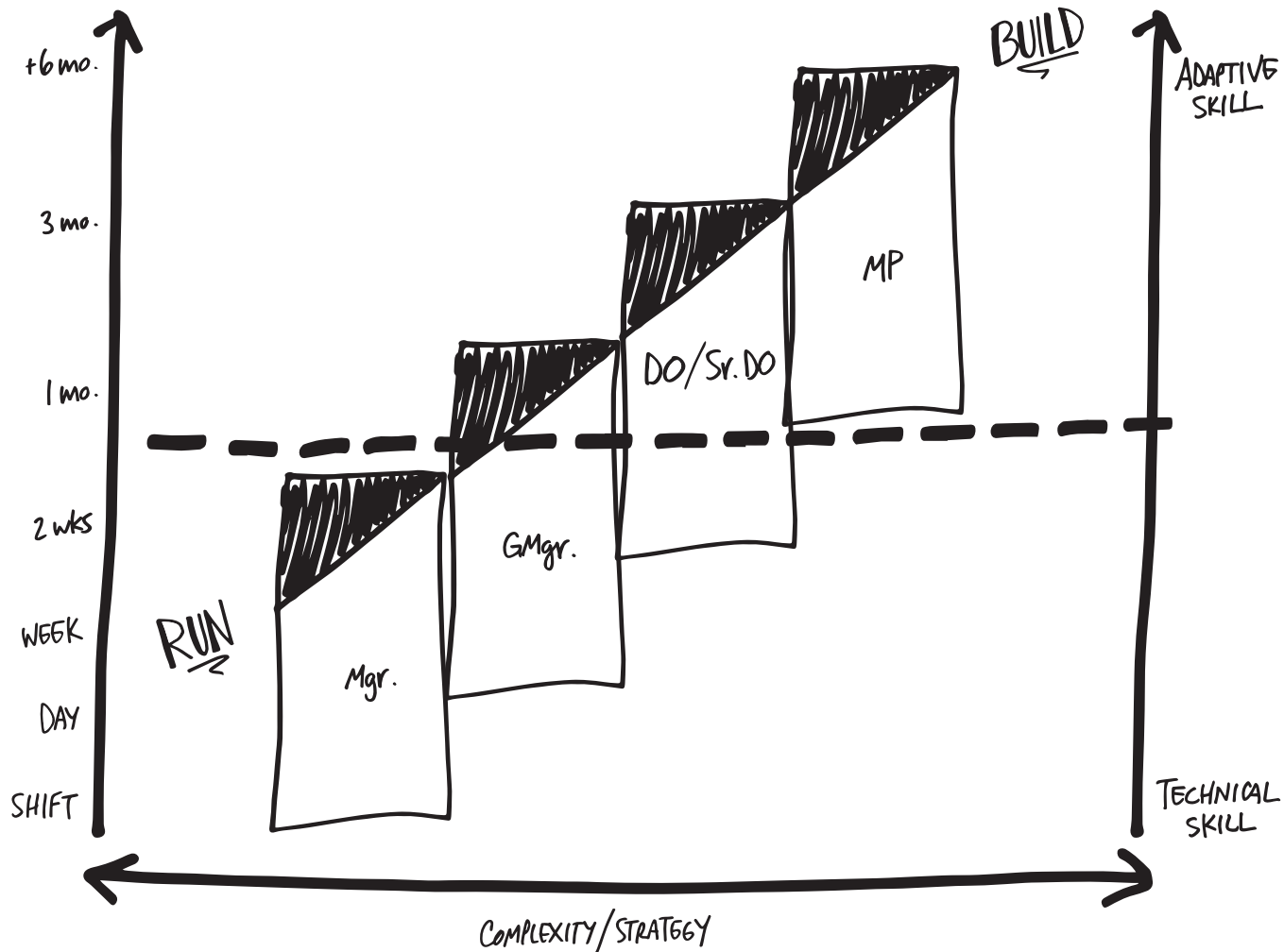
What seems to be the trouble?
What seems to be the main obstacle?
What is stopping you?
What concerns you the most about . . . ?
What do you want?

Summary

What is your conclusion?
How is this working?
How would you describe this?
What do you think this all amounts to?
How would you summarize the effort so far?

Taking Action

What action will you take? And after that?
What will you do? When?
Is this a time for action? What action?
Where do you go from here? When will you do that?
What are your next steps? By what date or time will you complete these steps?



