

Leadership in Troubling Times

The Relentless Search for Better Ways



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LEADERSHIP IN TROUBLING TIMES

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“ONE AFTERNOON IN JULY 1968 THE THEORETICAL PHASE OF MY MARINE TRAINING ENDED AND THE PRACTICAL PHASE BEGAN—WITH A BANG!”
THE RELENTLESS SEARCH FOR BETTER WAYS, JIM BEARDEN, 2006

They Came in the Evening

Takeaways

- 1. The people, situations & circumstances that impact organizational success change, sometimes unexpectedly & with negative consequences (*we'll call that adversity or troubling times*)**
 - Marketplace dynamics, e.g., actions of competitors
 - Economic/financial conditions
 - Regulatory
- 2. Organizational responses to adversity vary**
 - Some “hunker & hope” for survival
 - Others look for ways to win, regardless of the hands they're dealt
 - Survival of the fittest – *and the most willing*
- 3. Organizational responses to adversity or troubling times are driven by the behavior of people in leadership positions**
 - Words & behavior are leaders' tools for influencing the choices others make
 - Leaders' behavior either reinforces or trumps their words

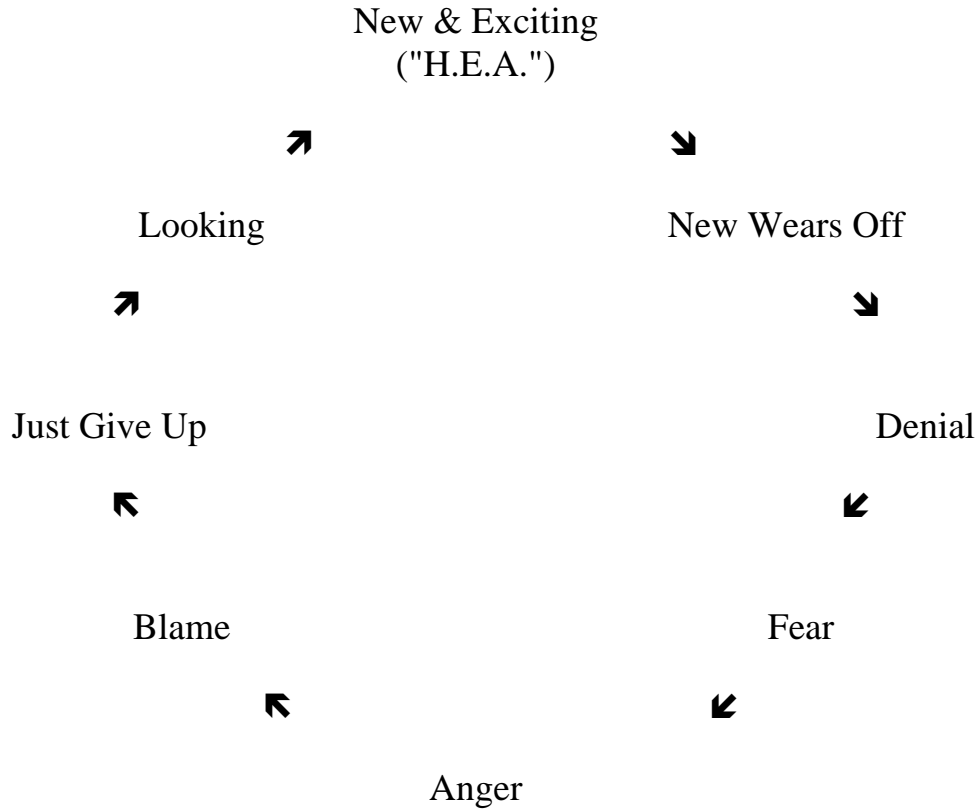
What They See From You
Is What You Can Expect to Get
From Them

- 4. Dealing effectively with adversity requires a willingness to consider & try alternatives to the status quo**
 - The Relentless Search for Better Ways
 - Happily Ever After(s) Don't Just Happen

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The "Happily Ever After Cycle"



Two Requirements for Winning

Especially in Troubling Times

1. People who are able & willing to lead
2. Continuous process improvement
(The Relentless Search for Better Ways)

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PEOPLE IN LEADERSHIP POSITIONS

1. People whose success is measured by the choices others make
2. People whose success is determined by their ability to influence the choices those other people make

**Occupying a Leadership Position
Does Not Make the Occupant a Leader**

CHARACTERISTICS OF EFFECTIVE LEADERS

1. **Out front**
 - By example
 - Telling is how you inform; *showing is how you lead*

**What They See From You
Is What You Can Expect to Get
From Them**

2. **Influence versus Illusion**
 - Push – Push Back!
 - The best you can hope to do is influence
 - Attempts to control may yield short-term gratification, but the long-term costs are huge
 - To increase/enhance your influence, let go of the illusion of control

**Your Attempts to Control Other People
Will Reduce Your Influence
and Your Effectiveness as a Leader**

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THINGS EFFECTIVE LEADERS DO—AND DO WELL
Create Cultures that Reinforce & Support
Behavior Essential to Organizational Success

LEADERS

Directly Impact the Culture
By Addressing it Indirectly

LEADERSHIP BEHAVIOR

FOR DRIVING ORGANIZATIONAL CULTURE

- 1. Ensure that others understand what you expect from them**
 - The type of behavior you expect & situations in which you expect it
 - *Telling them the behavior you expect is how you inform them*
- 2. Model that behavior**
 - Find opportunities to demonstrate that behavior for them
 - *Showing them what that behavior looks like is how you lead them*
- 3. Measure their performance using those expectations**
 - What gets measured gets done
 - Reinforce the importance you place on that behavior
- 4. Honor efforts & progress toward meeting your expectations**
 - Acknowledge their effort, progress, successes, mistakes & lessons
 - Mistakes can be signs of progress (focus more on lessons than on mistakes)
- 5. Confront unwillingness/bad faith**
 - Most people will make good-faith effort to meet your reasonable expectations – *Some Won't*
 - You do a disservice to those who will by tolerating/not acknowledging those who won't – *So Don't*

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THINGS EFFECTIVE LEADERS DO—AND DO WELL
Facilitate Continuous Process Improvement
The Relentless Search for Better Ways

LEADERSHIP BEHAVIOR
FOR FACILITATING THE RELENTLESS SEARCH FOR BETTER WAYS

Deliberate

- Thoughtful input (think & share)
- Inquiry driven (ask & listen)
- What(s), why(s) & how(s)



Improve

- Finding Better Ways
- Processes & Outcomes
- Remember, Apply, Forget

Decide

- Choose/"Bless"
- Define Success
- Create Plan



Implement

- Ideas to Action
- Time for Deliberation is Over (for now)
- Team Players vs. Team Members

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HOW WINNING OCCURS

IN THE REAL WORLD

1. Progressively

- Over time, not overnight
- Perseverance after the “new wears off” the effort
 - Winning is a process, not an event
 - Addiction to short-term gratification is a process killer

2. A Little theory & lots of effort

- Ideas are good
- Action is essential

3. Some success & some failure

- Some “good times”; some that are quite troubling
- Some “good hands”; some really “bad ones”
- In the real world, _____ *are inevitable*

**Success & Failure Will Characterize
Your Efforts to Achieve & Sustain Success.
Your Commitment to Doing so is Best Measured
*By Your Responses to Your Failures***

4. From the inside out

- The setbacks you encounter will have some impact on you/your organization
- The choices you make about those setbacks will ultimately be more powerful (have more impact on you/your organization) than the setbacks themselves

The Morning After
Get Over it & Get On With it!