

BECOMING HIGHLY EFFECTIVE WHEN YOU CAN'T BE PERFECT

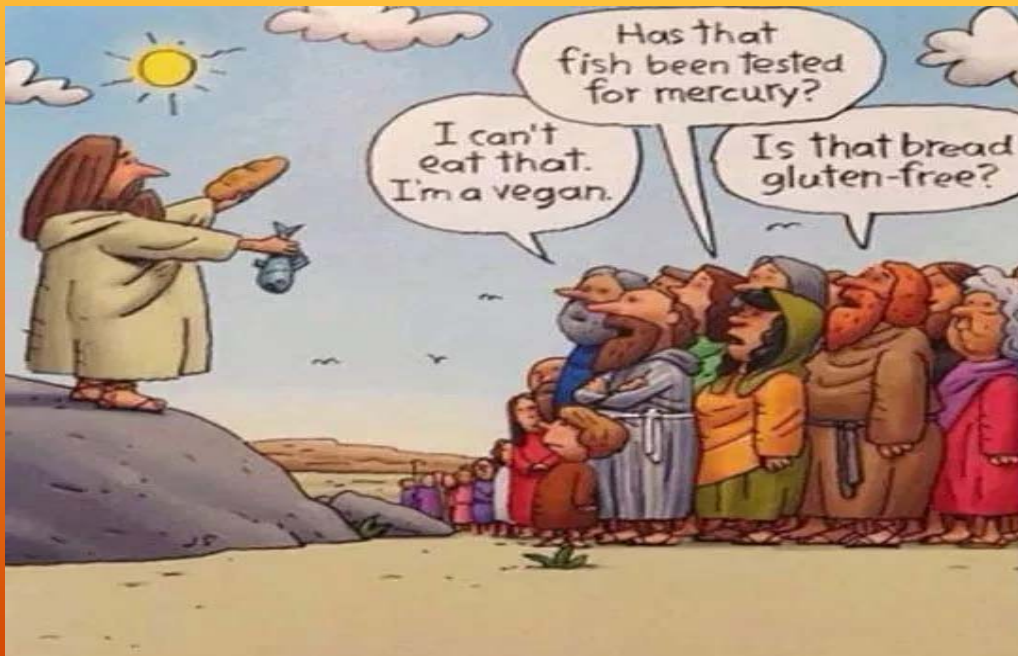
Prepared for C-OM-O Groups

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Based on "7 Habits" by, Stephen R. Covey



IN THE LAST 30 YEARS WE HAVE
TRANSITIONED FROM THE INDUSTRIAL AGE
TO THE INFORMATION AGE...

*...life is more complex, more stressful, more demanding.
So, how do we remain highly effective and relevant in
our personal lives, our families, and our organizations?*

- ▶ Many people are gripped with a sense of fear (for the future) or vulnerability (losing their job or not able to provide for their family)

FEAR AND INSECURITY

- ▶ People want things and want them now. Our culture and Wall Street scream for results *today*.

I WANT IT NOW

- ▶ It's the "if only game" blaming everyone and everything else for our problems and challenges – taking *responsibility* and showing *initiative* is the *supreme power of choice*.

BLAME AND VICTIMISM

- ▶ Cynicism and hopelessness leads to stagnation – discouragement - depression

HOPELESSNESS

- ▶ The problem is not our work, not the complexity or change...the problem is our modern culture says "go in earlier, stay later, be more efficient, live with the sacrifice for now" – this does not produce balance and peace of mind.

LACK OF LIFE BALANCE

- ▶ The greatest opportunities and boundless accomplishments are reserved for those who master the art of "we" – working selflessly *with* mutual respect, *for* mutual benefit.

WHAT'S IN IT FOR ME?

- ▶ Influence is having a voice that is heard, respected, and valued
- ▶ The real beginning of influence comes as others sense you are being influenced by them – when they feel you have listened deeply and sincerely

THE HUNGER TO BE UNDERSTOOD

- ▶ People are magnificently different
- ▶ What a waste to fail to unleash the principle of *creative cooperation* in developing solutions to problems that are better than either party's original notion/idea

CONFLICT AND DIFFERENCES

- > PROACTIVE MEANS MORE THAN MERELY TAKING INITIATIVE
- > PROACTIVE MEANS WE ARE RESPONSIBLE FOR OUR OWN LIVES
- > PROACTIVE MEANS OUR BEHAVIOR IS A FUNCTION OF OUR DECISIONS, NOT OUR CONDITIONS

***Effective people are
PROACTIVE (not reactive)***

Reactive Language

- ▶ There's nothing I can do.
- ▶ That's just the way I am.
- ▶ He makes me so mad.
- ▶ They won't allow that.
- ▶ I have to do that.
- ▶ I can't.
- ▶ I must.
- ▶ If only....

Proactive Language

- ▶ Let's look at our alternatives.
- ▶ I can choose a different approach.
- ▶ I control my own feelings.
- ▶ I can create effective presentations.
- ▶ I will choose an appropriate response.
- ▶ I choose.
- ▶ I prefer.
- ▶ I will.

