Success Through Failure Podcast
Action Plan Episode #238
Kari Granger

Kari Granger, a decorated former Air Force officer, is a subject matter expert in both applying and teaching the concepts of transformative leadership under the most challenging conditions.

Kari empowers leaders to create tangible results in the areas they are committed to. She has worked with numerous branches of the U.S. armed forces and governmental agencies to achieve breakthrough mission performance, from leading logistical operations for hurricane evacuation missions to leading U.S. troops under enemy fire during combat duty in Iraq.

Kari leads a team of coaches and consultants with specialists at every organizational level initiating impressive organizational transformations. The Granger Network supports clients that span the globe and its clients span multiple industries with special emphasis in healthcare, military, and higher education.

Kari is a Distinguished Graduate of the U.S. Air Force Academy with a B.S. in Behavioral Sciences, holds an M.A. in Education Leadership from the University of New Mexico, and is an International Coaches Federation Master Certified Coach.

Quotes

"If you think about the drift we've been part of, what is success? It's being number one in money, in position, title, fame. And then you get there, and the joy isn't there."

"I do believe it is a responsibility of the world's leaders - from a local community level to a global scale - to lean in and not shy away from some of these complex,

paralyzing issues of our time. That's what I seek to be part of, it's game-changing conversations about our future."

"When I give myself the freedom to see the result as my failure, I have so much power and I can learn so much. When I have the arrogance to put the failure on someone else, I actually imprison myself."

About Finding What You Fundamentally Care About 10:55 - 13:25

"I think the starting place is different, just depending on each situation. I usually start by just listening, what's it like for them. In organizations, some of the bigger themes is they might struggle with alignment or accountability or trust. With a person, it might be they know they can be something more. There's something beyond what they are experiencing now. They can be more. A lot of times, we're good enough. But we know we could be great. So I start by listening. I'll get a sense of what's it like currently. If we predict what's it going to be like in the future, if you don't intervene with yourself, you're going to pretty much have what you already have. Your experience is just going to continue. So how do we intervene in that drift?

As we go along, I start to listen for what's at the heart. What do they fundamentally, really care about, underneath it all? In an individual's life, there's often something around the experience of well-being and family. But if you really get down to what you fundamentally care about, you can begin to see a pathway forward. And the thing that I find is that we're not always connected to what underneath it all we really care about. We can be connected to challenges, the obstacles, our position, or a solution, but we're not always connected to what underneath it all that really matters."

About How To Have Tough Conversations 14:30 - 22:15

"I think to the degree that you might validate that, 'I have a good sense of personal power,' it all comes from the capacity to have good conversations. So across the board, this is at the heart. 'Can I have a conversation about a lack of trust? Can I have a conversation about lack of accountability and not lose my relationship? Can I have a conversation that I feel puts my job at risk? Can I have a conversation with somebody that I feel disrespects me? Can I have a conversation for termination? Can I have a conversation that says I want to work with the organization but I don't like what I'm doing? Can I say I don't like what's happening right now?' These are all risky conversations.

1. I've got to check my own mood before I enter the conversation. Entering any tough conversations with righteousness, arrogance, frustration, anger, resignation, apathy, it's just not going to go well. You've failed before you started. So what do I do with my mood? I've got to get curious. Let me actually allow myself to be curious about how this could turn out. Let me get curious about what I don't know. Let me have enough space to see something that I haven't seen so far. Mood is the first thing. I've got to **check my mood and start with curiosity.**

2. With your **physical body/body language**, you can check how your forward stance you are and move back to a little bit more center or on your heels. You can tilt head. Tilt your head and tell me, does that not make you more curious? It's crazy, right?

3. Then, I want to move what's underneath it all that's really important to me? What's animating my position here? My frustration, my discomfort? **What is it that I really care about underneath all of it?** Is it a better relationship or the ability to feel like my voice matters that I can give input? I really want to contribute but I get cut off every time I try. Rather than going in with, 'You cut me off every time I talk,' I want to go in with, 'I really want to contribute. I want my voice to matter here, and I think you do too.' So when you talk at the level of fundamental cares, it's hard to end up arguing.

