

Nine Lives of Leadership

PROVOCATIVE ADVICE FOR GREAT LEADERS

1 Go Deep Fast *with* Keith Ferrazzi 2 Organic Leadership
with Peter Han 3 HOT Teams and Getting in the Mood *with*
Laurence Haughton 4 Let's Get Radical *with* Sally Hogshead
5 The Start-up Spirit *with* Jason Jennings 6 The Clarity
State *with* Luda Kopeikina 7 Organizational DNA *with* Gary
Neilson 8 Emotional Acumen *with* Tim Sanders 9 Betting at
Work *with* Eileen Shapiro

by Lisa Haneberg

Foreword *by* Jack Covert

Foreword from Jack Covert

Welcome to our Boss's Day e-book! We are excited to bring you management ideas in this form. 800-CEO-READ worked with Lisa Hanberg to create this e-book which will introduce you to new management techniques and reacquaint you with techniques that you may have forgotten.

For now, give yourself a big pat on the back and take a deep breath. You've accomplished a lot since Boss's Day 2004. Allow me to wish you Happy Boss's Day!

I believe that in order to fully celebrate a holiday, it's important to understand its origins. Boss's Day was started by Patricia Bays Haroski in 1958. She wanted a day for employees to demonstrate their appreciation of their bosses. This day was meant to help employees better understand what a boss's job entails.* October 16 was chosen in honor of Ms. Haroski's father's birthday. To this day, it remains a nationwide celebration of company leaders, their hard work and dedication.

Now it's officially time to celebrate. From one manager to another, I am wishing you a Happy Boss's Day! Enjoy it. Until next year, happy reading!

Best Regards,



Jack Covert
President/Founder
800-CEO-READ

*Information gathered from the website Calendar Updates. <http://www.calendar-updates.com/Holidays/US/boss.htm>

Introduction from Lisa Haneberg

Being a leader is tougher than ever! Workplaces are more complex and competitive. Change is occurring at the speed of light. Work relationships need to be built in broader, matrixed, and more global organizations. Today's leaders need new skills and more support to respond to the challenges and opportunities that rocket their way like water out of a fire hose. I have great respect for the people who take on the role of leader.

Great leaders are able to make a significant difference. They shape results and our work experience. Being a leader can also be a stressful and thankless job. There is always too much to do and too little time in which to do it. Endless meetings and daily fires soak up the hours and make proactive coaching and planning nearly impossible. In spite of these challenges, most of our leaders pour their hearts and minds into their work in order to make it all happen.

We are happy to be able to offer this e-book, which honors leaders and offers them ideas and perspectives that can make their difficult jobs a bit easier. The focus of this e-book is **management and leadership**; it contains nine essays based on my conversations with nine talented business authors and experts. I hope that this e-book will make your busy day less stressful, more satisfying, and full of breakthroughs. Each author has thoroughly researched his or her topic and offers perspectives that are intellectually stimulating, helpful, and actionable.

As a leader you are special. The work you do is critical to the success of your organization and team members.
Happy Boss's Day!

Table of Contents

Foreword from Jack Covert	2
Introduction from Lisa Haneberg.....	3
Go Deep Fast	5
Develop Strong Relationships As A Catalyst For Success	
Organic Leadership	14
Learn from the career paths of highly successful mega-leaders	
HOT Teams and Getting into the Mood	21
Improve results and satisfaction by optimizing team member performance	
Let's Get Radical	30
Add energy and velocity to you and your employees' career growth	
The Start-up Spirit	38
Infuse your employees' work environments with the energy of a start-up while leveraging their well-established systems and processes	
The Clarity State	46
Make tough decisions in an easier and more effective manner	
Organizational DNA	55
Determine your organization's predominant style and use this information to more effectively drive change	
Emotional Acumen	62
Increase employees' impact and influence with others	
Betting at Work	69
Up your odds for success and take control of your destiny	
Conclusion	77
Info.....	82



Go Deep Fast

DEVELOP STRONG RELATIONSHIPS
AS A CATALYST FOR SUCCESS

Go Deep Fast

Develop Strong Relationships As A Catalyst For Success

Scene 1:

Two ships pass under a starry sky. The ships' captains chat on the radio and share a few words about the sea conditions. Passengers cram onto the ships' bows to get a better look and compare vessels. A few short blasts of the ships' horns startle the passengers, but they applaud. The excitement ends in a few minutes and passengers return to playing pinochle in the lounge. The officers retreat to their cabins and let their mates steer for a while.

Scene 2:

Nearby, two fishing trawlers call it a night. As they pull up next to each other, the deckhands tie the ships together. The crews greet each other by name and mingle between the vessels. Conversations start with the catch of the day but quickly veer into matters of fun, love, and life after fishing. Food comes out of cans and is washed down with a few forbidden shots of cheap whiskey. The time spent together before heading to shore is precious.

Which scene describes your workplace? Do people wave politely as they pass one another? Are lunchroom conversations safe and superficial? Do peers blow their horns and then move on through meetings? Or, do you talk about fun, love, and life?

When I first read the buzz about Keith Ferrazzi's latest book, *Never Eat Alone: And Other Secrets to Success One Relationship at a Time*, I developed the impression that it was a book about networking. I know it is blasphemous to say this, but networking does not interest me. Blatant networking turns me off because it seems fake and insincere. As a result, I did not buy the book, even though it seemed everyone and his brother had already done so. The buzz was hot.

Looking back, I wish I had asked two important questions: "Why is it hot?" and "What is it about this book that is resonating with people?" Anyone can create a bit of a lemming effect with book buzz, but for the buzz to be really hot, something must be striking a chord. I feel a bit foolish, because I now know that *Never Eat Alone* is NOT a book about networking. In fact, Keith might like it if we considered his book the antidote to networking. Here's what he has to say about networking:

I try to rid the word "networking" from my vocabulary as much as possible because of the way people mistakenly use the word and practice the actions. "Networking" has become synonymous with the guy toting a martini in one hand and auto-firing business cards with the other. When we say the word "networking," we think of those schmoozing, brown-nosing, butt-kissers whose eyes are constantly darting around the room, searching for a bigger fish to fry. We don't want to be like that. So if I need to stop saying "networking" so people will understand that I'm spreading a different message, then I will. "Connecting" is better. "Connecting" is nothing more than building genuine, generous, intimate, sincere relationships for mutual success.

Keith Ferrazzi is a well respected and connected business leader. He has led and consulted with several companies. *Never Eat Alone* is a personal story about the relationship tools and practices that have helped him succeed. I liken *Never Eat Alone* to *How to Win Friends and Influence People*, by Dale Carnegie. Keith's book is a modern journal of how to connect with people.

Let's stop and discuss relationships for a minute. Conversations about relationships turn off some people. If you are in this camp, you have to get over it. I am an introvert and it took me a long time to get—like two-by-four to the forehead to get it—that relationships equal results. I wish I had learned this much earlier in my career and I wish the same for you.

Work is done in a social context. We manage in conversation. The relationships we build and maintain influence our success more than anything else we do. If we are crummy partners and peers, we can't reach our potential and can very well derail otherwise promising careers. There is nothing more important than building relationships with the people who can help fuel our success and to whose success we can contribute. Keith knows this at a deeper level than most of us ever will. He is the master at creating and maintaining powerful relationships. Trust me, this is the guy from whom you want to learn.

My conversation with Keith began with a pleasant surprise. His demeanor was resolute and businesslike. His sense of humor was sharp and his vocal presence was huge. I have interviewed many people, and Keith was impressive to a rare degree. Listening to his words and picking up on his style was an education in itself. It all fits because relationships and connecting are not fuzzy skills; they are core business requirements. Here are a few important considerations when connecting with people (next page):

→ **Seek to serve others.**

Relationships feed our success, but not when we are in them for self-serving purposes. We need to genuinely want to contribute to others' successes; by doing so, our relationships will contribute to our own success.

→ **Be generous.**

“The secret is to focus on generosity. If you approach someone who can be important to the success of yourself or your group, and your efforts to help that person be successful are sincere and valuable, then you’ll have no problems. Your new contact won’t ever think twice about giving to you, helping you with what you want if they feel like you really care about them.”

→ **Don’t be a deadbeat.**

Follow up with people and keep your promises.

→ **Continuously seek out new connections.**

“We should always be connecting with more people. More quality relationships will only accelerate our success and bring more joy to our lives, both personally and professionally. Ask yourself, “Am I getting the results I want?” If you’re not satisfied with the answer, then start making lists of the people you need to have relationships with to achieve what you want. The number of people will take care of itself.”

The advice that has really stuck with me is to go deep fast. Keith suggests that we move, with lightning speed, past the idle chitchat and dive into the topics that mean something. In *Never Eat Alone*, Keith suggests that we become good at small talk. I asked him to clarify what he means by small talk:

Now, what makes people great at small talk? However quickly they can transcend the meaningless chitchat about the weather and what company they work for and engage their conversation partners in discussions about stuff that really matters — like their favorite hobbies, their troublesome teenage children, their frustrations at work, their family relationships that really put a strain them. Only when you talk with someone about their deepest desires and struggles do you get to know and respect and value them as humans, and that's when you really start to bond.

Go deep fast. Real connections are intimate. Business relationships are intimate. To be most effective, we need to take more risks and share more of ourselves. We tend to pre-judge people. After getting to know people better, our early judgments fade away; they are replaced with new and more meaningful perceptions about who the person is and what he is trying to achieve. Connections are personal, they must be, or they will remain a superficial association.

“Intimate” is another word that makes some people (and many HR professionals) uncomfortable. Let me just say it: When I use the word intimate in this context, I am not talking about having sex! Intimate business relationships are those that we create through deep and personal conversations and partnerships. When we share our dreams, we are becoming intimate. When we listen to someone's deepest frustrations and challenges, the discussion is intimate. Anytime we speak or listen from our heart and soul, we are intimately connected. And this is great!

Keith's brand of connection is not about working a room. As he said during our conversation, "...it's about identifying someone you find empathetic, comfortable, interesting, and perhaps valuable to you in some way. It's about approaching them as real people and greeting them in a friendly and genuine way. Then exploring your shared interests and passions to connect a little deeper and then bonding through real empathy and vulnerability. And above all, focusing on giving – using any currency you have to help them get what they want in life."

I asked Keith how those of us who realize we are not connecting enough should get started. Here are his two key recommendations:

→ **Share your passions.**

You can start building more relationships for success by simply picking one thing this week that you're already scheduled to do — a meal, a workout, going to church, whatever — and inviting someone you want to know better to join you.

→ **Get a buddy.**

For the same reason that exercise and diet programs are more successful when done in pairs, you'll be more successful in your "connecting" efforts if you get a partner. You and your partner can motivate each other, help each other build Relationship Action Plans, and just provide general support — any constant reminder helps you to stay focused. Many people have told me that my tip-of-the-week e-mails (you can subscribe at <http://www.nevereatalone.com>) have been a sort of buddy to them — because each tip they receive from me is like a regular dose of encouragement.

