

# IMPACT PLAYERS

## Webinar Agenda

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**Goal:** Participants learn to take control of everyday challenges, by shifting their mindset, identifying opportunities, and implementing small impact practices in a way that doesn't require them to work harder or longer.

**From:** I'm a smart, capable contributor

**To:** I'm an Impact Player that is **3.5x more valuable to the team**

### 60-90 Minute Webinar

#### Introduction (~5 mins)

**Key Learning Point:** What does it feel like to be a position holder vs a difference maker? Having an Impact leads to a great work life (more satisfaction, fulfillment, passion, and control).

**Action:** Audience is asked to think about a job that was a good position, but perhaps didn't swim Outside lane. They felt dependent on their boss, but it was the same thing over and over again. It was a "just a job mentality". We call it a Position Holder.

- Discussion
  - *"In a word describe what your life was like in chat?"*
  - *"What were you thinking about?"*

**Action:** Audience is asked to think about a different job when they had a broad scope. It stretched you, but you took ownership and held yourself accountable because you were invested in its success. You didn't hand off the hard stuff. You were a Difference Maker.

- Discussion
  - *"In a word describe what your life was like in chat?"*
  - *"What were you thinking about?"*

#### The Research Behind the Book: (~5 mins)

**Key Learning Point(s):** The Wiseman Group interviewed 170 managers at nine leading companies to learn what makes some people influential and impactful in their work.

Managers were asked to identify two people: one that is smart, capable, does their

job well and is hardworking, and one that does the same things but is having great impact.

We learned that great contributors (those we came to call Impact Players) have 3.5x greater impact than the typical contributor. Leaders viewed these team members as *inspiring, essential, and even their heroes*.

### **Everyday Challenges: Normal Contributors vs Impact Players: (~30 mins)**

**Key Learning Point(s):** Normal Contributors are stellar in ordinary times. But when things get chaotic or messy, their way of working falls short. This is precisely when Impact Players step forward and play big. They responded to Everyday challenges differently. The most common Everyday Challenges are:

- *Messy problems*: the complex issues that don't fit neatly inside defined job boundaries
- *Unclear roles*: Lack of clarity surrounding who is in charge.
- *Unforeseen obstacles*: Unprecedented challenges that you don't have a contingency plan for (i.e. pandemic or changing regulations)
- *Moving targets*: Changing needs or circumstances that render current practices ineffective
- *Unrelenting demands*: Work demands that increase faster than capacity
- **Action:** Audience asked to identify how many of the challenges to they currently face (1-5)
  - Discussion
    - *What is common about all these challenges?*
    - *What does this say about challenges in your work? Other organizations?*
    - *What would happen to these challenges if you changed roles, departments?*
- **Action:** Audience asked to label which of the challenges is most pressing for you and your team?
  - Discussion
    - *Type one word in the to describe how you feel in these situations?*
    - *Why is this such a challenge?*

- *What are common responses to this challenge?*

**1. Messy problems:** the complex issues that don't fit neatly inside defined job boundaries

**Key Learning Point:** When problems arise that aren't their job, contributors are so busy doing their job, that they are oblivious to what's happening around them. Impact Players pay attention, chase down opportunities, and jump on problems without being told to do so.

- **Presentation:** GIFS to illustrate the choice point between doing something good (and even reasonable) vs. something better (and more courageous). THESE choices are what made Impact Players stand out from typical contributors.
- **Action:** Think about personal experience with messy problems
  - Discussion
    - *What do you do when the problems aren't anyone's job?*
    - *Do you stay in your lane and do your job?*
    - *Or do you venture into the messy no-man's-land to do the job that needs to be done?*
- **Story:** Anecdote to capture the Impact Player practice of "Do the Job That's Needed".
- **Decision:** *While others do their job, Impact Players do the job that needs to be done.*

**2. Unclear roles:** people are working together, but it's unclear who's in charge

**Key Learning Point:** When roles are unclear, typical contributors look to their leaders for direction and generally don't act without permission. Impact Players step up and lead, but step back with equal ease.

