

Bringing Big Shots Back To Earth



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ELI

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9:00 AM – 12:00 PM

ELI®



- **Big Shot Nightmares**
- **Why Big Shots Are Tolerated**
- **The Overall Approach**
- **Preventing Big Shot Behaviors**
- **Detecting Big Shot Problems**
- **Bringing Big Shots Back to Earth**



Introduction



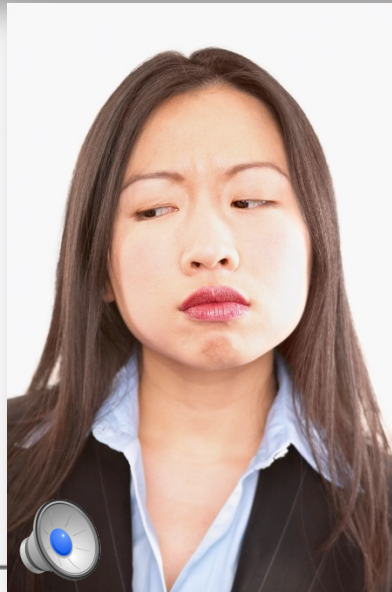
Case in Point – A Personal Nightmare



Case in Point – A Personal Nightmare



Are These Your Nightmares?



Why Are They Tolerated?



The Overall Approach



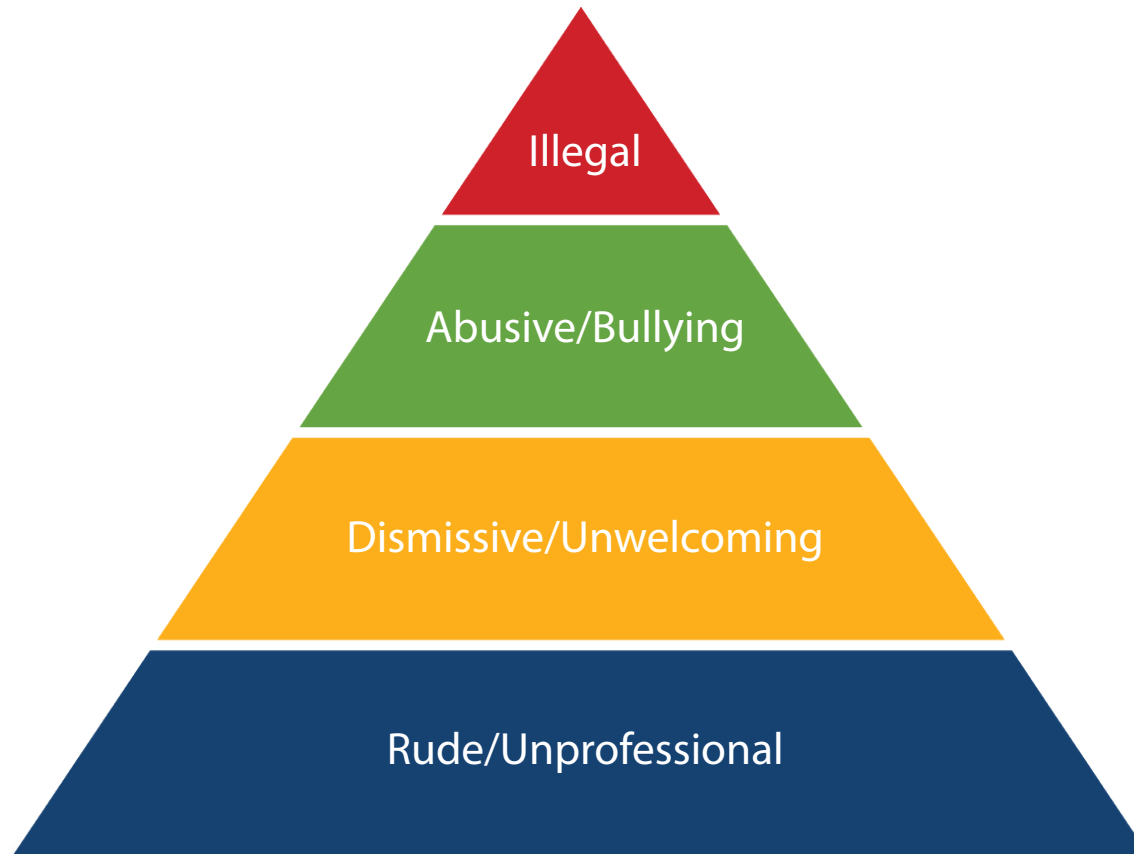
The Trouble With Legal Parking



Big Shots in Flight



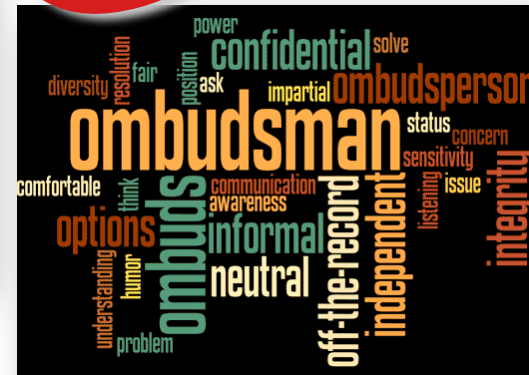
Perspective on Big Shot Risks



Prevention



Core Ingredients



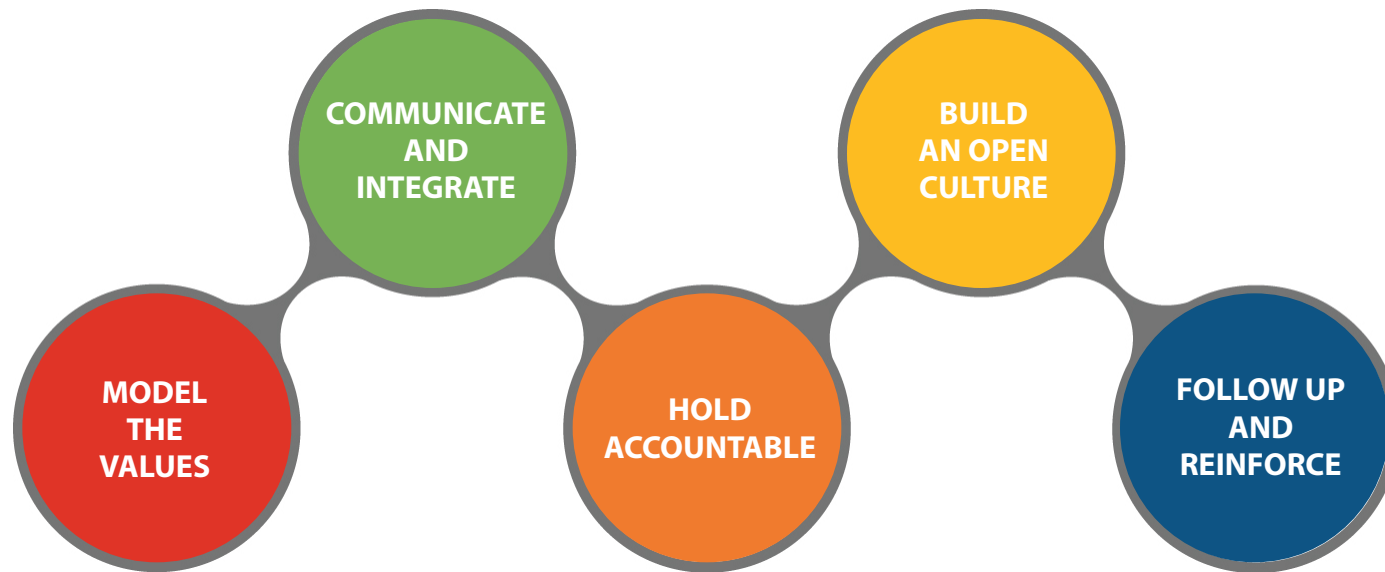
Solving the Big Shot Challenge

core
values

organization goals influence work ability others personal time social goal success productivity
manager view formal basis democratic chief research effectively management person society higher know
information mentoring leader authority relationship way performance follow person style role
self behavior result task qualities expected chief research effectively management person society higher know
include part forward work objectives ways authority relationship way performance follow person style role
set own people lead skills true job powerful share emotion model team coaching group style role
degree decision together way authority relationship way performance follow person style role
company strong values unique function task expertise management person society higher know
represent different style unique function task expertise management person society higher know
job powerful share emotion model team coaching group style role
perspective professional working success
action employee concern participation process increase different ability
informal individuals followers critical single
contrast approach effective position reward
level general vision idea different lead skills