Regardless of your function or industry, as a manager, your success occurs through conversation and relationship. *Never Eat Alone* has lots of specific examples that can help give you ideas

for how to build and maintain better relationships. Keith goes deep fast in his book by sharing many personal examples and stories. There are techniques and practices that can help you become more effective at and comfortable with sharing yourself and your dreams. Sharing your dreams is an important step toward making them come true.

Tips from Keith Ferrazzi

1. **You can't get there alone.**

No matter your goals in work or life, success requires relationships.

2. **Business relationships are personal relationships.**

From getting a raise to finding romance, the same rules apply. It's all personal.

3. **Focus on others.**

I'll always remember what Nancy Badore told me: "Do you understand that it's your team's accomplishments, and what they do because of you, not for you, that will generate your mark as a leader?" To lead well, you must focus on others.

4. **Find mentors. Find mentorees. Repeat.**

There's nothing more powerful to the success of your career or workgroup than to have decision-makers teaching you and caring about you. There's no better way to keep learning and growing than by helping younger people do the same.

5. **Build it before you need it.**

Start today. Build the relationships you need for the success of your group and your career. Bosses get downsized, too, and once you're unemployed, you're not networking. You're job-hunting.

ABOUT KEITH FERRAZZI

Keith Ferrazzi, who has been called one of the world's most connected individuals by both *Forbes* and *Inc.* magazines, is the CEO of Ferrazzi Greenlight, a consulting and training company based in Los Angeles and New York. Ferrazzi Greenlight helps market leaders increase company sales and enhance personal careers. Before founding Ferrazzi Greenlight, Keith Ferrazzi served as Chief Executive Officer for YaYa Media and was Chief Marketing Officer at Starwood Hotels and Resorts Worldwide. Prior to this, he was Chief Marketing Officer of Deloitte Consulting. He has been named a “Global Leader for Tomorrow” by the World Economic Forum in Davos, Switzerland, one of the top “40 Under 40” business leaders by Crain’s Business, one of the most distinguished young Californians by the Jaycees, and one of the most creative Americans in Richard Wurman’s *Who’s Really Who*. Ferrazzi’s extraordinary rise to prominence has even inspired a Stanford Business School case study. Keith’s website is www.nevereatalone.com.

ABOUT THE BOOK

Never Eat Alone: And other Secrets of Success One Relationship at a Time. Published by Currency Doubleday, February 2005. ISBN: 0385512058



Organic Leadership

WHAT YOU CAN LEARN FROM THE
CAREER PATHS OF HIGHLY SUCCESSFUL
MEGA-LEADERS.

Organic Leadership

What you can learn from the career paths of highly successful mega-leaders.

We see the giants of industry and success and look up in awe and wonder. Many of us aspire to the same kind of success for ourselves. But the gap between where we are and where industry giants are seems too vast to conquer. The road to our professional peak is unclear. Surely those other folks had some advantages; they knew someone or were born into a life of privilege, right? Perhaps they have the Ivy League pedigree that opens the heavy mahogany doors to the executive suite. Or, perhaps that's not the story at all.

Peter Han was at a crossroads in his career. He co-founded and sold a successful software company and was trying to decide how to create the career of his dreams. To get the ideas and inspiration he needed, Peter sought out 100 successful leaders and conversed with them on how they created and nurtured their careers. His book, *Nobodies to Somebodies: How 100 Great Careers Got Their Start*, chronicles the lessons he learned along the way. While there are many books that profile successful leaders, Peter's is the first to focus on their early years and the decisions that enabled them to make the significant progress for which many of us hope.

Here are a few of the surprising insights Peter discovered, and which might be comforting and hopeful:

Many of the leaders were average students (in terms of grades).

Many had offbeat backgrounds.

Most valued and believed work-life balance to be important.

The leaders had many different mentors throughout their lives.

Self-awareness enabled them to make unconventional choices.

Some had an early vision of their ultimate destiny, but many did not.

Tom Clancy started off as an insurance salesman and became a well-known author. Our past jobs help build our skills and confidence, but tend to confine us to a certain future path. Many of the leaders to which Peter spoke made significant occupational changes throughout their careers.

I was impressed by the variety and caliber of people that he sought out. Here is just a small sampling of the folks Peter interviewed:

- Grad Anderson, CEO of Best Buy
- Paul Fireman, founder and Chairman of Reebok
- Dennis Highby, President and CEO of Cabela's
- Lowry Kline, Vice Chairman and CEO of Coca-Cola
- Ron Sargent, CEO of Staples
- Douglas Osheroff, Nobel Prize winner for physics
- Bill Bradley, former Senator
- Ann Richards, former Governor of Texas
- Tom Clancy, Author
- Eric Freedman, Pulitzer Prize winning journalist

— John Lithgow, Actor

— Shirley Tilghman, President of Princeton University

The insights offered by these and other leaders are gems that can help guide our exploration. Most of us converse with just a handful of mega-successful leaders in our lifetime; when this occurs, it is almost always a memorable experience. There is often a sage-like quality to their stories and individual power oozes from their demeanor. This does not mean that they are stuffy and unapproachable. Sure, some famous leaders are this way, but Peter found that people who have made the tortuous journey to greatness are often open and generous. Also, because they had several mentors and benefited from these catalysts along their way, they feel a sense of duty and desire to return the favor.

How did these leaders become great? Peter's book is organized into 14 chapters, each of which shares a lesson learned from the 100 leaders. My favorite lesson is "Become the Big Fish by Mastering the Small Pond." Peter found that many successful leaders got their start in small local companies. They became the big fish in their little pond before jumping into larger waters.

When I look back at my career, I can see how this is important. I was drawn to the larger companies and worked for four Fortune 500 companies. Yet these mega-organizations were not where I acquired the most knowledge nor made the greatest progress. Sure, having Intel and Black & Decker on my resume looks great, but I grew more while working for Guest Quarters and Cruise West.

In a smaller company, we take on broader and more meaningful roles. Job descriptions are less restrictive and narrow than in large companies. In addition, if you are a rock star in a small

company, you get noticed and enjoy more opportunity. In the smaller companies, I worked longer and held many job titles. In the larger companies, I held fewer roles. This kind of experience is priceless. The greater the breadth of our experiences, the more confidently we deal with what comes our way. If you want to ignite career momentum, try working at a small to medium sized organization. Here is a quote from *Nobodies to Somebodies* about the benefits of starting small:

The confidence to achieve greatness springs from successful achievement of smaller tasks. Confidence is a delicate thing, after all. Even for the most accomplished leaders, it can be fleeting, difficult to maintain in the face of the world's indifference or worse, outright rejection. It's critically important to success, yet elusive — particularly for people just starting their careers. Leaders aren't the exception ... They didn't start their first jobs magically blessed by the belief that they could achieve anything. Like everyone else, once they paid their proverbial rent, they needed to build their confidence for bigger achievements.

Pulitzer Prize winning journalist Alan Miller learned his trade by covering the beat of the Albany suburb Colonie, New York. Civil-rights lawyer Morris Dees began his career by launching a company that delivered birthday cakes at the University of Alabama. UNICEF Executive Director Carol Bellamy joined the Peace Corps after college. Small enterprises allow for more creativity and flexibility; we can test our ideas and assumptions and see more immediate results from our decisions.

There are many great lessons offered in *Nobodies to Somebodies*. I asked Peter about the secret to success. While there are many elements and each person's journey is unique, he did notice a few common themes. Here's a quote from the book that summarizes the secrets he uncovered:

Underlying each of the behaviors described in earlier chapters are the closest things I found to magic ingredients in the recipe for success. Interviewing Luckovich and other leaders, I found two such ingredients: First sheer willpower, the ability to focus and translate determination to action. Second, a positive energy that appeared in many situations as passion, and other times as optimism. Willpower and passion were the secret sauces, what sportswriter George Plimpton might've called the X factors, the elements that destroy the equation between inputs and outputs and somehow produce something from nothing.

I didn't find this surprising, but it is great news for us. Why? Our passion and willpower are completely within our control. If these are the secret ingredients to success, we have the potential and opportunity to reach our highest dreams. What I learned from talking with Peter and reading *Nobodies to Somebodies* is that we can launch and re-launch our careers at any time if we are open to people and let our desires flourish. We need not follow any particular path; in fact, doing so might be counter-productive. Improvement and change are within our capacity; it is up to us to create our own success.

Tips from Peter Han

1. **Always be open to change.**
The best leaders have goals but also respond to constant environmental feedback.
2. **The top leaders aren't always the straight-A students of life.**
Many have had less-than-conventional pasts and unusual adventures along the way.
3. **Be an equal-opportunity learner.**
Mentors can come in all shapes and sizes, and most great leaders have more than one mentor.

4. **Go crazy in the office but stay sane at home.**
Work-life balance is important. Most leaders work extremely hard; highly successful leaders cultivate a balance between their work and family.
5. **Run towards yourself, not away.**
Many leaders focus more on their weaknesses than strengths. Know what makes you, you. Build upon the things that make you unique, while recognizing your weaknesses.

ABOUT PETER HAN

Peter is a Harvard graduate who co-founded his own software company and sold it in 2002. He has written for *The New York Times*, *Boston Herald*, Associated Press, and magazines like *The Corporate Board Member* and *Marketing Management*. He presently works for Microsoft.

ABOUT THE BOOK

Nobodies to Somebodies: How 100 Great Careers Got Their Start. Published by Portfolio, May 2005. ISBN: 1591840864



HOT Teams *et* Getting into the Mood

HOW YOU CAN IMPROVE RESULTS AND
SATISFACTION BY OPTIMIZING TEAM
MEMBER PERFORMANCE.

HOT Teams and Getting into the Mood

How you can improve results & satisfaction by optimizing team member performance.

Organization development professionals firmly believe that most problems and challenges are systemic in nature. That is, if you want an organization that rocks, you need to make sure that all the elements of the system are aligned to rock. This premise applies to the general work environment, too. Some work environments rev people up and enliven their natural desire to do great work. Other environments suck the energy, life, and will to perform right out of us. Poor environments can ruin perfectly fine employees (fortunately, not for life).

As a manager, it is not fun to lead teams in a work environment that seems doomed, possessed, and beyond help. How does the atmosphere get created and what role do managers play in establishing and maintaining the work environment? Each organization is different, but managers hold the key to what the work environment looks and feels like. Managers, more than anyone else, shape the ways in which their employees experience work. Creating a work environment in which people want to do their best is a critical management responsibility.

Underneath his tough opinions, piercing humor, and brazen demeanor, Laurence Haughton is a dedicated advocate for people and relationships. I had so much fun chatting with Laurence and the conversation flew at warp speed. His latest book, *It's Not What you Say...It's What you Do: How Following Through at Every Level Can Make or Break Your Company*, focuses on action, follow-through and what managers and leaders can do to maximize results. Laurence stresses that having a great strategy is wonderful, but worthless until implemented. He sets up the book by saying, "Conventional wisdom is wrong. Becoming a winner, a loser, a climber, or a tumbler in any industry is not the result of finding (or failing to find) the perfect strategy for your

organization. What makes or breaks a company's performance is its grasp over management's most basic mission — to make sure everyone at every level follows through.”

