

MILLENNIALS IN MISSIONS

Recruiting, Training and Leading Millennials

1. WHY IS THIS DISCUSSION ABOUT MILLENNIALS IMPORTANT?

2. WHO ARE THE MILLENNIALS?

North Americans born between 1982 and 2002.

Not *every* Millennial fits the mold, there are *always* exceptions.

3. STRENGTHS & WEAKNESSES

STRENGTHS:

1. Want authentic relationships.

They view “authenticity” as being open about strengths and weaknesses, including leaders and organizations.

2. Want to make a meaningful, holistic impact.

3. Want to understand “WHY”:

4. Want to use their gifting.

5. Want to improve & grow.

They want the ability to develop their career.

6. Want a clear, compelling vision and understand how they fit into that vision.

7. Want coaching and mentoring from authentic leaders who have stayed the course.

8. Very optimistic about what they and others can accomplish.

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WEAKNESSES

1. Often bad with face to face conflict.
2. Often want to conquer the world, but want it to happen in 2 months.
3. Often question everything, even from day 1 on the job.
4. Often lack flexibility to do tasks outside of their initial “calling”.
5. Often view ‘career’ commitment as 3-5 years.

“Millennials believe the type of career-long loyalty to a company or organization demonstrated by their parents or grandparents is not for them. If what they’re involved in seems boring or not rewarding enough, they will move on rather than sticking it out.”

-Millennials and Mission

6. Often jump on board with long term vision, but fail to plan the necessary steps to accomplish it.
7. Often don’t want to be told what to do.
8. Often lag behind in maturity.

“Supervisors and job coaches see late-adolescent young people today as four to six years behind the previous generation in sociological and psychological development.”

-Millennials and Mission

4. WHAT MINISTRIES, ORGANIZATIONS & TEAMS DO THEY WANT TO BE A PART OF? ~ *Applications for Recruitment*

Big Vision:

Millennials are going with groups that have a big vision that is both clear and compelling.

“We’re not impressed with the hours you brag about spending behind closed doors wrestling with Christianese words on a paper. We’re impressed with actions and service.”

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-faithit.com

Holistic Approach:

“Millennials are particularly drawn to ministry that meets not only spiritual needs, but practical ones.”

-Millennials and Mission

They see social justice “AS A DEMONSTRATION OF THE CHARACTER OF GOD”.

-Millennials and Mission

How does this relate to “church planting”?

They see meeting practical needs as the means of connecting with people, showing the love of Christ, and having opportunity to make disciples that make disciples which grows into church planting movements.

*“We found reluctance in this young generation to engage in church planting. Ministry leaders would do well to consider how the practical elements of planting churches line up with the longings of Millennials for meaningful contributions to others...**If the true nature of the church can be communicated to them along the lines of building a community of people who love and follow Jesus and care for each other as His body, Millennials may be quicker to embrace church planting.**”*

-Millennials and Mission

Partnerships:

“In contrast to previous generations of Western missionaries, they reject working independently from others (both nationals and missionaries) and want to see people working together at all levels.”

-Millennials and Mission

Commitment in Stages:

Short term opportunities:

They want to contribute at different levels: from missions trips to internships to 1-2 year commitments to long term.

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“The problem is that internship programs are often seen as part of the recruiting campaign and not a meaningful part of the selection process. As such, many of these programs are set up to lavish especially interesting assignments on young interns and offer exposure to important decision-makers, learning opportunities, and fun outings.”

-Not Everyone Gets a Trophy

Immediately be seen as a valued member of the team:

Want their ideas to be *heard*.

Immediate Ministry Involvement:

Even if they are still learning language, some kind of ministry involvement soon after arrival.

“What they want is experience which will benefit them immediately.”

-fellowshipofmissions.org

Don't want to come and JUST learn language/culture for 1-2 years. They want to have some role sooner.

“What really concerns (them) are the short-term opportunities and rewards. If you want to speak to them in a way that separates your job offer from the others right now, you have to talk about right now. You have to talk about what you have to offer them today, tomorrow, next week, this month, the first six months, and the first year. If you want your recruiting message to attract them, then you need a recruiting message that speaks to their real concerns.”

