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- *To promote the dissemination of ideas, experiences, and knowledge*
 - *To encourage continued education*
 - *To act as spokesperson*
 - *To actively assist in the training of managers*

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Guide To Authors

The LAMA Review is a quarterly Publication of the Laboratory Animal Management Association. It is dedicated to providing the highest quality management information to our membership, which is comprised of professional managers, supervisors, and administrators of laboratory animal care and use programs throughout the world. All information published in this journal is for non-profit educational purposes.

OBJECTIVES OF LAMA

The objectives of the Laboratory Animal Management Association are as follows:

- To promote the dissemination of ideas, experiences, and knowledge
- To encourage continued education
- To act as spokespersons for the organization
- To actively assist in the training of managers

PUBLICATION FEATURES

The LAMA Review features the following Sections in each publication:

- Original Articles: provide new ideas, topics, and experiences through the eyes of LAMA members, professional managers, and administrators of laboratory animal care and use programs.
- Review Articles: provide thorough and representative reviews of available literature. Often present the historical basis and attempt to solve a current problem or discuss future directions.
- Job Tips: provides ideas on handling staff relations and communication
- Manager's Forum: a resource for human resource topics, experiences with employee
- Relations: organizational development, etc.
- Job Opportunities: posting of current job opportunities available in the field
- Book Review: provide a synopsis and review of current literature in various management topics
- Problem Solving: present a workplace problem and propose several methods to solve the problem or improve the situation

ARTICLES

Submissions of articles are accepted from LAMA members, professional managers, and administrators of laboratory animal care and use. Submissions are accepted for the following features of the LAMA Review:

- Original Articles
- Review Articles
- Job Tips
- Manager's Forum
- Problem Solving

Submissions should generally range between 2,000 and 5,000 words. All submissions are subject to editing by the Review Board, for clarity and length.

FORMATTING

All references should be indicated numerically throughout the document with full citations listed numerically at the end of the article. Please do not include headers, footers, or footnotes in electronic documents.

SUBMISSIONS

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From The Editor's Cube

- by Fred Douglas



Welcome to the last edition of the Review for 2011. I am not sure what all that the year past has held for you but I trust that the LAMA Review has continued to challenge you and to improve your management and leadership skills.

This edition contains several notable articles that will stimulate your management thinking in regards to such things as social media, problem-solving, stirring up engaged employees, and a short little story with a surprising twist that will hopefully engage your gratefulness side.

Tucked in the pages of the Review this time is a bit of a sad note – the news of the passing of Albert Fiorill. Albert ran Fiorill Printing and was for many years the go-to individual for getting the LAMA Review printed and into the hands of the membership. When I first came on board the Review as the Editor-in-Chief Albert welcomed me and graciously and patiently walked me through all the details of what he needed to make the magazine happen! Albert was always cheerful and full of energy and highly supportive of LAMA and its aims.

Since the holidays are upon us it is time for a moment or two of reflection. As the Editor-in-Chief I am

reminded of all the folks that work behind the scenes to make the Review a reality. First there are our Allied Trades folks who placed their ads with us for 2011. It has been a pleasure to get their message out to the members. And that reminds me of Kristy Ames who works with the vendors to place their ads to best sound that message of serving the membership. Then there are individuals such as Robert Williams at Northwestern University who publishes a great book review time and again. Joining him this year has been the publishing of Dale Thomas' column Motivational Monday. Many of us enjoyed meeting her at the Phoenix meeting. And finally there is Ev Hilt who takes all of the articles, messages, and such from myself as the Editor-in-Chief and weaves and waves the wand to make the Review come to life as you see it when you open it on your computer.

None of us is sure of what 2012 will hold. But one thing is certain the LAMA Review will continue to be there at your desk-side to provide you with management and leadership insights that you can use to heighten your influence in the facility.

Happy Managing,- Fred

President's Message

- Lisa Osborne



Hi All;

I hope we are enjoyed and survived the holiday season. As the year ended, LAMA committees were hard at work. I hope you all had a chance to read the quarterly e blast in December. The blast is full of up to date information for you, as a member. If you are not receiving the blast we may not have a current email for you or some other error. Contact me and I will be sure to get you on the list. The web page has information you can use to register for our annual meetin, submit and abstract, apply for a scholarship, throughout the Foundation, or find out about LAMA training opportunities.

As we make the final push through the "LAMA Year" ending at our annual meeting, LAMA committees will continue to develop, refine and make available more benefits to our members. Specifically, the training opportunities are expanding and our social networking, through LinkedIn, is becoming more available. Committees are the lifeline of the organization. Tere are essential to the growth and stability of LAMA. If you would like to get involved this is a great way to start.

This year's annual meeting as always will have the great presentations, but also a new section of formatting that I'll include ATA mini presentations with valid information for us as managers. Austin is beautiful in the spring and will be a welcome respite for those of you in the snow. The wildfires are over and the Hill Country will be in bloom with the famous Texas Bluebells. It is a sight to see.

I hope you all enjoy thisnissue of The Review. It is chocked full of information both current and useful to us all. Fred Douglas has done a terrific job as our editor for this publication that has been in print for 30 plus years. The LAMA Review traditions will continue on.

Enjoy the rest of your winter and see "y'all" in the spring in Austin.

Lisa Osborne
Your President

Harvard Business Review

HERMINIA IBARRA and MORTEN T. HANSEN

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Are You a Collaborative Leader?

Watching his employees use a new social technology, Marc Benioff, the CEO of Salesforce.com, had an epiphany. His company had developed Chatter, a Facebook-inspired application for companies that allows users to keep track of their colleagues and customers and share information and ideas. The employees had been trying it out internally, not just within their own work groups but across the entire organization. As Benioff read the Chatter posts, he realized that many of the people who had critical customer knowledge and were adding the most value were not even known to the management team.

The view into top management from the rank and file was just as obscure, Benioff knew. For instance, the company's annual management off-site was coming up, and he could tell from talking to employees that they wondered about what went on behind closed doors at that gathering. "They imagined we were dressing up in robes and chanting," he says.

What could he do to bring the top tier of the company closer to the workforce? Benioff asked himself. And then it hit him: Let's use Chatter to blow open the doors of the management off-site.

What greeted the 200 executives who attended that meeting was atypical. All 5,000 Salesforce.com employees had been invited to join them -virtually. Huge TV monitors placed throughout the meeting room displayed the special Chatter forum

set up for the off-site. Every manager received an iPod Touch, and every table had an iPad, which attendees could use to post to the forum. A video service broadcast the meeting in real time to all employees, who could beam in and instantaneously express their views on Chatter, too.

The meeting began with the standard presentations. The managers watching them weren't quite sure what to do. Nothing unusual happened at first. Finally, Benioff grabbed the iPad on his table and made a comment on Chatter, noting what he found interesting about what was being said and adding a joke to spice it up. Some in the room followed with a few comments, and then employees watching from their offices launched a few comments back. The snowball started rolling. "Suddenly, the meeting went from a select group participating to the entire company participating," Benioff says. Comments flew. "We felt the empowerment in the room," recalls Steve Gillmor, the head of technical media strategy.

In the end the dialogue lasted for weeks beyond the actual meeting. More important, by fostering a discussion across the entire organization, Benioff has been able to better align the whole workforce around its mission. The event served as a catalyst for the creation of a more open and empowered culture at the company.

Like Salesforce.com's managers and employees, businesspeople today are working more collaboratively than ever



before, not just inside companies but also with suppliers, customers, governments, and universities. Global virtual teams are the norm, not the exception. Facebook, Twitter, LinkedIn, videoconferencing, and a host of other technologies have put connectivity on steroids and enabled new forms of collaboration that would have been impossible a short while ago.

Many executives realize that they need a new playbook for this hyperconnected environment. Those who climbed the corporate ladder in silos while using a “command and control” style can have a difficult time adjusting to the new realities. Conversely, managers who try to lead by consensus can quickly see decision making and execution grind to a halt. Crafting the right leadership style isn’t easy.

As part of our research on top-performing CEOs (see “The Best-Performing CEOs in the World,” HBR January/February 2010), we’ve examined what it means to be a collaborative leader. We’ve discovered that it requires strong skills in four areas: playing the role of connector, attracting diverse talent, modeling collaboration at the top, and showing a strong hand to keep teams from getting mired in debate. The good news is, our research also suggests that these skills can be learned -and can help executives generate exceptional long-term performance.

PLAY GLOBAL CONNECTOR

In his best-selling book “The Tipping Point,” Malcolm Gladwell used the term “connector” to describe individuals who have many ties to different social worlds. It’s not the number of people they know that makes connectors significant, however; it’s

their ability to link people, ideas, and resources that wouldn’t normally bump into one another. In business, connectors are critical facilitators of collaboration.

For David Kenny, the president of Akamai Technologies, being a connector is one of the most important ways he adds value. He spends much of his time traveling around the world to meet with employees, partners, and customers. “I spend time with media owners to hear what they think about digital platforms, Facebook, and new pricing models, and with Microsoft leaders to get their views on cloud computing,” he says. “I’m interested in hearing how our clients feel about macroeconomic issues, the G20, and how debt will affect future generations.” These conversations lead to new strategic insights and relationships, and help Akamai develop critical external partnerships.

Connecting the world outside to people inside the company is crucial to Kenny. He uses a number of tactics to do this. “First, I check in on Foursquare often and post my location to Facebook and Twitter,” he says. “It lets employees in different Akamai locations know I’m in town so that anybody at any level can bring me suggestions or concerns. Second, every time I go to one of our locations, I have lunch or coffee with 20 to 40 people. We go around the room, and people ask questions on topics they most want to address. Often my answer is to connect them with others in Akamai or even people at other companies who have expertise on the topic. Third, if I see a big opportunity when meeting with a customer or colleague, I will schedule a follow-up visit and bring along the right experts from Akamai.

Fourth, whenever I travel, I try to make room to meet with two to three people I know in that location. Whenever possible, I bring someone else from Akamai with me to those meetings.”

Kenny’s networking recently resulted in an important strategic alliance with Ericsson. Akamai is now working with the mobile giant to change consumers’ internet experiences on mobile devices. The partnership evolved out of a conversation Kenny had with a midlevel Ericsson executive two years ago at the Monaco Media Forum. “It really changed my idea of what Ericsson could be, and I saw that we were both trying to solve a similar

IDEA IN BRIEF

A hyperconnected business world, spurred on by social media and globalization, demands a leadership style that can harness the power of connections. Leaders need to shed the command-and-control and consensus styles in favor of collaborative leadership. Our research shows that collaborative leaders who get results do four things well:

- Make global connections that help them spot opportunities
- Engage diverse talent from everywhere to produce results
- Collaborate at the top to model expectations
- Show a strong hand to speed decisions and ensure agility

RATHER THAN

- Focus on internal connections
- Rely on homogeneous teams for new ideas
- Serve corporate politics and parochial agendas
- Let groups get mired in conflict or attempts at consensus

TAKING YOUR COLLABORATIVE PULSE

PLAY GLOBAL CONNECTOR

- Do you attend conferences outside your professional specialty?
- Are you part of a global network like Young Presidents' Organization?
- Do you regularly blog or e-mail employees about trends, ideas, and people you encounter outside your organization?
- How often do you meet with parties outside your company (competitors, consumers, government officials, university contacts, and so on) who are not directly relevant to your immediate job demands or current operations?
- Are you on the board of any outside organizations?

ENGAGE TALENT AT THE PERIPHERY

- How diverse is your immediate team in terms of nationality? Gender? Age?
- How much time do you spend outside your home country?
- Have you visited your emerging markets this year?
- Does your network include people in their twenties (who aren't your kids)?

SHOW A STRONG HAND

- Have you killed any collaboration projects in the past six months?
- Do you manage dynamically -forming and disbanding teams quickly as opportunities arise?
- Do the right people in your organization know they can "close" a discussion and make a decision?
- Does your team debate ideas vigorously but then unite behind decisions made?

technical problem," Kenny says. "Then I worked through mutual friends to meet their CEO and arranged for the right people on his team to meet with their Akamai counterparts."

Presidents and CEOs aren't the only executives building bridges between their organizations and the outside world nowadays. Take Beth Comstock, the chief marketing officer of General Electric. She is famous for her weekly "BlackBerry Beth" blog, in which she shares what she has learned in her external role for busy (and perhaps more internally focused) GE managers. The pithy and provocative blog goes out to thousands of GE's sales, marketing, and technology leaders. In it, Comstock passes along interesting information that people might have missed, taking care to tie it back to challenges and opportunities GE faces. For example, in a recent post from the World Economic Forum, she reported that a panel of scientists had come to the same conclusion that a GE survey had -that technology alone cannot ensure innovation and that more training in creativity is needed.

"I work hard to curate information that I don't believe many at GE will have heard and to translate information in a way that is relevant to our challenges," says Comstock. "I probably spend half of my time immersed in worlds beyond GE. I hope this encourages my colleagues to be more externally focused. The message is "If I find it important to spend some of my time this way, maybe you will, too."

To connect their organizations to the wider world, collaborative leaders develop contacts not only in the typical areas -local clubs, industry associations, and customer and supplier relations -but beyond them. Networking in adjacent industries, innovation hot spots like Silicon Valley, or emerging economies or with people of different educational or ethnic backgrounds helps open their eyes to new business opportunities and partners. For example, Comstock's external contacts in the innovation space led GE to NASA, with which the corporation has shared insights and best practices. The two organizations have also begun discussions about space technologies that might have applications in health care.

ENGAGE TALENT AT THE PERIPHERY

Research has consistently shown that diverse teams produce better results, provided they are well led. The ability to bring together people from different backgrounds, disciplines, cultures, and generations and leverage all they have to offer, therefore, is a must-have for leaders. Yet many companies spend inordinate amounts of time, money, and energy attracting talented employees only to subject them to homogenizing processes that kill creativity. In a lot of multinational companies, for example, nonnative English speakers are at a disadvantage. To senior management, they don't sound as "leader-like" as the Anglophones, and they end up getting passed over for promotions. At a time when innovations are increasingly originating in emerging markets, companies that allow this to happen lose out.

France's Danone, one of the top performers in our research, makes sure its executives don't encounter such obstacles. When all the managers worldwide get together for the company's annual strategic review, many choose to present in their native tongue. Says CEO Franck Riboud: "We spend a fortune on interpreters so that being less articulate in English is not a barrier. Some of our executives have even presented their business case in native dress. This helps us steal away talent from competitors where those who don't speak perfect English get stuck."