Our conversation concentrated on how vital it is to help people get in the mood. Get your mind out of the gutter! What Laurence means is that it is critical for management to create an environment where people want to do their best work and are in the mood to be great. Managers need to be good at getting their people in the mood and keeping them there. It is important that as managers we do not do anything to muck up our team members' natural desires to excel and perform.

For example, Laurence advises managers not to let the stuff that happens to them roll downhill to their team members. The best managers filter and stop the dysfunction and corporate crud from getting to and affecting their teams — like a corporate oyster. Of course, we need to have good coping practices to get rid of the built up mucky muck so we do not become bitter curmudgeons (personally, I like yoga). Laurence suggests that managers regularly ask themselves whether their actions are helping to create an optimal work environment or just getting in the way. I asked Laurence what he felt the number one thing managers could do to improve worker initiative. Here is his response:

Don't cross the line between enough and too much accountability. To what degree are we able to be accountable? Don't have people accountable for things not under their control or purview as this comes across as unfair. Our managers ask for the impossible and we complain — that's normal but not optimal. Measure the right things and draw the line between enough and too much accountability. Imposing too much accountability kills initiative. How good are your managers at giving feedback? We have to deliver feedback to require accountability. How much cooperation does something take? If a lot of cooperation, it is hard to pinpoint accountability. Finger pointing does not make it happen more quickly. Team goals may be more appropriate.

I like Laurence's point that in order to hold someone accountable, we have to provide him or her with regular and effective feedback. If we fail to provide feedback, we are making it more difficult for our team members to succeed and correct their course when necessary.

Our chat included an amusing discussion of the opportunity for managers to discover their hidden jerk. I suggested that *Discover Your Hidden Jerk* would make a great title for Laurence's next book. While it might not be a great candidate for a boss's day gift book, I think it would sell if packaged in a discreet brown paper wrapper. But, I digress.

The idea of discovering our inner jerk is profound. We are all jerks in some fashion. We all drive some people crazy some of the time. Some of us drive many people crazy much of the time. Understanding the nature of our jerkiness would be a gift greater than receiving the Hope diamond. The important point that Laurence makes is that, as leaders, we have to ensure that we are not getting in the way of our teams. We must also come to terms with the fact that we likely *are* getting in the way.

Laurence says that senior leaders exist to create an effective context. I had not heard it put this way before but it makes perfect sense. If you are a senior leader, you want to ensure that your middle managers and their teams have the necessary information and environment needed to succeed. You want to ensure that alignment exists between corporate strategy and organization culture. You want to ensure that all your managers know what's most important and what keeps you up at night. Your employees are the engine driving your company forward and you want to ensure that they have the right map and the fuel to get them to the promise land. The context is important; this context includes everything from the conversations, the environment, the culture, the roles, to the resources.

In *It's Not What You Say...It's What You Do*, Laurence discusses HOT teams. I asked him to define HOT teams and explain how managers can get one. Here's an excerpt from the book that explains HOT teams:

HOT teams are where work is fun and, when the day ends, you can't wait for tomorrow. HOT teams are where everyone gets a lot done in less time without anyone barking orders or breathing down the team's collective neck. Hard work doesn't feel nearly as draining on a HOT team as it does elsewhere, and sacrifices are typically no big deal. Problems get solved without a lot of fuss, although not because everybody on the team always agrees. If there is a rift, a HOT team discusses it like adults and pulls together again quickly. The genius of HOT teams is it doesn't matter who's on the team — strong-willed individuals, softhearted coordinators, creative types, bean counters, old hands, and new hires. HOT teams have a way of getting everyone in even the most diverse groups to do their level best to follow through. That's because morale is great on a HOT team. And that great morale creates an environment where the law of inertia doesn't have as much pull and buy-in is easier to get and sustain.

We all have likely been a member of a HOT team at some point in our career. I had the good fortune of being on a HOT team when working for Black & Decker. It was energizing and fruitful work. After a couple years, however, the team lost its hotness, which shows that managers need to do whatever it takes to maintain HOT teams. Here are a few of Laurence's recommendations for how we can create and maintain HOT Teams:

→ **Get the right people attached to your team.**

You want diversity. You also want people who are committed to and passionate about the team's goal. If you want a HOT team, find people who complement each other and match the needs of the team.

→ **Believe that people want to work and do a good job.**

If the environment nurtures excellence, you won't need to hassle people to get things done. Know that people are going to come to work each day and give a lot of themselves (unless we, as managers, do something to muck it up).

→ **Don't do things that kill the HOT teams.**

Don't go crazy with policies and processes. Allow flexibility where possible.

→ **Be cool.**

Be calm, approachable, and ready to listen.

→ **Notice what works and what does not work.**

Do what works. Stop doing what does not work.

→ **Make teamwork engaging.**

This can and should be done for all projects, even the most mundane and ordinary.

→ **Bite your tongue and let your people decide.**

Many heads are better than one.

These are all things that most managers can do regardless of the crud rolling downhill toward them. And yes, HOT teams can (and do) exist in otherwise dysfunctional organizations. The best teams will eventually rub off on other teams. As managers, the finest contribution we can make to our organization is to create HOT teams and breed HOT team leaders who can infiltrate other parts of the company with their successful habits.

As a manager, I would not want to be a part of anything less than a HOT team and I am sure many of you feel the same. Often we let the gravity fed crud and general craziness of organization life take over. We feel overwhelmed and powerless to make things better. With the best of intentions, we become the problem. On some level, we know this and feel awful. Hundreds of middle managers with whom I have spoken have sung this same sad song. While I empathize with the difficult position in which most managers are placed, I also know that this mindset is crippling. *It's Not What You Say...It's What You Do* offers managers the inspiration and specifics needed to break this cycle and realize their potential. Laurence writes in a clear and amusing manner and offers tons of examples that crystallize his suggestions.

Tips from Laurence Haughton

1. **Make everything as simple as possible.**

Ask other people to make things simple. As Albert Einstein said, "If a physical theory cannot be explained to a child, it's probably worthless."

2. **Don't make it any simpler.**

There is a tendency to make things so simple that they seem like no-brainers. Complexities do exist. Invite enough people to the discussion to better identify and plan for complexities.

3. **Search for disconfirming evidence.**

As much as 90 percent of the information to which we pay attention supports our preexisting opinions. We often tune out stories that contradict our assumptions and beliefs. Know that this is a common tendency and make a personal effort to open up and pay attention to information that counters to your opinions. Otherwise, you are not learning.

4. **Keep track of intentions, decisions, and outcomes.**

Does your company keep track of the elements and process that went into making decisions? Does it track the outcome of decisions? Ninety percent of companies don't track this information. You need this information to track your progress.

5. **Read the book, *Fooled by Randomness*.**

This is a great and entertaining book that will help you think more clearly when you are barraged with statistics and numbers. Numbers confuse some people but are important to understand; take the time to understand what they represent.

ABOUT LAURENCE HAUGHTON

Laurence Haughton is a business writer, lecturer, and consultant. He wrote *It's Not What you Say, It's What you Do* in 2004. His forthcoming book is titled *The Art of Follow Through*. In it, Laurence describes the stories, strategies, and secrets of a unique group of managers who have discovered exactly what they must do to close the gap between what is expected and what is achieved by their teams. In 2001 he co-authored *The Wall Street Journal*, *USA Today*, and *The New York Times* bestseller *It's Not the Big that Eat the Small...It's the FAST that Eat the Slow* with Jason Jennings. His website is <http://www.laurencehaughton.com>.

ABOUT THE BOOK

It's Not What you Say, It's What You Do: How Following Through at Every Level Can Make or Break Your Company.

Published by Currency Doubleday, December 2004. ISBN: 0385510411



Let's Get Radical

ADD ENERGY AND VELOCITY TO YOU AND YOUR EMPLOYEES' CAREER GROWTH.

Let's Get Radical

How you can add energy and velocity to you and your employees' career growth.

I love the word radical. Do you? I did a Google search and the most frequent words associated with the nonscientific use of the word radical are “beyond the norm”, “extreme”, “revolutionary”, and “markedly new”. If I were going to do something, I would rather do it radically than conventionally. Sally Hogshead's new book, *Radical Careering: 100 Truths to Jumpstart Your Job, Your Career, and Your Life*, aims to help us get radical about work.

Before I get into the meat of Sally's message, let's first talk about Sally Hogshead. I think we can all learn a thing or two about design and branding from her. If you grew up with the last name Hogshead, you might try to change your name or diminish its use. Sally has done the opposite and with great flair. She uses her last name to make her more memorable. Her personal stationery is topped with a logo of a boar's head circled by her name, Sally Hogshead. Her website highlights her logo, too.

Beyond using her name to her advantage, Sally is very plugged into design. Her website, stationery, book, and promo pieces all echo the same powerful and fun look. She has chosen to take on the added risk and cost necessary to create an image and experience that is stunning and powerful. Her book is colorful and hip. Her website is packed with extras and fun diversions. Sure, Sally is an advertising expert, but as a first time author, this is radical. I envy her look and vision.

As managers, we make decisions every day about how things look and how our brand is communicated. This includes our corporate brands, our brand of management, and the way we

run our company (also a brand). What is your personal brand? How well do each of your actions and conversations communicate the message you want people to receive? Do you manage in a way that is consistent with your company's brand? Do your internal policies and practices square up with the message you want your customers to hear? For example, do you promote personal service to your customers, but foster an impersonal and inflexible work environment? Brand consistency is critical and Sally gets this in spades.

In *Radical Careering*, Sally has applied her knowledge of creating memorable experiences to careers. Her research includes over 1000 in-person interviews of Gen X workers from the age of 25-45. Out of this research came the 100 Truths that form the bulk of the book. The 100 Radical Truths fuel "careering" (I have not heard this word before — did Sally coin a new term?). Here is Sally's definition of "careering":

The word careering is about putting action into your career...Careering is the profound, and glorious, and terrifying, and absurdly difficult but infinitely rewarding process of transforming your current self into your ultimate self. Think back to those times in your career when you've performed at your absolute best, when you blew past expectations and quite simply kicked ass. That's when you were careering.

Wow, sign me up! "Radical careering" is taking action to become the most powerful, valuable, and fulfilled version of you. Sally encourages readers and partners to do this by learning and putting the 100 Radical Truths into action.

There's a lot of buzz and chatter about careers today. Books, blogs, and webinars that seek to help us create amazing careers. I don't know about you, but I often wonder who the target audience is for this stuff. Millions of people toil away at jobs they hate. There are millions of jobs that most people would not find desirable or fulfilling. It is not practical to believe that everyone can have a great career. Many people will have careers that are a means to an end,

like supporting their families or paying the rent. While this might be the logical truth, many books, including Sally's, offer a compelling challenge. Anyone can create an amazing career that leaves him or her wanting to return day after day. I have not seen a book that set the expectations that everyone can make this happen, but they all agree, as do I, that anyone can.