-fellowshipofmissions.org

“Train Them One Task at a Time... You may have to unbundle complex roles and then rebuild them one tiny piece at a time. You can give Millennials meaningful work at early stages in their tenure if you commit to teaching and transferring to them one small task or responsibility at a time.”

-Not Everyone Gets a Trophy

Turn them *“into a Knowledge Worker...Especially when they are new on the job, Millennials are eager to identify problems that nobody else has identified and solve problems that nobody else has solved. They want to improve what's already there, and they want to invent new things.”*

-Not Everyone Gets a Trophy

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Minister in Team:

Because they are looking for relational teams that do life in community, organizations & teams need to reflect that focus when recruiting.

Authentic Organization & Leaders:

“An honest transparency about the strengths and weaknesses of an organization and its leadership is more impressive to a Millennial than a blustery veneer of infallibility.”

-Millennials and Mission

Relationships:

Freedom & flexibility, not rigidity:

Strength Based Ministry:

They want to use their gifting and training. They look for ministries where: *“Each member would be encouraged to seek God’s direction for the ministry and to develop his or her gifts, abilities, and creativity.”*

-Millennials and Mission

As we list opportunities, list degree titles and specific roles. It is how Millennials identify themselves. They need to see how they can fit. If Millennials only think there are opportunities for stereotypical missions (church planter, doctor, school teacher, etc.), they may think that their gifting could not be used. They don’t even CONSIDER missions because they don’t know that their gifting could be used.

Creative Opportunities:

They are looking for organizations & teams that have a strategic outlook, but with *“the flexibility to be open to new moves of God, new ideas, and use of new technology to spread the gospel.”*

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-Millennials and Mission

Clearly communicate our vision AND openness to try new ideas.

Constant Personal Development:

Most ministries grow and develop people, but Millennials need to see how what they are doing is going to grow and develop them.

They don't want to do the same thing for the next 20 years. Is there a way that can we communicate the opportunity for personal development and diversity in ministry?

Commitment to Constant Improvement:

"Millennials value voice and receptivity above all else. When a church forges ahead without ever asking for our input we get the message loud and clear: Nobody cares what we think. Why then, should we blindly serve an institution that we cannot change or shape?"

-faithit.com

"Critical thinking was hammered into us by the educational system—at least those of us who were paying attention—and now the word on all of our lips is "why"? Why do we have to do it that way?... We question, we evaluate, we try new things, we're flexible and have an aspiration to pair community with efficiency and effectiveness." SF, Millennial Blog

-Millennials and Mission

"Leaders need to be willing to communicate the 'why' in everything. Whether it is the 'why' of the organization or the 'why' of a particular task in a particular project. We like to know why we're doing what we're doing and whether it actually has any significance. There's nothing worse than being given tasks that seem irrelevant. But if the relevance is explained and questions answered, that's certainly helpful. Oh, and don't skirt the issue, just tell us plainly what's going on."

(Millennial)

-joncoombs.com

Organization that uses Technology well:

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Millennial Women:

1. Want flexibility in the workplace

2. Expect equal treatment with their male peers from leaders

- They want to be part of the dialog, not just getting the news through their husbands.
- They want to be asked their opinion and thoughts.
- They want to be a productive part of a team.
- They want to be developed and grow in their skills.

Use Stories:

“He mentioned that he was finding the younger generation requires not simply information on statistics and needs to motivate them, but also inspiring personal stories and an understanding of the biblical basis for missions expressed in narrative form.”

-Millennials and Mission

Give them an alternative to the American Dream:

Help them to overcome their Fears:

They have grown up protected and in a culture that values safety.

Parents:

Parents are often Millennial’s most trusted advisor. As we mobilize, we are not trying to get them to join us. We are joining Millennials & their parents on THEIR journey to discover God’s will for their life.

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5. HOW DO WE TRAIN & PREPARE THEM?

Minister in Team:

“Millennials often recognize their need for assistance in dealing with difficult people or situations. Their tendency is to avoid confrontation, hoping problems will just go away. Members of every generation demonstrate reluctance about confrontation, but today’s young people absolutely abhor entering into disputes or strife with others.”

-Millennials and Mission

Commitment in Stages:

Life Skills:

Many are entering adulthood without basic life skills.

Commitment to Constant Improvement:

Teach them how to respectfully ask “Why” in a non-threatening way.