Reckitt Benckiser, the UK-based producer of home, health, and

personal care products and another top performer in our research, considers the diversity of its workforce to be one of its competitive advantages -and a key reason it has seen net income grow 17 percent annually, on average, from 1999 to 2010. No nationality dominates the company's senior team. Two executives are Dutch, one is German, two are British, one is South African, two are Italian, and one is from India. According to (soon-to-retire) CEO Bart Becht: "It doesn't matter whether I have a Pakistani, a Chinese person, a Brit, or a Turk, man or woman, sitting in the same room, or whether I have people from sales or something else, so long as I have people with different experiences -because the chance for new ideas is much greater when you have people with different backgrounds. The chance for conflict is also higher -and conflict is good per se, as long as it's constructive and gets us to the best idea."

As Becht suggests, nationality isn't the only kind of diversity that matters. Research on creative industries shows that the collaborations that are most successful (whether in terms of patent citation, critical acclaim, or financial return) include both experienced people and newcomers and bring together people who haven't worked with one another before. Leaders need to make a concerted effort to promote this mix: Left to their own devices, people will choose to collaborate with others they know well or who have similar backgrounds. Static groups breed insularity, which can be deadly for innovation. Nokia's former executive team, for example, was 100 percent Finnish and had worked closely together for more than a decade. Many believe homogeneity explains why the team failed to see the smartphone threat emerging from Silicon Valley.

Collaborative leaders ensure that teams stay fresh via periodic infusions of new players. Including employees from Generation Y -those born from the mid-1970s to the early 2000s, who have grown up sharing knowledge and opinions online -is another obvious way to enliven collaborations. A number of leading companies have begun using technology to harness Gen Y ideas and perspectives. Salesforce.com, as we have seen, brought them in from the periphery by using Chatter to open its management off-site to all staff. At India's HCL, employees throughout the company join virtual conversations on topics that are important to them, and CEO Vineet Nayar reaches out personally through a popular blog that allows him to interact with a broad cross section of employees. In a market where the competition for engineering talent is fierce, the ability to attract the best and brightest helped HCL grow 30 percent annually from 2008 to 2010.

COLLABORATE AT THE TOP FIRST

It's not enough for leaders to spot collaborative opportunities and attract the best talent to them. They

must also set the tone by being good collaborators themselves. All too often, efforts to collaborate in the middle are sabotaged by political games and turf battles higher up in the organization. Consider that Microsoft, according to a former company executive writing in the New York Times last year, developed a viable tablet computer more than a decade ago but failed to preempt Apple's smash hit because competing Microsoft divisions conspired to kill the project.

Part of the problem is that many leadership teams, composed of the CEO and his or her direct reports, actually don't operate as teams. Each member runs his or her own region, function, or product or service category, without much responsibility -or incentive -for aligning the organization's various projects and operations into a coherent whole.

At Brazil's Natura Cosméticos, CEO Alessandro Carlucci has instituted a comprehensive "engagement process" that promotes a collaborative mind-set at all levels and has helped the firm win a top spot on Fortune's list of best companies for leaders. The process was implemented after Natura's highly successful IPO in 2004, when competing agendas among the senior managers began to threaten the company's prospects. Carlucci decided he needed to reorganize the executive committee to unify its members around common goals and stop the power struggles. He asked the members of the top team to make a commitment to self-development as part of their stewardship of the company.

Each executive embarked on a "personal journey" with an external coach, who met with everyone individually and with the team as a group. "It is a different type of coaching," Carlucci explains. "It's not just talking to your boss or subordinates but talking about a person's life history, with their families; it is more holistic, broader, integrating all the different roles of a human being."

Roberto Pedote, Natura's senior vice president for finance, IT, and legal affairs, adds: "I think that the main point is that we are making ourselves vulnerable, showing that we are not supermen, that we have failures; that we are afraid of some things and we don't have all the answers."

Since the engagement process was adopted, Natura's executives have become much better at teaming up on efforts to improve the business, which grew by 21 percent in 2010. The collaborative mind-set at the top has cascaded down to the rest of the organization, and the process has been rolled out to all the company's managers.

If leaders are to encourage more innovation through partnerships across sectors and with suppliers,

customers, and consumers, they need to stop relying heavily on short-term performance indicators. According to the psychologist Carol Dweck, people are driven to do tasks by either performance or learning goals. When performance goals dominate an environment, people are motivated to show others that they have a valued attribute, such as intelligence or leadership. When learning goals dominate, they are motivated to develop the attribute. Performance goals, she finds, induce people to favor tasks that will make them look good over tasks that will help them learn. A shift toward learning goals will make managers more open to exploring opportunities to acquire knowledge from others.

At HCL, CEO Vineet Nayar demonstrated his commitment to collaboration by adopting a radically different 360-degree evaluation for his top managers -one that invited a wide range of employees to weigh in. Although the company had done 360-degree reviews before, each manager had been assessed by a relatively small number of people, mostly within the manager's immediate span of control. As Nayar recalls in his book "Employees First, Customers Second"(Harvard Business Review Press, 2010), "most of the respondents operated within the same area as the person they were evaluating. This reinforced the boundaries between the parts of the pyramid. But we were trying to change all that. We wanted to encourage people to operate across these boundaries."Nayar set the tone by posting his own 360-degree evaluation on the web. Once executives got used to the new transparency, the 360-degree reviews were expanded to a broader group. A new feature, "Happy Feet," was added, allowing all employees whom a manager might affect or influence to evaluate that manager -regardless of their reporting relationship.

Depoliticizing senior management so that executives are rewarded for collaborating rather than promoting their individual agendas is an absolute essential. At Reckitt Benckiser, there's little tolerance for politics. Says Bart Becht: "We go out of our way to make sure that politics get eradicated, because I think they're very bad for an organization. I think they're poison, to be honest with you." Becht's direct, no-nonsense style and the expectation that people should openly disagree with one another in meetings also help keep politics to a minimum, allowing real teamwork to take hold.

SHOW A STRONG HAND

Once leaders start getting employees to collaborate, they face a different problem: overdoing it. Too often people will try to collaborate on everything and wind up in endless meetings, debating ideas and struggling to find consensus. They can't reach decisions and execute quickly. Collaboration becomes not the oil

greasing the wheel but the sand grinding it to a halt.

Effective collaborative leaders assume a strong role directing teams. They maintain agility by forming and disbanding them as opportunities come and go -in much the same way that Hollywood producers, directors, actors, writers, and technicians establish teams for the life of movie projects. Collaborative efforts are highly fluid and not confined to company silos.

Effective leaders also assign clear decision rights and responsibilities, so that at the appropriate point someone can end the discussion and make a final call. Although constructive confrontation and tempered disagreements are encouraged, battles aren't left raging on. This is exactly how things work at Reckitt Benckiser. When teams meet, people know that it is OK -in fact expected -to propose ideas and challenge one another. They debate loudly and furiously until the best idea wins. If no obvious agreement is reached in time, the person chairing the meeting normally makes a decision and the rest of the group falls in line. This ensures vigorous debate but clear decisions and quick action -diversity in counsel, unity in command, as Cyrus the Great once said.

LOOSENING CONTROL WITHOUT LOSING CONTROL

In the old world of silos and solo players, leaders had access to everything they needed under one roof, and a command-and-control style served them well. But things have changed: The world has become much more interconnected, and if executives don't know how to tap into the power of those connections, they'll be left behind.

Leaders today must be able to harness ideas, people, and resources from across boundaries of all kinds. That requires reinventing their talent strategies and building strong connections both inside and outside their organizations. To get all the disparate players to work together effectively, they also need to know when to wield influence rather than authority to move things forward, and when to halt unproductive discussions, squash politicking, and make final calls.

Differences in convictions, cultural values, and operating norms inevitably add complexity to collaborative efforts. But they also make them richer, more innovative, and more valuable. Getting that value is the heart of collaborative leadership.â(euro).

(Herminia Ibarra is a professor of organizational behavior and the Cora Chaired Professor of Leadership and Learning at Insead. She is the author of "Working Identity: Unconventional Strategies for Reinventing Your Career." Morten T. Hansen is a management professor at the University of California, Berkeley, School of Information, and at Insead. He is the author of "Collaboration: How Leaders Avoid the Traps, Create Unity, and Reap Big Results.")

In Memory of



Albert Gabriel Fiorill

*Entered into Life
November 19, 1914*

*Entered into Eternal Life
October 29, 2011*

Albert Fiorill was the LAMA organization's publisher from 1983 to 2000. Albert was a very dedicated member of the group that took the early initial responsibility for getting the word out to LAMA members first with the LAMA Lines and then with the LAMA Review. Below is a quote written by Robert H. Weichbrod for Albert's Eulogy,"

"Albert and I developed a relationship very similar to a father son relationship and he came to play a very special role in my life. He became much more than just the printer for the LAMA organization. For the next seventeen years while first publishing a monthly newsletter called "The LAMA Lines" to then motivating us to go out and get advertising so we could move forward to putting out a slick 4-color quarterly publications for LAMA called "The LAMA Review". We did this for many years and became very close. I became known as "Rob LAMA" to Albert and the staff in his office. Some of the results of this work were an example of a true win-win situation: LAMA became a regular customer of the Fiorill Printing Company, my career blossomed beyond my wildest expectations, but most of all Albert and I came to know each other. I certainly came to appreciate the love, the care, the goodness, and the gifts of Albert." Albert G. Fiorill was one of the finest human beings that I have ever had the privilege to know. He will be dearly missed. He was a loving husband, father, grandfather and great-grandfather. Albert , you were truly the salt of the earth, whose spirit will live on forever and ever. Rest in peace my dear friend!---until we meet again"

What Peter Drucker Taught us about How to Solve Problems

William Cohen

This Drucker lesson began unexpectedly on a chilly afternoon in January of 1976, a little after 4:00 in the afternoon. I can't place the date any closer, but I recall the weather. It was not chilly in the sense of a northern or eastern winter. In fact, it was not cold inside the building. Still, I remember that it had been what was considered chilly outside. However, this was Claremont, California, about forty miles east of Los Angeles. The temperature rarely dipped lower than 60 degrees Fahrenheit during the day in the winter season. Sometimes it really warmed up. Visitors from other parts of the country proclaimed our winter climate to be balmy. Still, we termed it "chilly" and for one reason or another, I remember this fact when remembering Peter's giving us this lesson. This class met in one of the larger classrooms in Harper Hall. Harper Hall was an old building on the Claremont Graduate School campus, part of The Claremont Colleges allocated to it. The Colleges was a consortium of five undergraduate colleges and two graduate institutions and a central organization that provided general services to all seven institutions

Drucker Begins His Lecture

This evening's lecture was far from boring. Moreover, the important lesson that came right away was a gem. Drucker began to reminisce about his work with various corporations both here and in Japan. He told us that it was often very simple things that an outsider could do which would have a major impact in the company he had assisted. This was because people were generally much too close to the issues and also because they assumed things from their past experience that they incorrectly thought were identical in the present situation. An outsider would wonder and question these things that a practicing manager in that organization

frequently missed, although all managers needed to train themselves to ask questions. Asked the secret of his success in these endeavors by a student, Drucker responded, "There is no secret. You just need to ask the right questions." Unexpectedly one of my classmates raised his arm and exploded with three questions in rapid succession. "How do you know the right questions to ask? Aren't your questions based on your knowledge in the industries in which you consult? What about when first starting out with no experience - how did you have the knowledge and expertise to do this when you first started?"

"I never ask these questions or approach these assignments based on my knowledge and experience in these industries," answered Drucker. "It is exactly the opposite. I do not use my knowledge and experience at all. I bring my ignorance to the situation. Ignorance is the most important component for helping others to solve any problem in any industry." Hands shot up around the room, but Peter waved them off. "Ignorance is not such a bad thing if one knows how to use it," he continued, "and all managers must learn how to do this. You must frequently approach problems with your Ignorance; not what you think you know from past experience, because not infrequently, what you think you know is wrong."

The Value of Ignorance

Drucker immediately launched into a story to prove his point. His stories covered the wide range of Drucker's reading and thinking --- from the Catholic Church to Japanese culture, politics, history, Jewish mysticism, warfare, and of course, business. The stories were usually fairly short, but sometimes they were much longer. Many times I heard Peter launch into an answer to a question and his

“answer” wasn’t an answer at all. It was a story that led to a story within a story that led to another story within that story. I am ashamed to say, and sorry too, because sometimes I got lost and allowed my mind to become disengaged from his line of reasoning. This was truly unfortunate, because although Drucker might lecture for an hour or more in this fashion, all of the stories and information were linked. In the end, he would tie it all together, and if you stayed with him you could see that to understand his answer completely required that you understand everything else he had talked about including the Pandora’s box of stories. However, this particular tale was neither long, nor linked to other sets of information. Moreover, this time it had to do with a subject with which I was familiar as when I was a cadet at West Point, the Hudson River, for several miles was packed with hundreds of immobilized, no-longer-used ships. Each looked the same, about 400-500 feet long and clearly inactivated like sleeping giants. I was told that these were called Liberty Ships and had been built on an emergency basis during World War II. Drucker now proceeded with the rest of the story to illustrate his point.

“After World War II broke out in 1939, the British were losing thousands of tons of shipping to German submarines. This was not unimportant, as the British needed the supplies and munitions these ships brought to feed their population and to continue to fight the war.

In response to the demand and their high losses due to German submarines, the British had come up with a design for a cheap cargo ship. These ships were so cheaply built and basic in design that the ships weren’t even expected to remain in use more than five years. They were slow, bulky, and inefficient. However they had a major advantage and that was the reason that they were built. They could be constructed much faster than any other cargo ship. This was the critical factor. It only took about eight months for each ship to be built from start to finish. This was a significant improvement over the time it took to build a merchant cargo ship previously.

Unfortunately, there was still a problem. Though England was the first great seafaring nation with centuries of experience in shipbuilding, it still took experts and skilled workers to build a ship, even a vastly simplified design like this one. Britain was fully engaged in all aspects of fighting the Germans. The manpower, shipyards, and production facilities to build the fleets needed simply didn’t exist.

