



Collaborations

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Our hope is that we have been of assistance to you with the challenges you face at work.

Book Corner... *Influencer* by Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan and Al Switzler.

The authors of *Crucial Conversations* and *Crucial Confrontations* have published another very useful book called *Influencers*. According to the authors, an influencer motivates others to change, replaces bad behaviors with powerful new skills, and makes things happen.

The book has examples of influencers from all walks of life and shares the steps these influencers have taken to be successful in their endeavors. The book is thought-provoking and provides principles and skills for focusing on specific vital behaviors and making change in your world.

Whether you are a change agent or trying to make personal change, this book is a great tool!

Collaborations 10th Anniversary!

February marks the 10th anniversary of Collaborations. What started out somewhat tentatively has become a very rewarding experience. Our hope is that we have been of assistance to you with the challenges you face at work, or, at the very least, thought-provoking. Ten years already? Wow!

Thank you to our readers for your support and for the feedback on how you use ideas from our newsletter. We are always delighted to hear from you. If you have suggestions for topics, or questions you'd like to see us address, be sure you let us know!



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Effectively Leading Change

Question: I have been working to have my organization make some changes in structure and in some of our processes. It has been enormously difficult. Any suggestions?

Collaborations response: Change is a fundamental challenge for organizations. Change is the fundamental challenge for leadership. Opinions on leading change are varied and abundant. Let us start our thinking here at that very fundamental level - the level of leadership.

Leadership invariably involves “influencing, or affecting” some sort of change. Almost any definition of leadership either directly or indirectly implies affecting change in some way. Change always involves a breaking away from the status quo and venturing into the unknown - at some level “the unknown” is distressing for everyone.

First, it is hard to affect change in groups without individual behavior(s) having to change. A new process, procedure or structure will mean changes, sometimes radical, for individuals. They will need to adopt new behaviors, new routines, and new ways of doing their jobs.

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Effectively Leading Change

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Second, it is hard to sustain change in behavior without making changes in the underlying meanings that give rise to those behaviors. We often work very hard to lead change at the surface level without paying any attention to underlying reasons that give rise to behavior. More on that in a moment.

Third, it is hard to lead others to change without giving serious consideration to the reality that we ourselves must change! That may be why leading change is the fundamental challenge for leadership. The leaders must also be willing to change.

For many years we have consulted with clients and watched innumerable leaders come to training and workshops with the goal of learning “how to go back home and change them.” We believe that is wrong thinking. First, you really don’t have a prayer of “changing them.” The only person you may possibly be able to change is you.

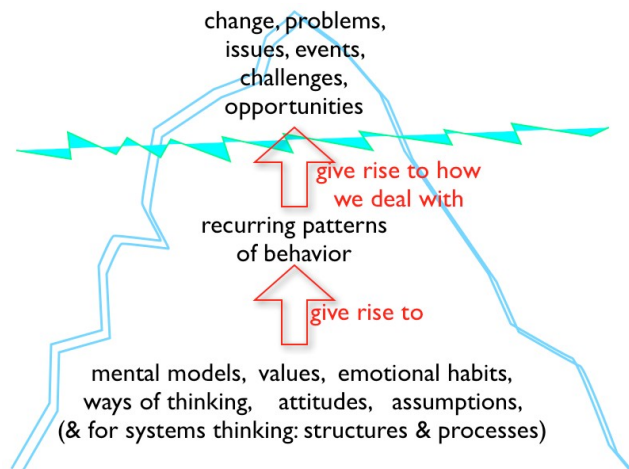
Yes, of course you can dictate change, demand change, order change - and people will behave or perform differently. You can get compliance. However, they won’t “own” the work or problems that arise. We believe what you want is commitment - and that is a different result than compliance and requires different approaches.

The fact is that if I were able to behave differently, more effectively, there would be a change in the constellation around me. If I could understand what my people are facing, and how to more effectively lead them into those changes, they would respond differently. Therefore, the leaders must be willing to own up to the idea that they themselves also probably need to change in order to effectively bring about change in their groups and organizations.

Are you willing to change?

Let us go back to our comment above about “paying any attention to underlying reasons that give rise to behavior.”

In the Spring 2002 and Winter 2002 issues of *Collaborations* we wrote about systems problems giving rise to common problems with which organizations wrestle. We used an iceberg as an analogy for underlying structures and processes giving rise to recurring patterns of behavior that in turn give rise to the way(s) we



approach the presenting situation(s).

If we move beyond systems thinking to considering individuals and groups, there are a number of things at the bottom of the iceberg that give rise to how individuals and groups approach the presenting situation (s), one of which is change.

Those things at the bottom of the iceberg merit attention by leaders as they affect change. First for themselves:

- What assumptions of your own might you need to change?
- In what ways do you need to consider changing your own attitude and ways of thinking as you change the process?
- Consider your own mental models, and values relating to the work you lead and your organization.
- And, since we almost invariably work in systems, the leader ought to carefully consider the need for change in structures and processes that may need to be altered in order to facilitate the desired change.

