Podcast Transcription
The Management Trilogy: Daily Management - Leading with Values

Ever walk into work and just feel like everything clicks, you know, like the teams are all working together. Everyone knows what they're supposed to be doing. And it even feels like everyone is working towards the same goal. It really is something else. That's the power of good daily management. And today we're going to look at how leading with.

Well, capital V A L U E S can take you from, I don't know, like dreaming about that smooth running workplace to actually having one. A workplace that's not just productive, but somewhere people want to be. Exactly. And to help us break all this down, we're diving into Overview of Daily Management. Which itself is part of this larger framework called the Management Trilogy.

So this deep dive is all about understanding the I guess the nuts and bolts of daily management. I like that. The nuts and bolts. And we're especially going to see how baking in your values can transform not just your to do list, but the entire culture of an organization. That's the real goal, to get that deep, lasting change.

Okay, so we've got the management trilogy is this bigger picture thing, and then within that we have this idea of daily management. Leading with values. What does that even mean? You can think of daily management as the engine of your organization. Okay. What keeps those day to day operations going. It's what keeps the lights on.

And leading with values means making sure that those operations are not only efficient, but they're being done in a way that lines up with the organization's core values. So it's like, yeah, get things done, but get them done the right way. Exactly. The source material breaks this whole idea down into three main parts.

Operational efficiency, people management, and accountability. Three pillars. Gotcha. So let's look at each of these, starting with operational efficiency. What does that look like if you're doing it right? It's all about making the most of your processes and systems. You want to get rid of waste and make everyone more productive.

Sounds good. Leaders are really important here because they decide how resources are used, they streamline how the work gets done, and you know, they get rid of anything that's stopping people from getting things done. Roadblocks. Yeah, roadblocks. Imagine a factory where everything is planned out perfectly so that nothing gets stuck.

That's kind of what operational efficiency looks like. So you want everything to just flow? Everybody knows what they're doing, right? But it's not just about like setting up the machines. It's also about making things better all the time, continuously improving. Yeah. So good leaders, they'll actually give their teams the power to find solutions themselves and to keep making things better.

I like that. It's like, Hey, you're closer to the problem. How do we fix this? Exactly. Now, how does people management fit into all this? This is where things get interesting. People management is all about how you lead and help people grow within the organization. It's like recognizing that your people are your most important asset, you know?

Yeah, like invest in your people. Exactly. Because if they are motivated and, you know, really into their work, that's how you're going to succeed in the long run. So it's not just about people. Giving people tasks. Yeah. It's about, like, helping them learn and grow as, you know, humans. Leaders who are good at people management are good at coaching, they're good at mentoring, they know how to give good feedback, and they understand how important it is to make sure everyone feels safe to speak their mind.

Psychological safety. Yeah, that too. You know, they're able to resolve conflicts quickly and just make sure everyone feels comfortable. The result is a team that's not only efficient, but they're excited to reach their goals together. So people are happy to come to work. That's amazing. They actually like it.

Now let's talk about accountability. All right. Accountability. That's a big one. This is about making a culture where everyone feels responsible for their work. Leaders will set clear expectations. They'll make sure everybody knows what their job is and they'll track how everybody's doing in a way that's totally transparent.

Like, hey, here's the goal. Here's how we're measuring it. How are we doing? Exactly. Imagine a team where everyone not only knows what they have to do, but they also know how their work fits into the bigger picture. That would be nice. So it's like shared responsibility. Everyone's working toward that same goal.

Exactly. But accountability isn't about punishing people. It's about supporting them, giving them what they need, and giving them clear feedback so they can actually do well. Okay, so we've talked about these three pieces, but what about the values part of Leading with values. How does that all fit in?

That's what ties everything together. These values are what guides every decision and every action in the organization. They're not just empty words. So give me an example, like, if one of your core values is integrity, how does that actually show up in daily management? Imagine a leader has to make a tough choice.

Do they cut corners to meet a deadline, or do they do what's right, even if it takes longer? Tough choice. Leading with integrity means they'll choose to do the right thing, even if it means missing that deadline. It means they're always honest and open, even when it's hard. So it's about making tough calls, but always making them in a way that lines up with your values.

Exactly. And it's not just about the leader, it's about making sure everyone in the organization is making decisions that way. So how does that happen? Think about how you hire people. Do you look for people who already share those values, even if they don't have all the skills yet? And when you're evaluating people's performance, do you look at how well they live those values?

So you're basically making sure that your values are reflected in every single part of the organization. That's when things really start to change. When those values are a part of everything you do, that's how you create a culture that lasts and actually makes a difference. This is fascinating. So we're seeing that daily management is about way more than just checking off tasks.

It's about building a culture, a way of doing things that benefits everyone. And it's where you actually build that culture, right? Daily management is the domain where you actively shape your organizational culture. It's like setting the stage so that everything else can thrive. So, step one. You need to know what those core values are for yourself and for your organization.