“So, the British looked to the United States, which was not yet in the war. However, United States did not have a terrific record for merchant shipbuilding on the eve of World War II. In fact, in the previous decade only two ocean-going cargo ships had been built in the United States. However England was so desperate that it was willing to turn to a country that

had little experience and no expertise in building the types of ships needed. The hope was that with the British design and with British help, it might take about a year to build each ship. Since the United States was not yet in the war, it was just possible that the Americans could put enough manpower on the project to produce the ships in numbers which would make the project viable. Anyway, there was no alternative as German submarines were sinking merchant shipping every day.

“Since few Americans knew anything about building merchant cargo ships, the British cast a wide net and didn’t limit themselves to shipbuilders or those with a lot of experience in the industry. One of the individuals that the British contacted was industrialist, Henry Kaiser. Kaiser knew little about shipbuilding and was completely ignorant about cargo ships. However, he looked at the British design and proceeded not with British help and expertise, but out of his own ignorance.

“The British used expert workers who had general, but in-depth shipbuilding knowledge. Since he didn’t have such workers, Kaiser asked himself how he could proceed without such expert workers. He came up with a unique solution based on his ignorance of shipbuilding. Kaiser re-designed the assembly process using pre-fabricated parts so that no worker had to know more than a small part of the job and much easier to train. Moreover, he introduced American assembly-line techniques. The British knew that for close tolerances in high quality ships, heavy machinery was necessary to cut metal accurately. Kaiser didn’t know this, and anyway he didn’t have heavy machinery. Again, he asked himself a question: ‘How do I cut the metal?’ Again he came up with a solution, but not the one the British had been using. In his ignorance he told his workers to cut the metal using oxyacetylene torches. This turned out to be cheaper and faster than the traditional British methods. In his ignorance, Kaiser replaced riveting with welding, also cheaper and faster. He called his ships “Liberty Ships.” He started building them and it didn’t take him a year for each ship. It didn’t even take him eight months. He started building them from start to finish in about a month. Then they got production time down to a couple weeks and for publicity purposes, they constructed one Liberty Ship in just four and a half days.

“Approaching this problem out of his ignorance, Kaiser built almost 1500 ships at two thirds of the time and a quarter of the cost of other shipyards previously. Other American shipbuilders immediately adopted his methods in building these ships. Interestingly, despite the fact that they were not built to last, a couple are still around and in use.”

Concluding his story, Drucker went on to say that

like Henry Kaiser who knew nothing about building merchant ships and approached the problem out of his ignorance, and not his knowledge in this area, Peter looked at situations; the background of which he knew nothing, and asked questions stemming from his ignorance much as Kaiser was forced to ask himself and his staff questions out of his ignorance. Those who he helped were frequently surprised that these questions led to effective solutions that helped them with their problems.

Drucker then went on to his original topic and continued lecturing, his lesson on the importance of approaching a problem from a position of ignorance complete.

What to Do; Not How To Do It

This was typical of the way in which Drucker disseminated his lessons. Drucker taught what to do. He was very specific about this. However, he did not teach how to do it. That was left up to the student or to his consulting clients. Shortly after his death, a tribute in *The Los Angeles Times* quoted famed former GE Chairman Jack Welch. Welch credited Drucker with helping him to understand what to do in order to restructure his giant company, a company that was in many disparate businesses conducted in many different geographical locations around the world.

Most consultants would not have done what Drucker did in this instance. Most probably would have begun an expensive and lengthy study of the organization and structure of GE and the location, nature and profitability of these varied businesses. Drucker cut right to the heart of the issue. He didn't know much about GE or its businesses, but he did know that it was a mess and required a simplifying process. According to Welch, Drucker asked only: "If you weren't already in this business, would you enter it today? And if not, what are you going to do about it?" Welch's comment to his interviewer for the article was: "Simple, right? But incredibly powerful."^[1]

Coming from a position of his ignorance about GE, Drucker had asked a question that caused Welch to analyze GE businesses using Drucker's question as a starting point. In answering, Welch answer had to answer the primary question and then to come up with a decision to act, or a conscious decision not to act. Welch decided that if GE couldn't be number one or two in the marketplace for any business, he would never have chosen to enter the business in the first place. Welch gathered the information he needed to determine whether GE could become first or second in the market in each. Using these criteria, he ruthlessly dropped businesses that he would not have chosen to enter. The result of this pruning was that GE became much more efficient and concentrated its resources on those businesses which it could really

exploit. GE's became more efficient and effective and its stock began to skyrocket. This helped to make Welch's reputation as one of America's most effective and celebrated executives. Not bad for starting with a little ignorance.

Analyzing Drucker's Lesson

At the time of Drucker's lesson, I knew I was on to something profound and so jotted down a few quick notes about approaching a problem primarily with ignorance for later consideration. Then I transferred my attention to the new topic Drucker had already embarked upon.

Later back home, I began to think about how to apply what Drucker had said regarding what managers should do in applying their ignorance to problem situations. I knew that Drucker didn't mean to exclude one's prior experience, knowledge or expertise completely. If that were true, how would Drucker have known even where to begin? Moreover, his injunction to begin with ignorance had to be based on a model developed through knowledge, experience and expertise. I suspected it was his background as a journalist may have given him the inspiration for this concept. In addition, I realized that as a manager got involved in following Drucker's advice based on a question, whatever it was, without considerable knowledge, he would be unable to accurately understand the issue. This meant that Drucker was not talking about tactical decisions that needed to be made immediately and on the spot. Such decisions had to be based on prior knowledge and experience. Peter was talking about more strategic decisions about which one had the time to reflect. Moreover, since Peter had said on many occasions that managers needed to trust their gut feelings, it didn't mean ignoring intuition either. I concluded that what Drucker meant was that a manager should not jump in with an immediate solution. And while a manager's experience and intuition were not to be excluded, he or she had to approach these problems first with an open mind and thus the manager needed to recognize, even emphasize his own ignorance in organizing resources to solve the problem. To rely primarily on expertise was in fact, dangerous to the problem's optimal solution. That this was in fact what Drucker meant was confirmed some years later in a personal discussion.

The Application of Ignorance to Problem Solving

Starting with Drucker's concept, I began an investigation of problem solving methodologies. I categorized two major approaches to managerial problem solving, both of which involved beginning from a point of "ignorance." Essentially these involved emphasizing the left-brain and right-brain methods; or if you wish; logic and analysis versus reliance

on creativity and emotion. In this short article, I'm going to explain the the brain solution only. In a future article, I'll explain the right brain solution. Both approaches work. The important element is to enter with ignorance --- even though both methods may involve amassing and analyzing additional information available.

The Left Brain Solution

I had already been exposed to an effective left-brain methodology previously. It was used in staff studies and was extremely effective not only in organizing complex problems and reaching logical solutions, but in presenting this information to others to convince them of the validity of the problem solvers solution. I always understood that this was developed by the military in the 19th century. However, during my investigation, I discovered that this method was also used and taught at Harvard University. Later yet, I learned that other professions such as the law, used a very similar approach to analyzing and reaching logical conclusions when confronted with difficult and complex problems. The left brain approach involves defining the problem, deciding on the relevant information bearing on the problem situation, developing potential alternative solutions to the problem, analyzing these alternatives, developing solutions from this analysis, and finally making the decision.

Problem Definition

You can't get "there" until you know where "there" is. That's not one of Peter Drucker's injunctions; it's one of mine. That's my way of emphasizing that in order to solve any problem, you've got first to understand exactly what the problem is. That's the "there" in a problem situation. The shipbuilding problem was not to be able to build the ships the British way, it was to build ships. Drucker saw Welch's restructuring problem as having to do with trying to manage a number of businesses that didn't fit the strengths of the overall corporation.

You can see where Drucker's instruction to begin with ignorance is so important. Previously with the shipbuilding problem, the problem had been defined incorrectly. If had been defined as "How can we build the ships the British way without the same human and physical resources. The fact was, you couldn't. If Kaiser's ignorance hadn't been brought to the problem so that this problem statement was redefined, Kaiser and other potential American emergency shipbuilders might still be working on the problem, or long since decided that it couldn't be done. Using 1940's technology available at the time, the problem just couldn't have been solved.

Similarly, had a large consulting concern accepted GE's problem and defined it as simply the

restructuring of GE, they probably would have embarked on a massive program of analysis of each individual business owned by the corporation. While eventually a common theme of which businesses GE should or should not have shed may have emerged, it would have taken far longer and used up many more resources to arrive at this solution. Further, it might have ignored Welch's eventual strategic criteria since Welch himself would never have been forced to struggle with the issue of which businesses he would have GE enter if it were not already in the business.

Relevant Factors

Both Kaiser and Welch's problems had a number of factors that were directly relevant to each problem situation. Therefore, both needed to gather additional data. Kaiser knew what he didn't have. He needed to know what resources he did have available. Kaiser looked into this, did his analysis and decided that he could build these particular ships cheaper and faster. Similarly, Welch had to decide which businesses he would or would not cut or retain measured against a common standard. He decided on those in which GE could not be number one or two in the market.

Alternative Courses of Action

In this part of the left-brain decision process, Kaiser had to decide on alternatives to solve the problem. One option might have been to develop new tactics. Maybe he could have started a world wide search for expert shipbuilders in neutral countries and offered them high wages. Maybe he could have designed new metal cutting machinery and produced it quickly using his methods. It is possible he did consider these or other options. Welch might have used different criteria, say eliminate businesses that don't have the potential to reach a certain level of profits.

All alternatives have both advantages and disadvantages. Welch probably sold off some really valuable companies using his criteria. He knew that this could, and probably would happen in some instances. That was a disadvantage to this alternative.

Kaiser took an enormous risk with his solution. He had millions of dollars invested in it before he built his first ship. Many of the methods he used had never been employed previously and many were extremely innovative to say the least. It was reported that because it took years and extensive training to enable novice fitters to tightrope across the high structures of the ship as it was completed, Kaiser hired ballet dancers as fitters.[2]

Analysis, Conclusions, and Decision

During the analysis, the manager essentially compares the relative importance of each alternatives advantages and disadvantages. Some alternatives have few disadvantages, but no great advantage

either. In any case, the manager needs to think it through and document his thinking. This helps this left-brain method to be really effective in explaining the decision to others after the decision is taken.

In this case, the conclusions are from the analysis and the eventual decision should be obvious. I'm sure Henry Kaiser went through this process in detail in explaining what he wanted to do to his managers, workers, and his board of directors. He would have left nothing out, concluding that despite the risks, the best way to achieve the desired results was to implement the building of the British design in the way he outlined it. Similarly, Welch would have explained the situation to his board and eventually to GE stockholders as to why certain businesses, even if profitable, had to be sold in order to secure the future growth and higher profitability of the corporation.

In summary, of course you shouldn't overlook lessons learned, or what you know in your problem solving --- but as Drucker demonstrated we must still keep our minds open and begin to solve problems from our ignorance.

[1] James Flanigan and Thomas S. Mulligan, "Peter F. Drucker was the original management guru," *Los Angeles Times* (November 12, 2005). Accessed on *The Seattle Times, Business and Technology* at http://seattletimes.nwsourc.com/html/business/technology/2002619549_druckerobit12.html February 10, 2006.

[2] John H. Lienhard, *Engines of Our Ingenuity*. "No. 1525: Liberty Ships, accessed at <http://www.uh.edu/engines/epi1525.htm> , February 21, 2007

The Article above was adapted from *A Class with Drucker: The Lost Lessons of the World's Greatest Management Teacher* by William A. Cohen

(AMACOM, 2008)
Cohen, William A. , "What Peter Drucker Taught Us about How to Solve Problems," *The Journal of Leadership Applications*, V.5, N.9 Accessed at <http://www.stuffofheroes.com/Vol.%205,%20No.9.htm> , November 28, 2011

What Goes Around

The man slowly looked up. This was a woman clearly accustomed to the finer things of life. Her coat was new. She looked like she had never missed a meal in her life. His first thought was that she wanted to make fun of him, like so many others had done before.

"Leave me alone," he growled... To his amazement, the woman continued standing. She was smiling -- her even white teeth displayed in dazzling rows.

"Are you hungry?" she asked.

"No," he answered sarcastically. "I've just come from dining with the president.. Now go away."

The woman's smile became even broader. Suddenly the man felt a gentle hand under his arm. "What are you doing, lady?" the man asked angrily. "I said to leave me alone.

Just then a policeman came up. "Is there any problem, ma'am?" he asked..

"No problem here, officer," the woman answered. "I'm just trying to get this man to his feet. Will you help me?"

The officer scratched his head. "That's old Jack. He's been a fixture around here for a couple of years. What do you want with him?"

"See that cafeteria over there?" she asked. "I'm going to get him something to eat and get him out of the cold for awhile."

"Are you crazy, lady?" the homeless man resisted. "I don't want to go in there!" Then he felt strong hands grab his other arm and lift him up.

"Let me go, officer. I didn't do anything.."

"This is a good deal for you, Jack," the officer answered. "Don't blow it."

Finally, and with some difficulty, the woman and the police officer got Jack into the cafeteria and sat him at a table in a remote corner. It was the middle of the morning, so most of the breakfast crowd had already left and the lunch bunch had not yet arrived.

The manager strode across the cafeteria and stood by his table. "What's going on here, officer?" he asked."What is all this, is this man in trouble?"

"This lady brought this man in here to be fed," the policeman answered.

"Not in here!" the manager replied angrily. "Having a person like that here is bad for business."

Old Jack smiled a toothless grin. "See, lady. I told you so. Now if you'll let me go. I didn't want to come here in the first place.."

The woman turned to the cafeteria manager and smiled. "Sir, are you familiar with Eddy and Associates, the banking firm down the street?"

Comes Around

"Of course I am," the manager answered impatiently. "They hold their weekly meetings in one of my banquet rooms."
"And do you make a goodly amount of money providing food at these weekly meetings?"

"What business is that of yours?"

I, sir, am Penelope Eddy, president and CEO of the company."

"Oh.."

The woman smiled again.. "I thought that might make a difference."

She glanced at the cop who was busy stifling a laugh.
"Would you like to join us in a cup of coffee and a meal, officer?"

"No thanks, ma'am," the officer replied. "I'm on duty."

"Then, perhaps, a cup of coffee to go?"

"Yes, ma'am. That would be very nice."

The cafeteria manager turned on his heel. "I'll get your coffee for you right away, officer."

The officer watched him walk away. "You certainly put him in his place," he said.

"That was not my intent... Believe it or not, I have a reason for all this."

She sat down at the table across from her amazed dinner guest. She stared at him intently.