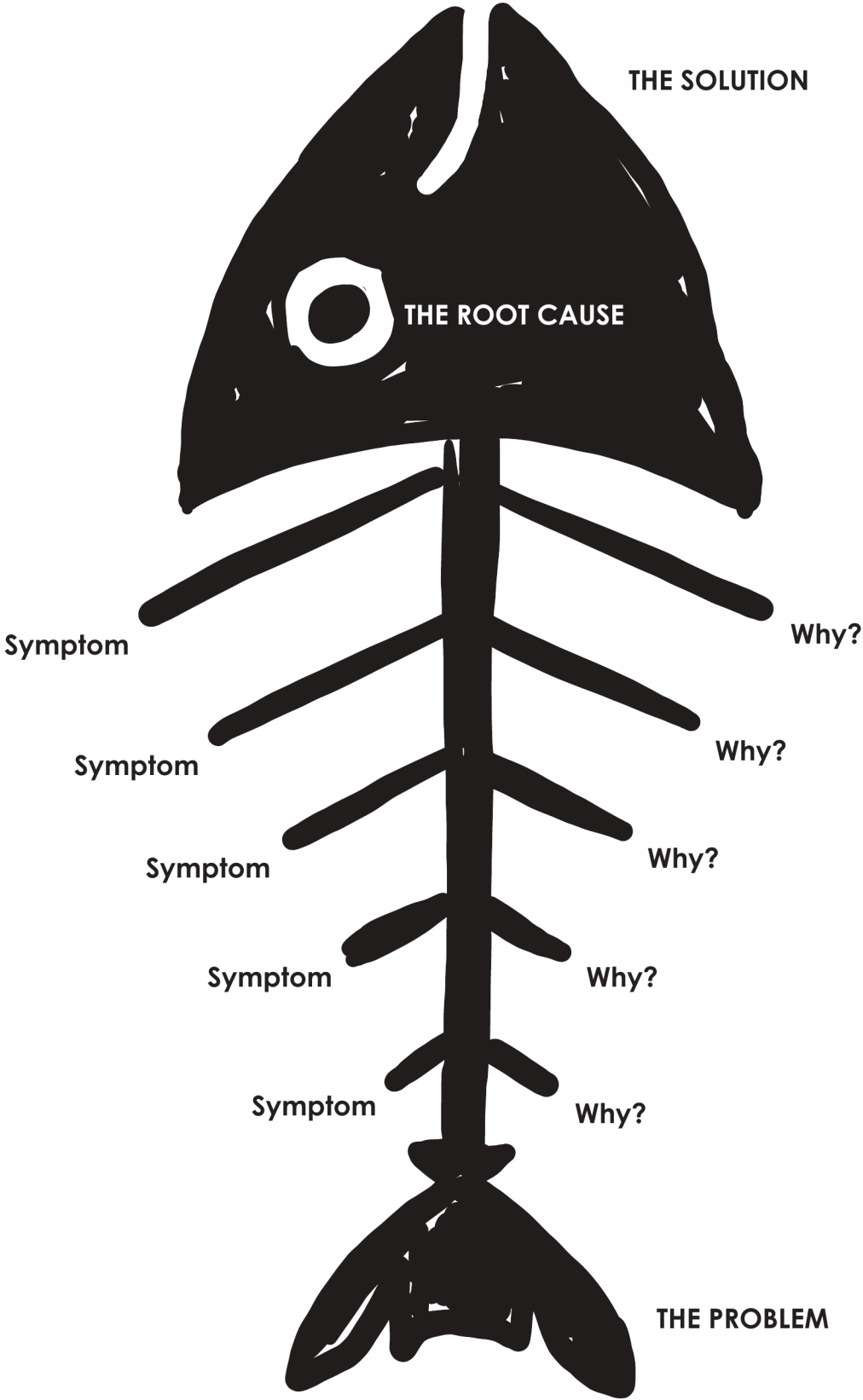
- ① VISION Amplification
- ② CAPITAL Allocation
- ③ PEOPLE/RESOURCE UTILIZATION
- ④ INNOVATION



VIABLE BUSINESS OPERATIONS

- ↑ PEOPLE/TEAMS
- ↑ QUALITY
- ↓ RISK
- ↑ PROFIT

ROOT CAUSE ANALYSIS



ACCOUNTABILITY CONVERSATION

FOLLOW UP QUESTIONS

QUESTIONS THAT CAN HELP:

1. What does progress look like?
2. How will we measure progress?
3. How will I know you are winning?
4. How often will we discuss progress?
5. How are we going to deal with a lack of progress?
 - a. You may need more training.
 - b. You may need something?
 - c. I can't accept for you to not make progress.

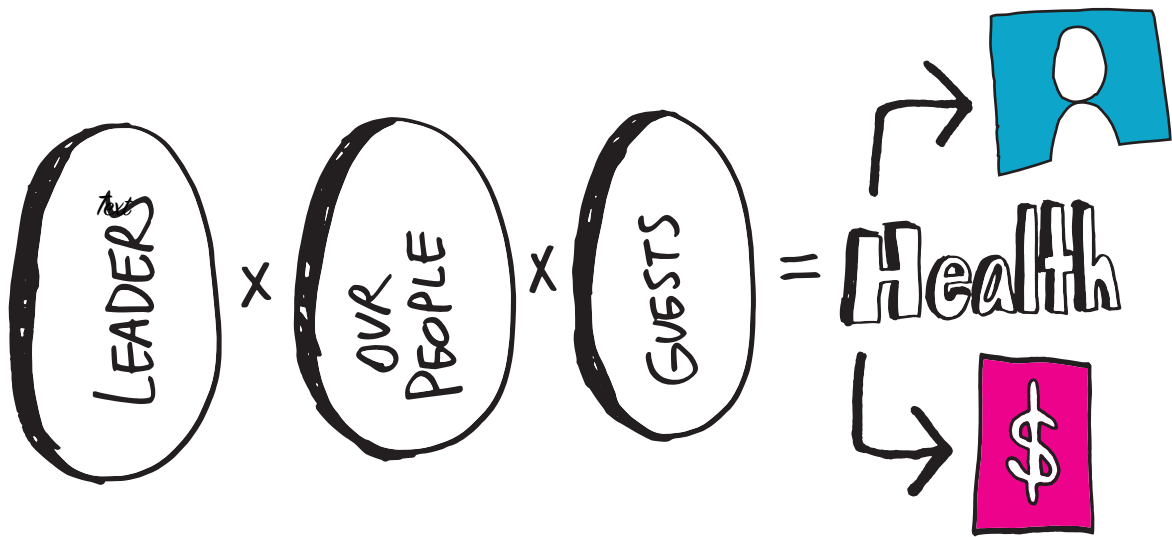
We may reach a point where we need to make a change.

