



Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks  
Episode 017: How Do I Get People To Take Responsibility?  
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**Daphne Scott:** Welcome to the Super Fantastic Leadership Show with Daphne Scott and...

**Katie Hendricks:** Katie Hendricks!

**Daphne:** This is *the* podcast devoted to supporting you in leading at the highest levels of effectiveness with the greatest levels of fun.

**Katie:** Ah, fun-damentally effective.

**Daphne:** Fun-damentally. How do you do that? You're so clever with your words. So clever.

**Katie:** Yes, darling.

**Daphne:** All right. Well, today we are very excited to continue with part two of our conversation on response-ability, Katie.

**Katie:** Yes.

**Daphne:** Yes. No more, no less...just 100 percent responsibility. If you listened to our show last week, you would hear Katie and me talk about how we define responsibility and what that starts to look like and some powerful questions you can ask yourself to remove yourself from the old paradigm of blaming and criticizing.

**Katie:** Which is such a popular sport.

**Daphne:** Yeah. It's one of the most popular, for sure.

**Katie:** Really. I think it is *the* most popular sport. If you turn on any show... In fact, Gay and I used to be asked to create various shows in Hollywood, but we'd get to this place where they'd say, "Well, where's the conflict?"

**Daphne:** Yeah!

**Katie:** "Where's the drama? We can't do a show without drama! You can't do a show that says, 'And then they lived happily ever after.' Nobody will watch it."

**Daphne:** That is such a good point, and at the same time as that seems to be something we like to watch, we don't appreciate it happening in our own everyday lives quite so much...not on a regular basis.

**Katie:** I don't think we appreciate it, but I think we are actually addicted to it.

**Daphne:** Yeah.

**Katie:** I think one of the big issues we're taking a look at here is, "What do you do if you decide you're going to eliminate blame and criticism and replace them with actually responding effectively in your life?"

**Daphne:** Yeah! Katie, it's funny... I really appreciate you saying that, because that was a question I had to ask myself several years ago, and I realized how much creative capacity I had available when I gave up blaming and complaining.

**Katie:** Yeah, and it truly goes to what we've been saying about how you reclaim your creativity.

**Daphne:** Yes.

**Katie:** Taking responsibility really allows you to expand your creativity. It would be as if you had one of those little train sets that just went around and around and around, and that was it. That was all you could ever do...just have it go around and around rather than having it actually go off the tracks and off into the world.

**Daphne:** Right. It doesn't have to follow the same path all the time. That's such a great metaphor, because so much of what we were talking about in our last episode too, Katie, was about the reactivity, which is the old tracks, the old patterns, right?

**Katie:** It's the old tracks that are familiar. There's a certain comfort in having the same old argument over and over again.

**Daphne:** Absolutely. Well, you know how it's going to turn out, right?

**Katie:** Exactly!

**Daphne:** Right.

**Katie:** Yeah, you're miserable, but it's familiar.

**Daphne:** Yes. Yes. We can all giggle at ourselves for that, hopefully. I will giggle at myself for that. We're going to be continuing our conversation on responsibility today, and we're going to

be asking a question that I get asked quite often. Katie, I'm sure you probably get asked this quite often too. "How do we get people to take responsibility?"

**Katie:** At which point I often just giggle.

**Daphne:** We will be doing a little bit of giggling in this episode.

**Katie:** Right. Then I say, "Well, do you want the truth of the situation, or do you want to hear what might be comforting to you for a moment?"

**Daphne:** Well, let's do both. Let's do both on today's show.

**Katie:** Okay, well what might be comforting to you for a moment is to have everybody continue in their familiar roles and then have everybody get the kind of feedback they're used to getting, and then everything kind of stays sort of the same for a little while until something from the outside pushes you to change.

**Daphne:** "Aw, nuts! I don't like anything pushing me to change. Is there another option?"

**Katie:** Then you come to see that outside force as the enemy, and you can gather together with other people to combat the outside source, and then that becomes your drama.

**Daphne:** Oh. Nah. Let's go to door number two.

**Katie:** Yes. I like door number two. Door number two is, "You do not get others to take responsibility." Period. Full stop.

**Daphne:** *Wah-wah.*

**Katie:** Right? You don't *get* others... Just listen to that for a moment and hear that when you *get* others to take responsibility, you are either going to be hero-ing them, like, "You can do it! You can do it!" or you're going to be villain-ing them, like, "Oh, for God's sake, can't you do anything?"