"Jack, do you remember me?"

Old Jack searched her face with his old, rheumy eyes. "I think so -- I mean you do look familiar."

"I'm a little older perhaps," she said. "Maybe I've even filled out more than in my younger days when you worked here, and I came through that very door, cold and hungry."

"Ma'am?" the officer said questioningly. He couldn't believe that such a magnificently turned out woman could ever have been hungry.

"I was just out of college," the woman began. "I had come to the city looking for a job, but I couldn't find anything. Finally I was down to my last few cents and had been kicked out of my apartment.. I walked the streets for days. It was February and I was cold and nearly starving. I saw this place and walked in on the off chance that I could get something to eat."

Jack lit up with a smile. "Now I remember," he said. "I was behind the serving counter. You came up and asked me if you could work for something to eat. I said that it was against company policy."

"I know," the woman continued. "Then you made me the biggest roast beef sandwich that I had ever seen, gave me a cup of coffee, and told me to go over to a corner table

and enjoy it. I was afraid that you would get into trouble. Then, when I looked over and saw you put the price of my food in the cash register, I knew then that everything would be all right."

"So you started your own business?" Old Jack said.

"I got a job that very afternoon. I worked my way up. Eventually I started my own business that, with the help of God, prospered." She opened her purse and pulled out a business card. "When you are finished here, I want you to pay a visit to a Mr. Lyons. He's the personnel director of my company. I'll go talk to him now and I'm certain he'll find something for you to do around the office."

She smiled. "I think he might even find the funds to give you a little advance so that you can buy some clothes and get a place to live until you get on your feet. If you ever need anything, my door is always open to you."

There were tears in the old man's eyes. "How can I ever thank you?" he asked.

"Don't thank me," the woman answered. "To God goes the glory. He led me to you."

Outside the cafeteria, the officer and the woman paused at the entrance before going their separate ways.. "Thank you for your help officer," she said.

"On the contrary, Ms. Eddy," he answered. "Thank you. I saw a miracle today, something that I will never forget, And thank you for the coffee."

Have a Wonderful Day. May God Bless You always and don't forget that when you "cast your bread upon the waters," you never know how it will be returned to you. God is so big He can cover the whole world with his Love and so small He can curl up inside your heart.

When God leads you to the edge of the cliff, trust Him fully and let go.

Only 1 of 2 things will happen, either He'll catch you when you fall, or He'll teach you how to fly!

The power of one sentence! God is going to shift things around for you today and let things work in your favor. If you believe, send it. If you don't believe, delete it. God closes doors no man can open & God opens doors no man can close..

How to Cultivate Engaged Employees

Successful managers depend on the capabilities of their subordinates: George's marketing skills, Maria's ability to run the numbers, Michael's local knowledge, Dimitra's IT expertise. Shelves and shelves of books offer managers' advice on how to mobilize their people to achieve overall performance targets.

Although most upwardly mobile managers know that an empowered team enhances their performance, the everyday reality of corporate hierarchy and a compulsion to control their own fate can cloud that awareness. Many companies, particularly in the U.S. and western Europe, are abandoning the top-down, command-and-control model. Nevertheless, lots of managers still apply it, triggering a vicious cycle. When confronted with such a boss, employees respond by jealously guarding their only source of power - their distinctive experience - and the team is driven apart. The members may remain functionally interdependent, but that interdependence is ineffective, which means that a lot of value is squandered.

I have spent much of my career in companies and countries where this cycle of control and disengagement was especially vicious. For more than 30 years I worked for and then managed a family enterprise, founded by my grandfather in 1880, that traded extensively in Russia, eastern Europe, the Black Sea states, and elsewhere. After selling the business in the mid-1980s and for decades thereafter, I became an investor, researcher, and consultant for companies that were looking to enter those regions, as well as an educator.

In these roles, my biggest challenge was teaching bosses how to glean contributions from, and thereby promote engagement by, their local employees. Their job, I explained, was to ensure that every interaction with a subordinate fostered a sense of mutual dependence, or what I call 'mutuality'. To help in that effort, I developed a set of lessons, which I share in this article.

The events I shall recount took place mostly in central and eastern Europe, but they can be applied universally, particularly

at companies that still cling to top-down leadership and rigid hierarchy. Indeed, many of the managers I helped came from the U.S. and western Europe, and despite their formal management training they cultivated little more from their employees than their Soviet predecessors had done.

The lessons I share will seem familiar in the abstract, but the real value, as always, is in the details (although names have been changed to protect the innocent - and the guilty). Those details will help you compare what you and others in your organization are doing with what you know you ought to be doing.

1. *Be Modest*

Modesty, virtue though it is, often clashes with basic fears. Many new managers are nervous about proving themselves, so they end up discouraging their subordinates from speaking up and thereby fail to benefit from their experience. Consider Kurt, the German CEO of a privatized Albanian canned-fish packing plant that I consulted for in the 1990s.

I sat in on one of the daily management meetings led by Kurt and attended by the heads of sales, production, finance, procurement, and government relations. The reporting part of the meeting went well. But then Kurt started talking. Both his words and his manner said, 'Given that I know everything and you know nothing, here's what you should do.' Condescending, absurdly detailed instructions were supplemented by irrelevant stories about how he had succeeded in solving problems. When he finished, an hour later, and asked for questions, the room seemed ready to ignite with one lit match. No one spoke, and the senior managers left silently and sullenly.

If you find yourself telling a self-referential story like Kurt's, stop and apologize for blathering. You're just showcasing your own insecurities. Recount your experiences briefly - and only if you can relate them to those of your subordinates. Prove to your people not that you have a record as a problem solver but that your ideas and advice can help them now.



what I had heard. The change in attitude was remarkable. He and his colleagues recognized that I had carefully considered their advice before going against it, which made it easier for them to accept my decision. It all turned on the way I had taken notes!

This experience taught me that communication is multifaceted. People tune in to your body language, where you look, what you do with your hands. It can be hard to remember this when you're in a meeting, but managing such signals is essential. (Whatever you do, don't look at your watch or check the time on your mobile device while someone else is talking.)

3. Invite Disagreement

Although many companies are flattening their hierarchies, strong cultural and company norms work against dissent, especially in public and during times of economic uncertainty.

Also remember to share both your mistakes and your successes. Trying to achieve that balance brings you down to earth in the eyes of subordinates, and it makes you reflect on why you are telling stories in the first place.

2. Listen Seriously - And Show It

In general, managers are getting better at listening to employees. But their teams don't always see it, or even recognize that it matters. I remember leading a turnaround at a Georgian flour mill that had been taken over by Western investors. Local supervisors were resisting the changes I had proposed, despite my best efforts to engage them in decision making. I sat down with one of the most disaffected managers, who said I had never listened to his reservations. "But I've been taking careful notes at all our meetings" I told him. "Surely you must have seen that?"

"I saw you writing, yes" he replied. "But you used loose sheets that I'm pretty sure you threw away afterward. If you were taking our input seriously, you'd be using a bound notebook, as you see me do."

I assured this manager that I was keeping the notes, but I could tell he didn't believe me. So the next day I brought in my ringed binder, and he saw for himself how I had meticulously recorded and commented on

One way to fight this tendency is to reformat meetings in simple ways. For example, when the Western CEO of a large telecom company's Ukrainian division was struggling to get his employees to do anything more than execute orders, I advised him to stop holding discussion-oriented meetings at a traditional rectangular table, where everyone sat in hierarchical order, and start using a round one. A few months later, the CEO told me that the new format had worked so well that he and some of his direct reports had decided to get rid of their rectangular tables.

Solutions are not always that easy, of course. You must also work to elicit direct feedback, particularly disagreement, from employees. Managers should view every interaction with subordinates, not just formal one-on-one meetings, as a chance to tap their expertise and encourage them to express what they really think.

I was once asked by a large U.S. dispatch company to sort out a problem it faced in getting feedback from local staff in Belarus. Pekka, the Finnish manager in charge, complained, "No matter how much I try, they don't even share their suggestions with me, let alone their disagreements."

One problem was getting the local customs office

to clear packages. The usual solution was simply to bribe officials, a practice strictly prohibited by the Western parent company. At a meeting, Pekka floated the idea of asking the U.S. embassy to lodge a protest. No one commented or offered suggestions. Later I met with Igor, a local manager who seemed to be an informal leader, and asked for his opinion. Without hesitation he said, "We can help the customs office with its perennial cash flow problem. We offer to prepay at the beginning of every month an amount corresponding to the latest six-month average of monthly customs fees, and every three months to square the amount with the fees due for the actual quantities cleared."

I invited him to share this ingenious idea with Pekka, which he did. The advice was accepted, and the problem was solved. I explained to Pekka that after three generations under authoritarian communism, no one would volunteer an opinion, let alone contradict his boss, unless asked personally. So he began to solicit advice from individuals, and a few months later he reported to me that people had started to disagree and offer opinions.

Bosses in more-open cultures might see this problem as alien. But consider all your team members - especially those from other generations, cultures, or professional backgrounds - whose voices might be drowned out by vocal colleagues. Are you sure you wouldn't get more from them with a personal approach?

4. Focus the Agenda

The road to hell is paved with good intentions. I've often seen managers who willingly invite disagreement do it in an undisciplined way, especially in meetings where "all ideas are on the table." The trouble is that the more you put on the agenda, the less time each person has to talk, unless your meeting runs for a long time. If you set a time limit, you end up racing through parts of the agenda, which causes consternation.

In the 1960s northern Greece was our family company's fastest-growing market. We opened an office in the regional capital, Thessaloniki, and appointed Stavros, our most experienced salesman, to head it. Contrary to expectations, sales stagnated. When I went to investigate, I observed the weekly sales-review meeting led by Stavros and attended by his eight sales supervisors. Before the meeting, I asked Stavros to tell me what would be discussed. He rattled off 12 items, many quite complex. At the meeting, he proceeded to give everyone a say, and we easily exceeded the allotted two hours and completed only half the agenda. Because the items had not been prioritized, many critical problems were not discussed.

So I helped Stavros to develop a set of agenda guidelines. He would sequence issues according to importance, and he would omit those that could be settled in offline chats. He then looked for opportunities to reduce discussion time by, for example, sending written briefings the day before.

Stavros and I role-played together, switching parts as chairman and participant. Before I left, I attended a real meeting at which Stavros applied the "new way," as he called it. He was uncomfortable at first, but he relaxed as the meeting progressed and the quality of the discussion improved. Within a few months, sales in the region picked up, and Stavros had even managed to shorten the meeting by about 30 minutes.

5. Don't Try to Have All the Answers

Problem solving is central to the manager's sense of self, and feelings of inadequacy can surface when a solution is elusive. In such situations, some managers try to come up with answers on the spot.

In my family business, I once had to determine whether the warehouse had space for our new products. Spyros, our warehouse manager, was a can-do guy, but he was also compulsive. Without bothering to do any calculations, he proposed creating space by moving stacks of existing products closer to one another, and he quickly began telling people what to move where.

I felt a mounting, unexpressed tension develop among the workers. They were worried that if the stacks were moved any closer, the lifting trucks would be unable to maneuver among them. That tension and my presence caused Spyros to proffer increasingly unrealistic solutions, which only heightened tensions further. I proposed creating a space-management task force comprising Spyros, the warehouse personnel, and an outside specialist.

Spyros had lost some face, so I took him out to lunch and emphasized how we managers can make things much easier just by admitting our ignorance. Sadly, Spyros never quite learned to do that, and eventually we had to replace him.

To be successful, managers must see themselves more as catalysts for problem solving than as problem solvers per se. I have learned to be suspicious of managers who seem to have all the answers. A far better indication of managerial skill is a willingness to admit, "I'm not sure what the answer is. Let's have the team toss some ideas about."

6. Don't Insist That a Decision Must Be Made

Conventional management wisdom holds that a flawed decision is better than no decision. After all, you can always change direction, and you will at the very least learn from your mistakes.

When I was making my way up through the ranks of my family business, people were keen to help me learn. The fact that I was the boss's son did not stop employees, especially those with many years of experience, from saying what they thought. But I wanted to show that I was decisive. If a discussion didn't end with a clear conclusion, I would say, "Since we don't agree, I'm making the decision, and here's what it is."

Pretty soon people stopped asking questions. I initially mistook this as evidence of my own leadership acumen, but I soon realized that I was often making bad decisions. So I met with my people individually and asked them why they weren't critical when they felt I was wrong. Eventually they told me it was because I seemed to have made up my mind in advance, and they figured either that I knew something they didn't or that I wouldn't respond well to frequent dissent. I apologized and started to work toward building consensus. When people realized I was serious about that, they started participating actively again, and fewer mistakes were made.

If you can't get agreement on a decision, don't rush to impose one. Think instead about putting in place a process that yields decisions, even slowly made ones, that everyone can accept even if agreement is not unanimous. That way you won't lose your people's goodwill for the next round.

As these six lessons show, your behavior as a manager can reinforce or destroy a sense of mutuality with your employees. Heaven knows how much value I squandered before I recognized my dependence on my subordinates to make practical decisions and to implement them effectively. This realization led me to develop and follow the six guidelines - not that they are the only ones worth heeding. The rewards are huge when you stop trying to control your subordinates and instead engage, empower, and motivate them to contribute their knowledge and experience to a consensus approach. They, you, and your company will all benefit from smarter, better-executed decisions.â(euro)

(Charalambos A. Vlachoutsicos, a former businessman and frequent HBR contributor, is an adjunct professor in the International MBA Program at Athens University of Economics and Business. He is also a coauthor, with Paul R. Lawrence, of "Behind the Factory Walls: Decision Making in Soviet and U.S. Enterprises" (Harvard Business Review Press, 1990).)

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of our past, but by the
responsibility for our
future.”**

~George Bernard Shaw

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In the spring of 2001 more than 36 million viewers watched the final episode of “Survivor” on CBS television. They saw a forty-year-old nurse and mom, Tina Wesson, win the \$1,000,000 first prize after forty-two days in the Australian outback with little food and under severe environmental conditions. Fifteen other competitors, younger and stronger, of both genders and with arguably better survival skills, had been eliminated. For every “immunity challenge” won during a physical and mental competition with the others, the rules granted immunity from being eliminated from the game for a week. Tina

S STRATEGY IS IMPORTANT!

by William Cohen

hadn't won a single one.

