



Solutions

SPRING 2013
ISSUE

PRACTICAL PERFORMANCE STRATEGIES TO HELP DEVELOP THE BEST IN YOURSELF AND OTHERS
FROM THE CENTER FOR MANAGEMENT AND PROFESSIONAL DEVELOPMENT

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"Success is not the result of spontaneous combustion. You must set yourself on fire."
Reggie Leach

FEATURE ARTICLE

A short story from **Susan Scott**, author of *Fierce Conversations: Achieving Success at Work & in Life, One Conversation at a Time*. Used with permission.

Fierce Leadership

There is a bold, compelling line between leadership and "fierce" leadership. Wherever you are in the world, I hope you'll join the thousands of leaders who are crossing the line.

You will begin to cross the line—dropping into a different kind of seriousness, a different way of being, a different quality of relationship—once you understand and act on the central premise at the heart of all things fierce: If you want to become a great leader, gain the capacity to connect with your colleagues and customers at a deep level ... or lower your aim. Lest you think this is a soft topic, let me assure you that the next frontier for exponential growth (increased market share) and the only place where you'll find a sustainable, competitive edge (as an individual and as an organization) lies in the area of **human connectivity**.

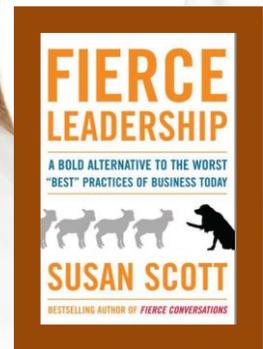
Trouble is, many people (most, in fact):

- Don't fully understand or appreciate **WHAT** "connect" means, beyond online tweeting, following, linking, etc.
- Don't see **WHY** they should connect with colleagues and customers beyond How are you? I'm fine.
- Don't know **HOW** to connect with people at a deep level and are a little freaked out at the thought.

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Fierce Leadership

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This is costing them big time, because today, people are making very different decisions about where they want to work, where they will spend their money, and to whom and to what they are willing to direct their intelligence, energy, and passion. And this doesn't play out just in the workplace. Fierce leadership is a **practice** that becomes part of everything you do.

What Are You Practicing?

"You are always practicing something. The question is: What are you practicing?"
—Martial arts sensei

Darn good question! Whether we are practicing non-conformity, cooperation, mentoring, gardening, resistance, fire drills, the bagpipe, optimism, giving advice, the tango, meditation, complaining or random acts of kindness, our practices have an impact on those around us.

Some practices leave us crazy. They suck the life out of the room and, oh-by-the-way, cost us billions! But don't worry, there's no need to feel overwhelmed. My goal for you is to be you on your best day most of the time—which will lead to your career and your company on its best day, your customers on their best day, and your marriage on its best day.

Feel up to it? Okay then, let's expand the notion of "practice."

Taking a daily walk is a practice and it produces results. If I practice sitting on my butt and watching TV, well...

And here's the thing—"practice" isn't only what you do; it's also what you **believe**. This is big deal! After all, our beliefs drive our practices which, in turn, produce our results. For example, if I **believe** that most people can't handle the truth, I'll practice keeping it from them. I'll **practice** withholding what I really think and feel. And whatever I practice will become habitual. I'll get good at it. The **result** will be a careful life in which no one and nothing is in any immediate danger of changing. Yippee!

While I may be "safe"—at least temporarily—I'll also be deadly boring, even to myself. On the other hand, if I **believe** that most people would rather know the truth, even if it's sometimes tough to say or hear, I'll **practice** telling the truth as best I can and invite it from others. The **result** will be that I'll stay current with everyone central to my success and happiness. My immune system will strengthen. I'll travel light, agenda-free.

How would I know if my practices are backfiring on me? To answer this question, we must get good at "squid eye."

Squid Eye: Spotting the "Tells"

Meet Sherlock Squid. And learn from him.

