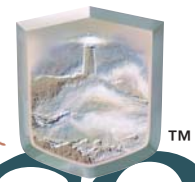
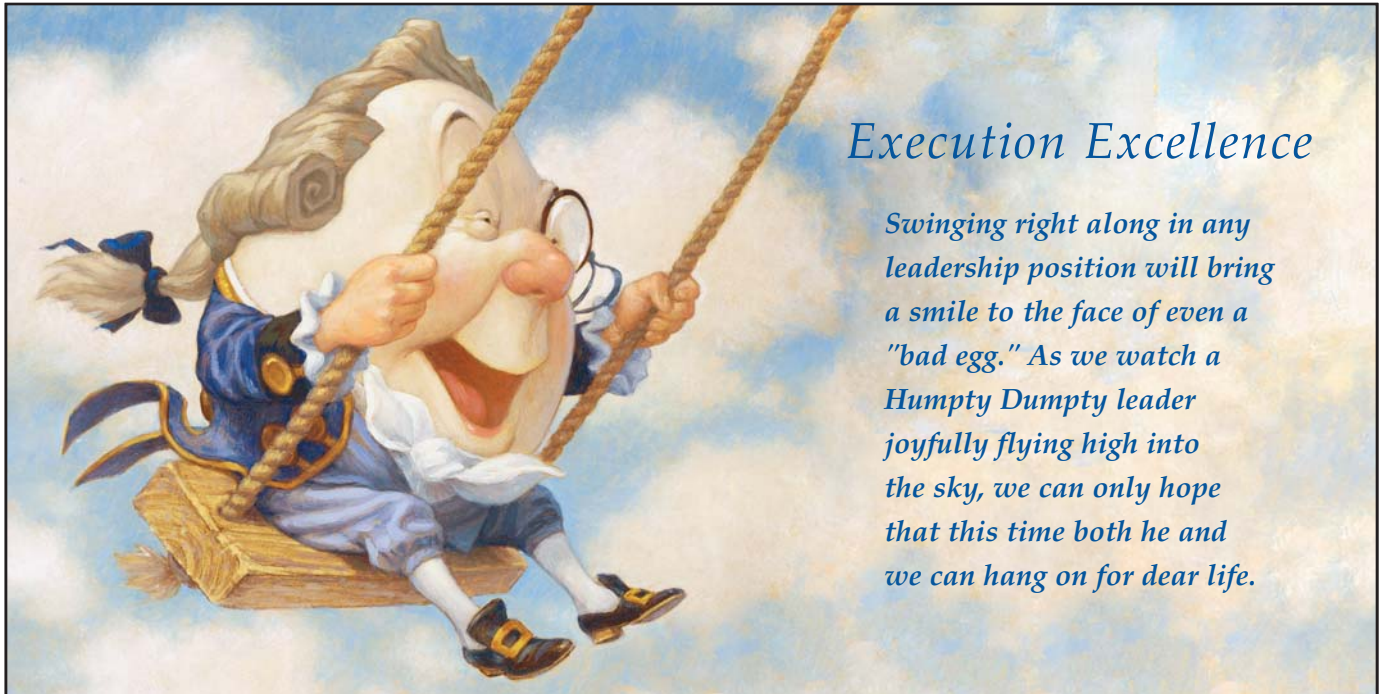


LEADERSHIP Excellence

Warren Bennis



THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY
 VOL. 24 NO. 11 AUSTRALIA EDITION NOVEMBER 2007



Execution Excellence

Swinging right along in any leadership position will bring a smile to the face of even a "bad egg." As we watch a Humpty Dumpty leader joyfully flying high into the sky, we can only hope that this time both he and we can hang on for dear life.

<p>PHIL GELDART <i>Execution Excellence</i> Think strategically and execute effectively. 3</p>	<p>Behave in ways that build your credibility. 7</p>	<p>STEVEN FEINBERG <i>See Possibilities</i> Shift to vantage points to see advantages. 11</p>	<p>ANGELA HILLS <i>Leading Innovation</i> Reward for failure as well as success. 16</p>
<p>MICHAEL STALLARD AND JASON PANKAU <i>Connection Cultures</i> Leaders create them by inspiring identity. 4</p>	<p>JAMES K. DITTMAR, KENNETH R. JENNINGS, AND JOHN STAHL-WERT <i>Trust and Engagement</i> Assume responsibility for worker engagement. 8</p>	<p>HOWARD M. GUTTMAN <i>Moments of Truth</i> Team members hold their leaders accountable. 12</p>	<p>JAMES M. KILTS <i>Selecting Leaders</i> Five factors predict selection success. 17</p>
<p>JOSEPH GRENNY <i>Expand Influence</i> Make conversation safe and motivating. 5</p>	<p>GARY HARPST <i>Six Disciplines</i> Put in place your own excellence program. 8</p>	<p>MARC EFFRON AND MIRIAM ORT <i>Pool or Puddle</i> Is there talent in your talent management? 13</p>	<p>STEPHEN PARKER <i>Effective LD</i> Six pitfalls lead to the downfall of programs. . . 18</p>
<p>CHIP CONLEY <i>Peak Experience</i> Get your relational mojo from Maslow. 6</p>	<p>DIANNA BOOHER <i>Cues, Clues, and Props</i> Own up to your mistakes when you miss cues. 9</p>	<p>DAVID FINEGOLD <i>Advanced TM</i> A paucity of strategic HR leaders will increase. 14</p>	<p>CINDY TONKIN <i>Shift Perspectives</i> Discover multiple perspectives. 19</p>
<p>JAMES M. KOUZES AND BARRY Z. POSNER <i>Credibility</i></p>	<p>JOSEPH W. BERKERY <i>Leadership Excellence</i> Great leaders share seven characteristics. 10</p>	<p>DAN HILL <i>Emotionomics</i> Assess emotional states. . 15</p>	<p>GRAHAM KENNY <i>Strategy Scorecard</i> Measure outcomes and strategy. 20</p>

Shift Perspectives

Don't get stuck in a single viewpoint.



by Cindy Tonkin

WHEN PEOPLE GET stuck in a single view of a situation, problems result. Take the perspectives of the following five people.

