

Common Boundaries Comments for Leadership and Beyond

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A company that teaches effective leadership skills for the organization through the individual

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Leadership Trends: What is Working and What is Not

"The new age of leadership demands leaders who are forever renewing and reinventing themselves. They are expected to be lifelong learners, driven by dreams, opportunities, and challenges always to be more so that they can do more."

- Burt Nanus, The Leader's Edge

Go into any bookstore and peruse the titles in the business, leadership and management section. You'll find hundreds of books each telling you about a different, special and unique way to improve your leadership skills. Some are classics, such as the books by Warren Bennis and Peter Senge; some are funny and easy to read, such as the new *Fish* series and *Who Moved My Cheese*. Some books are written by celebrities such as: Jack Welch, Dean Smith, and Rudy Guliani. Other books analyze leadership in terms of classic writers, historical figures (Benjamin Franklin, Thomas Jefferson, Sun Tzu), cartoon characters and biblical figures. The selection is overwhelming, confusing and over-stimulating.

What can a smart business leader do to keep current with trends, while remaining efficient with the limited time he or she has to learn about them.

One way is to read magazines, which often offer excerpts or reviews of the latest books and trends. *Entrepreneur*, *Fortune*, *Business Week*, *Family Business*, *The Business Journal* and hundreds of other niche or industry specialized periodicals offer timely and practical advice.

There are so many leadership theories and trends it is difficult to decipher which one is most appropriate for you and your organization. To cut through the hype and to offer a practical analysis of trends in leadership and management, let's take a look at what is hot—what is working and what is not.

What's Working. What's Hot. What's Not

What's Hot



- Business Ethics and Integrity
- Humorous Leadership Philosophy
- Celebrity Leadership Styles
- Systems and Operational Leadership Styles
- Interest in Work-Life Balance
- Succession Planning
- Employee Retention (good ones that is)
- Retention of Female Employees (especially after they have children-see work-life balance)



What is Working

1. Global focus. Understanding how to do business in different countries and with different cultures.
2. Managing for the long term. This is more easily achieved for privately held-businesses
3. Reading books on leadership and encouraging employees to read. See new suggested reading list at the end of the newsletter.
4. Humorous Leadership-Who Moved My Cheese, Fish
5. A groundswell of support at the middle management and under level for work-life balance
6. Alignment with core values
7. Supporting creative innovative solutions to old problems.



What is Not

1. Short-term management (Senior management team incentives tied to quarterly results.)
2. Increased productivity and efficiency at the expense of the well-being of the employee and quality of life in the workplace
3. Celebrity Leadership - Jack Welch's Way, CEO as talking heads for the media instead of being connected to the people they wish to lead.

4. Six Sigma - Many corporations take a portion of this theoretical model and not only require certification as a job requirement, but adapt this model erroneously throughout their organizations. The result can be that the employee is "invited" to add two extra meetings a week to his or her schedule in order to solve problems in addition to their regular workload. In theory it sounds like a growth opportunity or a developing leadership opportunity. In reality, employees grumble, complain, and sabotage the system, because they view it as yet another fad to justify more work and little pay for that work.
5. Complex theories that, although academically sound, do not have a practical application and result in HR departments and management being out of touch with what their employees want and need.
6. Giving lip service to motivating employees and gaining their buy-in. (Shows a lack of integrity within the organization.)

The most promising trend is that small to medium-sized businesses or closely-held companies for the most part have a competitive edge in today's political and economic climate. Most publicly-held companies are forced to manage for the short-term due to the expectations of the market and the scrutiny of Wall Street. Small to medium-sized organizations or family-owned businesses have the luxury of accountability (to themselves). Most successful privately-held companies are forward thinking in their business practices and at least try to look for long-term solutions, as well as the no-brainer short-term gains.

The key, no matter what size company or fiscal structure, is to value relationships: with the customer, with employees, within the industry and most importantly, the relationship that the individual executive has with him or herself.