In Hawaii, "squid eye" means 2 things:

1. The ability to spot the "tells" indicating the presence of a squid, even when the squid does not want to be seen—very useful for divers.
2. The ability to gather information, to spot the "tells" that we're falling prey to disastrous behaviors before they cripple us—very useful for leaders.

Those who get good at squid eye will have, metaphorically, more tuna in their nets and fewer old rubber boots. And if you can see one "tell," you automatically get others. So let's practice squid eye.

Worst "Best" Practice #1:

360 Anonymous Feedback

Please answer the following questions:

1. Does your company value (or says it values) honesty, openness and transparency?
2. Do you value these things?
3. Does your company feel that trust and respect—demonstrated and gained—are essential to a leader's effectiveness?
4. Do you agree?
5. Do you and/or your company value authenticity as a personal characteristic?

If you answered no to any of these questions, please keep your distance. If you answered I don't know, you might want to consider taking a stand. If you answered yes to any of these questions (which is how most people respond), what then is the "tell" in the very name of the so-called "best" practice: (Hint..the answer is Anonymous).

Bravo! You just spotted your first squid. Feedback is invaluable; it's the anonymous part that's the trouble. Just look at the definition.

a-non-y-mous [uh-**non**-uh-muhs]

1. Not identified by name; of unknown name: an anonymous phone call
2. Having no outstanding, individual, or unusual features; unremarkable or impersonal: a faceless, anonymous group

In what universe would anonymous feedback, anonymous anything, be considered a best practice? No one I know wishes to be unremarkable, impersonal, faceless, or unknown—and it would be difficult to argue that anonymity enriches relationships or strengthens connection with others.

The fact is that anonymous feedback rarely creates real or lasting impetus for change, which is crazy because the whole idea is to encourage professional growth.

I will go further and suggest that anonymous feedback is an integrity outage for anyone who values honesty, authenticity, trust, and respect. When we have an opportunity to demonstrate these characteristics by providing honest input, why do we send in good old over-worked, underpaid anonymous and run like hell?

I have an ally in my view in Kevin Kelly, editor of Wired Magazine, who says "**Trust requires persistent identity.**" He observes that in any system in which anonymity becomes common, the system fails; that anonymity is like a rare earth metal, tolerable in small doses, a hard-to-measure trace, but lethal in any significant amount.

This article continues on the next page

Leading former peers when you're the boss

By Joel Garfinkle, executive coach and author of "Getting Ahead: Three Steps to Take Your Career to the Next Level."

You've been promoted! It's a day you've looked forward to for a long time and you expected satisfaction and confidence. But now the joy is mixed with fear, apprehension — and guilt.

You spent years working together with your peers. They are bright, talented, effective and successful professionals. They were friends and colleagues. Now things have changed. When you were promoted, it's likely that no one sat you down and said, "Here is how you make that transition from friend and peer to leader." If that was true for you too, here are five steps to help you succeed in your new position.

1. Identify the elephant in the room and your discomfort.

Suddenly you can't have the same relationship with your former peers. Now you must manage and you must lead. It makes it awkward for all of you. Consider bringing it out in the open. Have a meeting. Say, "We are all in a new situation" and ask for their support. Recognize there will be some challenges, but the goal is to move forward. Recognize that if you want to be liked and be friends, this can no longer be your primary goal. It is the cost of promotion. It is the price of leadership.

2. Recognize your own feelings of inadequacy or guilt.

If you've been working with talented, successful professionals, you may feel inadequate leading them. Why are you special? Why did you get promoted? That's a good question to address.

Make a list of your leadership qualifications. Write down the last successful projects you've accomplished. List the things you do well. See how others in the company perceive your qualifications. As you do this, you will reaffirm why you were the one chosen for promotion. When you can own the qualifications, you can more easily take on the leadership role.

3. Claim your moment in time.

Each of us have life stages. There's a time we start to date, our first day of college, the day we marry, perhaps the birth of our first child. At the time, each of these beginnings seems scary and overwhelming. There is so much that's unknown. Are we prepared enough? But as we look back, we realize the time was right. It was time to take this next step. This is your moment in time. This is the time for which you've been prepared. You are ready to assume this leadership role. You won't necessarily be the "expert," or perfect immediately—no more than you were perfect on your first date, or the first day of college. But it was *time* to be there.