ACCOUNTABILITY CONVERSATION

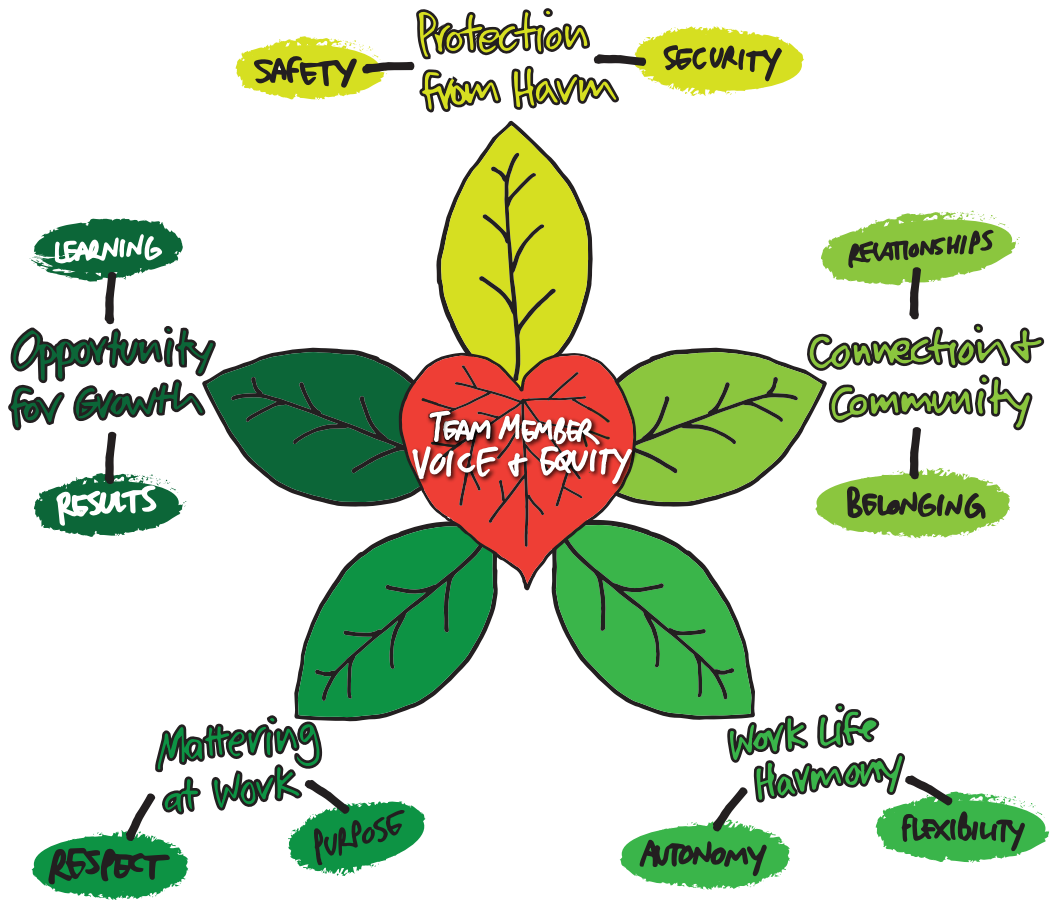
(SELF EXPECTATION CHECK)

1. Do you understand the expectation and why it is important?
2. Do you know how to do it? (Please explain.)
3. Do you believe it is possible?
4. What's getting in your way and holding you back from success?