Colby Donaldson, the superbly conditioned 27 year-old rodeo rider won eleven immunity challenges. He came in second against Tina and won \$100,000. Both contestants stated that while luck was an important factor, Tina's victory was based primarily on her strategy.

Important Lessons from a Television Show

For those unfamiliar with this currently popular series, contestants are taken to remote locations and divided into two separate “tribes.” With little food and under extremely primitive conditions, these individuals must not only survive, but compete at “immunity challenge” tasks. At first, this competition is between tribes. The winning tribe is granted immunity for all of its members for that week. The losing tribe must vote to exclude one of its members. After voting, and with the words “the tribe has spoken” the member that has been voted out is sent packing. As the numbers dwindle the two tribes are integrated into a single tribe. Thereafter, immunity challenges grant individuals, and not the entire tribe, immunity for one cycle. When there are only two survivors remaining, the previous six survivors eliminated pick the winning survivor who gets the \$1,000,000.

Richard Hatch, 50 pounds overweight, and the winner of the first “Survivor” contest echoed this explanation of the importance of his strategy in winning. “I won,” he said “by sticking to my strategy.” The second place contestant in this first contest, wilderness guide Kelly Wiglesworth, had won four straight individual immunity challenges. She fully expected to win over Hatch, who was unpopular and known to all as “the survivor you love to hate.” Still, like

Colby, Wiglesworth also lost to a superior strategy, as have all “Survivor” winners since these first two. Strategy is clearly what it takes to win.

This Strategy was Simple, but It Helped Win an Election

This is not only true for a television game. In Clinton’s first presidential election, he was behind in every poll in his race for president. Hurt by allegations of sexual misconduct and philandering, leading political analysts and columnists agreed that it was just a matter of days before he would be forced to drop out. Then, with an amazing strategy based on just four words: “It’s the economy, stupid!” Clinton advisor James Carville turned it all around. Clinton concentrated on this short message to the exclusion of all else. This simple strategy led to defeat for George Bush and to two terms of a Clinton presidency. Though living twenty-five hundred years ago, the Greek General Xenophon would have related to Carville’s strategy, and the ancient Chinese strategist Sun Tzu would also have understood it perfectly.

Strategy and Business

It should be no surprise that if you examine why some businesses always seem to best their competition, you will again find strong signs of a clear strategy in evidence. These companies seem to be able to take almost any product or service and go up against almost any competitor and win. It doesn’t make any difference if they are a “learning organization” or not. It doesn’t matter whether they use “1:1 marketing.” If there is an economic downturn, these companies seem to either get out just in time, or use the downturn to become even more profitable. Technological breakthroughs or shortages, which drive others into bankruptcy, always help them. Moreover, these winners are in every industry from cottage to high tech, and of every size from giant corporations to home businesses. What they share is their ability to overcome the competition in almost every situation that that they find themselves. But they share something else, and that is the reason that they are able to overcome their competition.

Mastering Principles Means Success . . . Even in Romance

What these companies share are identical principles which appear again and again in the business strategies they employ. Early on I suspected that these principles for business strategy success existed. But this thought was not original with me. When I first studied military strategy at West Point, I recall one of my professors stating that the same

principles of strategy for war, were also true for romance. This motivated an immediate interest among the young cadets in my class who in those days were all male. Their professional interest might be battle, but their primary interest for the coming weekend inevitably had to do with besting the competition to win the favor of members of the opposite sex. Later, the Englishman, B.H. Liddell Hart, arguably the greatest military strategist of the 20th century, said almost the same thing. Reflecting on what I believe to be one of the major lessons in strategy, he said:

“With deepened reflection, however I began to realize that the indirect approach had a much wider application—that it was a law of life in all sphere: a truth of philosophy in all spheres: a truth of philosophy. Its fulfillment was seen to be the key to practical achievement in dealing with any problem where the human factor predominates, and a conflict of wills tends to spring from an underlying concern for interests. In all such cases, the direct assault of new ideas provokes a stubborn resistance, thus intensifying the difficulty of producing a change of outlook. Conversion is achieved more easily and rapidly by unsuspected infiltration of a different idea or by an argument that turns the flank of instinctive opposition. The indirect approach is as fundamental to the realm of politics as to the realm of sex. In commerce, the suggestion that there is a bargain to be secured is far more potent than any direct appeal to buy. And in any sphere it is proverbial that the surest way of gaining a superior’s acceptance of a new idea is to persuade him that it is his idea! As in war, the aim is to” weaken resistance before attempting to overcome it; and the effect is best attained by drawing the other party out of his defenses.”

The conclusion from all this evidence is unmistakable. Strategy is important!

Cohen, William A. ,” Strategy is Important,” *The Journal of Leadership Applications*, V.1, N.4 Accessed at <http://www.stuffofheroes.com/Vol.%201.%20No.%204.htm> , November 28, 2011

Fire, Snowball, Mask, Movie: How Leaders Spark & Sustain Change

Harvard Business Review

PETER FUDA and RICHARD BADHAM
2011 Harvard Business Publishing
Distributed by The New York Times Syndicate

What does it take for an ineffective manager to become a highly effective leader? Talk to 50 top CEOs, management consultants, and academics, and you'll get a different answer from each. There are countless books, models, and formulas for success. But the truth is this: Leadership transformation is deeply dependent on context. Everyone follows his own path, has her own story. The key for people who are seeking transformation is to identify the common threads in the experiences of others who have achieved success and absorb the insights they find there.

That was our ambition five years ago, when we embarked on a doctoral research project. We began with an in-depth study of seven CEOs whose success in transforming themselves, their leadership teams, and their organizations was well documented.

They had all seen radical improvement in 360-degree feedback on their personal effectiveness, along with significant gains for their units or organizations in financial performance, customer approval, and employee engagement. We captured their stories through a series of lengthy interviews, conducted a rigorous linguistic analysis, and discovered that several themes were common to all seven in the challenges they faced and the strategies they used.

In ensuing conversations with these chief executives, we discovered that one of the best ways to elicit deep and broad discussion of those key themes -and to describe the CEOs' mastery of what they had learned -was through metaphor.

Ultimately we uncovered seven interdependent metaphors, four of which are outlined in this article: fire (representing ambition), snowball (accountability), mask (authenticity), and movie (self-reflection). As

familiar as these may sound, they contain useful insights about how leaders can become more effective. And their familiarity means you can recall them easily -which is helpful when trying to change entrenched behavior -and talk about them effectively with a group. As the organizational theorist Karl Weick once wrote, "People see more things than they can describe in words."

Since our initial CEO analysis, we have used the metaphors with more than 10,000 managers on four continents as a way of pushing them to ask tough questions and to make changes based on the answers. The feedback we've received suggests that they are a reliable catalyst for individual and organizational transformation. In the examples below, you'll see how some of our initial study subjects -and other executives -embraced the metaphors with great success. We also offer a few prompts to help you kick off your own leadership transformation.

FIRE

In the modern business context, you can always find a crisis to respond to. That's why there are a lot of these arsonist firefighters. I used to be that way, too. Nowadays I

Fire

Ask yourself:

What are the forces compelling your organization to change?

What are the forces compelling you to change?

What do you want to gain personally from the transformation effort?

What legacy do you want to create for your organization?

definitely prefer to move toward something rather than away from something. -Tim, CEO research subject

In 2004 Tim was desperate to turn around his advertising company. Profits were down, employees were quitting, and competitors were gaining ground. He had personal issues, too. He was insecure about his leadership ability and worried about his health.

Listening to his story, and hearing similar ones from other executives, we couldn't help thinking of the proverbial burning platform: Tim was putting out fires. But many conversations later, we found something else burning in Tim -ambition. He told us he wanted to "lead a big and authentic life" and to push his organization toward worthy social causes. Within three years he had done just that, helping to found the Earth Hour campaign, which in 2011 led more than one billion people around the globe to turn off their lights in a symbolic stand against climate change.

This initiative won his agency a Titanium award, the most prestigious advertising award in the world. For us, fire represents the forces that initiate a personal or organizational transformation and sustain it over time. Conventional change literature suggests that fear is a necessary and even desirable motivator. By contrast, our research suggests that although fear may provide the initial spark for action, aspiration is a far more important motivator. Sustainable change requires the fire of a "burning ambition."

We recently used this metaphor with the executive team of a global IT services company -a group of presidents from 10 countries who were consumed by their burning platform: a huge budget, internal problems, and very difficult marketplace conditions. As the conversation shifted toward their collective aspirations, the president of strategy declared that it was time the team focused on the future instead of its current pain. The president of sales followed that provocation by explaining that he had grown up only a mile from the company's head office and had always dreamed of working there. Now his dream was to make the company a leader in the emerging services economy. Inspired, the team agreed.

Subsequently the company shifted investment dollars toward new services such as cloud computing and cybersecurity. The global head of sales and marketing later reflected, "The notion of a burning ambition was a revelation, and my focus shifted almost immediately. I hadn't realized how consumed I had become fighting fires. The metaphor has helped me to ignite enthusiasm for the new direction."

SNOWBALL

I shared with my team the kind of leader I aspired to

be. I asked every member to hold me accountable to that vision. This set an expectation that each of them would mirror my commitment. Soon we added more layers of leadership to the process, all accountable to one another regardless of our position in the hierarchy. It felt like a massive snowball rolling down the hill, with me trapped in the middle. -Clynton, CEO research subject

Clynton, the managing director of a large German beauty corporation, was exhausted by the passive culture in his company: Everyone depended on him and avoided hard decisions. He wanted his senior managers to take more initiative. It took a 360-degree review to show him that his directive leadership style was a big part of the problem. He could have worked in private to change his behavior -but instead he stood up at an annual meeting of his top 60 managers, acknowledged his failings, and outlined both his personal and his organizational goals. He admitted that he didn't have all the answers and asked his team for help leading the company. By exposing himself in this way, he set a standard -and an agenda -for others to follow. As more people got on board, the momentum increased. Over the next two years Clynton became very adept at using silence and open-ended questions to encourage his team to step up. His effectiveness surged, and his team flourished; dependent behaviors gave way to initiative and innovation, and his organization has outperformed much larger competitors in the six years since.

The snowball represents a cycle of mutual accountability that creates momentum for change. It starts rolling when a leader opens himself up to the scrutiny of subordinates and asks for their support.

This act of humility is seen as courageous and inspires others to follow suit. As more members of the team join the process (and those causing drag are removed), the snowball becomes more tightly compacted and almost impossible to stop. The managing director of a large Australian grocery company used this metaphor with his top 30 leaders, acknowledging that he had been too hands-

SNOWBALL

Ask yourself:

How open and accountable are you prepared to be?

How can you create accountability throughout your organization, from the leadership team down?

How might you address the potential sources of drag or friction?

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on as a manager and asking them to shoulder more responsibility for spurring growth. Affected by his candor, the team members committed to taking more initiative, increasing collaboration, and owning their units' performance. Once they started holding one another accountable to these new standards, change was fast and dramatic. Leadership effectiveness ratings increased across the team (the managing director's scores rose the most), and the company grew in a declining market for the next two years. The managing director later said, "Before the metaphor, nothing seemed to move without my pushing it. Now we have so much more forward momentum, and I'm not controlling any of it!"

MASK

I felt ill prepared for my promotion to such a big job, so I tried to bluff my way through. I thought, "OK, I will be the tough guy. It's working for my boss; he's scaring the hell out of me." But this didn't work, so I tried a different approach: "I'll be the nice guy. "Thank you for saying thank you!" That didn't work either. I was guessing and making it up as I went along. I was a bit of a fake." -Mike, CEO research subject

Mike, the CEO of a multinational IT outsourcer, had a very difficult first three months in the job. The company's financial results were poor, and his credibility was being called into question. It quickly became clear that Mike himself was a major cause of the problems. His inconsistent behavior meant that his colleagues wasted energy trying to second-guess him. He realized that he would need to drop the imitations and rebuild his leadership identity.

That meant focusing on his core business values -fairness and accountability -along with values he'd previously reserved for his family, such as empathy and connection. Once Mike started behaving more authentically at work, his team began to engage with him in increasingly positive ways, and his superiors became more trusting and supportive. Over the next five years Mike's leadership effectiveness ratings soared,

and the company's profits more than tripled. In our research we found two ways in which leaders use a mask. One is to conceal perceived inadequacies and flaws to preserve the polished facade we have come to expect of "great" leaders.

The other, more subtle way is to adopt a certain persona at work that the leader feels is necessary for success. Both uses undermine trust and effectiveness. They also create inner conflict, as leaders struggle to align their work and home lives. By dropping the mask, a leader can craft a more meaningful and congruent identity, which enhances relationships and business outcomes.

We recently saw this happen with the head of a leading Australian wealth management business. He had adopted a highly intellectual, somewhat aloof persona at work, even though he was very warm and humble in private. This persona discouraged people from committing to him and promoted formality at the expense of collaboration. When presented with the mask metaphor, the leader quickly recognized himself. He saw that his once-helpful "smartest guy in the room" act was now hurting him. In preparation for a series of employee meetings, he decided to ditch the facts and figures and instead tell a personal story about his passion for the company and its customers and how he wanted to change perceptions about the industry. Though less polished than usual, he received enthusiastic applause and positive feedback from staff members. In the months that followed, staff turnover dropped by 15 percent, while employee engagement scores increased in equal measure. The leader later reflected, "The metaphor gave me both insight about the mask I was wearing and permission to drop it. I wish I'd done it sooner. Life has been so much easier and more rewarding since."

MOVIE

The biggest realization is that if you want change, you've got to stand outside yourself and look back as if you were seeing yourself replayed on video. -Alan, CEO research subject

When Alan accepted his role as the CEO of a German chemical and pharmaceutical multinational, he was given a very simple brief from his boss: "Debuild the Prussian Empire." Employee engagement scores were terrible, and financial performance had stalled. But Alan's initial efforts to change the entrenched culture were failing. In an ironic twist, he had even started to adopt the same bullying behavior he was struggling to eradicate. At first he couldn't see it. But over time, as he was encouraged to review his interactions with colleagues, he could. As his self-awareness increased, he was able to make better choices under pressure, to more intentionally direct



Ask yourself:

What imperfections might you be concealing from your stakeholders?

What person are you adopting to be "successful"?

What are the costs of these masks for your personal life, well-being, and effectiveness as a leader?

How could you bring more of your authentic self to work?



MOVIE

Ask yourself:

In what ways are you trapped in a “bad movie” and perpetuating your own problems?

