



Collaborations

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Book Corner ~ *The Ways We Choose* Lessons for Life from a POW's Experience

BOOK REVIEW by Susan Gerke

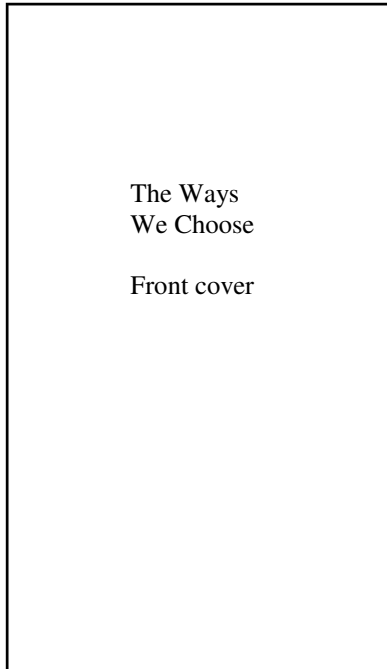
It's here! Dave Carey's book, *The Ways We Choose* is finally available! This is a MUST READ. I'm not just saying that because he is a colleague and friend.

This is a wonderful book that reminds us to look at life and at ourselves and to choose the way we live.

I've seen Dave speak a number of times and know many of the stories he tells about his experience as a POW in Viet Nam. Like an old friend, those remembered stories are here, but there is much more. Dave tells us even more about his experience during those 5 1/2 years; and he helps us look at the application to our own lives. His delightful sense of humor runs through the story even as he tells us about the very difficult challenge of being a POW.

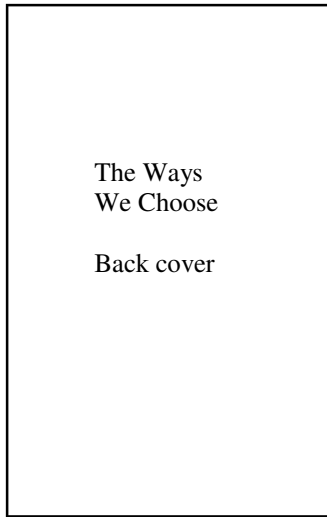
The lessons about "How did I do it" are clear. Dave reminds us that we all have difficult times in our lives too, and that we all have it within ourselves to handle adversity. In here are lessons on communication, trust, leadership, teamwork and creativity -- useful lessons for us all in our daily personal and business lives.

"His is a story of courage and honor and I commend [this book] to anyone who seeks to find the positive that can come from the worst of times." - Senator John McCain



The Ways
We Choose

Front cover



The Ways
We Choose

Back cover

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Book Corner: *The Ways We Choose*, by Dave Carey

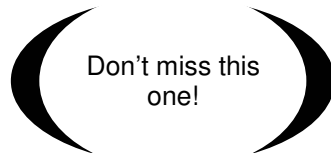
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The book is available at amazon.com, barnesandnoble.com, borders.com or directly from Dave. (He will sign and inscribe it if you give him directions. Use his contact information on page 4 of this newsletter.)

You can also call BookPartners at 800-895-7323, or send an e-mail to bpbooks@teleport.com.



Don't miss this
one!

Motivating People

Question:

I'm in need of some help as to how I might motivate the people who work for me. Generally they are wonderful people, however they have their ups and downs as to how excited and motivated they are about their work. Can you give me any suggestions?

Collaborations Response:

You ask a fine question, one on which we have numerous thoughts - that may be good or bad news.

Essentially we do not believe you can motivate other people. Motivation lies within each one of us. It is like a fire inside us, and increasing or decreasing it is our own responsibility.

However, just as a fire can burn more brightly or be dampened by the environment around it, so it is with motivation. What you can influence is the work atmosphere, thereby increasing or decreasing an individual's motivation.

So, we have a situation in which the responsibility is shared. An individual is responsible for his or her own level of motivation. You, as their manager or supervisor, are responsible for those parts of the work atmosphere or climate which you can impact and influence - and you have more influence than you probably imagine.

Let's consider some of what comprises the work atmosphere and your ability to influence those areas.

Clarity of Mission, Goals and Objectives

People need to know what they are working toward. You have a responsibility to clarify the mission, goals and objectives for the people you lead. Katzenbach and Smith argue in *The Wisdom of Teams* that if you can get the mission and goals clear enough, you will get good teamwork whether you want it or not. We agree.

You have undoubtedly seen that in a crises people come together in the most remarkable ways. Rising to the occasion, doing things they didn't think themselves capable of doing, working together effectively and efficiently, seemingly sensing what needs to be done and doing it. The reason that happens is because the mission is crystal clear. People are able to see it, know what they are trying to accomplish and how they fit into the picture. Your challenge is to bring that clarity to the work your

people are doing, day in and day out.

In spite of the challenge this may be for you, it is well worth the time and effort you spend helping your team become absolutely clear about what they are doing and how each member fits into the picture.

Clarity of Performance Expectations and Performance Feedback

We have devoted the past couple of issues of *Collaborations* to the discussion of clear performance expectations, holding both individuals and teams accountable for performance, and giving clear, honest feedback in the evaluation process.