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Fierce Leadership

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Practicing Squid Eye

What might you notice, if you were practicing squid eye, that would suggest anonymous feedback is causing more problems than it's solving? Check any of the following "tells" that apply to your team or organization—or to you personally.

- ▷ **Triangulation (otherwise known as talking about people behind their backs).** Friendships are formed over person A and person B's mutual loathing of person C. People don't talk directly to the persons with whom they have difficulty. Instead, they talk about them behind their backs.
- ▷ **People aren't told how much they are appreciated.** It's a huge "tell" if your recognition program occurs every two weeks and is called a paycheck. Each day there are countless missed opportunities to acknowledge people as the extraordinary individuals they are.
- ▷ **When managers decide to make someone "available to industry," they must wait or risk a lawsuit.** When we finally reach the end of our rope and ask someone in HR what we have to do to fire someone, we learn that we'll have to have the conversations we've avoided in the past, give the employee another chance, and document everything!
- ▷ **You and others aren't motivated to do your best work.** I've not yet witnessed a spontaneous recovery from incompetence. Without timely, candid feedback, people whose behaviors or attitudes are a problem continue unchanged, blissfully unaware, dragging everyone down, including you. One problem person becomes a rock in everyone's shoes. It's a "tell" if, rather than remove the rock, we grow accustomed to limping, while execution is delayed and frustration grows.
- ▷ **Relationships flatline and fail.** The conversation is the relationship. When the conversation falters or stops altogether because we've added yet another topic—our assessments of each other's performance—to the list of things we're unable to talk about, our relationships deteriorate, gradually and then suddenly, one missing conversation at a time.
- ▷ **There is no joy in Mudville.** Employees walk around unhappy, unhealthy, on edge, bored and unengaged. Your company is not a happy workplace. It's just a workplace.
- ▷ **Respect for leaders is waning.** Everyone is thinking, "How could you, our leader, allow this to continue?" Would somebody please ring for service!
- ▷ **You become invisible.** If you remain silent in the presence of poor performance or a lousy attitude, you will become increasingly invisible to yourself and to others. Yes, you may be safe, but you may also be anonymous and your identity blurred. With mounting unease, you may then realize that you are what IS missing. It is impossible to sustain forward motion when you know who you are and default on it on a regular basis.
- ▷ **People fail to grow professionally and personally.** It's hard to imagine anyone of substance saying, "I'm so glad I've enjoyed few insights into my character, and experienced zero growth as a human being." Those who avoid addressing performance issues and/or talk about people behind their backs are unlikely to be viewed by those who identify, develop, and promote "high potentials" as leadership material—because they aren't.

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5 ways to turn failures into stepping stones

Written By: **Lewis Schiff**, Executive Director of **Inc. Business Owners Council**. His new book, *Business Brilliant: Surprising Lessons from the Greatest Self-Made Business Icons*, was released in March.

Surely someone's told you to 'embrace failure' before. Here's what that means, actually, and how to do it.

Failure can be extremely painful. Indeed, the "normal" psychological reaction to failure is to distract yourself and do something completely different right away. But extremely-successful entrepreneurs typically defy this "normal" reaction. They go back and try again at things they fail at. That's because they often believe in something I call the "failure faith," a powerful conviction that every setback offers vital lessons that could not be learned any other way.

So if failure is so important, how can you best embrace it? When you fail at something (a new product, a negotiation, or a recent hire), what's the best way to welcome it, and hear it out? Here are five ways to cope with failure and turn it into one step along your journey to success:

1. Forgive yourself. It may sound sappy, but it won't do you any good to torture yourself over what you should have known. The most unproductive thought in life is: *"If I knew then what I know now."* That's a fantasy. Put it out of your mind. Once you forgive yourself, in the words of Harvard professor Ellen Langer, you "create the freedom to discover meaning" in what you failed at.

