

As a leader, talk is cheap. Action is what counts and practice makes a difference. Below are practical steps to improve performance.

- Be intentional about promoting psychological safety – this is always our first step. Safety and communication do not just happen. Create an intentionally safe environment for communication. Create a meaningful meeting rhythm for communication.
- In leading change, it is better to overcommunicate than under-communicate.
- Check your core values and see if anything is missing. Maybe there is something that you never thought of, especially as the world keeps changing.
- Demonstrate what you want. There is often a lot of talk about living your core values. Modeling what you want speaks louder than words.
- Welcome honest communication by showing others that you're open-minded and open-hearted, that transparency is important to you, and that making things visible matters. In the absence of information, people make things up!
- Remove "Not invented here," "my way or the highway," or "we tried that, and it didn't work" from the cultural language. That can really shut down innovation and get in the way of H.O.T. communication.
- Make what matters most easily visible. People need to know what is going on and how they are doing and "we" are doing.

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