

EMOTIONAL INTELLIGENCE

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The Arrows in Your Quiver

- **Types of Intelligence**

- **Cognitive:** The ability to reason, think critically. It is the intellectual, logical and rational arrow in your quiver.
- **Social of Emotional:** The ability to understand and manage people, including YOU and OTHERS.
 - **YOU** is perhaps the most important arrow of all. You can be your worst enemy or your best friend – sometimes both.

Arrows in Your Quiver

- Other Arrows

Knowledge: Information and skills acquired through education and training. Knowledge should be a **continuous process**.

Experience: Knowledge gained from actually doing things, including the process of trial and error, making and learning from your mistakes and the mistakes of others. “stretching”, that is taking on challenges which sometimes push your limits.

Arrows

Experience

– Borrow from others

- **Coaches/Mentors. Boards and Executive Committees can also be advisors and mentors. Being members of peer groups and associations.**
- **Associate with people who provide positive learning experiences**
- **Be involved In venues which provide positive opportunities**
- **Learn from mistakes and errors.**
- **Let experiences build on each other; continue to improve each experience.**

Experiences

- **Experiences May Fade**
 - A president of a company may not have run a project in 20 years or more, has not done a CPM or run a crew or had to face a hostile owner's representative.
 - The president may not have had to take the tongue lashing of an inspector over a leaky pipe, or missed scheduled because of lack of work force.
 - This is the reason great leaders still routinely visit their field operations so they do not “lose the touch, the feel, the reality” of those with boots on the ground.

Mistakes as Learning Opportunities

- **Fear of Failure leads to not trying**
- We develop ourselves and others to do the very best, but when we do err, we face it and learn from it. **We get better and do not repeat our mistakes!**
- **So learning from an experience, even one that did not work out too well, can add to one's knowledge and wisdom.**
- **But blaming ourselves and others is not a learning experience for anyone.**

The Algorithm for Success



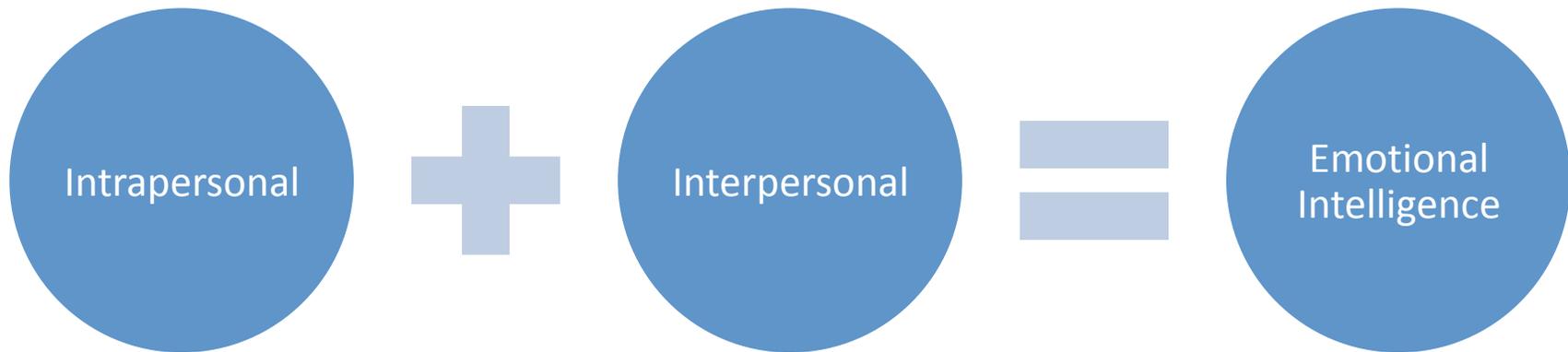
No Magic Solution

- The application of the foregoing varies by person and by company.
- Emotional Intelligence (managing yourself and others) is shown to be an important element of successful people and companies (the star performers). But it is not a one size fits all magic potion. As all management concepts, it should be tailored to the individual and to the company.
- **But as an individual and as a company, the commitment to continual improvement (Kaizen) should be a passion and is a cornerstone of Emotional Intelligence.**

