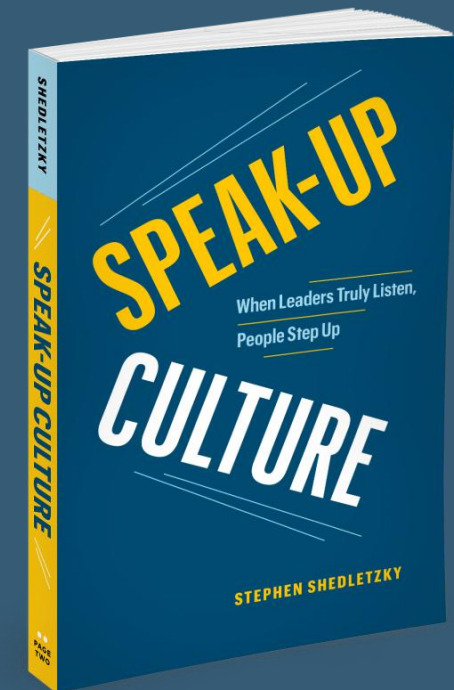


# Speak-Up Culture

When Leaders Truly Listen, People Step Up



A photograph of a classroom. In the foreground, several rows of white desks with blue chairs are arranged. Each desk has some school supplies like notebooks and pencils. In the background, there is a wooden teacher's desk with a computer monitor and various items on it. To the right of the teacher's desk is a large whiteboard with the word "Très" written on it. To the left of the whiteboard is a smaller whiteboard with a decorative border. The room has large windows on the left side, letting in natural light. There are some colorful decorations on the walls and windows.

Très

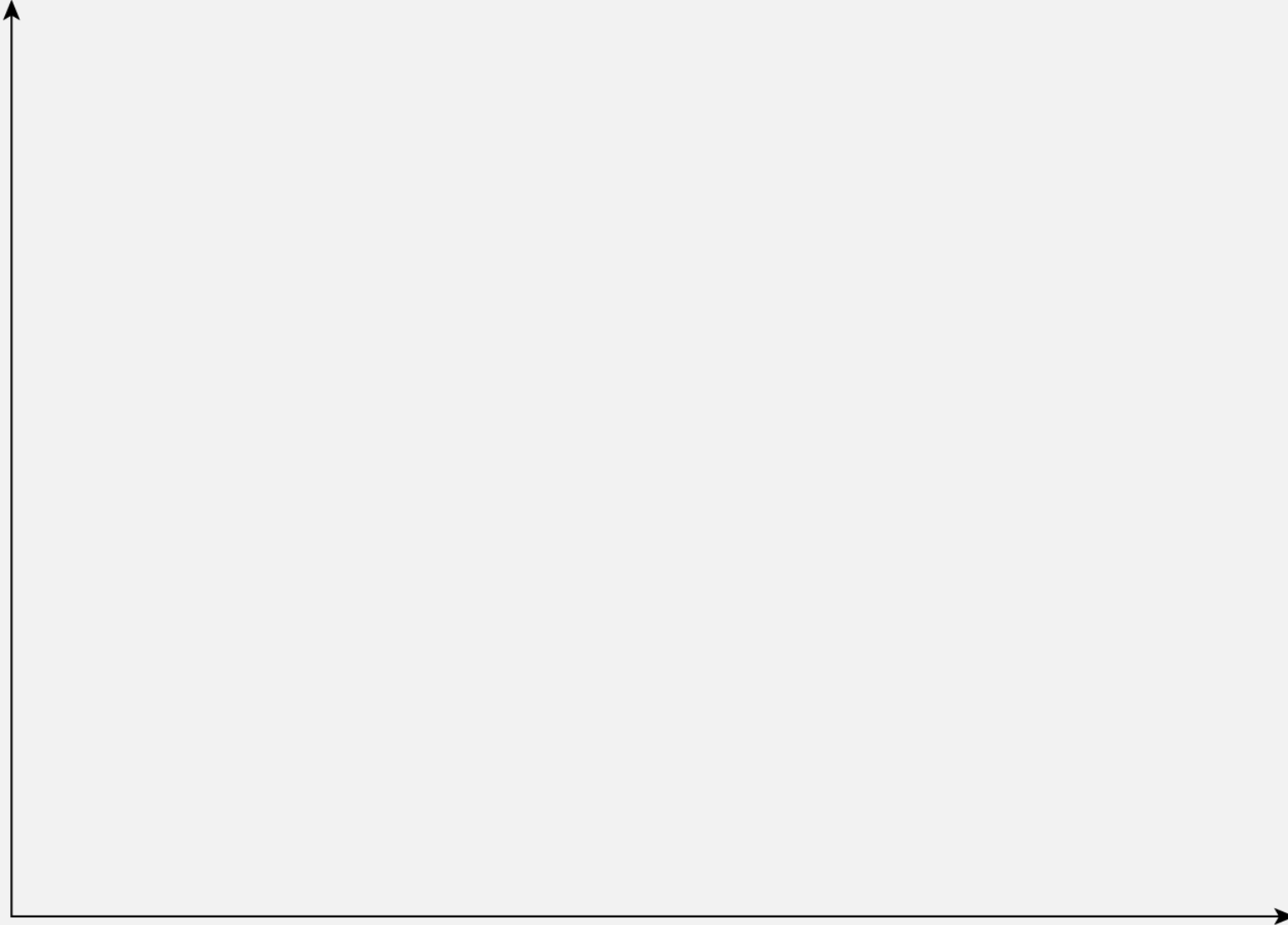
# What is a Speak-Up Culture?