Self awareness is critical. Leaders need to be clear about their own values and then compare those to what their organization stands for. Because if they don't match, You're gonna have problems. Oh yeah, that's gonna cause friction, for sure. And it'll make it that much harder to create a culture where everybody's on the same page.

So, before you can lead others, you need to understand yourself. So know yourself, know your organization, and make sure they're aligned. That's a great place to start. What's next? We've been talking about this idea of making sure your own values and your organization's values are on the same page. And how important that is for leaders if you want to manage well, especially when it comes to the day to day stuff.

Think of it like you're building a house. If the foundation's not strong, the whole thing could fall apart. I like that. A good foundation. So let's say you're a leader, and you've done that self reflection. You know what your own values are. The next thing is to really get to know the organization's values.

Okay, good to know them. Are they clear? Are they actually being communicated to everyone? And, you know, the big one, are they actually showing up in how things work every day? Because if they're just, like, pretty words on the website or in some fancy mission statement, no one's gonna care. Exactly. They have to be a part of everything.

You have to see them in the culture, in how everyone acts, all the way from the top to the bottom. So how do you actually do that? How do you go beyond just talking about values and make them real? Well, it starts with leadership, just like we talked about. Leaders need to be the example. They need to show what those values look like in action, not just say them.

So don't just tell me integrity is important, show me what it looks like. Yeah, you gotta walk the walk, not just talk the talk. And you have to hold everyone to those standards. You need systems in place that actually encourage those behaviors. Can you give me like a concrete example? Sure. Let's say one of your core values is collaboration, working together, right?

So you could set up a reward system. He focuses on team success, not just individual achievement. You celebrate people working together. So you're making sure that all your systems, your processes, everything lines up with your values. Yeah, you got it. And here's another powerful tool. Storytelling. Ooh.

Stories. I love a good story. Stories are great because they connect with people on an emotional level. They can take something abstract, like a value, and make it feel real and relatable. So instead of just having a list of values, you're giving people real examples of how those values have played out.

Exactly. Tell stories about people who went above and beyond to live those values. Talk about times when sticking to those values Lead to good outcomes. Show people what those values look like in action. Give them something they can connect with. Exactly. When you do that, you're not just telling them what's important, you're showing them.

You're painting a picture. Yes. And that can be incredibly powerful for shaping behavior and building the culture you want. It makes so much more sense than just, like, Preaching about values without any context. 100%. Now, another really important part of building a culture based on values is creating psychological safety.

Psychological safety. I've heard that term before, but what does it actually mean? It's about making an environment where people feel like they can speak up, share their ideas, even admit when they've messed up without Being afraid of getting in trouble. So it's like having trust and openness. People feel like they can be themselves and share what they think without being judged.

Exactly. This is so important because when people feel safe to say what's on their mind, they're more likely to share their best ideas and have good discussions. They're not afraid to rock the boat a little bit. Exactly. And that's where all the good stuff comes from. The innovation and growth. So psychological safety is like The fertilizer for creativity and collaboration.

You could say that. And leaders have a big responsibility here. They set the tone. So how do they do that? How do you make a team feel Psychologically safe. Well, for starters, leaders have to be willing to be vulnerable themselves. They have to admit when they're wrong. They have to be open to feedback, even if it's not what they want to hear.

So leading with humility, showing that you don't have all the answers and that you're still learning. Yeah, and when leaders do that, it gives everyone else permission to do the same. It's like a ripple effect. It spreads throughout the whole organization. People feel empowered to share their ideas and thoughts without worrying about negative consequences.

Which is the opposite of those workplaces where everyone's scared to speak up, you know? Yeah. Those places where there's silence and fear. Yeah, those are no fun. And unfortunately, they're more common than you think. It's like everything just stagnates, right? No one wants to speak up, so problems don't get solved, nothing new happens, you miss out on all these great ideas.

Exactly. So yeah, creating psychological safety is key if you want your team to reach its full potential. I'm really seeing how all these pieces fit together now. The values, the leadership, the psychological safety, they all build on each other. It's all connected. And it's all essential for building a strong culture based on those values.

For sure. And it's not a one time thing. It's a journey. Something you always have to be working on. You've got to keep reinforcing those values, leading by example, and making sure everyone feels safe to contribute. Exactly. Keep doing those things. And over time, you'll see a real change in your organization's culture.

One that actually reflects the values you care about. This has been eye opening. We've covered so much ground from aligning your values to making sure your processes support them, fostering that psychological safety, and even celebrating when things go right. It's been a deep dive for sure. And I think our listeners are starting to get a feel for how all these pieces come together to make an organization that truly lives its values.

I hope so. Because it's a journey worth taking. It's about creating a workplace that's not just successful on paper, but that also feels good to be a part of. You know, a place where people feel connected, supported, and like, they can actually make a difference. So before we wrap up this part of our deep dive, I want to leave our listeners with something to think about.