What opportunities do you have to review the “footage” and reflect on your actions?

What methods could you employ to slow your movie down and “direct” a better one in the moment?

his own performance, and to encourage his team to do the same. Rather than competing with one another, as they had done in the past, his team members began to see the benefits of collaborating. Over the next three years the company exceeded all financial targets, and its culture changed so much that it earned a prestigious Hewitt Best Employers award.

The movie metaphor encourages leaders to “view” and “replay” their behavior, “edit” their performance, and “direct” a story that is more in line with their vision. Before our initial research subjects became effective leaders, they all seemed to be acting repetitively and perpetuating their own misery, a bit like Bill Murray in the film *Groundhog Day*. The first step toward change was a commitment to evaluate “raw footage” after an event or an interaction -on their own, with a coach,

or with trusted colleagues -and think about what they could have done differently. Eventually they learned to edit themselves in real time and make a better movie.

One general manager of a large construction company used this metaphor to counteract the destructive competitive culture that pervaded his team. His attitude toward new project bids had always been “If we don’t win, we’ve failed.” His aim was to motivate, but the result was fear. Any unsuccessful bid led to a blame game that consumed enormous energy and destroyed morale, hurting the team’s chances of winning the next project.

After reflecting on his behavior and its consequences, the general manager realized that he needed to set an example by taking a new approach -“If we don’t win, we have an opportunity to learn.” He set up a new review process, in which everyone had to reject aggression and blame in favor of curiosity and learning. In the months following, the company’s win rate for new bids increased, revenue went up by more than 250 percent, and staff turnover dropped to 7 percent against an industry average of 17 percent.

“The movie metaphor forced me to see where I was my own worst enemy,” the manager told us. “Now I’m more thoughtful and far more effective as a leader.” These metaphors were forged in the brutally honest reflections of a select group of successful CEOs. We have used them to explain, inspire, and accelerate leadership transformation in managers at all levels, in all types of organizations, around the world. We encourage you to identify your own burning ambition, to create a snowball of accountability around your drive toward it, to drop any masks that are preventing you from getting there, and to constantly review and edit your story as a movie director would. These seemingly simple prompts will push you into the kind of organized reflection and purposeful action that mark highly effective leaders.â(euro)

(Peter Fuda is the founder and principal of The Alignment Partnership, a management consulting firm. Richard Badham is a professor of management and an associate dean at the Macquarie Graduate School of Management.)

Involving Employees in Change

Organizations going through change should involve their workforce as much as possible in the process. Stryker Navigation shows how.

by Marco Nink and Klaus Welte

Bottom of Form

06 December 2011

Employee surveys have now become standard in most organizations. Yet too often, the wrong questions are asked and the wrong things are measured. To make employees feel completely involved in the organization, "satisfaction" with the workplace alone is not enough. An employee who is satisfied with his salary or the amount of annual leave is not necessarily, of his own free will, going to lend full support to his employer and his employer's goals. Satisfaction can be connected to passivity -- employees can be satisfied and yet still be indifferent.

There is more value in optimizing the work environment, thereby increasing emotional attachment -- or engagement -- to the organization by rigorously fulfilling employees' core needs and expectations. The stronger the engagement, the more likely it is that the employee will act in the interests of the employer -- and the more engaged employees there are, the more productive the organization will be. It is possible to measure the degree to which these core needs and expectations of the workplace are met.

What to ask and where to start

Building on years of research, Gallup has developed 12 items -- the Q¹² -- and employee responses to these items give information about the state of employee engagement, which in turn correlates with organizational performance. It is crucial that the results are discussed at the workgroup level as well as with the leadership and that action plans are put into place and followed through. The results act as a focus point for intense discussion within the team. (See graphic "The Employee Engagement Hierarchy.")

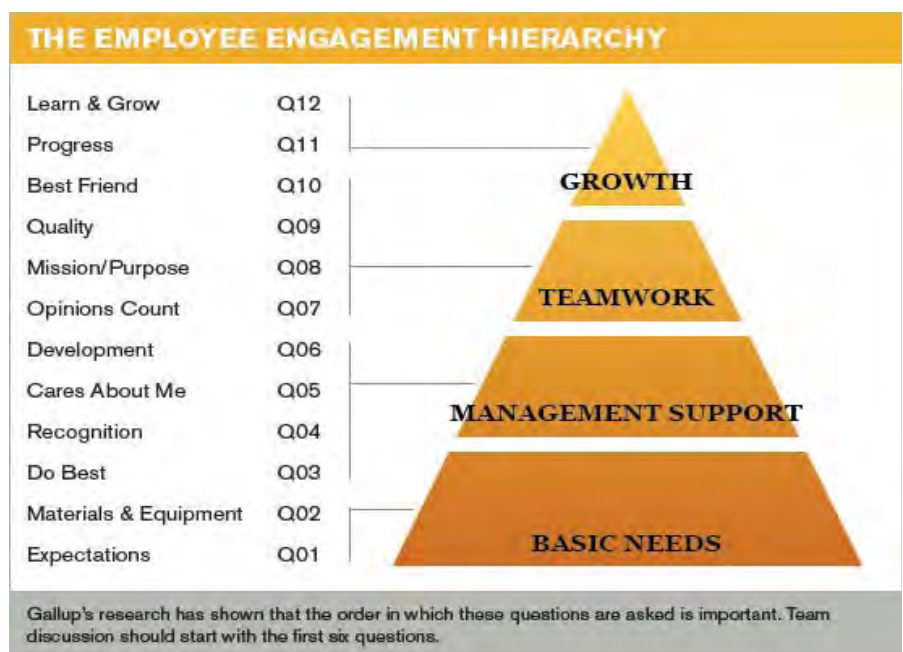
To ensure that the process is sustainable, the survey should be carried out regularly. Also, changes in the survey results over time need to be discussed within the team, and both action planning and follow-through must be monitored. Only when this

happens will the employees feel really included and get actively involved in action planning. The results of the employee surveys can also be correlated with key performance indicators (KPIs). By combining these two types of organizational data -- the "soft" employee engagement data with the "hard" KPI data -- we can demonstrate the direct economic benefit of the actions on costs and growth.

Stryker Navigation is an example of how this can be

The stronger the engagement, the more likely the employee will act in the interests of the employer.

put into practice. As a company, Stryker is a global leader in the manufacturing of navigation systems for computer-assisted surgery. Stryker's machines help doctors and surgeons perform operations more quickly, more safely, and more accurately. Development and production for global markets is done at Stryker's site in Freiburg, Germany.



Decreasing motivation rang alarm bells

When the Freiburg management team registered that the engagement of its employees was decreasing, it set alarm bells ringing, as the company was facing some difficult technical issues that needed to be resolved. It was not going to be possible to produce some important products as quickly and economically as previously thought. This lack of engagement became particularly apparent in the cooperation between teams -- for example, between the Development and Production teams. While the individual departments were performing well in their own range of tasks, they were not prepared to view the manufacture of new products as a complete process that required their collaboration.

Stryker turned to Gallup to measure the employees' engagement and to help the company develop actions for improving the situation. In addition to the Q¹² items, questions were asked about the collaboration between teams. The results were analyzed at the project team level and at the department level. The advantage of this approach is that it allows many different opinions on a project to be heard and discourages siloed thinking. The employees involved in a project can then work together to produce a list of actions, which serves to strengthen connections beyond departmental borders.

The most striking results were gathered in a presentation. Using Gallup's database comparisons and benchmarks, Stryker was able to see the areas

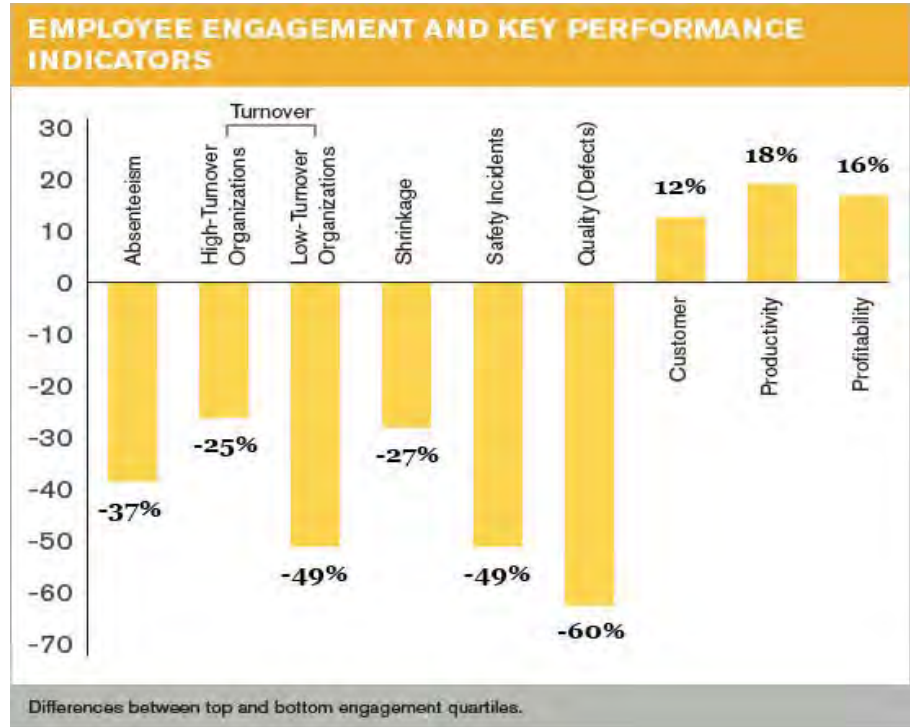
The company tries to position employees where they can best use their talents.

in which the company was performing at excellence and those in which it was below average. Each team received its own scorecard, and internal benchmarks were used to show the teams how they ranked within their department as well as within the company as a whole.

How employee engagement doubled

The results of the first Stryker Navigation employee engagement survey demonstrated the potential for

improvement. With 32% engaged employees, Stryker Navigation Freiburg was considerably better than the total working population of Germany at that time but was below average when compared with other organizations Gallup works with in Germany. (See "A Threat to German Growth" in the "See Also" area on this page.)



Most notably, the employees had rated two fundamental questions particularly low: "I know what is expected of me at work" and "I have the materials and equipment I need to do my work right."

So these items became the starting points for action planning and implementation. For example, Stryker concentrated on describing more clearly what was expected of employees on individual teams and projects. The frequency of feedback discussions was also increased. And to promote the idea of project-based working, changes were made to each team's composition, structure, and where team members were seated.

These actions quickly brought about improvements. The percentage of engaged employees doubled to 64% within a year. But the management wanted to embed these changes for the long term. With this in mind, they designed the follow-through process to be highly transparent because it is important that employees see what actions should be achieved and how far they've progressed in that process.

Recipe for success: a transparent follow-through

process

Since then, Stryker Navigation has conducted regular monitoring of action plans, which are discussed with the team at monthly meetings. Responsibility for achieving individual points lies not solely with the management but is deliberately shared with the employees. When compiling and implementing action plans, collaboration between technical supervisors and the human resources department is very important. Therefore the company closely links employee engagement tools to additional personal development programs. Stryker, for example, considers selecting and promoting talent to be highly important, so employees should be positioned where they can best use their talents, which is a significant factor for employee engagement.

In Stryker's opinion, the transparency, continuity, and coordination of the individual tools is key to the success of the action plans. The atmosphere in the company has changed for the better. Employees and managers feel that together they can get things moving and make improvements. Since 2004, the percentage of engaged employees has stabilized at an elevated level of 70% and had reached 73% after the survey in 2011. Stryker Navigation Freiburg is thus overall in the top 10% of companies in Gallup's database of German organizations.

Positive effect on KPIs

There has also been a change of mentality as far as collaboration within projects is concerned --

individual teams now see their colleagues from other departments as customers. They want to deliver results to them that they can work with optimally. This speeds up the development of new products for the market.

There are other indicators that confirm that Stryker Navigation has set out on the right path. In the past 10 years, the turnover of products from the Freiburg site has increased tenfold. And the quality of new products has also increased tenfold when measured against the number of repairs or customer complaints. (See graphic "Employee Engagement and Key Performance Indicators.")

Stryker now faces new challenges. It is already clear that the company is set to grow rapidly in the next few years. This also means that teams are redefining themselves and that work routines and responsibilities are changing. In collaboration with Gallup, Stryker Navigation will prepare its employees for this organizational change, with the goal of continuing to gain the workforce's commitment to Stryker and keeping turnover at a low level.

This article originally appeared in *Personalwirtschaft* in September 2011. Reprinted with permission.

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**"The price of greatness is responsibility."
~ Winston Churchill**

Making Life Count

By Dale Winnersby

Welcome to Motivational Monday! It's good to be back even though it's a little later on this Monday. Last week I was supposed to be in LA but due to not feeling well I had to cancel my trip. So, I took a few days off to rest and take care of myself. I have been having a lot of headaches and dizziness and we think it was due to spending so much time in airplanes these past couple of months. I got into see my

doctor and he gave me a new antihistamine that has truly helped. I was on the road last week in Las Cruces, NM. I spoke for a Senior Circle event

and we had a great time. This past weekend I hosted Mrs. TN/ Mrs. MS in Tunica, MS and just got home late last night. I have one more speaking event before I totally slow down for the holidays.

Over the past few months and throughout this year I have continued to meet so many amazing people. So many of you have had such an impact on my life. Each time I leave an event I always just say a prayer of thanks for all of the blessings in my life and all of the people that I continue to meet. I look back on this year at the many business relationships that have now become friendships and I am so thankful.

One of the lessons I continue to learn is to "pay attention" to the present. It's so easy to always be thinking ahead to the "next event" and the next thing I have to do. Especially at this busy time of year it's very easy to miss right now. There are times I drive to the airport and I get there and I truly don't remember the drive because I was thinking about so many other things. Let's remember that to stretch our lives and maximize our lives that we need

to be aware of "right now". Each moment is precious and valuable. As we move into this Thanksgiving Season embrace the fact that everything happens for a reason. I realize today more than ever, how much I appreciate the people in my life and how grateful I am for everyone that crosses my path whether it's for a few minutes or a life time.

I have kept this article in my file for a long time. I love it and it totally reminds us how every person and every event in our lives can be for a reason!

For A Reason
Author Unknown

"Sometimes people come into your life and you know right away that they were meant to be there, they serve some sort of purpose, teach you a lesson or help figure out who you are or who you want to become. You never know who these people may be; your roommate, neighbor, professor, long lost friend, or even a complete stranger who, when you lock eyes with them, you know that very moment that they will affect your life in some profound way.

