

Hey folks. I have a question for you. Are you ready to join the tons of people who are absolutely making their life the best and strongest it can possibly be? If so, then LifePlan is the next event that you need to do. If you want to be the strongest you've ever been, if you want to understand why you make decisions the way you do, how you make decisions the way you do, why you are where you are in life, if you're stuck where you are, if you're struggling with things like people pleasing or emotional abuse or if you're having an absolutely phenomenal life and you just want it to be even stronger, even better, then you have to do Life Plan right now. Make sure that you go to [chrislocurto.com/lifeplan](http://chrislocurto.com/lifeplan) and get involved right away. That's [chrislocurto.com/lifeplan](http://chrislocurto.com/lifeplan).

What is shaking people? I hope that you're having a fantastic day. We're glad that you're joining us again. We have got a fun episode today talking about autonomy. For you leaders that are trying to discover what kind of autonomy you should have for your team members or should you have it. I'm going to be discussing that today. We've got a great question that came in on that.

Before we get to that, I want to let you know that I am doing a free giveaway. We are giving away a 30 minute Q&A on anything you want to ask, whether it's business, whether it's life, whatever it is, you can win a 30 minute conversation with me. Q&A call with me. Who knows? It might even become an episode of the Chris LoCurto show. Maybe not. If that's not what you want, then it won't be.

It's very simple to win if you want. All you need to do is go to iTunes and leave a review about the show. Tell us what you want to say. We want to hear from you. Do you like it? Do you love it? Do you hate it? If you hate it, you're probably not still listening. Let us know what you think about the show. Leave a review and then let us know that you did that. You can do it through Twitter, through Facebook, through Instagram, doesn't matter. Just put something out there that says like, I just left a killer review. Whatever you want to say. Just make sure if you do it on Twitter, tweet it to me @ChrisLoCurto and leave a hashtag in all of these that says #lamin.

Then if you do it on Facebook, do it on our page. Go to our page, leave it there. Same thing. #lamin. If you do it on Instagram, I don't care, you could take a picture of your review, you could do whatever, but also include my name and the #lamin in it. The @ChrisLoCurto and all the fun stuff. You guys understand how to do this. If you would like to win the 30 minute Q&A with me, then that's all you've got to do. Leave a review and let us know that you did it.

Along with the great show that we've got going on, we also have a great download. Since we're talking about autonomy, one of the things that we have for you is autonomy according to the personality styles. It's a short and sweet thing that shows you some positives, some negatives, some things for you to think about when you're giving autonomy to your team members. That is very easy for you to get. You can go to [chrislocurto.com/downloads](http://chrislocurto.com/downloads) or text the word autonomy, A-U-T-O-N-O-M-Y, to the number 33444. That's text the word autonomy to the number 33444 and we'll get that sent out to you.

All right. Now onto today's topic. We've got a great question that came in from Mark and so here it is.

Mark: Hey Chris. We hear a lot about what makes a great workplace and I've read several things recently from people that I really respect and one of the things that is often recommended for a great workplace is team members having a sense of autonomy. That's great, but sometimes you have jobs that require a certain way of doing things. For example, we have a situation where we have an inside sales team and we'd like things said a certain way or presented a certain way and so on.

We're not asking to read a script verbatim, but feel like we need things done a certain way because these are methods that have been developed over time and have been proven to work, and will ultimately make them more successful. Also with a sales team of over 30 people in two different locations, we feel the need for consistency in what's being said and presented.

I'd love to hear some examples or stories of where a company has some guidelines of having to do things a certain way, but can still give their team members that sense of autonomy to create that great work environment. Thanks.

Chris LoCurto: Hey Mark. Great question. This is kind of a difficult one, which in leadership, what's not difficult, right? You have to first- what I think of autonomy, when I think of autonomy, I think of it as being two types of things. One would be self-governing. Can you govern yourself? That's the main concept. When we talk about it in leadership, we're kind of taking the self governing part away, or at least some people do to an extent in saying, it's just freedom to work alone, which should mean the same thing, however without clear definition of autonomy, people can run with that all day long. Especially according to personality style, which is why our download today is exactly on that, the autonomy according to different personality styles. The positives and the negatives. It's just short and sweet and that will help you to look at the different personality styles and know what to think about.

Make sure that your team- by the way if you don't know your team's personality styles, get that done. Go to the store. Get it done. Go to [chrislocurto.com/store](http://chrislocurto.com/store). Get that done. You've got to understand that.