Relationships and taking a longer-term view for sustainable economic growth will be a major factor of success for companies during the next ten years.

Recommended Reading List

The Cultural Creatives: How 50 Million People Are Changing the World
by [Paul H., Ph.D. Ray](#), [Sherry Ruth, Ph.D. Anderson](#), [Ruth Anderson](#)

Good to Great, Jim Collins

"*Strategy + Business*" An industry-specific publication by Booz Allen

"*Entrepreneur*" article on Work-Life Balance

The upcoming article in "*Women in Business*" on Work-Life Balance (July 2003) sponsored by the American Businesswomen's Association.

Common Boundaries' New Program

Be Strategic: Work Smarter...Not Harder. This program is designed for the business owner, manager, and organizational leader who is stretched too thin. Incorporating many of the principles in the new audiobook by Debra J. Gawrych, *Lead From the Inside Out* being strategic reminds us that we need to focus our limited time and energy on what we want to create.

You'll learn about your personality strengths and how to use that knowledge to be strategic. You will also gain insight into your personal vision, get clues about stumbling blocks to reach your goals, develop a business plan to realize your vision and learn ways to motivate others. If you are interested in more information, call, email or visit our website at www.commonboundaries.com

In our next newsletter and on our website www.commonboundaries.com look for new information about work-life balance and employee retention.

Upcoming Programs

May 2003 Greensboro, NC	Work-Life Balance is a Matter of Sequencing
June 2003 Charlotte, NC	Be Strategic. Work Smarter...Not Harder Professional Executive Women's Conference
July 2003	Be Strategic. Work Smarter...Not Harder
August 2003	Women and the Power of Leadership: Finding Your Voice

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The Dynamics of Relationships: How Effective Leaders Learn to Read and Understand Others

During a leadership conference I recently attended, a well-known and respected authority on leadership fielded questions from the 500 businesspersons in the room. To my surprise, the majority of questions were not about “how to lead”, competencies, or techniques and getting results. The majority of the questions were about relationships: how to lead disgruntled employees; what to tell your subordinates when you mess up; how to connect with your superiors, as well as subordinates, etc.

The question of how to deal effectively with relationships is largely a matter of emotional intelligence and understanding interpersonal dynamics. In this section of the newsletter, we will explore relationship dynamics and how to deepen your awareness in order to become a better leader.

To deal more effectively with relationships, it helps to:

1. Be an empathetic listener. Use Active Listening skills. Be open to listening to the thoughts and feelings of others, even if they are telling you things you don't like to hear.
2. Know yourself. Have a clear understanding of your own personality; including your strengths and weaknesses. The better you know yourself, the easier it is to clearly read the behaviors of others.
3. Maintain a healthy balance between your intuitive reasoning (gut-level hunches) and reading the concrete actions of others.
4. Gather what you learn and observe into a systematic framework. Personality Assessments and Behavioral Models are examples of such tools; including the Emotional Quotient Model, Myers-Briggs, DISC, 7 Aspects Personality Model, and Relationship Awareness Models.

In each of the upcoming newsletters, we will explore a particular model, or aspect of the model. Consider the following work scenario, for example:

A new CEO was hired to run a closely-held business that has been suffering from declining revenues and earnings. He clearly understood his mandate to increase earnings and ensure that the company developed a comprehensive plan to gain competitive market advantage. His incentive was tied directly to net earnings and was indirectly told he needed to produce results in the first year.

After the first few staff meetings, the CEO targeted Marketing as the key department to reach his goals. The CEO directly charged the Marketing Director with producing results by the end of the third quarter. When she tried to ask questions, he cut her off. When she persisted he asked her in front of everyone if there was something in her job description she didn't understand. She shut up and was quiet for the rest of the meeting.

Back in her office, she was feeling sick to her stomach. Her hands felt clammy and the room seemed like it was spinning slightly. She started to panic, because she didn't know where to begin. She knew she needed help and didn't know who to ask. She knew there was a way to do what the CEO requested, but was frustrated because she couldn't think of how to do it.

