

Results Huddle



Dear Team Leader,

We are excited to partner with you on your Results Journey. Use this Leader Guide to integrate 10-minute “Results Huddles” at the front end of existing, scheduled team meetings. These huddles will maintain your team’s focus on moving from the current culture (C1) to the desired culture (C2), to successfully deliver on Key Results. They review, apply, and inspire usage of the models and tools, and also create an expectation for participants to return and report on their application experience.

As a leader, you own the culture of your team. These Results Huddles offer a simple yet powerful framework for managing culture and creating greater accountability in your team and throughout your organization. Your diligence in facilitating these huddles and modeling the principles and practices will be a clear signal that the culture transition is important to you. As you effectively implement them, you will stimulate long term memory of the models and tools. You will see your team develop greater ownership, work more collaboratively, and achieve the needed business results.

The Culture Partners team

HOW TO USE THIS LEADER GUIDE

This Leader Guide provides scripted discussion for each Results Huddle, designed to take no more than 10 minutes. Depending on your familiarity with the material or comfort level in facilitating discussion, you may choose to read the script directly or use it as a guideline to lead the huddle in a way that better suits your delivery style.

Please plan on taking a few minutes to review each huddle agenda in advance so you are well prepared to facilitate the discussions.

Before your first huddle, make sure each team member has access to the **Results Huddle Card Deck™** to assist them in internalizing the principles, concepts, and tools. The card deck is provided as a PDF document, which can be viewed on a device or printed out to create an actual, physical set of cards.

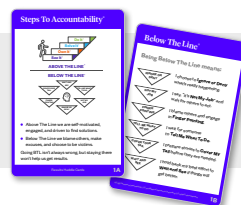
HUDDLE 1

Steps To Accountability[®]

Leader: Ensure that each member of the team has the Results Huddle Card Deck and Personal Journal. When ready, follow the script below.

To sustain our focus on our Key Results we will use the first ten minutes of our meetings to review and apply our culture work. We'll call this time our Results Huddle. This booklet is a guide to help me facilitate our discussion during these huddles.

Leader: Ask team members to go to card #1 ("Steps To Accountability") in the Results Huddle Card Deck. Ask someone to read both sides of the card.



DISCUSS

Where will we get results: Above The Line or Below The Line? What should we do when we realize we are Below The Line? *(Pause to discuss.)*

How would remaining Below The Line impact our performance? *(Pause to discuss.)*

When we are Above The Line, we perform better and we feel more personal satisfaction in our work and in our lives. So let's work on this.

1. Identify the Below The Line behavior you tend to use when things get difficult. Jot it down in your journal. Mine is *(share yours, ask others to share, discuss)*.
2. What will you do to ensure you remain Above The Line going forward? Write it down in your journal. I will *(share yours, ask others to share, discuss)*.

APPLY

Between now and our next Results Huddle, identify moments when you or others could have gone Below the Line but chose not to. Be ready to share what was done to stay Above The Line and the impact it had on results.

Leader: Confirm the date and time of the next Results Huddle with your team.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 2

Our Key Results™

REVIEW

Let's report on the commitments we made in our last huddle—how did you do with staying **Above The Line** since then? *(Ask each team member to share.)*

Did anyone notice Above The Line behavior in others? *(Ask for volunteers to share.)*

Leader: Ask team members to go to card #2 (“Key Results”) in the Results Huddle Card Deck. Ask someone to read both sides of the card.



DISCUSS

Let's do some thinking around our Key Results. Use the table in your journal to write them down for reference. *(Provide this information if necessary.)* Spend a moment to consider how our team impacts our Key Results and record your thoughts in your journal. *(Give them a minute or two, then ask one or two to share.)*

Now turn the focus to yourself. Use the “What’s My Job?” statement format to link your job to one of our Key Results.

Use yourself as an example. For example, instead of saying, “My job is *(your title and job description)*,” I would say, “My job is to achieve *(Key Result category + metric)* and the way I do that is *(briefly articulate compelling details)*.”

Now you try. Use page 3 in your journal to define your job with the first Key Result in mind. *(Give them two to three minutes, then ask one or two to share.)*

How many believe that this way of thinking can have an impact on our performance? Why? *(Pause to discuss.)*

APPLY

Between now and our next Results Huddle, fine tune your “What’s My Job?” statement for our first Key Result, and be prepared to share it.

Leader: Confirm the date and time of the next Results Huddle with your team.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 3

What's My Job?

REVIEW

What are our Key Results? *(Pause and listen as team members recite them.)*

Leader: Ask team members to go to card #2 ("Key Results") in the Results Huddle Card Deck. Ask someone to read both sides of the card.



DISCUSS

In today's Results Huddle I would like each of you to take a turn telling us what your job is. *(Encourage applause for their good work! As needed, coach them on the correct format: "My job is (Key Result category and metric), and the way I do that is...")*

How might "seeing my job as achieving the result" impact what **you** do? *(Pause to discuss.)*

And how would this impact the results we achieve? *(Pause to discuss.)*

APPLY

Between now and our next Results Huddle please define your job with the other Key Results in mind. *("My job is...and the way I do that is...")*

Be prepared to report back in our next Results Huddle.

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them that you will ask for their "What's My Job" statements for each Key Result.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

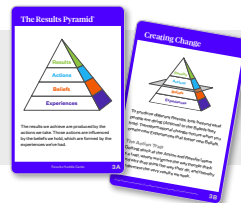
HUDDLE 4

The Results Pyramid®

REVIEW

Choose one or two members of the team to define their job. Let them go through each of the Key Results and metrics and what they do to contribute to them. After this, answer any questions they may have and move on.

