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1. Last newsletter I said I'd was headed to The Global Institute for Leadership Development annual conference (<http://gild.linkageinc.com>). It was an awesome week of possibility and promise. Every speaker challenged our thinking. Every executive I had the privilege to coach committed to being a better leader. As you read a fraction of my notes and quotes below, think how you can operationalize them and be more effective. Want my complete notes? Just ask.

Senator George Mitchell (architect of Northern Ireland peace agreement, 1998). To gain influence and trust you, have to know 3 things: (1) the issues and situation, (2) the people involved, (3) yourself. "To listen genuinely, you have to have a high level of curiosity. The more certain you are, the less you'll listen. I never learned anything when I was speaking." When asked how he went about making a decision, he said "My mental model is this: 1. Get a briefing memo on the whole issue/situation. 2. Create a pro/con memo. 3. Hear directly from each side from a person passionate about their view, not an aide filtering and boiling it down for me."

Maestro Roger Friedberg (see videos, <http://www.themusicparadigm.com>). "All the conductor does is communicate. The orchestra never plays better than the conductor can imagine. Whatever the leader imagines or envisions, that's the lid. ... The better the orchestra, the less they care about the conductor. They want someone to give them the space to do their job." (I was moved to tears as I experienced myself as a 'circumstance enveloped by love.' Call me and I'll tell you the story.)

Commander Michael Abrashoff, former Navy Commander and author, *It's Your Ship*. "I listen for good ideas coming from everyone. For 232 years of naval history, the procedure was to paint ship; we painted ours 6 times per year, each time taking 1 month and sailors' time. Why? Because the ferrous (iron) bolts on deck rust and rust discolors the side. A 21-year-old sailor said if we used stainless steel bolts, we wouldn't have to paint ship so often. I took out my "navy visa card", bought \$25k worth of stainless steel bolts at Home Depot and solved the problem. Entire navy adopted this solution." "If you are truly committed to team work, ask yourself: Is your ship the one the others want in their fleet? Can your crew take the ship out of port without the captain on deck?" (Getting out of port is one of the most dangerous times of sailing.) The answer was yes to both for the Commander's vessel. Read any of his books for countless examples of innovation within the bureaucracy.

Author Patrick Lencioni (www.tablegroup.com), *The Five Dysfunctions of a Team*. "When people don't weigh in with their views, they don't buy in." Healthy conflict leads to heart-felt commitment. In his book, *Death by Meeting*, he offers a 4-meeting solution: (1) Daily check-in (5-10 min): Don't sit down, keep it administrative. (2) Weekly tactical (45-90 min): Don't set agenda until after initial lightening round where everyone gets 30 seconds to say their top priorities for the week. At this executive team meeting, everyone takes off their functional hat (HR, Ops, Marketing) and puts on the executive hat. (3) Monthly Strategic (2-4 hours): discuss, analyze, decide critical issues; limit it to 1-2 topics; engage in good conflict. (4) Quarterly off-site (1/2 to 1 to 2 days): Review strategy, competitive landscape, team development; don't over-structure or over-burden schedule; slow down and breathe ... together.

New Workshop: Curing the 5 Dysfunctions of a Team. Half-Day, One-Day, Two-Day Formats. Call Camille, 831-685-1480, and get started on the cure now.

Management Guru Tom Peters (slides at www.tompeters.com). "Hard is soft. Soft is hard", meaning, making plans and measures (the hard stuff) are easy to do. The soft side of business, the people side, the side that often gets avoided, is more difficult to deal with and the one to pay more attention to." From Robert Altman's Oscar acceptance speech: "The role of the director is to create space where actors and actresses can become more than they've ever been before, more than they've dreamed of

being.” You will have 1 of 3 responses to this quote: 1. Yawn. 2. Say “Nice quote.” 3. “I can operationalize that.” The last 15 minutes of Tom’s talk was devoted to women’s leadership. After good-naturedly chastising the mostly male audience for “not getting it” and listing the impact, influence and competencies of women, he closed with his own curiosity: What is the point of men?

2. Tim Sanders (www.timsanders.com) “Readership is leadership. If a magazine loses its readers, it folds.” Leaders, Are you losing your readership by the emails you send? Email etiquette/6 rules:

1. No bad news over email; do it face-to-face. Stop using email to avoid conflict.
2. 2-minute rule: If a customer sends you an “I’m upset...” email, you have 2 minutes to get on the phone with them and sort it out.
3. Don’t send email @ unprofessional hours. Unprofessional hours = hours you would not call them. Why? You are 2 times more likely to send a regrettable communication if you send it during unprofessional hours.
4. Think before you forward. Forwarded emails have a 40% higher chance of leading to escalation and problems. Before you forward, ask yourself “PAL”: P: Do I have **Permission** to forward? (If not, get it or do not forward). A: What will forwarding **Accomplish**? L: Is it **Loaded**? Read to the very bottom of the email and all attachments to know exactly what you are forwarding.
5. Don’t send too much content. Tom’s rule: If I can’t fit my message into preview pane, I’ll call.
6. Stamp out “reply to all”.

 A company’s purpose is to become the-best-version-of-itself. The question is: What is an employee’s purpose? Most would say, ‘to help the company achieve its purpose’—but they would be wrong. That is certainly part of the employee’s role, but an employee’s primary purpose is to become the-best-version-of-himself or –herself. When a company forgets that it exists to serve customers, it quickly goes out of business. Our employees are our first customers, and our most important customers. *The Dream Manager*, Matthew Kelly

3. Help with GenY is here! Lisa Orrell, author of the hit business book, *Millennials Incorporated*, is a leading Gen Y and Generation Relations Expert. Fortune 1000 companies pay Lisa \$3,000 to conduct her “Get A Grip On Gen Y” seminar. Now you can learn everything her clients have by ordering the DVD of Lisa presenting the in-demand seminar for only \$295 (sales tax/shipping included in US orders only). **Bonus:** With each DVD, she’ll include a signed copy of her book, plus a 2nd bonus, the e-book “Effective Employee Engagement”. To get the e-book, type “Camille” into the “message to seller” box on the online order form. See what you’ll learn on the DVD, and place an order, go to: www.theorrellgroup.com/products

4. ESP: That was easy! The person who showed me to my seat in Applebee’s put a small device on the table and said “When you are ready to order, press this button. It will signal the wait person.” Made by espsystems.net, the system puts the customer in control. Nice. Better than the waiter mind reading when I am ready or me feeling rushed to make a choice. What technology do you use to put your customer in charge? Feedback forms? Follow-up calls? Customer focus groups like Graniterock (www.graniterock.com)? Or the “if you don’t like, don’t pay” policy of companies committed to quality and service like Graniterock and Hampton Inn?

‘Til next time ... Boldly lead where you have not gone before!
 Camille

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