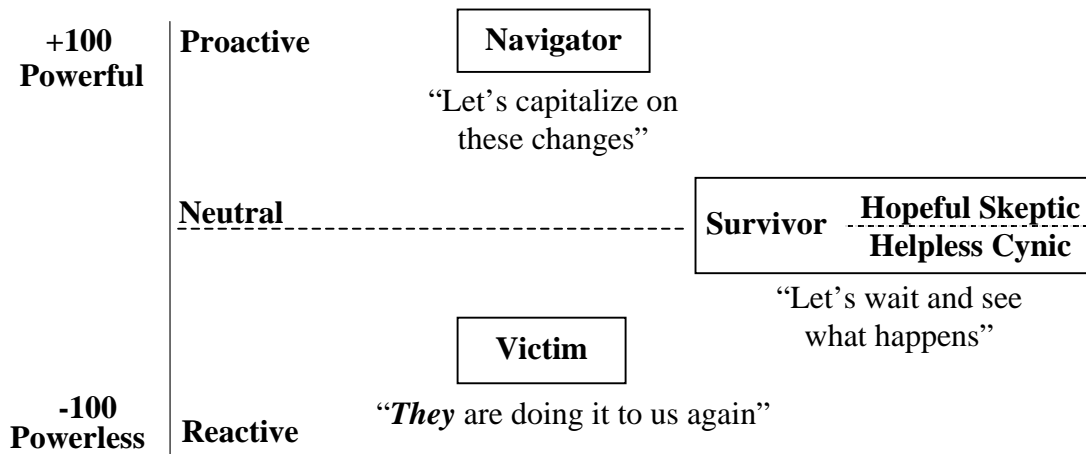




NAVIGATING CHANGE

Change Choices



Mode	We're Feeling	We're Talking About	We're Doing
Navigator			
Survivor			
Victim			



THE PERFORMANCE BALANCE

Sample
page 2

Leadership

Our Examples

People	_____
Feelings	_____
Emotions	_____
Heart	_____
Persuasion power	_____
Commitment	_____
Possibility thinking	_____
Proactive	_____
Doing the right things	_____
Values	_____
Vision	_____
Stoke the fire within people	_____
Verbal communication	_____
Innovation	_____

Finding the Right Balance

Is Now	Should Be
%	%

Technology		
Management		
Leadership		
	100	100



SOFT SKILLS, HARD RESULTS

Framework of Emotional Competencies

— Daniel Goleman, *The Consortium for Research on Emotional Intelligence in Organizations*
www.eiconsortium.org

	Personal Competence	Social Competence
Recognition	Self-Awareness <ul style="list-style-type: none"> – Emotional self-awareness – Accurate self-assessment – Self-confidence 	Social Awareness <ul style="list-style-type: none"> – Empathy – Service orientation – Organizational awareness
Regulation	Self-Management <ul style="list-style-type: none"> – Self-control – Trustworthiness – Conscientiousness – Adaptability – Achievement drive – Initiative 	Relationship Management <ul style="list-style-type: none"> – Developing others – Influence – Communication – Conflict management – Leadership – Change catalyst – Building bonds – Teamwork and collaboration

Assessing Our Team's Emotional Intelligence

Areas of greatest strength:

Areas that need to be strengthened:



General Application Ideas

- a) Ensure that your team/organizational purpose appeals to the heart more than the head. Try developing a short, pithy statement or slogan that expresses your organization's purpose. It should excite and inspire. The very best ones will create goose bumps within the team (while possibly being meaningless to outsiders). You could even have a contest to develop the snappiest slogan.
- b) Ask team members what your management team should be doing to better live your vision, values, and purpose. Ask what you should keep doing, start doing, and stop doing.
- c) Ensure that all project teams agree on what their success will look like (vision), how they will work together (values), and their mandate or reason for being (purpose).
- d) Build competency models or leadership profiles for all management positions that embed your team/organization's leadership expectations, visions, and values.
- e) You can write down your vision, values, and purpose, but don't use words or statements (you can't lead by e-mail) to try and convey feelings and emotions that engage the heart. Bring them to life through meetings or conversations with symbols, metaphors, images, illustrations, pictures, models, examples, and telling "hero stories."
- f) Engage everyone throughout your organization in providing input to or revising your overall vision, values, or purpose.
- g) If you have an existing set of vision, values, and purpose, involve your team/organization members in ongoing discussions to revisit and revitalize them and brainstorm ways you can live them even better.
- h) Framework all planning, budgeting, and priority-setting with your vision, values, and purpose.
- i) Work with your team to prepare a "stump speech" (like a political campaign) outlining your team's vision, values, and purpose. It should be full of imagery, stories, metaphors, examples of past successes, your emerging business model, a pithy purpose statement and/or core values, and such. Deliver these in person through one-on-one discussions, meetings, and group presentations.
- j) Ensure the questions you ask in your one-on-one conversations, meetings, operational reviews, etc. convey a sense of priorities that's consistent with your vision, values, and purpose.

