

*Opening credits:*

*[action music playing]*

*Two animated women arguing in an office room with a desk behind them and window overlooking the city. Scene drops down and a male and female superhero dressed in blue and green outfits fly up. Male superhero has speech bubble appear that says, 'Someone needs our help!' Superheroes fly off into the city. Women arguing in the office. Male and female superheroes fly across the window behind the women. Male and female superheroes drop down from top of screen and land on top of a building. City buildings in the background. Office room with two women continuing to argue. Elevator doors to the right opens up and the male and female superheroes run out and throw their arms above their heads. Speech bubble appears above male superhero that says, 'We can help! Come with us!' Superheroes run off the screen to the right. The two women point to an Ask Joe logo that appears.*

**Two female voices:** Ask Joe!

**Female voice:** And Jeanne!

*Screen fades to black.*

*[sad music]*

*Emma sits at her desk typing away on her computer. Alex, her coworker, approaches.*

**Alex:** *Emma, do you ever feel like Carter sets the bar too high for us? I mean, his expectations are just unreal.*

**Emma:** *Yes! It's like he wants us to move mountains with a shovel!*

**Alex:** *I can't keep up. I constantly feel like I'm going to fail.*

**Emma:** *Yeah and when we can't meet those unrealistic goals of his, he acts like we're the ones falling short.*

*Emma and Alex sit with other coworkers as their manager, Carter, makes an announcement.*

**Carter (excited):** *We've set higher goals for this quarter! Let's aim for the stars, team!*

**Emma:** *(whispering to Alex)* Stars? More like another galaxy.

*Cut to Emma and Alex at their desks, overwhelmed.*

**Alex:** *I feel like a hamster on a wheel. Always running, but never getting anywhere.*

**Emma:** *Alex, we need to address this. Our well-being is just as important as meeting these unrealistic goals.*

*A coworker walks by and overhears their conversation.*

**Lexi:** *Sorry! Didn't mean to eavesdrop, but are you talking about Carter? His new goals for this quarter are unbelievable, right??*

**Emma and Alex together:** *YES!*

**Lexi:** *I feel like we'll never be good enough for him.*

**Emma:** *Sometimes I wonder if any of us are meeting his expectations. I'm just too afraid to say anything and sound like I'm being lazy, or I don't want to do my job. I wish I could talk to someone that could help.*

**Lexi:** *Well, I happen to know someone who could help us! Let's...*

**Female voices:** Ask Joe!

*[Theme music playing in background]*

*A blue comic book style background. Ask Joe logo is in the background between a male cartoon character with black hair and glasses wearing a blue superhero outfit with green gloves and a female character with blonde hair and glasses wearing a green and blue superhero costume and*

*green gloves. The scene moves off screen to the top to reveal a comic book on a wooden table. Camera zooms in quickly to the comic book cover and the screen folds down like a page turning to reveal live action Joe.*

**Joe:** It sounds like Carter's approach is creating serious problems. His team feels like he sets unattainable goals they can't reach, so they are losing confidence. Carter seems to be blaming his team when the goals aren't met so they are demoralized. And as a result of these things coupled with Carter's lack of support, his team's individual and collective wellbeing are suffering. The first problem arises because Carter is setting goals without involving his team.

**Joe:** According to research from Gallup, only about 30% of managers involve their team members in setting goals. In his book Principled Centered Leadership, Stephen Covey said, "Involvement is the key to implementing change and increasing commitment."

**Joe:** When a manager imposes goals on his team, it leads to compliance and, usually, complaint, but not commitment. Carter may be thinking, "If I set outrageous goals, even if they don't reach them, we'll still perform at a high level." As we're seeing, that's dangerous.

**Joe:** This leads to Carter's second mistake, casting blame if the goals aren't reached. As the manager, Carter has a significant hand in the attainment of his team's goals. To divest himself from that responsibility is management malpractice.

**Joe:** Carter should be consistently working with his team to support them in hitting the goals that have been established. He should be offering support that increases people's skill level as well as support that raises people's confidence and motivation.

**Joe:** Because it seems like Carter sets goals in a vacuum, offers little to no support and then is critical when those unrealistic goals aren't met, a sense of doubt permeates the team. This insidious feeling can lead to indecision and withdrawal, neither of which are healthy.

**Joe:** The team should discuss this with Carter at their next team meeting, using that time to explain how his approach makes them feel while listening to understand his position. Entering the discussion with the mindset of, "We want our team to be successful", while giving Carter the benefit of the doubt, are critical factors in making the conversation productive. Suggestions the team can offer Carter that may lead to greater goal attainment include:

**Joe:** First, involve us in setting goals. Second, meet with us individually to offer support so we can each succeed. And finally, spend an equal amount of time, if not more time, dissecting and celebrating our successes with debriefing our failures.

**Joe:** Taking an approach that balances Carter's needs and the needs of the team should begin the path which will lead to a happy and productive team who shatter their goals. If you have a leadership question, please contact me at [askjoe@mycuserVICES.com](mailto:askjoe@mycuserVICES.com). I'd love to help.

*Red screen with dots slides over Joe. White text appears on screen.*

**Female voice:** Have a leadership concern and don't know where to turn? Ask Joe and Jeanne! Send your questions to [askjoe@mycuserVICES.com](mailto:askjoe@mycuserVICES.com).

*[theme music playing]*

*White screen with blue, red and green paint splashing together to form Vizo Financial logo. Logo fades to a green Vizo Financial logo 'V', a red heart and the words, "CUs" in green on a light gray background. Dark gray words appear underneath that read, 'A Vizo Financial Production'*

*Logo fades out and disclaimer text appears on screen.*

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*Fade to black.*