An environment in which people feel it is psychologically **safe & worth it** to share:

- **Ideas**, even if they're half-baked
- **Feedback**, to help one another grow
- **Concerns**, even if they're unpopular or personal
- **Disagreements**, especially with senior leaders
- **Mistakes**, believing it will lead to improvements

Is It Safe? Is It Worth It?



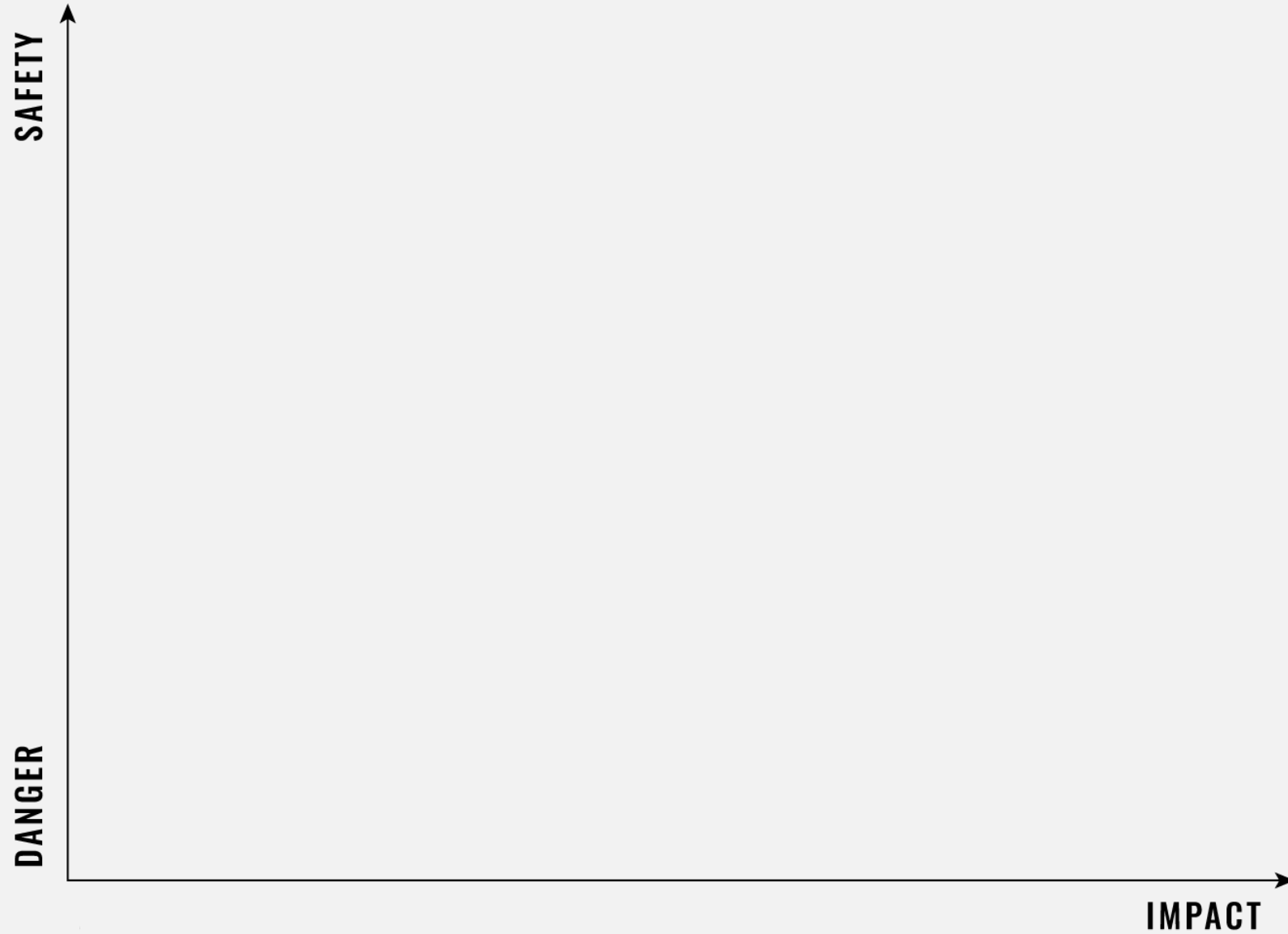
Is It Safe? Is It Worth It?