2. Talk it over. Find a shoulder to cry on, but not just any shoulder. Tell your sorrows only to people who have the "failure faith." Most people don't want to talk about failure because they are ashamed of it. That even includes close friends and family. The truth is that there are some things that only other people who have traveled the "same road" as you might understand.

3. Be honest about what really went wrong. Once a decision or project falls apart, own up to what went wrong. Start all the way at the beginning. The acute failures that showed up at the end might have only been symptoms of chronic problems from the get-go. Maybe you were working with the wrong person, or (as it turned out) a false assumption. The real lesson might be about choosing projects (or people) more carefully, not about all the details that went badly.

4. Take responsibility. Don't rush to blame someone else. Maybe you didn't communicate your expectations properly from the start. Maybe you avoided asking difficult questions because you wanted to close the deal. Maybe you neglected to ask the customers what they really needed. Whatever you do, don't immediately blame other team members. It's tempting to tell yourself that "they" need to be different next time. But you can't necessarily control them. Assume they will remain the same, and that you're the one who must learn and change if you want the next project to work out better.

5. Try, try, again. Get back at it right away. There are good reasons why your second attempt at anything is always stronger than your first. As long as something's worth trying, isn't it worth trying more than once? Remember, you're trying to succeed brilliantly at something another person may not be able to do at all. You're taking roads paved with bumps, potholes, and occasional sinkholes. But what's the alternative? If the work were any easier, there wouldn't be any profit in it. So go out on a limb—every day. Sometimes the branch will break under you. But face it—you keep going out on that limb because that's where all the fruit is.

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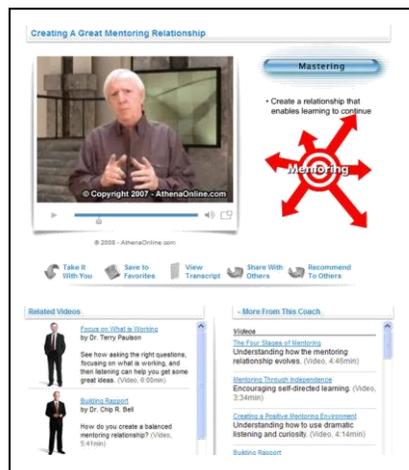
- Dr. Rick Kirschner



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Leading former peers when you're the boss

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Give yourself the challenge of stepping up into this new role. Plan stepping stones. Look to mentors to mirror yourself after. Recognize that as a new leader, you will not automatically have the skills and strengths of a Steve Jobs. Cut yourself some slack and allow time for the growth to take place.

4. Adjective action step.

List the adjectives of an ideal leader. Perhaps you'll write, "decisive, authoritative, directive, assertive, confident, appreciative." Choose one of those attributes. Write it down where you can see it for the day. As the day progresses, choose to act with that attribute—in emails, at meetings, when you talk face-to-face with team members and others. Own that attribute for the day. Then next day, choose another attribute. As you act on these attributes, they begin to become part of you and you become the leader you want to be. Remember that you are leading by design, not by accident.

5. Choose leadership.

Each day there will be opportunities to step up into your leadership role, or minimize yourself. First, look for and identify these choices as they come up in the day. Second, assess the direction of your decisions. Do you step up into leadership 15% or 20% of the time? Now increase your percentage. Become hyper-aware of the moments of choice and decide to act as a leader. Bump up your percentage to 50% or 60%. Work to increase it further.

It's natural to have concerns and to take time to master the skills. But with these five steps, you can quickly gain confidence and become the leader your former peers respect and want to follow.

"Today is the first day of the rest of your life. So, it's no use fussing about the past because you can't do anything about it. But you have today, and today is when everything that's going to happen from now on begins."

HARVEY FIRESTONE, JR.

Fierce Leadership

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If you spotted some or all of these "tells" in your organization (from page 3), in your team or within yourself, here's the short take on how to change it.

365 Feedback: Face-to-Face. Stay current with the people central to your success and happiness every day—face-to-face if possible, and if not, then on the phone. Don't rely on email! Sound a little risky? So what!