EFFECTIVE PEOPLE ARE
PROACTIVE (NOT REACTIVE)

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*WHAT LIES BEHIND US AND WHAT LIES BEFORE
US ARE TINY MATTERS
COMPARED TO WHAT LIES WITHIN US.*

//

Oliver Wendell Holmes

Effective people begin with
the end in mind

▶ *We get caught up in the "activity trap" – the busyness of life, working harder and harder climbing the ladder of success only to discover the ladder is leaning against the wrong wall*

- ▶ START with a clear understanding of your destination
- ▶ To KNOW where you are going you better UNDERSTAND where you are now
- ▶ We may be very busy, we may be very *efficient*, but we will also be truly *effective* only when we begin with the end in mind

EFFECTIVE PEOPLE BEGIN WITH
THE END IN MIND



**When someone tell's you to
"Expect the Unexpected"
Slap them in the face
& Ask them...
If they Expected it...!!**

*LEADERSHIP DECIDES WHAT "FIRST THINGS"
ARE; MANAGEMENT PUTS THEM FIRST –
MANAGEMENT IS DISCIPLINE, CARRYING
THINGS/IDEAS/GOALS OUT.*

Put first things...First

*"THE COMMON DENOMINATOR OF
SUCCESS" E.M. GRAY*

*NOT HARD WORK, GOOD LUCK, ASTUTE
HUMAN RELATIONS – BUT, PUTTING FIRST
THINGS FIRST (STRENGTH OF PURPOSE)*

Put first things...
FIRST



THINK WIN-WIN – IT'S NOT YOUR WAY
OR MY WAY, IT'S *BETTER* OR *HIGHER*

6 paradigms of interaction:

Win/Win

Lose/Lose

Win/Lose

Win

Lose/Win

Win/Win or No Deal

- *ALWAYS SEEKS MUTUAL BENEFIT*
- ALL PARTIES ARE COMMITTED*
- COOPERATIVE, NOT COMPETITIVE*
- THERE IS PLENTY FOR EVERYONE*

Win/Win is a frame of mind
and heart

▶ 4 Levels of "listening"

- ▶ *Ignoring OR Pretending to listen*
- ▶ *Selective listening*
- ▶ *Attentive listening (focusing on the words)*
- ▶ *Empathic Listening – intent to understand*

SEEK FIRST TO UNDERSTAND,
THEN TO BE UNDERSTOOD

A Wise Old Owl



A wise old owl sat in an oak,
The more he heard, the less he spoke;
The less he spoke, the more he heard;
Why aren't we all like that wise old bird?

*WHEN WE SEEK FIRST TO UNDERSTAND,
THEN TO BE UNDERSTOOD...*

*Our differences are no longer
stumbling blocks*

*We open the door to creative
solutions*

*Differences become stepping
stones to synergy*

"

I TAKE AS MY GUIDE THE HOPE OF A SAINT:
 IN CRUCIAL THINGS, *UNITY* –
 IN IMPORTANT THINGS, *DIVERSITY* –
 IN ALL THINGS, *GENEROSITY*

"

Inaugural address of President George H. W. Bush

**SYNERGY – the essence of
 principle-centered leadership**

- ▶ *The essence of synergy is to value differences – to respect them, to build on strengths, to compensate for weaknesses*
- ▶ *Synergy could create a generation more geared to service and contribution, and less protective, less adversarial, less selfish*
- ▶ *Synergy is teamwork, team building, the development of unity and creativity*

**SYNERGY MEANS THE WHOLE IS BETTER
 THAN THE SUM OF ITS PARTS**



4 DIMENSIONS OF RENEWAL

*PHYSICAL
SOCIAL/EMOTIONAL
MENTAL
SPIRITUAL*

SHARPEN THE SAW: PRINCIPLES OF BALANCED SELF-RENEWAL

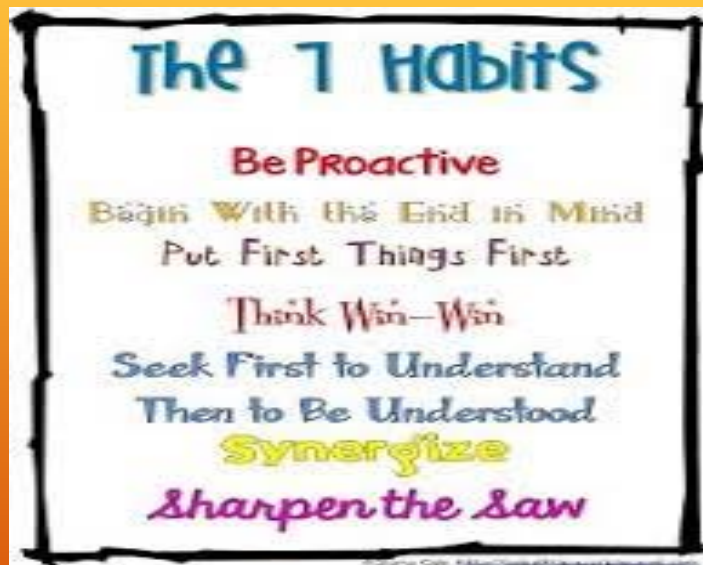
PERSONAL

- ▶ Physical – exercise, nutrition, stress management
- ▶ Social – service, empathy, synergy, intrinsic security
- ▶ Mental – reading, visualizing, planning, writing
- ▶ Spiritual – value clarification & commitment, Study & Meditation

BUSINESS

- ▶ Physical – the economic
- ▶ Social – how people are treated
- ▶ Mental – how people are developed and used
- ▶ Spiritual – the service, the job, the contribution the organization gives

SHARPENING THE SAW – WE ARE THE INSTRUMENTS OF OUR OWN PERFORMANCE; TO BE EFFECTIVE, WE MUST SHARPEN THE SAW IN ALL FOUR AREAS



SEVEN WAYS TO BE HIGHLY EFFECTIVE
WHEN YOU CAN'T BE PERFECT