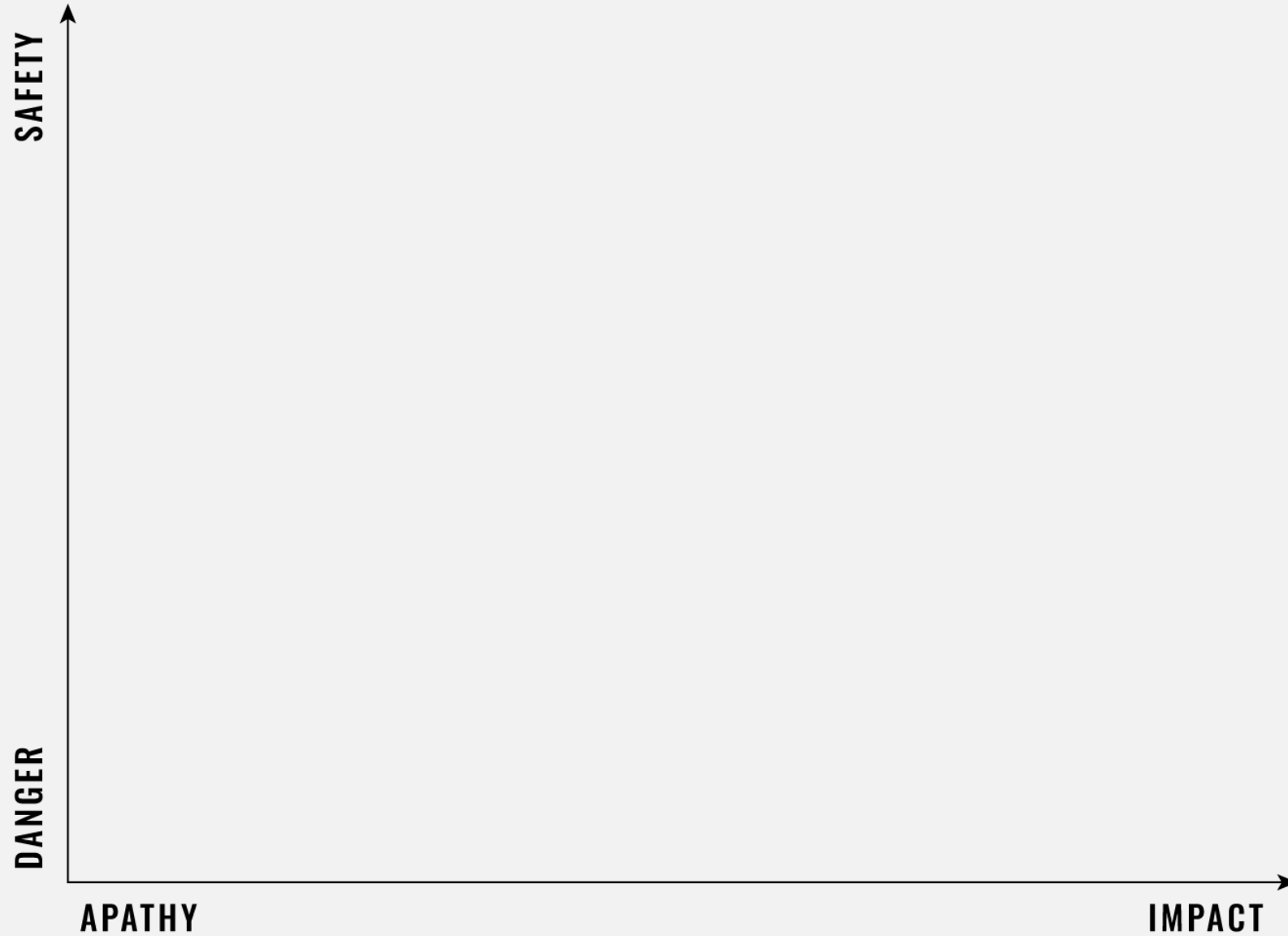
SAFETY

IMPACT

Is It Safe? Is It Worth It?



Is It Safe? Is It Worth It?



## Is It Safe? Is It Worth It?



## Is It Safe? Is It Worth It?



## Is It Safe? Is It Worth It?



## Is It Safe? Is It Worth It?



# What a Speak-Up Culture is... and isn't

**SPEAK-UP**

**SWEET SPOT**

# What a Speak-Up Culture is... and isn't



# What a Speak-Up Culture is... and isn't





Why Am I Talking?

**WAIT**

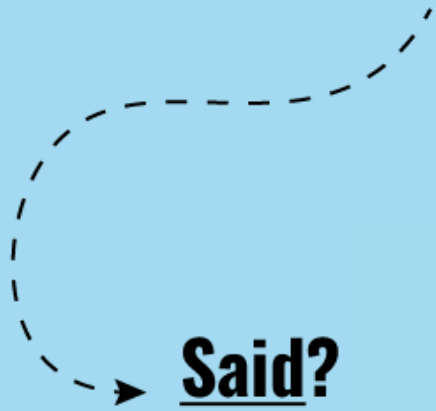


**Does this need to be...**





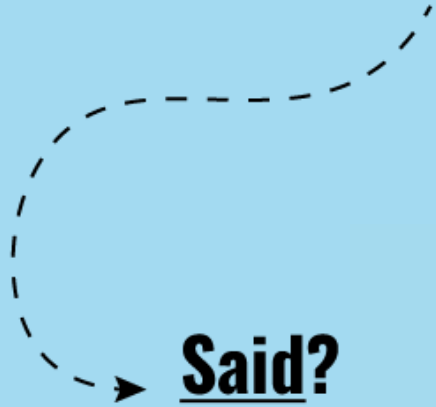
**Does this need to be...**



**Said?**



Does this need to be...