When we're talking about autonomy, for me, do I think autonomy creates a great workplace? I think to an extent, yes. What that extent is depends. It depends on a lot of things. What is it that the person is working on? You gave the example of a sales team. Now you have two different locations, you've been doing this a while. This changes things for me.

When I'm looking at this as far as autonomy, and the question the way that you were phrasing it, what I believe you're asking is do they have the ability, can they self regulate or self govern themselves to sell our product the specific way?

The answer for me when you've been doing this a very long time, is mostly no. Mostly no. With that being said, I think the greatest part- again we're talking about sales people. This is going to change a little bit according to different positions. Salespeople that are reaching out from our business, representing our business. You're the face of our business in a sense. You're on the front lines, you're meeting our customers, you have the chance to screw everything up or you have the chance to win. It just kind of depends.

I have had some people that have gone out; I had a sales guy one time that came to me and had a really big sale and he was telling me all this stuff. As he's telling me all the things that he did, I said whoa whoa

whoa stop right there. That's not true. He goes; well it's mostly true. I'm like; no it's not true. If it's mostly true that means that it's not true.

He's like, Chris I got the sale. I'm like, you're going back and you're calling that person and you're going to tell them the truth. If they want their money back, done. We don't do this. We're not going to take advantage of people. We're going to be honest in our sales.

He went right back. He was very frustrated and a little embarrassed, but he went back and he had to tell them the truth. That client saw that as integrity and stayed with us. The point that I'm making is is that sometimes if you give people too much rope without the experience, if you give them too much autonomy in the beginning phases without the experience- when I say experience, experience in selling your products and experience being led. You having the experience of what they can do and what you can trust them on, then what can happen is they can screw things up. They can manipulate situations, they can overpromise and then we have to under deliver. All kinds of bad things can happen there.

For me it's a balance. The balance is starting with, Mark what you had said, we've done this for a long time. We know what works. When it comes to autonomy, I actually like to say, it's kind of taking away from the autonomy a little bit, give me your input. I want you to let me know what it is that you think we should do. Let's talk about this. Let's come together and discuss this. If I agree with you, then I'll allow you to go and do some of this stuff, give some of this a try, give this a try, give this a try, but here are your parameters.

Again that goes against the concept of self-governing, but it doesn't necessarily go against the freedom to do the things that I'd like to do. I'm giving you baselines or I'm giving you parameters. Do it within sight of this. Listen. Never do this and you can go as far as this. For me, with salespeople, I like to give them, hey I'm willing to go, somebody is going to buy 10 of these, go ahead and give them this discount. If somebody's going to do this many things, give them an idea of what they can do so they can make those decisions along the way.

What I don't want is I don't want a salesperson cutting something where we're now not making any margin. Now it's costing us. This is a waste of time. Again, we're talking about specifically right now on the sales side. There is a level of autonomy you can give them. When somebody's been doing it for a very long time, then there's a lot of autonomy. Joel who has been selling for me not only for a long time, but is phenomenal at doing it, which is why he teaches people this stuff, since he's done such an incredible job, there are rarely things that he needs to get with me on because I've let out a ton of that rope.

As he's transitioning and we've got another person coming on that's going to have to take that role off of him, we're going to walk through the same process. Show them what works; show them how to sell the things that we have, show them how to care for people like we care for people. All of those pieces are going to have to be done so that we know that at some point we can let out some more rope, let out some more rope, let out some more rope, so that that person can have some freedoms in this.

When we're looking at a situation like yours Mark, you've got multiple locations; you've got a team of people that have proven what works. In those situations, autonomy is not something I'm going to give a ton of. We've got a proven system. If you have a system that you think works, discuss it with me, but understand this. Depending upon the personality style as well, some personality styles will come to you

every week trying to change the sales process because they want to or they want to have more control. Or, or, or.

If you can't prove to me that it's going to work or if you can't tell me something that I think is going to work, you stick with what we do. As you can see, we have two sales teams that are making money themselves. They must be doing something right so follow the program.

Again when it comes to the making sure that the message is the same, that is a must. That for me is a must. We cannot have mixed messages out there. People have to understand what it is that we are selling or what the value of it is or what we're willing to do with it. We do not want to mix up the message because it does a few things. Obviously it causes confusion on the team. Confusion on the team causes fear. Confusion in a client causes people not to purchase. If the client is trying to talk to you and maybe talks to the other sales team or something like that and is confused or they talk to a friend that purchased something and they got a better deal or whatever, then this becomes an issue. Now we have a customer service issue on our hands. Making sure that the message is consistent is an absolute must. Consistency is crucial.