Relationships:

Millennials are only as connected to an organization as they are to the individuals.

Want to be Coached:

Millennials want involvement in the process.

6. HOW DO WE LEAD THEM?

Communicate the vision clearly:

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"In the absence of great dreams, pettiness prevails."

-Top 10 Leadership Commandments

"When the vision is clear, people begin to move. If they are busy rowing to an exciting destination, they don't rock the boat."

-Top 10 Leadership Commandments

Give clear expectations & boundaries:

"Millennials are often amazingly advanced in their knowledge and skills at a very young age, yet they often lack maturity when it comes to the old-fashioned basics of productivity, quality, and behavior."

-Not Everyone Gets a Trophy

"One...manager was telling me about a young employee who routinely came to work late and then made lots of personal calls on his cell phone throughout the workday. "Do I really need to tell him, 'Come to work on time, and it's not good to make so many personal calls all day long'?" Yes! You have to tell him, up front and every step of the way."

-Not Everyone Gets a Trophy

"Managers tell me every day that Millennials fail to meet a lot of unspoken expectations about behavior in the workplace. I have an idea: Speak them!"

-Not Everyone Gets a Trophy

"as much as they love freedom, Millennials also gravitate to structure and boundaries...Boundaries and structure, however loose, are actually the keys to making freedom and creativity in the real world possible."

-Not Everyone Gets a Trophy

Listen to their ideas:

"When we are TOLD what to do, we feel defeated. Questions empower us because we feel heard. We want to work TOGETHER with leaders."

-Millennial

Listening respects their opinions and includes them in decision-making. It makes them feel heard and creates buy-in.

Start with WHY:

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Millennials are already thinking “WHY?”, so if we don’t answer that first, then they are not with us, they are still trying to decide if it is worth doing.

Let them ask WHY?

If you forget to start with why, don’t get defensive when they ask. Expect it.

Lead as Learners:

“Although I see a value and place for formal structure and instruction, I’d rather a ministry team be authentic, critical thinkers who seek to learn as much as they teach.”

-Millennials and Mission

“This generation wants to work among learners, not among people who think they “know it all.”

-Millennials and Mission

Be Authentic Leaders:

“Above all, Millennials want to see passion in their leaders to match the passion they bring to ministry themselves. A “business-as-usual” attitude is a great turnoff for this generation. Love for Jesus, passion for ministry, and ability to make room for family life are key components in what they seek in a compatible organization.”

-Millennials and Mission

Build Relationship:

Millennials enjoy *informal* relationships with Leaders.

“Interviews suggest that commitment to a mission begins when Millennials sense pastoral commitment to them on the part of the organization. They appreciate visits from supervisors that are informal; initiated by the supervisor; include listening, not primarily speaking, on the supervisor’s part; and have prayer as a significant part of the interaction. These visits are often more comfortable and open for the young person when they are spontaneous, not scheduled, and when great interest in how the Millennial is doing in life and ministry is expressed.”

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-Millennials and Mission

Spend Time:

Give Verbal Encouragement:

Coach and Mentor more. Supervise less.

“beyond a desire for good pastoral care, respondents “desired and valued the following from their supervisors: clear communication, verbal encouragement, respect for their opinions, inclusion in decision-making, and mentoring.”

-Millennials and Mission

“Millennials we interviewed expressed desire for a leader who gets close to them, emanates an attitude of openness and approachability, invites the young worker into his or her life, and believes even the newest team member can contribute to the work of the developing church as well as the missionary team. This generation wants to work among learners, not among people who think they “know it all.” As one student put it, “I prefer informal/mentor type guidance, with lots of autonomy but plenty of resources and availability for further guidance.”

-Millennials and Mission

“This generation wants leaders who are coaches rather than directors. Their preferred style is for leaders “to be very involved in my life. I love a leader who desires a ‘hands-on’ approach and not only sets the example by what they say, but also provides space in their schedule and life so that I can learn from being under and next to them in the ministry world . . . I also like leaders who utilize mentoring in developing new leaders.”

-Millennials and Mission

Accountability:

“as a leader, it’s not what you preach, it’s what you tolerate. When setting expectations, no matter what has been said or written, if substandard performance is accepted and no one is held accountable... that poor performance becomes the new standard.”