Leader: Ask team members to go to card #3 ("The Results Pyramid") in the Results Huddle Card Deck. Ask someone to read both sides of the card.



Do all actions we take produce the results we want? They do not. *(You may want to provide an example where we are working hard but not getting the desired result.)*

And what causes us to take the actions we take or do the things we do? That's right, our beliefs!

DISCUSS

How many of you agree that we all hold beliefs about the way we should work? And how many can see that our experiences have shaped those beliefs?

APPLY

Between now and our next Results Huddle, look for examples of how beliefs impact what we do. Look specifically for beliefs that could get in the way of doing what we need to do to achieve our Key Results. In addition, consider past experiences that have led to those beliefs.

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them that you will ask for their observations of the impact of beliefs and experiences.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

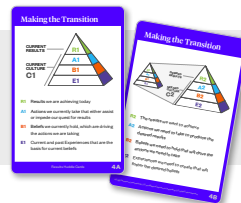
HUDDLE 5

Making the Transition / Our Cultural Beliefs®

REVIEW

Since the last huddle, have you been more aware of how our beliefs impact what we do? Who can give an example of a belief that people hold that could get in the way of our Key Results? *(As examples are given, compliment each and ask, "What would the belief need to be?")*

Leader: Ask team members to go to card #4 ("Making the Transition") in the Results Huddle Card Deck. Ask someone to read both sides of the card.



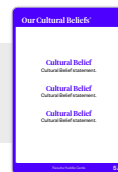
DISCUSS

The Results Pyramid illustrates the need for cultural transition. Our current culture is comprised of our current actions, beliefs, and experiences—those that work for us and those that don't. We're getting R1 results now with our current C1 culture. We want R2 results, but wanting them isn't enough. Can we simply drop R2 onto our C1 pyramid? *(No.)*

Our C1 culture will always produce R1 results. To achieve our R2 results, what will we will need to do? *(Transition to a C2 culture.)*

The Leadership Team looked at many possible shifts that could take us from C1 to C2, and some common themes emerged. These themes were used to create a set of "Cultural Beliefs" which will guide our shift to a C2 culture.

Leader: Ask team members to go to card #5, and ask someone to read all of "Our Cultural Beliefs."



APPLY

We will explore each Cultural Belief in future Huddles. For now, think about how these beliefs relate to you. How might your workday be different when we all are demonstrating these Cultural Beliefs? *(Ask team members to record their thoughts in their journals.)*

Leader: Confirm the date/time of the next Results Huddle with your team, and remind them you will ask for their thoughts on how these Cultural Beliefs will impact their daily work.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 6

Focused Storytelling®

Leader: Prepare in advance. In this Huddle, you will demonstrate the Focused Storytelling® tool using one of your Cultural Beliefs. Prepare your story in ahead of time and practice saying it.

REVIEW

Let's share some of your thoughts about our Cultural Beliefs. As we start demonstrating them, how do you think it will impact your daily work? *(Ask each team member to share.)*

Leader: Ask team members to go to cards #5 and #6 in the Results Huddle Card Deck. Ask someone to read card #5 ("Our Cultural Beliefs.")



DISCUSS

When we demonstrate these Cultural Beliefs, we are modeling our C2 culture, and that encourages others to do the same. A tool called Focused Storytelling can accelerate this effect. We will use this tool to build our C2 culture by spotlighting people who demonstrate our Cultural Beliefs. Let's take a look at it on card #6. *(Read through the steps of the Focused Storytelling model on #6A. Ask a team member to read the Tips on #6B.)*

The pattern and language in this model are important. The first statement, said this way every time, will immediately identify that this is Focused Storytelling. It also gives listeners the context of the Cultural Belief right away, and by saying "looks like to me," you will characterize the story as *evidence* of a C2 culture. This is something *you* have observed.

Why keep the story to less than 45 seconds? *(People tune out when a story goes too long.)*

Why do we want to include the impact on our Key Results.? *(To make the connection between the culture we need and the results we want.)*

APPLY

We'll use this Focused Storytelling tool in our next Huddle. So between now and then, look for people demonstrating our Cultural Beliefs so you can use this model to tell a brief story about what they did. *(Ask team members to record their observations in their journals.)*

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to look for actions that demonstrate the Cultural Beliefs.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 7

Working with Cultural Beliefs[®]

Leader: Prepare in advance. In this Huddle, you will use Focused Storytelling with your first Cultural Belief. For best results, select the Cultural Belief and prepare your story ahead of time.

REVIEW

Who can recite our Cultural Belief titles? *(Seek a volunteer, or ask the team to collaborate and respond as a group.)*

OK, good job! Let's hear a story on how someone demonstrated our Cultural Beliefs. Use the Focused Storytelling format on card #6. *(Seek one or more volunteers. If there is reluctance, don't press—first attempts can be daunting. It is okay to move on since you will be sharing a story on your first Cultural Belief later. If there are volunteers, compliment each storyteller, but don't provide a lot of commentary—get the team to keep sharing.)*

DISCUSS

Today, we are going to discuss our first Cultural Belief: *(Name the Cultural Belief. Use the top one on card #5A to match the order presented in your team's Personal Journals.)*

Leader: Ask team members to go to card #5 ("Our Cultural Beliefs") in the Results Huddle Card Deck. Ask someone to read this Cultural Belief:



What words stand out to you in this Belief? Why are those words important? *(As your team members answer, briefly compliment or reinforce something they said. Then tell a story around this Cultural Belief using the Focused Storytelling format. Make sure to connect the story to the impact on Key Results.)*

APPLY

Between now and our next Huddle, let's intentionally demonstrate this Cultural Belief and look for others demonstrating it as well. *(Confirm which Cultural Belief you are working on. Ask team members to record their actions/observation in their journals.)*

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to look for actions that demonstrate this Cultural Belief.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 7+ (Repeat this Huddle for each Cultural Belief)

Exploring Our Cultural Beliefs®

Leader: Prepare in advance. Over the next several Huddles, repeat this Huddle for each Cultural Belief until your team has explored them all. In these Huddles, you will use Focused Storytelling with the Cultural Belief. For best results, prepare your story in advance each time.