So who is the target audience? People who are up to something. People who have the desire and drive to make great things happen in their own way. This includes the housewife who invents a new way to grocery shop online, the Ivy League graduate who seeks venture capital for the next great communication device, the middle manager who wants to revolutionize the big business work environment, and the scientist who is driven to help people live richer lives. It also includes those of us who have a dream for how we can best contribute to this world.

As I talked to Sally, I could sense her passion for her work and being a role model for budding "Radical Careerists". Her style is sweet and sassy with a dash of unstoppable. According to Sally, careerists are the most popular people in any organization because they live according to what's possible. They are not confined by what is. They are not afraid (or don't let it stop them) of smashing the status quo or breaking the rules.

Have I piqued your interest? If so, read on and I will share several of Sally's "Radical Truths" and explain why she thinks they can help you revolutionize your work and life. I'll start with the Radical Truth that kept showing up for Sally while she was creating her book and continues to be a very important part of her life. *Radical Truth #15: "Aspire to be the dumbest person in the room."* At first, this seemed counterintuitive to her. Shouldn't we always strive to be the smartest person in the room? Not always! To grow and progress, you want to surround yourself with smart and creative people and become a human sponge.

Here's the Radical Truth that is currently repeating in my head every three seconds: *Radical Truth # 43: "Wounds heal. Scars fade. Glory is forever."* This radical truth encourages us to be unreasonable and to go well beyond our comfort zone. It's the right message for me right now. I have always believed in being a bit unreasonable, but I am in a place where I need to be radically unreasonable.

Here are a few more of Sally's truths:

- **Radical Truth #3:**
"The axle on the gravy train is broken."
- **Radical Truth #19:**
"Being in a crap job isn't your fault. Staying in a crap job is."
- **Radical Truth #20:**
"Don't work for someone you don't respect."
- **Radical Truth #32:**
"It is impossible to be happy without momentum."
- **Radical Truth #74:**
"Pull rabbits out of hats, even when there are no rabbits and no hats."

And how about *Radical Truth #92: "A full life is impossible without joy at work."* Do you think this is true? It is scary to think about, because so many people do NOT experience joy at work. If you think about it, however, how can anyone have a full life if 1/3 of the day is unfulfilling? Nobody can and, if you are in an undesirable job, you should take this truth to heart.

Here are a few tidbits that came from Sally's research. Those interviewed were asked which is more important to them, a large paycheck or respect. 88.8% said respect was more important. They were also asked whether a disrespectful boss or low pay with long hours was their idea of professional hell. 76% chose the disrespectful boss option.

If there is one thing that is changing in the world of work, it is that people are not settling for a lousy experience any longer. They know that life is too short to waste away at a job that does not provide challenge and satisfaction (or not enough) (or not a lot) (or not what's possible). People value opportunity and challenge over security.

I asked Sally what managers could do to best support the careers of their team members. Here is her advice:

Earn their loyalty by offering them ways to contribute to the company and their own career growth. Some managers believe that if they develop their people, their people will leave, but this is not true. The more opportunities you give people, like allowing them to have meaningful interactions with mentors, the better performance and retention will be.

Other key findings from Sally's research:

- People want to love what they do. They are willing to work hard and make sacrifices to reach this level.
- Many people hate their jobs and are frustrated.
- If you show them how, they will do it. Anyone can learn to create a career that is fulfilling and enlivening.

Does any of this ring true for you? Do you want to be a "Radical Careerist"? Start by asking yourself (and answering) a few good questions. What would a no-compromises future entail? What

future will your career help you build? What's stopping you from building it? Sally is driven to help people have careers worth loving. *Radical Careering* is amusing, captivating, and a little shocking. It's rock'n'roll, Tom Peters, Seth Godin, and prime rib with fresh ground horseradish between two covers. It's a great book for you and a fabulous gift for someone you love.

Tips from Sally Hogshead

1. **Radical Truth #4: The traditional career path went out with gold retirement watches.**
There is no more traditional career path. To attract and keep the best talent, all managers need to understand this mindset.
2. **Radical Truth #9: Forget what your business card says, you are an entrepreneur.**
Managers and leaders should be great creators and thinkers.
3. **Radical Truth #31 You can be comfortable or outstanding, but not both.**
If you drive for comfort, you are not going to be outstanding. You can't push yourself and your group to do their best while focusing on safety. We have to push past our comfort zone.
4. **Radical Truth #58: A camel is a horse designed by committee.**
It is practical, efficient, and ugly. Horses are passionate, beautiful, inspiring, and brilliant. When the committee gets a hold of a horse, it mucks it up and you get a camel.
5. **Radical Truth #99: Expressing your truest self is the ultimate competitive advantage.**
Individuals and corporations must learn what is extraordinary about their selves. Discover your true essence. Be your own evangelist. Each of us has strengths and we tend to dumb these down. Find out what your special gifts are at <http://www.ultimate-competitive-advantage.com>

ABOUT SALLY HOGSHEAD

Sally is a speaker and consultant for companies wanting to identify and maximize their ultimate competitive advantage. She frequently works with agencies and corporations as a “S.W.A.T. Creative Director,” turbocharging branding and innovation. In her second year in advertising, Sally won more awards than any other copywriter in the country. Since then, her work has won hundreds of awards and been featured on “Best Ads on TV.” Sally’s articles have been extensively published and her work has been covered by media including *The New York Times*, *The Wall Street Journal*, *Working Mother*, CNN, NBC, ABC, CBS, Entertainment Tonight, and Extra. Sally’s website is <http://www.sallyhogshead.com>.

ABOUT THE BOOK

Radical Careering: 100 Truths to Jumpstart Your Job, Your Career, and Your Life. Published by Gotham Books, September 2005. ISBN: 1592401503



The Start-up Spirit

INFUSE YOUR EMPLOYEES' WORK ENVIRONMENTS WITH THE ENERGY OF A START-UP WHILE LEVERAGING THEIR WELL-ESTABLISHED SYSTEMS AND PROCESSES.

The Start-up Spirit

How you can infuse your employees' work environments with the energy of a start-up while leveraging their well-established systems and processes.

We've all participated in a start-up, whether at work, church, or in a community organization. Being part of a start-up team is an electric experience. Everyone is committed to the vision and willing to pour his or her heart and mind into a successful launch. Brain synapses shoot and creative ideas mingle like fireworks on the Fourth of July in Washington D.C. Everyone pulls their weight and more. It is exciting to be a part of something new or fresh.

Start-ups can also occur within established companies, like when a new product line is created and launched. I remember being a part of the DeWalt launch team at Black & Decker. As a training and OD type, I had the awesome experience of working with each product team and being an evangelist for the product development model. It was fun, and when the line launched successfully and became a hit, I felt great pride. My head still turns whenever I see people using the distinct yellow power tools.

Jason Jennings has studied America's most successful companies and discovered that the best companies are able to create the excitement, focus, and commitment of a start-up in others areas of their business. In his latest book, *Think Big, Act Small: How America's Best Performing Companies Keep the Start-up Spirit Alive*, Jason shares the secrets of creating the best work environments.

"Fish rot from the head first." That's Jason's way of saying that senior leadership needs to step up and own creating a great work environment. "If the ownership is unenlightened, nothing is going to change. The ability to change the organization exists at the top; it does not exist in

the middle. I empathize with middle managers that are stuck working for senior leaders who don't get it. You need to leave if you can, but I emphasize if you can't. I feel badly about people who are stuck in the middle in an uninspiring company.”

That may seem a bit hopeless if you are a middle manager, but here is the good news. Although the daily news and reality TV shows might lead us to believe otherwise, Jason and his research team found that the best performing companies are not headed by assholes. They are led by talented people who are stewards of customers, the environment, and employees. They recognize the opportunities they were given along the way and endeavor to provide similar opportunities and challenges for others. Leaders of the best performing companies also feel an obligation to leave the company in better shape than when they started.

In *Think Big, Act Small*, Jason offers ten building blocks for creating the ultimate start-up spirit that leads to high performance. He and his research team studied tens of thousand of public and private companies and found the best performing companies nailed these fundamentals. Here is a list of the ten building blocks:

1. Be down to earth.
2. Keep your hands dirty.
3. Make short-term goals and long-term horizons.
4. Let go.
5. Have everyone think and act like an owner.
6. Invent new businesses.

7. Create win-win solutions.
8. Choose your competitors.
9. Build communities.
10. Grow future leaders.

During our conversation, Jason stressed that the biggest enemy of business is a one-year, two-year, or five-year plan. “They are bullshit,” he said. “The moment you say what your goal is and express it in these time frames, what happens is that the achievement of those numbers becomes paramount. It ceases to be about finding the right customers, finding the right employees, or developing people. Everything else is lost in the pursuit of just money.” This is an interesting notion. All of the companies for and with which I have worked have focused significant energy on their one-year, two-year, and/or five-year plans. In retrospect, Jason is correct. That focus got in the way of their progress, engagement, and performance.

So what does it mean to think big and act small? In the book, Jason offers a self-evaluation that allows you to assess your organization. For each of the ten building blocks, there is an example of what it looks like to think big, think small, act big, and act small. For example, here are the choices for “Keep Your Hands Dirty.”

- **“Think Small:** People only feel responsible for their job description. They don’t see the value in venturing outside of their own territory at work to understand what other departments are doing.”
- **“Think Big:** We realize that the overall success of the organization is dependent on having everyone knowledgeable about how each department functions together. Work-

ers and managers see themselves as part of a team that must cooperate to make the entire project succeed.”

- **“Act Big:** The leadership has little idea about what is going on at the front lines of customer contact. They’re out of touch with the challenges faced by workers, delegate all customer service to a crisis control center, and attempt to stay above the fray.”
- **“Act Small:** We promote a culture where people understand how one another’s contributions play a role in the success of the overall company. We anticipate one another’s needs and cross-train to cover multiple work functions, thus making us more adaptable to change. Our closeness with suppliers makes them valued business partners who have as much stake in our success as we do in theirs.”

How would you rate your company for this building block? I rated a company I used to work for as thinking small and acting big! Yikes, that’s not good, but it does make sense. That company had a lot of growing up to do and could have used a bit more start-up spirit.

The assessment is interesting and, besides assessing your current company, I think that managers could use it to better evaluate companies during an interview. Your job takes up at least 1/3 of your day, so it is important that you work for a company that is a good fit and fully engages you. Based on the information found in *Think Big, Act Small*, I created the following interview questions (for the candidate to ask the hiring company):

- To what degree do departments proactively collaborate and share information? Can you share a recent example?
- How do senior leaders assess the health and success of the company? What metrics do they consider most important?

- Tell me about how the company plans for the future.
- How does the company decide whether to create and launch new products and when are products retired?
- Would the average team member feel their contributions are rewarded and recognized? Which accomplishments of yours do you think senior managers recognize as being most important?
- How does innovation occur within the company? What forums, meetings, or processes does the company use to foster and consider new ideas from employees?
- Which niche does the company serve? How are its products services special and unique?

