

# The International communicator

communicating with competence

Summer 2005

## From the Editor

Dear Readers,

What is a leader? A leader is someone who uses their intuition (see right), who adjusts their leadership style to the development level of the people they lead (p. 2), who has learned how to deal with another cultural context (p. 3), who is proactive (p. 3) and who knows how to sell (p. 4).

Leaders in HR throughout Europe are encouraged to "roll up their sleeves" and immerse themselves in the theory and application of the progressive ideas on offer at the annual N Vision International Learning Forum this October 10-11. The Forum also provides the opportunity to strengthen networks and profit from the rich exchange of knowledge and experience with other HR experts (see p. 4 for details).

If you are a key player in the learning strategies and results of your organization, contact us about the details of this very special event.

Joe Butler, Editor

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## N Vision Learning

### The Intuitive Edge

*Empirical data is necessary for making decisions. Intuition is also indispensable. Learn to tap into it.*

We have all had those "gut feelings" at work. All the data points to a successful product or project, yet something inside of you says differently. Or you have the resume of a job candidate that looks great, but something tells you not to hire this person. You dismiss this feeling as untrustworthy only to discover later on that your intuition was right all along.

Intuitive intelligence is an essential business skill. It is also a skill that can be learned. Jagdish Parikh conducted a survey of 1,312 top managers in nine countries in which 80% admitted to using intuition, which they believed contributed to corporate success.\*

Markets today are complex and have too many variables to accurately forecast changes. Even with sufficient data and numbers, you still have to interpret and "intuit it" to make decisions.

"If your only tool is a hammer," said Abraham Maslow, "you begin to see everything in terms of nails." If your only decision-making tools are rational-empirical, you will be restricted to what can be measured or analyzed. You will not be able to deal with essential nonmeasurable variables such as values, motivations, human will, culture, communication/negotiation styles, and the like. Using intuition gives you greater knowledge and

awareness. It gives you more tools to use to work on solutions.

So how can intuition be learned? Create a strong desire to use intuition. Just like developing physical muscles, you require a need for

**"Even with sufficient data and numbers, you still have to interpret and 'intuit it' to make decisions."**

and commitment to using intuition. The more importance you give it, the more you will experience it in all aspects of your life.

Learn how your intuition communicates with you. Create an intuition journal that records intuitive somatic/body sensations (gut feeling), images, sounds and smells.

Practice. Test. Practice. Use your intuition and get direct feedback. For example, what image or symbol would best represent this client, team or product? What does my body say about it? Validate insights.

Get the business edge. Trust your intuition.

Darrel Combs

\*Warren G. Bennis (preface), Jagdish Parikh, Franz F. Neubauer, *Intuition: The New Frontier of Management (Developmental Management)*, 1994, ISBN 0631192255.



## Leadership

### Situational Leadership (2)

Employee development level and manager leadership style must coincide for a successful working partnership. This article is continued from the Spring 2005 issue of The International Communicator.

Development level is a combination of the competence and commitment of the follower to achieve a particular task. Developmental level does not apply to the person but rather to the task. An individual can be at one level of development on one task and at a different level on another task.

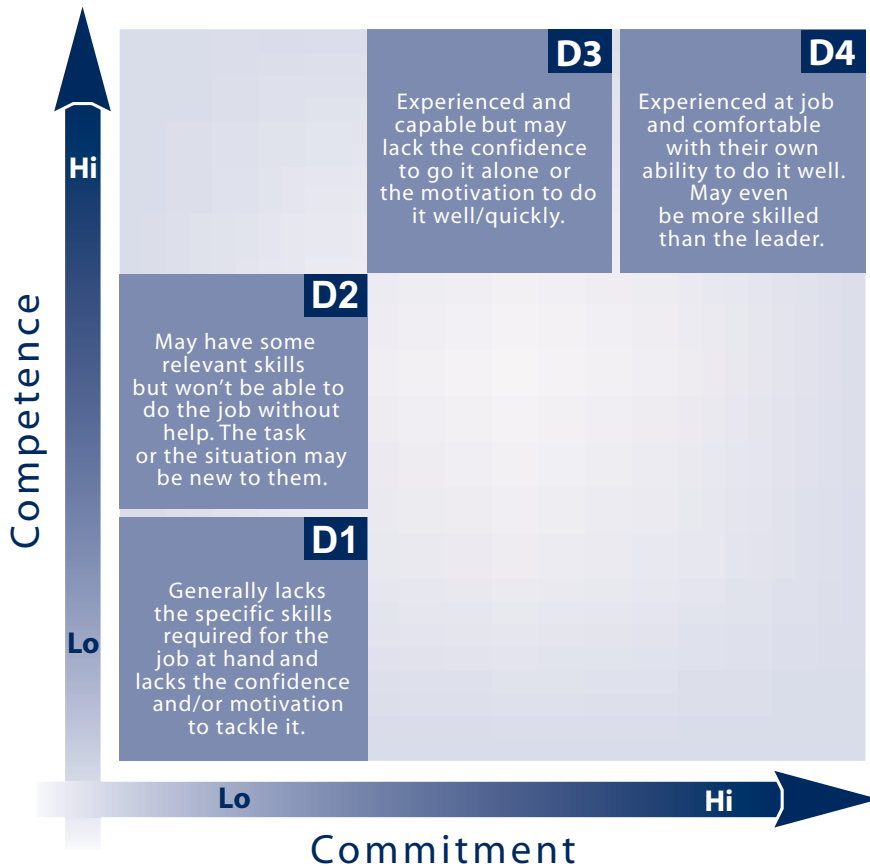
Development levels, like leadership styles, are also situational. A person might be generally skilled, confident and motivated in one role, but would still drop into level D1 when faced, say, with a task requiring skills they didn't possess. For example, lots of managers are D4 when dealing with the day-to-day running of their department, but move to D1 or D2 when dealing with a sensitive employee issue.

