

GOOD BUSINESS IN BAD TIMES

10 MINUTES OF
ADVICE FROM 10
EXPERTS

EDITED BY
CINDY T. PETITT



GOOD BUSINESS IN BAD TIMES

10 minutes of advice from 10 experts, writers, coaches, and consultants on how to bring out the best in your business in these very difficult times.

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CONTENTS

INTRODUCTION.....	1
STEVE CHANDLER - CUSTOMER ASTONISHMENT	3
DR. DANIEL DIERMEIER - DEFINING MOMENTS	9
DR. CAROL KINSEY GOMAN - BODY LANGUAGE OF LEADERS	14
DR. CATHY GREENBERG - RETURN ON PEOPLE (ROP).....	19
DR. AMY LYMAN - THE TRUST ADVANTAGE	24
DAVID MADIE - 360° BUSINESS PERSPECTIVE.....	30
DR. PAUL MARCIANO - CULTURE OF RESPECT.....	37
ED OAKLEY - FOCUSING ON SUCCESS.....	45
CINDY PETITT - POSITIVE SIDE OF CHANGE	52
LISA ROSENDAHL, SPHR - VOICE OF REASON.....	59
CONCLUSION	64
FINAL THOUGHTS.....	65
ABOUT COACHING FOR POSITIVE ACTION.....	66

INTRODUCTION

The past five years have been the perfect storm for businesses across the globe. The combination of economic turmoil, intense competition, and compression of time has created extraordinary challenges for businesses. The financial crisis threw economies into the Great Recession. In the USA alone, more than six times as many businesses closed their doors than in the previous two recessions combined. Millions of jobs were lost. Recovery has been slow and uncertain. At the same time, globalization has created both tremendous opportunities and tremendous competition. What used to take days, weeks, or months to complete can now be done in nanoseconds. Time from concept to market and moving from “hot” to “not” is unbelievably compressed. We have seen major businesses go from the pinnacle of success to failure in a matter of days.

If the last five years have been hard on businesses, it is fair to say that they have been even harder on the employees of those businesses. Employees have been living with job insecurity, working hours that leave no time for any type of healthy personal life, doing jobs that often do not draw on their potential or that they have not been trained to do, and often are treated inhumanely by bosses who themselves are full of fear as they fight for the survival of their businesses or are operating out of blind ambition to beat out the competition. But there also have been bright spots. These bright spots are businesses that have been able to engage their employees during these hard times and sustain a work environment characterized by positive energy, and many of these businesses have been able to not just survive but thrive.

These bright spots are the reason why I created this e-book, *Good Business in Bad Times*, which includes a series of ten-minute interviews with authors, coaches, and consultants who are experts in their fields. I asked these experts to give their advice on how business leaders can “pull-up” their organizations in spite of the current business environment. The experts bring different perspectives on what it takes to lead businesses through difficult times, and in some cases, I varied the questions asked to capture their unique perspectives.



This e-book is for business leaders who want to create the type of work environment where employees love to come to work and are willing to give their absolute best while they are there. This e-book is also for change agents within organizations who are trying to make a positive difference. During the interviews, I often ask about how leaders are likely to respond to the advice given—this question is to help change agents as they advise those leaders.

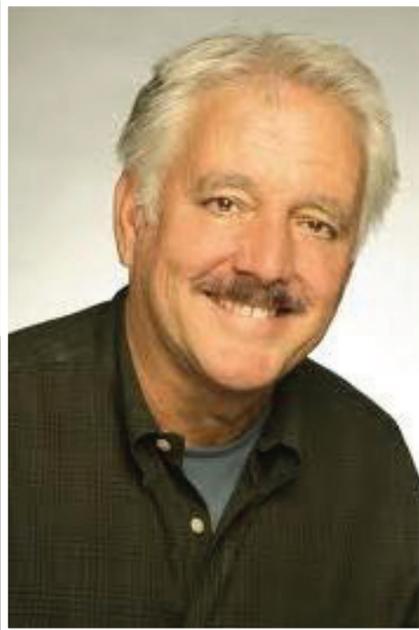
In this e-book, you will find some common themes that cut across the interviews, and you will find a range of different ideas. In all the interviews, you will find that the advice given is practical and actionable. You will learn about steps you can take tomorrow that will start making a difference almost immediately.

I hope you enjoy reading these interviews as much as I enjoyed conducting them!

Cindy Petitt



STEVE CHANDLER



ABOUT STEVE CHANDLER

Steve is a coach, public speaker, and business consultant. He has helped CEOs, top professionals, major universities, and over 30 Fortune 500 companies. He is the author of 30 books that have been translated into 25 languages. A few of his books include: *Shift Your Mind: Shift the World*, *100 Ways to Motivate Others* (co-authored with Scott Richardson), and *Nine Lies that are Holding Your Business Back* (co-authored with Sam Beckford).

Steve is a popular guest on TV and radio talk shows and was recently called “the most powerful speaker in America today.”

Steve is a master coach that has helped train hundreds of coaches to transform businesses and the lives of clients.

*MY ADVICE WOULD
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CUSTOMERS.*

Cindy: It is truly a pleasure for me to be able to speak with Steve today. I have been a fan of your work for many years.

Steve: *Thanks for talking to me.*

Cindy: Well, I know you have a very busy schedule, and I promised to keep this within 10 minutes, so I’m going to jump right in, if that’s okay.

Steve: *That’s fine.*

Cindy: What one piece of advice would you give a business to not just survive but thrive in this turbulent business environment?

Steve: *My piece of advice would be to step up relationships with your clients or customers. Today, so many things are done virally through personal referrals on social networks. So, for example, if you put out a really great product or service and your customer is absolutely delighted, they will tell their friends on Facebook and their friends in their email lists. That’s how you will succeed, not through the old worn-out advertising and marketing systems that businesses persist in trying to use and then wonder why they don’t get results.*

EVERY ORGANIZATION IS A REFLECTION OF ITS LEADERSHIP. SO IF AN ORGANIZATION IS PLAGUED BY FEAR, ITS LEADERS ARE PLAGUED BY FEAR, AND THEIR FIRST JOB IS TO WORK ON THEMSELVES.



Cindy: That's great advice. This is the future, as you say, yet many businesses are stuck in the past. I'm curious; you've done a lot of work around the topic of fear. To what extent do you feel that being stuck in the past, avoiding opportunities to make yourself known virally, is driven by fear?

Steve: Well, I want to refer back to what you said at the onset, so I hope you'll keep that in the transcript.

Cindy: Yes, of course.

Steve: And that is when you said, "I know you have a busy day."

Cindy: Yes...

Steve: My first thought, which I did not say at the time because I wanted to get on with the interview, was "shame on me if I have a busy day; shame on me because I haven't learned anything." If you read Steve Jobs' life story, he had insanely focused days, but he did not have busy days. This whole thing about "I'm so busy, I'm multitasking, I'm flying all around, I'm trying to put my finger in the hole in the dike"... this keeps us from coming with up with the insanely brilliant product or service that would save the day. We're too busy to succeed, and this comes from fear. It's fear of saying no to people, fear of carving out our own creative time. It's fear of not being available 24/7 to all our organizations, people, family, and everybody else. It's fear of disapproval and of not winning people over. We act on fear instead of focusing on the service or the product that would just blow people's minds. So the fear factor is huge, and it results in us being way too busy to succeed.

Cindy: So what do you do with an organization that is plagued by fear? How do you cultivate a mindset of success within its culture?

Steve: Every organization is a reflection of its leadership. So if an organization is plagued by fear, its leaders are plagued by fear and their first job is to work on themselves. There have been a number of Fortune 500 companies I have worked with on this. There was a Fortune 75 company that

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I went into. They told me they wanted to train their people who were working in the factories and on the line because they thought their people had a morale problem, and they had productivity and quality of work problems because of the morale problem. But when I got on-site and talked with the leaders, I could see that it was the leadership that had the problem. The leadership was the fear factor and the leaders were basing their leadership on expectations as opposed to agreements. When they turned that around and learned how to create agreements and be creative instead of reactive, the culture changed.

Fear in an organization comes from the leaders. If there is a problem in an organization, the leader is the problem. When the leaders think that the problems are outside of themselves, that they have no access to fix them, they're just victims. So many of the organizations that I train or work with have a very strong victim entitlement culture. The leaders are rolling their eyes and wondering where that came from. It didn't come from Mars; it came from them. If I'm a leader and there is a problem in my organization, I'm the problem...always. However, the good news is that if I'm the problem, then I'm also the solution.

Cindy: Is it difficult for you to convince the leaders that they are the problem and that they're the ones carrying the fear?

Steve: No, they can see it right away if I'm willing to tell the truth, which I am. At my age, I have nothing to lose.

Cindy: You have no fear?

Steve: Well, no; of course I have fears, like anyone else. But I do tell the truth and they do see it. Leaders have a lot of courage; they just need a way to manifest and express it. They think they have no way of being noble, heroic, courageous, or fiercely creative in their work, but the truth is there are many ways for them to do it. And when I work with leaders, my job is to process the fear out and return the leader to his or her most creative self.

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Cindy: To what extent is there a dialogue with the workforce about the whole issue of leaders feeling fearful and holding responsibility for what is not working in the organization?

Steve: Well, that's up to the leader. Leaders have many different ways of telling the truth, making amends, creating new relationships, and especially creating new agreements. I like them to be innovative and creative in how they repair relationships so that we have professionals working with each other, collaborating to achieve a common goal, instead of bossing each other around, holding each other accountable, and expecting things that never get done. Only an entirely fear-based organization does the latter.

Cindy: You have talked about agreements and expectations. How do you differentiate the two?

Steve: Expectations are the problem everywhere because expectations are about putting all responsibility on the other person. “I expect this. I expect this of him. I expect you to be on time to the meeting.” If I am a true leader, and you're consistently late for my team meetings. . . . that's on me. That's my lack of leadership. It's my responsibility that I have a team that thinks it's okay to stroll in late to meetings.

Let's say you show up late for the meeting and I call you aside later because I don't want to embarrass you in front of the whole room, and I say, “I expect you to be on time for our meetings.”

Whenever you hear what some other person expects of you, notice the feeling in your body. Is it warm? Does it open you? Do you feel like embracing that person? No. What usually happens when you hear the “e” word—“expectation”—is you get a knot in your stomach, you clench up, you get tight, and you start building your defense against what the other person expects. It doesn't bring people closer together; it drives them apart.

I've never seen expectations work. What I have seen work beautifully, on the other hand, is agreements. When people make agreements, they do not like to break their word.

For more than ten years, I've worked with leaders to help them move away from leading people through expectations and move over to agreements. At first, they are very surprised.

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They have told me, "I don't think he'll keep the agreement." And usually, they are pleasantly surprised.

But if he does break the agreement, then that's a beautiful opportunity to have another, more basic discussion. When you give me your word, will you keep it? Can I count on it? That can be a very powerful conversation. What you will find is that people keep their agreements such a high percentage of the time, you don't need to worry about the few times they don't.

Cindy: Thank you. That is a very powerful distinction. I'd like to bring the discussion of fear back around to the comments that you made originally in terms of strengthening relationships with customers or clients. To what extent do you feel that fear gets in the way of client relationships?

Steve: *It gets in the way quite a bit because we are afraid that if we spend too much time serving them, the margins will drop and the profitability of that time spent will be low. We don't really understand the power of word of mouth.*

Nordstrom was a beautiful example of that. They don't do it anymore. They have lost their culture, but in the past they were really brilliant and puzzling everyone in the world about why they were such a dominant retail organization when they didn't spend a lot on advertising. They went overboard in caring for the customer, really doing things that on paper didn't make sense, allowing people to return things without a receipt. All of the kinds of things they did for the customer were astonishing. What I work on with groups is something called "client astonishment" or "customer astonishment." I actually want to generate word of mouth excitement that just goes crazy. What can I do to do that? You asked about the fear; fear has me playing everything safe and playing not to lose instead of playing to win.

If I could stop and think, "How could I contribute to this person right now?" all of a sudden, the mind expands! I would be in a creative mode. So we no longer ask, "How do I live up to the customer's expectations?" Now we ask, "How do I really delight this customer? How do I shock customers with my level of service? How do I astonish them with my commitment to their getting something great for what they paid?"

YOU CAN GET MORE
INFORMATION ON
STEVE CHANDLER,
HIS PROGRAMS
AND HIS MANY
BOOKS AT
WWW.
STEVECHANDLER.
COM

Cindy: You are right. Just listening to you talk, the thought of astonishing customers feels much better than the thought of meeting customer expectations.

Steve, I want to thank you for the wisdom you have shared with us today about stepping up customer relationships and understanding how fear drives us. I know it will be of great benefit to our readers.

.....
Steve: You're very welcome.



FOR MORE INFORMATION...

If you would like to know more about Steve Chandler, please go to www.stevechandler.com or look for him on Amazon where he has many books—a lot of them are about businesses and fear, and a lot of them are, in Steve's words, on even stranger subjects. Regardless of the topic, I think you will find them to be entertaining and insightful. Steve has a great way of framing issues to create many "aha" moments.