-Extreme Ownership

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RESOURCES:

1. Time:

2. Question:

Always ask: "How can we do it better?"

3. Frequent Debriefings:

4. Coaching:

What do Millennials want?

Millennials want a mix of coaching & mentoring.

"This generation wants leaders who are coaches rather than directors. . . I also like leaders who utilize mentoring in developing new leaders." (from interviews)
-Millennials and Mission

"This generation wants to work among learners, not among people who think they "know it all." As one student put it, "I prefer informal/mentor type guidance, with lots of autonomy but plenty of resources and availability for further guidance."
-Millennials and Mission

What do Millennials NOT want?

Directors, Managers, Authoritarian Leaders, being TOLD what to do.

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Coaching vs. Mentoring:

Mentors BUILD IN - They speak into peoples lives from their own knowledge & wisdom.

Coaches DRAW OUT - They ask questions that challenge the person to find better solutions.

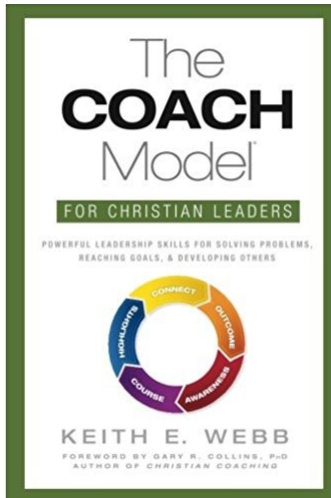
Lessons learned. Coaching as a Leader:

5. Accountability

"If something comes up, let me know as soon as you can."
-Crucial Accountability

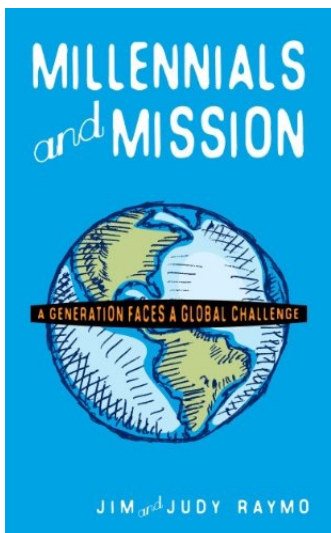
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Resource: Book Recommendations



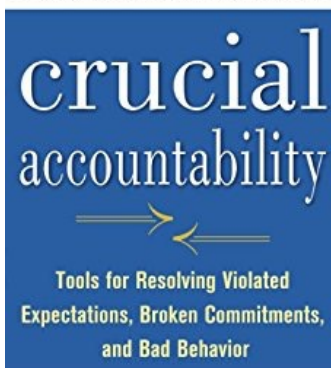
The COACH Model for Christian Leaders:
Powerful Leadership Skills to Solve Problems, Reach Goals and Develop Others
by Keith Webb

Book summary & review:
<http://farran.abwe.org/resources>



Millennials in Mission:
A Generation Faces a Global Challenge
by Jim & Judy Raymo

THE NEW YORK TIMES BESTSELLER
— UPDATED SECOND EDITION OF CRUCIAL CONFRONTATIONS —

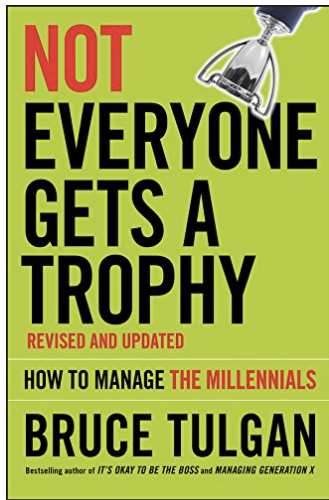


Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior
by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, David Maxfield

Book summary:
<http://farran.abwe.org/resources>

PATTERSON · GRENNY · MAXFIELD · McMILLAN · SWITZLER
AUTHORS OF THE NEW YORK TIMES BESTSELLER CRUCIAL CONVERSATIONS

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Not Everyone Gets A Trophy: How to Manage the Millennials
by Bruce Tulgan

Quotes taken from:

Millennials in Mission

Crucial Accountability

Not Everyone Gets a Trophy

Extreme Ownership

Top 10 Leadership Commandments

<https://joncoombs.com/2014/07/17/millennials-mission-organisations/>

<http://www.churchleaders.com/pastors/pastor-how-to/156544-20-points-on-leading-millennials.html>

