

The International communicator

communicating with competence

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From the Editor

Dear Readers,

People are different. That's hardly a revolutionary statement, but forgetting it can lead to misunderstandings with consequences for your organization.

Reinforcement and rewards are as individual as the people they are intended for (p. 2). The DISC matrix allows you to identify people's preferences and address them directly (p. 3).

Learn to recognize that although someone may be an exceptional individual performer, they may not make an effective leader (p. 2). In the same way, scientists may not be sellers by nature but they can learn to leverage the abilities they do have (p. 4).

When you've aligned the personalities of your team to your company's vision and mission (s. right), you can truly *nvision* your future.

Joe Butler, Editor

Contents

- Anchoring Vision & Mission in Practice
- The Science of Getting Things Done
- The VAT Leader
- DISC—A Look into the Universal Psyche
- Word Watch: Integrity
- Turning Scientists into Salespeople

Leadership

Anchoring Vision & Mission in Practice

"Change gets real when you capture hearts and minds and your aim is execution."

Vision and mission are central to leadership today and to the ongoing delivery of continuous change.

"For N Vision, *mission* is a statement of purpose and values—why an organization exists and how it behaves..."

What do we mean by "vision" and "mission"?

For N Vision, *mission* is a statement of purpose and values—why an organization exists and how it behaves; *vision* is a very compelling image towards which an organization is attracted and guided by its strategic plan.

The organizations that work effectively are those in which leadership demands reality and puts a premium on systems of rewards and penalties that anchor realism throughout the organization.

The leadership challenge is to recognize that the reality of individual passionate execution aligned to the organization's goals can only happen by investing significantly in the communication of the cognitive and emotional dimensions of mission and vision, supported by rigorous positive performance management.

The anchoring of ideas, beliefs and attitudes at the individual level is the cornerstone for effective execution. This will only come about when people throughout the organization both really understand the mission and really feel the excite-

"...*vision* is a very compelling image towards which an organization is attracted and guided by its strategic plan."

ment and urgency of the vision. The communication and reinforcement by leadership at all levels required to reach organizational clarity and dynamic execution cannot be underestimated.

Ed Norman

Anchoring V&M

How do you anchor vision and mission in your teams and business groups? Share your successes and we'll consolidate them for everyone's benefit.

Send us an email at:
communicator@nvision-learning.com.



The Bottom Line

The Science of Getting Things Done

What do the new team leader, the division manager, and the CEO have in common? The gap between what they tell people to do and what gets done.

A leader suggests something. Nothing happens. They tell their employees what has to be done. Not much happens. They demand more forcefully. Something happens, though not exactly what they wanted and not how they wanted it. Finally, they order with the implied threat "do it or you're fired." Probably enough happens to avoid that ultimate consequence. By now many leaders must be left thinking "Why don't people do what I tell them to do?"

Behavioral scientist Aubrey C. Daniels has spent a lifetime researching exactly this question. His research is summarized in his book *Bringing Out the Best in People* (1999), ISBN 0-07-135145-0.

Why not use the mid-performance review as a chance to increase performance (and the bottom line)? Here are my top three tips based on Daniels' research:

1. Only positive reinforcement results in desired behaviors.

Threats of negative consequences get people to do just enough to avoid punishment.

2. Reinforcement and rewards are individual.

What motivates me (home office) may mean nothing to you (company car). Few people are motivated by cash bonuses alone. What other rewards does your organization have for leaders to create personalized reward and incentive packages?

3. In setting objectives, specify both results and behaviors.

This aligns people behind organizational values. Rewarding results without looking at how they were achieved can lead to behaviors that are undesirable, not aligned or even dangerous.

Obviously there is much more to motivating employees to perform the way you want them to perform than this.

If you asked your employees to put more effort into their work, most would do so. Get that effort through positive reinforcement and add a couple of percentage points to your bottom line.

Michael Couch



Numbers

Only 5-10% of leaders are seen to possess charisma.

Further research shows that people rarely view their own leaders as charismatic, but rather those leaders already portrayed as charismatic in the media or history.

—from *Führung und Zusammenarbeit*
by Rolf Wunderer
(2006), ISBN 3-472-06340-8



Leadership

The VAT Leader

Are you a value-added leader in your organization?

A value-added leader is one who does the right thing at the right time at the right level of the organization.

Let's use the VAT leadership formula to see how a sales engineer, Tom, who has moved up to team leader, could have become more of a value-added leader to his team and organization.

Values

As a sales engineer, Tom valued the hands-on experience of working directly with customers and solving their problems. When he moved up to team leader, instead of transforming his values and recognizing that a team leader supports their specialist team members, Tom continued to jump into specific problems. This led to poor acceptance of Tom as the team leader.

Ability as well as skills

If those interested in Tom's career had seriously engaged in observations and conversations to determine if Tom had the ability and the skills to advance on this leadership pathway, a great deal of time and energy would have been saved.

Time

A skilled coach could have helped connect Tom to other successful team leaders at his level. They could have shared with Tom how they spend their time as team leaders in this particular organization. This could have given Tom a very concrete picture of how he could use his time to plan and carry out the right activities of a team leader, at the right time and at the right level.

Dan Norenberg

The Learning Corner

Word Watch

DISC—A Look into the Universal Psyche

The DISC matrix is a useful tool for helping you become more sensitive to how you perceive and respond to your environment—and how others perceive and respond to theirs.