4. What's most important to them? I don't know for sure until I ask but given this topic, **what might THEY really care about?** It might be, 'I really want to contribute and I want my voice to matter. And I know that you really want to be timely. I think you really want to be timely with our responses and it must be difficult for you to get everybody's input.' I want to go right to underneath it all of what they fundamentally care about and what I fundamentally care about. If we start there, we're going to have a totally different outcome."

About Accountability, Trust and Relationship 28:00 -33:50

"When I'm working at different organizations or with different leaders, two of the biggest things that we're dealing with is accountability and trust. So I can hear a little bit of both. If you really want to do a deep dive into accountability, I have a podcast and our entire season 2 is on accountability. I wonder, when you say, there's no ownership, I wonder if it's ownership or structure. Those are two things to look at. I would say first is begin to look at accountability as not something that happens after when things go wrong. Your client is in a tough situation where people haven't done what they were supposed to do and now, he has a decision to make. 'Do I get on

them for not getting it done and risk their bad moods and defensiveness, etc., or do I let it go and try to continue this culture of like everybody's happy?' That's what happens a lot when we have accountability or relationship on different ends of the spectrum.

1. The first thing is to be able to have accountability and relationship. They're two different spectrums. It can be high accountable, high relationship. That's the first mindset shift, and that **accountability is really about partnering on accomplishing a future we both care about and mutually want.** Where I'd look is way in the beginning. When you're in that meeting, is there a future state? It doesn't have to be a big future, it could be 'We're putting on this great event' or 'We're implementing a new IT system that works for the kind of company we are now.' But are we clear on the ultimate outcome and do we have mutual, shared, alignment on that outcome?

2. When we're talking about actions, the next question I would wonder is, 'Is it actually clear who is taking that action and by when they are going to do it?" **Are there clear agreements?** I ask that because I've observed a lot of meetings where actions come up as possibilities, recommendations or suggestions and there's actually not a clear agreement about who owns it and what they're going to deliver on, and when. So beginning to have a new practice of creating clear agreements is really important.

3. The other thing that I find is often, we don't have a good practice for where our promises exist. There's no structure around that. So if somebody promises something to me and I don't see them write it down, I'm highly suspicious it's going happen. So start to look at what's a structure that everybody can align on to support us in accomplishing the things we thought were really important at the time we promised to do that? What we use in our company is '**What's the action, who's going to do it and by when? '**At the start of our meetings, we just go through. 'Did that happen? What's the status?' It's a practice. It's the structure that helps us keep the ball moving forward."

About Asking 'Why' Questions and 'What' Questions 34:35 - 36:50

"How many of just want to ask? 'Why did that not get done?' When you ask why that did not get done, it's called the small 'why'. The big 'why' is something like, 'What is my purpose?' So we're talking about the small 'why'. As soon as you ask why, that prompts an explanation, an analysis, an excuse, a reason. That can go on forever. Like a five or six-year-old kid, they can go on forever and ask why, and why, and why, and why, right? Three hours down the road, they're still asking why. You're not

getting to the source of anything. Neuroscience research shows that when you ask 'why', it engages your creative side of your brain. People are inventing. It's a creative exercise just to answer the question 'why.' 'What' is an interrogative, like an interrogation. So we can use that to get to the source, to intervene and break down and find out what the root cause is. The difference would be, 'What happened or didn't happen such that you were not able to accomplish what you promised?'"

Episodes Referred

Michael Bungay Stanier: http://jimharshawjr.com/80

Steven Hayes: https://jimharshawjr.com/231/

Kari Granger & Paul Adams - The Marker Incident:

https://grangernetwork.com/season-2-episode-30-get-to-the-heart-of-the-issue-with-these-questions/

Free Blueprint For Success

https://jimharshawjr.net/insider-secrets19300394

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