REVIEW

Who can recite our Cultural Belief titles? *(Seek a volunteer, or ask the team to collaborate and respond as a group.)*

Well done! And who can tell us which Cultural Belief we discussed in our last Huddle? *(Take responses as needed until correct.)*

Let's hear some stories on how someone demonstrated this Cultural Belief. Use the Focused Storytelling format on card #6. *(Hear several short stories. Compliment each storyteller, but don't provide a lot of commentary—get the team to keep sharing.)*

DISCUSS

Today, we are going to discuss our next Cultural Belief: *(Name the Cultural Belief. Go in top down order on card #5A to match the order presented in your team's Personal Journals.)*

Leader: Ask team members to go to card #5 (“Our Cultural Beliefs”) in the Results Huddle Card Deck. Ask someone to read this Cultural Belief.



What words stand out to you in this Belief? Why are those words important? *(As your team members answer, briefly compliment or reinforce something they said. Then tell a story around this Cultural Belief using the Focused Storytelling format. Make sure to connect the story to the impact on Key Results.)*

APPLY

Between now and our next Huddle, let's intentionally demonstrate this Cultural Belief and look for others demonstrating it as well. *(Confirm which Cultural Belief you are working on. Ask team members to record their actions/observation in their journals.)*

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to look for actions that demonstrate this Cultural Belief.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 8

The Culture Boulder

REVIEW

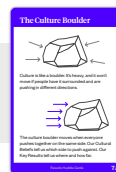
Who can recite our Cultural Belief® titles? *(Seek a volunteer, or ask the team to collaborate and respond as a group.)*

Well done! And who can tell us which Cultural Belief we discussed in our last Huddle? *(Take responses as needed until correct.)*

Let's hear some stories on how someone demonstrated this Cultural Belief. Use the Focused Storytelling format on card #6. *(Hear several short stories. Compliment each storyteller, but don't provide a lot of commentary—get the team to keep sharing.)*

DISCUSS

Leader: Ask team members to go to card #7A ("The Culture Boulder") in the Results Huddle Card Deck. Ask someone to read it.



We've been telling stories focused on our Cultural Beliefs for the past several huddles. Why do we focus our stories around Cultural Beliefs? *(Pause to discuss.)*

That's right, our culture is like a heavy boulder. What happens when passionate, driven people surround the boulder and push? Will the boulder move? *(No. The people will be pushing against each other.)* What will happen to the people? *(Pause to discuss.)*

If we surround the culture boulder, we'll push against each other, and end up with a lot of tired people and a boulder that's in the same place! The culture boulder moves when everyone lines up on the same side and pushes together.

APPLY

Let's agree to push the boulder in the direction we want it to go! For our next Results Huddle, come prepared to tell a story about an individual or a team who has demonstrated one of our Cultural Beliefs.

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to come ready to use Focused Storytelling around a Cultural Belief.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 9

Focused Recognition®

Leader: Prepare in advance. In this Huddle, you will distribute Focused Recognition™ cards to one or more team members. Fill these cards out prior to the meeting.

REVIEW

Follow the Focused Storytelling model (card #6A) to tell a story about one of the Cultural Beliefs®. Then invite others to share a story using the same model.

DISCUSS

OK, can these stories we hear influence our beliefs?

Leader: Ask team members to go to card #7B (“Creating Experiences”) in the Results Huddle Card Deck. Ask someone to read it.



Two other culture tools were mentioned on this card: Focused Recognition and Focused Feedback. Using all three (storytelling, recognition, and feedback) is how we will move the culture boulder forward and impact our Key Results!

Let's talk about Focused Recognition. How many of you feel you get too much recognition? Would you like to receive more? Let me begin by recognizing (*Team Member*) for demonstrating (*the Cultural Belief you have selected*). *Read your Focused Recognition card(s) to the team, lead with applause and give the card to the person you recognized.*

APPLY

Have a stack of cards available. Give people as many as they want and let them know where they can get more.

Here are Focused Recognition cards for each of you. I want you to look for other members of this team demonstrating the Cultural Beliefs, and fill out at least one card to bring with you to our next Huddle.

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to bring at least one completed Focused Recognition card to the next Huddle.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 10

Focused Feedback®

REVIEW

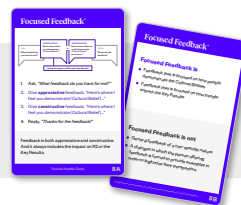
Ask the team to take out the Focused Recognition cards they prepared and deliver them. Ask for one or two volunteers to read the card they received and comment on its value.

DISCUSS

How many feel that Focused Recognition has a positive impact? How many feel that it is also important to receive feedback on areas to improve? *(Pause to discuss.)*

Let's look another culture tool: Focused Feedback.

Leader: Ask team members to go to card #8 ("Focused Feedback®") in the Results Huddle Card Deck and review side #8A individually. Then ask someone to read side #8B aloud.