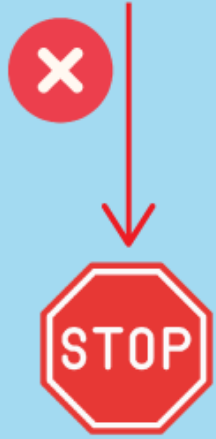
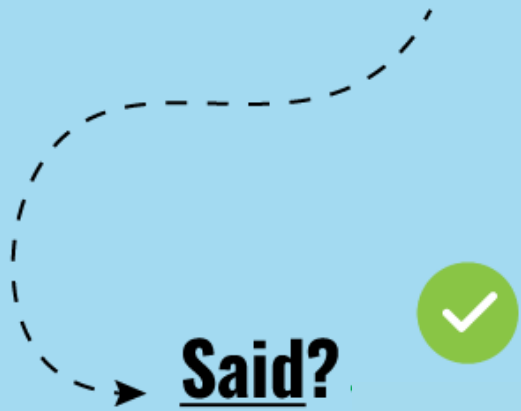
**Said?**



Scenario A  
*Zip it*



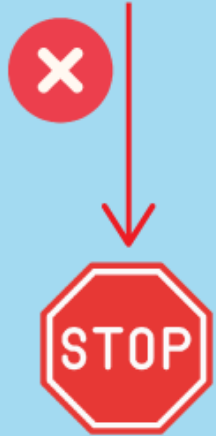
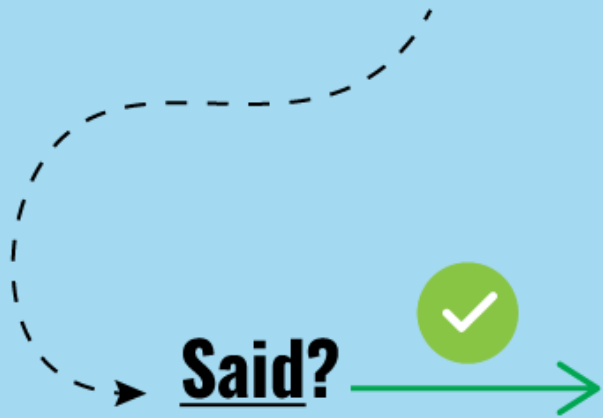
Does this need to be...



Scenario A:  
*Zip it*



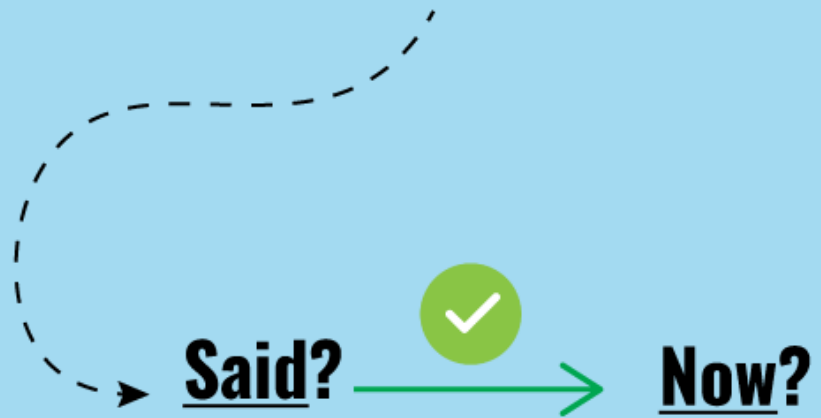
Does this need to be...