DR. DANIEL DIERMEIER



ABOUT DR. DANIEL DIERMEIER

Dr. Daniel Diermeier is the IBM Professor of Regulation and Competitive Practice, a Professor of Managerial Economics and Decision Sciences at the Kellogg School of Management and a Professor of Political Science at the Weinberg College of Arts and Sciences all at Northwestern University.

Dr. Diermeier is Director of Ford Motor Company Center for Global Citizenship and co-creator of the CEO Perspectives Program, which is Kellogg's most senior executive education program and a joint venture between the Kellogg School of Management and the Corporate Leadership Center.

The focus of Dr. Diermeier's work has been on reputation management, political and regulatory risk, crisis leadership, and integrated strategy. His work has been published in numerous academic journals in management, economics, and political science.

He is the author of the book *Reputation Rules: Strategies for Building Your Company's Most Valuable Asset*, which was published in 2011.

*HOW YOU ARE
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Cindy: I feel very fortunate to have this opportunity to speak with you today, Dr. Diermeier. Your expertise is undoubtedly in huge demand these days. So, welcome!

Dr. Diermeier: Thank you.

Cindy: The overall pressure that's being placed on businesses in the current environment often results in leaders reacting in ways detrimental to the workforce. Aside from this being just plain poor leadership, it does create a huge reputation risk for organizations, given the accessibility and potential of social media. We've just seen a couple of examples of that with executives leaving organizations and publicly sharing why they were leaving. Dr. Diermeier, what advice would you give a leader who is in an organization that is approaching a breaking point because of a demoralized workforce?

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Dr. Diermeier: *I think that the important general change in business, or the overall trend, is that reputation has become a more important asset for companies, not just with respect to their customers, not just with respect to the investors or the public at large, but also from the perspective of the employees.*

Many companies view their workforce as one of their most important assets. Actually, when you look at what matters most to CEOs, these two items—reputation and people—are typically at the top of their lists.

How you are engaging with your workforce is an important factor in shaping your reputation overall, and it impacts how you're being viewed by your people and by others who may be considering working for you. Maintaining a reputation for being a good place to work is critical, particularly in companies where retaining top talent is a very important aspect.

What can undermine a company's reputation is a sense of outrage that then generates angry resignation letters, like the types of cases that you've been talking about; most famously, the recent resignation of the Goldman executive.

If this outrage spills over into the social media, even in the general media, it goes viral, and that can have severe reputational repercussions for the company. We saw this in the case of Goldman. The short-term impact on its stock was a little over \$2 billion chopped off from the market cap.

Why is that? Why are we seeing these events happening more and more?

As you point out, we're living in a media environment where people pay attention to the actions of companies. Not just from the point of view of those that are directly affected by it, but from the point of view of an observer.

People are paying attention to how a company conducts itself with respect to its own people and with respect to the public at large; and, how a company conducts itself will have a very long, sustained impact on how it is perceived.

For example, if you have to lay off some people to reduce your workforce, how you do that will have a very significant impact on how you are viewed by your people in the long run. How you do that can be a disaster, or it can be an opportunity for the company to demonstrate that the values you espouse in good times also guide your behavior in bad times.

GREAT LEADERS ARE KEENLY AWARE THAT THEY ARE BEING WATCHED DURING A COMPANY CRISIS, AND THEY UTILIZE THIS STAGE TO DEMONSTRATE THE VALUES AND CULTURE THAT DRIVE THE WAY THE COMPANY OPERATES.



The way you want to think about these crisis moments, these potential problems, is that during those times when the company is on stage, people are paying attention and everything the company and its management does during those times is elevated and will be remembered for a long time.

Cindy: What gets an executive out of that crisis mode of wanting to blame and shed accountability so that they can step up to the plate and use this situation as a learning opportunity?

Dr. Diermeier: *The typical mindset that executives have when they are being attacked, when there is a crisis, is to only focus on the negative aspect. They try to do damage control and minimize the impact. When you have that mindset, the best you can walk away with is really zero damage. The best you can hope for is that you don't get hit by the bus.*

Great leaders in great companies recognize that situations like these are teachable moments. These situations present an opportunity to demonstrate to everybody what the company stands for and to reinforce its values in a sense of what's acceptable and what is non-negotiable for the company.

Great leaders understand that. They are keenly aware that they're being watched, and they utilize this stage to send a message or to reinforce a commitment to the values and culture that are supposed to drive the way the company operates.

Cindy: A great leader steps into a company where there is a tremendous amount of fear, where people are afraid to even tell the truth. What are some quick things that leader could do to begin changing the culture and reduce the reputation risk that's developing?

Dr. Diermeier: *There are many kinds of dysfunctional cultures that new leaders can step into. Where there is cultural fear, as you mentioned, nobody is willing to speak up because dissent is not encouraged.*

Now let's say our new leader looks at this and says, "This is not working. What I really want is to have a candid dialogue. I want people to feel free to have an open discussion, a

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controversial discussion where we're focusing on getting the decision right rather than playing blame games or shouting people down."

If you are that leader, then you have to clearly demonstrate this intention in your own meetings and in how you conduct yourself by encouraging dissent, creating decision structures where people can explore different options, and withholding immediate judgment. There are a variety of different techniques that can be used, but they need to be clearly demonstrated and implemented. They must be embodied by the behavior of the executives—that's critical.

For example, say you ask for candid dialogue and somebody comes back and says, "You know what? I think what we've been doing over the last year with respect to our R&D policies has been a disaster and here's what we should do instead." If this is treated as a serious comment, it can't be just shouted down. It needs to be acknowledged.

Cindy: Creating new habits can be quite challenging. Do you feel, based on your experience, that this is an easy turnabout for executives?

Dr. Diermeier: No; it's a difficult one. What we see is that leaders who have a strong sense of self and of integrity are typically better at this. For other leaders, what happens psychologically when they get stressed or feel threatened is that their field of vision narrows. So they typically focus only on minimizing damage, avoiding risk, or maintaining control. Survival instincts kick in at this point. I see this a lot with companies that I work with when they are in a crisis situation.

Very few leaders have the natural ability to broaden their perspective in a crisis situation and recognize it as an opportunity. One of the things I discuss in my book is that there are natural processes that lead to this narrowing of perspective and there are tools that can help counteract this, tools that can help you avoid falling into this trap. However, the trap is real and it can be impactful.

Just recognizing that thinking about these critical moments not just as negative events but as decisive moments can be very powerful. These moments have the potential to be turning points for the company.

Cindy: Do you find that when you're advising companies they get this? And given that few leaders have this natural ability, what can help other leaders be better at this?

Dr. Diermeier: *Leaders do understand that things are not working. So they get it, but it takes a while before it becomes really implemented. Where the rubber hits the road, of course, is whether they have the ability to execute this in a real case setting.*

It's one thing to approach a crisis situation as an opportunity in a simulation or when we do this in a seminar setting; it's another thing to really follow through when the chips are down. This is not easy. Having a toolkit to remind you of what you need to think about is a useful and good thing. It can help you be more effective as a leader in crisis situations.

Cindy: Speaking of toolkits, I recently read a review of your book, Reputation Rules, that said it provides as much information as a business leader will need to establish a comprehensive reputation management program for his or her organization. That's quite a compliment!

Dr. Diermeier: *Thank you very much.*

Cindy: Thank you, Dr. Diermeier, for the advice you shared and for taking the time for this interview today.

Dr. Diermeier: *My pleasure.*

FOR MORE INFORMATION...

If you would like to learn more about reputation management, please go to www.ReputationRules.com. The website has an overview on Dr. Diermeier's book Reputation Rules: Strategies for Building Your Company's Most Valuable Asset, as well as videos, teaching materials, some cases, and a blog. Reputation Rules, which is available on Amazon, provides examples of tools that leaders can use to manage reputation risks, anticipate reputation risks before business decisions are made, and assess the potential impact of planned responses to crisis situations.

YOU CAN LOOK
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MANAGEMENT IN
MORE DETAIL BY
GOING TO WWW.
REPUTATIONRULES.
COM



DR. CAROL KINSEY GOMAN



ABOUT DR. CAROL KINSEY GOMAN

Dr. Carol Kinsey Goman is President of Kinsey Consulting Services. She's an executive coach, a leadership consultant and a keynote speaker.

Carol is a recognized authority on leadership, change management, collaboration, and body language in the workplace. Her clients include 105 organizations in 24 countries. Carol is a leadership blogger for Forbes, an expert contributor to "On Leadership" column for the Washington Post, and a business body language columnist with the Market magazine. Carol has been cited in numerous business news media outlets such as the Wall Street Journal, Industry Week, Investor's Business Daily, CNN, NPR, Fox and NBC.

She has authored 11 books. Her latest book is *The Silent Language of Leaders: How Body Language Can Change—or Hurt—How You Lead*.

FROM A BODY LANGUAGE PERSPECTIVE, LEADERS SEND TWO SETS OF SIGNALS. BOTH ARE VERY IMPORTANT, BUT THEY ARE EACH MORE IMPORTANT UNDER CERTAIN CIRCUMSTANCES.

Cindy: It's a pleasure for me to be talking with you today, Carol. You are one of the few, or perhaps one of the only, experts in leadership and change management that comprehensively tackles the topic of body language, which is so important to both.

Carol: Thank you.

Cindy: Too often the workforce ends up being dehumanized in today's business environment of intense competition and economic turbulence. Carol, what advice would you give to leaders who walk into an organization like this? How can they use their body language to change their relationship with the workforce and to rebuild trust?

Carol: From a body language perspective, leaders send two sets of signals. Both are very important, but they are each more important under certain circumstances.

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One set of signals conveys status, authority, and power. Leaders send these signals by standing tall, actually expanding in height and space. You will notice, for instance, that high-status males at a conference table will spread out their paperwork. They may put their arms on the back of other people's chairs and even put their legs apart. Taking up space sends high-status signals.

Many high-status signals are very good if you are presenting your ideas to a Board of Directors or if you are giving an interview to the news media. In these circumstances, you want to project that you are competent and confident, and that you know how the business is being run or should be run.

The other set of signals conveys empathy, likeability, friendliness, and inclusiveness. These signals are given by open palm gestures, leaning slightly forward, giving people eye contact when they talk, nodding your head when someone is speaking, or tilting your head slightly to encourage them to speak more.

While we look for leaders who have both sets of signals, when you are trying to create a collaborative and trusting environment, when you are trying to humanize an organization, the more important signals are those that communicate likeability, friendliness, empathy, understanding, and inclusion.

Most of my clients are in organizations that are trying to go from a hierarchical command control structure to a flatter, more nimble, and more collaborative environment.

This is where a lot of our senior executives run into trouble.

They are so used to having to project a strong persona that they don't realize the power of letting the other set of signals take over. I have seen a lot of what should have been collaborative meetings derailed. The leader comes in totally in control, standing at the head of the table, trying to direct a meeting that's supposed to be collaborative. The leaders in these cases do not understand at all that what they are wearing, where they sit, the kind of gestures they use, the kind of attention they give or don't give, and the people included in the meeting send stronger signals than anything they are going to say.

BECAUSE BODY LANGUAGE IS UNCONSCIOUS, MOST OF US AREN'T AWARE OF HOW MUCH IT IS RUNNING US AND WE HAVE NO IDEA HOW POWERFUL IT IS.



Cindy: For the benefit of readers who are coaching leaders, do you find that it is hard to get leaders to take body language seriously versus being cynical about it?

Carol: *I'm lucky because the ones that I work with have either read my book, heard me speak, or already have some knowledge about this aspect and they're already sold. So when working with them, I don't have to sell the idea that body language is impactful.*

Cindy: Is this typical of most leaders?

Carol: *I don't know about most leaders. I would suspect that it's not. I suspect that most leaders don't realize the impact of body language. According to evolutionary psychologists, the effort to create verbal language took so much of our brainpower that body language, our first and primary language, became a very subconscious process. By reading body language signals, people could get a sense of the world around them and where there was danger without having to think about it.*

Body language still runs us, but because it is unconscious, most of us aren't aware of how much it's running us and we have no idea how powerful it is. The more important body language signals are the danger signals, which is why we default to the negative when we are examining and trying to figure out what other people mean. We will take the most negative interpretation because it's ancient wiring that says if there's something that might hurt me then I need to be aware. For instance, in our ancient history, if someone approached you with his hands hidden behind his back, it would be a danger signal. The person could have a club or rock. They could be out to do us harm.

Today, there aren't a lot of clubs and rocks being thrown in corporate America, but if I were to stand up and give a keynote presentation, the audience would react differently to me if my hands were hidden than they would if I used my hands during the presentation. For example, if I kept my hands in my pockets, behind my back, or hidden by the lectern, something in that audience's brain would go, "I don't know. I just don't quite believe her. There's something off." People need to see your hands because it subconsciously creates a level of trust and safety. Now, I would suspect there isn't even one person in that audience who would say, "Wow. She didn't show her hands and that's why she's untrustworthy." That ancient wiring is there whether you realize it or not.

SO PART OF THE LEARNING IS TO LOOK AT WHAT YOUR GOAL WAS, WHAT MESSAGE DID YOU WANT TO SEND, AND HOW YOUR BODY LANGUAGE EITHER HELPED OR HURT THAT MESSAGE.