A careful conversation is a failed conversation because it merely postpones the conversation that wants and needs to take place. Withholding what you really think and feel, projecting different images, depending on what you imagine others desire of you and playing it safe is a practice. Lots of people are very good at this, at work and at home. The results are costly, financially and emotionally. It's a sure way to derail a career, a company, a relationship, a life.

A fierce conversation is one in which we come out from behind ourselves, into the conversation, and make it real. And while "real" scares most people, it's the unreal conversations that should scare us, because they're incredibly expensive!

Trust requires persistent identity—up close and personal. Those who practice showing up as themselves—offering their honest perspective with good intent—will enjoy, among other things, the trust and respect of everyone who is important to their success and happiness.

Business is really an extended conversation with colleagues, customers, vendors, partners, and with the unknown future emerging around us. What gets talked about in a company, and how it gets talked about, determines what will or won't happen. And while no single conversation is guaranteed to change the trajectory of a career, a company, a relationship, or a life—any single conversation can.

You know this is true. Buck up! Where we must go—and I'm speaking to the leader in all of us—is in the opposite direction, away from fads and trends and popular opinion. Imagine practices that build execution muscle while enriching relationships with everyone around you. Imagine practices that move you and your team beyond the level playing field and into an entirely new level of competition. These are the practices that hone your faith in yourself and your company, and expand your awareness of the riddle of leadership. Imagine practices that are visible and felt whenever you walk into a room, attend a meeting, or talk with a colleague, boss, direct report, client or vendor. Practices you'll continue at home, in your community, wherever you are in the world.

The practices that must now take center stage are those that move organizations from misguided notions of utopia to actually getting the work done. These practices are for those who are not interested in living a guarded, careful life. They are for people who would choose a fierce conversation, a fierce leader, a fierce colleague, a fierce customer, a fierce relationship, a fierce life over the alternative, any day.

It may help to imagine a beautiful kaleidoscope. When one piece shifts, the entire picture changes instantly—dramatically. Likewise, when we grasp a fundamental new truth, our internal kaleidoscope shifts and we see things entirely differently. We can never go back to the original picture, even if we want to, because we can't un-see what we now see. The new picture is too vivid. My hope is that this manifesto will help you give your internal kaleidoscope a turn so that you see more, see differently and, given what you see, be compelled to act.

It's time for a new and unfamiliar way. It's time to get fierce!

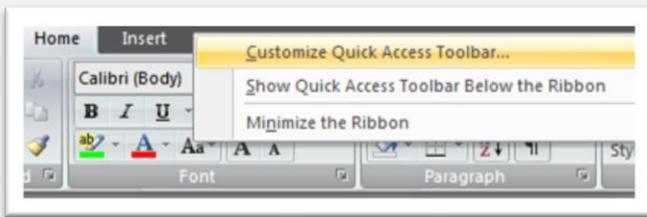
Office 2007 Tips

From the Center for Management and Professional Development's
Computer and Technical Skills Training Team

Customizing the Quick Access Toolbar

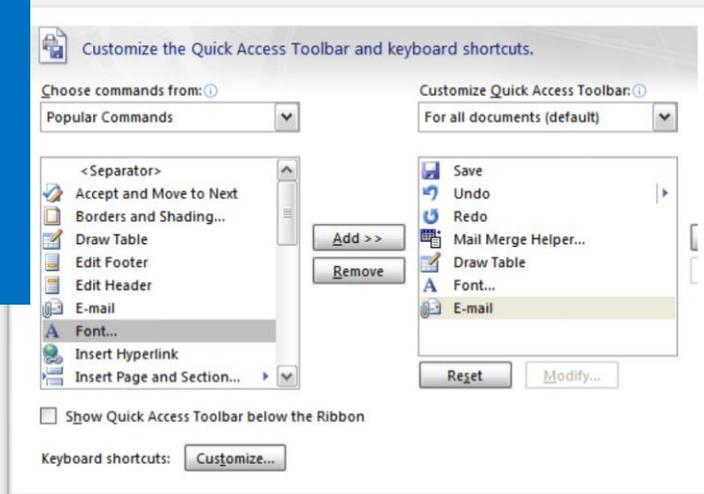
With all the hype about the Ribbon, one of the more overlooked new features in Office 2007 is the Quick Access toolbar, which can be tremendously useful if you just take the time to customize it.