Scenario A:  
*Zip it*



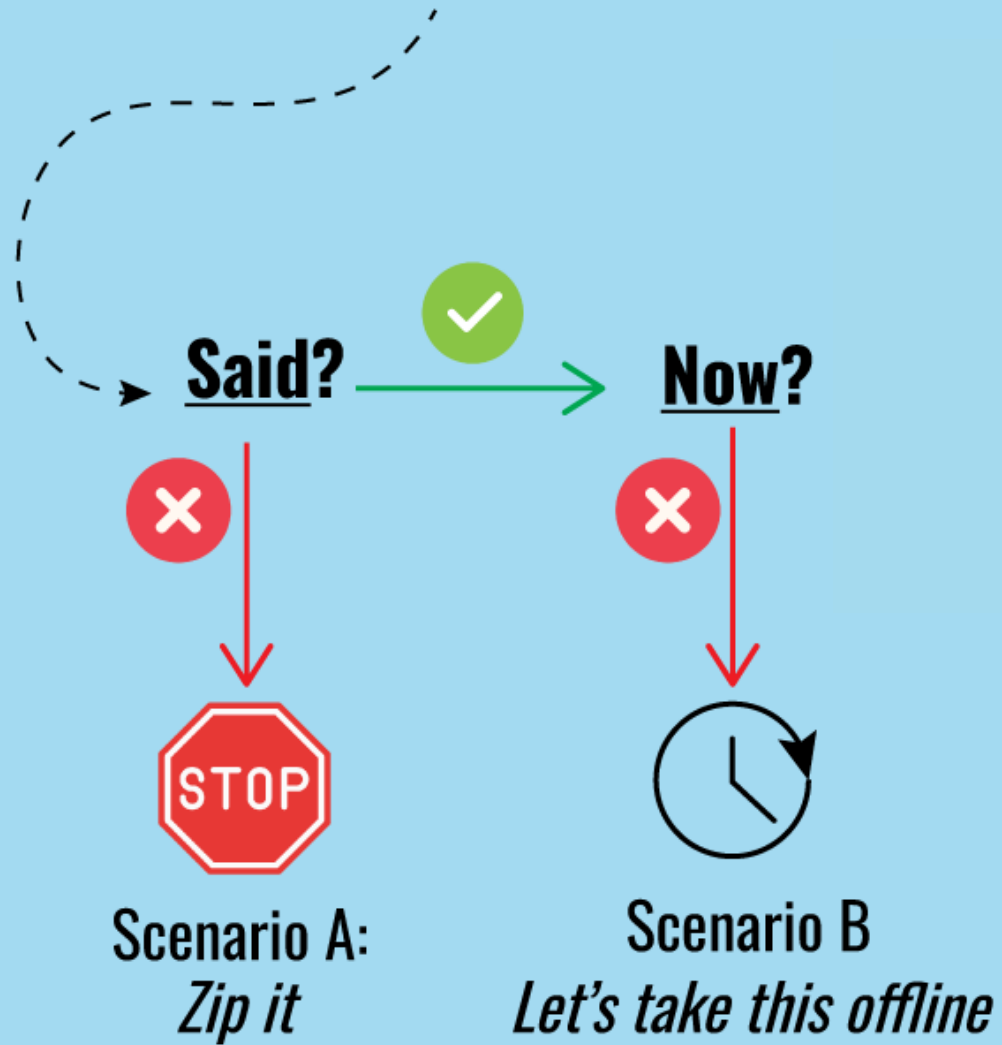
Does this need to be...



Scenario A:  
*Zip it*

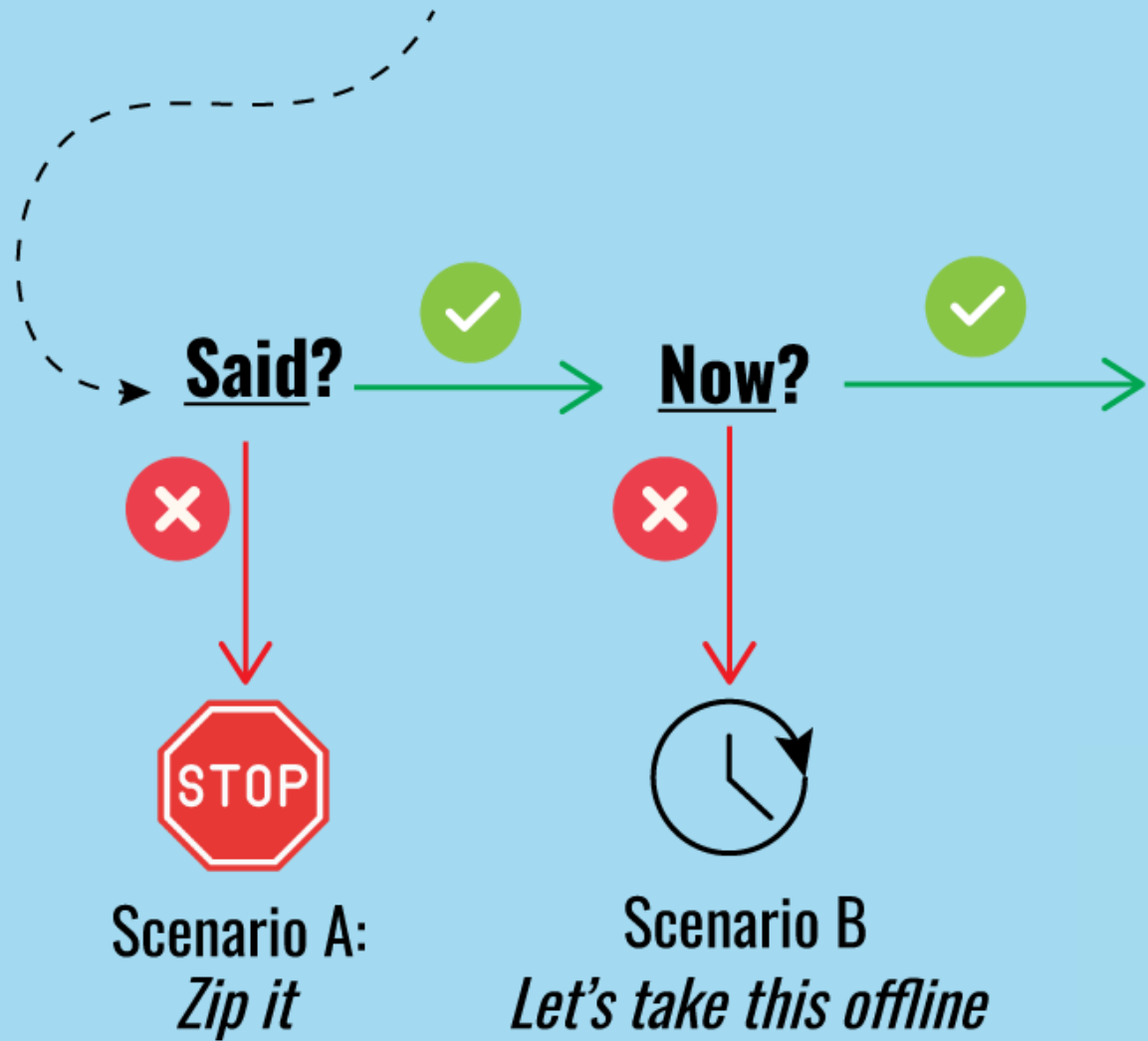


Does this need to be...