<https://www.emqonline.com/node/2938>

https://faithit.com/12-reasons-millennials-over-church-sam-eaton/?utm_content=buffer07c08&utm_medium=social&utm_source=facebook.com&utm_campaign=buffer

<http://fellowshipofmissions.org/wp-content/uploads/2014/12/Millennials-Why-the-Next-Generation-Will-Change-the-Way-We-Do-Missions.pdf>

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Resource: Quarterly Debriefing Questions

In all of these questions we want to know: “How are you REALLY doing?”
Some questions are skipped if time is running out or if they cover an answer while responding to another question.

The only notes we take are on question 14, 15 & 17.

1. What has been your greatest source of satisfaction in your ministry in the last year?
2. What has been your greatest struggle in ministry in the past year?
3. What parts of your ministry do you wish you could spend more time on, and what things do you wish you could do less of?
4. What progress have you made in your goals/plans in the past year?
5. How would you describe your relationship to your team members?
6. Do you have any concerns or commendations for your team?
Follow up? Are you experiencing any unresolved conflicts? (Matt 5 & 18)
7. What have been some of your spiritual high points/moments during the past year?
8. What has been your greatest area of struggle spiritually?
9. Because every part of our life affects our ministry, we just want to ask: How do you feel your marriage is doing?
10. How do you feel you are doing as a family?
Are your kids thriving or do you feel one of them is struggling?
11. How do you feel your health is doing?
12. What has been your greatest area of struggle relationally?
13. Are there any other issues or concerns on your heart that you would like to share with me?
14. What's the ONE Thing you can do such that by doing it everything else will be easier or unnecessary?

What's your ONE Thing for the next 1-3 years in ministry?

What's your ONE Thing you can do in the next 3 months?

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What's your ONE Thing for the next year in non-ministry areas of life (spiritual/family/health/etc.)?

15. How can you structure your week to allow for enough focused time to accomplish your ONE Thing?

16. Where do you sense the greatest need for help, change, mentoring, coaching or training in the coming year?

17. Is there anything else that we could do to help you to reach your goals?

18. We want to pray specifically for you. What are your top requests that you'd like me to join you in prayer for?

19. What is the most meaningful thing that leadership has done recently (us or ABWE)?

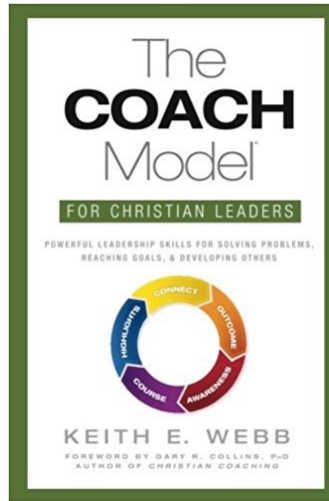
20. Has anything frustrated you lately (organizationally)?

21. We are all growing and you probably see my flaws better than I do. How can I improve as a leader? (Do something more or less, growth in character, interpersonal skills, improve communication, meet/call more frequently, etc.)

*Share specific areas of praise/commendation for the missionary.

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Resource: The COACH Model Summary



Connect: Engagement

Build rapport and trust. Review previous action steps.

Rapport example questions:

- How have you been doing?
- What has God been doing in your life since we last met?
- What insights have you had since our last conversation?

Follow-up questions:

- What progress did you make on your action steps?

Raise awareness by not giving feedback:

You can generate feedback from within the coachee using a simple three-step process.

1. What did you do well?

Ask about what the coachee did well. Explore these behaviors and the results. Reinforce these positive behaviors.

2. What could you improve?

Ask the coachee in what way they think they could improve. Talk about what that improvement might be and what results they would expect to see.

3. How would you do it differently next time?

Generate some possible future alternatives. Coach through how the coachee will do it next time.

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Outcome: Conversation Goals

Set the coachee's agenda for the conversation.

Example Outcome Questions:

- What result would you like to take away from our conversation?
- What would you like to work on?
- What would make today's conversation meaningful for you?

