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1. 3 questions for leaders (in the WDC/beltway and beyond).

Q #1: Are your actions designed to dissuade people from being leaders or enroll them in the possibility? Your constituents are watching you and it matters what they see. Whether your constituents are citizens from your neighborhood, employees on the brewery floor, or volunteers giving their weekend to build a house, what they see from you, Ms./Mr. leader, is what you get in your organization. Want an organization of participation and can-do? Create a culture that rewards leadership at all levels. Want one free of gossip? Stop the rumor mills with transparency. Want a high-performing organization, not just pockets of performance? Dissolve silos that hoard resources and sandbag profits. Want support in making what you want happen? Call me.

Q #2: (question behind the Q1 and the more important one): **What behavior do you want your constituents to model?** Who you are willing to hear from as this question is answered is the first insight. Is it only the leadership team or is it everyone (and I mean everyone) in the organization? Who would you have to be to listen to everyone's view?

Q #3: Where might you be doing the same thing for which you are criticizing others? I have no idea what's it's like to hold public office, either at the local or national level. And, yes, from time to time, I complain about the squabbling and mudslinging behavior of "those politicians". (Orange might be the new pink, but "criticism-ship" is not the new "leadership".) Then I remind myself, "we/I" voted them in. Let's bring this into your organizational arena: For the next 20 days: When you complain about the behavior of someone else, follow the complaint with the question: Where am I doing that? Then act on your answer. If the answer is I do not do what they did, ask yourself where do I do something similar? Tip: Invite your team to participate with you in this 20-day Work In Progress Coaching™ practice.

Criticizing another's garden doesn't keep the weeds out of your own. Author unknown.

2. Congratulations to Global Women's Leadership Network and the 100 women who have completed the Women Leaders for the World program. (www.gwln.org.) For the last 5 years, I have had the privilege of coaching women leaders participating in the WLW. Last week, I completed coaching 7 of the most recent grads from India, So. Africa, Iraq and Kenya. Their Inspiring Challenges, the projects they design to move them toward realizing their visions, range from having families in India separate their garbage, to establishing an training center for women leaders in Kenya, to training small business leaders in Iraq, to connecting children around the world to realize their dreams. They are in action from their visions and making our world more livable for all of us. They deserve our thanks and continued support. (Who are the women in your organization you can support as leaders?)

Fearlessness is not being afraid of who you are. Chogyam Trungpa

3. At the CSIX (www.csix.org) meeting where I spoke last week about how to use your values compass to land a job you love, the inevitable question came: "How do you really, for sure, know what the company's values when you are interviewing?" They all say we value collaboration, and all the good stuff, but how do we know it's true?" Short answer: You won't really know until you start working there. Interim answer: You can get a better sense of the organizational reality by talking to employees, if you have access to them. The better, more reliable answer is – and one I recommend: Know your own values and, during the hiring process, ask questions that will help you see the

company's values in action. For example: I see from your website that one of the company's values is integrity. Please give me an example of a time when this value was brought up to sort out an issue.

Tip from one of the CSIX members: If the coffee pot in the break room is empty, this may be a sign of "that's not my job" syndrome. (PS: The tipster told us that, in hindsight, the lack of personal responsibility is why he left the company.) Once you are hired, don't go blind, deaf and mute to your values. (You won't be able to for very long, anyway, so you might as well be intentional about it.)

PPS: Love to have you follow me on Twitter: @CamilleWIP

'Til next time ... Boldly lead yourself where you have not gone before!

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