Cindy: Given the importance of body language, how is it systematically taught to leaders? How do they learn about using body language effectively?

Carol: *I've been doing a lot of work with universities lately. Some work has been at Stanford and, just recently, I was in Columbus at Ohio State University's St. Morris School of Law for their Leadership in the Law Program.*

A lot of schools are beginning to get the importance of body language and are bringing experts in to just address this part of being human and interacting with others, and they teach how to use body language for all sorts of reasons. Context is important. There's no such thing as bad body language, but there is body language that is not effective in communicating the message that you had in mind. So part of the learning is to look at what your goal was, what message did you want to send, and how your body language either helped or hurt that message.

Cindy: So a leader learns in one of these courses that he or she needs to practice more inclusive body language to create a collaborative environment. How are people in the organization likely to react? Will they trust that it is real—that it is sincere—and how long does it actually take for changes in body language to begin to noticeably affect how messages are received?

Carol: *It depends on how the leader sets it up and how badly damaged the relationship was to begin with. The executive can start by being honest with his or her team by saying, for instance, "I'm going through some training and I want to make some changes in how I connect with others." Then the team would be looking for changes and would understand what the leader is trying to achieve.*

Even if the leader does not set it up, I do think that something would be recognized right away, but I don't know whether it would be trusted because it would be a deviation from the leader's normal behavior without understanding why. But again, the trust depends on how badly damaged the relationship was and a lot of other factors.

Cindy: How are people reacting to your book?
.....

Carol: *The book is doing really well. In fact, I just got a lovely, lovely email from somebody who just adored it.*

It's really nice to have something out there that you feel is helping folks.

Cindy: I agree. Carol, thank you. This is great information.
.....

Carol: Thank you.

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CAROL AND
BODY LANGUAGE
FOR LEADERS BY
GOING TO WWW.
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FOR MORE INFORMATION...

If you would like to learn more about Carol and her body language tips and programs, please go to www.SilentLanguageofLeaders.com. Carol welcomes email messages and her email address is Cgoman@ckg.com. Her book, *The Silent Language of Leaders: How Body Language Can Change — or Hurt — How You Lead*, is on Amazon, Jossey-Bass, and Barnes & Noble

DR. CATHY GREENBERG



ABOUT DR. CATHY GREENBERG

Cathy is an author, speaker, consultant and ICF Certified Coach. Cathy has been named a worldwide authority on leadership and human behavior by major business and financial organizations, and by popular media outlets such as Fortune, Oprah Magazine, and Working Mother.

Cathy was recognized as a Top 100 Leadership Coach by Executive Excellence Magazine. She is an active contributor to television, including ABC, NBC, TBS, CBS, BBC, and Primetime Special on CNN.

Cathy is a former executive at two of the world's largest consulting firms, and she's founded two leadership centers and three consulting firms. She works across all industries worldwide.

Cathy is also a member of the inaugural board of directors for Cancer Treatment Centers of America at the Western Regional Medical Center.

*YOU HAVE
TO START BY
RECOGNIZING THE
TALENT THAT YOU
HAVE AND THE
STRATEGIES THAT
HAVE WORKED FOR
YOU SUCCESSFULLY.*

Cindy: Welcome, Cathy. It's truly a pleasure for me to be able to speak with you today. You have been such a catalyst in bringing a positive mindset to so many businesses.

Cathy: *Oh, thank you so much. I'm very happy to be here and to be included in your program. I'm also really excited to say that, in 2011, Journal Broadcasting named me BBC's First Lady of Happiness as a regular correspondent on one of their nationally syndicated programs.*

Cindy: Congratulations! You are a great example of "live a happy life and positive things will happen."

Cathy: *Well, thank you. It may seem like I have lived a dream life so far, but you know that it has not always been the case. It took a lot of hitting the wall of life before I actually got to a point where I understood what I could and should be contributing. Once you find that sweet spot, the rest will follow.*

YOU NEED TO
FOCUS ON
THOSE THINGS
THAT BRING
THE COMPANY
PROFITABILITY.
WHEN I SAY
“PROFITABILITY,” I
DON’T JUST MEAN
ROI, “RETURN ON
INVESTMENT”; I
ALSO MEAN ROP,
“RETURN ON
PEOPLE.”



Cindy: That’s what we are all striving for, and it’s a good reminder that finding your purpose makes everything easier—that applies to people and businesses.

Cathy: *I don’t know if everybody who is listening or reading has seen the January cover of Harvard Business Review (2012), but they have the big old smiley face on the cover and the main topic of this issue is “The Value of Happiness—How Employee Well-Being Drives Profits.” It provides a bird’s-eye view into the latest and greatest research on the science of happiness. Included in this issue is an article by my friend Shawn Achor, who talks about some of the work that he’s been doing at Harvard. He’s been working alongside all of us who are actively participating in this field to develop ideas and increase understanding on the subject. So it’s been a great start to a new year by seeing acknowledgement go to those who have dedicated their lives to this work and celebrating that this topic made the cover of HBR.*

Cindy: That’s wonderful and it is one of the signs that positive change is coming. Yet, right now there are still a lot of unhappy companies out there struggling to survive. What advice would you give the leaders of these companies to not just survive but actually thrive in this turbulent business environment?

Cathy: *You know, that’s a great question. My first reaction is that you have to start by recognizing the talent that you have and the strategies that have worked for you successfully. Then, as Barbara Frederickson would say, your focus needs to be on broadening and building on those strengths and talents and learning execution, learning how to get things done faster. That means knowing your audience, knowing the value proposition, knowing what it is you have to offer the market, and truly focusing on those things that bring the company profitability. And when I say profitability, I don’t just mean ROI, “return on investment”; I also mean ROP, “return on people.”*

Getting a good return on people has a lot to do with recognizing the importance of emotional intelligence. It has to do with recognizing the people who bring the best to your company and doing so in a way that celebrates them on an individual level as well as on a team level.

PUT A SPOTLIGHT ON THE SUCCESSES OF THOSE WHO HAVE REALLY HELPED THE COMPANY. START WITH THE PEOPLE WHO ARE A MODEL OF SUCCESS THAT CAN BE UNDERSTOOD AND POSSIBLY REPLICATED.



Cindy: I suspect that when in survival mode, starting with what's working may be a stretch for some organizations.

Cathy: Well, I think in many instances we're still in a paradigm that practices focusing on solutions, and when your focus is on solutions, you're almost always focused on what's not working. Your focus is on where the problems are, where the fat is in the system, where the rework is. So it's hard for us sometimes to see past those problems, past the sores and bruises that are all around you—the wounds, if you will, of corporate America. As a result, it's easy to see how this can lead to fear-based behaviors that become the culture of the organization.

I think another big paradigm to pay attention to is the fact that we're dealing with generation flux now. We are dealing with a new generation of individuals who are not going to want to do the same job for more than 4 or 5 years, if that long. They are looking to move up the food chain or across the lattice; not up the ladder, but across the lattice quicker; and make more money sooner. People in the workforce have many visions of what they believe they should be producing or the path and journey they should be on versus looking at the value and the quality that they're bringing to an organization, to a product or service, to a team, and certainly to an industry. So it's very difficult to manage the talent pool that we are currently faced with in the marketplace.

Cindy: Where do you think a company could reasonably start if they wanted to shift the mindset of its employees to one that's more value-based and long term-focused?

Cathy: That's the secret question. What I would tell people if I were working with them on that problem is to look at the history, the experience, the skill level, and the knowledge of individuals who have really brought light to the company. Put a spotlight on the successes of those who have really helped the company. Start with the people who are a model of success that can be understood and possibly replicated. Now, of course, you are not going to be cloning people, but the idea here is to find examples of where individual successes have consistently benefited the company. I'm sure you can find it in a number of individuals, in a number of places, from very small contributors in the pipeline to the largest contributors in the pipeline. When you find these examples, use them to inspire others.

WHEN PEOPLE FEEL GOOD ABOUT WHAT THEY DO AND HOW THEY CONTRIBUTE TO THE WORLD, IT REALLY CAN OFFSET A LOT OF ANXIETY, SADNESS, DEPRESSION, AND OTHER WELLNESS FACTORS THAT GO INTO MAINTAINING A WHOLE AND HEALTHY LIFE.



One of the great commercials that I have seen recently focuses on bringing cancer patients—and you know I love talking about the Cancer Treatment Centers of America—to the location of the engineers and technicians who work on the machines that are used for cancer treatments and cures. The engineers and technicians begin to really understand the power of knowing that they are relieving someone’s pain or illness; that they are providing comfort to someone; that they are giving someone, if you will, another chance at life. When you introduce people to the people they are helping, you can see how one small step can create a huge opening of possibilities.

So if a company asked me where to start to create a new mindset, that’s what I would start with. I’d start with where there are the success stories. I would focus on how to bring those stories to light; how to share them on a broader scale. If it’s not a story, then focus on what talents and skills have brought the company the best possible customer service scenarios, or focus on the best possible examples of success in your marketplace. Share these examples on a broader scale to motivate employees to engage with the company.

Cindy: I am sure many internal change agents would love to use such a positive approach, so I’d like to ask a question for their benefit. Do you find the notion that happy companies are prosperous companies is a hard sell when you’re working with executives and other leaders in organizations?

Cathy: No. Actually, we have had no pushback on the idea that a company that has more satisfied employees will create more value and eventually will create higher profits and revenue. When employees are satisfied, it decreases the number of sick days and mental health days, and therefore decreases the cost of health-related benefits. So showing the relationship between employee well-being and company costs is not a big problem—it’s a natural fit.

But I will tell you that I believe it’s a hard sell to get people to focus solely on the idea of happiness. What we try to do is to get people to focus on life and work satisfaction. If you can increase someone’s life satisfaction through the work environment, you are helping that person by more than 50%. If you look at the amount of time individuals spend in their work environment, it’s typically more than 50% of their waking hours.

When people feel good about what they do and how they contribute to the world, it really can offset a lot of anxiety,

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A HEALTHY
AND HAPPY
COMPANY BY
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sadness, and depression; and, promote wellness factors that go into maintaining a whole and healthy life. So a company really can get a lot of bang for its buck when it is helping others contribute to their own life satisfaction and work satisfaction.

Cindy: Wellness in the workplace is a huge issue in part because so many organizations have very unhealthy cultures right now, cultures where there is too much stress, insecurity, and as you said, fear that often results in an overworked and underappreciated workforce.

Cathy: *Some of this comes from being fixated only on targets and profits, which is a scarcity mindset. These companies begin to see people as output devices. Making a profit is not what motivates people to go the extra mile. It's the other way around: motivated people drive profits. Empowerment and appreciation motivate people, and empowerment begins with listening and engaging people in a positive way. Leaders can create healthier work environments by searching for those best practices that enable others to envision new possibilities. By listening and observing, leaders can discover what gives the organization life, what few actionable principles really make a difference and can revolutionize their culture, and then take steps to drive those principles deep into the company at every level and in every behavior.*

Cindy: Thank you, Cathy. That's a great note to end on. I also want to say the work you are doing is inspiring, and I am happy to see that it is getting such attention.

Cathy: *Thank you. I appreciate that, and we look forward to future opportunities to share our story with you and your readers and listeners.*

FOR MORE INFORMATION...

To learn more about Cathy Greenberg's work, please go to www.h2cleadership.com. In addition, Cathy is venturing into a whole new topic in 2012 with the launching of a book series called the Fearless Series that will take the science of happiness to a new level. The first book in the series will be Fearless Leaders, followed by a number of other books, including Fearless Families, Fearless Relationships, Fearless Business, and Fearless Coaching. For more information, please go to www.fearlessleadersbook.com.

DR. AMY LYMAN



ABOUT DR. AMY LYMAN

Amy Lyman has spent close to 30 years studying organizations and groups to understand what helps some groups to thrive while others stall and fall apart. In 1991, Amy co-founded the Great Place To Work Institute, which is best known for its selection of The 100 Best Companies To Work For that appears annually in Fortune Magazine.

Amy's current focus is on the key contributions of trustworthy leaders to the creation and support of successful groups and organizations. In fact, she just published a book titled *The Trustworthy Leader: Leveraging the Power of Trust to Transform Your Organization*.

Amy is an advisor to business leaders, and she is a featured speaker at conferences and management workshops. Amy was also a founding board member of the Family Firm Institute, which was established to broaden understanding of family businesses, and research is one of its key priorities.

CREATING AN ENVIRONMENT OF TRUST IS THE ONE KEY INGREDIENT THAT WILL GIVE ANY ORGANIZATION AN ADVANTAGE.

Cindy: Amy, what a legacy you are building within the business community. It's really an honor for me to be speaking with you today.

Amy: Thank you very much. It's nice to be speaking with you.

Cindy: I would like to start the interview with one question. What is one piece of advice you would give to a business leader to not just survive but thrive in our current turbulent business environment?

Amy: Well, my piece of advice is somewhat predictable given my history and background. My advice, which is based on years of evidence and the work that I, and others, have been doing, is that a business leader should create an environment of trust in the workplace. That is the one key ingredient that will give any organization an advantage and the perseverance that they need to move through the uncertainties that they are sure to face in whatever business or profit environment they find themselves in.