Big Picture Goal (From "The ONE Thing"):

- "What's the ONE Thing you can do such that by doing it everything else would be easier or unnecessary?" (Once determined, short term goals lead towards this goal)

Start with the big stuff and see where it takes you. Over time, you'll develop your own sense of when to use the big-picture question and when to use the small-focus question. (spiritual life, physical health, personal life, key relationships, job, business, and financial life. Address them in that order—each one is a foundation for the next.)

Awareness: Reflective Dialogue

Encourage discovery, insights, and shifts in perspective.

"Ideas are like small children. Other people's are nice, but we always like our own the best."

Discovery questions:

- What are the key points to understanding this situation?
- What is your desired outcome in this situation?
- What other factors are influencing this situation?
- Let's look at this from a different perspective....

Asking from different angles-

Angles are similar to the topic or categories we used above in open questions. Common angles to explore are: relational, financial, motivational, organizational, spiritual, etc.

1. Relational: What are the relational dynamics?
2. Background: Step back for a moment, what are the underlying issues?
3. Spiritual: From a spiritual perspective what do you see?
4. Culture: How might culture play a part in this situation?
5. Personality: How might personality (yours or others') be influencing things?
6. Financial: If money weren't an issue, how would that change things?
7. Emotion: What role are emotions playing in this situation?
8. Intuition: What is your gut telling you?
9. Information: What additional information do you need?
10. People: Who might be able to give you a different perspective?
11. Organizational: How might your organizational structure be influencing things?

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12. Environment: What things around you are holding you back?
13. Community: In what ways is your community impacting you?
14. Values: Which of your values are you trying to honor in this situation?
15. Calling: What parts of this connects to your calling?
16. Spouse: What does your spouse think about this?
17. Family: How is your family being affected in this situation?
18. Employer: Where does your boss fit in?
19. Experience: How have you handled this in the past?
20. Priority: How important is this to you?
21. Motivation: What would overcoming this situation do for you personally?
22. Loss: What do you have to give up to move forward?
23. Time: What difference would it make if you had 3 days/months/years?
24. Energy: Which parts of this give you energy?
25. Jesus: What would Jesus do?

Follow up with questions like this:

- What else do you think or feel about this?
- What would help you move forward?

Course: Action Steps

Capture insights and put them into 2-3 actionable steps to be finished before next coaching session. You may need to break down larger steps into smaller, manageable steps.

Example questions:

- What actions would you like to do to move forward?
- What options do you have?
- Which options would you like to do? How? When?

Highlights: Review Learning

Ask the coachee to review the conversation.

Example questions:

- What do you want to remember from today's conversation?
- What parts of the discussion were particularly helpful?
- What are your action steps?

Active Listening:

Techniques that communicate "I'm listening"....

Verbal

- Vocal responses: "Umm hum", "Yes", "I see", "Continue", etc.

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- Restating what the other person said, “So, you are saying that...”
- Clarifying the other person’s meaning, “Would you give an example of...”

Non-verbal

- Facing the other person
- Keeping comfortable eye contact
- Nodding in agreement
- Avoiding distracting behaviors such as looking at text messages etc.

The 80/20 rule:

The coachee drives the conversation. The coach listens for about 80% of the conversation.

Open questions:

Typical MY-IDEA and OPEN QUESTION words

My-Idea Questions	Open Questions
-Would...	-What
-Could...	-How
-Are...	-Who
-Is...	-Where
-Does...	-When
-Have you thought of...	-In what ways...

Powerful Questions:

Powerful questions come from profound listening and engagement with a person. What makes a question powerful is its ability to provoke reflection in the other person.

- 1. Coachee or Me?** Is this question for my benefit or the coachee’s?
- 2. Forward or Backward?** Is this question focused on the past or moving forward?
- 3. Building or Correcting?** Does this question try to correct the coachee or help them build?

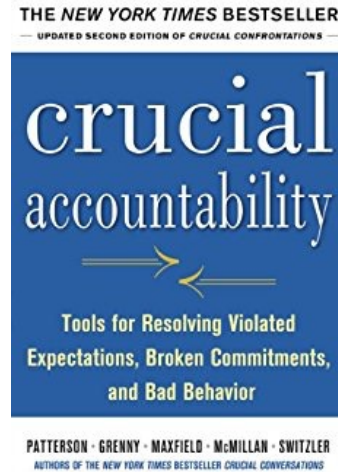
Create SMART action steps:

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**ealistic
- **T**imely

The COACH Model for Christian Leaders: Powerful Leadership Skills to Solve Problems, Reach Goals and Develop Others
by Keith Webb

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Resource: Crucial Accountability



What to do Before, During, and After an accountability discussion.