The Egg Model



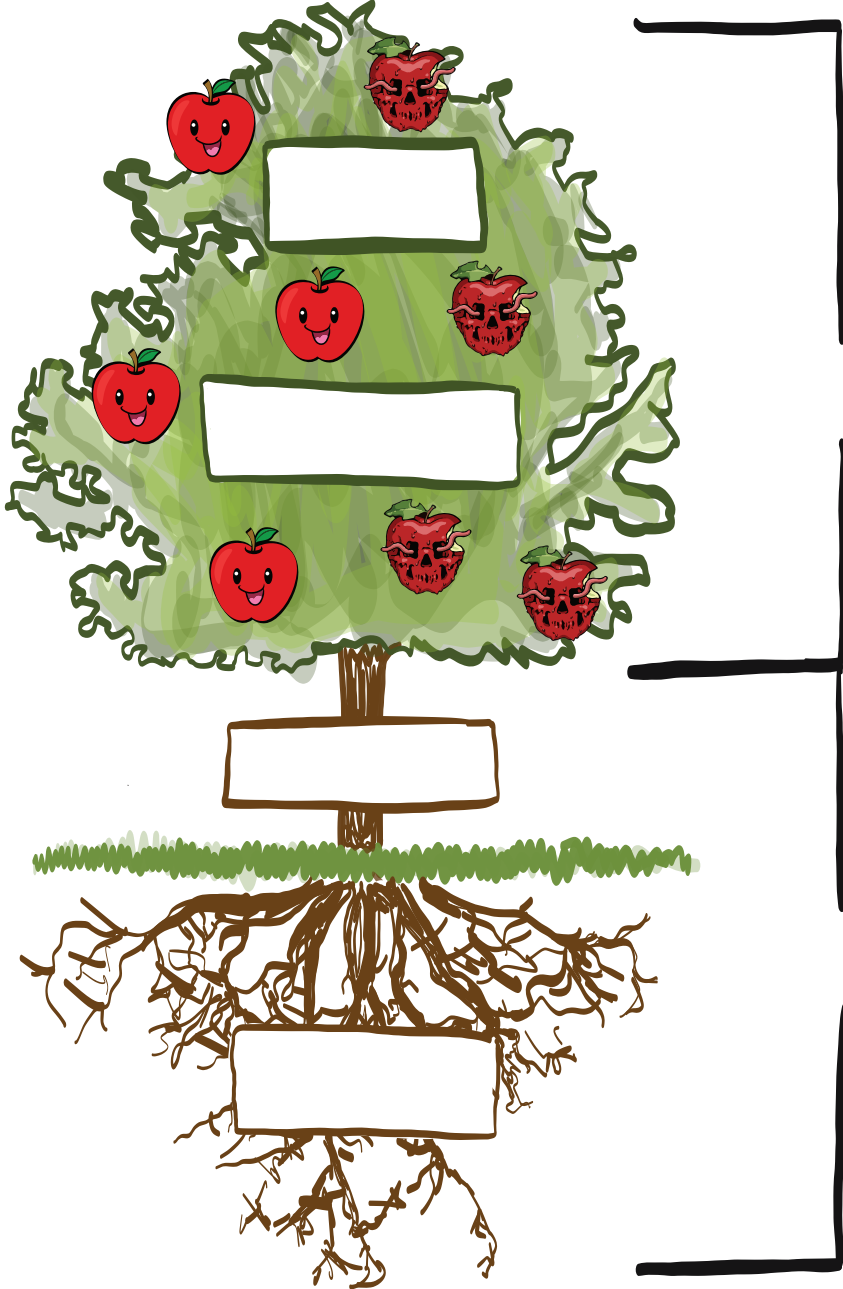
WHOLE PERSON WELLNESS



LOVE vs. FEAR

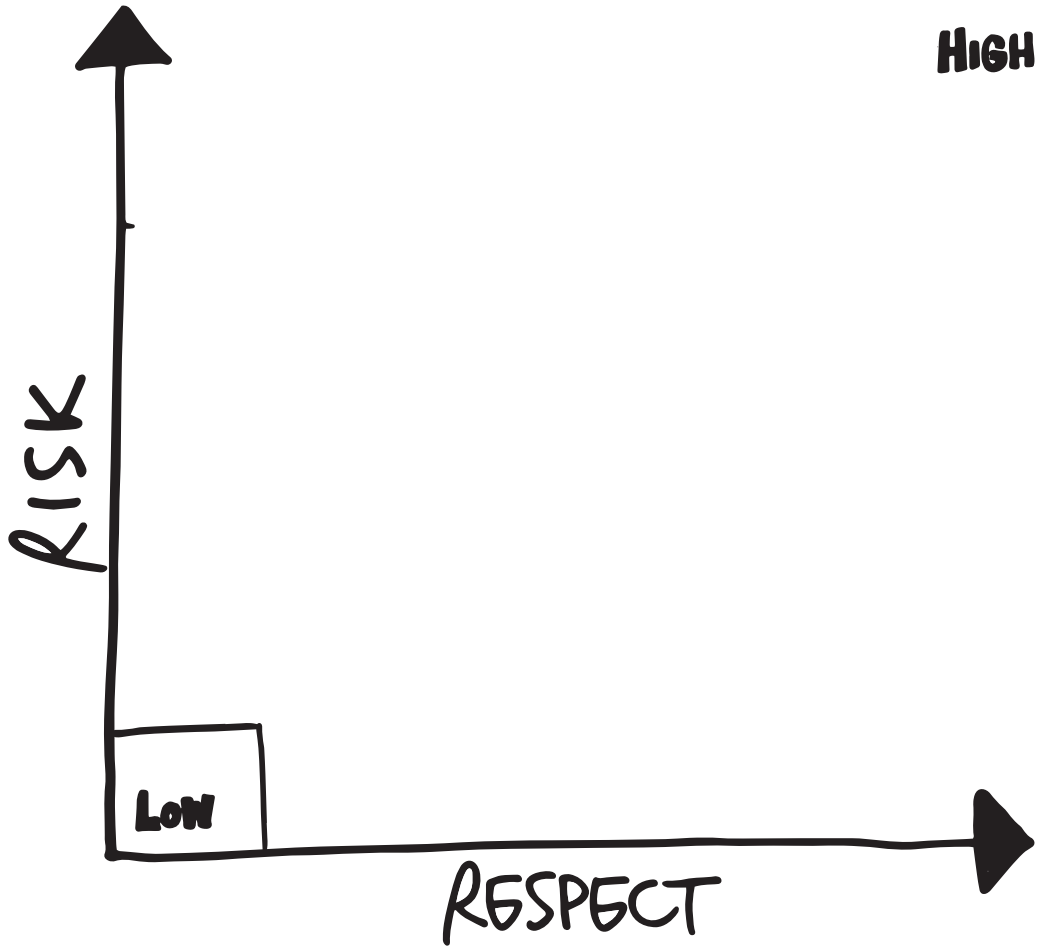


THE TRUST TREE



NOTES:

BUILDING TRUST



MOVING TO INTER-DEPENDENCE

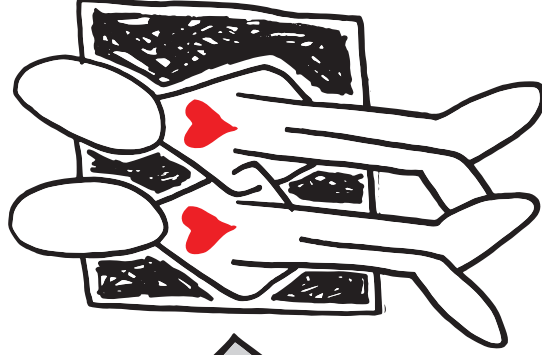


DEPENDENCE

Looks like?

Sounds like?

How does a leader create this posture?



INTER-DEPENDENCE

Looks like?

Sounds like?

How does a leader create this posture?



INDEPENDENCE

Looks like?

Sounds like?

How does a leader create this posture?

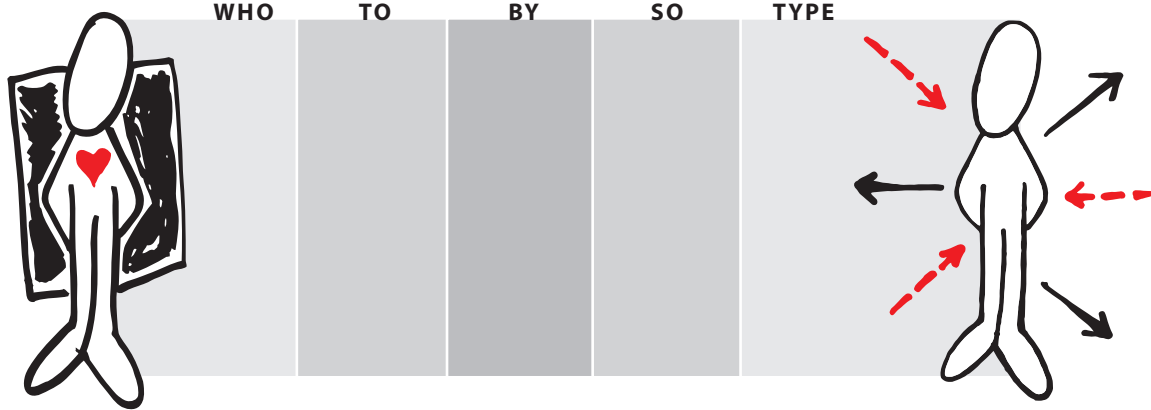
COURAGEOUS CONVERSATIONS

NVP COMM

- ▶ The concrete actions that we *OBSERVE* that affect our well-being
- ▶ How we *FEEL* in relation to what we observe
- ▶ The *NEEDS*, values, desires, etc. that create our feelings
- ▶ The concrete actions we *REQUEST* in order to enrich our lives