Customizing the Ribbon is extremely simple — just right-click an open area on the Ribbon and choose “Customize Quick Access Toolbar.”

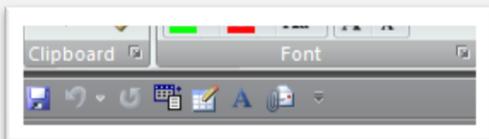


Now you'll be given a dialog box where you can customize the commands that are listed on the toolbar. The “Popular Commands” has many useful features listed, but you can change the drop-down to see all of the available commands.

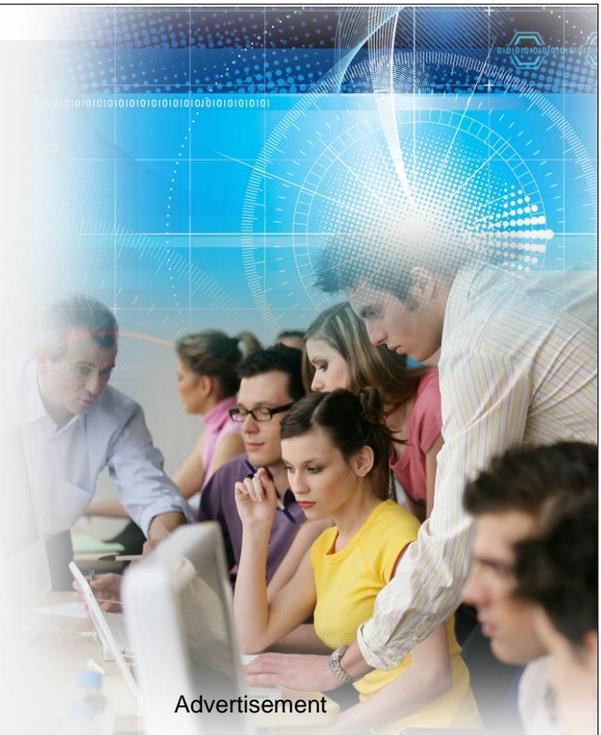
Take the time to think about the commands that you use all the time, and click the Add button to add them to the list.



You can also change where you want the placement of the toolbar, or choose commands for a specific document if you wanted to.



Now your new commands will show up on the Quick Access Toolbar, and will always be there, regardless of the context!



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DR. ZIMMERMAN'S COMMENT

For some time now there has been a misconception floating around. Some people have been saying that no one can motivate anyone else, that all motivation must come from inside the individual.

But stop and think. I'm sure you can remember a number of times when you were inspired by someone else. You may have had a mentor who believed in you more than you believed in yourself, and as a result, you achieved things you never thought you could achieve.

Or think about that boss who made work fun--or that company leader who got you so excited about a project that you produced far beyond your usual capacities. The fact is you can be highly motivated by the right leader.

When Napoleon was on the field, for example, Wellington said it was the equivalent of fighting against another 40,000 men. He motivated his soldiers to become super soldiers.

So you've got to stop and wonder. Why is it that some people are so good at motivating others? What makes them so effective as leaders? The research says that it has little to do with their looks, education, or family heritage. Quite simply, **MOTIVATING LEADERS HAVE A STYLE THAT SPREADS EXCITEMENT AND ENERGY TO OTHERS.**

Let's take a look at that motivating style. Here are a few things you can do.

Verbalize An Inspiring Vision.

