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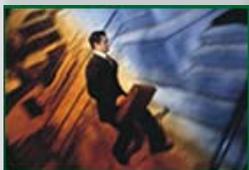
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Your Responses Shape Your Team's Performance

The way you respond to your team's or your individual direct reports' accomplishments, actions and behaviors has a dramatic impact on their future performance. A positive response that reinforces desired behavior or results provides an incentive for people to continue the behavior and to deliver similar results. However, an inadvertent or unintentional response from you can have a substantial negative impact.

Let's look at four types of responses; no response, negative response, positive response and what we'll call a redirecting response. Sadly, many leaders typically offer either no response, ignoring opportunities to offer praise when someone does something right, or a negative response when someone does something wrong. If a leader never recognizes desired behavior with a positive response how will team members know when they are doing something right? If an outsider asked one of your direct reports the simple question "how does your boss view your work" and the response is something like "I guess I'm doing okay, I haven't been yelled at recently" you're not only missing a tremendous opportunity to reinforce desired behavior and results, you're actually teaching your people to "be safe" (avoid getting yelled at). We intuitively know that people react much better to positive responses, yet we often overlook this simple leadership truth and continue to provide only no response or negative response, even to our best performers.

But what if the employee really is doing something wrong? That's where a redirecting response comes in. The idea is to temporarily redirect a person away from an undesired behavior (something they are doing incorrectly) to something they are doing correctly to allow you to give them a positive response **before** you focus on the undesired behavior. When you return to the undesired behavior the message is "how can **we** work together to help correct the undesired behavior"? That way, the focus is on the activity or behavior, not the person. Let people know that you are anxious to praise their behavior as often as possible, and you are willing to help them correct undesired or incorrect behavior when necessary.



Most people do 90+% of the things they do correctly yet typically receive no response. Consider making a list of five things that each team

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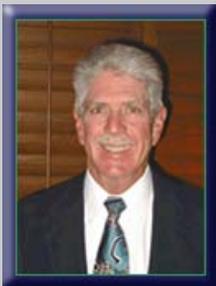
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Questions for the Author?



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member does that you really like, then whenever you see them doing one of those things, give them a positive response. Pretty soon your people will begin to crave the positive responses and no response takes the place of negative response. In other words, as they get used to getting lots of positive responses, when they do something and get no response they assume they did something wrong and will often strive to correct the behavior on their own so they can get more positive responses. One thing to remember: once you start giving positive responses you can't stop because people will assume that no response means they did something wrong.

About CornerStone Services

CornerStone Services is the implementation arm of the CornerStone family of companies. We enable innovative and distinctive performance by helping our clients implement and execute the concepts, processes and tools introduced in the books and workshops available through our associates at CornerStone Leadership Institute and CornerStone Leadership Academy. Our approach is simple; our books *Inspire* individuals, our workshops *Enable* learning, our assessment tools *Support* development and our services *Accelerate* the application and implementation of concepts, processes and tools leading to a higher level of development, results and *Excellence*.

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