



***Why Leadership is Critical
During Challenging Times***

January 27, 2010



RABINER
RESOURCES

PEOPLE NEED STRONG LEADERSHIP NOW

Leading and Managing: What's the Difference?

Managing is transacting people-related business. It includes planning; organizing; staffing; delegating; and monitoring, correcting, and rewarding performance. You manage by virtue of your position of authority. Because of your position of authority, people are compliant.

Leading is transforming the way people think and act. It includes influencing, motivating, and inspiring. You lead because of who you are. Because of what you stand for, people are committed.

Managers are people who control only what they can control. They create an environment structured in a way so people can succeed. They know how to make an organization work.

Leaders are people who have qualities that people want to follow. As important, they know what is in the hearts and minds of followers, which allows them to lead for the benefit of the followers. They know how to inspire others to use their skills and talents to achieve their vision of the future.

Leadership is the ability to move others from point A to point B without compelling them with your authority. People move from one position to another because they either “have to” or they “want to.” If they don’t have to and don’t want to, they won’t move.

***"Leadership should be born out of the understanding
of the needs of those who would be affected by it."***

**— Marian Anderson, UN Peace Prize and Presidential
Medal of Freedom Recipient**

If you create a “have to” environment, three things will happen:

1. They will (because they have to).
2. They will move only as far as they have to.
3. They will likely resent you when they are finished.

If you create a “want to” environment, three things happen:

1. They will (because they want to).
2. They will move AT LEAST as far as you want them to, possibly farther.
3. They will appreciate you when they are finished.

What are the components of a “have to” environment?

- A display of power.
- Rules and regulations.
- Carrots and sticks – positive and negative consequences.

What are the qualities of leaders who are able to create a “want to” environment?

-
-
-
-
-
-

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

— Former U.S. President Dwight D. Eisenhower

The Three Obstacles to Leadership Growth

1. Assessing Current Strengths and Weaknesses

We are the worst at assessing ourselves. Getting an assessment from others requires more than just asking for it. It requires that you create an environment in which assessing you feels good for them. *If you decide with heartfelt conviction that you want feedback, that you will be open to it, that you will be grateful when it happens, and you reward it, you will get it.*

2. Translating Qualities to Behaviors

What do people with a given quality DO (and NOT DO) that differentiates them from the norm? Trying new behaviors means doing something that feels uncomfortable at first. It is impossible to try new behaviors without the people who are close to you noticing.

3. Having Faith in Principles

Most people lose faith in principles because they don't get the results they are looking for immediately and/or reliably. *Having faith in principles* means being focused on *what works*, rather than *whether or not it is working*.

“Observe all men, thyself most.”

— Benjamin Franklin, founding father, statesman, inventor

WHAT IS YOUR CULTURE?

People want to belong to a tribe, and at work the tribe is called “culture.” Culture is the character or personality of a group of people. It’s the sum total of the values and social customs they share. Culture shows up in the attitudes and behaviors of people in an organization when they interact with each other and with customers. Most people feel good when they go along with cultural norms and *uncomfortable when they don’t*.

Researchers have discovered that culture plays a critical role in organizational success. In fact, in the majority of cases where an organization’s business strategy doesn’t work, the real problem isn’t a lack of dedicated, hard-working employees. *The primary reason a business strategy doesn’t work is that the organization’s culture doesn’t support the strategy.* Since culture is such a big part of organizational success, it is important to understand what it is, how it develops, and how to align it with business goals and strategies.

Here are two examples of organizations that developed strong cultures to support their business goals and strategies.

Southwest Airlines’ business strategy is simple: provide low-cost, fun travel opportunities (“the freedom to fly”) through high volume, short flights using only 737’s to minimize maintenance and fuel costs. Southwest executes well because it has created a workforce (through selection, orientation, and retention practices) that understands and passionately embraces its business strategy. You can see the business strategy in action when you fly Southwest — cheerful employees who work across functional lines to get planes in and out quickly and efficiently.