- **Presentation:** GIFS
- **Action:** Consider your response to unclear roles
  - Discussion
    - *Ambient problems usually lack leaders, so what do you do when you see these issues?*
    - *Do you ignore it or wait for direction? Or do you step up and take the lead?*

- **Story:** Anecdote of a real Impact Player to capture the practice of “Step up, Step Back”.
- **Decision:** *While others wait for direction, Impact Players step up and lead.*

**3. Unforeseen obstacles:** unprecedented challenges that present themselves unexpectedly

**Key Learning Point:** When problems arise, typical contributors stall and escalate issues upward. Impact Players finish the job all the way and without reminder.

- **Presentation:** GIFS
- **Action:** Identify a time when you had to finish a difficult assignment
  - Discussion
    - *What do you do when you’re in the messy middle and the finish line feels far away?*
    - *Do you escalate the issue? ...or maintain ownership and finish the whole job?*
- **Story:** Anecdote of a real Impact Player to capture practice of “Finish Stronger.”
- **Decision:** *While others escalate problems, Impact Players prepare for them and finish strong.*

**4. Moving Targets:** needs change suddenly, and the goal box moves while you’re shooting at it.

**Key Learning Point:** When goals or direction changes, typical contributors stick to what they know and don’t make necessary adjustments. Impact Players evolve and ask for corrective guidance before it’s given.

- **Presentation:** GIFS
- **Action:** consider the decision between staying firm in what you know or adjusting to fit the need at hand
  - Discussion
    - *When receiving correction, what do you do?*

- *Do you become defensive and stick to what you know? Or do you accept the invitation to change and adjust quickly?*
- **Story:** Anecdote of a real Impact Player to capture the practice of “Ask and Adjust”.
- **Decision:** *While others attempt to manage and minimize change, Impact Players are looking for guidance that will help them adapt.*

5. **Unrelenting demands:** the workload grows faster than the team, and there’s always too much to do

**Key Learning Point:** Typical contributors carry their weight in normal times, but they add to the burden amidst ambiguity. Impact Players make work light and are easy to work with.

- **Presentation:** GIFS
- **Action:** Consider how you handle heavy workloads and what your place is as a team player
  - Discussion
    - *When workloads feel heavy on your team, what do you do?*
    - *Get weighed down and add to the burden or make work light for others?*
- **Story:** Anecdote to capture the Impact Player practice of “Make Work Light.”
- **Decision:** *While others add to the load, Impact Players make heavy demands feel lighter.*

### The Threat Vs. Opportunity Lens (~10 mins)

**Key Learning Point:** The ability to see opportunity, rather than threat, in the face of ambiguity set the Impact Players apart from typical contributors. Typical contributors view uncontrollable, ambiguous situations as a threat to their success, and check out or freak out. Impact Players view ambiguity as an opportunity to create and add value.

- **Presentation:** visual of bees inside the threat lens and opportunity lens
  - *Where others may spot a single bee but fear an entire swarm, the Impact Player is figuring out how to build a hive and harvest the honey.*

- **Action:** identify a situation that could be viewed as dangerous or threatening and work to reframe it
  - Discussion
    - *Think about the last problem you encountered at work...how did you view it? Can you reframe it with an opportunity lens, rather than a threat lens?*
- **Decision:** *Impact Players wear opportunity goggles while typical contributors look through a threat lens.*

### **Great Work Life Poll (~5 mins)**

**Key Learning Point:** Too many people feel exhausted and burnt out from work. What if burnout wasn't due to overworking, but rather a result of too little impact. Impact Players see higher satisfaction because of the way they work.