Other application ideas:



PASSION AND COMMITMENT

Sample
page 7

- i) Keep highly visible scoreboards, big thermometers (like a fundraising campaign), bulletin boards, Intranet sites, voice-mail messages, newsletters, and the like to update everyone on your progress toward key goals or change and improvement targets. Make goals/targets and progress as visible as possible.
- j) To get partnering behavior, treat everyone like partners. Share financial and other “confidential” information openly so everyone can see how his or her efforts contribute.
- k) Clarify “loose-tight properties.” Agree on areas that teams or individuals have free autonomous choice (loose). Outline where the boundaries are and standardization or conformance is required (tight).
- l) Keep units small and decentralized. This promotes unity, commitment, and independence. People can move quicker and more readily see the results of their actions.
- m) Simplify systems and streamline processes. Support systems that get in the way, bureaucracy, errors, rework, and inefficiency kill commitment while slowing things down and adding lots of cost. Ask frontline service providers what systems and processes would better help them serve your customers. Get their involvement in prioritizing the areas to be changed and improving them.
- n) Do you have a bunch of nitpicking rules that add up to one big, “I don’t trust you?” How do you know? What are you doing about identifying and pruning them?
- o) Don’t allow yourself and your management team to be hijacked by the tiny minority of people who will never be committed, passionate, or trustworthy. Don’t manage to the lowest common denominator. Once you’ve given them every chance to get on board, help them find opportunities elsewhere.
- p) Send personal thank you notes (on real notepaper, not by e-mail); make detours to offer a verbal “thanks again,” and make lots of supportive phone calls.
- q) Use focus groups (a cross-section of frontline staff) to test new management directions before making grand announcements to everyone. Even if you press on against the advice of the focus groups, you’ll have deeper insight on how to face the issues the new direction may raise.
- r) Review your hiring and orienting process. Do you have multiple interviews that include team members, people who will be reporting to the person being hired, customers, and internal/external partners? Do you have a clear profile of the role and responsibilities, experience/skills, and values for each candidate? Have managers been well trained in hiring and orienting new people?



The Coach's Playbook – Our Team

Identify our leadership team's 3 greatest strengths and 3 greatest weaknesses by adding up the ranking of each issue on the previous page for our group. The issues with the lowest total scores are our strongest, and the issues with the highest total scores are our weakest.

Which are our three strongest areas as a leadership team?

Which areas do we need to strengthen?

How do we know? Should we get some feedback or team development coaching to be sure?

How are we going to further develop our coaching skills?



Meeting Effectiveness

Meetings are more important than ever in our increasingly complex and interconnected world. Research clearly shows that when run effectively, groups make better decisions than individuals. Effective meetings involve and engage participants in problem-solving and planning.

But most management meetings are poorly run. Many are a disaster. That's why many people hate meetings. Symptoms are comments like, "I could get a lot more of my work done if it wasn't for all of these bloody meetings." Participants who continually experience poorly run meetings see them as a waste of time. Many are. Managers who experience well run and effective meetings get the bulk of their work done through meetings.

Deciding How to Decide

There are three basic ways along a continuum for a team to make a decision:

Command – made by a team member (often the boss) without any input from other team members.

Consultative – made by a team member after consulting others who have knowledge or who must be committed to the decision.

Consensus – made by the entire team as a group.

The further the team moves toward the consensus end of the continuum, the more buy-in or commitment there is to the decision. Decision-making time is longer. But implementation time and effectiveness dramatically improves.

A common source of frustration and conflict in teams is when the type of decision-making method being used is not clear to everyone at the outset of the discussion. Team leaders will often add to the problem by leading what seems to be a consultative or even consensus discussion when he or she has already made up his or her mind. This comes across as a "guess what I am thinking" exercise. Or it can look like the leader is trying to manipulate the team into the "right decision." Some especially weak team leaders will intimidate team members into "forced consensus" (an oxymoron) and leave the discussion genuinely believing that the team is united in the decision.