Truly great motivators talk. They know that well chosen words, repeated often enough, will eventually gain a following. In fact the whole western world owes its existence to the words of Winston Churchill and Franklin Roosevelt. Churchill's words gave hope in an almost hopeless situation. The old bulldog of Britain would say, "Never, never, never give up." And Roosevelt was able to coin a phrase that summarized his vision—and motivated a nation. He reassured us that, "We have nothing to fear but fear itself."

Project A Courageous Spirit.

Motivating leaders are not afraid of the doomsayers who will object to the vision or say why it can't be done. They know that great achievements have always come "after" the leader took the risk of speaking out, and they're willing to take the risk.

Motivating leaders just keep on projecting their courageous spirit -- kind of like that one husband. After years of scrimping and saving, he told his wife the good news. He said, "Honey we've finally saved enough money to buy what we started saving for in 1989."

"You mean a brand new Lexus?" she asked.

"No," he said, "a 1989 Lexus."

In a similar sense, you need the ability to consider but not be intimidated by the criticism of others. You need to be willing to be unpopular for a while.

Perhaps no one did that better than Lincoln who was viciously attacked by the Eastern press. Being a wise and sensitive motivator, he did not ignore his critics, but he also knew he could not motivate people if he tried to please everyone. So he posted this sign: "If I were to try to read, much less answer, all the attacks made on me, this shop might as well be closed for any other business. I do the very best I know how -- the very best I can; and I mean to keep doing so until the end."

Behave With Enthusiasm.

When a leader attacks a project with enormous energy, others quickly notice. And eventually they find themselves affected by the leader's enthusiasm. As Emerson said, "Every great and commanding movement in the annals of the world is a triumph of enthusiasm."

Quite simply, people love to work for those who love what they're doing. Enthusiasm spreads -- most of the time.

I remember a CEO of a manufacturing company who was explaining the new company policy to the employees. He said, "In upcoming years we are going to become more and more automated. Now I know that many of you will be concerned that our new robots will be taking your jobs. But I want to reassure you that we are taking steps to guarantee all of you will remain on the payroll. According to the plan we are developing, you will receive a full week's pay, but you will be required to work just one day a week. And we are designating Wednesday as your workday. You will only have to come in on Wednesday."

Suddenly, from the back of the room, a worker asked, "Will we have to come in EVERY Wednesday?"

Don't be led astray by the notion that you can't motivate others. You do make a difference. Your spirit positively inflates or deflates the motivation of others. So it only makes sense that you develop a spirit of leadership that spreads excitement and energy to others.

ACTION:

How would your coworkers rate you? Would they give you an A, B, C, D, or F when it comes to:

1. Verbalizing an inspiring vision
2. Projecting a courageous spirit
3. Behaving with enthusiasm

If you gave yourself anything less than a B, be aware of the fact that you're not bringing out the best in others. You're letting a lot of their untapped motivation slip by the wayside.

With that awareness in mind, take some action to raise your grade.

LEADERSHIP LESSONS FROM GEORGE WASHINGTON

By Signe Spencer

I recently read David Hackett Fischer's acclaimed book about the critical early months of the American Revolution, including Washington's crossing of the Delaware River and surprise attack on Trenton. For me, the most fascinating event in the book was a meeting a week after the attack – because it captured George Washington in the process of inventing a brilliant new style of leadership in the face of overwhelming challenges. His new approach was completely at odds with the norms of his time, but perfectly suited to the circumstances he faced. And it has never been more relevant to business leaders than it is today.

Leadership in the balance. The stakes could not have been higher. After Washington's success against Trenton, the British had brought in reinforcements and were poised to counterattack. With no clear line of retreat, the American army faced a crushing defeat.

The night before the battle, the commanders on both sides met with their officers. The British general already had his plans in place, and issued orders to his subordinates accordingly. Objections were brushed aside. The leadership approach was strictly hierarchical, following the traditions of the British military.