Now I'd like to get some Focused Feedback from you. Partner up with someone and discuss feedback you can give to me. Where do I demonstrate our Cultural Beliefs and where do I need to demonstrate them even more? *Give them a few minutes and then ask...*

OK, what feedback do you have for me? *(Hear responses. Avoid filtering or judging it as right/wrong or good/bad. Simply accept it as the way they see things. As you receive their feedback, always respond simply with, "Thanks for the feedback!")*

Thank you again team for your feedback to me! Great job! *(Let them know what you plan to act on. If you are not ready to make a commitment on specific feedback, let them know that you will be considering it and how you might act to improve.)*

APPLY

Ask for Focused Feedback from a team member around a Cultural Belief of your choice, and be prepared to discuss it at our next Huddle. Record the feedback in your journal.

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to come ready to share their Focused Feedback experience.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

Huddle 11

Focused Feedback[®] from Team Leader

Leader: Prepare in advance. In this Huddle, you will ask two team members to participate in Focused Storytelling. For best results, alert them before the meeting so they can prepare. Also, fill out your Focused Recognition card before the meeting.

REVIEW

Ask two team members to share stories using the Focused Storytelling model. Provide a Focused Recognition card for a member of the team.

Thanks again for the feedback you gave me at our last Huddle. Here's what I heard: *(Summarize feedback.)* And here's what I'm doing to act on it. *(Describe.)*

Let's hear some examples of the appreciative and constructive feedback you received, and what will you do in response *(Pause to allow responses and discussion.)*

DISCUSS

OK team, I would like to give you some Focused Feedback that I hope you will find helpful. I'm going to ask you to apply this feedback, so use your journal to record notes. Here's where I feel the team demonstrates *(Cultural belief for which you have both appreciative and constructive feedback).* Briefly describe.

And here's where I feel the team can demonstrate *(Cultural Belief)* even more: *(Discuss with the team and dialogue to ensure clarity.)*

When we receive Focused Feedback, what's the appropriate response? *(“Thanks for the feedback!”)* That's right, “Thanks for the feedback!” Great job team!

APPLY

I would like you to look for ways you can act on the feedback I gave you as a team today. Before our next Huddle, create at least one experience to act on the feedback and record it in your journal. Come prepared to talk about what you did.

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to create an experience addressing the Focused Feedback before the next Huddle.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 12

Focused Feedback[®]

Leader: Prepare in advance. In this Huddle, you will ask two team members to participate in Focused Storytelling. For best results, alert them before the meeting so they can prepare. Also, fill out your Focused Recognition card before the meeting.

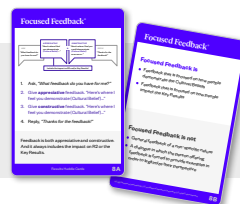
REVIEW

Ask two team members to share how they acted on the feedback that the team received during the last Huddle. What experience was created?

How many of you gave out a Focused Recognition card this week? How many of you received one? Let's make it a goal for each team member to give recognition every week to someone we work with.

Now, let's review the Focused Feedback model.

Leader: Ask team members to go to card #8 ("Focused Feedback[®]") from the Results Huddle Card Deck and review side #8A individually. Then ask someone to read side #8B aloud.



DISCUSS

(Choose someone to exchange feedback with and ask everyone else to partner up as well.)

We will take five minutes total to exchange Focused Feedback. Use your journal to record the feedback. Go!

APPLY

This week, consider what you need to do more of (or less of) in response to the feedback you received. At our next Huddle, be prepared to talk about any changes or improvements you've made.

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to come ready to share their efforts at acting on feedback received.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 13

Steps To Accountability[®]

REVIEW

Ask how many gave out a Focused Recognition card this week. Reinforce the goal to give out cards every week to someone they work with.

DISCUSS

Let's take another look at the Steps To Accountability.

Leader: Ask team members to go to card #9 ("Steps To Accountability") in the Results Huddle Card Deck. Ask someone to read both sides of the card.



Since we began our Results Huddles, where have you seen Above The Line behavior in our team, and how has it made a difference? *(Discuss progress made over the past several months in terms of how well the team works Above The Line.)*

Remember, when we are Above The Line[®] we perform better and we feel more personal satisfaction in our work and in our lives. So let's keep working on this.

1. What are some specific ways our team can **See It** more clearly? *(Discuss.)*
2. What are some specific ways our team can **Own It** more intensely? *(Discuss.)*
3. What are some specific ways our team can **Solve It** more creatively? *(Discuss.)*
4. What are some specific ways our team can **Do It** more effectively? *(Discuss.)*
5. What commitment can you make to stay Above The Line this week? Record it in your journal. I will commit to *(share yours, then ask for volunteers to share).*

APPLY

Note Above The Line behavior you see this week, to share at our next Huddle.

Leader: Confirm the date and time of the next Results Huddle with your team, and remind them to note the Above The Line behavior they witness this week.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 14

Above The Line® – See It®

REVIEW

Ask a team member to share a story using the Focused Storytelling model.

Let's report on the commitments we made in our last huddle.

How did you do with staying **Above The Line** since then? *(Ask each team member to share.)*

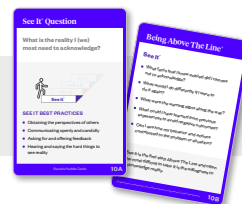
What **Above The Line** behavior did you observe? *(Ask each team member to share.)*

Where could we have gone **Below The Line** but did not? *(Pause to discuss.)*

DISCUSS

Today, we are going to focus on the **See It** step.

Leader: Ask team members to go to card #10 ("See It Question") in the Results Huddle Card Deck. Have someone read each side.



