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As a leader, it's about getting your team to want to do what absolutely needs to be done. It's an art where we leverage our unique abilities and strengths - engaging our team in ways to keep them moving in the right direction. It's not easy, but this month's articles can help guide the way.

Enjoy the shift into springtime thinking!

Kristin

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#### **3 KEYS TO MASTERING LEADERSHIP ARTISTRY**

Love this quote from General Eisenhower: "Leadership is the art of getting people to want to do what must be done."

Let's break this phrase down into 3 key elements:

1. First, you have to figure out what must be done. Not what you want to have done, what should be done, or even what can be done. No sir. We are talking here about what must be done - with absolute certainty. That clarity of what must be done is the starting point - especially when operating in a VUCA\* environment! This also means that you have to get the "big things" done - and done right.
2. Secondly, it's not about getting people to do it. Rather, it's about getting people to want to do it. Best-selling author and leadership expert Jim Collins says, "If you actually have to rely on power, money, incentives, position, or title, or any of those things to get people to do stuff, you have failed as a leader." James MacGregor Burns had a great way of putting it, which is that leadership only exists if people follow when they would have the freedom not to follow. Collins goes on to say, "In business, people confuse leadership and power all the time. If you have a lot of power, it can look like you're leading, but actually you're just using power. Strip away all of your power and would people still do what needs to be done? Then you know you're leading."
3. Finally, leadership is an art, not a science. Sure, you can learn from other artists,

dissect what they do well (and not so well). But it's fool-hardy to copy them. Each leader develops his or her own "artistry" by leveraging his or her own strengths and talents.

Collins says, "What you do is you stand back and say, 'I've got my own artistry, maybe I'm really good at getting the right 10 people in the room and asking one question and that's how I get it done.' Maybe it's, 'I'm really good with the written word.' Maybe it's 'I'm really good at creating competing forces.' There's lots of different ways to be an artist. But it still comes down to what is your art for getting people to want to do what must be done?"

Great question! And when you look at people who become great leaders, they master their artistry along the way.

So....What are you doing to master your leadership artistry?

*\*VUCA stands for volatile, uncertain, chaotic, and ambiguous world – that which most of us are operating in!*

## **RECALCULATE YOUR BUSINESS ROUTE TO FIGHT FAILURE** **by Joseph Sherren**

When I am speaking, people often ask if there are businesses in other parts of the world experiencing similar problems as us in North America. Based on my experience, the answer to that would be "yes."

International business owners and leaders tell me they usually summarize their biggest challenges into four major categories:

1. **People problems:** including hiring the right people, keeping them motivated and retaining the best.
2. **Systems issues:** maintaining operational efficiencies, computer and software challenges, and the fast-growing world of social media.
3. **Government regulations:** that are tying the hands of companies from doing what they know needs to be done.
4. **Economic volatility:** which is causing uncertainty in markets around the world.

This past week I have been working in Auckland, New Zealand and was fortunate to connect with a number of successful business leaders. One was Elias Kanaris. He was a senior IT consultant with a large corporation in charge of their top customers, which represented \$450 million in revenue.

Of the projects that experienced failures, he narrowed the cause down to three "P's": Product failure, Process variability, or People. He said that in almost all cases, it was the failure of engaging the people.

There was a recent Gallup survey done that said 68 percent of employees were either not engaged — or were actively disengaged. Elias said: "Those actively disengaged employees are corporate terrorists and they need to be disarmed." His feeling is that this originates from a lack of trust.

If you think of it — it was the absence of trust between employees and management that caused the 2016 Samsung Galaxy Note 7 debacle, which cost the company around \$19 billion.

A possible fix to all of this is to bring LOVE into the workplace as a business currency. Elias articulates it this way:

- L-Listening
- O-Observing
- V-Valuing
- E-Emphasizing.

One of the speakers on the program here in Auckland is a good friend of mine, Karen

Jacobsen. Most of you would know her as the voice of Australian Siri, or as the female voice on your GPS device. Her talk was about “recalculating” – recalculating your life and business direction.

Just like on a road trip where the GPS helps us recalculate our route when we go off track, we need to have a GPS to keep us on track for our business to remain successful. We also need to establish the destination point for our business. This entails creating a strategic plan consisting of: Values (the foundation of who we are), Vision (what we want to become), and your Mission (the reason we come to work each day).

Sometimes we lose our way, which creates disharmony between management and employees which can cultivate those ‘corporate terrorists.’ Realizing this and knowing there is a solution motivated Elias to become a corporate consultant and speaker.

My question for all business leaders:

Do you take the time to recalculate where you are going or establish a course correction of behaviors and processes to align with your culture and vision?