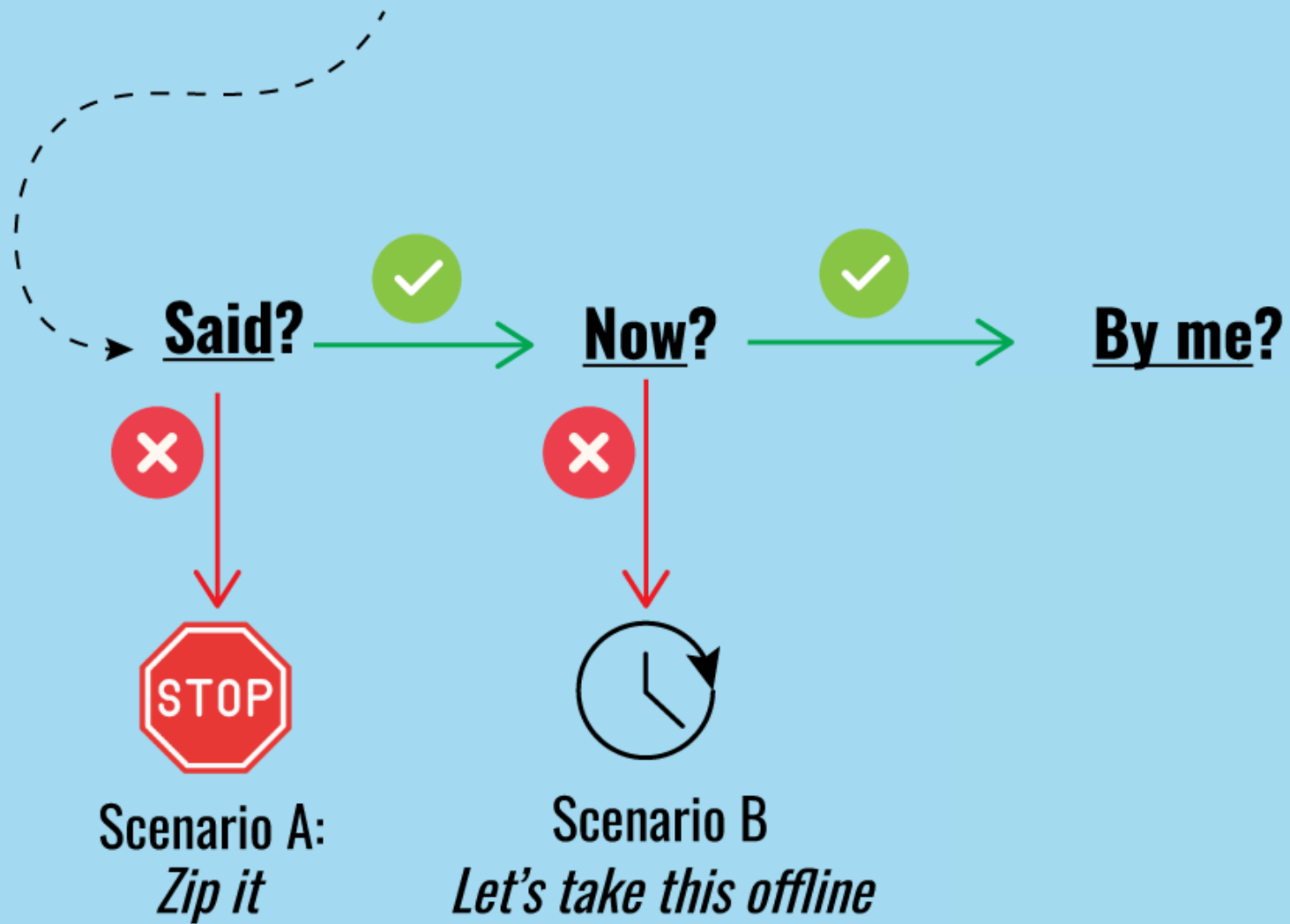


Does this need to be...



