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ALL THE MOVING PARTS: ORGANIZATIONAL CHANGE MANAGEMENT

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AUGUST, 2007 – “ORGANIZATIONALLY DEFICIENT COMPANIES IN THE 21ST CENTURY – WHAT TO DO ABOUT IT”

BILLIE G. BLAIR, PHD

Companies who believe they will glide through this first decade of the 21st Century without undergoing organizational changes will need to think about this more carefully.

To survive in the 21st Century, companies face change in:

- Their **organizational direction**;
- Their orientation to **globalization**;
- Their **technologies**;
- Their **customer diversity**;
- Their **productivity**; and
- Their **market share** (excerpted from **ALL THE MOVING PARTS: ORGANIZATIONAL CHANGE MANAGEMENT**).

Organizational Direction for the 21st Century

Unless you have recently taken your organization through full-blown strategy development, the current direction will be one of the first areas where change strategies will need to be adopted. A company's future direction should be *clear* and *understandable* which allows clear measurements of progress and makes it possible to chart clear courses to achieve change.

Globalization in the 21st Century

Even if your company does not engage in overt global practices, you will, nevertheless, be affected by the global markets and their requirements. These are the statistics of the future: the U.S. population is currently about 300 million, projected to reach 467 million by 2050. In startling contrast, China's population is now 1.4 billion, to be 1.6 billion by 2050. Likewise, for India (1.1 billion to 2 billion); Africa (900 million to 2.3 billion); and Latin America (600 to 900 million). It can readily be seen that American ingenuity will be reaching far afield in the future to secure potential customers.

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THE LEAD-ZINE HAS
EXPANDED TO MULTIPLE
PAGES ALLOWING US TO
OFFER VIEWS FROM OTHERS!

IN THIS ISSUE

ENJOY THE WRITINGS OF
AUTHORS

WHO DISCUSS VARIOUS
Business and Management
Issues

THE CONTRIBUTING
AUTHORS THIS MONTH TALK
ABOUT ...

- NEGOTIATION – Jim Camp**
- EFFECTIVE WAYS TO CHANGE ORGANIZATIONAL BEHAVIOR – Leslie Braksick, PhD**
- MANAGING PEOPLE – Ruth King**
- BUSINESS DATA LOSS – Richard Daley, COO, Casdex, Inc.**
- HORIZONTAL ACCOUNTABILITY – Darrel Ray, Ed.D.**
- STRATEGIC COMMITMENT - Josh Leibner, Quantum Performance, Inc.**

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“ORGANIZATIONALLY DEFICIENT COMPANIES”

Billie G. Blair, PhD

Technology for Businesses in the 21st Century

The use of technology to expand one’s company is the real challenge for the early part of this century. There are many ways to use technology to ask customers to be involved in your business – virtual focus groups, marketing and sales groups, and evaluation approaches are some of those. To think seriously about what new technological developments will mean to businesses requires that we ask how these advances can best be used to access customers. With the wealth of marketing and interactive opportunities that are on the horizon, we must plan to use them well.

Customer Diversity in the 21st Century

Customers are not only diverse in their knowledge, use, and preferences, but the important customer bases of the future will, themselves, be highly diverse – from generational diversity to global-racial-ethnic-demographic and geographic diversity. All of these will require both comprehensive and specific marketing strategies that have never been done before.

Work Ethic, Productivity in the 21st Century

Productivity has been increasing in the U.S. in recent years and is being achieved in ways far different than before. Computers, technology, and mechanization have, of course, assisted with this process, but it’s also due to a growing orientation toward “doing the right things and doing things right” which has forged an American workforce that, today, produces far more, far faster and far better than any other country in the world. Worker productivity centers on the motivational factors of the worker. Modern companies are adjusting their work environments to suit new generations of workers who are far more inclined to be motivated by such things as flexible work schedules and involvement in production and marketing decisions.

Dr. Blair is President/CEO of Leading and Learning, Inc., an organizational change management consulting firm:

www.leadingandlearninginc.com.

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“Why NO is the Best Word in Negotiation”

Jim Camp, Author, *NO: The Only Negotiating Strategy You Need for Work and Home*”

When negotiating, “yes” is the *worst* word. “Yes” betrays a fear of failure, a fear of losing the deal, and prompts you to please the other side, to rush ahead, to compromise early and often, and to come to a deal – any deal.

“No” will liberate and protect you.

If you’re a parent, you know that every child hears “no” as the *start* of the negotiation, not at the *end* of it. As adults, however, we’ve been conditioned and trained to fear the word.

Politely saying “no” to your respected opponent, calmly hearing “no.” and just letting the other side know that they are welcome to say “no” has a beneficial impact on any negotiation. In fact, your invitation for the other side to say “no” has an amazing power to bring down barriers and allow for solid beneficial communication.