- Glen works in sales. He's always thinking about his customer's business (and rarely about his or his organisation's objectives), so he discounts everything he sells.
- Andrew thinks that customers should know that his telecoms business isn't the same as the internet business with the same brand.
- Dil's annoyed when suppliers don't use the correct transaction codes (which he knows by heart).
- Margaret in sales doesn't see why she should spend time with marketing, since she works in a sales-driven organization. She blames marketing for their inadequate marketing materials.
- Gita runs archives for a major public service organization. They have no storage left. She issued a memo explaining this several months ago. She doesn't understand why her internal customers keep sending her boxes.

All these people are stuck in a single perspective. Sometimes they fail to put themselves in the shoes of the other person; often they fail to look at it from an organisational perspective. They have only one perspective.

Work-place peace happens when we make the effort to discover multiple perspectives on a given situation.

There are four simple steps to gaining perspective: 1. What's important to you? 2. What's important to others? 3. What's important to the organization? 4. What can you do to give others more of what's important?

We'll walk through these steps with Anna as an example.

Anna and her team are given the responsibility to fix a problem, and she engages Ben's area to solve part of the problem. After several months she discovers that Ben's area is also working on other parts of the problem for which her team is responsible. She is annoyed, not only because Ben should have communicated this to her, but also because of the duplication of

effort involved. Further, Ben and his team have no intention of stopping.

If you were Anna, wouldn't you be annoyed? Perhaps you've been in a situation where things seem to be going well, and then they go wrong. The more you get involved, the more you feel sucked into the problem. The more you work on the issue, the worse it gets. At the extreme, these are the times when you complain about it to colleagues, worry about it in the shower, or even indulge in some light career sabotage.

Shift Perspectives

We create this sort of problem when we get stuck in our own perspective, situation and emotions. We can't step back from the situation and assess what we need to do to move forward. It's the root cause of a many problems. So let's find out what Anna did.

Step one: What is important to you? Anna considers the situation. She is annoyed with Ben and his team, and that she didn't anticipate that this might happen. She considers what's important to her in this situation. Above all, she wants to look professional.

Step two: What's important to the other person? Shifting perspective, Anna puts herself in Ben's shoes: What's important to him? She figures that the reason for his actions could include: his career, avoiding confrontation and making his life as stress-free as possible. By the way, it's helpful to imagine that people are always after positive things for themselves (for example, they rarely want to sabotage you, only after make themselves look better. They may hurt you in the process, but that's not what's important to them). What's important to them will be something which is good for them, for example, acknowledgement, information, calm, power or being heard.

Step three: What's important to the organization? Shifting perspective again time, Anna considers the issue from an organisational perspective, where it matters little who solves the problem. What's important is that things move

forward. It's important that both Anna and Ben to resolve the issue so that they can work together in the future.

Step four: How can you give them more of what's important to them? Anna returns to her own perspective. She and Ben have coffee and she floats the idea of him being responsible for the problem. She believes if she is prepared to give him the kudos for solving the problem (and she is), he will fix it. This gives Ben what she thinks is important to him (acknowledgement). He wins because his career develops, and she's helped because the problem goes away.

Try It Yourself

Pay attention next time a team member complains about another team, supplier or customer. Usually complaints spring from being stuck in one perspective. A single perspective risks one-sided decisions—decisions which suit us but not our suppliers, customers or our

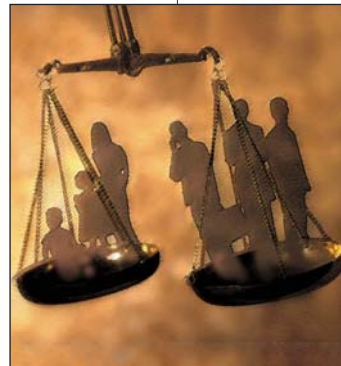
organisation, and which work for management but not for team members.

Taking three perspectives into account, working out what we can all agree on, and where we can 'give' a little so everyone gets what's important to them, can make a big difference.

To go back to the beginning:

- Salesman Glen must discover what value he and his services add from an organizational perspective. He can't just work from his customers' perspective.
- Telecom Andre needs to discover the customer's point of view.
- Transaction-code Dil has to visit a supplier and see their problems too.
- No-marketing Margaret needs to recognize the wastage caused by her not communicating with marketing.
- Archiving Gita needs to see that she is not her customers' top priority and to remind them when things go awry.

So next time you are frustrated, or in a pattern where the more you get involved, the more you feel sucked into the problem, remember to pull yourself out of your situation, and then in turn go to each of the perspectives, asking what's important here? You'll discover it's as easy as 1-2-3. **LE**



Cindy Tonkin is the author of six books and works as an executive coach and influence trainer. Find out more about her at www.cindytonkin.com.

ACTION: See situations from three perspectives.