If you get answers to these questions, you would learn a lot about the company. You might also impress the interviewer with your business acumen, which is a nice side benefit. This is important information to know. If you think about the nature of water cooler talk, it often revolves about these same topics. We define our work experience by how engaged and challenged we are and whether we feel personally connected to our team and organization.

I asked Jason if companies were heeding his advice and really understanding the lessons offered in the book. Here is his response:

I receive on average 100 emails a day. Every morning I get up at 5am and spend two hours answering these emails. I sit here some mornings and have tears in my eyes at people who get it. Do they get it all? No. All you need is for someone to get one building block and get better at what they do. That's why I do what I do.

That's a lot of email. Good for you, Jason! I think the challenge for many authors, experts and researchers is how to convey what they have learned in such a way that people find it useful in their businesses. In *Think Big, Act Small*, Jason has captured many important findings about best performing companies and offers these gems in a way that is easy to grasp and use. The examples and data throughout the book are impressive.

Tips from Jason Jennings

- 1. Be a steward, not a traditional leader.**
Stewards are teachers, mentors, and coaches. They move beyond domination over others. They model humility and accessibility.
- 2. Keep your hands dirty.**
The leaders of the best performing companies in the world spend at least 50% of their time with customers. That means being on sales calls and determining customer needs.
- 3. The challenge for every leader is to get his or her team thinking and acting like owners.**
It means the owner is compensated in direct proportion to the value they create in the marketplace. There should be a direct relationship between values created and money earned. It is impossible to ask people to think and act like owners unless they are paid for the value they create.
- 4. Constantly look for win-win solutions to everything that you do.**
Adversarial relationships are always lose-lose. When a leader adopts the approach of win-win for everyone, everyone is far better off. Great and authentic leaders understand the value of win-win solutions.

5. **Make the ability to let go part of your DNA.**

Three areas that hold managers back: 1) Some have an inability to let go of yesterday's breadwinners; 2) Many can't let go of things because of ego; 3) Others are unable to let go of old habits and routines.

ABOUT JASON JENNINGS

Jason is an authority on business leadership and productivity. He started his career as a broadcast journalist and quickly became the nation's youngest radio station group owner and the founder of Jennings-McGlothlin & Company. In March 2005, USA Today called Jason one of the top three business speakers in the nation. He has spent over 20 years, founding and leading successful businesses and consulting. He spent 18 months traveling the globe, digging deep inside the fastest companies in the world for his book, *It's Not The Big That Eat the Small — It's The Fast That Eat the Slow* (with co-author Laurence Haughton) which hit the *The Wall Street Journal*, *USA Today* and *The New York Times* bestsellers lists. His next bestseller, *Less Is More*, revealed the secrets of the most productive companies in the world. His most recent book, *Think Big, Act Small*, provides a study of the world's only ten companies that managed to grow revenues and profits by ten percent or more each year for ten years. Jason consults with companies worldwide and does more than 60 keynote speeches annually.

ABOUT THE BOOK

Think Big, Act Small: How America's Best Performing Companies Keep the Start-up Spirit Alive. Published by Portfolio, May 2005. ISBN: 1591840767



The Clarity State

MAKE TOUGH DECISIONS IN AN EASIER
AND MORE EFFECTIVE MANNER.

The Clarity State

Make tough decisions in an easier and more effective manner.

A good decision can save a company and a poor one can cause it to sink. Everyday, managers and leaders make decisions and each one changes the company in at least a small way. Some of us agonize over decisions, whereas others make them quickly with ease. I have met managers with excellent judgment and have known some with a few loose screws. Training courses suggest we use cumbersome decision trees and root cause analysis. While these methods are useful, they do not address the mental game of decision-making.

Luda Kopeikina is fascinated by the dynamics of decisions. Why are some leaders able to make better decisions than others? What makes decisions easy or difficult? The results of her research and insights are detailed in, *The Right Decision Every Time: How to Reach Perfect Clarity on Tough Decisions*. To research for this book, she spoke to over 100 CEOs from companies of various sizes and industries. When I spoke with Luda, I was struck by her wisdom, wit, and warmth. She has been a sought after leader, expert, and consultant for many years, including stints as a VP at GE under Welch and a CEO; her extensive experience shows through in her suggestions.

I found Luda's comments about the differences between mature leaders (in terms of both years and experiences) and those with less seasoning very fascinating. She found that mature leaders have more mental control than junior leaders. She measured physical focus by hooking the CEOs she interviewed to a computer program. The mature leaders were focused and calm even when they had major meetings or urgent issues to resolve later in the day. Luda also found

successful and mature leaders to be very reflective. They evaluate their decisions and learned from them. They believed that learning from the past is the best way to pursue mastery.

Perhaps the most interesting aspect of Luda's research was how she chose to define a correct decision. A correct decision occurs when the decision maker is totally congruent with the decision. Luda chose not to measure whether a decision is correct by the outcome because we can't control the consequences, we can only control how well we look at the problem or opportunity. She found that mature leaders, those who made more successful decisions, wholeheartedly agreed with her definition. Less experienced leaders tended to define decisions by their outcomes.

I thought about how I measure the success of my decisions and can see that my perspective has changed as I have developed. Luda is correct: what is most important is how well we approach, analyze, and evaluate decisions. We will never know all the information, so it is critical that we make the best use of the collective intelligence that surrounds us. In the end, we need to feel good about our decisions.

As Luda interviewed and observed leaders, she began to see a state of being that enabled them to make decisions with ease. She calls this the "Clarity State". Here's a brief excerpt from *The Right Decision Every Time*:

The key to reaching clarity is the ability to focus your physical, mental and emotional resources at will on a certain issue. With such focus, you can identify the right choice faster, more easily, and with greater certainty and internal alignment. It is a practice that can be acquired. This book presents the elements of this practice. The objective of this book is to present techniques that enable you to reach clarity on difficult, strategic decisions with greater effectiveness, thus increasing your decision-making mastery level. This is the book that I wish I could have read at the beginning of my career.

The “Clarity State” then, is a measurable state of mental, physical, and emotional coherence that focuses our inner resources. Luda’s suggestions include how to reach a “Clarity State” and how to combine this level of awareness with sound decision-making principles to make the right decisions. Using her process, Luda reports that 93% of CEOs made clear choices, resolving current decision situations within an hour and a half after focusing on them. This is impressive as some of these decisions had been pending for weeks or months.

Characteristics of the “Clarity State”:

- Things become clear and fall into place.
- Emotional relaxation.
- Mentally focused.
- A feeling of contentment.

When we see clearly and align our thinking with our decisions, we are more productive and determined. We are also able to communicate our decisions more clearly. People can sense our clarity and assuredness; thus, they become more likely to support and enroll in the change. In her book, Luda offers several techniques for getting into and maintaining the “Clarity State”. Many middle managers do not allow for the time and energy needed to enter the Clarity State. They remain exhausted which hinders their ability to make the best decisions. Here is a brief list of the “Death Habits” familiar to most managers. Luda says that these habits get in the way of decision making and clarity (next page):

→ **Death Habit #1 - Multitasking:**

“In the current business environment, where there is more work in each job position than can be handled, we are taught to multitask. Conventional wisdom says, ‘Never lose a moment—if you are talking on the phone, scan your e-mails at the same time.’ The result is that we never have time to focus! This habit is in sharp contrast to the behavior that peak performers in sports train to achieve. Successful athletes know that when every physical and mental resource is focused, your power to perform multiplies tremendously. In order to outperform others, you have to learn to focus your resources!”

→ **Death Habit #2 - Be Competitive:**

“Do not misunderstand me. Competing with yourself is a great habit—pushing yourself to excel at your job, learn new skills faster, develop new competencies, or whatever challenges you want to conquer is a habit worth nurturing. Few people during their lifetime exhaust the resources hidden within them. There are deep wells of strength in each of us that are never used. Learning to tap into this inner power is a worthy pursuit. But the way people understand the conventional wisdom is ‘Be competitive with others.’ In such an interpretation, the measures of progress become outside metrics—an assessment of your performance by others, comparing your status with the status of your coworkers, and so on. The problem is that these outside measures are usually outside of your control. Striving to measure your progress by outside metrics undoubtedly creates stress and negative emotions, such as anxiety and worry. The more you strive to deliver results according to outside metrics, the more stress and pain you create in your life.”

→ **Death Habit #3 - Work All the Time and Do More:**

“We are becoming a nation of workaholics. With the advances of cell phones and the Internet, our work is with us all the time— at the dinner table, at the outing with the kids on the beach, and so on. If we let it, our workload can consume us, proliferate stress, and, as a result, lead to continuous operation at a lower brain capacity. You need to save some mental, physical, and emotional resources to regenerate, think, and strategize for the future.”

Whoa! I think most managers would say their days are defined by multitasking and working too much. Many companies strive to create a competitive environment where success is defined by the number of hours worked and the amount of effort expended. I think Luda is making an excellent point that it is time to challenge the current status quo and question whether this is the best, correct, or proper way to work. Her research clearly shows that the best leaders don't get caught up in this business craziness.

These things get in the way of our focus and clarity — both of which are crucial for decision making. I asked Luda about the biggest barriers to sound decision making. She offered these five common obstacles:

1. Lack of a clear objective – not knowing what you are trying to accomplish.
2. Lacks of clear constraints – parameters related to the decision are not established.
3. Difficulty in dealing with emotions.
4. Lack of a clear perspective – unable to define the right context for the decision.
5. Difficulty of select among options – reducing complexity.

Of these barriers, a lack of a clear perspective and objective were the most common and troublesome.

I have heard from many managers who feel frustrated when their senior leaders do not make timely or effective decisions. I asked Luda what advice she would offer to managers in this predicament. Here is her response:

I don't think that there is much they can do to convince the boss to make a decision. If the leader is uncomfortable, he or she has not reached clarity. The absence of a decision is a decision. If possible, you can proceed as if the decision has been made. Get the people orchestrated and ready. Most likely it will cause a reaction. You might learn a lot including that you don't want to work for the boss. Trying to convince the boss will backfire.

In my experience, every time a senior manager feels pressure to make a decision, he or she ends up becoming more entrenched and uncomfortable. So while we want to be helpful, trying to convince our boss to do something might make our situation worse.

I've only scratched the surface of the topics that Luda and I discussed. Her ideas are fresh, but also based on many years of experience and research. I would love to shadow Luda Kopeikina for a day, because I know it would be an amazing learning experience.

Tips from Luda Kopeikina

- 1. Leadership is to a very large extent an exercise in self-development.**
The great leaders that I have met all worked on developing themselves first; everything else came second.
- 2. Carefully select your “Master Mind” group.**
A great leader is not the one who knows every aspect of the job. He or she is the one who can motivate people to get the job done with passion. Carefully select your team, because the caliber of people on your team will determine the magnitude of your success.
- 3. Have a clear overarching objective at all times.**
Over and over again I find managers who are lost in the midst of everyday happenings, emergencies and details. Realize that if you are one of those managers, you are not going anywhere significant. Make sure that you set a clear objective for yourself, your business and your life and always have it in front of you.
- 4. Face your fears.**
Stop worrying and start acting. Fears of failure, criticism, and rejection are just examples of fears that have the power to stop us in our tracks and induce indecision and procrastination. They sap our vitality. Convert this worry energy into planning and acting. In many cases, any decision is much better than no decision.
- 5. Develop “Vision Power.”**
No leader can succeed without a fully developed sense of vision power — the ability to not only imagine the future but also to find the most effective path to get there.