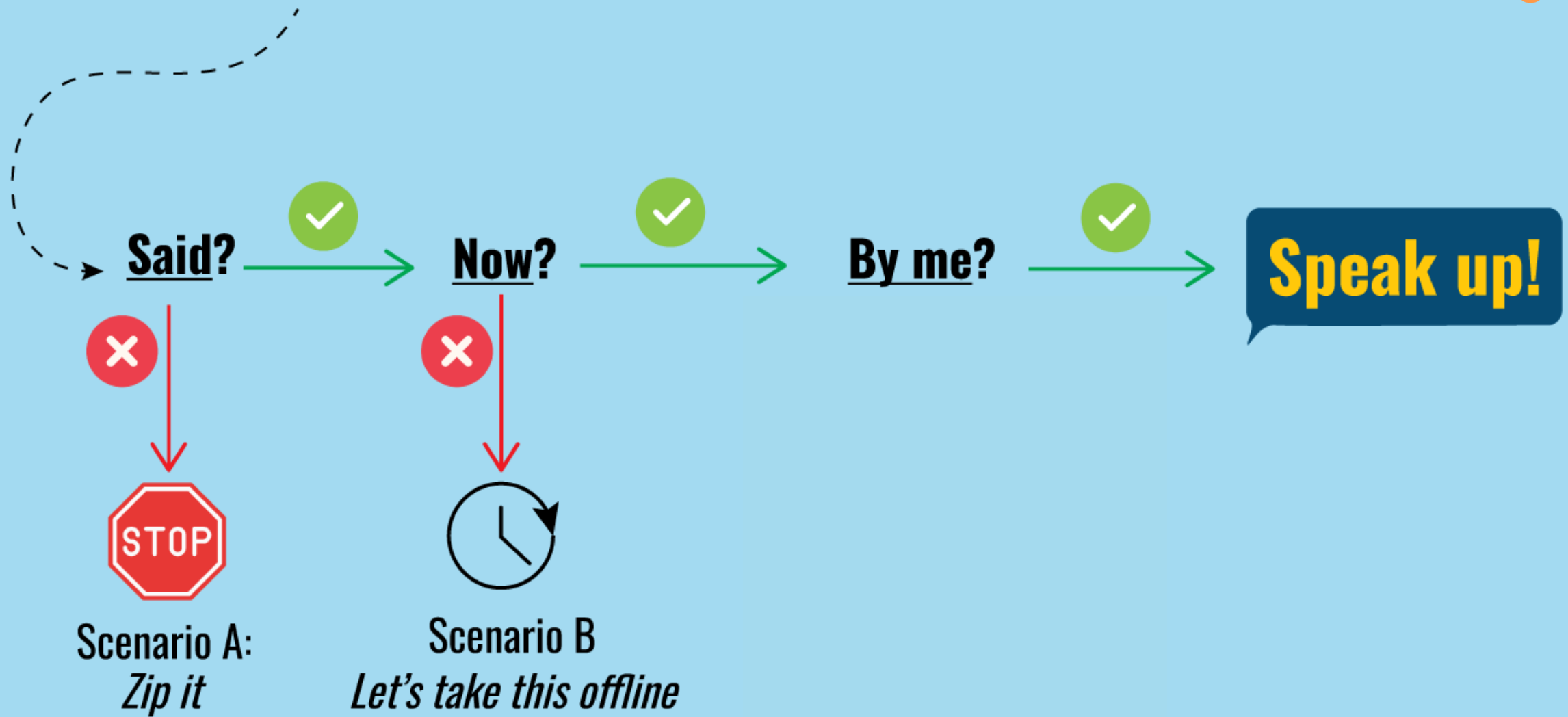


Does this need to be...