YOUR ABILITY TO BE A LEADER IS DEPENDENT UPON PEOPLE'S WILLINGNESS TO FOLLOW YOU. THERE IS HONOR IN THAT RELATIONSHIP THAT NEEDS TO BE CONVEYED TO THOSE PEOPLE. YOU CONVEY THAT HONOR BY SHOWING YOUR GENUINE RESPECT AND INTEREST IN THEM.



Cindy: In your book, you go through what leaders can do to create trust in the workplace. Would you mind touching on a few of the most important things that leaders should focus on?

Amy: Sure. I think that the most important place for a leader to start when he or she wants to communicate their trustworthiness to others is to recognize the importance of their particular leadership role and leadership stance in communicating trust. Part of this is recognizing how important the genuineness of their interest in other people is. That's really where the foundation of trust starts. In my book, I talk about that in terms of the sense of honor that I heard about from the trustworthy leaders that I interviewed.

Here is just a little bit of information about what it means to experience leadership as an honor. It means coming into your position with a sense of humility by recognizing that your ability to be a leader is dependent upon people's willingness to follow you. There is honor in that relationship that needs to be conveyed to those people who you want to have following you. You convey that honor by showing your genuine respect and interest in them.

Within that sense of honor there is a commitment to reciprocity, a commitment to sharing that is very important. It can be simply sharing a conversation, sharing the benefits of the organization, or sharing the benefits of your time, your interest, and your knowledge.

The importance of a leader having what I call "position awareness" is one of the other elements of honor. Position awareness has to do with being clear about the power that leaders have based on their positions within the organizational hierarchy, whether it is CEO or the leader of a department or division. Position power is the place where your responsibilities to the organization are delineated; it is the place where your job description assigns tasks, accountability, and responsibility for ensuring that certain things happen within the organization. Because of your position, you have significant power within the structure of the organization to require people to get things done. You can exert your power and influence to get people to do things on your behalf or to do things as you would like them done.

You also have personal power, power that is based on trust. Personal power is strengthened as your trust relationships are strengthened, and trustworthy leaders rely significantly

AS YOU SHARE INFORMATION, YOUR PERSONAL POWER AND YOUR PERSONAL RELATIONSHIPS WILL BECOME STRONGER, AND PEOPLE WILL BE ABLE TO MOVE FORWARD TOGETHER TO DEAL WITH WHATEVER IT IS THAT THE ORGANIZATION IS FACING.



on their personal power. So while the position power that you have in an organization is important, it is really through your personal power that you are able to get things done, to encourage people to accomplish things and strive at a higher level. Personal power is the place where discretionary effort and your ability to show genuine interest in people come into play. Your level of interest will generally reflect the trust that you have built with people. That's an important place to start for a leader.

Cindy: Let's say you are called into an organization that is facing a crisis and the leader has not been attentive to building trust. Is it too late for the leader to start creating trust at this point?

Amy: You cannot create trust in five minutes. Too often in a crisis situation, when trust is needed to marshal everyone to work together—to work hard and strive—leaders find that they haven't been paying enough attention to people. They don't have the trust that's needed to do the absolute best that they can, so they tend to turn to command and control leadership behaviors that can get people to respond with compliance behavior. Now, compliance behavior can at times see an organization through a crisis, but it is not the kind of cooperative, collaborative, creative behavior that will help the organization succeed after the crisis is over.

If you want to start building trust when you see a crisis coming at you, you need to get out and talk with people. You need to get out and share information with your people so that they know what is happening, so that they can participate in discussions and influence the choices considered and decisions being made about how to respond. The leader can engage in one of the activities in the virtuous circle of trustworthy leadership that were identified as so critical by the great leaders that I interviewed.

Interestingly, this notion of sharing information goes back to the original concept of honor that is the foundation of trustworthy leadership. What happens when you share information as a trustworthy leader is that you count on both position power and personal power. Position power is important because your position in the organization gives you access to lots of information. Personal power is important because you are starting to use your relationships

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to build a level of confidence with employees. As you share information, your personal power and your personal relationships will become stronger, and people will be able to move forward together to deal with whatever it is that the organization is facing.

Cindy: Could you talk a little more about the Virtuous Circle of Trustworthy Leadership?

Amy: I developed the model of the Virtuous Circle as I was looking for patterns among the many great leaders that I talked with, patterns of experiences and key moments when they understood the power of trust. The pattern that I saw was a circular path of growth and learning that starts with high aspirations, acknowledging consequences, accepting responsibility, and then moving forward. Within that circular path is what I call the Virtuous Circle, which consists of six elements that together create and reflect trustworthiness. All six are always in play because they are interconnected. I have been talking about these six elements, but let me show you how they fit together to form the Virtuous Circle of Trustworthy Leaders. I am sure you will recognize these elements as I touch on them again.

It all starts with a sense of honor that leaders hold, which includes humility, reciprocity and position awareness. From honor flows the next element, which is inclusion. Inclusion is about reaching out to people who are different from you, showing a genuine appreciation of others by seeking their ideas and opinions and sharing benefits.

When honor and inclusion are evident, followership can be developed. Following is a choice that needs to be respected and acknowledged by engaging and connecting with your followers. The fourth element, sharing information, starts with accepting that power is shared with your followers. So, information is shared to empower and expand the influence of others—including your followers—by promoting understanding and increasing participation in decision processes.

The next element is developing others. You develop others to further enhance their power by giving them options to develop their capabilities and allowing them to choose their path. The last element is balancing uncertainty and opportunities, which I believe is the ultimate responsibility of

STORIES ARE WHAT MOVE US AND WHAT HELP US TO CHANGE OUR BEHAVIORS BECAUSE WE CAN IDENTIFY WITH THE PERSON IN THE STORY IN A WAY THAT IS DIFFERENT FROM TRYING TO IDENTIFY WITH THE NUMBERS ABOUT WHAT THAT PERSON HAS ACCOMPLISHED.



leaders. Great leaders are able to move through uncertainty to pursue opportunities because of the cooperation and commitment brought about by including, engaging, empowering, and developing others.

Trustworthy leaders continuously grow by moving through the Virtuous Circle. As these leaders encounter different experiences, the six elements in the Virtuous Circle influence how they think and how they act. That's how the learning occurs. With each new situation, the leader circles back through and experiences these six elements in new ways.

Cindy: Organizations spend millions of dollars implementing new programs to engage their employees, yet building trust can be virtually free, when you think about it. It's just a matter of how you allocate your time and the small things you do that are an integral part of your day. You have demonstrated the impact of trust on business performance and on the financials of business. It's perplexing. Why don't more leaders use this?

Amy: *That is an excellent question. It is something that has perplexed me as well, and it is actually one of the reasons that I wrote my book. I have been sharing the financial performance data for years and there is significant research that documents absolutely clearly the powerful advantage that business leaders who are trustworthy have in the marketplace. There is no question about the financial benefit that comes with trustworthy leadership. I was perplexed, just as you are, about why more people don't do this. Then I realized that while the numbers are interesting and compelling, they also can be in some ways abstract. And so, I wanted to tell stories. I wanted to find stories of trustworthy leaders everyone could identify with. These stories are in my book, and among the stories of trustworthy leaders, there is someone for everyone.*

Cindy: There is, you are absolutely right.

Amy: *In the book, you can read the stories and you say, "Oh, well, that's kind of like me; I've had that experience; how did she do that?" or "How did he recover from that experience he had where he was treated with distrust and now he's a trustworthy leader?" Stories are what move us and what help*

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us to change our behaviors because we can identify with the person in the story better than we can identify with the numbers about what that person has accomplished.

And it's fun for me to be able to tell their stories because they're out there. For whatever reason, too often we don't look at them, and so it's a real joy for me to be able to tell these stories.

Cindy: Amy, it's exciting to see what you've started.

Amy: *Yes, it is nice to be a part of all of this. I think there are many people now, yourself included, who are really saying, "Hey, look, there's another way of doing this, another way of leading that's more effective," and I think it's really a good thing.*

Cindy: Well, thank you so much for making the time for this interview, and for modeling the Virtuous Circle with all the helpful information you shared.

Amy: *You're very welcome.*

FOR MORE INFORMATION...

You can get in touch with Amy through her website, which is www.trustworthyleader.org. There is a Contact Form on the website if you want to send her a question. The website is a great resource for people looking for more information on trustworthy leadership. You also can reach Amy directly at her office at (415) 861-2420, and she welcomes emails at alyman@trustworthyleader.org.

DAVID MADIE



ABOUT DAVID MADIE

David is the current CEO of the Growth Company. He has been a serial entrepreneur for more than 20 years. He's been a CEO and cofounder of more than six very successful companies. He has served on the boards of seven different companies across several industries and been chairman on five of those boards.

He has a passion for creating tools to develop entrepreneurs and help them make better decisions and take better actions.

His specialties are entrepreneurship, startups, growth companies, joint venture formation, and angel investments.

Cindy: Welcome, David. Thank you for taking the time to participate in this interview today. I am particularly happy to have you here because you can provide a frame of reference specific to smaller and early-stage businesses that is relevant to many of our readers.

David: Thanks for having me, Cindy.

Cindy: You have experienced our current turbulent business environment from the perspective of a CEO, from the perspective of a board chairman, and from the perspective of a thought leader in trying to strengthen the capacities of businesses to grow.

What advice would you give to a leader to help shift a company from a survival mindset to a mindset where there's real optimism about opportunities for growth in spite of a difficult business climate?

David: One of the most encouraging things about business is the realization that there are solutions out there. We know that because when we look around, even in a crisis in a particular industry, even when an industry or company goes through a transition, we still can find companies that do things successfully. They survive. They thrive. And they sometimes even get out of the crisis stronger than they were when they got into it.

ONE OF THE MOST ENCOURAGING THINGS ABOUT BUSINESS IS THE REALIZATION THAT THERE ARE SOLUTIONS OUT THERE.

MY SUGGESTION TO BUSINESS LEADERS IS TO SEEK OUT ADVICE, WISDOM, AND EXPERIENCE FROM OTHERS WHO HAVE BEEN THROUGH WHAT YOU'RE GOING THROUGH NOW.



I think the good news is that for any problem that a company is facing, it's possible to find the recipe to solve it. So my advice is to look at other companies and talk to business advisors, mentors, and key people in an industry who know how things can be dealt with, who can come up with new ideas and solutions. Seek out advice, wisdom, and experience from others who have been through what you're going through now.

Cindy: In your work with the Growth Company, are you seeing patterns in what holds businesses back, particularly in this economy?

David: Yes, and I think those patterns are very different based on what life stage a company is in. For example, in this economy, there may be a lot of companies that are just getting started launching a new product or moving in a new direction, and the entrepreneurs are hesitant to commit too much because of all of the uncertainties that are there. The focus of these businesses—where they need clarity and decisions—is around whether to start the business, whether to produce the product, how to price it, who to hire, where to locate, and so on. They are in a very different situation and face different challenges than a more mature company that feels it's stuck and is just trying to survive.

Cindy: Could you talk a little more about the challenges facing and the advice you would give to entrepreneurs of early-stage and smaller businesses that are stuck?

David: When a company is stuck, particularly an early-stage company, the one thing that seems to be missing or what they need to do to overcome a barrier is sometimes very simple. What these companies need is sometimes simply to meet another person, the right person who can move them forward.

For some companies, it's their first client. They need to find that client who will say, "Yes, if you start the company, we will go with you. We will work with you." Maybe they need to find a supplier who can actually deliver a particular component or technology. Maybe they need an advisor who knows the distribution channels or has other specific knowledge about the industry. For those companies, I really

JUST AS THERE ARE CERTAIN PATTERNS IN CHALLENGES AT DIFFERENT BUSINESS LIFE STAGES, THERE ARE ALSO CERTAIN PATTERNS IN THE SOLUTIONS THAT WE CAN LOOK FOR. BUT WHAT IS COMMON TO ALL LIFE STAGES IS THE BENEFIT OF LOOKING AT YOUR BUSINESS FROM A 360° PERSPECTIVE.



think the challenge is networking and connecting to the people who can help them along.

On the other hand, maybe you are a company that is doing pretty well, but you look around and you see the competition is much stronger. You are the smaller one and you somehow don't seem to grow as fast as the others. Your challenge may be completely different from the previous example, but the same for a lot of companies in the same life stage as your company. The challenge for these companies that are established but not growing fast enough may be that they have grown too dependent on a few individuals. It might be that the owners or the founders who were completely necessary for starting the company are now barriers for further growth. Maybe they have become a bottleneck because they want to control everything or because they hold all the competence in the company.

Just as there are certain patterns in challenges at different life stages, there are also certain patterns in the solutions that we can look for. But what is common to all life stages is the benefit of looking at your business from a 360° perspective. What does this mean? It means that you take a holistic perspective of all aspects of your business and try to see the relationships between many of those aspects.