An additional thought here – leadership is generally way out ahead of the organization in any change efforts. Generally the leaders have been discussing and thinking about the desired changes much longer than the organization. Leadership will have already considered, mulled over and probably even resolved for themselves many issues that will be brand new to the rest of the organization.

For change to be most effective, the organization will then need to be led through the same examination and consideration of the bottom of the iceberg.

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ON THE WEB ~ Visit www.susangerke.com and www.davecarey.com

Both websites carry all past issues of *Collaborations*. With Adobe Acrobat Reader 4.0 you can view or download and print the issues.

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Therefore, to more effectively lead change, leaders need to give consideration to all of those things named at the bottom of the iceberg - first for themselves, and then for the groups and organizations they lead – and remember that the organization is almost always many steps behind the leadership in their readiness for change.

Change is usually difficult. If leaders are not willing to wrestle with changing themselves, and only work at the tip of the iceberg, change will really be very difficult!

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Team Building

We get many requests from clients for “team building.” A team building request is always interesting because it can mean so many different things! The first place we generally start the conversation is with the question, “what are you trying to accomplish?” Following are many of the responses we get to that question as well as our thoughts about each.

We want to have fun and get to know each other better. This is a common requested outcome, particularly when the “team building” is part of a larger meeting or event. Many excellent group activities are available or can be created for the purpose of creating a fun and memorable experience or for helping people get to know each other better. These experiences can be as short as 30 minutes or as long as several hours.

We have a new team and want to get them started on the right foot. We wish we would get this request more often. We strongly believe teams need to do some very specific activities together when they form. Some of these include clarifying the goal(s) of the team, identifying each individual’s role, establishing operating guidelines and getting to know something about each other. The design of this session or sessions would be very different than the design for a day of having fun. We don’t mean that these sessions can’t be fun. However, that would likely be a by-product, not the primary driver of the design.

The team is having lots of interpersonal conflict. We want to resolve it. If this is the case, then the situation may call for some type of intervention to focus on the problems. The gathering of information (interviews, assessments, etc.) is likely to be a key part of this solution. This is also a likely approach if the concern is that the team is not producing as expected. The follow-up to the data gathering might be a team session, some one-on-one work, or something else.

Joe is disrupting the team. We want Joe to be a team player. It’s interesting how often team building is selected as the desired approach to fix one person. While some instances may suggest a group session of some type, frequently this is an opportunity for some coaching – either for “Joe” or for his manager/leader.

We want to learn more about team concepts together. Learning together can often be a positive boost for a team - no matter what the topic. When a team comes together regularly over time to learn team concepts (team decision making, resolving team conflict, team communication) and to apply them to their team, the team has the opportunity to boost their relationship and performance.

These are some of the more common reasons for requesting a team building session. Teams will certainly have other needs as well.

“Team building” can be an event, a series of events, or a process. We think team building is useful terminology; however, so is team development. For us, team building is a single event with a specific desired outcome. Team development is more of an ongoing process to provide team growth.

No matter what you call it, if you feel your team needs “building,” carefully consider why you think it’s needed and what outcome you are really looking for as a result of it. With the time and money you are investing, you want to be sure you are getting what you need!

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is the president of Gerke Consulting & Development and “helps people work better, together.” Susan's focus since 1989 has been in designing, customizing and implementing leadership and teamwork programs meeting the needs of executives, managers, and employees in a wide number of companies and industries.

Application of her skill and knowledge has been in facilitation, consulting, curriculum development, and coaching. Susan has developed and delivered experiential programs in the areas of *group dynamics, team basics, mentoring, and facilitation skills*. She has worked with global teams and has certified facilitators around the world to deliver management, leadership, and team offerings.



A recognized expert on remote leadership and teaming, Susan is the co-author of *The I in Team ... Accelerating Performance of Remote and Co-located Teams*, and *Quick Guide to Interaction Styles and Working Remotely*.

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As a consultant and coach he focuses on *helping people work together more effectively*. He is an expert in team building, organizational & leadership development.

A graduate of the United States Naval Academy, Dave is a retired Navy Captain. As a Navy pilot he was shot down and spent 5 & 1/2 years as a POW in North Vietnam. His book *The Ways We Choose: Lessons For Life From A POW's Experience* is in it's third printing.



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Resources — Quick Guides

Last quarter we told you about **Ideas Into Action** guidebooks from Center for Creative Leadership. Another great source of good application information is something called **Quick Guides**.

16types.com has a wide variety of booklets on topics such as:

Change	Creativity
Sales	Career
Learning	Networking
Teams	

Two additional topics are in the Quick Guides that Susan has authored – one on Working Remotely and one on Time Dynamics. While all of the Quick Guides have an underlying focus on personality type, each also has excellent information on the topic that goes beyond personality.

Each Quick Guide is less than \$8 (plus tax and shipping) and is available from www.16types.com.

We'd Like to Hear From You

If you'd like to contribute to Collaborations or if you have a question or topic for us, we'd love to hear from you. Send an e-mail to sgerke@sbcglobal.net with your ideas or questions. We will respond based on topics of most interest.