What are some of the challenges you face trying to build this kind of values driven culture in your own workplace? We'll be back soon to talk about those challenges and share some more ideas. On how to overcome them. And we're back for the final part of our deep dive into daily management, leading with values.

We've been talking about making those values more than just, I don't know, like a motivational poster in the break room. We want them to be a real part of how the organization works, how people make decisions, how everything runs. We've talked about understanding yourself, making sure your systems line up with those values and making sure people feel safe to speak their minds.

But what are some of those, like, everyday things that leaders can actually do to keep those values front and center? Hmm. You know, things that make a difference day in and day out. Well, one of the most powerful things a leader can do is to make those values visible. Okay, so we're not talking about those posters anymore.

How do you actually make them visible, make them real? You have to weave those values into the language you use, into your meetings, into every decision. Make them a part of everything you do, not just something you talk about once a year. Okay, so like, if one of our values is respect, how do you actually make that visible?

Think about how you start your meetings. Do you take a moment to remind everyone that respectful communication is important? That everyone should feel comfortable sharing their ideas? Or, when you're giving feedback, even if it's tough feedback, can you do it in a way that shows respect? So you're saying it's about looking at everything you do through the lens of your values.

Exactly. And the more you do that, the more natural it becomes for everyone. It's like working out a muscle. The more you use it, the stronger it gets. That makes sense. So make them visible. What else? Celebrate those values in action. Remember we talked about storytelling. Stories are powerful. They really are.

So make a point of recognizing and celebrating people who are living those values. Tell their stories in meetings, in newsletters, wherever you can. Like, if someone goes out of their way to help a teammate, and that shows teamwork, that's teamwork. Make sure everyone knows about it. Exactly. By showing off those positive examples, you're not only giving that person a pat on the back, but you're also showing everyone else what it looks like to live those values.

It's like you're giving them a guidebook for how to succeed in your organization. It's like, here's how we do things around here. And when people see that those values are rewarded, it shows that you actually mean it. That they're not just empty words. It's walking the walk. Okay, so make them visible, celebrate them.

What else? Create opportunities for people to grow in those areas. Learn When you're thinking about professional development, make sure it lines up with your values. So not just focusing on those hard skills, but also those softer skills that have to do with values. Exactly. Think about offering workshops on things like communication, conflict resolution, ethical decision making, all viewed through the lens of your values.

So you're giving people the tools they need to not only do their job well, But also to do it the right way, in a way that aligns with the company's values. Yeah, and that's something that will benefit everyone in the long run. When your people are making good decisions based

on shared values, you create a stronger, more ethical, and ultimately more successful organization.

I love it. It's like you're setting everyone up for success, both individually and as a team. Exactly. Now, another thing to keep in mind is that you need to regularly look at your processes and see if they're still working. Mm hmm. Sometimes, even with the best intentions, those systems can create problems without us realizing it.

So it's like taking a step back and asking, are we actually doing things in a way that supports our values? Or are we, I don't know, accidentally rewarding the wrong behaviors? Exactly. For example, if one of your values is innovation, but your decision making processes are super slow and bureaucratic, you've got a problem.

It's like saying one thing and doing another. Yeah, you're sending mixed signals, so you have to regularly check in with yourself and ask, do these processes match up with what we say is important? Are they actually encouraging the kind of behavior we want to see? And don't be afraid to try new things.

What worked in the past might not work today. That's true. Everything's always changing. So review, adapt, and make sure your processes reflect those values. The last thing, and maybe the most important, is to be patient and persistent. Building this kind of values driven culture takes time. It's a marathon, not a sprint.

You're not going to see results overnight. Right. You're going to hit roadblocks, there will be challenges, and there will be moments when you ask yourself, is this even worth it? But don't give up, stay the course. It's about sticking to your vision, even when it gets tough. And remember, it's not about being perfect.

It's about making progress. Keep focusing on those small things that reinforce your values day after day, and you'll start to see real change happen. It's a journey. Okay. I'm feeling inspired. We've got these five great tips. Make those values visible, celebrate them, create opportunities for growth, keep an eye on your processes, and don't give up.

It's about taking those values off the wall and making them real. Absolutely. So, as we wrap up this deep dive into daily management. Leading with values. What's the one thing you really want our listeners to remember? Leading with values isn't just a nice idea. It's actually a powerful way to make a workplace that's not just successful, but also a place where people feel good about what they're doing and why they're doing it.

And it all starts with those small, everyday actions. So, listeners, challenge yourself to find one small way to weave those values into your work today. Maybe it's starting a meeting by talking about collaboration, or thanking someone who went above and beyond to help a client. Or maybe it's just taking a moment to think about how your own values match up with your organization's.

Those small things, when you do them consistently, can make a huge difference, not just in your workplace, but in the world around you. That's a great thought to end on. Until next time, keep diving deep and keep leading with those values. We'd love to hear your thoughts so share them with us using hashtag the deep dive.

Thanks for listening.