For example, a company may feel that they are stuck because they don't have enough sales. The solution that they probably would try in such a scenario would be to improve the sales process. For example, they would find out ways to improve lead generation, improve how leads are converted into prospects and turned into clients that keep coming back. Their assumption is that something is not working in the sales process. In that case, maybe the perspective should move away from sales. Maybe the real problem is in another area of the business. Perhaps it's the product portfolio, not sales, that needs improvement. Therefore, they need to work on their product development. Or it may be another organizational problem like needing to strengthen their sales staff. In that case, they will never sell more before the day they hire a new salesperson.

Having a 360° perspective means to look for the causes behind the symptoms and to look for opportunities where things are going well. If the symptom is that you're not selling enough, could the solution be the products? The pricing? The market? The partnerships?

AN ATTRACTIVE
BUSINESS CONCEPT,
A STRONG
ORGANIZATION,
LASTING CLIENT
RELATIONS,
AND FINALLY,
PROFITABLE
OPERATIONS ARE
THE FOUR BASIC
CHALLENGES THAT
ARE THE SAME FOR
ALL BUSINESSES IN
ALL INDUSTRIES
AND LIFE STAGES,
NO MATTER WHAT
SIZE THEY ARE.



With a 360° perspective, you're looking at all the options and that's when you can connect the dots. You may realize that it's not one thing that is needed, but a combination of maybe three mixed steps that you need to take at the same time to move forward to the next level.

Cindy: You have actually created a tool that provides leaders with the capacity to do a 360° assessment of their companies in one sitting; isn't that correct?

David: Yes. *It's a dialogue tool and a decision making tool to be used by advisors or businesses to help them get this 360° perspective.*

Cindy: I know it's a very comprehensive tool, but could you give us a high-level description of it to give readers a sense of how they might proceed to look at their companies?

David: Yes. *It's comprehensive, but it's also very simple. The Growth Wheel, as we call it, is a way to look at a business by dividing the business challenges into four areas that are the same for all businesses. They are not new to anyone and it's just one way of looking at a business, but for a lot of business leaders, it makes a lot of sense.*

The Growth Wheel concept points out these four challenges. First of all, all companies need to have an attractive business concept to make a product or deliver a service that someone wants to buy. Some companies have great ideas and great products and services, but that's not enough.

The second challenge is to build a strong organization behind it. Now, that organization may be the right group of owners, employees, or partnerships. What's important is to make sure that the right idea is supported by a strong organization.

The third challenge is to work with the only place that revenue can come from, which is the clients. The third challenge is to create lasting client relations through sales, marketing, branding, PR, networking, and so on, but that is not enough, either.

I THINK GETTING A 360° PERSPECTIVE IS WHAT IT TAKES TO BE INSPIRED FOR NEW CREATIVE SOLUTIONS THAT MAY NOT BE TO REDUCE CAPACITY, LAY OFF PEOPLE, OR CUT COSTS, BUT INSTEAD TO GROW OUT OF THE CRISIS THROUGH EXPANSION AND INNOVATION.



The fourth challenge that is part of the Growth Wheel toolbox is to make sure that the company has profitable internal operations.

An attractive business concept, a strong organization, lasting client relations, and finally, profitable operations are the four basic challenges that are the same for all businesses in all industries and life stages, no matter what size they are.

The Growth Wheel is a tool to get a 360° business perspective and connect the dots between different decisions and actions that need to relate across the four challenge areas to move things forward.

Cindy: Do you find that one or two of these challenges tend to be more pervasive regardless of the stage or industry the business is in?

David: No. I think it's a combination of things, and I think it changes all the time. This is exactly why it can be helpful to make sure that you have the big picture. Not the big picture in the sense that you need to know where the business is going on a strategic horizon over the next few years, but a 360° perspective about what's going on right now and what changes can be made within the next 30, 60, or 90 days.

For some, it may be to hire the right people. For others, it may be to develop new versions of their products. Some may need to increase their productivity and use their time more efficiently, and some may need to do their marketing in different ways.

It changes all the time for companies, and as soon as they make it through one challenge, another one will pop up. I think all companies ultimately experience all these challenges. As they grow, the challenges will keep coming, and they have to work through them one by one.

This is the natural way for entrepreneurs to build their businesses: face the challenges one by one and make sure that the right decisions are made, and when you occasionally make a bad decision that it is changed.

PASSION IS A
CRUCIAL RESOURCE
WHEN THERE'S
NOT ENOUGH
MONEY, EMPLOYEES
AND SYSTEMS TO
KEEP IT GOING.



Cindy: When a business feels overwhelmed by challenges, is it difficult for them to embrace the idea of pausing to step back and take a 360° look versus staying focused on specific problems with a sense of urgency?

David: *I think it's really true that, under stress, one's focus will narrow. It may be human nature to react in that way when you feel fear. In those situations, it's exactly the right thing to let go of the fear and move out to get a bigger perspective again.*

I don't think leaders are reluctant to do it. I just think it's the natural way to go about things. It does take an exercise to pull back and reestablish this perspective because the things you have to think about in business are too numerous for you to keep them all present in your mind. That's why you need some tools to help you get this perspective quickly and make sure that you simply don't forget about something important. For example, you may be stuck with a situation where you don't have enough business to sustain your employees. You're considering whether you should lay off employees and you focus too much on who you should let go. In such a scenario, you may not have considered other opportunities like a creative public relations or marketing approach to get in touch with new clients. If you're too occupied with one area, you may overlook even obvious solutions in another area.

I think getting a 360° perspective is what it takes to be inspired for new creative solutions that may not be to reduce capacity, lay off people, or cut costs, but instead to grow out of the crisis through expansion and innovation. It can rekindle passion in a company, which is a crucial resource when there's not enough money, employees, and systems to keep it going otherwise. Passion fuels productivity, so what happens, in addition to new innovations, is that more things are done more quickly.

Cindy: What I like about the idea of a 360° perspective is that it ensures current successes and potential opportunities are not overshadowed by problems—you see it all together at the same time, and it opens the door to optimism.

David, I want to thank you so much for the information that you shared, and I know that it will be very helpful to our readers.

.....
David: *You are welcome, Cindy. And I'm really pleased that we get the chance to be a part of this project.*

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If you would like more information about David and the work that he does at the Growth Company, please go to www.GrowthWheel.com. You can sign up for a free 45-minute webinar on the Growth Wheel that includes an opportunity to engage in conversation with other business advisors and entrepreneurs from around the world. These webinars take place every other week.

DR. PAUL MARCIANO



ABOUT DR. PAUL MARCIANO

Dr. Paul Marciano is founder and president of the human relations consulting firm Whiteboard, a company committed to helping organizations cultivate, manage, and grow their human capital.

Dr. Paul is a leading authority on employee engagement and retention. He earned his Ph.D. in clinical psychology from Yale University, where he specialized in behavioral modification and motivation, and has taught graduate and undergraduate courses at Yale, Princeton, and Davidson College.

Dr. Paul is the author of *Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of Respect*.

Cindy: I feel very fortunate to have the opportunity to talk with you today, Dr. Paul. I enjoyed reading your book and can see how it made its way to the top of recommended reading lists for business owners.

Dr. Paul: Thanks, Cindy. I really appreciate the opportunity to speak with you as well.

Cindy: Here is my question. What one piece of advice would you give a business leader to not just survive but thrive in this turbulent business environment?

Dr. Paul: That's an excellent question. My advice is to truly recognize that the competitive advantage of any organization is its people. But, as obvious as that may sound, people are almost being treated as equipment and technology at this point.

I don't think that it's maliciously being done in organizations. I think it's a combination of the stress, the overload, and the lack of understanding by managers and supervisors on how to powerfully engage their staff. Of course, for me, that's all about the issue of respect, and what's happening is that employees are being shown a considerable amount of disrespect.

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PEOPLE ARE ALMOST BEING TREATED AS EQUIPMENT AT THIS POINT. ORGANIZATIONS ARE NOT NECESSARILY BEING MALICIOUS. I THINK IT'S A COMBINATION OF THE STRESS, THE OVERLOAD, AND THE LACK OF UNDERSTANDING BY MANAGERS AND SUPERVISORS ON HOW TO POWERFULLY ENGAGE THEIR STAFF.



So in my book, Carrots and Sticks Don't Work, I talk a lot about why traditional reward and recognition programs fail to lead to long-term enduring improvement, but there's also the shortest stick and "beating or threatening."

For example, one of the things you'll hear nowadays is "if you don't want to do the work, there are other people behind you that'll take your job," and that is threatening. It almost harkens me back to when my grandfather came here to this country during the depression. People would be lined up to take any job.

As a result, we're really in a lose-lose situation right now because in the past, when employees were dissatisfied, disengaged or demotivated, they would find other opportunities. In today's environment of economic uncertainty, employees stay in those positions out of fear. So you end up with people who are very dissatisfied and most likely not delivering their best work.

In fact, I conducted a recent poll for the Huffington Post and asked the question, "If you could take another job tomorrow with the same pay and benefits, would you?" The results were astonishing: 72% of respondents said they would. It's extraordinary.

People have shared with me story after story of how disrespectfully they were treated. In fact, one of the stories in the "you can't make this stuff up" category was a nurse working in a hospital in New York. One of her coworkers went into labor during the shift and the supervisor wrote her up as an unexcused absence.

Cindy: You're kidding.

Dr. Paul: No.

Cindy: What is not working?

Dr. Paul: *The problem is that because of the stressful environment, the level of incompetence has been magnified and people go to the place of doing what they know has worked in the past and what has been done to them. Unfortunately, it's not unlike parents who yell at their children. You get this very short-term change in the behavior. You get done what you want to get done.*

Of course, there are long-term consequences in terms of relationships and, as we now know, in terms of brain chemistry. When we create a fearful environment for employees, it impacts the prefrontal cortex, which lessens the ability of people to really function at the level that we need them to.

Managers and supervisors learn from those who have trained them, who have been models for them. What they often see is that if they use that stick, they will get short-term results, and today's economic environment is really all about short-term results.

Cindy: *If you walked into a company where there's a lack of trust and respect, what would be the first things that you would do to try to turn things around?*

Dr. Paul: *It always has to start with the leadership of the organization. Culture is a reflection of leadership, and it's important for leaders to understand that traditional kinds of programs don't impact culture.*

Culture drives behavior and behavior impacts culture. If I may offer a very recent example that really stands out for me, I was doing a two-day workshop for a company. On the first day, one of the participants showed up 45 minutes early. The rest of the participants did not start showing up until after the scheduled start time of 9:00. It turns out that it was her second day of work. Now, do you think she will ever be on time for another meeting at that organization? Of course not; the next day, she was five minutes late.

When we go into organizations, we adapt to the culture. We fit in, or we end up exiting for whatever reason. So the first thing is to help leadership understand that in order to make enduring change, we have to impact the culture. This starts with understanding the current level of engagement, respect, and trust that is going on in the organization. What I communicate to leaders is the relationship between respect and power—power that has people follow you and support you behaviorally in the mission of your organization.

So as an example, if we think about Mother Theresa or Martin Luther King or Gandhi, these were people with incredible power. They only had power because of followers and because followers believed in them. You only get that when you're respected.

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You also can think about many opposite examples in both politics and business. The more recent one that comes to mind is a candidate who recently was running for the Republican presidential nomination. He had all these followers, and then out came this behavior. When people lost respect for him, he lost followers and he lost power.

Cindy: Absolutely. That's a great example.

Dr. Paul: *Respect cannot be demanded. You have to earn it, and the primary way in which you earn respect is by showing respect to others. I am always surprised when audiences say, "I don't get it. How would I do that?" Quite frankly, one of the reasons that I wrote my book is to give very specific strategies on how to treat people with respect.*

So many managers are so driven. They're so stressed out on a daily basis that they just forget about the very basic factors that demonstrate respect.

Cindy: It's like their compass gets misaligned.

Dr. Paul: *That's a very good way to think about it. To help leaders, I've developed an employee engagement and organizational assessment. It allows leaders to see where the pain points are in terms of a number of different factors.*

Cindy: I think it would be very valuable to our readers if you would take a few minutes to briefly describe those factors.

Dr. Paul: *Sure. I'd be happy to do that. Here is a quick overview. There are five areas where respect is experienced that are described in the Circle of Respect. At the highest level, there is the extent to which people respect their organization and its mission, its vision, its values, and its goals. Then, there is the extent to which people respect the leadership, particularly their supervisors, who they view as being there to develop them, train them, mentor them, and not just beat them with a stick to get what they can out of them.*

Next, there is the extent to which people respect their fellow team members and see them as competent and hard-working. The fourth area is the extent to which people

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respect the work that they do and feel that is fundamentally meaningful and valuable to their clients. And finally, there is the extent to which people feel respected as part of that organization.

If respect is experienced in all these areas, the person is going to be extremely engaged and satisfied. In an audience of 100 people, maybe three will say that they experience respect in all five areas. If I ask, "What is it like for you to go to work?" invariably all three will say, "I can't wait to get to work."

My goal is always to make a meaningful and sustainable difference for individuals and their organizations. Toward this end, the key leverage point when it comes to increasing employee engagement is the behavior of the supervisor. I have identified seven drivers that influence employees' experience of respect. Supervisors who pay attention to these drivers will be more effective in creating an engaging work environment. These drivers fortunately turned out as the acronym "RESPECT."