**Daphne:** Yes. Yes. Now when people ask me how they get people to take responsibility, I like to answer their question with a question: "How do other people get you to take responsibility?"

**Katie:** Oh, right! I'm just remembering being a four-year-old child, and my mother could not get me to do anything from the time I was very little.

**Daphne:** Of course not!

**Katie:** I imagine that any strong leader has a very similar background.

**Daphne:** I am willing to bet on that as well. Right. Boy, that's such a great example too, Katie, of trying to get a little kid to do something, right? They just dig their heels in. Eventually,

because you're older and bigger and you control the food and approval (to some degree), kids will do what you tell them to do.

**Katie:** Or a version of it.

**Daphne:** Yeah. Right.

**Katie:** I just want you to know that my mother tried to get me to eat iceberg lettuce for seven years, and I would not eat it.

**Daphne:** Wow!

**Katie:** She threatened me with the salad disease.

**Daphne:** The salad disease? Oh, that's very serious.

**Katie:** Yes. I knew it was a made-up thing.

**Daphne:** That's a very serious disease.

**Katie:** That sounds very serious. So now, of course, I've found out that iceberg lettuce is terrible for you, so it was sort of a vindication for me.

**Daphne:** Right. Yes.

**Katie:** That just keeps the drama going. The contrast to that, the thing I like to really suggest to people, is that the best way to get other people to take responsibility is to model what it is like to respond fully and also to genuinely see other people as whole and capable and resourceful. Seeing others as creative rather than idiots goes a long way toward supporting them taking responsibility.

**Daphne:** It really does. When you put it that way, yes. We can see very clearly.

**Katie:** Yes, well, I like to kind of get down to the basics.

**Daphne:** Yeah.

**Katie:** Because I realized when I had my super-competent glasses on that my staff would be doing fine until I showed up, and then they'd start making mistakes and leaving things out, and then, of course, I would have to come in and fix them.

**Daphne:** That's so great.

**Katie:** I would get that kind of righteous, "I have to do it," long-suffering martyr response. That was the big payoff for me, and the big payoff for them was that they got to continue not really

owning their own creativity. I think it supported their version of not seeing themselves as capable and whole.

**Daphne:** Yeah, and it was probably keeping the game going of not being good enough, right? I mean, there's that attempt to meet expectations, the approval, and all of those things that start going on in this team dynamic and group dynamic, right? Katie, I just loved what you were pointing to there and how you took responsibility for your super-competent persona showing up. It was actually starting to keep that game going.

**Katie:** Yes.

**Daphne:** Yeah. That is such a deep awareness. For you folks listening out there, if you have folks on your team or people who are showing up about whom you start saying, "They're just not taking 100 percent responsibility," really look deeper at how you might be showing up such that that one person doesn't seem to be taking 100 percent responsibility or doesn't want to.

**Katie:** In fact, I might even be requiring that they not take 100 percent responsibility.

**Daphne:** Yes! Yeah, exactly. That comes back to seeing people as idiots.

**Katie:** Yes.

**Daphne:** That blame, that criticism, that judgment... "What do I get out of people not taking responsibility?"

**Katie:** Yeah. These are really profound questions.

**Daphne:** They're very profound.

**Katie:** People keep coming back to these, as I did over a period of years, because... Here's the other cool thing. If you get willing to take 100 percent responsibility, you're not going to know how, but what I've found is that life will present me with my next learning opportunity. Responsibility is really an action, a set of actions, I'm taking.

I'm moving more and more into wholeness and more and more into seeing other people as whole, so I'll get a chance to take a look at my particular flavor of defensiveness or how I get superior or how I get faster than another person so I'm not actually listening to them. When I get those lessons and I actually reclaim more of my creativity, that allows space for the other person to move in and take 100 percent responsibility. If I'm taking 150 percent of the responsibility in a relationship with another person, they only have 50 percent.

**Daphne:** Yeah. Exactly.

**Katie:** That's all that's left.

**Daphne:** That's right. There's no room for them. One of the places where I find this shows up regularly in teams and in my life as a leader for sure, where I get to practice, is where people are showing up to me, blaming and complaining.

**Katie:** Yes.

**Daphne:** Yes.

**Katie:** Yeah, because you could just get, "Let's go have a beer," and you can always get to a conversation about how awful things are.

**Daphne:** Exactly. We can do that all day. When you're in sort of the leadership role and your teams are showing up to you blaming and complaining, guess what? It's really easy to become the hero. It's really easy to fix it.