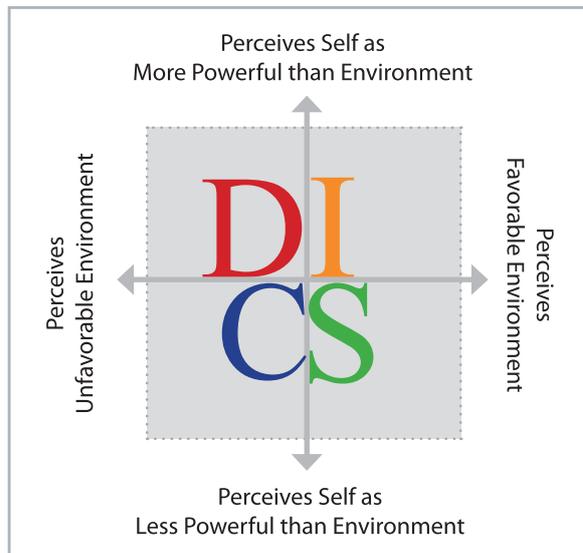
How do I see and respond to my environment in my “work”? In what ways do other people’s behaviors synergize or clash with mine?

Taking the time to reflect on these questions can help increase not only our efficiency and productivity but also enhance job satisfaction.

DISC stands for
 _ Dominance
 _ Influence
 _ Steadiness
 _ Conscientiousness.

It describes four different characteristic ways of behaving in particular environments. Dr. William Marston created this psychometric measuring tool to help

people understand and manage their experience in the world. How do you respond to these different perceptions to build positive outcomes and relationships?



Dominant people are power-focused and driven by results. When interacting with them, focus on facts and ideas rather than people.

Influential people need ideas and social popularity to get things done. They are good talkers and can see opportunities. You can be successful with them by building your relationship with them and listening to them talk about their ideas.

Steady people search for stability through processes and a harmonious environment. They work well with clearly defined goals and ongoing support.

Conscientious people are driven by rationality and correctness. Be logical, accurate and use clear data when working with them.

We are of course a unique blend of all of these behavioral characteristics and should avoid putting ourselves and others into a box. However, this tool does provide

us with a useful compass to the universal psyche when used with sensitivity and respect.

leva Gaidulis

Integrity

The word *integrity* comes from the Latin *integritas*, meaning “soundness, integer, whole, complete.”

The *Oxford English Dictionary* lists three basic meanings for *integrity*:

1. the quality of being honest and morally upright.
2. the state of being whole or unified.
3. soundness of construction.

“A highly effective team is whole and unified.”

How do these meanings translate to your team?

1. **Highly effective teams** have honest and morally upright members and leaders who stay loyal to each other, are open with one another and mean what they say, sincerely.
2. **Highly effective teams** are whole and unified. Their members and leaders are present and healthy, work well together—including debating internally—and head towards the same goals.
3. **Highly effective teams** are soundly constructed, with clear task allocation, defined proceedings and open communication lines.

It’s easy to look at the above and glibly say, “Well, that’s not my team by far!” It’s harder to look at ourselves and ask “Is that me?” “Do I see myself in that picture?” and “Do I contribute to attaining the above?”

No team is perfect. No individual is perfect. But striving towards integrity should be our aim. Individual and collective integrity can be a powerful building block in creating highly effective teams.

Jaquie Thomas



Sales

Challenging Situations?

Turning Scientists into Salespeople

Competitive pressures are pushing organizations to develop the selling skills of their technicians and scientists. Business partnering is the way to go.

Scientists and technicians have long played a role in the sales process. For the most part, this has been a secondary role, typically in sales support.

But scientists' roles are changing, driven by more competitive global markets. This means the ability to develop relationship competence is just as important as having technical competence.

Competitive advantage does not last long as it used to, which means an organization's ability to exploit its competitive advantage to generate extra revenue has weakened. One way round this is to change the role of the organization's scientists and technicians.

Organizations need scientists and technicians who can sell their solutions. A technical perspective, although a pre-requisite in most scientific jobs, may no longer be enough. Scientists have to combine

this with selling skills.

Although the goal is clear—turning scientists into salespeople—the route to that goal has not always been successful. This is because organizations have attempted to develop scientists as they would

“Organizations need scientists and technicians who can sell their solutions”

develop their sales force—through established sales training programs.

This approach fails to take account of the fact that science and sales tend to attract different personalities. Scientists tend to be more analytical and introverted; salespeople tend to be more generalist and extroverted. The failure to recognize this has led to people on both sides of the fence—managers and scientists—feeling frustrated.

Scientists are pushed to sell—something they have never done before and have no burning desire to start doing. They feel uncomfortable, frustrated and ultimately de-motivated. This in turn undermines their scientific work and results in an underperforming organization in which targets are missed, which frustrates management efforts to develop people's abilities.

This downward spiral can be broken by getting scientists to view the people they are selling to as business partners. This plays to scientists inherent strengths: openly discussing and exploring possibilities and potential problems and solving them as well as explaining processes.

What challenging situation would you like us to deal with in a future issue of the

International Communicator?

Get our perspective.

Send us an email at:

communicator@nvision-learning.com.

We will of course ensure that your challenging situation remains anonymous.

Scientists who want to sell successfully by means of business partnering would do well to focus on three key behaviors:

1. Be solution-oriented.

Scientists are motivated by designing and applying new approaches to solving known problems—put simply, by finding solutions.

2. Realize that a complex sale involves many decision makers, some of whom are non-technical.

Adapt explanations to the knowledge level of the decision makers you are speaking to. Financial decision makers primarily want to know about the payback and profit on an investment with only a brief descriptions of the key technical points.

3. Resist the temptation to present solutions too soon.

Explore and explain all the possible causes of an issue and especially the effects and costs to the organization. Only then present options and solutions.

Steven Hunt



Food for Thought

“I am focused. I've always been that way. That's because I have a responsibility to perform at my best. I'm paid to be obsessed. I'm paid to win.”

—Lance Armstrong (1971-present), US professional racing cyclist

“Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it.”

—Lou Holtz (1937-present), US football coach