Have your team divide into pairs and answer the following questions. Then ask to hear their responses and discuss. (There is space in their journals to record their thoughts.)

1. What do we do well with See It?
2. Which See It best practices do we need to improve on to achieve our Key Results?

APPLY

Take a moment and make a commitment on what you will do to See It this week. *(Have team members record their commitment in their journals, and then share it with a partner.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 15

Above The Line® – Own It®

REVIEW

Provide a Focused Recognition card for a member of the team.

Let's report on the commitments we made in our last huddle—how did we do with **See It** since then?

What did we learn? *(Ask each team member to share.)*

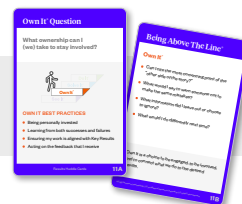
What could we do better? *(Ask each team member to share.)*

How can we help each other to See It? *(Pause to discuss.)*

DISCUSS

Today, we are going to focus on the **Own It** step.

Leader: Ask team members to go to card #11 (“Own It Question”) in the Results Huddle Card Deck. Have someone read each side.



Have your team divide into pairs and answer the following questions. Then ask to hear their responses and discuss.

1. What do we do well with Own It?
2. Which Own It best practices do we need to improve on to achieve our Key Results?

APPLY

Take a moment and make a commitment on what you will do to Own It this week. *(Have team members record their commitment in their journals, and then share it with a partner.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 16

Above The Line® – Solve It®

REVIEW

Ask how many gave out a Focused Recognition card this week. Reinforce the goal to give out cards every week to someone they work with.

Let's report on the commitments we made in our last huddle—how did we do with **Own It** since then?

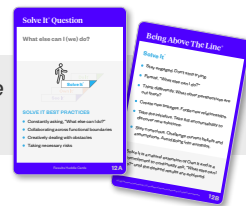
What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

DISCUSS

Today, we are going to focus on the **Solve It** step.

Leader: Ask team members to go to card #12 ("Solve It Question") in the Results Huddle Card Deck. Have someone read each side.



Have your team divide into pairs and answer the following questions. Then ask to hear their responses and discuss.

1. What do we do well with Solve It?
2. Which Solve It best practices do we need to improve on to achieve our Key Results?

APPLY

Take a moment and make a commitment on what you will do to Solve It this week. *(Have team members record their commitment in their journals, and then share it with a partner.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 17

Above The Line® – Do It®

REVIEW

Ask how many engaged in Focused Feedback this week. Reinforce the idea of how both sides of feedback—appreciative and constructive—help move us forward.

Let's report on the commitments we made in our last huddle—how did we do with **Solve It** since then?

What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

DISCUSS

Today, we are going to focus on the **Do It** step.

Leader: Ask team members to go to card #13 (“Do It Question”) in the Results Huddle Card Deck. Have someone read each side.



Have your team divide into pairs and answer the following questions. Then ask to hear their responses and discuss.

1. What do we do well with Do It?
2. Which Do It best practices do we need to improve on to achieve our Key Results?

APPLY

Make a commitment on what you will do to Do It this week. *(Have team members record their commitment in their journals, and then share it with a partner.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

Huddle 18

Below The Line® – Ignore or Deny

REVIEW

Ask a team member to share a story using the Focused Storytelling model.

Let's report on the commitments we made in our last huddle—how did we do with **Do It** since then?

What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

DISCUSS

Today, we are going to focus on a Below The Line behavior: **Ignore or Deny**.

Leader: Ask team members to go to card #14 ("Below The Line - Ignore or Deny") in the Results Huddle Card Deck, and have someone read both sides.



How does **Ignore or Deny** impact our ability to achieve our Key Results? What will it cost us if we continue to Ignore or Deny certain realities? *(Pause to discuss.)*

Why does it say, "Be Courageous?" *(Pause to discuss.)*

How does seeking feedback help us with Ignore or Deny? *(Pause to discuss.)*

APPLY

Make a commitment on what you will do this week as you see yourself or members of our team slip into Ignore or Deny. During our next huddle, be prepared to share your experiences. *(Ask team members to record their commitment in their journals.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 19

Below The Line® – Finger Pointing

REVIEW

Provide a Focused Recognition card for a member of the team.

Let's report on the commitments we made in our last huddle—how did we do with **Ignore** or **Deny** since then?

What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

DISCUSS

Today, we are going to focus on the Below The Line behavior: **Finger Pointing**.

Leader: Ask team members to go to card #15 ("Below The Line - Finger Pointing") in the Results Huddle Card Deck, and have someone read both sides.



How does **Finger Pointing** impact our ability to achieve our Key Results? What will it cost us if we continue to blame others? *(Pause to discuss.)*

Why does it say, "Be Courageous?" *(Pause to discuss.)*

How does seeking feedback help us with Finger Pointing? *(Pause to discuss.)*

APPLY

Make a commitment on what you will do this week as you see yourself or members of our team slip into Finger Pointing. During our next huddle, be prepared to share your experiences. *(Ask team members to record their commitment in their journals.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 20

Below The Line® – Cover Your Tail

REVIEW

Ask how many gave out a Focused Recognition card this week. Reinforce the goal to give out cards every week to someone they work with.

Let's report on the commitments we made in our last huddle—how did we do with **Finger Pointing** since then?

What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

DISCUSS

Today, we are going to focus on a Below The Line behavior: **Cover Your Tail**.

Leader: Ask team members to go to card #16 ("Below The Line – Cover Your Tail") in the Results Huddle Card Deck, and have someone read both sides.