ABOUT LUDA KOPEIKINA

Luda Kopeikina is an experienced business leader, entrepreneur, scholar, and author. She founded Noventra Corporation in 1999 and spent six years at General Electric in various vice presidential positions where she had an opportunity to work with Jack Welch and observe his methods in action. Later she was President and CEO of Celerity Solutions, Inc. Interactive Week's 1998 Executive Worth Survey ranked Luda within the top 20 CEOs of US high-tech public companies for her performance and total return to shareholders. Luda is a Chairwoman of MIT Enterprise Forum of South Florida and serves on the Board of Directors of several companies. She is also a prominent business speaker and author. She speaks on topics of innovation, entrepreneurship, clear business decision making and leadership. Luda holds a Master's Degree from MIT's Sloan School of Management as a Sloan Fellow. She also holds a Master's Degree in Computer Science from St. Petersburg University, Russia, and completed a Ph.D. thesis in Computer Science there. In 2004 she was appointed a Visiting Scholar at the MIT Sloan School of Management. Luda's website is <http://www.ludakopeikina.com>.

ABOUT THE BOOK

The Right Decision Every Time: How to Reach Perfect Clarity on Tough Decisions. Published by Prentice Hall, August 2005. ISBN: 0131862626



Organizational DNA

DETERMINE YOUR ORGANIZATION'S PREDOMINANT STYLE AND USE THIS INFORMATION TO MORE EFFECTIVELY DRIVE CHANGE.

Organizational DNA

Determine your organization's predominant style and use this information to more effectively drive change.

Karen hesitated before she spoke. Lou could see that she wanted to talk and had a feeling about what she would say. She was considering a job opportunity with another company. Lou had been expecting and waiting for this conversation. In time, all the good ones leave. The risks were too great to stay. Top performers feared they would lose their drive and passion. From the outside, the company appeared healthy and vital, but inside was another reality altogether. The organization was dysfunctional and immature and the daily hassles chased away many of the best employees. Over the last year, several key people had left. They like their jobs and coworkers but felt the organization would never become a great place to work.

In preparation for my conversation with Gary Neilson, co-author of *Results: Keep What's Good, Fix What's Wrong, and Unlock Great Performance*, I took a quick online quiz that assesses an organization type. The organization I selected for the quiz turned out to be passive-aggressive! While the result amused me, I must admit that it is an accurate description of that particular organization. Here is the brief description of passive-aggressive:

Everyone agrees, but nothing changes. Building consensus to make major changes is not a problem; implementing these changes, however, is next to impossible. In a passive-aggressive organization, everyone smiles and nods but nothing ever changes. Entrenched underground resistance is the norm and getting anything done is like nailing Jell-O to the wall.

Does that sound familiar? If not, there are six other organization types from which to choose including fits-and-starts, over-managed, and military precision. If you would like to take the

free assessment to determine what type of organization you work for, go to www.orgdna.com. Gary and his colleagues at Booz Allen Hamilton have been using Organizational DNA to help leaders better understand and improve their companies.

Results identifies the seven types of organizations and how to get to the next level of performance. According to Gary, “every organization has a dominant type, but it is not 100%. There may be pockets with a different style. Organizations are mosaics of different types, but there is typically a prevailing type. Companies are made up of lots of organizations.” He explained to me that the dominant type overshadows other organizational traits, but this does not mean a company is doomed to a certain style. Great and strong managers can make changes that stick and even catch on. It is a bit more difficult if we are fighting a strong organizational style. However, there is still hope, even if the rest of the organization does not adopt our positive changes, our department still benefits.

I asked Gary why managers should care about their organization’s type. He said that our organization’s style should impact the path we take to make improvements. We need to know where we are before we determine the next moves. He also said that we could unintentionally make things worse if we do not understand the starting point.

Being familiar with many behavioral assessments like MBTI (Meyers Briggs Type Indicator), I naturally wondered if the organization’s style was somehow a measure of the collective styles of the employees. Gary said that the organization’s personality is NOT the sum of individual personalities; rather it is the sum of their actions. When I think back on the passive-aggressive organization for which I used to work, many of the employees were not passive-aggressive. Their actions, however, were more likely to fall into this pattern as the organization reinforced certain kinds of behavior. Most knew that the way people worked was dumb and counterproductive, but accepted this because it was the path of least resistance.

That is the real lesson for managers. We need to know what we are up against when we try to improve the organization. According to Gary and his co-author, Bruce A. Pasternack's research, more companies are passive-aggressive than any other style, a full 27% of those assessed. This means that many of us need to understand how to best navigate through and lead within this dysfunctional style of company. Here are some of the remedies offered for the passive-aggressive organization in *Results*:

- You must tackle and fix decision rights, information processes, motivators, and the structure. Don't leave any building block out.
- Bring in new blood. You need to find someone who will ask the tough questions and be prepared to act on the answers.
- Take steps to ensure decisions stick. Ask for updates and follow-up on agreements. Show people that when a decision is made, you intend to follow through.
- Arm decision makers with easy access to important information.
- Deal with poor performers and do more to engage and reinforce top performers. Communicate to people where they stand. People who are doing the right things need to know. People who are doing the wrong things need to know. Tell them what's important.
- Create a new day — out with the old, and in with the new. Make the ending and create and event and a reason to change.

I love this quote from the book: “The passive-aggressive organization's plight is an intriguing one. Externally, it appears to be all smiles, but internally, it's riddled with dysfunction.” That statement NAILS the organization for which I used to work, which is amazing.

The book offers details and strategies for each organization type. It's a valuable tool for managers and leaders. Each day we have dozens of choices between things that we can stress and prioritize. There are an infinite number of GOOD things to do, but many fewer RIGHT things to do. We work too hard to employ practices and techniques that won't make a difference!

Here's another twist on Organizational DNA. As managers, you want to make sure that your organization is a good fit for you. Some people might thrive on the challenge of transforming a passive-aggressive organization. Others would fit better in a just-in-time organization. Some organizations will attract mavericks, while others will woo perfectionists. This is also something to think about if you are being courted as the fresh blood needed by the organization. Make sure you are willing and ready to be the lone salmon swimming against the current. You might receive pats on the back from the corner office dwellers, or it could become a daily battle. Personally, I love that kind of a challenge, but I know it's not everyone's cup of tea.

Gary and his firm have been working with companies using Organizational DNA for 25 years. During this time, they would see the same themes reappear again and again (he described it as seeing the same movie over and over). These themes form the four building blocks. Here is a quick quote from the book:

Achieving organization alignment takes different forms from company to company. There is no right answer or universal prescription. The only imperative is that the four building blocks of Organizational DNA – decision rights, information, motivators, and structure – work together rather than at cross purposes.

This logic and approach appeals to my organizational development DNA. The solution to many organizational style problems or challenges is to create aligned and consistent solutions for various aspects of the system. Sounds simple, but you and I know that logic often does not

prevail. Leaders have been known to espouse new expectations and vision statements while ignoring cultural and structural changes that are needed to support the new direction. Looking at it another way, this is what makes our jobs as managers and leaders so darned fun and challenging! We have the opportunity (and responsibility) to notice and correct these inconsistencies. It's the only way our organization can escape the quicksand of their unhealthy styles.

It is always fun to learn about our organizations and ourselves. You might think it is better not to know, but you already know the hiding spots of your organizational warts and crazies. *Results* gives managers and leaders the information they need to help their organizations become more healthy, happy, and wise.

Tips from Gary Neilson

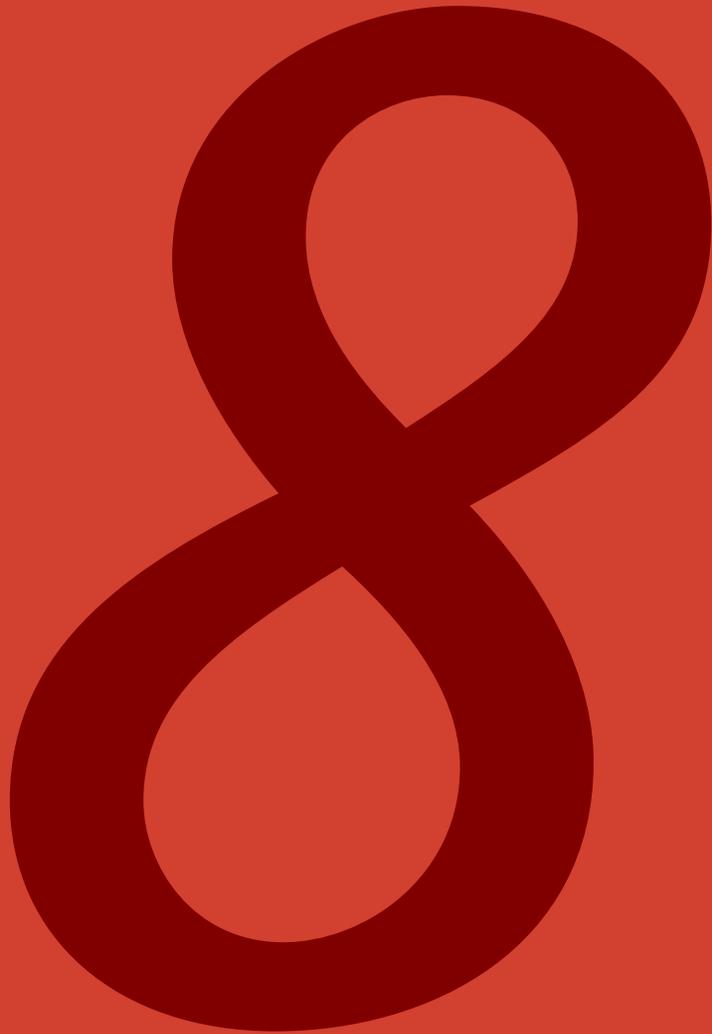
1. Assume that everyone comes to work wanting to do a good job.
2. Take an “it starts with me,” approach. Anyone, in any organization, can make a difference. It has to start somewhere—why not with you?
3. Vision and strategy are interesting, but results mean executing time after time. Only 5% of the work is vision and strategy, the other 95% of the work is how you get it done.
4. Make decisions stick. Follow up on and treat decisions like gold (this does not mean they can't change).
5. Understand your organization's personality before making changes. You need to understand the starting point. Watch out when adopting best practices from the super company list. It may not apply to your company.