The first driver, "R," is recognition, which is acknowledging people for the contributions they make to the organization. Unfortunately, from an evolutionary perspective, we are not wired to pay attention to what's working. We're wired to pay attention to what's not working. So a supervisor will focus on the one person who is not doing his or her job, rather than the nine people who are. One of the things that we know very well is that you will never get the behavior that you want by focusing on the behavior that you don't want. It doesn't matter if it's your employee, your spouse, your child, or your pet.

"E" is for empowerment, which is giving people the tools, the training, the resources, the mentoring, and the communication that they need to be successful. Quite frankly, I believe that we often set our employees up for failure from the very beginning. Many managers don't recognize that it is their job to make those that they lead successful.

"S" is for supportive feedback, giving ongoing coaching and mentoring. I don't like to overdo sports analogies, but in this particular case, it's very appropriate. You try to select players who are going to fit into the culture of your organization and have certain skills that are desirable to you. You bring them into the organization and provide them with training to be

IF TRUST SHOWS UP AT ALL AS AN ISSUE, THAT'S REALLY WHERE YOU NEED TO START TO WORK. TRUST IS SO FOUNDATIONAL FOR THE REST OF THE RELATIONSHIPS AND FOR BI-DIRECTIONAL RESPECT.



successful. You put them on the playing field, watch them, and then give them coaching—you give them ongoing coaching and feedback, not just at performance appraisal time.

“P” is for partnering by developing collaborative working relationships at the individual level, within teams, and across teams. I think it is somewhat hopeful that a number of organizations are now moving to a much flatter kind of system. In fact, there are examples where executives are not only giving up their parking spaces, but also are getting rid of their big offices and, in some cases, actually sitting right next to the secretary. I tell you, nothing screams respect louder than when leaders really get that they’re no more important than anybody else doing the work there, and it really, really can change the culture of an organization.

The second “E” is for expectations, setting clear goals, objectives, and business priorities. A lot of managers know what they want in their heads. They tend to be very intuitive, but they’re not particularly good at being explicit in expressing that, nor are they good at really holding people accountable. One of the most disrespectful, demotivating things that a manager can do is to not hold people accountable, because it adversely impacts the rest of the team members who have to take on that extra burden.

Cindy: Unfortunately that is true, and the impact is a blind spot for many managers.

Dr. Paul: The “C” is for consideration, which is demonstrating basic consideration to people. I can’t tell you how many times I have heard an administrative assistant say, “I just wish that my boss would say ‘good morning’ to me.” In one particular case, an administrative assistant broke down in tears and said, “I’m just treated like nothing here. I’m not treated like a human being. The only time my boss talks to me is when he needs something.” It’s such a universal human need to want to be connected. People join organizations, but they work for people. If you’re not willing to demonstrate that kind of consideration, people aren’t going to feel respected and are not going to deliver that discretionary effort to your business goals.

Finally, “T” is for trust, because without a foundation of trust, quite frankly, none of the rest of it matters. Trust is this idea that you’re not going to hurt me, that you’re going to support

THE CONCEPT OF RESPECT RESONATES WITH PEOPLE ALL OVER THE WORLD. THEY REALLY GET IT, AND THEY'RE WILLING TO INVEST THE TIME AND THE ENERGY IN CHANGING THEIR BEHAVIOR BECAUSE THEY RECOGNIZE THE IMPACT THAT IT HAS ON OTHERS.



me. Trust is very fragile, like a porcelain piggy bank. If it gets dropped, it's very hard to put back together, and it will never be quite the same. But a good place to start, if you want to regain trust, is to acknowledge when you're at fault, when you have made a mistake.

When I go to an organization to conduct a diagnostic assessment, I look at these drivers and I look at how they're impacting engagement. If trust shows up at all as an issue, that's really where you need to start to work. Trust is so foundational for the rest of the relationships and for bi-directional respect.

Cindy: Are leaders surprised to hear how important it is to employees for them to say "hello," to acknowledge their presence? More importantly, are they surprised to hear that they don't say "hello" every day?

Dr. Paul: Often, leaders don't recognize (a) that they don't engage in these behaviors and (b) the adverse impact that their behavior has on employees. So getting them 360° feedback can be very eye opening. Now, it is extremely frustrating at times when the leader sees the feedback and says, "I don't care." If the leader is completely unwilling to change behaviors, I'm not willing to work with them because I'm not going to work with somebody if I know it's not going to make an impact, and I feel really bad for the people that work for them.

Cindy: In some business cultures, needing to feel respected means you are not confident or tough enough. Fortunately, that culture is not as common today as it was even ten years ago. Are you finding that leaders resonate with the impact of respect on business performance?

Dr. Paul: Absolutely. I have been most humbled by and ecstatic about the international response to my work. The concept of respect resonates with people all over the world. They really get it, and they're willing to invest the time and the energy in changing their behavior because they recognize the impact that it has on others. It's not just the right thing to do for your employees; it's also the right thing to do for your organization. It gives you a competitive advantage. When you show your employees respect, it results in high-level discretionary effort. It's that simple.

Cindy: I really want to thank you for your generosity of time, particularly going through the respect model.

Dr. Paul: *Sure. Thank you, and by the way, I really appreciate the respect you've shown me, asking me to share my work.*

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You can find out more about Dr. Paul's work by going to www.PaulMarciano.com. You can go to Amazon if you would like to take a look at his book *Carrots and Sticks Don't Work*, which provides self-assessments for each of the RESPECT drivers and specific examples of how to practice them.

ED OAKLEY



ABOUT ED OAKLEY

Ed Oakley has been on a continuing quest for over 30 years to understand how to bring out the best in people, teams, and organizations. He is the CEO and founder of Enlightened Leadership Solutions, a multimillion-dollar consulting and training firm focused on simple, practical, and measurable solutions that balance both the hard and soft parts of organizations.

He is co-author of the bestselling business book *Enlightened Leadership: Getting To The Heart Of Change*, which is now in its 30th printing, and he's the author of *Be A Trusted Leader*.

He has authored many articles and learning programs, including the programs of Making Managers Into Leaders and Leading Change in Difficult Times.

Ed is a well-known speaker, facilitator, and consultant who has helped managers from over 67 countries unleash the talent in their organizations.

*IF YOU ONLY HAVE
80% OF THE PEOPLE
AND RESOURCES
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SO YOU NEED TO
DROP SOMETHING.*

Cindy: Welcome, Ed. I feel very fortunate to have this opportunity to speak with you today, particularly after hearing so much about you.

.....
Ed: Thank you, Cindy. It's a delight to be here.

Cindy: Ed, here is my question. The business environment is a perfect storm right now. What one piece of advice would you give a business leader to not just survive but thrive in this turbulent business environment?

.....
Ed: It's a brilliant question, by the way, and I appreciate the opportunity to really think through it. I want to share two perspectives on how to move from surviving to thriving.

If you only have 80% of the people and resources you need, you cannot do 100% of the work you'd like to do, so you need to drop something. You are a lot better off doing 80% of that work 100% effectively than trying to do 100% of the work only 80% effectively. That can kill you in the long term. So the first perspective is that you need to consciously choose to do the 80% that you can do very, very effectively.

THERE'S NO QUESTION THAT THERE ARE CHALLENGES IN THE CURRENT MARKETPLACE. BUT THESE CHALLENGES ALSO PRESENT OPPORTUNITIES TO REPOSITION YOUR BUSINESS IN THE MARKET BY FOCUSING ON WHAT YOU DO THE BEST AND WHAT ADDS THE GREATEST VALUE TO YOUR CLIENTS.



In fact, I'd like to suggest that the first thing you want to figure out is what is the 20% that you do that makes the biggest difference to your clients, provides the greatest returns for you, and positions you most effectively in the marketplace. This is the area where you want to focus most, because it will give you the best returns in both the short-term and the long-term.

The 20% that you let go are the things you do that are not very effective. These are the areas where you aren't the best in the industry, you're not getting good returns, and your people are feeling tremendously frustrated. If you could shift your focus a bit by eliminating the lowest-value work, you would have people very excited and not overworked.

There's no question that there are challenges in the current marketplace. But these challenges also present opportunities to reposition your business in the market by focusing on what you do the best and what adds the greatest value to your clients.

Cindy: This seems easy conceptually, but some business leaders, even knowing the 20% they could let go of, would find it difficult to make that decision and implement it.

Ed: True. I'm one to speak, actually, because it's awfully easy to fall into that trap of wanting to do everything. We really want to grab all the opportunities that we see. I guess there's a little bit of fear driving us in the current market that "you'd better take any business that comes along." But I'm learning myself, and trying to teach other business leaders as well, that often one of the best things you can do is to say "no" to an opportunity.

As a matter of fact, I just did that yesterday when someone said, "We've got a major problem going on in our organization. We want you to work with 200 people for a day to solve this problem for us." My response was, "No, it's not realistic." It would have been a nice little chunk of income, but it really didn't make sense. It wasn't going to solve their problem, and it would not keep our wonderful name out in the marketplace in a positive way.

I know some of the folks out there reading this are saying, "Wait a minute. I'm in a very large organization. I manage one division or one team within a division of that very large organization. I don't have the opportunity to reposition my organization in the market."

YOU NEED TO EFFECTIVELY DISTINGUISH YOUR ORGANIZATION BOTH INTERNALLY AND EXTERNALLY, AND THE ONLY WAY TO DO THAT IS TO BRING OUT THE VERY, VERY BEST IN YOUR PEOPLE. IT'S A CRITICAL TIME TO PROVIDE THE LEADERSHIP THAT BRINGS OUT THE BEST IN THEIR PEOPLE.



First of all, I'd like to suggest that maybe you do. There is an opportunity for you to lead up if you and your team—and I want to say not just you—can get some clarity around the 20/80. Find the 20% of your work that provides by far the most value—80% of the value—as well as the greatest returns for you. Within your area of responsibility, that's where you should be focusing your time, energy, and attention.

Cindy: I understand “managing up,” but when you say “lead up,” what do you mean?

Ed: *Leading up is the idea that wherever you are in your organization, there's an opportunity to share with your management the things that you're learning that they may not be seeing because they're overwhelmed with their own things.*

This leads to the second perspective. It is key for leaders to create an environment that optimizes the effectiveness of their people. More than ever, you need all of their energy, all of their creativity, all of their enthusiasm, all of their excitement, and everything they can bring to work.

You need to effectively distinguish your organization both internally and externally, and the only way to do that is to bring out the very, very best in your people.

Cindy: How do you do that?

Ed: *One thing's for sure: it's not from fear. If you think about it, while fear can be a short-term motivator, it will not support your thriving in the long-term. If you're not keeping the long-term in mind, you're not likely to survive, much less thrive. Does that make sense?*

Cindy: Yes, it does.

Ed: *It's important to maintain a balanced focus on both the short-term survival and the long-term “thrival,” as I'll call it. Instead of spreading fear, we're far better off creating an environment of well-being. Now that word, “well-being,” may be an unusual term for some business leaders, but I like it and I'm using that term consciously because of the impressive work by Dr. Martin Seligman, who was former President*

PEOPLE ARE AT THEIR VERY BEST WHEN THEY HAVE A SENSE OF WELL-BEING. THAT'S WHEN THEIR ENERGY IS HIGHEST. THAT'S WHEN THEIR CREATIVITY IS FULLY AVAILABLE TO THEM.



of the American Psychological Association and author of a wonderful book I'd recommend called *Flourish: A Visionary New Understanding of Happiness and Well-being*.

As a result of his studies, Dr. Seligman basically came to the conclusion that happiness is somewhat fleeting, but well-being is really what we're all trying to achieve. Dr. Seligman has determined that you need five factors to accomplish well-being in your life, which are positive emotions, engagement, positive relationships, meaning in what you're doing, and a sense of achievement. These five factors are exactly what we need to accomplish in our organizations.

Now, think about that. People are at their very best when they have a sense of well-being. That's when their energy is highest. That's when their creativity is fully available to them. They're living in an environment that naturally brings out their best.

Cindy: In your book, *The Trusted Leader*, you have a framework that includes a very simple model that could fit easily into Seligman's well-being factors.

Ed: As a matter of fact, it does. When I read his book and saw his five factors of engagement, I could hardly believe how closely they fit with our five action steps to achieve breakthrough results.

And I want to be really clear that when you, as a leader, create an environment that supports the five components of well-being, you'll be the trusted leader of a high-performance environment.

Cindy: If you are willing to give me the time, I'd love for you to go over the five steps. I think that would be very beneficial for our readers.

Ed: These five action steps for breakthrough results are the heart and soul of my book, *Be A Trusted Leader*. Let's just take a quick look at them.

In step one, you want to acknowledge the successes you are already having. This step is probably the most distinguishable from other approaches to problem solving because you are starting by focusing on the successes you have already had rather than the problem.

ONE THING THAT HAS BECOME VERY CLEAR TO ME OVER THE YEARS IS THAT IN THE ABSENCE OF A CLEAR, POSITIVE GOAL, PEOPLE WILL ACTUALLY REVERT TO AVOID MAKING MISTAKES AND LOOKING BAD. THOSE BEHAVIORS DON'T MOVE YOU TOWARD WHERE YOU WANT TO BE.



