

Monthly

ENLIGHTENED LEADERSHIP

February 2013

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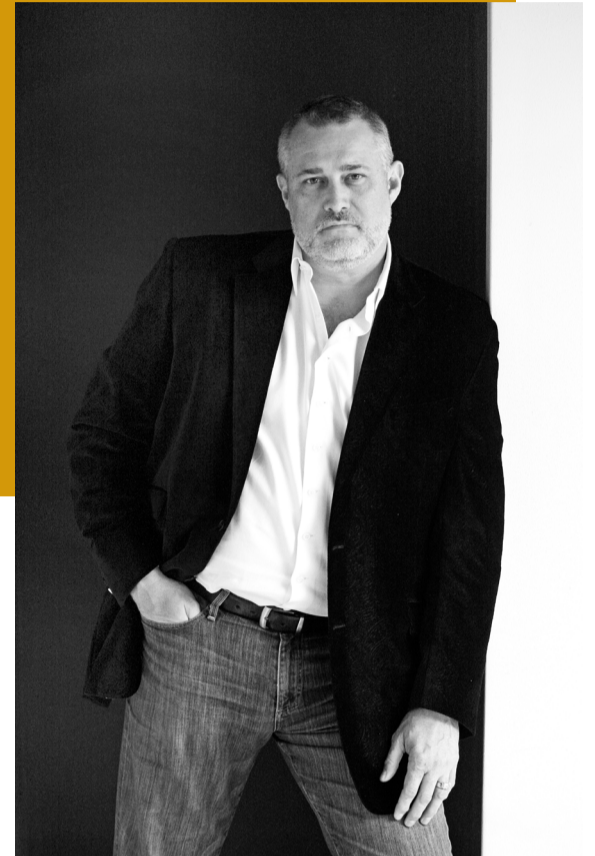
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LEADING CHANGE

THE FIRST 3 SECONDS OF FEAR

BY JEFFREY HAYZLETT

In this edited chapter from Jeffrey Hayzlett's book, "Running the Gauntlet: Essential Business Lessons to Lead, Drive Change, and Grow Profits," you'll learn how to lead change and how to become a change agent by getting past the first three seconds of fear.

Fear stops most people.

Change agents welcome it. Get past your fear. Act with confidence and be willing to be a beginner.

When I was reviewing some old presentations, I found this list for leading competitive change:

1. Know your conditions of satisfaction.
2. Have a winning attitude – get over your fear and be a beginner.

3. Know your business and the business of good management.
4. Have enough money and capital to move ahead.
5. Pay attention to details.
6. Build a team that can succeed.
7. Manage your time better – get out of the way and delegate.
8. Have the tools to complete the job you promised.
9. Keep the customer satisfied with your quality and responsiveness.
10. Compete smartly and power through on your promises.

It's pretty basic, but that's the point!

Circumstances may change, but the attitude leaders must have when they're driving change through a business doesn't. You

stand in the way of a winning attitude when you refuse to stretch yourself to be a beginner – to have a beginner’s mindset. You’ll go into everything thinking you know the answers. All that does is prevent leaders from being surprised by what the answers will be. And I want to be surprised. Real leaders don’t need to have all their own answers.

Three seconds: that’s the difference between doing something ...and not doing it

Being willing to be a beginner is how you get past your “three seconds of fear.” Three seconds: that’s the difference between doing something and not doing it. And change agents welcome those three seconds. Feeling that fear means we are embarking on something great. But we must get over those three seconds, because the gauntlet of change is scary enough to look down. We are facing big problems with huge challenges, and we know that we cannot and will not always succeed. Fear only gets in the way.