Washington led a completely different kind of meeting, in part because he led a different kind of army. It was a diverse mix of volunteers and militias with different traditions and backgrounds, primarily loyal to their own town, region or colony. Facing an almost impossible challenge with no clear solution, he made that diversity an asset by actively seeking the advice of his subordinates. Instead of issuing commands or dismissing different or conflicting ideas, he encouraged discussion and consideration of alternate approaches. Remarkably, the techniques Washington improvised in that meeting still resonate today for leaders of diverse teams facing serious challenges:

Creating a context. Leaders must paint a broad and complete picture for their team, providing the perspective that enables them to understand the meaning, repercussions and influences of their decision-making. Washington made sure his officers recognized the importance of their actions. Defeat would be more than a military setback; it might turn public opinion against the revolution itself.

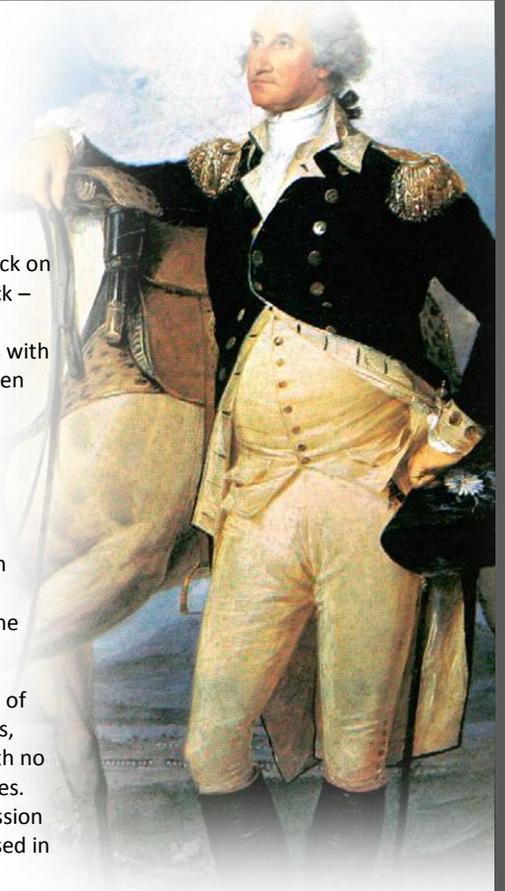
Framing the problem. Leaders tackling complex challenges need to make certain that their team fully understands the dimensions of those challenges. No mincing words; no sugar-coating the problem. Washington frankly outlined the untenable dilemma the army faced: a likely defeat if they stood their ground, and a dangerous and uncertain outcome if they tried to retreat through difficult terrain.

Seeking advice. To encourage discussion and contributions from the team, leaders must be clear that they are looking for solutions – without prejudicing the process by offering their own proposal at the start. Everyone who can contribute should be included. Washington did not propose a course of action, according to participants. Instead, he frankly asked for advice, and took an active role in the open discussion that followed – which included contributions from local citizens who had also been invited.

Reaching a consensus. While it's important to encourage and maintain an open exchange of ideas, leaders must ensure that the group moves toward a consensus solution. Endless discussion is almost never a solution. By the end of Washington's meeting, a new, third option had taken shape with unanimous consent. The plan was to march around British forces by night with local residents serving as guides, and attack from the rear at dawn. Following their improvised plan, the Americans won a decisive victory the next morning, forcing the British to retreat to New York and renewing colonists' faith in the cause.

My colleagues and I study what works and what doesn't in organizational leadership. When it comes to uniting a diverse team and enabling them to solve a seemingly insoluble problem – precisely the kind of complex challenges organizations face today and in the future – the approach Washington pioneered on that dark night in 1777 is as effective today as it was then.

When you think about our first President, think about following his example with your own diverse workforce. As a leader, you can make a difference – and you never know what victories it will bring!



“For happily the government of the United States, which gives to bigotry no sanction, to persecution no assistance, requires only that they who live under its protection should demean themselves as good citizens, in giving it on all occasions their effectual support.... May the children of the Stock of Abraham, who dwell in this land, continue to merit and enjoy the good will of the other inhabitants, while every one shall sit in safety under his own vine and fig-tree, and there shall be none to make him afraid.”

GEORGE WASHINGTON
Newport, Rhode Island,
1790

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