

INSIGHTS

JULY 2014

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INSIGHTS ON LEADERSHIP

How to Speak so
People Want to Listen

Julian Treasure

A TED TALK WORTH WATCHING

Part TWO

**Ask Roxi
JULY
Question**

Dear Roxi,

An editor at
BizCatalyst360 asked
me this question last

Having a good education is one of the things that makes so much in life possible, isn't it? We all want a good education for our children and for ourselves because we know that education is a pivotal factor that helps or hinders us throughout our lifetime. And yet, when it comes to our own leadership education, we often assume that we'll learn what we need to know by osmosis or by just jumping in feet first or even head first.

This month, I'd like to share two more leadership insights, each offering paradigm shifting challenges.

Insight 3: Leadership Is a Discipline, Not an Accident

We know for sure that highly effective leaders get much better results. There is no debate about this, and you know it's plain old common sense. Don't we all want better results? Don't we want to get more bang for the buck?

Those of you who already lead people (as opposed to technology, science, or thought leaders, for example) may think you got to your position because you are a good leader and were recognized as such. "They hired me, didn't they?" The sad truth is that you, along with the rest of us, probably got your first and even subsequent leadership roles by luck, not by design, and sometimes even by default.

Leaders find themselves responsible for the work lives of other people because their knowledge, performance, and technical skills as an individual contributor were exemplary, or at least pretty good. Learning to become an Olympic athlete, an engineer, a teacher, a scientist, or an opera singer requires one to learn increasingly difficult skills; to practice, practice, practice; and to receive regular feedback on one's performance again and again.

This is also true for becoming, practicing, and remaining a skilled, effective leader.

Insight 4: Leaders and Individual Contributors Require Opposite Skill Sets and Motivations

From the day we were born, all the applause has been about "what I have done well," not "what we have done well." Look at your life and your experiences and then fast-forward to where you are today. I think you'll agree that for most of your life, your personal performance generated the lion's share of your positive rewards or negative consequences. It wasn't a group of people; it was you, you, and more you.

The exception is teamwork within or outside your family. Whether you were on a great team or a lousy team, you probably learned something about leading and teams. Unfortunately, few people integrate those lessons when they become leaders at work. The fallback position for most of us is what we know best and think we can count on the most - and that would be... "me."

The skills, attributes and even motivations required to lead people successfully are entirely opposite from those required to be a successful individual contributor. Consider this: if the roles and skills weren't so opposite, it would be a walk in the park for someone to move seamlessly from being a great violin player to being a great conductor.

week.

"Can you teach ethics, or are we "hard wired" and born with or without ethics?"

ANSWER:

YES you can teach the principles and importance of ethics. AND

YES, you can model the ethics you expect within your culture. AND

NO, you cannot be sure someone will behave and act in ethical ways just because you've taught or modeled ethics for them.

NO, you are not born with a particular set of ethics of what is right and what is wrong in every context.

And here's why...

Your society's culture, family, reward and punishment experiences shape your ethics. For example, consider China's one baby "recommendation" vs. the Catholic Church's no birth control edict. Each entity, made up of people, thinks they are doing the "right" thing for the "right" reasons. Therefore, what's ethical in China is not ethical in Rome - or in reverse.

Our personal values are formed in early family life and evolve as we get older. We might challenge our parents' values or keep them. We may have an experience that shapes us and alters what matters most. Different stages of life may affect what we will "fall on our swords" for.

And those values, whatever they are, drive our behaviors, even unconsciously at times.

For example: if integrity is high on my values list, I will pay far more attention to

In the first case, the violin player is responsible for his performance. While the conductor is responsible for her skills, her real job is knowing how to get the most out of each person so that everyone's work will blend well and produce magnificent music. She succeeds only when the entire orchestra succeeds.

Leading others is an emotional and intellectual seismic shift that will quickly separate effective leaders from ineffective ones. Making the transition from being an individual contributor to being a leader can seem as difficult as swimming from New York to London alone, without a life jacket.

How can you make the leadership leap gracefully? Of course I'm going to tell you to read my book and do every exercise in it at least once! And...for more suggestions, click on the link below:

[TIPS TO HELP YOU APPLY INSIGHTS #3 AND #4](#)

STAY TUNED! LOOK FOR INSIGHTS #5 AND #6 IN AUGUST

There are 5 ways to connect with each other and me...

AskRoxi.com Linked In Facebook Twitter Newsletter

These 3 links are right here.....

QUOTES

QUOTES OF THE MONTH AND BOOK RECOMMENDATION

"We discover ourselves through others." Carl Jung

"My grandfather once told me there were two kinds of people: those who do the work and those who take the credit. He told me to be in the first group - there is much less competition." Indira Gandhi

"Management is doing things right, leadership is doing the right things." Peter Drucker

BOOK:

The SIX DISCIPLINES of Breakthrough Learning: How to Turn Training and Development into Business Results.

And now ***The Field Guide to the 6 D's*** has been published.

Authors are: Roy Pollock, Andrew Jefferson, and Calhoun Wick

ethics than if my highest value is wealth. It's that simple. And...If integrity and wealth are both on my top 5, then I will behave very differently in my business dealings than if they are not together in the top 5.

One more example: Think about the "mafia." There are entirely different sets of ethical standards and "rules" driven by different values and relationships. For "family" life is precious. For strangers, life is indifferent. For enemies, life is worthless.

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I am thrilled to have a copy of each book and delighted to have met and spent a great afternoon with Roy this month. There is SO much good stuff in these two books for anyone who wants to understand how HR/OD can and should be at the table and what to do to be truly valued once there!

SPREAD THE WORD!

I encourage you to share this newsletter with anyone you feel would enjoy it. Remember, past newsletters on a wide variety of leadership topics are located in the archive in the link above right. Just click and read. Enjoy!

See you in August!

Insightfully yours!
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