How Leaders Keep Big Shots in Line



Benefits

Increase trust
Build teamwork
Increase retention
Increase productivity



Detection



The Most Important Rule

**SOMEONE
ALWAYS
KNOWS.**



Correction



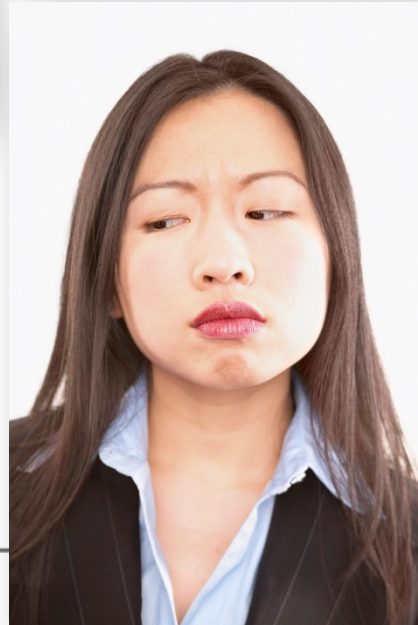
- **Accurate Facts**
- **Build the Business Case**
- **Leadership Sponsors**
- **Corrective Action Plan**
 - Teaching Big Shots to Behave
 - Behavioral Standards
 - Ongoing Measurement
 - Meaningful Support and Accountability
- **Follow Through**



Bringing Big Shots Back to Earth



Bringing Your Nightmares Back to Earth



“Look at the revenue I bring in.”

Will that revenue cover a 7-figure verdict?

“I’m just relieving stress.”

Are you saying you can’t do your job without telling sexual or racial jokes?

“I’ve always done it this way.”

What other aspects of your job are the same as they were 10 years ago?



“The others are just as bad.”

In what other ways do you violate our rules because everyone else does?

“You can't say anything any more.”

What, specifically, do you think you can no longer say?

“I'll just take my business elsewhere.”

Where, exactly, are you going to take it?



“I don't have time to handle it that way.”

How much time do you have to prepare for trial?

“It's their word against mine.”

Why do you think you would be believed?

“My lawyer will handle this.”

Are you sure you want your lawyer to handle this?



All Purpose Questions

- **“It’s going to come out sooner or later. So how much do you think you’re worth.”**
- **“When can your spouse come by? We may need help fighting this in court.”**
- **“I’m really concerned that your name will be in the headlines. Are you?”**

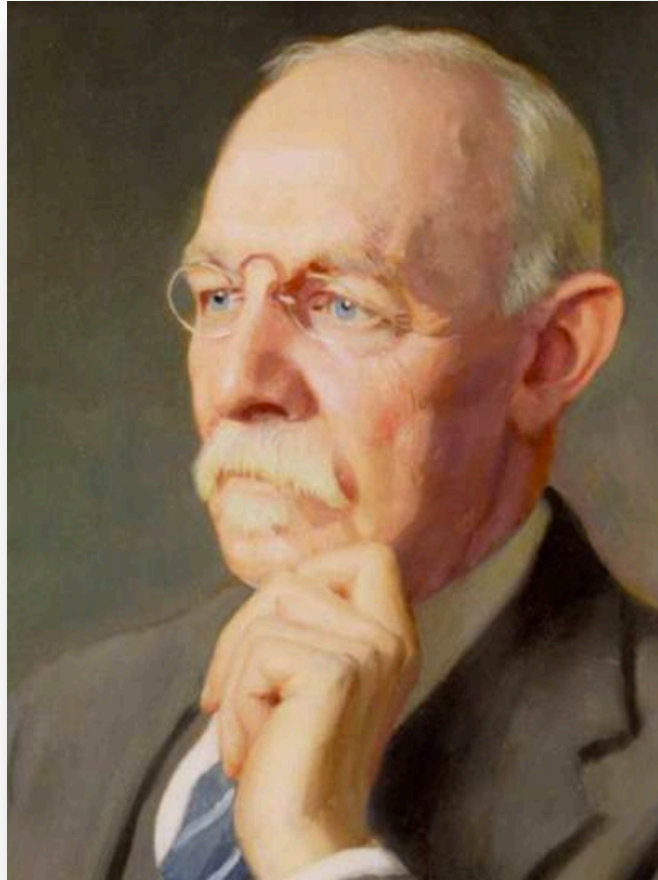


All Purpose Questions

- **“How are we going to explain that this event really didn’t happen?”**
- **“Sure we can fight this – let’s see how your calendar looks for the next couple of months”**



Meet Dr. Halstead and Dr. Cushing




William S. Halsted, M.D.
1852 – 1922



Harvey Cushing, M.D.
1869 - 1939





- Ignore Values
- Ignore Code of Conduct
- Perpetuate Misbehavior
- Allow Productivity to Decline

- Instill Values
- Follow the Spirit of the Code of Conduct
- Leave a Legacy of Civility, Inclusion and Professionalism



A Roadmap for Lasting Change

Key Principles

**MAKE IT
MATTER.**

**MAKE IT
SIMPLE.**

**MAKE IT
STICK.**



A Last Minute Game Changer



Yates Memo

September 9, 2015



When All Else Fails...



Thank You!

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