### **AMERICAN IDOL HOT SEAT PANEL DISCUSSION FORMAT**

American Idol is back, and what a great example of the “hot seat format” for a panel discussion! On “American Idol,” the expert judges are the panelists and the contestants are selected audience members receiving real-time feedback. You can see this format in other TV shows such as “Shark Tank” where the panelists are venture capitalists and the audience members are entrepreneurs seeking funds.

The key here is to have subject matter experts as panelists and audience members who desperately want real-time, live feedback on their idea, question, issue, product, or thingamajig.

The voyeuristic joy to this format is that it is completely unplugged. Unscripted. Unrehearsed. Which can drive some meeting organizers crazy, but audiences love the format and learn vicariously through the process.

BTW, it is best to pre-select those who will sit on the hot seat for two reasons:

1. You want to make sure the thingamajig is relevant and universal to most if not all of the audience.
2. Make sure the person on the hot seat really wants feedback. Sometimes, it’s hard to hear your baby is ugly!

So here’s how I have structured a 60-minute hot seat session:

0:00 Welcome, Format Overview, Agenda, and Ground Rules (2 mins)

0:02 Brief Introduction of All the Panelists (3)

0:05 **Contestant #1:** (15)

- Moderator introduces the contestant and the issue he/she wants resolved/feedback (.5)
- Contestant provides background/context, relevant information (2.5)
- Panelists/audience provide feedback (10)
- Moderator summarizes/checks in with contestant (2)

0:15 **Contestant #2** (15)

- Moderator introduces the contestant and the issue he/she wants resolved/feedback (.5)
- Contestant provides background/context, relevant information (2.5)
- Panelists/audience provide feedback (10)
- Moderator summarizes/checks in with contestant (2)

0:25 **Contestant #3** (15)

- Moderator introduces the contestant and the issue he/she wants resolved/feedback (.5)
- Contestant provides background/context, relevant information (2.5)
- Panelists/audience provide feedback (10)
- Moderator summarizes/checks in with contestant (2)

0:50 Summary (8)

0:58 Thank you/administrative directions (where to go next, instructions for the book signing) (2)

1:00 Adjourn

## FROM JOE'S BOOKSHELF: SEVEN ELEMENTS OF STRATEGY EXECUTION

Most employees say it is important to work for a company they believe in, and work in a job where they have a sense of purpose. Unfortunately, up to 75% say that their current workplace does not provide this environment. They believe their company only cares about short-term profits and its own self-interest.

Going forward, organizations will have to pay much more attention to culture if they want to survive – and thrive. Lou Gerstner, the CEO who turned IBM around in the 1990's, said: "Culture isn't just one aspect of the game – it IS the game." However, even today most fail to see this as an important part of their strategy.

My colleague, David Barrett, and his co-author Mona Mitchell, have written a game-changing book for creating a strategy that works – [Seven Elements of Strategy Execution](#). This book outlines seven critical elements that will significantly help you execute your strategy and inspire your people to achieve the organization's strategic goals.

Why does this appear to come easy for some companies? They roll out the strategy, communicate it to team members, meet their targets – and everyone's having fun doing it. It is all about creating the right culture that will enable this to happen.

When some people hear the term 'organizational culture', their eyes glaze over. It's too abstract and ambiguous. It's too intangible, they think, so they move on to dealing with easier more practical problems related to organizational process and structure.

Unfortunately, executives often ignore, misunderstand, or are unaware of their culture until there is a problem.

Well, this book explains that organizational culture is not as difficult a problem as you may have thought. There have been many studies, practical research, and years of experience that clearly outlines how to shape and sustain a powerful, high-performance culture. This book combines all this and provides a concise, prescriptive analysis of the links between strategy execution and organizational culture.

Culture is the often-overlooked foundation of an organization, and like it or not, every organization has a culture. It determines how the group retains talent, how it develops and releases new products and whether it meets targets. It affects how happy and satisfied employees are at work. Your people are the force behind the execution of your strategy, and if they're not thinking and behaving in ways that advance your goals, you've got a culture problem.

Strategy execution is dissected into the following seven essential elements so that you, as a leader, can foster a high-performance culture and kick your strategic plan into action.

1. **Clarity:** People must understand the goals, how to get there, and why they're being asked to do what they need to do.
2. **Commitment:** You want team members who are committed to and believe in the strategy.

3. **The Team:** Your organization is your people, and it's your people who execute the strategy.
4. **Accountability:** This drives a constructive culture where employees feel free to hold the CEO accountable for what they do or say.
5. **Synergy:** Links it all together. It's ensuring resources, infrastructure, and capacity are in place to empower your people which allows your organization's constructive culture to flourish.
6. **The Plan:** Must include a vision, mission, values, and a set of goals – all aligned with one another.
7. **Leadership:** Leaders are vital to strategy execution. A high-performance culture craves outstanding leadership.

My question for all business leaders:

Have you created a culture within your area of responsibility which will empower your staff to execute the plan you have created together?

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