The situational leadership style of the leader—directing (S1), coaching (S2), supporting (S3), delegating (S4)—must correspond to the development level (D1-D4) of the follower for a given task—S1 with D1, S2 with D2 and so on. It is the leader who adapts.

By adopting the appropriate leadership style to suit the follower's development level, work gets done, relationships build positively and creatively, and most importantly, the follower's development level will rise with ongoing situational leadership to D4 to everyone's benefit.

Ed Norman

See the Spring 2005 issue of *The International Communicator* for references. Go to [www.nvision-learning.com/ic/ic\\_0502.pdf](http://www.nvision-learning.com/ic/ic_0502.pdf)



### Matching Styles

Here are two examples of leadership style matching—and not matching—development level.

▶ A new person joins your team and you're asked to help them through the first few days. You sit them in front of a PC, show them a pile of invoices that need to be processed today and push off to a meeting. They're at level D1, but you've adopted S4. Everyone loses because the new person feels helpless and demotivated, and you don't get the invoices processed.

▶ You're handing over to an experienced colleague before you leave for a holiday. You've listed all the tasks that need to be done and left a set of instructions on how to carry out each one. They're at level D4, but you've adopted S1. The work will probably get done but not the way you expected, and your colleague will despise you for treating them like an idiot.

Swap the situations and things get better. Leave detailed instructions and a checklist for the new person and they'll thank you for it. Give your colleague a quick chat and a few notes before you go on holiday and everything will be fine.

### Statement of Purpose

N Vision Learning Solutions designs and delivers international learning programs and consulting services that enable people to do business more enjoyably and effectively in the global marketplace. Visit us at [www.nvision-learning.com](http://www.nvision-learning.com).

## The Learning Corner

## Word Watch

### Spain is Different

*Learning about the cultural context of doing business in Spain can tip the balance in your favor and help you to secure the deal.*

Spain is different!—is not just a popular quote. What do you have to learn about the Spanish way of doing things to ensure high-quality business relationships? Here are three key aspects to bear in mind.

#### People orientation

In Spain the interaction and communication between people is more important than the business at hand. You might well observe that a person, although under enormous time pressure, will still find the time to chat to someone they know. In Spain it makes a huge difference whether you know a person or not. People treat you in a totally different way. You should therefore be prepared to invest a lot of time and effort into relationship building. If you want to do business in Spain you need to talk about yourself and your interests and share the sort of person you are.

#### Hierarchies

The president forms the center of the company. The president's influence and power are far-reaching—from top to bottom. You might be dealing with a representative only to find out that they have no mandate to make decisions. This is quite common and you will have to deal with decision makers from management directly if you want to get results. The good thing is that, compared to Central or Northern Europe, top management is relatively easy to access in Latin cultures.

**“In Spain the interaction and communication between people is more important than the business at hand.”**

#### Indirectness of Communication

It is considered rude and impolite to openly contradict someone. Your Spanish partner would rather acknowledge your point of view and then formulate their concerns very diplomatically in a question or an addition. You have to read between the lines. It would make them feel very uncomfortable if you did not understand them and thus forced them to become “impolite” and “direct” with you. It is also very hard for your Spanish partner to say “no.” Do not understand every “yes” as an agreement or commitment; you simply might not have heard the “no” behind the “yes.”

Learn to appreciate these differences and doing business in Spain could become a very rewarding experience indeed.