ABOUT GARY NEILSON

Gary L. Neilson is a senior vice president of Booz Allen Hamilton in Chicago, having been with the firm since 1980. Gary leads the global Booz Allen team that developed the Organization DNA ideas and deploys the related “Organizing for Results” service offering; this helps companies diagnose and solve the issues associated with ineffective organizations and strategy implementation. *Harvard Business Review* cited Organization DNA on its HBR List of 20 “Breakthrough Ideas for 2005.” The team’s research base includes over 50,000 profiles from more than 100 countries. Gary has authored or co-authored over 25 articles on organization design and transformation, and has appeared on *CNBC Power Lunch* and *ABC World News This Morning*. Gary has an MBA in Finance from Columbia, where he received *The Wall Street Journal* Award for the highest academic achievement in Finance.

ABOUT THE BOOK

Results: Keep What’s Good, Fix What’s Wrong, and Unlock Great Performance. Published by Crown Business, October 2005. ISBN:1400098394



Emotional Acumen

INCREASE EMPLOYEES' IMPACT AND
INFLUENCE WITH OTHERS.

Emotional Acumen

Increase employees' impact and influence with others.

Have you ever wondered how people describe you when you are not around? Would you want to partner with you on a two-year project? When you post an open position, do people apply because they want to work for you? Over the next decade, many industries will suffer from a shortage of talent and find it difficult to fill open positions. The best employees are going to have more choices than ever and will be particular about their employers. As managers, being likeable is going to be more important than ever.

Talking to Tim Sanders is energizing and inspiring. His messages are both simple and profound; you will immediately understand what he's trying to accomplish with his work. He wants to make the world a more pleasant, successful, and healthy place. Our conversation at times put the introvert deep at my core a bit on edge. I need emotional acumen to succeed? Uh-oh.

Tim shares the surprising results of a study involving high school students. The study concluded that the number of times a girl smiles was a better predictor of her popularity than her physical attraction. In addition, a boy's positive outlook on life was a bigger predictor of his popularity than being on a football team. "When I read this, I realized there is a culture shift going," comments Tim.

I find it interesting to learn why people get into the projects they do or why authors feel compelled to write a book, so I asked Tim how he came to write *The Likeability Factor: How to Boost Your L-Factor and Achieve Your Life's Dreams*. Tim was hired to speak to 500 radio DJs who were apparently very nice on the air but SOBs when away from the microphone. They asked

Tim, the author of *Love is a Killer App*, to help the DJs become more personable. In doing his research he was unable to find a good book on the topic of likeability that focused on authenticity. So he compiled 250,000 pages of research and wrote his own book. Tim discovered that the DJs were no different than many general business managers— warm and generous with the customers but very different behind the scenes.

According to Tim, life is a popularity contest. People choose those with whom they want to work and those they want to help. The most successful people understand this and value various aspects of likeability. In *The Likeability Factor*, Tim identifies four aspects of likeability: friendliness, relevance, empathy, and realness. Each adds depth and value to our relationships and together determines our overall likeability. Are you rolling your eyes? I hope not. This is serious stuff and is not optional for managers. This is what developing emotional acumen is all about.

Likeable managers create engagement and results. When people work for likeable managers, they work harder. They give more of themselves and focus on the outcome. Managers can drive productivity by having a positive outlook and upbeat personality. Being likeable, easy to get along with, and easy to talk to person will get you a better review. Why? If your manager likes you, they will give you more feedback throughout the whole year than if they don't like you. That feedback is the key. Many employees don't succeed because they know neither where the finish line is nor where they stand.

Tim has devised a way to measure our likeability and he calls this our “L-factor”. The scale goes from one to nine, with higher scores indicating a greater degree of likeability. You can take the likeability assessment free online at Tim's website, www.timsanders.com. I took the assessment and scored a seven. Not bad for an introvert, I guess. What's interesting is that the areas in which I scored lower were showing interest in other people's hobbies and my gen-

eral love (or lack of love) of talking to people. Tim says that the higher your “L-Factor”, the greater your chances for success, health and happiness. It would be interesting to ask a trusted coworker to fill it out for us and see how the results compare.

You may be reading this e-book thinking that YOU are likeable enough, but what about the jerk for whom you work? The managers that need to be more likeable are less likely to be reading this and less likely to pick up a copy of Tim’s book. You could send it to him or her anonymously, but that might be a waste of your hard earned dollars since it might never be cracked open. I asked Tim what managers should do if they work for a “two” on the likeability scale. Here’s Tim’s response:

1. “If you have a candid and good relationship, you need to have a heart to heart conversation and talk about what they are doing to other people. This is difficult. I read in the book, *How Full is your Bucket*, that according to British scientists, boss-induced hypertension could increase the risks of coronary heart disease by 1/6 and the risk of stroke by 1/3. That ought to be motivation enough.”
2. “Quit your job and make it public why you did. Tell the CEO. Tell them you want to work for an organization where you are appreciated. This is important feedback for this boss. If you keep working there, you enable this person.”

Whoa, difficult advice in either situation. Tim’s point is that life is too short to be working for a jerk or to be a jerk. Managers can help their team members and peers become more likeable by setting a good example. Managers create the organization’s culture. Tim suggests promoting people who are emotional angels and not promoting employees who are psychological warriors. He also advises managers to make this preference public.

The Likeability Factor offers lots of intriguing information, tips, and examples. The second half of the book is dedicated to sharing ways to raise our likeability, or “L-Factor”. Here are a few quotes from this part of the book:

- Unfriendliness is a weakness. Every time you’re unfriendly with someone, you’ve experienced a failure to control yourself.
- Keep in mind that the digital channel, email, is the coldest form of communication. It sends the fewest cues, communicates the fewest emotions and produces the lowest-quality contact.
- Of likeability’s four components, empathetic skills may be the most difficult to improve. Some experts even feel that empathy is an inherent rather than a teachable ability, and that people either have it or they don’t. I disagree. I have seen many people work on their empathetic skills and better them.

In *The Likeability Factor*, Tim Sanders offers a convincing case for why and how our likeability impacts our success, relationships, and even our health. Whether you are an introvert or extrovert, you will benefit from being someone with whom people enjoy working. Emotional acumen is a critical skill for managers and will become more important as our workplaces become more complex and global.

Tips from Tim Sanders

1. **Manage people, not things and email.**

If you want the title, do the job. Don't hide behind your laptop.

2. **Judge things, not people.**

Too often we personalize our criticism. We are mad at people. Criticize the activity and outcome, not the human being. The boss negates or creates the culture of forgiveness in the organization and this is where they do it.

3. **Smile in every way.**

Friendliness is a communication phenomenon. When you like someone, you open up yourself to receive information. Bosses are more effective at communication when they are friendly. It also makes a warm and inviting atmosphere for customers. Create a great culture with your smile (not just with your face). Emails can either smile or frown. If an email doesn't smile, save it as a draft and come back to it.

4. **Measure promises like you measure your budget or sales projections.**

Execution is a function of being accountable for promises. People who keep and measure promises get results. Treat promises like a signed contract.

5. **Improve your personal resume every year.**

If you want to be an effective and respected boss, you need to be a lifelong learner. You are a boss because you deserve to be one. Every two months, read a book that addresses a problem or challenge in your workplace. The greatest bosses read books for the benefit of someone else.

ABOUT TIM SANDERS

Tim Sanders is a business leader, speaker, and author. His first book, *Love is the Killer App*, was a bestseller that showed how people who share generously can achieve professional success. His second book, *The Likeability Factor*, explores four aspects of likeability and was the basis for a PBS and 20/20 television special. Tim delivers high-energy speeches and compelling seminars to high-level executive conferences, professional associations, and graduate schools. He has held several leadership positions at Yahoo! and received a degree at Loyola Marymount University. Tim's website is www.timsanders.com.

ABOUT THE BOOK

The Likeability Factor: How to Boost Your L-Factor and Achieve Your Life's Dreams. Published by Crown Publishers, April 2005. ISBN: 1400080495



Betting at Work

UP YOUR ODDS FOR SUCCESS AND TAKE
CONTROL OF YOUR DESTINY.

Betting at Work

How you can up your odds for success and take control of your destiny.

Business is just a series of bets. Decisions you make and don't consciously make and the actions that further them are all bets. Today, alone, you will most likely make many bets. Bet. Bet. Bet. We are betting all the time. Are you uncomfortable, yet?

Author Eileen Shapiro knows that conversations about betting at work make some people squirm in their seats and seek out the nearest exit. That said, when you really understand the nature of bets and begin to see the bets you have made and are making, you will have access to an awesome power that can impact your future. In *Make Your Own Luck: 12 Practical Steps to Taking Smarter Risks in Business*, Eileen Shapiro and her co-author Howard Stevenson define bets in this way: "Every purposive action is a bet; one acts now on the expectation or hope, but not the certainty, of the results that will be achieved in the future." They point out that our intent leads to action, which produces a result and some level of satisfaction. Because the outcome cannot be known and we must predict results and satisfaction; thus, the actions we take are bets.

Every action we take — every bet we make — carries with it some risk. We predict the outcome as best we can, but cannot know what will actually happen. Often the greatest risk is sticking with the same bet for too long

I will admit that I had not thought a lot about bets before talking with Eileen, but now I am intrigued. Seeing our decisions and actions as bets opens up a new way to view and improve results. Managers have a lot to gain from a better understanding of their bets because they are

in the thick of things and faced with many decisions and options every day. If we buy into the notion that we make bets every day, the following questions logically follow:

- How can we improve our odds?
- What can we do to better predict outcomes?
- How can we recognize and better manage our bets?
- How can we become good betters?

Eileen believes that the key to making better bets is to develop “predictive intelligence”, which is the “...ability to act in the face of uncertainty to bring about desired results.” Doesn’t this also describe what it means to be a manager? Anyone can improve this skill. It does not correlate with IQ or attending a fancy business school. Managers with greater “predictive intelligence” will be able to produce better results with the circumstances they face. To improve “predictive intelligence” and answer the above questions, the authors have offered a “Gambler’s Dozen”, which group together as follows: OOPA – Orient, Organize, Predict, and Act. Eileen shared this brief explanation of OOPA as applied to managers:

→ **ORIENT** around your goals.

As a boss in the middle, you need to figure out how your chunk of the enterprise fits into the larger goals of the whole, so you and the people you work with can orient your use of scarce resources (including your attention) on the right activities.

→ **ORGANIZE** your starting position.

As a boss in the middle, you want to look clearly at the assets you have to work with and also where you are weak, so you can figure out how you want to initially deploy these starting assets (including the way you organize your staff), toward what interim/early goals, and with what interim/early milestones to measure progress and success.

→ **PREDICT the "if/then/because" rules you will use.**

As a boss in the middle, you want to be as clear as you possibly can about how you think the world will work— or what I think of as the if/then/because rules— as a way to generate and evaluate options that will give you the most reward with the least amount of risk. The best if/then/because rules leverage the wallpaper factors, because then you are “betting with the house,” that is, with trends that are highly likely to occur and with significant impact on the results you want to achieve. When you apply the if/then/because rules to internal success, you can quickly see this is why employees almost always do what is measured and rewarded rather than what management says it wants. The employees are betting with the house. If you want to change behavior, often the fastest way is to make sure that what is measured and rewarded matches with what you are trying to achieve, as Jack Welch did at GE.