And sometimes things happen to you and at the time they may seem horrible, painful and unfair, but in reflection you realize that without overcoming those obstacles you would have never realized your potential strength will power or heart.

Everything happens for a reason. Nothing happens by chance or by means of good or bad luck. Illness, injury, love, lost moments of true greatness and sheer stupidity all occur to test the limits of your soul. Without these small tests, whether they are events, illnesses or relationships, life would be like a smoothly paved, straight, flat road to nowhere. Safe and comfortable, but dull and utterly pointless.

The people you meet who affect your life and the successes and downfalls you experience, they are the ones who create who you are.

**Four powerful little words:
LEARN, TRY, STAY and CARE.**

Even the bad experiences can be learned from, those lessons are the hardest and probably the most important ones.

If someone hurts you, betrays you or breaks your heart, forgive them, for they have helped you learn about trust and the importance of being cautious to who you open your heart to.

If someone loves you, love them back unconditionally, not only because they love you, but because they are teaching you to love and opening your heart and eyes to things you would have never seen or felt without them.

Make every day count. Appreciate every moment and take from it everything that you possibly can, for you may never be able to experience it again.

Talk to people you have never talked to before, and actually listen, let yourself fall in love, break free and set your sights high.

Hold your head up because you have every right to. Tell yourself you are a great individual and believe in yourself, for if you don't believe in yourself, no one else will believe in you either.

You can make of your life anything you wish. Create your own life and then go out and live it."

Have a great week !!! I will be announcing new products and programs for 2012 in the next month!

Welcome to Motivational Monday! I want to welcome all of our new members I am so glad that you are joining us. I had a great event this last week with everyone in Sunbury, PA. It was my first visit to that part of Pennsylvania and I had an amazing time. I am actually off the road for about 10 days. However, I will be speaking in Nashville for a Women's Conference on Saturday.

A week or so ago while I was driving to a speaking engagement I had some time to re-listen to some teaching CD's by one of my mentors, Jim Rohn. Although I never met Jim his teaching has had an impact on my life. The world lost an amazing man when Jim passed away last year.

I found this article I had saved in my files and wanted to share it with all of you. I have learned so much from this great teacher and I believe his words will have an impact on your life also. Thank You, Jim Rohn, for the influence you had on this world.

Four Words That Make Life Worthwhile
Jim Rohn

Over the years as I've sought out ideas, principles

and strategies to life's challenges, I've come across four simple words that can make living worthwhile.

First, life is worthwhile if you LEARN. What you don't know WILL hurt you. You have to have learning to exist, let alone succeed. Life is worthwhile if you learn from your own experiences—negative or positive. We learn to do it right by first sometimes doing it wrong. We call that a positive negative. We also learn from other people's experiences, both positive and negative....Learning from other people's experiences and mistakes is valuable information because we can learn what not to do without the pain of having tried and failed ourselves.

We learn by what we see, so pay attention. We learn by what we hear, so be a good listener. Now I do suggest that you should be a selective listener, don't just let anybody dump into your mental factory. We learn from what we read so learn from every source; learn from lectures; learn from songs; learn from sermons; learn from conversations with people who care. Always keep learning.

Second, life is worthwhile if you TRY. You can't just learn; now you have to try something to see if you can do it. Try to make a difference, try to make some progress, try to learn a new skill, try to learn a new sport. It doesn't mean you can do everything, but there are a lot of things you can do, if you just try. Try your best. Give it every effort. Why not go all out?

Third, life is worthwhile if you STAY. You have to stay from spring until harvest. If you have signed up for the day or for the game or for the project—see it through. Sometimes calamity comes and then it is worth wrapping it up. And that's the end, but just don't end in the middle. Maybe on the next project you pass, but on this one, if you signed up, see it through.

And lastly, life is worthwhile if you CARE. If you care at all you will get some results, if you care enough you can get incredible results. Care enough to make a difference. Care enough to turn somebody around. Care enough to start a new enterprise. Care enough to change it all. Care enough to be the highest producer. Care enough to set some records. Care enough to win.

Four powerful little words:LEARN, TRY, STAY and CARE.

What difference can you make in your life today by putting these words to work?

Powerful thoughts for all of us by the amazing, Jim Rohn!

WHEN THE CROWD BOOS -

President Harry S. Truman readily took responsibility for his decisions, and he was famous for saying, “The buck stops here.” Though his approval ratings were only 20-30% for much of his presidency, Truman didn’t waver. “I know the public is against me,” he’d say, “but they’ll come around.”

Truman entered the election year of 1948 as a vulnerable incumbent. Yet rather than shying away from thorny issues, he made two bold moves that generated fierce criticism: he backed the creation of the state of Israel and desegregated the military. Despite trailing in nearly every pre-election poll, Truman maintained hope and campaigned tirelessly around the country. On Election Day, newspapers were so certain of the outcome that they published headlines reporting Truman’s defeat. However, when the votes were actually counted, Truman emerged victorious. Historians consider his re-election the greatest upset in the history of the presidency.

The price of leadership is criticism. No one pays much attention to last place finishers, but when you’re in front, everything gets noticed. Since leaders live with criticism it is important to learn to handle it constructively. The following four-step process has helped me, so I wanted to pass it on to you.

1) Know Yourself

“Criticism is something you can avoid easily—by saying nothing, doing nothing and being nothing.”
~ Aristotle

Over the years, people have tried to help me know myself. They often begin with the phrase, “I’m going to tell you something for your own good.” I’ve discovered that when they tell me something for my own good they never seem to have anything good to tell me! Yet, I have also realized that what I need to hear most is what I want to hear least. From those conversations I have learned much about myself.

- I am impatient.
- I am unrealistic about time and process.
- I don’t like to give a lot of effort to people’s emotional issues.
- I overestimate the ability of others.
- I assume too much.
- I want to delegate too quickly.

2) Change Yourself

Aldous Huxley said, “The truth that makes you free is for the most part, the truth we prefer not to hear.”

Here are the questions I ask to determine whether the criticism was constructive or destructive.

a) Who criticized me?

Criticism from a wise person is more valuable than the flattery of a fool.

b) How was the criticism given?

In my experience, the trustworthiest critics are those who give me the benefit of the doubt, attempting to see from my perspective before passing judgment.

c) Why was the criticism given?

This question helps me discern whether the criticism was given out of personal hurt or with the intention to help me grow.

Regardless of whether the criticism was legitimate or not, I have discovered that my attitude toward words I do not want to hear determines if I grow from criticism or groan beneath it. Therefore, I have determined to:

- Not be defensive when criticized
- Look for the morsel of truth within every criticism
- Make the necessary changes
- Take the high road.

3) Accept Yourself

“Real confidence comes from knowing and accepting yourself—your strengths and limitations—in contrast to depending on affirmation from others.”
~ Judith Bardwick

The opposite of courage isn’t fear; it’s conformity. The most exhausting and frustrating thing in life is to live trying to be someone else. If you worry about what people think of you, it’s because you have more confidence in their opinion than you have in your own.

4) Forget Yourself

“Blessed are those who can laugh at themselves. They shall never cease to be

entertained.”
~ Chinese Proverb

While growing up, we spend a good deal of time worrying about what the world thinks of us. By the time we reach 60, we realize the world wasn't paying much attention. Secure people forget themselves so they can focus on others. This allows them to be secure enough to take criticism and even to serve their critics.

Can a Team Have Too Many Leaders?

According to prevailing wisdom, the best businesses create a culture that attracts influencers and develops leaders throughout the organization. Yet, if having an abundance of leaders is such a great thing, what accounts for the enduring popularity of maxims warning against having *too many* leaders?

“Too many chiefs and not enough Indians.”

“Too many cooks spoil the broth.”

Does bringing together a large number of leaders eventually backfire?

Dream Team or Nightmare?

On July 8th, LeBron James announced his decision to play basketball with the Miami Heat, joining fellow All-Stars Dwyane Wade and Chris Bosh. The sports world buzzed with the news, and pundits predicted that the trio would dominate the NBA. Before they ever stepped on a court together, many anointed the supergroup as the greatest team of all-time.

However, the alliance of James, Wade, and Bosh got off to a rocky start. The Heat dropped their season opener to the Boston Celtics on their way to losing eight of their first seventeen games. Later, they suffered the embarrassment of losing to LeBron James' former team, and one of the worst squads in the league, the Cleveland Cavaliers. As defeats mounted, so did criticism of the team and its players. Analysts labeled the Heat as a collection of whiners and disparaged their uneven performance.

Learning to Serve

Legendary basketball coach John Wooden once referred to the selfishness of players as the greatest challenge facing a coach. In his observation, most players were more concerned with making themselves better than with improving the team. As a

result, he discovered that combining the best players seldom resulted in the best team. When crafting a championship lineup, he looked for unselfish players who “showed an eagerness to lose themselves to the group for the goal of the team.”

The Miami Heat nearly succumbed to the selfishness of its superstars, each of whom had been the undisputed leader of his team prior to joining together. The problem for the Heat has not been having too much leadership, but having three players accustomed to excelling at the same role. James, Wade, and Bosh were each the primary scorers on their respective clubs last year. It has taken the trio time, and concerted effort, to learn how best to contribute their considerable talents as a team.

To their credit James, Bosh, and Wade have not sniped at one another following the team's setbacks, and they have dedicated themselves to unselfishly serving and supporting one another. Instead of competing for the same role, they are learning how to complete one another. Bosh has adjusted to being a rebounder and secondary scoring option, and Wade now generally defers to James on the offensive end of the floor during crunch time of key games. The players' commitment to winning as a team, as opposed to excelling individually, has reaped dividends. Presently, the Heat are on the cusp of winning the NBA championship and fulfilling the lofty expectations placed on them before the season started.

As the Heat have discovered during the course of their first season together, the bottom line in leadership isn't how far we advance ourselves but how far we advance the team. Subtracting from others is unintentional. Adding to others takes intentional focus. This month, consider where you can make adjustments to your performance to better serve the teammates beside you.

Leading Across: From Competing to Completing

Leading peers can be tricky since you're simultaneously cooperating with and competing against them. For example, athletes on the same team contend for a limited number of positions in the starting lineup, yet compete together on game day. Musicians within an orchestra vie for the first chair, but then harmonize their talents to delight audiences with their music. Coworkers jockey for prestigious assignments but afterwards combine their skills to

advance the mission of the organization.

Healthy work environments depend on competition and cooperation. Both are necessary in order to win. Either too much competition or a deficiency of it can damage team dynamics. In an overly competitive work culture, the natural antagonism of competition turns teammates into enemies and deters cooperation. Conversely, in an environment absent of competition, the aversion to conflict snuffs out critical thinking and stifles initiative.

Arriving at suitable levels of competitiveness at work begins by acknowledging that competition has benefits and drawbacks.

The Upside of Competition

1) Competition provides feedback. Until we match our skills against a competitor, we seldom know the extent of our strengths and weaknesses.

2) Competition calls forth our best efforts. Runners don't set world records in practice; they break them when racing against other elite athletes.

The Downside of Competition

1) Competition can become personal. We use the phrase "friendly competition," but oftentimes competition is anything but friendly and ends up fueling personal animosities.

2) Competition can warp our view of success and failure. In a culture obsessed with winning, we can be tempted to measure our self-worth by the outcome of competition.

Completing Instead of Competing

To have the most influence with your peers, put completing fellow leaders ahead of competing against them. Endeavor to make your teammates better instead of trying to prove that you're the best. If you spend time adding value to peers, you'll eventually become very valuable to them. The following tips will aid you in adopting a healthy perspective on competition in the workplace:

Switch your standard of comparison. We tend to compare ourselves to other people, when we should compare ourselves to our potential.

"I'm not in competition with anybody but myself. My goal is to beat my last performance."
~ Celine Dion

Reevaluate your definition of success

and failure. First, resist the temptation to define yourself by wins and losses. We can only control the effort we put in, not the outcomes we experience. Second, move from an individual to collective notion of accomplishment. Rather than being solely preoccupied with personal advancement, learn to see success as helping others to victory.

"Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best that you are capable of becoming."
~ John Wooden

"You will accomplish more in the next two months, developing a sincere interest in two people than you will accomplish in the next two months, trying to get two people interested in you."
~ Tim Sanders

Adopt an abundance mindset. There are many lanes on the highway to success. Search for win-win partnerships with fellow coworkers in which you both stand to gain something valuable. Sharing resources or lending assistance to others enriches rather than impoverishes you.

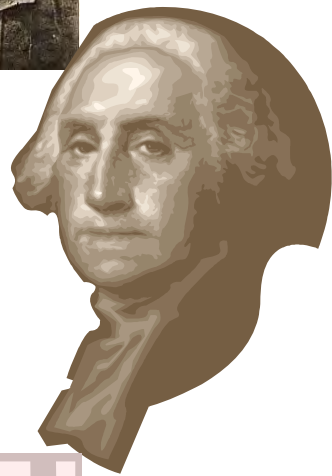
"The more we develop an abundance mentality, the more we are genuinely happy for the successes, well-being, achievements, recognition, and good fortune of other people. We believe their success adds to... rather than detracts from...our lives."
~ Stephen Covey

If you Would be Leader

by- william cohen



There are many well-educated and motivated people who lack the knowledge of how to lead others. So they avoid becoming leaders, even when asked. Occasionally, someone twists their arms, and they regrettably assume leadership jobs. Too bad. They rarely do very well in them. They and others too,



assume that these individuals just weren't born to be leaders. That's really a tragedy, because our country, our industries, our non-



profit organizations, and our people need good leaders. Corporations, associations, and athletic teams all need good leaders. Even parents must be good leaders or their families can become dysfunctional. The success of any endeavor, whether on campus or off, depends on

good leadership.

But my research shows that while your effectiveness as a leader depends less on some innate trait you are born with, it does depend on specific universal principles that anyone can (and must) follow to succeed.

One of our greatest military leaders started out as a dud. This was General Hoyt S. Vandenberg. He eventually became the U.S. Air Force's second

Chief of Staff. General Robert Danforth who was Commandant of Cadets at West Point when General Vandenberg was a cadet told me an amazing story. "General Vandenberg was not a natural leader. In fact, we almost dismissed him from the Academy for lack of leadership ability at the end of his first year. Instead, we counseled him. He took note and applied himself. He was a very competent leader by the time he graduated. Clearly he continued to develop himself afterwards." Vandenberg had learned and applied important principles of leadership.