What Emotional Intelligence CAN Do

- **Remove or reduce personal attributes which are speed bumps** in the golden brick highway of your life or business. That is because It can and should assist in **enhancing your strengths as it diminishes the weaknesses.** This is the **INTRAPERSONAL** side of EI.
- **Improve your relations with others,** your effectiveness in dealing with co-workers, employees, family members and the community. This is the **INTERPERSONAL** side of EI aimed at improving how well you **manage others, being a leader.**

Emotional Intelligence



INTRAPERSONAL

- This Section will deal with **YOU**, assessing strengths and weaknesses, implementing ideas that will enhance your competence is managing YOU.
- ***A person with strong intrapersonal characteristics is normally self-confident, respectful of others but assertive; and not immobilized by fear of making mistakes or speaking out at meetings. These are team players, have critical thinking skills and are solution oriented with strong values.***

Self Awareness

- Emotional Intelligence is based on the concept that **you act out your emotions, your sense of self**. And that “acting out” can be a negative (like a temper outburst) or a positive (like learning to be a good listener).
- *Self awareness is understanding both the positive and negative acts which influence your results and attainment of goals.*
- Self awareness begins with an **evaluation** or assessment of yourself.

ASSESSMENT

- To improve or change, we need a ***baseline***, which is **developed from a self assessment of strengths and weaknesses.**
- **It provides priorities.** The Pareto Principle that 20% of the issues produce 80% of the problems. From the assessment, it is essential to pick out the priorities that you wish to work on, and develop a game plan for handling those key ones.
- **We always eat that elephant one bite at a time. Begin with the low hanging fruit.** The ones you are most aware of and which have the greatest consequence.

Assessment

Shoot for an objective assessment, remembering Robert Burns *Ode to a Louse*, the poem of a haughty dowager walking down a church aisle glowing in the belief that the congregation was looking at her Easter bonnet admiringly. *Instead they were watching a louse crawling around her collar.* And so the famous last line by Burns:

“Oh, would some power the gift to give us to see ourselves as others see us.”

Assessment

- The reason for 360 evaluations in a company is to get a picture of how others see us. Boards and executive committees are constituted to help provide honest insight into how the boss is performing, how the boss is seen. “Me too” boards are a waste of time.
- ***If assessments are not honest and objective, if you are just heaping on self praise or seeking it from others; or if you are just beating yourself up or overreacting to some negative comments from others, then just stop right now.. This isn't for you.***
- ***And honest assessments take guts – to truly look at how your behavior is affecting your own life and the lives of others. All of us want lavish praise but constructive criticism is the fuel of improvement.***

How Others See Us

- **You may see yourself . . .**
 - As a strong leader while others as an insecure, domineering boss.
 - As honest and others see you as rude.
 - As a great conversationalist and others as a person who is without empathy and never listens, just wants to control the conversation.
 - As a solution provider and others as a micromanager.
 - As warm and friendly to women who see you perhaps as a flirt.

How Others See Us

- **So be open to honest feed back.** Seek input from those who are most likely to be objective.
- And *listen without being defensive*. But do dialogue with the person who is providing the input, seek to understand that person's point of view and it is okay to at least explain what your motives and intentions have been.
- And in your self assessment, always ask yourself the questions: **Are the things I am doing furthering my goals, helping others to further theirs, consistent with my values and respect for others? What is working? What maybe is not working so much? Am I on autopilot or thoughtful response to the situations I find myself in.**

Being Mindful v The Autopilot

The *autopilot is where we just react without thinking about the consequences to ourselves or others*. It is just a programmed reaction based on past experiences. The autopilot is at work when:

- We lose our temper
- When we don't listen and dominate meetings
- We just do things impulsively – shoot from the hip without consideration of the effects (shoot off e-mails that we wish the next day got put in spam)
- When we say: I don't need to do (that) because I just know the right thing to do
- We try to beat the system
- We are not assertive because I am afraid people will not agree with my ideas or ridicule me
- We resist out of hand change and new ideas
- It is all about me
- We are judgmental and accusatorial, or a racist.
- We are disrespectful

Mindful

- Being Mindful is the essence of self awareness. It is, first of all, **recognizing when you are on auto pilot, and what triggers those reactions.**
- **Mindfulness is actively thinking about your behavior and how it is affecting your quality of life, your attainability of goals, how it makes you and others feel. Normally people who feel good about themselves function more effectively and making others feel good about themselves causes them to be more positive and effective.**
- ***It is deciding to not be robotic but to truly respond to life in a responsible manner that produces the most effective results, and to do so INTENTIONALLY.***

MINDFULNESS

The **antidote** to the auto pilot (reactive or negative behavior) is **intentionality** based on objective awareness of your behavior.