RELATIONAL PATTERNS/POSTURES



WHO	TO	BY	SO	TYPE
-----	----	----	----	------

SEPARATE

CONFLICT

DISTANCE

EQUAL

CUTOFF

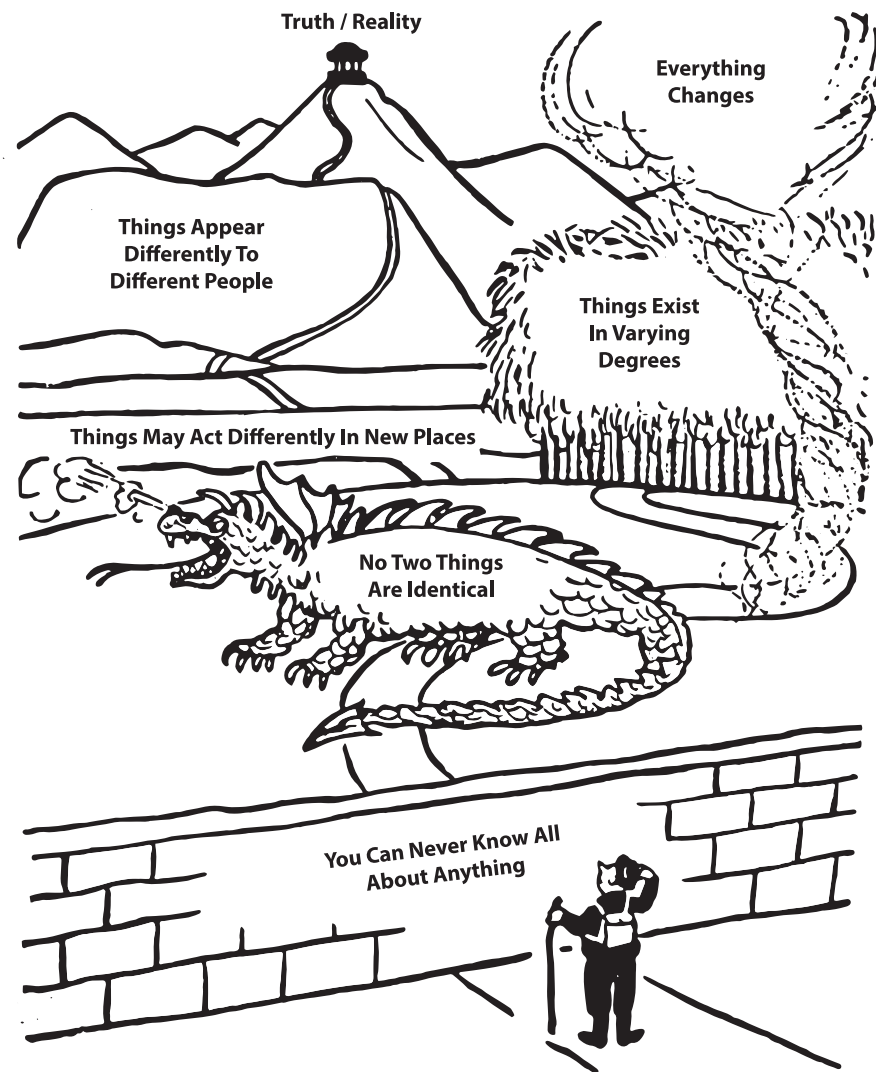
OVERFUNCTIONING/
UNDERFUNCTIONING

OPEN

TRIANGLE

REPITITIONS

CRITICAL THINKING



What disconnects us from reality:

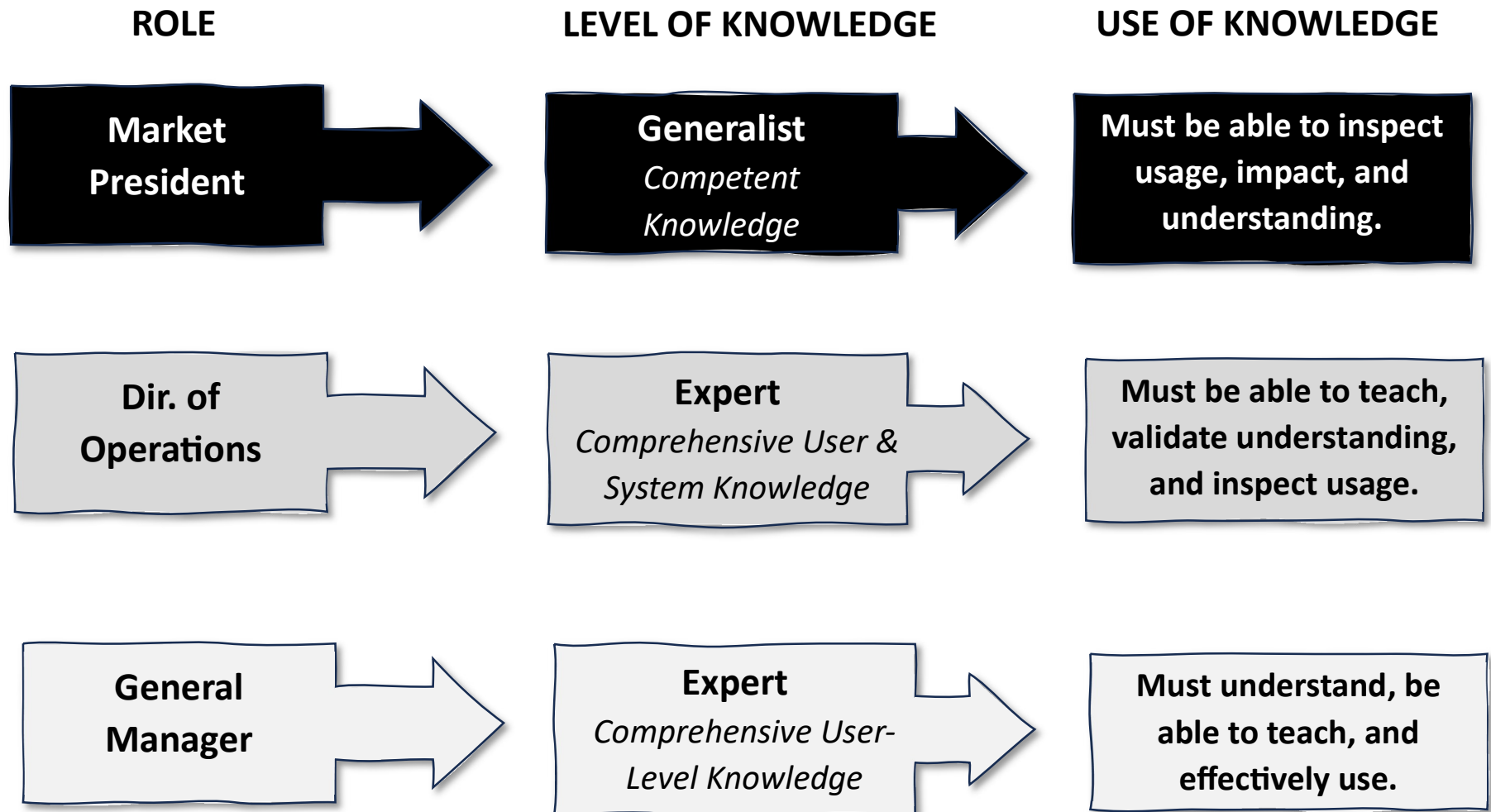
EGO

PERSPECTIVE

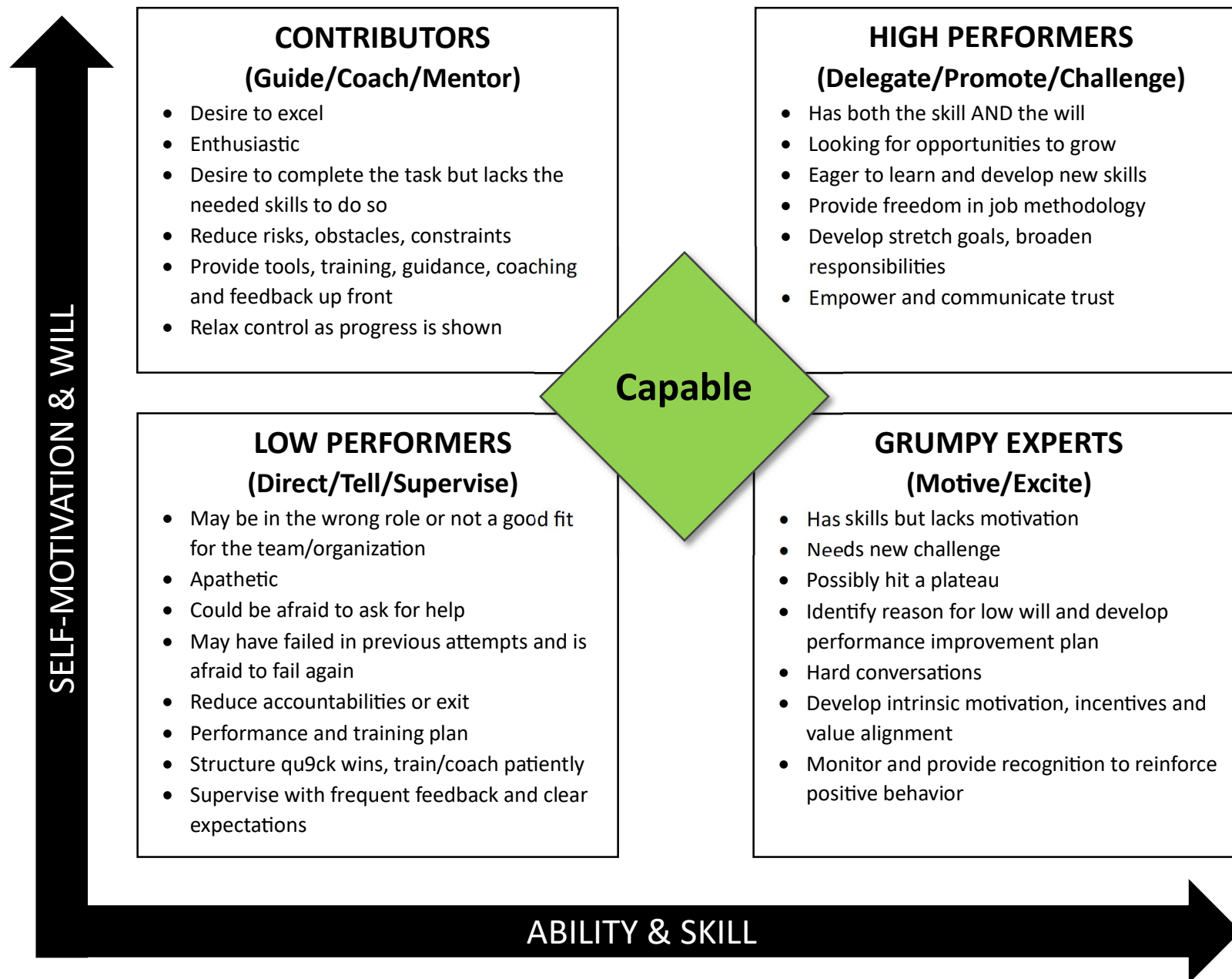
DISTANCE

Leadership Levels of Knowledge

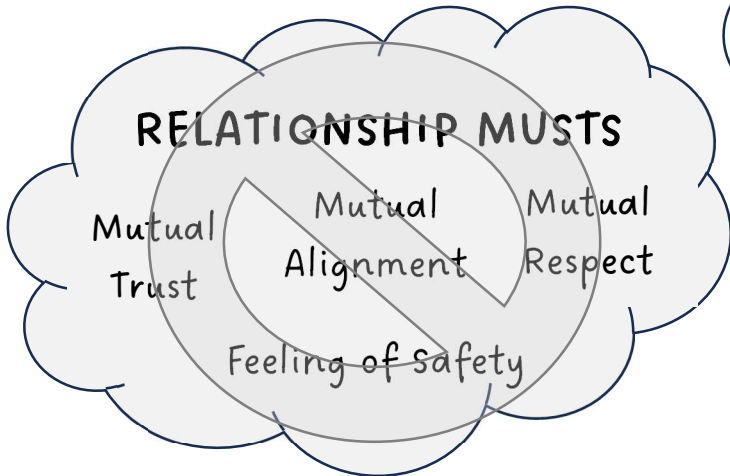
Who → What → Why



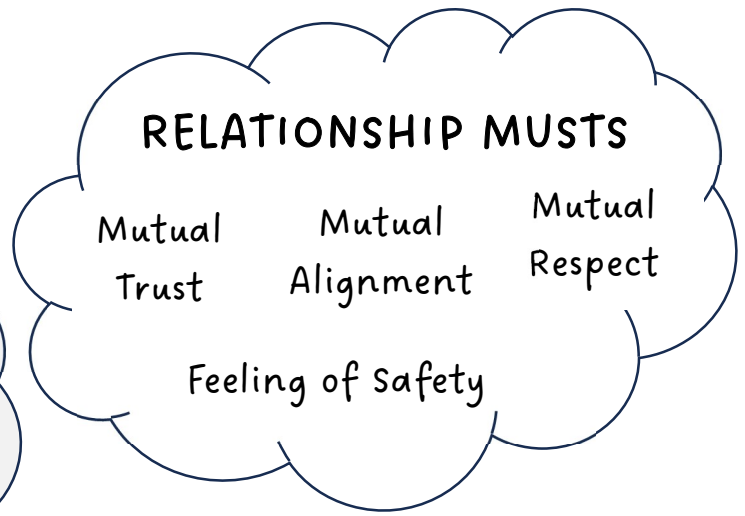
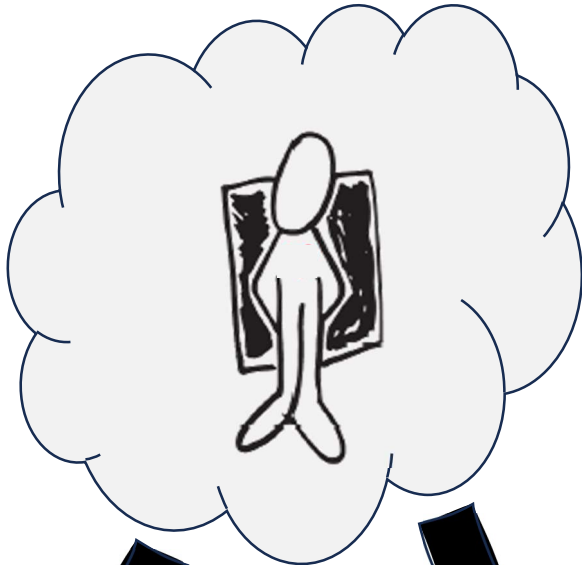
