



HIGHLAND CONSULTING GROUP INC.
PARTNERS FOR POSITIVE CHANGE
CHANGING THE WORLD, ONE LEADER AT A TIME...

DECISIONS

Issue: 12

FEBRUARY 2013

WHAT'S NEW THIS MONTH?

ASK ROXI: QUESTION UPDATES



ASK ROXI

WHAT ARE YOUR LEADERSHIP QUESTIONS... GOT ONE?
[CLICK HERE](#)

FEBRUARY QUESTION
from a reader

"I was just promoted to a leadership position and now supervise people I used to work with on the same team. How do I navigate this role change, especially since several of them are my friends outside work?"



WHICH PATH WILL YOU TAKE?

Dear Roxi

Decisions, decisions, decisions. We make hundreds of them every day, from deciding to get up for work, what to wear, what we'll say, do, and feel all day, to what we will have for dinner. We make our tiny and big decisions based on our values and beliefs which drive our emotions which drive our behaviors.

In Robert Frost's poem, "The Road Not Taken," he tells us how he wishes he could travel both of the roads that diverge in the woods, but knows he cannot, and ends the poem telling us he made a decision to take the 'one less traveled by' and that it made all the difference.

"To be or not to be: that is the question." Shakespeare's Hamlet wasn't talking

This can be a tough transition to make and your success will depend on making decisions that will send the right signals to your staff:

1. Building your new team is essential including being candid with them from the start. Acknowledge your awareness of the transition and ask them what hopes and concerns they have.

2. Conduct a mutual expectations exercise, preferably with a facilitator who is not on your team. Answer these questions starting with this phrase: For each of us to do our best for our team we need to be very clear about our expectations of each other...

- a) what do team members expect of you?
- b) what do team members expect of each other?
- c) what do you expect of team members?

I suggest you ask about mutual expectations both in the group and then in your one-on-ones with direct reports.

3. Share your vision and your values with the team. Let them know where you want to take the team and how you would like all of you to operate as you work toward it.

4. You may be able keep your friendships

about some minor issue here. He was trying to decide whether the pain of living was better or worse than taking his own life. As he ponders this question, his values, which are steeped in those of Tudor England, win out and instead he dies in a duel defending his values.

Both of these authors were sharing a powerful truth that we too often miss as we make decisions at work and in life. Our decisions speak volumes about us, even if we aren't particularly aware of it. Whether it's deciding to get to work or a meeting on time, buying a new car, changing hair color, spouses, houses, or jobs, you'll find your values close behind every decision you make. And if you aren't aware of that reality, it might be a big "ah-ha" moment when you start to notice.

If you make a decision that puts you in a position that then frustrates you like leaving too late to be on time and then having road rage and blaming slow drivers....remember, that first choice was yours and it made all the difference!

Leaders' decisions impact many other people - the team, the organization, even the world. It all depends on the size of the leader's sphere of influence. That's why making decisions with a smart process matters. And it matters a great deal.

In my experiences coaching leaders and working within many different work cultures, "deciding how to decide" is one thing with which most organizations continue to struggle and one thing that frustrates the leaders and their people continuously.

Here is some good news...there are 5 quick questions that will significantly help you with your **process of decision-making**. More good news - more often than not, you can answer these 5 questions in 30-60 seconds or less. You may want to create a decision-making matrix or hierarchy to save time with some of the routine ones, but even if you need to chew on it, the time you save by creating clarity up-front will save you huge hassles down the road. And, remember, your decisions are generally value-driven, so it's important to be explicit about which value is driving which decision.

5 Decision Questions

1. What is the decision that needs to be made?
2. Whose decision is it?
3. What method will we use to make the decision?
4. When will the decision be made?
5. How and to whom will the decision be communicated?

If you'd like a bit more depth on each of these questions along with some tips about methods...[READ MORE](#).

And finally...when you have your process sorted out and you are weighing various factors about the decision, it's wise to consider multiple perspectives such as:

- What are the facts we know or need to know?
- What are the possibilities?

AND...this comes with a big warning label.

Rule #1 - say nothing about work issues outside of work to your friends from work.
Rule #2 - do nothing outside of work that will come back to haunt you at work. The reality is, you run the risk of being accused of favoritism from other staff and you run the risk of being seen as "stand off-ish" by your old friends now that your their boss.

The more you deal with this issue upfront, the better.

5. Professionalism, candor, fairness, and transparency all day every day will help you navigate your new role and grow the trust and respect you need to be effective leading your new team.

Remember, someone trusted you enough to offer you a leadership role. You have a right to feel good about that - so now your job is to honor that trust, and you'll do just great!

Did you miss a Newsletter? No problem, choose any from the

ARCHIVE

[CLICK HERE!](#)

**HIGHLY
RECOMMENDED
BY ROXI**

- What are the consequences/impact of this decision on THINGS?
- What are the consequences/impact of this decision on PEOPLE?

When you have a good process in place, have tested your decisions against your values, and finally have viewed the decision through multiple lenses, your chances for reaching balanced, well considered, and well understood decisions will rise exponentially.

Ellen DeGeneres and Decisions



Ellen DeGeneres and Decisions

Leadership Is an Art

by
Max De Pree



RSA Animate: The surprising truth about what
motivates us

UPDATES:

I'm very pleased to report our first two sessions of "Leading with Impact: Your Ripple Effect" have been very successful! The hard work of the SUNY Cortland HR office and their facilitators has really paid off. I am grateful and simply over the moon that our vision for both a facilitated version and an on-line version of our program is, indeed, coming to pass. We are on target to launch on-line to the world in late April/early May.

ARTICLES:

The published article in Forbes.com in February and the March 1 edition of Entrepreneur Magazine were fun to be a part of and I look forward to this spring's campaign as we roll out our course and our AskRoxi.com website. You'll be almost the first to know!

[Forbes.com Article](#)

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Decidedly yours!

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