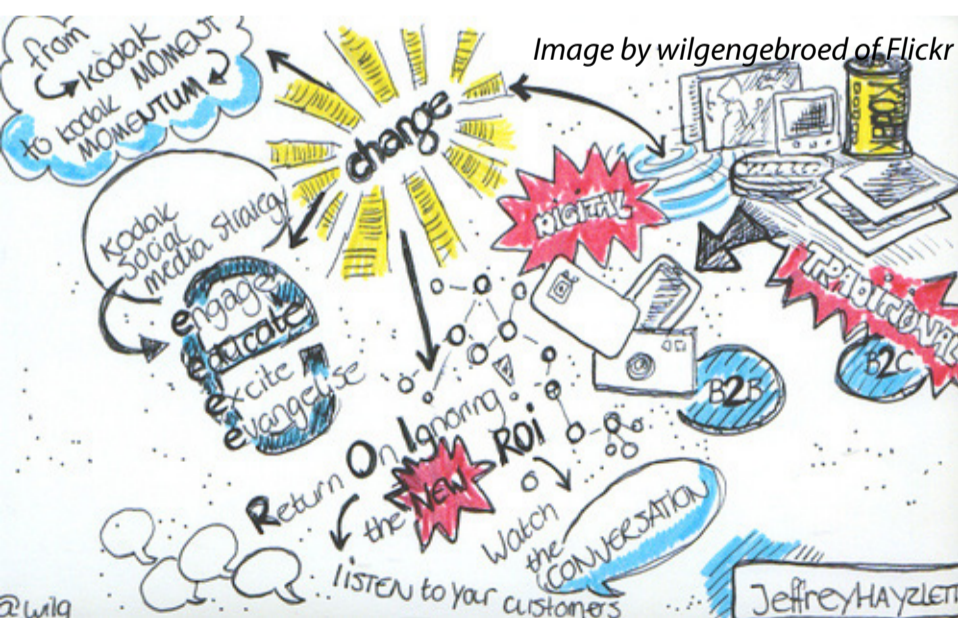
That includes a fear of those who disagree with us and can help define that change through healthy debate. Our increasingly one-sided political culture has infected many of us with a desire to listen only to people who agree with us, as if listening to the other side and engaging it is a sign of weakness. Actually, the opposite is true, especially in business. I know tons of people who run great businesses but are lousy change agents because they are singleminded asses – total jerks who eat up their people and those who disagree with them. Sometimes these jerks win, but not over the long haul. Good change agents, good leaders, string a lot of great successes together.

Healthy debate pushes us to better define our principles and consider new possibilities. It shouldn’t make leaders doubt what they are doing.

After all, leaders learn quickly that many of the changes they seek won’t be right the first time (beginner’s luck notwithstanding).

That’s the first test of this attitude: adjust and try to be better, or stop and say that we tried that and it did not work. When I started playing rugby, my team didn’t know anything. We lost our first game

80-0. The other team made fun of us. It was awful. But none of us walked away. We realized that we were still learning and we needed to adjust. For example, I learned just how slow I was that first game: they measured my speed with a calendar. So I took a different approach: I played up my size



and gave dastardly and aggressive looks. I growled and beat my head on the ground.

I pretended I was a buffalo and gnawed at the grass. I did everything to convince them I was crazy. And the first guy still crushed me. But I stuck with it and resolved along with the team to get it right or be mediocre at best. We won that game.



That's what a winning attitude and a willingness to be a beginner is all about. But if you notice, as is sometimes the case with me, I just stepped in number two on the list above! We still need to attack number one.

Jim Collins cautioned us to avoid the hubris of our own success: don't be too rigid or too steadfastly tied to the way it's always been and fail to think about the way it is going to

be. To me, avoiding this mistake comes down to one word, awareness. And awareness comes down to one of my favorite expressions: admitting you don't know what you don't know.

When I walk around New York City, where I now live part of the time, I'm still a big kid from South Dakota. I get excited when I walk outside every day, and I can't believe I get to do what I do with so many great people and companies. That's what being a beginner is about for me – that's what keeps me grounded and constantly aware: the joy of discovering what I don't know every day! And I try to stay in that sense of awareness in everything I do, excited and unafraid to be a beginner. I walk in with an ego and then let it go.

Be like this and maybe you can avoid what Dina Kaplan, the cofounder of blip.tv, told me she did wrong when her company launched: "We thought we had this great product, and we just thrust it on our users and said, 'Here you go!' We should have paused, listened to the influencers in our world, built up friendships and trust, and then asked: 'What do you think of this product we've been working on? How can we improve it?' You don't enter a conversation by yelling at people; you enter it by pausing and listening and only then, after some time, speaking up."

Joe Pulizzi, a content marketing evangelist and "lover of all things orange," made the same mistake: "I fell in love with the idea of our product. Not that it was a bad product, but it just wasn't needed in the industry as much as I thought. I sought out advice from my mentors too late in the process. They saw this coming way before I did. If I had a do-over, I would have talked to my mentors at least every other month instead of about every six months." Asking and listening often is a good strategy!