The Skill & Will Matrix



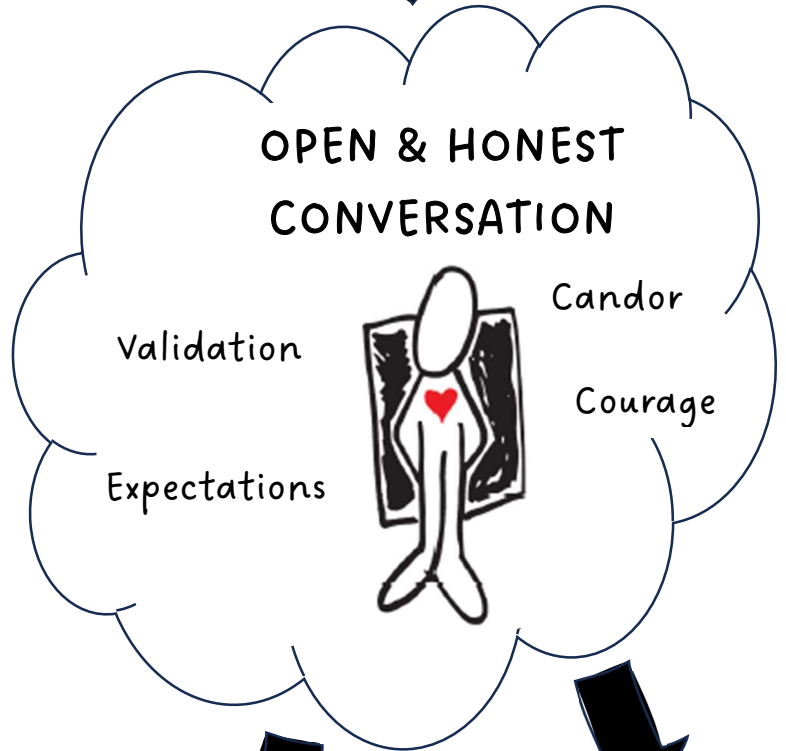
Courageous Leadership



**FEAR / NO CHALLENGE
FROM LEADER**



CHALLENGE FROM LEADER



**QUIT / GET FIRED
AND LOSE**

**STAY AND
LOSE**

**MOVE ON
& WIN**

**STAY,
FLOURISH &
WIN**