The antidote lies in identifying areas which need to be strengthened (including as assessment of your strengths and not just weaknesses) and prioritizing them. **In other words realizing that neither God nor you are finished with you yet.**

And then it involves the **Courage to take action.**

And the commitment to be the best you can be.

Being the Best You Can Be

- The Number One college draft pick – an All American - for an NFL team goes to training camp as a rookie and spends the summer trying to get better.
- And then fifteen years later, as an All Pro, he still goes to training camp and is coached on how to improve.
- The superstars spend their careers figuring out how to be the best they can be. And their coaches do the same with the team. And they keep winning ball games.
- Bill Gates reads various books and articles 5 hours a week to continue to improve.
- **Why not the rest of us, working to be the best we can be? As leaders, spouses, parents, employees, community members? That is the essence of EI.**

Mindfulness of Emotions That Cause Negative Reactions

Failing to **confront Issues** or to **accept accountability**

Insecurity and low self esteem (which one might try to overcome with arrogance or escaping responsibility)

Not doing something for **fear of failure**

Not taking into consideration the **needs of others**

Not being a **team player**

Angry outbursts on the one hand, pouting and **withdrawal** (and sulking) on the other

Failing to **keep promises**

Doing things to **please others instead of the right things**

Using **Fear and Intimidation** to cause others to perform

Procrastination

Grandiosity – **the world spins around me.**

Overcoming Being Defensive

Overcoming being defensive and just fighting back or attacking when criticism is made, begins simply through **recognition** that this is your pattern. And being defensive does develop into a pattern, which is one of the reasons it is such a dangerous trait. It becomes a road block to progress and improvement.

So, **just be smart**. If you are wrong, or made a mistake, why perpetuate it. You will not further your cause or your goals by stubbornly refusing to listen to others, to defend the indefensible, to not change for the better. **It is just dumb to be unjustifiably defensive.**

Arch Foe of Self Awareness

- **Being defensive is like using a powerful SBF sunblock.** It blocks objective information and the actions that can be taken to improve oneself and enhance goal attainment.
- **One's lack of confidence has steroids causing one to be fearful of ever being wrong or being criticized.**
- Conflicts are not resolved but **fester** because one refuses to take or listen to input from others.
- **Mistakes are repeated.**
- One is programmed (auto pilot) to **attack instead of listen when critical comments are made.** And so one **shrivels instead of grows.**

AWARENESS

- Be **Mindful of conduct** which causes **POSITIVE** Responses. What are the things you are doing that are really working and furthering your goals?
 - Feeling good about yourself. What causes that feeling?
 - Self confidence. How do you develop it?
 - Learning from your mistakes
 - Accountability
 - Confronting issues instead of backing away
 - Helping others to succeed
 - Getting better
 - Mutual respect
 - Environments in which others and you feel comfortable, unafraid to express thoughts and ideas.

Mindful of Conduct . . . contd

- I **read** articles and books which help me grow
- I **discuss ideas** with others
- I have my own **growth plan**
- I know my **values and I live them, even when it sometimes hurts**
- I am **respectful** of others
- I give **recognition** to others
- I go the **extra mile**

The Knowledge Worker

- The Knowledge worker (or any individual) is one who doesn't rely on the company to provide training and educational opportunities, but furthers his/her skills through continuous learning and experiences and further assists others in their quest for improvement and self-reliance.
- These people move from being **Independent** (being self reliant which is the heart of Intrapersonal) to **interdependent** (assisting others achieve their goals which is the core of intrapersonal).