How do efforts to **Cover Your Tail** impact our ability to achieve our Key Results? What will it cost us if we keep doing this? *(Pause to discuss.)*

Why does it say, "Be Courageous?" *(Pause to discuss.)*

How does seeking feedback help us with Cover Your Tail? *(Pause to discuss.)*

APPLY

Make a commitment on what you will do this week as you see yourself or members of our team slip into Cover Your Tail. During our next huddle, be prepared to share your experiences. *(Ask team members to record their commitment in their journals.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 21

Below The Line® – Wait and See

REVIEW

Ask how many engaged in Focused Feedback this week. Reinforce the idea of how both sides of feedback—appreciative and constructive—help move us forward.

Let's report on the commitments we made in our last huddle—how did we do with **Cover Your Tail** since then?

What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

DISCUSS

Today, we are going to focus on a Below The Line behavior: **Wait and See**.

Leader: Ask team members to go to card #17 (“Below The Line – Wait and See”) in the Results Huddle Card Deck, and have someone read both sides.



How does **Wait and See** impact our ability to achieve our Key Results? What will it cost us if we continue to Wait and See? *(Pause to discuss.)*

Why does it say, “Be Courageous?” *(Pause to discuss.)*

How does seeking feedback help us with Wait and See? *(Pause to discuss.)*

APPLY

Make a commitment on what you will do this week as you see yourself or members of our team slip into Wait and See. During our next huddle, be prepared to share your experiences. *(Ask team members to record their commitment in their journals.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 22

Below The Line® – Tell Me What to Do

REVIEW

Ask a team member to share a story using the Focused Storytelling model.

Let's report on the commitments we made in our last huddle—how did we do with **Wait and See** since then?

What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

DISCUSS

Today, we are going to focus on a Below The Line behavior: **Tell Me What to Do**.

Leader: Ask team members to go to card #18 ("Below The Line – Tell Me What to Do") in the Results Huddle Card Deck, and have someone read both sides.



How does **Tell Me What to Do** impact our ability to achieve our Key Results? What will it cost us if we always have to be told what to do? *(Pause to discuss.)*

Why does it say, "Be Courageous?" *(Pause to discuss.)*

How does seeking feedback help us with Tell Me What to Do? *(Pause to discuss.)*

APPLY

Make a commitment on what you will do this week as you see yourself or members of our team slip into Tell Me What to Do. During our next huddle, be prepared to share your experiences. *(Ask team members to record their commitment in their journals.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

HUDDLE 23

Below The Line® – Not My Job

REVIEW

Provide a Focused Recognition card for a member of the team.

Let's report on the commitments we made in our last huddle—how did we do with **Tell Me What to Do** since then?

What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

DISCUSS

Today, we are going to focus on a Below The Line behavior: **Not My Job**.

Leader: Ask team members to go to card #19 “Below The Line – Not My Job”) in the Results Huddle Card Deck, and have someone read both sides.



How does **Not My Job** impact our ability to achieve our Key Results? What will it cost us if we continue to act like it's Not My Job? *(Pause to discuss.)*

Why does it say, “Be Courageous?” *(Pause to discuss.)*

How does seeking feedback help us with Not My Job? *(Pause to discuss.)*

APPLY

Make a commitment on what you will do this week as you see yourself or members of our team slip into It's Not My Job. During our next huddle, be prepared to share your experiences. *(Ask team members to record their commitment in their journals.)*

Leader: After each team member has shared their commitment, confirm the next Results Huddle date/time, and confirm that you will ask for progress reports.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

Repeat or Review

Leader: Read this before conducting this meeting's Results Huddle.

Great work! You have completed the Results Huddle series. You are on your way to creating your C2 culture! But remember that **repetition is necessary to shape human behavior and culture**. You own the culture for your team, so let's continue helping them apply these empowering principles and tools to their daily work. Select one of the following to proceed:

REPEAT: Begin another huddle series from the start

REVIEW: Instead of repeating the entire series now, it may be more useful to return to certain huddles to address specific needs on the team. When you are satisfied with your review, begin the huddle REPEAT process to reinforce your team's integration of what they are learning.

REVIEW

- Ask a team member share a story using the Focused Storytelling model.
- Provide a Focused Recognition card for a member of the team.

Let's report on the commitments we made in our last huddle—how did we do with **Not My Job** since then?

What did we learn? *(Ask each team member to share.)*

What could we do better? *(Ask each team member to share.)*

Congratulations, team! We have completed the Results Huddle series. We are now going to continue our application of these principles by: *(Choose one.)*

- repeating the process.
- revisiting one of our previous Results Huddles.

Leader: Turn to the appropriate Huddle in this guide and continue.



STOP HERE. This concludes this Results Huddle. Before your next meeting, email or text each team member reminding them of their commitment to apply this learning.

CARD REFERENCE

Steps To Accountability*

- Above The Line we are self-motivated, engaged, and driven to find solutions.
- Below The Line we blame others, make excuses, and choose to be victims.

Going BTL isn't always wrong, but staying there won't help us get results.

Results Huddle Cards 1A

Below The Line*

Being Below The Line means:

- IGNORE OR DENY**: I choose to **Ignore or Deny** what's really happening.
- NOT MY JOB**: I say, "It's **Not My Job**" and wait for others to act.
- FINGER POINTING**: I blame others and engage in **Finger Pointing**.
- TELL ME WHAT TO DO**: I wait for someone to **Tell Me What To Do**.
- COVER YOUR TAIL**: I prepare stories to **Cover My Tail** before they are needed.
- WAIT AND SEE**: I hold back my best effort to **Wait and See** if things will get better.

Results Huddle Cards 1B

Key Results*

What is your organization's focus?