BP (Pacific NW oil refinery) is another good example. Their business strategy was simple, too: create a zero-injury facility. They began a program called WYE (“What’s Your Exposure?”) that asked employees to think or say this simple question whenever they began a task. By their own account, what started out as a safety program became a deeply-ingrained part of their culture:

“What began out of a desire to keep their fellow workers safe, has evolved into a habit that has been ingrained into their minds as a key component of what keeps them safe as they go about their daily work routines.

“WYE has become such a part of their lives in the workplace that it has carried over into their lives at home. Their spouses, children, and those who know them

have also been influenced by WYE.”

These are good examples of organizations with “strategically-focused” cultures. Their employees understand the desired outcome, know the acceptable attitudes and behaviors, conform to them when interacting with each other and the people they serve, and feel good when they do conform and bad when they don’t. (Research shows that peer pressure [the culture] influences employee behavior more powerfully than either money or work environment. For the majority of us, our desire to meet others’ expectations is so strong that we are willing to change our behavior to avoid embarrassment, alienation, and exclusion.)

Developing a desired culture is a simple (yet anything but easy) task. Leaders must:

- Hold a unified picture of what the culture (values and behaviors) looks like;
- Have a strong commitment to that culture;
- Relentlessly model the culture; and
- Support a system of accountability.

Why is a strong culture so important during challenging times?

- It provides an anchor of stability that helps people stay grounded in what’s important;
- It positions an organization to succeed when it reaches the other side of the crisis; and
- If the organization stays steady and true to course, it is more likely the people who work there will, too.

What does your culture look like?

What does a culture that stays focused and energized during difficult times look like?

What can you do now to help shape that type of culture?

The following resources are some of those we used to assemble the material contained in today's program. These are wonderful resources that we recommend you consider as you continue your self-development.

Chatman, Jennifer A. And Cha, Sandra Eunyoung, *Leading by Leveraging Culture*, California Management Review, 2003.

Collins, James C. and Porras, Jerry I., *Built to Last*, HarperCollins Publisher, 1994, 1997.

Covey, Stephen R., *The 8th Habit*, FranklinCovey Co., 2004.

Heifetz, Ronald & Linsky, Marty, *Leadership on the Line*, Harvard Business School Press, 2002

Best wishes for your continued success,



David Rabiner, CSP, speaker, trainer, and facilitator, graduated from the Edward R. Murrow School of Communications at Washington State University. Before becoming a trainer in 1993, David enjoyed a successful career in radio, executive-level public service, and as an entrepreneur. David has presented to more than 1,700 audiences in 12 countries and 44 states. In 2003, David passed rigorous standards to earn the coveted Certified Speaking Professional (CSP) designation, the worldwide benchmark for speaking excellence. Email David at david@rabiner.com.

Susy Wagner, program consultant, earned her undergraduate degree from the University of Oregon and her MBA from Marylhurst University. Before joining Rabiner Resources, Susy served as Risk Manager for the Cities of Eugene, Oregon and Portland, Oregon and as Vice President at Liberty Northwest, a subsidiary of Liberty Mutual. Susy is a board member emeritus of the Oregon Foundation for Medical Excellence and recipient of an Outstanding Public Service Award from the City of Portland. Email Susy at susy@rabiner.com.



David Elliott, business development manager, earned his bachelor's degree in literature from UCLA. Prior to joining Rabiner Resources in 2003, he spent 20 years in New York City working in public relations representing such clients as Universal Studios Florida, Alpo Petfoods, The Bahamas Ministry of Tourism, and Polaroid Corporation. More recently he managed a large communications department for Brooklyn, New York-based KeySpan Energy (now National Grid), one of the largest energy companies in the northeast. Email David at elliott@rabiner.com.

536 SW Westwood Drive • Portland, Oregon 97239
503-245-8878 • www.rabiner.com