As you look at that- now if we took another role, if I have ... Savannah is working on our social media stuff. There is a huge level of autonomy there because we meet a lot. When she will go do stuff, research stuff, pull information, do things, come back, give me metrics, but we had to set that up. We had to set this process up and say okay these are the things I expect. I expect excellence in this. I expect reporting in this. We're not going to spend any money that you can't tell me what happened to it. I want to see the process. I want you to give me your input; I want you to tell me what we should be doing. I want to hear all this stuff. If you can do all of that then go.

As we let rope out it was let out very quickly. She attacked it, she's done a phenomenal job, and so she has a lot of autonomy in her role. There are still standards, there's still expectations, and she still has to report on all of them and she has to let us know what's going on, how's it working, is it not working, what do we need to tweak?

The great thing is is when you find that right balance, especially according to personality style, then what happens is you are treating the team member with dignity. When you treat the team members with dignity, you get loyalty, you get buy in, and you get ownership, which is what you want from your team. You want your team coming in every day owning what it is that they do. You want your team loving what they do so that it's not a J-O-B, so that they come in, they kill it, they show you how they did it. Again we're not basing this off of hey your worth is based on your performance. It can't be that either so make sure you're careful on that.

Set the autonomy up so that they can succeed. If they cannot succeed with the autonomy because their personality style doesn't lend to it, you're probably not going to put a high I alone. You're not going to put them at a place to work by themselves because eventually they're going to lose their mind and they're going to need people. They're going to need some sort of injection and they will start reaching out and doing things and sucking up time.

You have to make sure that the autonomy is set correctly according to personality style; you have to make sure that it is set correctly with expectations and metrics, measurement. Show me how this is working. Show me that I should give you more autonomy.

Now some people don't want it. Some people would rather work well in a team. This is where some negatives can happen. Some people who absolutely want to work on their own. What you're going to find is they're going to take things into their own hands. They will make decisions for you and ask for forgiveness later when they've screwed something up. You have to watch this.

Team is way more important than individual. When I hire people, I will turn down an absolute champion who is an island for somebody who's really good who is a great team member. The reason for that is because the team effort is way more important in my mind. I need that team to complete stuff. I need that team to make things happen. If I can get the team humming and I don't have an island out there that doesn't play well and is maybe a jerk or rude or whatever, I don't need that. I need a great team because we move forward together as a team.

If I can have my own expectations set, the things that I'm willing to do, the things that I know will work, won't work, how much rope I'm willing to give, give them parameters. If I can do all of those pieces, then it can add to a great work environment. It's something I do here. Everybody on my team has a level of autonomy. Some of it is great and some of it, it's not even needed. It just kind of depends.

Now you also asked about examples of autonomy. You can look at things like Google. You can see that all day long. They've got a lot of it, but they also have a lot of parameters on work hours and clock in, clock out, all that kind of fun stuff. They allow people to have a certain level of autonomy.

If you're going to pick out a sales team that has a lot of autonomy ... Let me throw my buddy Rory Vaden in there. I know his team is phenomenal, but that's because they are phenomenal. Everybody on that team knows what their parameters are, they know what excellence looks like, and they use their own experience- this is what Rory's really great at doing, is that he really digs in and finds out what the experience is of the person. That already allows him to give some rope.

He's already putting a champion in place to do their job. On that sales team, they actually probably have more autonomy than a lot of sales teams. Again that's because Rory knows what he's doing. Rory is very; he's set on making sure that everybody is not only excellent, but very efficient as well.

Hopefully Mark that answers your question. Everything has got to be measured according to two main things. What is the role and what is the personality style? Then that should give you a gauge of what you can get as far as autonomy in the role.

Again folks, we have got the download today for that, which is the autonomy according to personality styles. It's short and sweet, gives you some positives and some negatives according to each personality style that will kind of help you to guide you in this process. You can get that very easily by going to [chrislocurto.com/downloads](http://chrislocurto.com/downloads), or text the word autonomy, that's A-U-T-O-N-O-M-Y, autonomy to the number 33444. That's the word autonomy to the number 33444 and we will send that out to you right away.

As always folks, we hope that you have enjoyed this episode of the Chris LoCurto show. Let us know, again we are giving away the 30 minute Q&A with me. You can ask anything. All you got to do is go to iTunes and leave a review and let us know that you did it. Do that through social media somehow. Tag me in it and put the #lamin and you may be the one who wins the 30 minute Q&A with me.

As always, take this information, change your leadership, change your business, change your life, and join us on the next episode.