Ann M. Devine, executive director of Pi Sigma Epsilon (the national sales and marketing fraternity), echoes both of these change agents: "In all the companies I worked with and for, they all had one

thing in common: whether they were a small business or Fortune 1000, at some point they forgot about the basics. Simple things like segmenting markets, increasing revenues and decreasing expenses, or being confused that marketing was creating brochures and catalogs.”

Overconfidence, arrogance, forgetting the basics...three of the deadliest sins that leaders commit when they fail to check in constantly and forget the basic rules of testing and trying things out before they go full steam. In other words, “kids,” take our advice:

- feel your fear and move past it to action.
- have a beginner’s mind and listen, especially to those that disagree.
- walk in with your ego, then let it go, but stay confident.
- remember the basics!

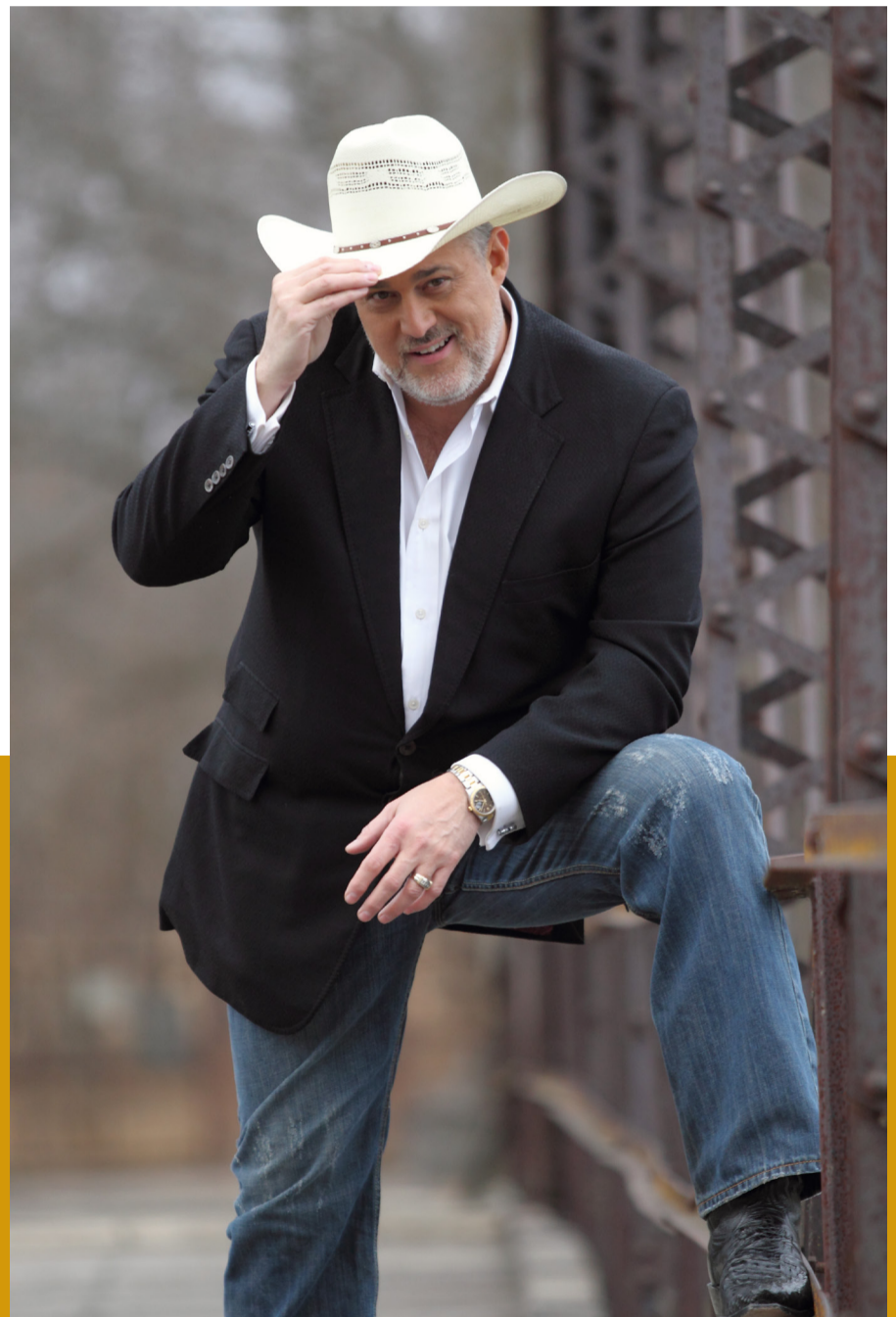
Pay attention to these simple guidelines, and you’ll step up your ability to lead change--and that’s a critical talent in today’s world.