We will not repeat them here. If you would like another copy of those issues, on paper or electronically, let us know and we will be happy to provide them.

Knowing Your People

There is no substitute for knowing your people. Knowing something about their lives, their aspirations, their hopes and dreams, their personal challenges and situations. Leadership happens between and with people. Get to know them.

Certainly if you manage a large division or company of hundreds or even thousands of people, we are not suggesting it is possible to know all of them. However, no matter how large your organization, you work primarily through and with a small number of key individuals. We are suggesting that you can know them, and know them quite well.

Your example sets the standard for how leaders and managers throughout the organization know their people.

Balance Between Company and Individual Goals

If you know your people, you will be able to help with this balancing act. Hopefully these are not competing demands, but rather complimentary.

In any case, we think it is part of your responsibility as a leader and manager to be aware of and to assist, provide guidance, and help people integrate their lives. How people are able to balance these issues is a large factor in the work atmosphere.

"If you really want people to respond to your leadership, you have to have a personal relationship with them. They need to know you're dependable and that you'll be there if they have a problem. That's personal power to me." - Noreen Haffner

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The key to commitment

...is involvement! Everyone wants to be involved in their work lives; to have some sense of control; to be able to influence what goes on as it relates directly to them; to feel that their contribution is valued. That produces commitment.



What we often get is compliance. And compliance is easy enough to get. Why? Well for starters everyone needs a paycheck. However, a work atmosphere characterized by compliance is very different than one characterized by commitment! People need to be involved in their work and get feedback that tells them they are valued.

Generating Responsibility and Accountability

An atmosphere where people are willing to assume responsibility and be held accountable is one where they have adequate information and are able to make choices.

For example, if you tell me to do something in a certain way, by a certain time, and dictate all the details, I'll do it, but I won't feel ownership for it, nor will I feel accountable for it. If it doesn't happen on time, I'll be able to point out that the resource you told me to use was on vacation. Now, I'm off the hook and feel no responsibility for not getting it done.

Contrast that with discussing with me what we are trying to accomplish; how it fits in to the overall goals; what the possible options might be; choosing one together; giving me a deadline for getting it done; making yourself available to discuss the project as it goes along; offering to run any interference I may need; and offering to provide assistance if I should need it. Now we have an entirely different situation. I have latitude to make some choices. I will feel ownership, responsibility, and accountability for this project!

What About Motivation?

To repeat, we think you cannot motivate an individual. You can, however, have a great impact on the work atmosphere for your people and that in turn creates the climate in which motivation and initiative flourish.

Conversely, you can also create a climate in which motivation will sputter and be extinguished. That is extreme, of course, and there are many gradations in between.

Our emphasis is always on what you can do yourself. Change something in the way you approach people and you will get a different response from them. The old adage "if you always do what you always did, you'll always get what you always got" is right on!

Mentoring

Talent is scarce today and the market place is very competitive. More and more companies are recognizing the need to provide growth opportunities for their employees and are turning to mentoring as a way to do just that. How do you put together a formal mentoring program? What are the key elements to success?

We have worked with major companies in the implementation of mentoring and would like to share the critical elements that we have learned.

Critical Elements

1. A clear and supported business reason for doing mentoring
2. A clear definition of mentoring areas (career, skills, new employees, etc.)
3. A clearly defined process
4. Management support for the process
5. Clear definitions of roles (mentor, protégé, anyone else involved)
6. A process/person to match mentors and protégés
7. A "getting started" process for pairs (personality styles, roles, guidelines, plan of action)



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1. A Clear Business Reason

You need to understand why you are implementing mentoring so that as you build support you can be clear about the reasons and the benefits. You may have others reasons, just be sure you are clear on what they are. Some of the business reasons we've seen include the following:

- building skills
- retaining employees
- recruiting people who want to learn and grow
- integrating new employees into the organization
- connecting people who are working remotely or from home

2. Mentoring Areas

What do you want mentoring to accomplish for people? One organization we've worked with is focused primarily on building deep skills. Another is focused on providing a window to career opportunities within the company. A third company is using mentoring to integrate the large number of new people they are hiring. A final current mentoring approach for one of our clients is to help managers develop and maintain better balance in their lives. You can offer one, or more than one, mentoring area depending on what you are trying to accomplish.

3. Clearly Defined Process

How will mentors and protégés be identified? Who will match them? How will pairs know how to get started and work together? Will you require any documentation? Who will coach them if they struggle in their relationship? Laying all this out (and more) is critical if you want to achieve the stated goals.

4. Management Support

A well put together program is not free. It takes time and resources to be successful. Upper management needs to visibly and verbally support mentoring. Where we've seen the most successful programs, upper management participates as mentors (and often as protégés too)! And most importantly, line management must give their people time to be involved in mentoring. If you are the implementor, you need a strategy that will gain the support of these critical people.

Next quarter, we will discuss the last 3 items; roles, matching and education. If you are considering mentoring and want to talk about it, give one of us a call!