**Katie:** Or to become the villain, like, "Okay, we're just going to see who's creating this problem, and we're going to get them fired or fixed."

**Daphne:** Right. Right. "I'll do a write-up." Yes, exactly. It's really easy. Katie, I was just so appreciating when you said that about how if you just start getting willing to take 100 percent responsibility...no more, no less...the opportunities to do so will present themselves.

**Katie:** Yeah, I can absolutely guarantee you that.

**Daphne:** Yeah. Yeah, me too. Me too.

**Katie:** Then the next thing you go into is, "No! Not that!"

**Daphne:** "I didn't want it to show up that way!" Yes, exactly. If there's one person on your team, somebody who's reporting to you, or anybody who you're working with or living with who is really showing up with a lot of blaming and complaining, there's your opportunity to say, "Hmm. I wonder what this is all about," right?

**Katie:** Yeah. "I wonder what's really going on here, and I wonder how I am promoting, contributing, or allowing this particular dynamic."

**Daphne:** Yes! Yes, yes, yes. What I loved that you were saying earlier too, Katie, is that... One of the things that would get me to jump right on that triangle, to jump into the villain or hero (or even victim, but specifically villain or hero) role is not seeing people as completely responsible or able to respond.

**Katie:** Yeah!

**Daphne:** I saw them as *less than*. That's really what I was doing unconsciously, seeing them as less than, seeing them as less competent, less smart, less...I think you said the word *quick*, and that's totally one of my ideals...quick.

**Katie:** Yeah, exactly! It's because you are. You're very quick. It's one of the things I really appreciate about you.

**Daphne:** Oh, thank you. Thank you.

**Katie:** I tell you though that people know it. Our attitudes are like little puffs of smoke that precede us, and people can certainly get a whiff of us before we say anything.

**Daphne:** Yes.

**Katie:** You can't really conceal that, even if you try.

**Daphne:** Right. Right. I just make it bigger. "Do you guys know how smart I am? I can solve this in 30 seconds."

**Katie:** Right. "Let me show you."

**Daphne:** "Let me show you." Right, so really see people in our lives and people on our teams as capable, able to respond. Katie, this is one of the things I really wanted to point to. How do we invite...and I loved what you were saying about modeling...100 percent responsibility? That also, I would say, is modeling it, and then that becomes the invitation for others.

**Katie:** Yes. It's modeling it. One of the key things I like to do is invite other people's creativity. I do this in my coaching with companies as well. I would ask things like, "Hmm, what do you think are the next action steps?" or, "How do you see this next part of our strategy? I'm not really sure that the way I'm looking at it may include all of the different perspectives, so I'm interested in knowing if there is another way to look at this. How do you see this?" It invites other people into ownership.

**Daphne:** Yeah. Right. Again, any of these questions can be used in a sort of manipulative way, so I want to keep pointing that out. "I'm not really sure. What do you think?" Now if you really think you already have a position, you might want to reveal that.

**Katie:** Oh, for sure. You say something like, "Well, here's the way I see it, and it seems pretty clear to me, but I'm aware that this is just one person's point of view, so let me toss it out onto the table. This is how I see it, and I want you to go ahead and challenge it."

**Daphne:** Yeah. "What would you bring to this? What ideas and thoughts and opinions do you have?" That's where we really allow people to start getting their creative juices flowing and allow people to start pulling themselves out of fear. What I often find, Katie...and I'm not sure if you experience this too...is the blaming and complaining that takes place on teams, which will take on a life of its own, is really driven by a lot of fear.

**Katie:** Oh, I think all problems are driven by fear.

**Daphne:** Oh. You're taking it to a whole other level now.

**Katie:** Yeah. Well, that's kind of what I do. I'm thinking that particularly when we're considering having everybody take responsibility... Like if we have 10 people in the room, we have 1000 percent responsibility. We have so much more creativity than if we're trying to divide up one 100 percent and everybody gets a little bit of it and then has turf wars over who has the biggest piece.

**Daphne:** Yeah! Yeah. Actually, let's bring that in a little bit. I keep saying 100 percent responsibility. Let's talk about that little, if you will, equation. Katie, if we're in a relationship, each person has 100 percent responsibility. It's not 50-50.

**Katie:** That's correct because each person is whole.

**Daphne:** Yes! Yes. So that might be a little bit of a spin, kind of a change, in the paradigm here for some of you who are listening. It's not 50-50. It's 100 percent and 100 percent.