A Guide to Self Confidence

- Establish **intermediate goals** for yourself and/or your company.
- But then set forth **short term goals**, daily goals. A Project schedule has a finish date based on budget, quality and schedule, but is broken down into short term activities. Improvement is a project: it has goals and steps and actions to achieve those goals.
- **And then you work your tail off to meet those goals, every day.**
- **That is how we build patterns of success which then cause us to feel confident in being able achieve our goals. But PLANNING and DOING what we planned on a daily basis is the system which creates a habit of success. And that builds self confidence.**

A Guide to Self Confidence

- **Value Systems or Guiding Principles** – for the most part, star performers have strong value systems, and actually live them (walk the walk).
- **Value systems** lead us to know what is the **right thing to do, and then do it**. Doing the right thing leads to a pattern of successful outcomes. **Being a thoughtful spouse or respectful leader produces positive outcomes**. Living a life of positive outcomes builds self confidence. This is the basis of true optimism, not whether the glass is half full or half empty, but whether you are consistently doing the right things right.

Self-Confidence

- **Trustworthiness** is a major component of one's value system (the reliable promise – the representation that one can count on, faithfulness in relationships).
- Success and quality of life are by-products of being a person others can count on – and you can count on yourself (**self-discipline which causes you to make a plan and then do it**)
- The title of a great movie was **A Man For All Seasons**, meaning a person you could count on to stay consistent with his values in good times and bad, cyclical economies and when ideas went well and when not so much.

The Solution Provider

- **Solution providers do not hit brick walls.** They figure out a way to get over or through them.
- They are **not micro managers** or obsessive compulsive. They are **critical thinkers** who attempt to identify an issue and develop an approach to successfully deal with that issue.
- The solution provider understands that getting the most reliable facts and input from others he trusts and then developing a solution which will be implemented and measured (and perhaps be reevaluated and a different solution provided based upon experience) is the optimum approach.
- The best solutions are not YOUR solutions but OUR solutions.

Solution Provider

- The solution provider does **not wallow** in the past or guilt or blame.
- The solution provider is **momentum driven**: let's get past this issue and move forward with the best possible approach. The solution provider is a timely and effective **decision maker**.
- The solution provider does not operate on auto-pilot, but **evaluates the facts and develops an approach** to the issue.
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• In fact, the best solution providers are the ones with **20/20 foresight who attempt to prevent problems** (and realize that continuous improvement is one of the approaches to do that)

Innovativity

Star Performers are **grounded in fundamentals** but **willing to change** where and when important to do so.

- They realize that all **improvement is change** but **all change is not necessarily improvement**.
- So they have **an approach to improvement**.
 - **Identify** the critical issues.
 - **Prepare** through immersion in reliable information
 - Incubation – **brainstorming**
 - **Execution** (but first education and training of others involved) with feed back to see how it is going
 - **Monitoring, evaluation and rethinking as necessary**.

Passion

- Star Performers are **passionate**. About what they do, about becoming better at it, about their families and companies, about community, about life: **about something!**
- **When it comes to actually doing something based on self awareness, the energy behind that is our passion to improve, to attain our results and goals, to help others. . . .and to continue doing so!!!**

Making It Happen (Self Regulation)

- The way we make it happen, then, is:
 - Self Assessment
 - Self Awareness
 - Develop short term goals
 - Be passionate – gung ho! Get in the zone
 - Do what you said you were going to do
 - Make a reliable promise to yourself and keep that promise
 - Every day
 - Do a check to make sure it is working

INTERPERSONAL

- **This section** deals with managing others, which are attributes of those with interpersonal skills.
- Most of us do not live in a cave on a mountain side and our success in life (and quality of life) comes from **interacting with others**. **The management of these relations on a positive and effective way is a skill we need in every relationship, from family to business to community.**

TOMORROW

- Today, before you react negatively or on autopilot, think about tomorrow. *Tomorrow, will I wish:*
 - ❖ I had shown respect
 - ❖ I had not just spouted off
 - ❖ I had been intentionally responsive and not reactive. That I had turned off auto pilot
 - ❖ I had spoken up in that meeting
 - ❖ I had accepted constructive input instead of being so defensive

TOMORROW

Tomorrow will I wish I had:

- ❖ **Not lost my temper**
- ❖ **Shown respect instead of attacking**
- ❖ **I had thought about others instead of just myself**
- ❖ **I had not been afraid to make a mistake**
- ❖ **I had not been afraid to assert what I really believe**
- ❖ **I had not lied**

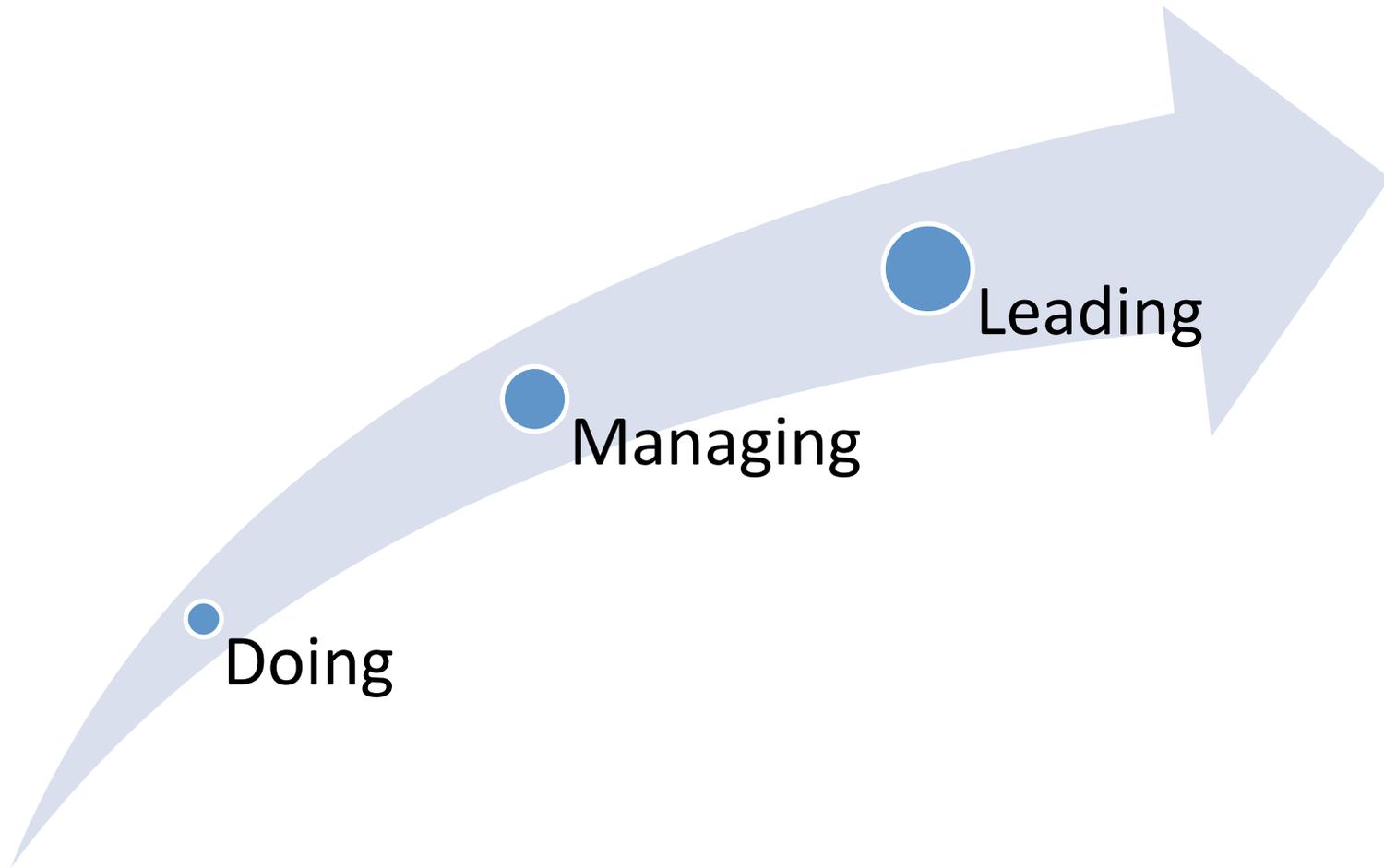
Tomorrow

Tomorrow will I wish:

- ❖ **I had lived up to my promises**
- ❖ **I had not put off some important priorities**
- ❖ **I had given recognition to someone who deserved it**
- ❖ **I had been helpful in developing solutions instead of just blaming others.**
- ❖ **I had read something for a change**

MANAGING RELATIONSHIPS

EI Follows This Arrow



INTERPERSONAL

WHAT IT IS NOT:

- **Just being nice**
- **Giving way to others just to please**
- **Being dictatorial**
- **Managing by fear and intimidation**
- **Micro Managing**
- **Being Assertive and Honest**
- **Gunny sacking**

InterPersonal

What it IS

- It is a **way** of being a **team member**
- It is a **way** of being a **team leader**
- It is a **way** of **getting the most out of** people through respect rather than direction.
- It is a **way** or preventing/managing **conflicts**
- It is a **customized way**, meaning that again, one size does not fit all. It recognizes ***individual*** differences, needs, and motivations. It is an approach and not a prescription.
- It still retains necessary order and discipline

Interpersonal

- **IntraPersonal**

- **The people who have the best self awareness, self-control, and internal motivation (self-confidence) are invariably the most effective in managing others.**
- In conflict management, we will see that the most difficult conflicts to manage are the internal ones, not the interpersonal ones.
- **So, again, the first domino is the intrapersonal. The star performers in influencing others are the star performers in managing themselves.**

EMPATHY

- Understanding Others
- Developing Others
- Service Orientation
- Leveraging Diversity

InterPersonal

- **EMPATHY – SEEK FIRST TO UNDERSTAND**

- ❑ **Sympathy** is an expression of *your feelings*. “I am sad that your dog passed away.”

- ❑ **Empathy** is *crawling into the skin of the other party* and truly having an understanding of that person’s feelings, fears, drives.

- ❑ **Peter Drucker**: Identify the needs of the customer and then organize to profitably serve those needs or wants. Begins with empathy: seeking to understand what the customer really needs before you tell him what you have to offer.

- ❑ Drucker is saying that empathy has *two components*: first is to understand and second is to demonstrate that you understand.

Understanding

- Encompasses understanding the other party's:
 - Culture
 - Financial circumstances
 - Goals
 - Biases and prejudices
 - Values and character
 - Short term goals and needs. Long term goals.
 - Experiences especially common ones.

SEEK FIRST TO UNDERSTAND

- It begins with listening: ***Really listening***.
 - Focusing on *what* the person is saying. Shallow listeners and deep listeners: which will you be?
 - Focusing on *how* (body language, tone of voice) the person is saying it
 - *Not interrupting*. Not trying to come up with what you have to say before the other finishes a sentence. Rebuttal thinking is a foe of listening.
 - Showing that you are *interested* through your body language and eye contact
 - Always being respectful. Never attack the person in any comment. Attack issues but never the person.
 - Showing that you are *listening* through the *questions* you ask and *comments* you make which demonstrate that you are interested and that you care. Asking questions of clarification is good approach to understanding.
 - *Summarizing* what the person is saying to make sure that you indeed did hear correctly and thoroughly. You might even say: And I can tell that you are very passionate about that point.
 - This is being an **active listener**

Active Listeners

- **Prepare** before meetings
 - Learn as much about the other person or customer as possible before the meeting.
 - Check out website, other tools for background.
 - If a negotiation, prepare the other party's position to have a pretty idea of where the other party is coming from, strengths and weaknesses
 - ***Commit to listen and understand.***
 - Understanding does not necessarily mean agreement.

Active Listeners

- Freud said: “Mortals can keep no secrets.” Meaning that no one is a perfect poker player for lips, eyes, expressions, finger movements etc give an insight into what is going on in the other person. Active listeners pick up on these traits and expressions.
- Active listeners avoid using negative physical signals. Scowling, shaking one’s head, . . .turns off communication.
- Active listeners are really committed to understanding first and not judging or rebutting. *Only after real understanding is one prepared to engage in meaningful discussions.*
- *Note: Those in power typically have less empathy for those with less power. This often creates resentment and push back by those with less power. It also shows a lack of caring by those in power. (Families often have this syndrome).*
- *Sincerity, integrity, caring are truly powerful weapons in your arsenal.*

Active Listeners

- **The Need to Vent**

- Often people just need to get something off their chest . . .to vent. Be careful to not jump in and offer a solution when they just really want to express their feelings.
- Be sensitive to when the person is just expressing that need and do not offer solutions or try to talk the person out of the emotion being expressed. Let that person vent unless he or she is being abusive.
- Then one can ask questions or make comments which show an understanding of how that person feels.
- **The need to vent is in all of us. Active listeners discern the difference between venting and substance.**

Being Understood

Set the stage for *both parties* being understood.