*Julian Geuder*

### Proactive

Creating or controlling a situation by taking the initiative—according to the *Oxford English Dictionary (OED)* that's what “proactive” means (from Latin *pro* – “before” and Latin *agere* – “to do”).

Stephen R. Covey, personal effectiveness guru, states that proactivity means more than taking initiative. He argues that “our behavior is a function of our decisions, not our conditions. We have the “response-ability” to make things happen,” in other words the *ability* to choose our *response*.

The determinist approach, on the other hand, would argue that our actions are pre-determined. We are influenced by our genes, childhood conditioning and environment and have no control. We are conditioned to react in a particular way to a particular stimulus. Following this theory we become “victims,” reacting unconsciously with no self-awareness and no choice.

Does choice exist? In Covey's “Proactive Model” there is a gap between the stimulus and response in which the freedom to choose arises. Somewhere deep inside all of us we know we have the freedom to respond “a-new” and not necessarily follow our old habits (conditioning) and patterns. Proactivity essentially means personal empowerment.

“Reactive people are driven by feelings, by circumstances, by conditions, by their environment. Proactive people are driven by internalized values. Proactive people are still influenced by external stimuli. But their response to the stimuli, conscious or unconscious, is a value-based choice or response.”

What are the deeper values and visions in your life that make your responses proactive?

*Ieva Gaidulis*

## Food for Thought

“I can't believe that!” said Alice. “Can't you?” the Queen said in a pitying tone. “Try again: draw a long breath, and shut your eyes.”

Alice laughed. “There's no use trying,” she said. “One can't believe impossible things.”

“I dare say you haven't had much practice,” said the Queen. “When I was your age, I always did it for half an hour a day. Why, sometimes I've believed as many as six impossible things before breakfast.”

*Alice Through the Looking Glass,*  
(publ. 1872) by Lewis Carroll



## Sales

### Selling Leaders

*True leaders are sellers by nature.*

Several months ago we were competing for a leadership development program for a top European organization. Unfortunately, we didn't get the project. When I called to learn why we hadn't been selected, the potential client was very open and said, "When we reviewed your profile and credentials, we felt you were more of a sales expert than a leadership expert."

**"In every human transaction, someone is selling and someone is buying."**

I firmly believe that the ability to sell is an essential skill needed by every potential leader and top executive today.

People in top positions can order spending freezes, sell off a business unit or even arrange a merger. But only leaders who know how to sell the "benefits of these changes" over a long period of time to the different key interest groups have any chance of being successful.

Inspiring a shared vision, creating change and unleashing talent are the key responsibilities of a leader. In the interactions I have with top leaders, all are quick to point out the importance of exceptional selling skills in their role as a leader.

Selling is about going first. If you truly believe in the changes you are promoting, your passion and conviction can inspire confidence in others to follow you. I call that selling.

Of course, effective leadership involves more than just the ability to sell, but a top leader who can sell cannot be surpassed.

*Dan Norenberg*



## News

### +++++ N Vision News Flash +++++

*The annual N Vision International Learning Forum, Oct. 10-11, 2005*

**"Breakthrough Learning for Breakthrough Results"** is our Learning Forum theme for 2005. We invite human development experts to experience some impressive approaches to learning that have led to tangible breakthrough results. We know that there is no "golden key," but we are very excited about being able to present cutting-edge methodologies that will help you identify the learning required to create the performance breakthrough critical for yourself and your organization. To help you in your search, we'll be bringing in learning experts such as Markus Schnitzer from IGM in Innsbruck, who will share his breakthrough learning strategies as the mental trainer for Austrian Olympic gold-medal winner Kate Allen.

**"Implementing Change through Integrated Learning"** will be led by Mike Cook, Julian Geuder and Steven Hunt, all from our N Vision team.

Jochen Peter Breuer, co-founder and senior consultant of JPB Consulting, and Dan Norenberg will facilitate the principles and practices of **"MENTAL MERGER®"**, which helps key players manage the non-material realities of change more effectively.

Ed Norman and Michael Couch will engage Forum participants with a profound view of **"Creative Leadership Strategies."** And rounding out the Forum this year is Karin Mitterbauer, from Drum Circle, whose musical expertise has accelerated breakthrough developments in group dynamics in over a dozen countries.

For more details on the **N Vision International Learning Forum**, visit us at [www.nvision-learning.com](http://www.nvision-learning.com) or write us at [info@nvision-learning.com](mailto:info@nvision-learning.com)



## Numbers

Today's business managers read or are expected to read about one million words every week.

As the American psychologist and philosopher William James said, "The art of being wise is the art of knowing what to overlook."

From *The Power of Simplicity* by Jack Trout