“The ABC Model: An Effective Way to Change Behavior”

Leslie Wilk Braksick, PhD, Author, *Unlock Behavior, Unleash Profits: Developing Leadership Behavior that Drives Profitability in Your Organization*

Companies spend millions on initiatives such as new technologies to improve business results. Too often, the big announcement and flurry of activity yield only temporary improvement. *It’s only because implementation efforts rarely address people’s behavior.*

It takes new behavior to make change happen. A simple model called ABC lets you see clearly why critical behaviors aren’t occurring and how you can get them to – consistently.

Antecedents trigger Behaviors. (A → B) Antecedents are events that precede or prompt behavior, such as training, vision statements, or pep talks.

Behaviors are followed by Consequences. (B ↔ C) Consequences, in turn, determine whether the behaviors will recur (hence the two-way arrow). Consequences are events that increase, maintain, or decrease behaviors. Once you identify the behaviors that lead to achieving a business result, then you can determine consequences that will influence whether those behaviors occur again.

Applied to any business problem, the ABC model produces permanent change in behavior.

“Five Critical Management Survival Strategies”

Ruth King, Author, *The Ugly Truth About Managing People*

Studies have shown that people don’t leave their companies, they leave their bosses. There are five critical actions that decrease the chance that an employee will leave:

- 1 – Confront the bad issues immediately – Bad situations rarely go away and they often get worse. It is important to talk with the person who is the offender. Saying nothing reinforces the bad behavior and sends that message to the other employees.
- 2 – You do not have to be nice – you have to be fair. The manager can’t have rules for some employees and not for others. The first time you let someone get away with breaking the rules without being disciplined, you invite others to also break that rule. Favoritism gets companies into legal and financial trouble.
- 3 – Be clear about evaluation criteria – Make sure that you understand what criteria to use for performance evaluations of your employees and provide this information to them in writing, with a sign-off after the evaluation has been completed.
- 4 – Hire people who are smarter than you – Smart people help you succeed and make you look good. Establish the objectives and let them do their jobs without micromanaging. Listen to their ideas and avoid holding them back.
- 5 – Encourage discussion and debates – The most successful meetings are those in which debate is encouraged.

“Data Loss in Businesses and What Can Be Done”

Richard Daley, COO, Casdex, Inc.

Small businesses lose billions each year due to data loss from hardware or system failure, human error and software corruption. Natural disasters account for one percent of all data loss. Although the probability is small, the impact can be overwhelming. In fact, companies that aren't able to resume operations within ten days of a disaster are not likely to survive.

In today's increasingly wired business world, the best way to recover from data loss due to a natural disaster is to store files remotely. Once available only to large companies due to cost considerations, there are now several companies offering small to mid-sized businesses the opportunity to store, archive and even authenticate their data over a remote network for modest amounts.

There are circumstances that can be equally damaging to a small business other than those cataclysmic events covered in the daily news. Implementing a data archiving strategy to prepare for natural disasters also prepares your company to guard against smaller-scale human errors for the continuity of a company's operations.

“Create Horizontal Accountability in Your Organization”

Darrel W. Ray, Ed.D.

Horizontal accountability is an approach that teaches team members to take proactive responsibility for goals and performance. In sports, teams do a lot of evaluation and coaching during actual play. The best teams develop constant performance feedback between players that supplements the coach's efforts.

A vast amount of information can be found in the observations of peers in sports or business, but the information must be put into a useful and non-threatening format. In an organization with strong horizontal accountability, the manager still evaluates performance but day-to-day performance information comes directly and systematically from peers in the form of micro-evaluation.

In many organizations, a great deal of energy is locked up in conflict and manager-focused behavior. Release this energy by teaching team members to critique performance non-defensively, typing micro-evaluation directly to goals. Conflict is eliminated and goal-focused behavior increases dramatically.

Horizontal accountability is an untapped source of information and energy in most organizations. You can read more about horizontal accountability at: www.teaming-up.com.

“Strategic Commitment: Every Employee an Owner of the Business”

Josh Leibner, Quantum Performance, Inc.

Executives want employees to be committed to the success of their strategies, but have a fundamental misunderstanding about what causes that commitment. Most believe that polished communications campaigns, along with appropriate compensation, are the primary ingredients needed for building an inspired, dedicated workforce.

This thinking is flawed. To make every employee think and act like an owner of the business – an environment we call “strategic commitment” – executives must focus not only on the *content* of their strategy, but must also address *context* issues. Specifically, these are the degrees to which employees believe their leaders:

- Are open and truthful about key issues facing the organization;
- Have the courage and resolve to address key issues, and follow through when things get tough;
- Are competent to lead along the path they are advocating;
- Demonstrate empathy for, and nurture, the employees who will implement the strategy.

A strategy is only as good as people are committed to achieving it. Without this commitment, detailed processes and tactics will not deliver significant strategic change.