At the outset of the meeting or discussion, agree that each party will commit to being an active listener.

Just one party being understood is no meaningful basis for a discussion.

EMPATHY

- **DEVELOPING OTHERS - Kaizen**

- *Moore's Law* of doubling power of computer every two years
- *Maslow's* concept that we can have similar results with the continual development of the people we work with. Thus a benefit to everyone, as all the boats rise on the tide of individual improvement.
- *Commitment* to continuous improvement as a culture
- Thus, each person should be a **mentor through not only input but the one that person lives his or her life. The best learning process remains coaching and observation of what others are doing..**

MENTORING

- *Koshima Monkeys*. Coaching by performance
- Real time *feedback*
- *Lessons Learned* discussion sessions
- *Through questions*: “Have you thought about doing it this way? What do you think the result might be?”
- *Sharing experiences*
- *Assessment* and prioritizing of needs for improvement
- Upping the challenges
- *Best coaches*: the ones who are empathetic.

EMPATHY

- *SERVICE ORIENTATION*

- ***Understanding the needs of others*** (internal and external customers)
- Being ***responsive to those needs***. Showing that you truly understand those needs and want to help satisfy them (this is whether in business or family)
- **Kano's model** which is provide a high level of achievement which will delight the customer (internal and external) and others with whom you relate. Remember, this power point is aimed at those who strive to be star performers not shoot for mediocrity)

Service Orientation

- ***Mind sharing* with customers .Open mike discussions about their needs, how they can best be served.** Gets back to “first seek to understand” This applies to internal and external customers, personal relationships.
- Being an ad hoc member of the customer’s team **(figuratively wearing the customer’s jersey)** through development of trust, commitment to needs of customer.

EMPATHY

- **Leveraging Diversity**

- Begins with developing an environment where **diversity can thrive** – diversity of cultures and diversity of ideas.

- **Only bad ideas are the ones not expressed**

- **Takes a fear free environment, in work place or at home**

- **Develop common goals and unity of purpose** (diversity does not mean everyone going in different directions), but accept different ideas on how to achieve the goals.

- Because it is different does not mean it is the best idea, so all ideas must be tested for prudent implementation. Even the old ones should be periodically tested.

- Diversity includes listening to all the generations and cultures

- It means **eliminating prejudice** from the work place

Diversity

- **The web and social media are now team and family members.**
 - New ideas and products
 - Trends
 - A source of information and diverse approaches to various issues
 - A source of information which may give you an edge over competition
 - BUT, be cautious and prudent. Like any other source, test the information, challenge it.

EMPATHY

- **Political Awareness**

- This does not mean being a brown nose
- It does mean that each organization has its own personality, power structure, culture. (Families do as well)
- It does mean being *aware* of the dynamics of your organization and learning to operate within its various currents. (Back to seek first to understand).
 - Staying within the mission statement and guiding principles of the company
 - Aware of the power of the people around you both positive and negative (they can make or break you)
- It does mean *sensitivity to the culture and feelings of others.*
- It means self-control, avoiding personal attacks and outbursts which are offensive to others

Social Skills

- Influence
- Communication
- Conflict Management
- Leadership
- Change Catalyst
- Building Bonds
- Collaboration versus Cooperation
- Team Capabilities

Influence

- Influence is creating a feeling in others, and a desire to act in a given manner. **The capability to influence is a function of:**
 - Building **trust**. Being a trustworthy person
 - Having **something that is really of value to say**
 - Showing that there is a **benefit to the other party**, not just your self interest.
 - **Understanding where the other person is coming from** and dealing with that person's interest and goals.