Key Results are non-negotiable, must-have results that we take accountability to achieve. Organizations can unintentionally reinforce an employee's "just doing the job" mindset when they define jobs with titles and job descriptions. But what if we reorient our thinking from just doing the job to achieving the result? And what if we focus on achieving the results that matter most—the **Key Results**?

Results Huddle Cards 2A

What's My Job?

To consider your job in terms of achieving results, begin by thoughtfully writing a few iterations of the following:

My job is: Key Result: category + metric

The way I do that is:

One sentence that describes how your role and what you do every day impacts this Key Result

Be creative and make it compelling. When you can spontaneously articulate your What's My Job statement, you have begun to internalize it.

Results Huddle Cards 2B

The Results Pyramid*

The results we achieve are produced by the actions we take. Those actions are influenced by the beliefs we hold, which are formed by the experiences we've had.

Results Huddle Cards 3A

Creating Change

To produce different Results, look beyond what people are doing (Actions) to the Beliefs they hold. Transformational change occurs when you create new Experiences that foster new Beliefs.

The Action Trap
Getting stuck at the Action and Results layers is a trap, where we ignore the way people think and why they think the way they do, and thereby undermine the very results we seek.

Results Huddle Cards 3B

Making the Transition

R1 Results we are achieving today

A1 Actions we currently take that either assist or impede our quest for results

B1 Beliefs we currently hold, which are driving the actions we are taking

E1 Current and past Experiences that are the basis for current beliefs

Results Huddle Cards 4A

Making the Transition

R2 The results we want to achieve

A2 Actions we need to take to produce the desired results

B2 Beliefs we need to hold that will drive the actions we need to take

E2 Experiences we need to create that will foster the desired beliefs

Results Huddle Cards 4B

Our Cultural Beliefs*

Cultural Belief
Cultural Belief statement.

Cultural Belief
Cultural Belief statement.

Cultural Belief
Cultural Belief statement.

Results Huddle Cards 5A

Results Huddle Cards 5B

Focused Storytelling*

1. Always begin with, "Here's what (Cultural Belief) looks like to me."

2. Tell the story in 45 seconds. Include the impact on R2 and/or Key Results.

3. Always end with, "That's what (Cultural Belief) looks like to me."

Results Huddle Cards 6A

Focused Storytelling*

Focused Storytelling Tips

- Always follow the pattern.
- Keep it brief. Listeners often estimate how long they think a story will last after hearing the first few words.
- If you have time to prepare, try practicing your story, and even timing it, to get a better feel for just how long for (short) 45 seconds is.
- You don't have to be a polished speaker. The best stories use simple, natural language.
- Always follow the pattern.

Results Huddle Cards 6B

The Culture Boulder

Culture is like a boulder. It's heavy, and it won't move if people have it surrounded and are pushing in different directions.

The culture boulder moves when everyone pushes together on the same side. Our Cultural Beliefs tell us which side to push against. Our Key Results tell us where and how far.

Results Huddle Cards 7A

Creating Experiences

When you focus Storytelling, Recognition and Feedback around the Cultural Beliefs, and refer to the impact they have on our Key Results, you are both appreciating and encouraging people who are moving our culture boulder toward C2.

Using these tools becomes an Experience for others that influences their beliefs, actions, and ultimately, results.

Results Huddle Cards 7B

Focused Feedback*

- Ask, "What feedback do you have for me?"
- Give **appreciative** feedback. "Here's where I feel you demonstrate (Cultural Belief)."
- Give **constructive** feedback. "Here's where I feel you demonstrate (Cultural Belief)."
- Reply, "Thanks for the feedback"

Feedback is both appreciative and constructive. And it always includes the impact on R2 or the Key Results.

Results Huddle Cards 8A

Focused Feedback*

Focused Feedback is

- Feedback that is focused on how people demonstrate the Cultural Beliefs
- Feedback that is focused on how people impact the Key Results

Focused Feedback is not

- General feedback of a non-specific nature
- A dialogue in which the person offering feedback is forced to provide examples in order to legitimize their perspective

Results Huddle Cards 8B

CARD REFERENCE

Steps To Accountability

See It is the first step Above The Line and often the most difficult to take. It is the willingness to acknowledge reality.

Own It is a choice to be engaged, to be involved, and to connect what we do to the desired results.

Solve It is a natural extension of Own It and is a commitment to continually ask, "What else can I do?" until the desired results are achieved.

Do It does not automatically occur after the other steps. It is a choice to follow through and execute on the commitments we have made.

Results Hub® Cards 9A

Unlock Performance

When I apply See It, Own It, Solve It, Do It:

- I create value and help others to do the same
- I acknowledge reality, take ownership, look for solutions, and get results

Results Hub® Cards 9B

See It Question

What is the reality I (we) most need to acknowledge?

SEE IT BEST PRACTICES

- Obtaining the perspectives of others
- Communicating openly and candidly
- Asking for and offering feedback
- Hearing and saying the hard things to see reality

Results Hub® Cards 10A

Being Above The Line

See It

- What facts that I knew existed did I choose not to acknowledge?
- What would I do differently if I were to do it again?
- What were the warning signs along the way?
- What could I have learned from previous experiences to avoid negative outcomes?
- Can I see how my behavior and actions contributed to the problem or situation?

See It is the first step Above The Line and often the most difficult to take. It is the willingness to acknowledge reality.

Results Hub® Cards 10B

Own It Question

What ownership can I (we) take to stay involved?