I. BEFORE an accountability discussion

1. Ask yourself: “WHAT is the conversation I should hold & IF I should hold it.”

-WHAT:

“What violation or violations should you actually address? How do you dismantle a bundle of accountability problems into its component parts and choose the one you want to discuss?”

If the same accountability discussion keeps coming up, there is probably a deeper issue to address.

-To determine which issue to discuss:

1. Use CPR:

Content: “*The first time an infraction occurs, talk about the content, what just happened*”.

Pattern: “*The next time the infraction occurs, talk pattern, what has been happening over time*”.

Relationship: “*As the problem continues, talk about relationship, what’s happening to us...The issue is not that other people have repeatedly broken promises; it’s that the string of disappointments has caused you to lose trust in them: you’re beginning to doubt their competency and doubt their promises, and this is affecting the way you treat one another*”.

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2. Consider other possible issues by exploring “what came after the behavior (the consequences) as well as what came before it (the intent).”

3. “Choose from the list by asking what you do and don’t want: for yourself, others, and the relationship.”

-Once you know which issue to discuss:

“You have to *distill the issue to a single sentence*. Lengthy descriptions of violated expectations only obscure the real issue. If you can’t reduce a violation to a clear sentence before you talk, the issue almost never becomes more understandable and focused as a conversation unfolds.”

-IF:

“You have to decide if you’re going to say anything. Do you speak up and run the risk of causing a whole new set of problems, or do you remain silent and run the risk of never solving the problem?”

-To determine if you are staying silent for the wrong reasons, ask yourself:

“Am I acting out my concerns?”

“Is my conscience nagging me?”

“Am I choosing the certainty of silence over the risk of speaking up?”

“Am I telling myself that I’m helpless?”

2. Master Your Stories – Being well informed

Once we know we need to have a conversation and what we need to address, “work on your own thoughts, feelings, and stories before you utter a word”. If we are convinced they are wrong, our attitude may be wrong as we talk which will destroy the outcome. That will be our fault, not the other person.

-Tell the rest of the story.

“Ask why a reasonable, rational, and decent person would do what you’ve just seen as well as if you yourself are playing a role in the problem.”

-Look at all six sources of influence.

There are many things that influence our decisions, dig deep to give others the benefit of the doubt.

<i>6 Sources of Influence</i>	MOTIVATION	ABILITY
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Personal	1. Want To: “Do they want to?” If this is the only influence we consider our view is limited.	2. Can Do: “Can others do what’s required? Does the requisite task play to their strength or weakness?”
Social	3. Peer Pressure: “Do others praise and support the desired behavior, or do they provide pressure against it?”	4. Help from Others: “Are people around them a help or a hindrance?”
Structural	5. Carrots & Sticks: “Is the reward system aligned? If people do what’s required, will they receive a reward or punishment?”	6. Structure, Environment & Tools: “Do the things around them provide a bridge or a barrier?”

II. DURING an accountability discussion

“When another person has let you down, start the conversation by simply describing the gap between what was expected and what was observed.” Describing it as a Gap rather than “violated expectations,” or “broken commitments” helps to create safety. If people feel attacked a solution may not be reached.

Starting the conversation (Steps 1-3):

1. Start with safety

“If you can create safety, you can talk with almost anyone about almost anything—even about failed promises.”

-People will begin to feel unsafe if:

1. They think you don't respect them (mutual respect)
2. They think you don't care about their goals (mutual goals)

“At the very first sign of fear, you have to diagnose. Are others feeling disrespected? Or do they believe you’re at cross-purposes? Or both? Then you have to find a way to let others know that you respect them and that you’re not going to trample all over their wishes.”

-Restoring Safety:

Contrasting- “First, imagine what others might erroneously conclude. Second, immediately explain that this is what you *don't* mean. Third, as a Contrasting point, explain what you *do* mean.”

-Establish Mutual Purpose:

“Build common ground before you even mention a problem. Let others know that your intentions are pure—that your goal is to solve a performance gap and make things better for both of you.”