Think about what that does. First of all, people start feeling like they have had some achievements. It builds energy and engages people. It brings out positive emotions as they talk about the successes they're already having. So look at what you're already doing. Look at where you're already bringing about those factors that create an environment of well-being.

In step two, analyze those successes for what made them work and what was unique about those situations. This is a learning organization at work. This step also creates more positive emotions and positive relationships because when you start analyzing successes, people on the team start acknowledging each other for what they've done to create the successes.

Cindy: It's very contagious.

Ed: It is. Engagement rises with positive relationships. People feel like there's some meaning in what they're doing because they're celebrating the successes.

Step three is moving toward achieving what you want to create by continually clarifying your goals and objectives. One thing that has become very clear to me over the years is that in the absence of a clear, positive goal, people will actually revert to avoid making mistakes and looking bad. Those behaviors don't move you toward where you want to be.

Cindy: That's an important differentiation—it's not just that the lack of clarity diminishes focus; it can actually cause behaviors that are opposite of what you want.

Ed: Exactly. In step four, determine how achievement of the objectives you have set will benefit all stakeholders. This is where the meaning and purpose of what you are doing comes out. You're seeing the meaning for the whole organization, for your team, and right down to each person by looking at the value it brings to your clients.

In step five, the final step, establish an action plan and accountability for closing the gap between where you already are and where you want to go, which is your goals and objectives.

Think about the power of this process. You are in an environment where there are positive emotions, you're engaged in the process, you have positive relationships all

LEADERSHIP IS NOT THE PERSON AT THE TOP OF AN ORGANIZATION WITH MANAGEMENT RESPONSIBILITY AND CONTROL. LEADERSHIP CAN BE DEMONSTRATED ANYWHERE WITHIN AN ORGANIZATION.



around, you feel meaning in your work, and you feel a sense of achievement. In this type of environment, there will naturally be a high level of trust.

Cindy: How far have we come—how many environments would you say have all these factors in place based on your experience?

Ed: *A pretty low percentage, I'm afraid. I don't know exactly what percentage it is, but it's low. That's why, right now, being a trusted leader is so important. We have lost such a tremendous amount of trust in corporate and government leadership that we have a lot of rebuilding to do.*

I also want to make the point that leadership is not the person at the top of an organization with management responsibility and control. Leadership can be demonstrated anywhere within an organization, and to me, what you really want to create is a kind of environment that naturally invites people to step up to leadership when it's appropriate for them to do so.

Leadership then becomes the little things that people do that make a difference. It's the intern who is sitting in the middle of some managers who are looking for a solution to this big issue they are discussing, and then the intern raises her hand and says, "Do you guys mind if I share an idea here?" Everybody just stops talking and says, "Well, sure." Then the idea becomes the solution.

That little step of leadership, being willing to raise your hand to share a perspective, is demonstrating the kind of leadership we want to have throughout the organization.

Cindy: There would certainly have to be a lot of psychological safety in an organization for some people to be willing to step up rather than feel intimidated.

Ed: *I like that term, "psychological safety," because that's exactly what we're talking about. These five factors associated with well-being don't happen without psychological safety in the environment.*

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OAKLEY AT WWW.
ENLEADERSHIP.
COM



Cindy: One of the trademarks of your five-step process is its simplicity—leaders can start using it right now without outside assistance. How long do you think it would take an organization to begin to shift to a more positive environment once it starts using your five steps?

Ed: *Whenever any piece of an organization uses the five steps, it will experience a significant shift right away. However, this is not something you would typically start using with 200 people. It is better to start at a team level, such as with an executive team, a team with a particular focus, or a project management team. But wherever it's used, it is going to influence the mindset of people involved, and it will raise their sense of well-being, their creativity, innovation, and excitement for what they're doing. As a result, ultimately, people will get their energy back to 100% of where you would like to have it.*

So it's going to work wherever you use it, but how long it takes to spread through a larger organization is a whole separate question.

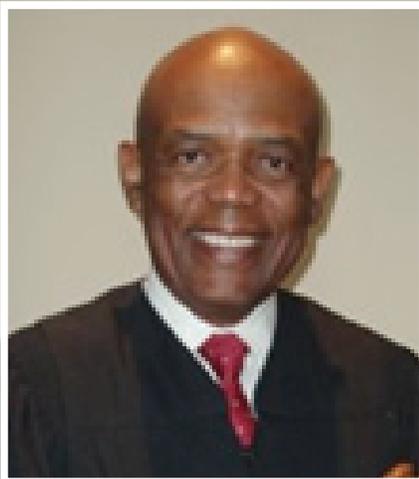
Cindy: Ed, thank you very much for your time today, and for the very useful and actionable information that you have shared with us.

Ed: *Good talking with you.*

FOR MORE INFORMATION...

To learn more about Ed, his company, and the products they offer, please go to www.EnLeadership.com. In addition, he is giving away free copies of his book *Be A Trusted Leader: Accelerate Your Influence Now*, which describes his five-step process in detail and provides numerous examples of how the steps are being used. For a free copy, go to <http://makingmanagersintoleaders.org/op/btl-giveaway/>. Readers may choose from different format options, and there is a small shipping and handling fee for the softcover version.

CINDY PETITT



ABOUT CINDY PETITT

Cindy Petitt is the president and founder of Coaching for Positive Action, which helps individuals and organizations achieve extraordinary results. Cindy is a certified executive, personal, and business coach.

She is former head of human resources, and while in this role, her organization's reputation as an employer of choice received significant national recognition. Cindy has held corporate leadership positions in strategic planning, quality improvement, organizational effectiveness, and diversity management.

She has served as co-chair of the US Conference Board's Financial Services Business Excellence Council, was an examiner for the National Malcolm Baldrige Award, and has participated on numerous nationally sponsored benchmarking studies of Fortune 500 companies.

ABOUT THE INTERVIEWER - BEAU PATTERSON

Beau Patterson is a former judge, a keynote speaker, and founder of the company Please Rise (www.PleaseRise.com) that provides transformative workshops and training programs. After 20 years on the bench, Judge Beau, as he is affectionately called, takes the personal and professional experiences he has gained to help others understand how they can overcome challenges in their work and lives to achieve peak performance.

*THERE IS
TREMENDOUS
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POWER IN BEING
AN UNDERDOG...*

Beau: Cindy, you have been seeking out the advice of other business experts to help leaders shift the performance of their businesses. Now, I want to ask you: what advice would you give a leader to shift from a survival-focused to a thriving, engaged organization?

Cindy: Beau. I'd love to answer that question. In a difficult economic environment, it's natural for businesses to retrench. Uncertainty leads to fear and caution. Unfortunately, when this happens, constraints rather than possibilities drive business strategies. The businesses become victim to the

LEADERS NEED TO CREATE OPPORTUNITIES FOR DIALOG WITH THEIR WORKFORCE. THEY NEED TO ACKNOWLEDGE THE FEAR, THE UNCERTAINTY, AND WHAT IS AT STAKE, BECAUSE ULTIMATELY, YOU WANT YOUR WORKFORCE TO THINK LIKE BUSINESS OWNERS.



external environment or internal shortages. This is a very disempowering place to be: employees don't want to rock the boat or jeopardize their jobs, so they won't question decisions that don't make sense. The whole organization is focused more on what they can't do versus what they can do, which is not the best environment for employees to exercise initiative or be innovative.

So my advice to leaders would be to use this time to create momentum rather than to siphon off energy. There is tremendous momentum power in being an underdog—and in this economic environment, many businesses feel like underdogs because they feel the odds are against them—so leverage it in a positive way.

Beau: How do you shift to a more engaging and empowering mindset?

Cindy: *It does have to start with the leaders. They need to make the call to action. They need to model determination, courage, and compassion. They need to create the opportunities for dialog with their workforce on how to pull together to differentiate their business and to add value for their customers during this difficult time.*

The leaders also need to acknowledge the fear, the uncertainty, and what is at stake. You want your workforce to think like business owners and other important stakeholders. This takes a tremendous pressure off leaders because they are no longer alone in shouldering all of the responsibility for the company's survival or growth.

There are many different types of forums that leaders can use to engage the workforce in addressing current challenges, such as using teams or various dialog sessions with employees to gather their ideas. When asking for their ideas, how the questions are phrased is important. Good questions open up thinking, build confidence, and are opportunity-focused, like: "Given the current economic turmoil or business crisis how can we continue to grow and thrive?"

Questions that limit thinking are constraint-focused, such as: "Where can we reduce expenses?" and "How can we cutback?"

**GOOD LEADERS
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My next piece of advice to leaders is to be decisive. Once it is clear what decisions have to be made, make them. Lots of leaders avoid making difficult decisions or make compromised decisions that often only make the situation worse. Good leaders have the courage to make the hard decision when it's right for the organization, and then they implement it with an abundance of compassion.

Many years ago, I read about a GE plant that was closing. The decision to close the plant was implemented with such compassion, with such clear expression of caring for the workforce, that employee morale and productivity actually went up to such an extent that the plant was able to close six months earlier than planned.

I brought the manager from that GE plant into my organization at the time to talk with our managers so that they could see the power of genuinely showing our workforce that we care about what happens to them. This became our model for implementing change, and our employees reciprocated. Caring replaced callousness, empowerment replaced fear, and a "we are in this together" mindset replaced a "we-they" mindset between employees and management.

I have had many opportunities as a human resources executive to test out and validate that virtually all organizational decisions—no matter how negative they may seem—can be implemented in a positive way, in a way that employees can accept and support even though they know the impact of the decision will be challenging.

Beau: Great advice. When you have large organizations, there are specific kinds of tools that give you the ability to engage or to learn more about the needs, desires, and tensions that employees might have. What are some of these tools?

Cindy: *The more difficult or sensitive the situation, the more important it is to use a process that provides the opportunity for immediate interaction or dialog with employees. But if you are interested in getting a barometer check, monitor trends over time to identify problems early, or measure progress in addressing employee concerns, then two approaches often used are skip-level meetings and annual employee surveys.*

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In skip-level meetings, managers and executives meet with employees at least two levels down in the organization to learn about employee interests and concerns, and to answer questions. The meetings can be one-on-one or group meetings, such as lunch or chats with the CEO.

Employee surveys are more common. Some employee surveys cover a broad range of factors affecting employee satisfaction, while others focus on specific areas such as respect, trust, and engagement. Surveys are just a starting point, though. Surveys generate data and help you target in on key issues that need further exploration, but follow-up activities are still needed to make sure the data is accurately interpreted.

Here is an example of how survey messages can be misinterpreted. Let's say the majority of employees respond that the organization's leaders are risk-averse. Leaders often interpret this to mean that employees think the organization is too conservative and is playing it too safe in its strategies. But more often than not, in my experience, when you ask employees what they mean by "risk-averse," they will say the leaders are not willing to take a risk on them by giving them more authority. Those are two very different issues, so it is important to follow-up with employees to drill down on the messages behind the data.

Beau: Shifting our attention a bit, increasing productivity to compete in the global economy creates tension in organizations. How can those organizations overcome the fears that an employee might have about being lost in this?

Cindy: That is a very good question in today's world. You are absolutely right—there is tremendous pressure to do more with less, and who bears the brunt of this? Employees do.

Productivity is about capacity. If an organization invests in technology and process improvements to streamline the work and increase capacity, then productivity goes up. However, too often organizations don't make those investments, particularly when they are in survival mode, and they expect productivity to go up simply by reducing the size of the workforce. They expect a smaller workforce to produce the same as or more than the larger workforce, but how is that suppose to happen if nothing has changed in how work is

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performed? People are not machines. Demanding more and more without investing in process improvements is not a sustainable model. Your costs will ultimately go up because the stress from overwork will result in more mistakes, lower morale, and higher health costs.

So my advice to leaders is to increase productivity by streamlining or automating work processes—not by expecting the impossible from their employees. If you have to cut back on the size of your workforce without adjusting the volume of work needed, then get better before getting smaller. You can do this even in a crisis situation—engage your employees to identify process improvements. It’s amazing what you can do with minimal time and effort when you bring together people who represent each step in a process.

Beau: How does a leader demonstrate that they’re investing in both the educational advancement and skill building of the workforce, and how does that contribute to building confidence and overcoming fear in an employee?

Cindy: *Helping employees develop the skills needed to do their jobs well and grow with the organization leads to the creation of a confident, competent, and productive workforce. So yes, it matters in overcoming fear.*

First of all, you can demonstrate to your workforce that you care about their development by truly investing the time and money to make it happen on-the-job and through formal training and feedback or mentoring.

The best learning comes from varied job experiences and challenging assignments. So, when a complex assignment comes up, how often do you assign the most experienced people versus using the assignment to develop more junior people, knowing that it will take them longer and require greater supervision? It’s a matter of balancing short-term productivity and longer-term employee development.

Some organizations demonstrate their commitment to employee development by treating ongoing formal training as an essential job requirement much like continuing education requirements to maintain professional certifications.