To order [Running the Gauntlet](#) and learn more about Jeffrey Hayzlett, log on to [hayzlett.com](#).

By: Jeffrey Hayzlett

Jeffrey Hayzlett is a global business celebrity and former Fortune 100 c-suite executive. He is a public speaker, author of the bestselling business books, *The Mirror Test* and *Running the Gauntlet*, and one of the most compelling figures in global business.

Jeffrey is an esteemed business and marketing expert, appearing frequently on programs like Fox Business News, MSNBC’s *Your Business*, Bloomberg West, and NBC’s *Celebrity Apprentice* with Donald Trump. Drawing upon an eclectic background in business, buoyed by a stellar track record of keynote speaking, and deeply rooted in cowboy lore, Jeffrey energizes his role driving and delivering change. He is a turnaround architect of the highest order, a maverick marketer who delivers scalable campaigns, embraces traditional modes of customer engagement, and possesses a remarkable cachet of mentorship, corporate governance and brand building.



MANAGING YOUR AVAILABILITY

BY LAURA STACK

One key to leadership success is limiting your availability. To be a strategic enabler of business, you must find the time to be strategic. Therefore, you must guard what little you have, so you can complete your high-value tasks.

Managing your availability requires close attention to the truly important. Once you reach higher levels in leadership, you can't allow the mundane to distract you; you shouldn't be running around putting out brushfires, especially when others can do so less expensively. Additionally, that style of management comes perilously close to micromanaging.

Always keep this in mind as you climb the corporate ladder: in almost every case, what you do as a leader will affect the organization more than anything you did while you occupied lower rungs. You forget this at your peril, as debacles like Enron and AIG make readily apparent.

No More Open Doors

This applies at the personnel level, too. Because you must focus on strategic issues, you have less time to make yourself available to most of your team members. While it would be nice to maintain an open-door policy, that's not a realistic option as you ascend the corporate ladder—even though some organizations have started to move in this direction. Some, in fact, have gone so far as to put their upper executives in offices that leave them completely exposed to everyone, a la Mayor Michael Bloomberg's open-space office in New York City.

While this provides an interesting and even refreshing change from the old days, when executives closeted themselves away in



inner sanctums protected by secretarial dragons, I don't believe an open-door policy really works for leaders in the long run. To some extent, high-level executives have to remain cloistered from the rest of the organization and protect their time from everyone who wants a piece of it. There's nothing intentionally elitist about this, although it may seem so: it's just that the people at the very top have too many strategic projects on their plates to handle low-level considerations, and the people who report to are there to handle day-to-day questions.

Assignment and Entrustment

Aside from all the standard time management techniques you should put into play as a matter of course, a primary tool in managing your availability is delegation. Hand off as much decision-making as you can to other people, authorizing and empowering them to perform those tasks with a minimum of interference and oversight. Your hands should be light on the reins, with an eye toward making sure things keep running smoothly, rather than rolling up your sleeves and diving

into the fray yourself. Handle directly only those things you do best that are most profitable to your organization, whether that means meeting with the Board of Directors and defending your department's budget, juggling high-stakes projects, or developing new marketing strategies. However, never delegate key strategic decisions; leaders must always outline the priorities others will execute.



The Dragon Still Sits at the Gate

Your Executive Assistant plays a key role in insulating you and taking on all the administrative tasks that come with an executive position. This represents another form of entrustment, albeit a very specialized one; and the EA acts as more than just a glorified secretary. Like a chief of staff in the military or a presidential administration, the EA handles those facets of the leader's job requiring specialized knowledge but minimal authority, as well as any "housekeeping" tasks associated with the position. This may include liaising between departments, organizing special events, research,

Mozilla's infamous "receptionist"

information gathering, project coordination...and, of course, handling the executive's schedule and acting as the gatekeeper who limits access. Make sure your EA is incredible.