7 Aspects Personality Model

In the 7 Aspects Personality Model, the CEO personifies the KING. This aspect is the strategic visionary—the big picture person who knows how to direct and lead and or course, delegate. Kings are benevolent rulers. They want the people who follow them to do well and be happy. The marketing director personifies the WARRIOR. She is a hard-worker who is up for a challenge, wants to please and follow the leader, and will go to great personal lengths to fulfill a directive, even at her personal expense.

For a brief description of the 7 Aspects Personality Model go to this link

King	(Action-Oriented)	Warrior
Priest	(Inspirational)	Server
Storyteller	(Expressive)	Artisan
	Scholar (Neutral)	

How could either person in this scenario use this information to change the dynamics of their relationship?

The CEO (King) could ask more questions and engage the marketing director in a dialogue to find out more about the business, what she thinks of the problems and her suggestions for solutions. This does two things:

- builds trust and collaboration
- increases the level of communication, so that both parties are coming closer to knowledge about the problems and possible solutions

The Marketing Director (Warrior) can do something positive, even if the CEO (King) is resistant. Since Kings like to check things off their list and don't want to be bothered with superfluous details, the Marketing Director has more freedom if she shows the CEO (King) she is willing to take on the challenge.

If the Marketing Director can take a deep breath, and realize she isn't going to lose everything even if she doesn't produce the numbers the CEO wants, she may be able to see her way out. One strategy would be to use good leadership skills and turn the directive over to her team. Together they can brainstorm and come up with creative strategies to deal with the problem at hand. By engaging her team to help with the directive, she is also opening the door for others to step up and lead.

After meeting with her team the Marketing Director can then meet with the CEO, outlining the strategies she and her team have developed. She communicates these strategies as possible solutions to the challenging directive presented and uses visual aids to communicate this information.

The next step is up to him. He could begin to collaborate more with the director, or he could close her off and keep his distance. Either way, the Marketing Director wins because she is taking care of herself and gaining valuable information about the kind of person she is working for and whether or not she will be able to perform her job to the best of her capability given her circumstances.

While this may seem simplistic, it's much better than ignoring the problem. Situations like the above happen every day. Left unaddressed, they can result in loss of valuable employees and poor corporate performance.

Emotional Intelligence

In the words of Daniel Goleman, *Primal Leadership: Realizing the Power of Emotional Intelligence*,

"The most resonant leaders go beyond a mechanical process of matching their styles to fit a checklist of situations; they are far more fluid. They scan people individually and in groups, reading cues in the moment that tip them to the right leadership need, and they adjust their style on a dime....As a result, these leaders not only get performance results, but also build commitment and enthusiasm in those they lead."

***Successful leadership begins with leading yourself.
Great leadership leads others to a higher place.***

Quotable Quotes

So the point is not to become a leader. The point is to become yourself, to use yourself completely-all your skills, fits and energies-in order to make your vision manifest. You must withhold nothing. You must, in sum, become the person you started out to be, and to enjoy the process of becoming.

Warren Bennis

In the heating and air conditioning trade, the point on the thermostat in which neither heating nor cooling must operate - around 72° - is called the "Comfort Zone."

It's also known as the "Dead Zone."

We cannot become what we need to be by remaining what we are.

Max DePree

The reasonable man adapts himself to the world: the unreasonable man persists in trying to adapt the world to himself. Therefore all progress depends on the unreasonable man.

George Bernard Shaw

How wonderful it is that nobody need wait a single moment to improve the world.

Anne Frank

Don't go around saying the world owes you a living. The world owes you nothing. It was here first.

Mark Twain

In the midst of movement and chaos, keep stillness inside of you.

Deepak Chopra

Your vision will become clear only when you look into your heart...Who looks outside, dreams. Who looks inside, awakens.

Carl Jung