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-Ask Permission:

-Speak in Private:

2. Share your path

-Start with the facts:

“Stay external”; “explain What, not Why”; and make sure you do your homework to “gather facts”. The facts are “the least emotional and controversial element.”

-Tentatively share your story or conclusion:

“Make sure your language is free of absolutes. Trade “You said” for “I thought we agreed.” Swap “It’s clear” for “I was wondering if.””

-Watch for safety problems:

If someone becomes defensive: “step out of the content and rebuild safety. Decide whether the problem is that the other person feels *disrespected* or believes your *intentions* are bad (or both). Then use the **Contrasting** skill.”

3. End with a question:

“End with a simple diagnostic question: What happened? Make this an honest inquiry, not a veiled threat or an accusation such as “What’s wrong with you!””

4. Listen to their response:

-Does their response reveal that they *didn’t want* to do something?
If yes, then they have a **motivation problem**.

-Does their response reveal that they *weren’t able* to do something?
If yes, then they have an **ability problem**.

-**NOTE:** Sometimes it is BOTH. If someone doesn’t have the ability it is also demotivating.

5. Respond according to the type of problem (*Motivation* or *Ability*):

-**Motivation** problems (Make it **MOTIVATING!**):

“Here’s what motivation comes down to: change others’ view of the consequence bundle, and their behavior will follow.”

-Approaches to avoid:

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“One thing is for certain: three of the more popular methods—charisma, power, and perks—don’t work very well. They all have the potential to change ... people’s behavior. Unfortunately, relying on these heavy-handed methods can be dangerous and rarely sustains behavior over the long run.”

-Remind them of natural consequences:

“Consequences motivate. Motivation isn’t something you do to someone. People already want to do things. They’re motivated by the consequences they anticipate. And since any action leads to a variety of consequences, people act on the basis of the overall consequence bundle... When dealing with someone who is pushing back, resist the temptation to jump to power. Search for consequences that matter to the other person.”

1. Link to Existing Values
2. Connect Short-Term Benefits with Long-Term Pain
3. Place the Focus on Long-Term Benefits
4. Introduce the Hidden Victims: Describe the effects an action is having on others.
5. Hold Up a Mirror: “Help others gain a view from the other side.”
6. Connect to Existing Rewards

-Listen to Other’s view of Natural Consequences:

They may know something you don’t know which gives a good reason for their behavior.

-Stop when you reach compliance:

-Ability problems (Make it EASY!):

NOTE: Sometimes people pretend it is a motivation problem when they really don’t know how or lack the planning skills to do something.

-Jointly explore Barriers:

Use the *6 Sources of Influence* chart to brainstorm barriers

-Avoid Quick Advice:

-Involve them in finding a solution:

Don’t just *tell* them the solution. Involve them. “Involvement both enables and motivates”

-Enables:

“You’ve been working on the problem. What do you think needs to be done?”

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-Motivates:

“When people are included in coming up with a potential solution, they’re more likely to be motivated to implement it... you empower them.”

-Check both sides:

If you started with Ability, check to see if Motivation is an issue or vis versa.

-Ask for Feedback:

-Prime the Pump:

If they are fearful to explore root causes, “take your best guess at possible causes, without looking stressed, miffed, or judgmental. This helps others start the flow of information by making it safe for them to speak honestly.”

6. Make a plan:

-“Decide *who* will do *what* and *by when*.”

-“Set a *follow-up time* in which you can check to see how things are going.”

7. During the conversation if new problems emerge, “stay Focused and Flexible”:

When a side-track happens, whether it is a new problem or an explosive emotion, be flexible enough to deal with the new problem or leave a “bookmark” at the original problem to come back to.

III: AFTER an accountability discussion

-Follow-up (2 types):

-Check-up:

You own the follow-up. Use when you are uncertain of the outcome.

-Check-back:

They are in charge. Use when it is a routine task that has been assigned to someone who is experienced and reliable.

IV: Practices that ENABLE accountability to happen

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-Create a Bedrock of Trust

1. “Set clear and firm expectations.”
2. “End by stating, “If something comes up, let me know as soon as you can.””
3. “When you’re talking with someone who tries to excuse a missed assignment by saying that “something came up,” deal with this emergent problem—this violation of trust—as a new challenge. Never let it slide.”

Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior
by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, David Maxfield