The Bottom Line

Like it or not, you no longer have the option of making yourself available to everyone once you step up to a higher-level leadership position. You absolutely have to take control of your time, in every way possible, simply to keep from becoming overwhelmed. Your time, therefore, becomes more precious than gold...and your efforts to conserve it all come back to managing your availability.



By: Laura Stack

Laura is America's premier expert in productivity. The Productivity Pro®, Inc. provides time management workshops around the globe that help attendees achieve Maximum Results in Minimum Time®.

Laura has been featured on the CBS Early Show, CNN, USA Today, and the New York Times. She's the bestselling author of many books, most recently, "What to Do When There's Too Much to Do". Connect at TheProductivityPro.com; facebook.com/productivitypro; or twitter.com/laurastack. ©2012 Laura Stack.

DOING LEADERSHIP

PART 3 BY MARK SANBORN

Leaders have power with people.

The core message of this series is that you lead by what you do. Knowledge, attitude, and passion aren't enough without the right actions. Anyone can do leadership through intentional choices and actions that lift and guide those around them.

This is a real difference between true leadership and position or status.

Consider:

An organization can give someone employees but a leader must earn followers.

A manager might have a staff. Leaders engage their teams.

An executive might have some ideas. Leaders implement their plans.

A director might spend a lot of time talking. Leaders convince others to follow.

The ability to influence, persuade, and win people is our third principle of leadership, and a critically important one. It starts with character. No one will follow you unless they trust you. So here's what you do: be trustworthy. In big things and in small. Albert Einstein said that if someone can't be trusted with little things, "they cannot be trusted with large ones either." That means, day in and day out, delivering on your commitments and being straightforward, honest, authentic, and transparent.



Image by TerryJohnston of Flickr

That's how you build a reservoir of trust for when the time comes for the big "ask". That's how you establish character.

Competence is also key. Be proficient at what you do. Take it upon yourself to know your business inside and out. Exude competence. No one will follow “leaders” who don’t know what they’re doing.

Finally, you must connect. Connection stems from genuine concern for others. There are many ways to connect--common interests, similar background, etc.--but a sure fire way to connect with anyone is to express genuine concern. Care for those around you. There’s no substitute.

Know These Things:

Leaders show character.

Gracia Martore is CEO of Gannett, the publisher of USA Today and the largest newspaper company in the U.S. She’s one of the most powerful women in the business world. When asked about her leadership mantra, she has a short, simple answer, “Be direct and straightforward.” Honesty, authenticity, and transparency establish the character you need in order to lead.

Leaders exude competence.

Competence is the minimum requirement for leadership. No one will follow you if it’s clear that don’t know what you’re doing. On the flipside, so many people are faking it these days that simple competence in your field can set you apart. As the singer Billy Joel said, “I’m merely competent. But in an age of incompetence, that makes me extraordinary.”

Leaders connect. Daniel Amos is CEO of AFLAC, the insurance giant. He stresses the importance of

In a recent study on leadership style,
29% of participants said that **“authoritative”**
was the **most common** leadership style.

However, of all the participants, **only 4%**
listed it as their preferred leadership style.

connecting with his team, “In business, you should treat your employees like they can vote. It doesn’t mean you’re going to get everybody to vote for you. But you kind of try to kiss the babies and shake the hands and tell ‘em you appreciate ‘em and would like them to support you.”

Do These Things:

Appreciate – Let others on your team know how much you appreciate them. Give them an “atta-boy” when they’ve done a good job or just let them know how much you value having them on board. Practicing gratitude with those around you attests to character and creates connections.

Motivate – Find out what motivates your team and act on it. What do they like best about their work? What are their goals? What gives their work meaning? Once you know what makes them tick, you’ll be able to wind the clock.



Collaborate – Engage others in your group in the leadership process. Seek their input on decisions. Ask for their feedback. Make sure that their unsolicited suggestions are welcome. If you aren’t open to their ideas, they won’t be open to yours.

Demonstrate – Show that you can get the job done, and that you will. Walk the talk. Put your money where your mouth is. Be prepared to do what you are asking your team to do. If you expect them to go the extra mile, they will want to see you walk it first.

By: Mark Sanborn

Mark Sanborn is President of Sanborn & Associates, Inc., an idea studio for leadership development. He is an award-winning speaker and author of the bestselling

books, “The Fred Factor” and “You Don’t Need a Title to be a Leader.” To obtain additional information for growing yourself, your people, and your business (including free articles), visit MarkSanborn.com.