What are the principles you that anyone must follow to be a good leader? They so clearly stood out from the more than 200 successful leaders that I interviewed, that I call them "The Eight Universal Laws of Leadership." They are simple . . . but as you will see, they are sometimes not so easy to follow.

- Maintain absolute integrity. Leadership is a trust. If others don't really trust you, they will not follow you completely. If the environment you are in is relatively calm, few will call you on this one. But if your situation requires you to make real demands on others and you lack integrity, you will probably fail.
- Know your stuff. If you are the leader, those that would follow you don't care two straws about whether you are good at office politics or not. They want you to be competent and know what you are doing. They want someone at the helm who knows how to get things done.
- Declare your expectations. You can't get there until you know where there is. Decide on your "there" and then continually

promote your goals, objectives, and vision. No one can know where you want to go until you decide yourself and you declare it to others.

- Show uncommon commitment. You can bet no one else is going to be committed to your goals if you aren't. But if your goal is worthy, and you are absolutely committed to it, others will follow you to the ends of the earth to help you.
- Expect positive results. Winners expect to win and losers expect to lose. Vincent Lombardi, one of the greatest football coaches of all time said, "We never lose, but sometimes the clock runs out on us." You can expect positive results and still not get exactly what you want. But, research demonstrates that those who "think positive" achieve more and get better results than those that don't.
- Take care of your people or customers. If you take care of them, they will take care of you.
- Put duty before self. As a leader, you have a duty to accomplish the mission you are assigned, and you have a duty toward those who

follow you. Sometimes the mission must come first, some your followers. However, the interests of both must always come before your interests.

Get out in front. This includes setting the example, and being where the action is. Don't sit in an air-conditioned office making decisions and call that leadership. Go out and talk to your people. See what's going on and be seen. That's leadership!

Not like this in your company or your organization? It all starts with you. You may not be able to control others with who you come in contact or must do business with. But you can set the pace. Do what's right regardless of what others do. If you will do this, others will follow. And you, too, will be acclaimed as another leader who was made, and not born.

Cohen, William A., "If You Would Be a Leader," *The Journal of Leadership Applications*, V.1, N.2 Accessed at <http://www.stuffofheroes.com/Vol.%201,%20No.%202.htm> , November 28, 2011

The willingness to accept responsibility for one's own life is the source from which self-respect springs.

~Joan Didion

Brian Tracy

The Key to Motivation

Your Real Goal

Your goal is to become a transformational leader, the kind of person that motivates and inspires people to perform at levels far beyond anything that they had previously thought possible.

Keep People In the Know

Transformational leaders empower others by keeping them “in the know,” by keeping them fully informed on everything that effects their jobs. People want and need to feel that they are “insiders,” that they are aware of everything that is going on. There is nothing so demoralizing to a staff member than to be kept in the dark about their work and what is going on in the company.

Give Regular Feedback

One empowering behavior practiced by transformational leaders is regular feedback on performance and results. People need to know how they’re doing so they can improve if performance is below standards and so that they can be proud of their successes. The more feedback you give to people, the better it is, as long as the feedback is objective and not critical. My friend, Ken Blanchard, says that, “Positive feedback is the breakfast of champions.”

Be Generous With Praise

Be generous with your praise and encouragement. Remember, people are the only asset that can be made to appreciate in value by giving them warmth, respect, approval and by creating a climate of positive expectations.

Create An Exciting Future

What companies and countries and institutions need today are courageous visionary leaders who are committed to creating an exciting future for themselves and others. You have within yourself the ability to evolve and grow as a leader and to make a real difference in the world around you. And the one thing you can know for sure about yourself is that, no matter what you’ve accomplished up to now, there is far more that you can do.

As you practice the behaviors of effective leaders, you

will grow more and more toward the realization of your full potential. It’s completely up to you.

Action Exercises

Here are two things you can do immediately to put these ideas into action in your work.

First, hold regular meetings with your staff and tell them everything that is going on. Invite their comments, questions and concerns. Make everybody feel as if he or she was an insider in the organization.

Second, continually look for opportunities to give positive feedback, praise and encouragement. People need praise and encouragement like roses need rain and sunshine. Take every opportunity to make people feel better about themselves and their work.

One Thing You Can’t Hide

One of the most important traits of all motivators at work is consideration. Employees report that the best managers they ever had were people who cared about them as people and as friends. These managers took the time to ask them questions about their lives, and to listen patiently while they talked about the dilemmas and problems and situations in their families. The more that the employees felt that the boss liked them and respected them, the more empowered and motivated they felt.

Caring is the Key

The flip side of this motivator is the de-motivating feeling that the boss doesn’t care. This is almost invariably expressed in a lack of recognition, a lack of approval, a lack of appreciation and a general failure to pay attention to the employee over time.

Spend Time Listening

Remember, the amount of time that you spend talking to and listening to an employee is a signal to that employee that he or she is important to you and to the company. This is why the very best bosses spend a lot of time walking around and chatting with their employees. They sit with them for lunch and coffee. They invite their comments and encourage open discussion and disagreements about work. They create an environment where people feel that

the work belongs to them as well as to the company. In that environment, employees feel good about themselves and more fully committed to doing the job and doing it well.

Become A Positive Person

To empower and motivate your customers, your suppliers, your bankers and so on, you simply need to be a genuine, positive and cheerful person. You develop a positive mental attitude. You be the kind of person from whom, “never is heard a discouraging word.” You are easygoing, genial, friendly, patient, tolerant and open minded. You make people feel comfortable being around you.

Emotions Determine Everything

Remember, everyone is primarily emotional. Everything that people do, or refrain from doing, is triggered by their deeper emotions. Your job is to connect with their higher and more positive emotions so they feel so good about you they want to help you and please you in some way.

Action Exercises

Here are two things you can do immediately to put these ideas into action.

First, get out of your office and go among your friends and coworkers. Ask them about their personal lives and concerns, and then listen carefully to the answer.

Second, resolve to be a genuinely positive person under all circumstances. Be the kind of person people feel happy being around and working for.

Trust Your Subordinates

The Definition of Leadership

Leadership has been called “The ability to get followers.” One of the deepest cravings of human nature is the need to feel important, to have a sense of meaning and purpose in life and work. Leaders are invariably those who can tap into the deeper emotions of others and get them to rise above and beyond anything they may have accomplished in the past.

Inspiring Words Lead to Victory

Winston Churchill was able to arouse and inspire an entire nation with words like these: “Let us so carry ourselves that if the British Empire should endure a thousand years, men will still say, this was their finest hour.”

Spearhead A Turnaround

Lee Iacocca stepped into Chrysler Corporation when the company was almost bankrupt. Through the sheer force of his personality, his unshakable determination, his appeals to Congress, to Chrysler workers and to Chrysler customers on television, he spearheaded a turn-around that will go down in the history books as one of the greatest achievements in American business.

Trust Other People

The key to getting followers in every case is to “trust your subordinates.” Many studies have concluded that it is the mutual bond of trust and respect that acts as the catalyst that creates high performance. Not only must you trust your subordinates, but even more important, they must trust you.

Act With Integrity

In order to “get followers,” your subordinates must have an absolute belief in your integrity. They must believe that you will abide by the highest ethical standards of fairness and justice. Integrity appears over and over as the most important leadership quality. People can only put their whole hearts into their work when they feel secure and they can only feel secure when they can relax and trust you completely.

Action Exercises

Here are two things you can do immediately to bring out the very best from the people who look up to you.

First, make people feel important. Tell them how important and valuable they are and then give them both the responsibility and the opportunity to do their job the very best they know how.

Second, set a good example. Be an inspirational leader by being a role model for everyone else to follow. The more people look up to you, the better they will do their work and the happier they will be.

Select Your Company Carefully

Only the truly competent individual can be free of politics in an organization. When you’re really good at what you do, you can rise above politics. It’s the mediocrities at work who have to play games and every study shows that although they sometimes succeed in the short-term, they invariably fail when everyone figures them out.



Do What You Have To Do

Select your work carefully and if you don't love what you're doing enough to want to be the best at it, get out! Flee from the boring or unsatisfying

job as you would from a burning building. Working at something you don't care about is the very best way to waste your life. Remember, this life is not a rehearsal for something else.

Look for Pay for Performance

One key to getting onto the fast-track is for you to work for the right company and the right boss. The right company is one that respects its people and practices pay for performance. The right company is dynamic, growing, open to new ideas, and full of opportunities for people with ambition and initiative.

How to Make Progress

A woman spoke to me at a seminar recently and reminded me that she had asked me a question at a seminar about two years ago. She had told me that she was very ambitious and hard-working but that she wasn't making any progress in the large company where she worked. She felt it was because most of the senior executives were men in their fifties and sixties and that women had a hard time getting into positions of responsibility. What could she do?

Change Jobs When Necessary

I told her quite frankly that there was nothing she could do. The senior executives and the company were not going to change. If she was really as capable as she said, I told her to find a job with a young, growing company that wouldn't care whether she was a woman as long as she could do the job.

A Success Story

She told me that she had followed my advice, quit her job, much to the disapproval of her co-workers, and found a job with a small growing company - and it was exactly as I had said. She had been promoted twice in the last 14 months and was already earning 40% more than her best year with her previous company.

Action Exercises

Here are two things you can do to assure that you are

in the right position.

First, make sure that you really enjoy your work and that you do it well. You will never be successful at a job that you don't like.

Second, be sure that there are lots of opportunities for you to grow, develop and advance in your company. Your future is too valuable to waste where there is no future.

What the Best Bosses Do

Inspire Others to Peak Performance

A transformational leader is one who excites and inspires people to perform far beyond their own expectations of themselves. Transformational leaders practice certain behaviors that cause their people to feel stronger, happier, more confident and more committed.

Delegate Responsibility

The first of these behaviors is the delegation of high levels of responsibility for results. Transformational leaders pick the right people, match them to the right jobs, achieve mutual clarity on the desired results and then they get out of the way and leave the individual with maximum freedom to perform.

Let People Do Their Work

Lao-Tse, the great Chinese philosopher, had this idea when he wrote, "A leader is best when people barely know he exists... when his work is done, his aim fulfilled, they will say, 'We did this ourselves.'"

In a recent study, thousands of people were asked to describe their best bosses. Over and over, the respondents said things like, "I hardly saw him" or "He left me alone" or "He gave me complete freedom to do the job."

Give Them Freedom

There is something liberating and empowering to know that you've been entrusted with a major responsibility and that you've been given the freedom to fulfill it. When the right person has been matched with the right job, the conditions for exceptional performance have been created.

Confidently Expect Success

Another behavior of transformational leaders is their confident attitude of positive expectations. They radiate a belief in themselves and in the ability of their subordinates to succeed. They know that the leader

sets the psychological tone for the whole organization, so they consciously project a positive attitude no matter how distressing the external situation may appear. They are in complete control of themselves and their emotions.

Second, express complete confidence in your subordinate's ability to do an excellent job. Radiate an attitude of confident expectations. Even if you have personal doubts, never let them be seen by others. This is the role of leadership.

Action Exercises

First, delegate complete responsibility for results to your subordinates. Discuss and agree on exactly what is to be done, when it is to be done and to what standard. Then, get out of the way and let them perform.

“If you want children to keep their feet on the ground, put some responsibility on their shoulders.”

~Abigail Van Buren

Book Review



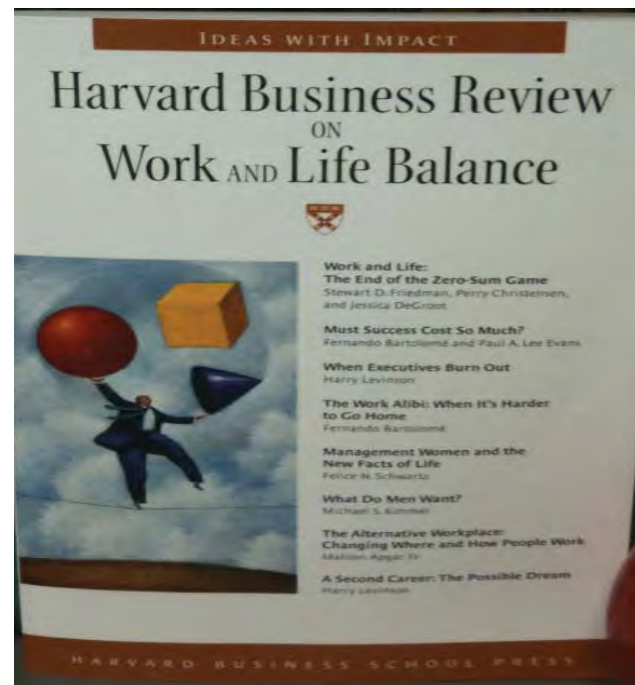
Harvard Business Review On Work and Life Balance

This text is a collection of eight different topics written by various authors. The authors include a mix of nine individuals with outstanding professional experience and formal research on the topics discussed. The topics include Work and Life: The End of the Zero-Sum Game, Must Success Cost So Much, When Executives Burn Out, The Work Alibi: When It's Harder to Go Home, Management Women and the New Facts of Life, What Do Men Want, The Alternative Workplace: Changing Where and How People Work and A Second Career: The Possible Dream.

This text covers a lot of ground in about 216 pages but it is well worth the time. The beauty of this material is that it boldly faces a host of topics that traditionally are largely avoided. It explores sensitive yet relevant issues such as burnout, changes social roles, organizational uncertainty and alternative workplaces.

"Today many organizations are pioneering the alternative workplace-the combination of nontraditional work practices, settings, and locations that are beginning to supplement traditional offices. This is not a fad. Although estimates vary widely, some 30 million to 40 million people in the United States are now either telecommuters or home-based workers." Another excellent section explores burnout or the "slow fizzle." This topic is especially relevant given the 24/7/365 nature of an animal research environment.

"People suffering from burnout generally have these identifiable characteristics: (1) chronic fatigue; (2) anger at those making demands; (3) self-criticism for putting up with the demands; (4) cynicism,



negativity, and irritability; (5) a sense of being besieged; and (6) hair-trigger displays of emotions."

It may be of value for all of us as managers to consider these factors when dealing with human resource type challenges. This text can be found at www.HBSPress.org.

By Robert Williams
Northwestern University



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