• **Action:** Audience polled to identify which elements of Great work Life is most important to them (Note: Their answers indicate which high impact practices they'll take back to the office)

- Do meaningful work
- Work on what I'm passionate about
- Be an influential leader
- Be in charge of my own work
- Be constantly learning and growing
- Have a healthy work-life balance
- Be part of a great team
- Work in a positive culture
- Work on interesting and challenging projects
- Discussion
  - *What do you notice about the results?*
  - *Which practices of an Impact Player do you believe will help you achieve this?*

### **High Impact Practices (~20 mins)**

**Key Learning Point:** Impact Players do small behaviors that make a big difference on their leaders, team, and organization. These are doable take-aways you can start today.

1. **Would it Help if I:** Instead of asking, “how can I help?” empathize upwards and identify one pain they feel that you can address. If you want to do more meaningful work than learn to empathize upward and ask “Would it help if I...”

**Story:** Executive Assistant reads leadership articles in HBR and Wall Street journal and sends a summary to overloaded leader.

2. **Pitch Your Impact:** Similar to an entrepreneur's Elevator Pitch, Impact Players quickly identify their ability and intent. But it's got to be simple (like an X message with 280 characters or less). If you're hoping to be an influential leader learn to pitch your impact.

**Story:** Liz Wiseman invites herself in to Oracle's strategy meeting by pitching her impact.

3. **Get on the Agenda:** Learn to identify the WIN (What's Important Now) and report back to your leaders. You can expect more resources, coaching, and support. If you hope to work on what you're passionate about then first learn to get on the agenda.

**Story:** Josh sends an email to pastor of large multi campus church each week. He identifies what he believes is the WIN, and how he furthered that along.

4. **Stop and Ask 3 Questions:** Impact Players don't wait for the boss or client to provide clear direction; they define the Statement of Work themselves before any project.

1. What does success look like?
2. How will I know when I'm done?
3. What's out of bounds?

**Story:** Shawn asks essential questions to make sure the project stays on track.

5. **Make 1 Tweak:** Instead of a laundry list of questions, make it easier to receive feedback by asking for one change that would make this better. If you want to be constantly learning and growing then get good at receiving feedback one tweak at a time.

**Story:** Jason Robards makes it easier for the director, Ron Howard, to give him feedback.

6. **Downsize Your Meetings:** Offer a Time Rebate to your team and make the meetings more efficient. Don't live under the tyranny of your calendar's 30 or 60 minute settings. If you want to improve your work life balance, utilize everyone's time just a little better by downsizing the meeting.

**Story:** Team member sends agenda and essential questions before their meeting.

7. **Put on Opportunity Goggles:** Everyday challenges aren't going away. Impact Players ask the question often "How is this an opportunity to add value?" If you hope to work on interesting and challenging projects it begins by putting on opportunity goggles when the real challenges show up.

**Story:** Nasa engineer puts on opportunity goggles when project gets derailed.

- **Action:** Identify in chat which of the practices you hope to do. Be clear on the situation you'll do it.
  - Discussion
    - *What do you hope to see?*
    - *What obstacles do you foresee?*
    - *How can you overcome them?*

### Power Pairings (~10 mins)

**Key Learning Point:** Our research shows that real magic happens when both the leader and the contributors come together with Impact Mindset. These Power Pairings change the game.

Leader: Utilize each Person's Genius  
Impact Player: Engage your Native Genius

Leader: Invite Yourself In  
Impact Player: Give Permission

Leader: Stop and Ask 3 What's  
Impact Player: Communicate 3 What's

Leader: Separate Yourself from Work  
Impact Player: Provide Intel on Work

Leader: Put on Opportunity goggles  
Impact Player: Acknowledge the Threat

- **Action:** identify a situation that could be viewed as dangerous or threatening and work to reframe it.
  - Discussion

- *Think about the last problem you encountered at work...how did you view it? Can you reframe it with an opportunity lens, rather than a threat lens?*

### **Closing (~5 mins)**

**Key Learning Point:** Impact Players are Difference Makers that dive into the challenges.

- **Action:** Watch video of child as Impact Player
  - Discussion
    - *What was child's reaction? Why?*
    - *What did coach or leader do and not do?*
- **Decision:** *Find a way to contribute more fully, to create impact, and to play bigger and better. Imagine the impact of starting right now.*