OWN IT BEST PRACTICES

- Being personally invested
- Learning from both successes and failures
- Ensuring my work is aligned with Key Results
- Acting on the feedback that I receive

Results Hub® Cards 11A

Being Above The Line

Own It

- Can I cite the most convincing point of the "other side of the story"?
- What would I say to warn someone not to make the same mistakes?
- What information did I leave out or choose to ignore?
- What would I do differently next time?

Own It is a choice to be engaged, to be involved, and to connect what we do to the desired results.

Results Hub® Cards 11B

Solve It Question

What else can I (we) do?

SOLVE IT BEST PRACTICES

- Constantly asking, "What else can I do?"
- Collaborating across functional boundaries
- Creatively dealing with obstacles
- Taking necessary risks

Results Hub® Cards 12A

Being Above The Line

Solve It

- Stay engaged. Don't stop trying.
- Persist. "What else can I do?"
- Think differently. What other perspectives are out there?
- Create new linkages. Forge new relationships.
- Take the initiative. Take full accountability to discover new solutions.
- Stay conscious. Challenge current beliefs and assumptions. Avoid going into autopilot.

Solve It is a natural extension of Own It and is a commitment to continually ask, "What else can I do?" until the desired results are achieved.

Results Hub® Cards 12B

Do It Question

What am I (are we) accountable to do, by when?

DO IT BEST PRACTICES

- Doing the things I say I'll do
- Staying Above The Line by not blaming others
- Tracking progress with proactive, transparent reporting
- Building an environment of trust

Results Hub® Cards 13A

Being Above The Line

Do It

- I report on my accountability no matter what the results are.
- I take the initiative to clarify my own responsibilities and accountabilities.
- I do not easily give up on achieving Key Results in the face of obstacles or changing circumstances.
- I contribute to an environment of high trust as I See It, Own It, Solve It, Do It.

Do It does not automatically occur after the other steps. It is a choice to follow through and execute on the commitments we have made.

Results Hub® Cards 13B

Below The Line

IGNORE OR DENY

What am I unwilling or unable to see?

DEFINITION

Pretending not to know there is a problem, remaining unaware that the problem affects me, or choosing to deny the problem altogether.

Results Hub® Cards 14A

Make the Shift

BE COURAGEOUS

Acknowledge what I am avoiding.

GETTING ABOVE THE LINE

Seek feedback and gain perspectives from others' reality. "What am I missing?" Take ownership to become informed.

CONSEQUENCES

Continuing to Ignore or Deny is costly and will not make my situation better.

Results Hub® Cards 14B

Below The Line

FINGER POINTING

Who else can I blame so that I deflect responsibility?

DEFINITION

Denying my own responsibility for poor results and seeking to shift the blame to others.

Results Hub® Cards 15A

Make the Shift

BE COURAGEOUS

Acknowledge that when I'm Finger Pointing, I stand to lose the most.

GETTING ABOVE THE LINE

Seek feedback by asking, "How have I contributed to the problem/situation?" Take ownership for speaking about real issues without blaming.

CONSEQUENCES

Finger Pointing and blame renders me powerless and creates a toxic culture.

Results Hub® Cards 15B

Below The Line

COVER YOUR TAIL

It's not my fault, so what/who is my alibi?

DEFINITION

Seeking imagined protection Below The Line by crafting elaborate and precise stories as to why I can't be blamed.

Results Hub® Cards 16A

Make the Shift

BE COURAGEOUS

Acknowledge and examine my motive behind creating good documentation.

GETTING ABOVE THE LINE


Seek feedback about how to be accountable—without the alibi. Own creating the best experience for others to safely disclose good and bad news.

CONSEQUENCES

Using documentation to **Cover Your Tail** and deflect blame actually damages my personal credibility.

Results Hub® Cards 16B

Below The Line®



WAIT AND SEE

What am I avoiding by waiting for issues to fix themselves?

DEFINITION

Remaining mired in the victim cycle by choosing to wait and see if things will get better—when often they only get worse.

Results Huddle Cards **17A**

Make the Shift

BE COURAGEOUS

Acknowledge that when I Wait and See, I avoid taking initiative and jeopardize our ability to achieve the Key Results.

GETTING ABOVE THE LINE

I am part of the problem and the solution. I will take needed action and collaborate with others on "What else can we do now?"

CONSEQUENCES

As I take comfort in thinking that more time will help, I jeopardize the organization's ability to achieve the desired results.

Results Huddle Cards **17B**

Below The Line®



TELL ME WHAT TO DO

I am confused! Just tell me what to do and I will do it!

DEFINITION

Staying confused is the great defender of the status quo. It can be blamed on the poor communication of others and used as personal justification for inaction.

Results Huddle Cards **18A**

Make the Shift

BE COURAGEOUS

Acknowledge that staying confused is a choice.

GETTING ABOVE THE LINE


Seek feedback about when/how to take initiative. Take ownership for results, not just your job description. Choose to clarify your understanding rather than remain confused, and engage to find solutions and achieve results.

CONSEQUENCES

I give up the personal power to make a difference today.

Results Huddle Cards **18B**

Below The Line®



NOT MY JOB

Whose job is it? To whom can I transfer my accountability?

DEFINITION

Remaining in my individual silo and avoiding personal involvement when something needs to be done to get the result.

Results Huddle Cards **19A**

Make the Shift

BE COURAGEOUS

Acknowledge that I am letting the team down and choosing to limit the value I can deliver.

GETTING ABOVE THE LINE

Stay focused on achieving the result. Avoid the "just doing the job" mentality! Seek feedback on how you and others contribute to achieving the Key Results.

CONSEQUENCES

When focused only on my job, I may still end up on a losing team.

Results Huddle Cards **19B**

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