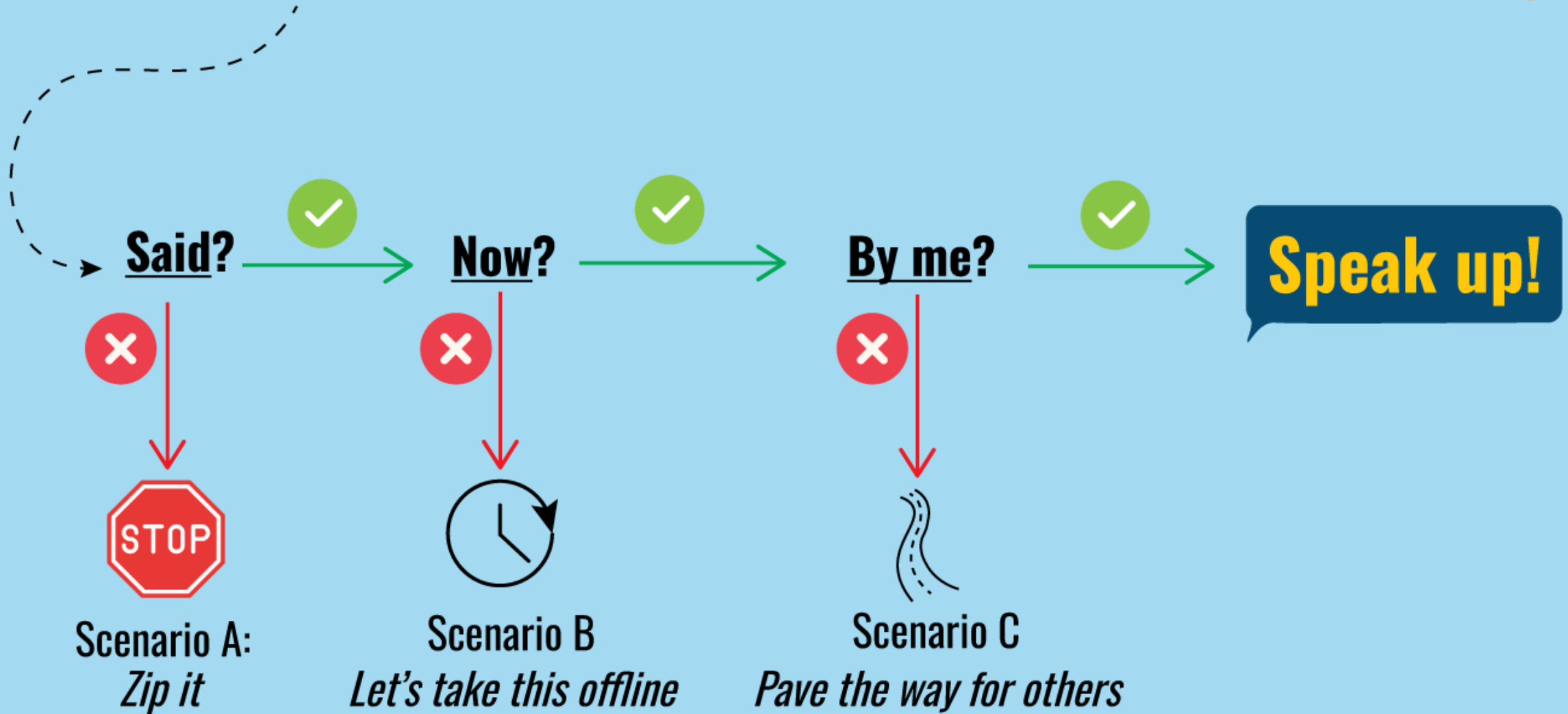


Does this need to be...





Does this need to be...



# How Do We Build a Speak-Up Culture?



Virtuous  
(or Vicious)  
Cycle



# THE Attributes

25 Hidden  
Drivers  
of Optimal  
Performance

RICH DIVINE

“Leaders aren’t born.  
Leaders aren’t made.  
Leaders are chosen  
based upon the way  
they behave.”

- Rich Diviney





# Ah, Breakout!

- Identify a leader or person in your life who made it both **safe and worth it** for you to speak up.
- **How did they behave?** What were the specific behaviors they displayed that made it safe and worth it for you, and others around you, to speak up with ideas, feedback, concerns, disagreements and mistakes?
- Capture themes and behaviors in your breakout to bring back to our main discussion.

# A Definition of Leadership

**The attempt to leave people and the world around us better than when we found it.**

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The attempt to leave people and the world around us better than when we found it.

# A Definition of Leadership

The attempt to leave people and the world around us **better** than when we found it.

# Attributes of a Leader

- 1. Decisiveness** – Make decisions quickly and effectively, sometimes with limited data.
- 2. Compassion** – The ability to show sympathy and concern for others. *I can understand how you feel.*
- 3. Confidence** – The feeling of self-assurance, a belief in one's own capacity & qualities.





**Culture Matters.**



# Culture



**Culture =**



**Culture = 'Values**



**Culture = (Values x Behavior) |**



**Culture = (Values x Behavior) Influence**

# Feedback Using the FBI



**Feeling** → This describes the **emotion(s)** generated in you by other's actions.

**Behavior** → Just the facts! Behavior describes the **specific events** that evoked your feelings.

**Impact** → This unpacks **the effect the behavior and feeling had on you** in the past, how it influences you in the present moment, and how it may affect you and them going forward.

*We learned about the FBI Framework from our friends at the Chapman & Co. Leadership Institute.*

# Examples



F

B

I

*We learned about the FBI Framework from our friends at the Chapman & Co. Leadership Institute.*

# Examples



## Positive Feedback

I feel so supported by you

when you diligently prepared all of those  
client materials for our pitch meetings.

I only want to keep working  
with you. Thank you!

F

B

I

*We learned about the FBI Framework from our friends at the Chapman & Co. Leadership Institute.*

# Examples



## Positive Feedback

I feel so supported by you

when you diligently prepared all of those client materials for our pitch meetings.

I only want to keep working with you. Thank you!

**F**

**B**

**I**

## Constructive Feedback

I felt frustrated

when you were late for three meetings last week.

I'm concerned with the amount we currently have on your workload. This isn't usually like you. What's going on?

*We learned about the FBI Framework from our friends at the Chapman & Co. Leadership Institute.*



# Let's Work On It

- Think of someone you owe a **positive** FBI. Perhaps you told them, “Good job” or have yet to acknowledge something worthwhile.
- Write down the **F**eeling, **B**ehavior and **I**mpact.
- Will you commit to sharing the positive FBI with them today or by next week?

*While one liners are fine for jokes, feedback using the FBI model can transform feedback from shallow and/or triggering to deep, meaningful and impactful.*

# How to Bring a Speak-Up Culture to Life

- **Encourage** people to share their ideas, feedback, concerns, disagreements, and mistakes.
- **Reward** them when they do. In doing so, you'll **make it safe** and **worth it** for people to speak up.
- **Enact** your values. Remember the Culture Equation. The purpose of your **values** is to **live them**.
- **Recognize & reward** people when they behave the values. Offer **feedback** and **coaching** to those who don't.
- **Mind your influence**. As a leader, your whisper is a shout and tip toes are stomps.

# Thank you!

Keep making it safe & worth it for the people around you to speak up.

- More at [SpeakUpCulture.com](https://SpeakUpCulture.com)
- Connect on social