**Katie:** Yep!

**Daphne:** That's a very different way to look at it.

**Katie:** It's a very different way to look at it. So much of what goes on with teams is competition.

**Daphne:** Yes.

**Katie:** I think a lot of that is driven by this 50-50 idea of dividing up the pie.

**Daphne:** Mm-hmm.

**Katie:** Because responsibility also comes with rewards, and I was also thinking as we were talking about this that my function as a leader and as someone who's fostering responsibility is really enhanced by not only my inviting but by listening.

**Daphne:** Yeah. Yes!

**Katie:** It's one of the places where conscious listening, which we talked about in one of our other podcasts, really supports you in inviting others to step into their own creative responsiveness.

**Daphne:** Yes, and that was episode 2.

**Katie:** Great! I'm so glad. I appreciate you having the list. I knew it was back there in the mist somewhere.

**Daphne:** We started right off of the top, with context followed immediately by listening.

**Katie:** Oh, those are two really, really fundamental skill sets.

**Daphne:** Yeah, we went right after it, didn't we?

**Katie:** Yes we did.

**Daphne:** Yes we did. Yes, so inviting people into responsibility and getting that 1000 percent in the room... How powerful is that? Really powerful.

**Katie:** It's so powerful!

**Daphne:** Yeah!

**Katie:** It also makes things more fun! People are inventing, and they're tossing back and forth, and instead of trying to get approval from one person who couldn't possibly ever provide enough, you really are providing your own approval by responding to life and by exercising your own creativity, which is the most satisfying move you could possibly make.

**Daphne:** I couldn't have said it better myself. Yes.

**Katie:** Well, we could argue about that, but thank you.

**Daphne:** Right. One last thing I want to throw in here... When we're talking about this blaming and complaining, people say, "What if I just need to vent? I just need to blow off some steam."

**Katie:** Oh, well, I think venting is all part of letting yourself express freely and knowing that because other people see you as whole and you experience yourself as whole... Sometimes you're just in a mood.

**Daphne:** Yeah!

**Katie:** Sometimes you just want to rant. Sometimes you have a bad biorhythm day going.

**Daphne:** Yes, so doing it but knowing that you're doing it is the key. Most people are blaming and complaining and criticizing and judging, but they're not even aware that that's what they're doing, believe it or not.

**Katie:** Yes.

**Daphne:** So doing it consciously... There actually can be some space created for that, and Katie, one of the things I love that you brought into your work is actually doing it with no words.

**Katie:** Oh yeah. I so appreciate you saying that, because that gets you just to the core of getting your energy moving when you don't add the words.

**Daphne:** Yes, and taking away the words really takes any additional *yucky-yuck* that you might add to a situation out of the equation. It just takes it out of the equation. You can use gibberish and move your body and make sounds. You could yell. You could make whatever

sound...scream or whatever...but you're not doing it with words behind it. Words tend to trap us sort of in another piece of our minds anyway.

**Katie:** Yes, that's so true.

**Daphne:** Yeah, so language is very helpful for this podcast, but it's not so helpful with being with your emotional energies.

**Katie:** Put on some really heavy metal music.

**Daphne:** Yeah.

**Katie:** Just move your body around, flail around, or have a rant. You'd be surprised to find you can do a full rant in about 30 seconds.

**Daphne:** Yes, and the waves will move through, and you can be back in the present.

**Katie:** Yeah.

**Daphne:** Yeah. Absolutely. All right, so those are some invitations for you, leaders and folks out there who really want to practice 100 percent responsibility. Katie, is there anything else you want to add here? I feel like we're good. I know we're moving into our time limit here.

**Katie:** Mm-hmm. Well, I think any time you presence yourself again, you practice particularly shifting from blame to wonder.

**Daphne:** Yeah.

**Katie:** You're creating an inner, "Hmm," and then following that with any kind of wonder question, like, "Hmm, I wonder how we could resolve this," or, "Hmm, I wonder what other solutions might be available," or, "Hmm, I wonder what a whole other perspective on this could be." Then you're inviting creativity.

**Daphne:** Perfect. All right. Well, we're going to wrap it up. I feel creative right now.

**Katie:** Me too!

**Daphne:** All right! Well, we hope you enjoyed this podcast and you remain more inspired than ever, and keep supporting us. If you can get on iTunes and give us some five-star ratings, it really is fun for us to see those on there. Post your comments at [www.daphne-scott.com](http://www.daphne-scott.com), and keep living a Super Fantastic Leadership life.

**Katie:** Thank you for listening!