→ **ACT in accordance with the path; i.e. well enough and fast enough.**

As a boss in the middle, you must make sure that you and your colleagues can execute — well enough and fast enough! And if some can't, then you have to figure out if you should provide support/training to get people to the action levels you need, or whether you would be better off replacing people or changing their roles.

Eileen mentions “wallpaper bets”, which occur when you have a lot of confidence in the way the event will play out and you can do something that will have a positive impact. In other words, “wallpaper bets” mean “betting with the house” — that you are reasonably sure of what is going to happen, that it will have a great impact, and that you figured out a way to address it with the best odds.

Make Your Own Luck is chock full of great stuff. The “Gamblers Dozen”, is both clever and extremely useful for leaders and managers. Here is a brief synopsis of just a couple of the dozen (next page):

#2 - UPSIDE/DOWNSIDE: WILL THIS GAME BE WORTH PLAYING, FOR ME? WE SHOULD:

- Count our chickens – what’s the potential upside?
- Count our foxes and hawks – what could we lose?
- Check the rules – who are the rule makers and what rules apply?
- Determine the odds and whether this is a game you want to play (will it bring you satisfaction and success).

#3 - JUMP BETS: ASSESS THE NEED TO MAKE A RADICAL SHIFT, RIGHT NOW.

- “Jump bets” are the way gamblers with high predictive intelligence take advantage of unexpected changes.” Instead of waiting until a new opportunity or trend has fully arrived, try jumping in sooner — before all the information is available to seize opportunities.
- Scan the horizon to see opportunities and threats early and as they form.
- “Jump bets” are disruptive to the status quo, so we often don’t see them even though the signs are very strong.
- “The point of ‘jump bets’ is once you see a turning point, you have a limited amount of time to decide to jump, or to stay the course.”

The “Gambler’s Dozen” is a valuable tool that managers can use to evaluate bets. The book offers many examples and is written in a clear and entertaining manner. I used a real life example to test their suggestions (the example: the number of my projects that must be completed by November 15). I came away with several insights. For example, I need to reduce the risk

of failure by peeling away a few tasks that, in the scheme of things, are not important. I also have the opportunity to improve my odds by enlisting additional help now, rather than later. Answering the question, “How much magic will my current bets require?” was a wake-up call. I realized I was relying on too much magic! Finally, I was pleased that my projects were worth betting for and would lead to satisfaction (by being aligned to my goals).

Some of our more elusive bets will be those that we make by doing nothing at all — by sticking with the status quo and continuing down the same comfortable path. These bets can carry high risks and can cripple companies and industries. It is often the case that the companies on top are more innovative and flexible. Those struggling the most are sticking to old practices that no longer apply. These can be the riskiest and dumbest bets of all! As leaders we need to learn from our past bets and take smarter risks. Smart risks have better odds of producing the desired results and carry a lower risk of a bad outcome. Inaction can be, and often is, a dumb risk.

How quickly can managers shift their luck? According to Eileen, “Once you realize that everything you do is a bet and you know what you want to achieve, you can see better paths and change.” The goal should be to get better at making bets. You want the frequency and magnitude of bad bets to go down. It is important, however, to recognize and be at peace with the fact that no one bats a thousand. We will make bad bets. The key is to learn from them and improve our predictive intelligence.

“Can you tell me please which way I ought to go from here?” said Alice.

“That depends a good deal on where you want to get to,” said the Cat.

“I don’t much care where,” said Alice.

“Then it doesn’t matter which way you walk,” said the Cat.

— *Alice in Wonderland*, Lewis Carroll

I asked Eileen what drove her and her co-author to write this book and I loved her answer. “Insanity, clearly. Whenever you write a book you are taking a bet with very long odds.” She went on to say that the real motivation and drive for the book was to codify and share their work. As a fellow author, I can relate to her response.

Tips from Eileen Shapiro

- 1. Figure out what you are trying to achieve.**
It seems obvious, but it is the part many managers don't do or don't do well. If you haven't figured out what you are trying to achieve, the rest does not matter.
- 2. Determine whether you will feel successful if you achieve these things.**
People often set goals that will not make them happy once achieved.
- 3. Figure out what the people who work for and with you need to do to help you achieve your goals.**
Lots of companies fall apart in this area. Make sure your goals and the measurement of performance are aligned.
- 4. Make it easier for your people to do what you need them to do.**
- 5. Take pleasure in the journey.**
It is your life. If you aren't enjoying the journey, go back to tips #1 and #2. Maybe you are in the wrong role, have the wrong goal, or are in the wrong company. People have more choices than they allow themselves to see.

About Eileen Shapiro

Eileen C. Shapiro followed her experience at McKinsey & Co., Inc. by founding The Hillcrest Group, Inc., to help firms of all sizes make better bets. An area of special focus for Eileen is early-stage companies, particularly those with strong intellectual property positions, where she and co-author Howard Stevenson often collaborate. She is also an inventor with five issued and allowed patents, and several pending patents. Eileen received her AB from Brown University and her MBA with Distinction from Harvard Business School. Eileen's prior books include *Fad Surfing in the Boardroom* and *How Corporate Truths Become Competitive Traps*. Eileen serves on the Boards of Directors and the Boards of Advisors to several companies as well as on the boards of several nonprofit organizations and educational institutions, including the Board of Fellows at Harvard Medical School. Eileen's website is: www.shapirostevenson.com.

About the Book

Make Your Own Luck: 12 Practical Steps to Taking Smarter Risks in Business. Published by Portfolio, May 2005.
ISBN: 1591840775

Conclusion

Conclusion

Chatting with these nine talented authors was fun and informative. I could not resist the urge to ask them to look into their crystal ball and prognosticate how they believed the manager's job would change in the next ten years. For the most part, the answers were predictable and reinforced current managerial trends.

Most agree that managers will need to excel at relating to and leading people. Establishing an environment of engagement and ownership will become more important and central to a manager's job. As Tim Sanders said, "Managers are going to have to focus on emotional acumen. Mood state at work is a better predictor of success than other indicators. When there is a positive mood state, this makes an impact on employee engagement and impacts results. Great managers manage mood state — they are emotionally intelligent in a connected way." The authors also agreed that employees will be more demanding and selective about the companies for which they will work. Peter Han added that, "The material standards of living have changed. People are not locked into lifetime employers."

According to most of these authors, the trend of downsizing managers will continue. Jason sees companies shifting away from management jobs because of the technology improvements and automation. "Over the next decade, we will see between 20–30 million fewer managers. On the other hand, there is unlimited demand for leadership." As part of the adjustment process, the breadth of the remaining manager's job will continue to grow. Luda Kopeikina believes that, "Managers will have to expand their scope and lead more cross-functional, cross-world, and more complex teams. Innovation and creativity will be key skills because completion will be more difficult. Time will be more the premium — the ability to focus and be selective will be critical." Eileen agreed and said, "Time frames are getting faster. The amount of information available is growing and the manager will need to effectively separate wheat from chaff."

What does this mean for today's managers? Our jobs will become more complicated and broader. We need to get better at leading diverse groups of people and creating an environment, amid the chaos, where people want to do their best work. We must become lifelong learners to continue to be satisfied and successful. I asked the authors which management skills they felt were undervalued and overvalued. Their answers were interesting:

Undervalued Managerial Skills:

- Ability to develop real relationships (Ferrazzi).
- Openness to change (Han).
- Ability to improvise (Haughton).
- Empathy (Haughton).
- Holding yourself accountable (Haughton).
- Entrepreneurialism (Hogshead).
- Focus and clarity (Jennings).
- Imagination and creativity (Kopeikina).
- Creating an environment of accountability — making decisions stick (Neilson).
- The ability to stick to the game plan — courage of convictions (Neilson)
- The ability to listen to the complainer (Neilson).
- Design acumen (Sanders).
- Knowing when to pull the trigger — place a bet and act (Shapiro).
- The ability to balance the need for information with the need for action (Shapiro).

Overvalued Managerial Skills:

- People's "schmoozing" abilities (Ferrazzi)
- The leadership personality (Han).
- Confidence (Haughton).
- Being able to think ten moves ahead (Haughton).
- Holding other people accountable (Haughton).
- Organization (Hogshead).
- Detail orientation (Hogshead).
- Building relationships, pedigree, status, connections in hiring people and selection (Jennings).
- Multitasking (Kopeikina).
- The need to be competitive (Kopeikina).
- Work all the time – do more (Kopeikina).
- That the CEO makes all the difference and it's all about the CEO (Neilson).
- Charisma (Neilson).
- Leadership (Sanders).
- We often overvalue analysis (Shapiro).

Do you see the common themes? Many of the traditional management and leadership skills are on the overvalued list; relationship and innovation skills are on the undervalued list. This is consistent with the shift these authors and others are seeing. We are moving away from the industrial model and toward a new way of doing business that emphasizes the arrows instead of the boxes in a typical process diagram. Here is an amusing and true comment from Tim Sanders (next page):

There are not enough people who want to lead. People do not see enough of a reason to be a leader. The younger you are the scarier leadership looks. Who's going to want to lead? Going to a leadership conference is like going to a Grateful Dead concert — just the same old guys speaking and in the audience.

That's too funny. Who will be the role models in the future? Maybe you! For those of us who thrive on helping organizations and individuals do their best work, the challenges and opportunities will be plentiful. We would not have it any other way, right?

Info

LISA HANEBERG'S BIOGRAPHY

Lisa, a certified master trainer and behavioral assessment interpreter, has taught and coached hundreds of managers during the past 15 years. She has worked in management and leadership development for nearly 20 years and with companies such as Cruise West, Amazon.com, Intel, Mead Paper, Black & Decker, and Beacon Hotel Corporation.

As a manager, management trainer, and coach for companies both large and small, she has held leadership positions that were dedicated to manager development and effectiveness. Her expertise includes one-on-one management coaching, management course facilitation, organization development, and business writing.

Lisa is the sole writer of this e-book. She worked hard to interview each author to gather information for this e-book. Why did work so hard? As Lisa would say, "Management is my passion." Check out her website at <http://haneberg-management.com>.

JACK COVERT'S BIOGRAPHY

In 1984, Jack founded 800-CEO-READ as a business book distributor. Today, 800-CEO-READ is America's leading direct supplier of business literature. Jack's dedication to staying up-to-date with technology has led the company into web-based sales, blogging, podcasting and interactive author services.

Jack is a frequently quoted expert on business books and has been interviewed by CNN, BusinessWeek, Fortune, Inc., and numerous major daily newspapers. His company's monthly Top 25 list of bestselling business books is a frequently cited standard and is distributed nationwide to leading business newspapers via Knight Ridder/Tribune News Service.

COPYRIGHT INFO

The copyright in this work belongs to the author, Lisa Haneberg, and Jack Covert and 800CEOREAD, who are solely responsible for the content.