Communication

- Cool Hand Luke (CHL): **“What we have here is a failure to communicate!”** And why? Because:
 - We don’t listen
 - We are defensive
 - We dominate the discussion
 - We stress our own self interest
 - We are not prepared
 - We are not enthusiastic about what we are trying to get across
 - We are manipulating, not communicating
 - We are without moral high ground. Do as I say and not as I do.

Communication

- To be effective, turn those negative socks inside out.
- Do not read power points. Talk them but give audience enough credit that they can read them as well as you. Look at your audience and not at the slides. You should know material on the slide so you are adding to it and talking to the people, not to the slide.
- Bullets get across better than long dissertations. Keep it simple. Einstein said that if you can't explain something simply, you probably don't know the subject well enough.
 - When you are talking about what you know (or giving a speech about what you know) you are going to do well. It is when you are talking about what you really don't know that you falter.
- Get feed back often
- Emotion in the form of enthusiasm is great.
- Being a story teller is much better than being a joke teller.
- Military concept of the rule of three applies to most learning: tell 'em what you are going to tell them, tell 'em, tell them what you told 'em.

Conflict Management

The first conflict is **the one within ourselves**
(See Intrapersonal, Self Awareness)

The second one that we must manage is when we **merge the issue with the person. Identify the problem, the issue and work toward its resolution. Do not engage in personalities, attacking the person but attacking the issue.**
(See *Getting to Yes* by Ury. See also **Negotiation** in the attachments)

Change Catalyst

- **Continual Improvement is essential to Survival.**
- So being a change catalyst is the engine of Kaizen.
- By definition, improvement is change. But as previously stated, all change is not improvement.
 - How does one determine what needs to be changed?
 - How does one develop an effective change?
 - How does one sell others on the need for the change and the necessity to implement it
 - How does one determine how the change is working out

Change

- **How Does One Determine the *Need* for Change**

- Awareness that others are doing better in market than you
- Awareness that productivity is slipping
- Personnel turnover
- Awareness that the rock keeps rolling back down the mountain (Sisyphus)
- With processes and procedures in place, the first fertile ground is which of those can be eliminated and which are not fully contributing to goals. Individuals or quality teams can make evaluations.
- Research what others are doing
- Research from industry forum, web, journals, et al concepts that are coming down the pike. Be aware of what is happening in your industry (Japanese Model)
- Brainstorming

CHANGE

- **How Does One *Develop* an Effective Change**
 - **Toe in the water.** Eat elephant a bite at a time
Dramatic changes often fail because there was too much too soon.
 - **Test the market** (Coke and Ford examples of going for broke without testing new products and lost a ton of market share)
 - Use best and most objective people to develop and assisting and monitoring implementation

Building Bonds

- Earth created by build up of orbs being attracted to each other through gravity, eventually creating a big glob.
- **Bond building inside and outside company provide basis of more effective communication, basis for improvement, and accountability and feed back. Bond building with customers (loyalty) is the basis of the “customer for life” concept.**
- The **gravity** in human relationships is trust and reliability.
- **But it comes from performance, what you do and not what you say. It doesn't come from your website but the customer reviews.**
- **The half life of rebuilding trust lost is about 500 years. *Trust (the reliable promise)* is one of the most important underlying (and fragile) drivers of a sustainably successful company . . .or family.**

Collaboration v Cooperation

- **Cooperation is getting along together.**
- **Collaboration is the process of identifying a problem which needs to be solved, and then individuals of perhaps different perspectives working to come up with the best solution, often a solution born of different approaches, and ideas by people of different personalities who do not always even like each other. People committed to the most effective solution, willing to be aside egos to do so.**
- **Collaboration is fighting to a decision and not just continuing to fight.**
- **Collaboration is attacking issues and never people!**

Team Capabilities

- **“My intelligence does not stop at my skin. It encompasses my computer, my data bases, my net work of associates – office mates, professional colleagues, others whom I can phone or to whom I can dispatch electronic messages.” Professor Harold Gardner, HBS**
- Takes common goals all team members are motivated to attain
- Takes willingness to put aside individual egos for benefit of the whole. Ultimate in interdependence.