Top consulting firms are exceptionally good at making the development of talent everyone’s responsibility. The centerpiece of this collective responsibility is giving

GREAT LEADERS CONTINUOUSLY LOOK FOR THOSE COACHABLE MOMENTS WITH INDIVIDUALS, GROUPS, OR THE WHOLE ORGANIZATION TO OPENLY REFLECT ON WHAT CAN BE LEARNED FROM MISTAKES OR DIFFICULT SITUATIONS.



meaningful feedback on a daily, weekly, and monthly basis. And, great leaders continuously look for coachable moments with individuals, groups or the whole organization to reflect on what can be learned from mistakes or difficult situations.

Secondly, you can demonstrate that the development of people is a corporate priority by making it part of your company values, and ensuring that messages to managers reinforce the importance of their role as people developers. Nothing speaks louder than what gets rewarded in organizations. Align compensation and incentive programs so managers who are best at developing people are rewarded financially. Align talent management and selection processes so that those who are best at nurturing talent are selected for and promoted up the managerial career ladder.

When organizations hit challenging times, it becomes relatively easy to differentiate those organizations that consider employee development to be discretionary from those that do not.

Beau: Finally, what are you optimistic about? What skills or tools or characteristics are you seeing in great leaders that makes you optimistic about our future?

Cindy: *I am very optimistic about a couple of things. First, based on what I have seen, I am optimistic about the new leaders that are moving up in organizations. So many of them get that people management is the most important part of their jobs. They want to be managers for that reason, not just to get a promotion and continue to operate as a technical expert. They understand the importance of good people skills, they have a strong belief in values, and that is very good for the workforce of the future.*

I am also optimistic about the growth of spirituality in organizations. What I mean by “spirituality” is focusing on the higher purpose of the organization and igniting passion around that purpose. These organizations are clear about the need to contribute to the well-being of societies—making a profit is not the only thing that matters to these companies. It is like polar forces at play—for every corporation that has lost its way, there are a growing number of profitable corporations that are determined to be true to their values

and social responsibilities. They may still be in the minority, but a shift is occurring, and hopefully it won't be long before this becomes the new norm.

Beau: Great. Cindy, thank you for your advice and insights.

Cindy: You are welcome, and thank you for conducting the interview.

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FOR MORE INFORMATION...

If you would like to know more about Cindy Petitt and the work that she does, please go to www.CoachForPositiveAction.com. In the resource section of her website are other free e-books, *Communicating with Influence* and *Think With Your Head, Speak With Your Heart*. Cindy welcomes email messages at cindy@CoachForPositiveAction.com.

LISA ROSENDAHL, SPHR



ABOUT LISA ROSENDAHL

Lisa has been a leader in the human resources field for more than 18 years. Her expertise is in leading people, inspiring commitment, and managing change. She is also a speaker and a writer. Lisa is a former Army officer and she has provided leadership and expertise to full-cycle strategic HR operations in manufacturing and now federal health care.

Lisa has been named:

Top 25 HR Digital Influencer in 2009 & 2010

Top 50 HR Expert to follow on Twitter

Top 25 HR Blog Written by HR Practitioner

Top Talent Management Blog

Top 50 HR Blogs to Watch in 2009 and 2010

Top 50 Leadership Blog

Lisa has used her experience with blogging and social media to positively impact business results in the workplace and bridge the gap between what HR currently is and what it could be.

WHEN TIMES ARE TOUGH, LEADERS HAVE TO BE THAT VOICE OF REASON FOR THEIR EMPLOYEES.

Cindy: Welcome, Lisa. I am so happy today to have the opportunity to talk with you. What you have been able to accomplish in pushing forward human resource issues, especially through social media, is impressive.

Lisa: Thank you.

Cindy: In many businesses today, where there is so much uncertainty, “circled wagons” or “winner take all” practices often permeate. What one piece of advice would you give a leader to avoid or turn around such a situation to bring out the best in his or her organization?

Lisa: In organizations facing challenges that threaten their survival, you will absolutely see leadership responses range from “circle the wagons” to “winner take all.” Direction on how an organization will respond comes from the top

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leadership. So my advice or suggestion for the top leaders is to be that voice of reason for their employees. Take a step back and remember that there are people who come to work every day and they are there to do a great job. Don't forget about that, no matter what is happening outside the organization.

There is definitely a business to run, but that business is not going to run well if its employees don't have their hearts in their work, or if they are not valued in the workplace.

The worst thing a leader could do during tough times is forget about the people in the organization and consider them nothing more than pawns.

Cindy: What does being that voice of reason look like?

Lisa: *The voice of reason is not being reactive. It is stopping and listening to what people have to say. It is considering the opinions of others. When things are not going well, a leader's inclination may be to get on e-mail and pound out a harsh message, or to go running down the hall to put someone in his or her place.*

When facing challenging circumstances, leaders might think they know exactly what the right decision is. But the voice of reason is to step back and be reflective, to let thinking settle a little bit, and letting thoughts process overnight.

The voice of reason is being the one to ask the tough questions. It is asking the kinds of questions that really make people think. Being a voice of reason is stopping and thinking beyond that first reaction.

Cindy: How do you get a leader to be that voice of reason, to look beyond their first reaction and see that there is a better way?

Lisa: *I think that varies a lot. For one leader I worked with, it just took a conversation. He would listen to advice from others and be willing to say, "You know what? You are right; I think we are missing the boat on something." Others you could hit with a 2x4 and they still would not get it.*

TO GET SOME LEADERS TO LISTEN, IT COMES DOWN TO UNDERSTANDING WHAT MOTIVATES THEM. . . . IT HAS TO BE SOMETHING THAT IS UNCOMFORTABLE FOR THEM IN THEIR WORLD, OR THEY WON'T MAKE THAT CHANGE.



My role as a Human Resources leader is to have frank conversations with my leadership: to present the facts, have an opinion, and be able to say—or show—that there may be another way of looking at a situation. Human Resources leaders need to be willing to step up and have those difficult conversations with the leaders of the organization.

How effective those conversations are in creating change depends on the relationships you have with the leaders prior to initiating the conversation. If you do not have good, open relationships with the leadership and people in your organization, they are not going to get better in these tense times. But if you have built good relationships with the top leaders in the organization, use those relationships to help them make better decisions.

Your approach can be as casual as having a cup of coffee with them, or it may be that you go to their offices and tell them you want to bring something to their attention. If you have invested in your relationship, they will be much more inclined to listen to what you have to say.

For those who are less likely to listen, it comes down to understanding what motivates that leader. That's your 2x4. Some leaders respond to the fact that employees are leaving. Some leaders only respond to the financials. It has to be something that is uncomfortable for them in their world, or they won't make that change.

Leaders, be sure to surround yourselves with competent and credible advisors, and then listen to them.

Cindy: I love that what you are trying to do is not just to affect the workplace, but also to take the human resources function from where it is now to where it could be. Sometimes it's the human resources function that is treating employees like they are pawns. There may be a great HR infrastructure in place, but the humanity piece is missing. What are your thoughts about that?

Lisa: HR is a function that can be very technical and process-driven. There is so much process around what HR does that sometimes you forget about the people in the process. I do it too, and it takes nothing more than a raised eyebrow or an employee asking "why?" for me to realize what I've done.

TO BE EFFECTIVE,
WE IN HR HAVE TO
REMEMBER THAT
THERE ARE PEOPLE
AT THE END OF
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HR DOES.



The best HR departments align their processes to support the needs of the business while being accessible and responsive to the needs of the people. Can both live in the same organization? Yes. It means that the HR leaders must understand the business and get out of their offices to meet with employees as often as possible to understand their needs and issues.

Cindy: What advice would you give to leaders on how to get the most out of their HR function?

Lisa: Find an HR leader with a proven track record or the potential to excel. Aim high and don't settle. Once strong HR leadership is in place, I would start by asking the business leaders to (a) identify their business goals and expectations and (b) ask the HR leader how they are going to meet them.

I have worked for different leaders in different organizations and their expectations vary, but the one thing I received across the board was their support. Without it, I would not have been able to accomplish half of what I did.

Cindy: Just like some leaders are strategic and others are not, do all HR departments have the capacity to be strategic? If not, how do you build a strategic capacity?

Lisa: That's a tough question. It depends. It starts with having the right people in the HR leadership position, and "right" has a lot to do with mindset and listening skills. You have to think strategic to be strategic, and you get the information you need to build strategic capability by listening.

It's hard to listen well, but it is a skill you can develop. For example, when you really listen, you have to look the person in the eye—that means you can't be doing other things at the same time.

You also have to care about what that person has to say. When you show people that you really care, they typically will open up to you. If you are not interested, don't care, or don't see value in being a good listener, then all the training in the world is not going to help.

YOU CAN FOLLOW
LISA ROSENDAHL
ON TWITTER,
LINKEDIN, OR
THROUGH HER
BLOG.



Cindy: Are you saying that you can't fake it?
.....

Lisa: *You really can't fake relationship skills. There have been many studies on the importance and impact of emotional intelligence and how you relate to others. It comes back to credibility—being trustworthy and believable.*

You either value relationships with others or you do not, and if you are trying to fake it, you won't make it very far. People are smart and they will see right through that.

Cindy: We are coming to the end of the interview and I want to thank you for sharing your thoughts, advice, and expertise. I also want to thank you for the great work you are doing to build the capacity and reputation of HR.
.....

Lisa: *You are welcome.*

FOR MORE INFORMATION...

o learn more about Lisa, please go to LisaRosendahl.com for a common sense approach to leadership, growth, and human resources. You can connect with Lisa on LinkedIn ([linkedin.com/in/lisarosendahl](https://www.linkedin.com/in/lisarosendahl)) or on Twitter at [@lisarosendahl](https://twitter.com/lisarosendahl). Lisa also co-founded the Women of HR blog (www.womenofhr.com) in order to give a voice to HR practitioners who are passionate about issues affecting women in the workplace.

CONCLUSION

If there is one thing that comes across through the interviews, it is that an organization is a reflection of its leaders. As Steve Chandler says, the good news is that if you don't like what you see, you are the solution! This is a great incentive to lead consciously: pay attention to how you interact with your workforce, how you respond to a crisis, and how you manage your fears.

If you would like to do a quick assessment of how you measure up to the advice given by our business experts, just rate yourself for each of the following statements:

HOW I ASSESS MYSELF AS A LEADER

Scale: 1-5

1=Rarely 5= Always

1. I recognize and honor the fact that my ability to be an effective leader is based on the willingness of others to follow me. _____
2. I routinely reach out to find people—inside and outside the organization—who can help me come up with ideas for moving my organization forward. _____
3. As a leader, I surround myself with people who are willing to tell me the truth about their observations and what they are thinking. _____
4. When people tell me something that I do not like or do not agree with, my first inclination is to try to better understand where they are coming from or to better understand the situation that they are bringing to my attention. _____
5. I make a point of acknowledging employees in a positive way even when passing them in the hallway so they know that I care about and am interested in them. _____
6. When communicating with others, I have a good sense of how my body language affects the message that I am trying to send. _____
7. When I see behaviors in the organization that I don't like, I first look at what I may be doing to contribute to those behaviors. _____
8. When faced with a crisis or challenge, I am able to step back and take a broader view of the situation. _____
9. When faced with a crisis, I see it as an opportunity for my company to demonstrate the values and behaviors that we want to stand for. _____
10. I have a clear understanding of the 20% of our work that is adding the greatest value to our customers and the 20% of our work that is causing the most frustration and adding the least value. _____
11. I am willing to make tough decisions, and when I do, I implement them with compassion. _____
12. When I want to improve organizational performance, I look first to see what we can learn from our successes rather than trying to find problems to fix. _____

FINAL THOUGHTS...

The interviews you've read here are part of an ongoing series. So if you liked the insights shared in the interviews, there will be more to come on a range of topics that are relevant to leading in the future business environment. If you registered to get your copy of this e-book, you'll receive an email whenever a new e-book is released. If you didn't register but would like to be notified of new releases, you can sign-up by going to www.CoachForPositiveAction.com/leaders.

What I share with all of the experts interviewed is the desire to make leadership approaches that build strong, sustainable businesses in good and bad times available to as many people as possible. So please help us by letting others know that they can get a free download of this e-book at www.CoachForPositiveAction.com/goodbusiness.

Finally, I welcome your comments on this e-book, as well as your recommendations for experts you'd like to see interviewed. You can send your comments or recommendations to me at cindy@CoachForPositiveAction.com.

Thank you for taking the time to read this e-book. I wish you the best of success with your business!



ABOUT COACHING FOR POSITIVE ACTION

Our mission is to help individuals and organizations become better learners and discover new pathways to success so they can achieve extraordinary results and have a positive impact in the world.

Our approach is to offer clients highly effective strategies to meet their specific needs and circumstances that are practical and easy to implement.

Our belief and experience is that all change, no matter how negative it appears, can be implemented in a positive way to engage rather than demoralize employees.

Our conviction is that if you genuinely show your employees that you believe in and care about them, they will reciprocate—often in ways that go beyond your imagination.

Our passion is helping organizations become agile, helping leaders and leadership teams live up to their potential, helping women thrive while staying true to themselves, and distilling the massive amounts of great information out there into a few simple, actionable concepts.

