



Leadership Insights & Actions

"Coaching News That You Can
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Your Top Leaders May Not Produce the Best Team Results

Lone Range Leaders are Often More Interested Advancing in Their Own Careers

by Thomas J. Haizlip, M.A.

In the March 2008 issue of *American Psychologist* a recent article entitled "Leadership and the Fate of Organizations" suggests that many top business leaders may be too focused on managing their own image instead of delivering team results that drive real organizational success.

There seems to be a clear distinction between career-oriented and team-oriented leaders. Career leaders are Lone Rangers and are primarily focused on their own success and are not heavily invested in their team's performance. The most effective leaders are equally involved in both their own success and the success of their team and organization.

Career Focused Leaders

- Believe getting ahead depends on looking good instead of leading effectively.
- They avoid confrontation with their supervisors.
- Often withhold suggestions for improvement if those suggestions might be "unpopular."
- Never asks their boss to champion change initiatives that will be resisted by senior players.
- Focus on reaching harmony and agreement with their boss.
- Develop strong presentation skills to look good in meetings in front of senior leaders.
- Openly express a desire for career advancement, to best their peers, and actively seek out their next career advancement opportunity.

Team Focused Leaders

- Clearly communicate the organizational mission to their team.
- Inspire and motivate team members toward high performance and on delivering results.
- Discipline team members who do display unacceptable behavior or sub-par performance.

- Proactively manage conflicts among team members.
- Personally take an active role in hiring and staffing team positions.
- Actively participate in new team member training and mentoring.

Summary

The characteristics that predict career success are very different from those that predict success at leading a team or organization.

What You Can Do

The best way to assess leadership effectiveness should involve using some form of multi-rater feedback. This "360 degree" view will let you see how leaders are perceived by their supervisors, peers, and direct reports. The most effective leaders will demonstrate strong rating across all groups.

Conflicts are Better Managed with Dialogue Than Debate

Conflict Can Stifle Innovation, But Dialogue Encourages Engagement

by Thomas J. Haizlip, M.A.

Honest conflict is absolutely essential to discuss and decide on the best course of action for any team or organization. Unfortunately, the natural approach to conflict is often based on a debate and produces a competition of ideas that creates winners and losers. This process often leaves team members feeling like conflict is best avoided. Why risk presenting an opposing view in a hostile environment?

Organizations and teams that shift to a dialogue based approach toward conflict are much more likely to engage team members to participate and this results in greater creativity and innovation. Finally, dialogue allows relationships to be strengthened and produces much greater team alignment and commitment to team goals.

Some Important Differences between Dialogue & Debate are Listed Below:

Debate	Dialogue
A contest between ideas	A collaboration to understand
Creates a competition between members	Builds learning and new relationships
Focus is on presenting your own idea an position	Focus is identifying shared ideas and positions
One viewpoint is ultimately the winner, other views are dismissed	There is a belief that many possible solutions exist
The focus is on logic and not the feelings or values of others, data is king	The feelings, attitudes, and opinions of members are equally important as data
In a debate you contribute your own ideas and defend them against challenges	In a dialogue you contribute your best ideas and expect others to improve them
In a debate you listen to each other to find flaws and disagree	In a dialogue you listen to each other to understand and build agreement
In debate there are clear winners and losers	In dialogue you build on and praise the ideas of others

What You Can Do

Dialogue skills must be learned and an outside facilitator is often the best way to teach these skills since they have no need to compete with internal teams. Debate does have a place in decision making, but it should always follow an engaged and honest dialogue to produce the best decisions with the highest levels of commitment among team members.

How to Make People Like You

After 72 Years, Dale Carnegie Still Offers Great Advice on how to Build and Maintain Strong Relationships

by Thomas J. Haizlip, M.A.

In 1936, Dale Carnegie first published his famous book How to Win Friends and Influence People. His insights trace their roots back to the ancient Greek orators who trained people to persuade and influence.

Carnegie proposed a clear set of core principles to practice if you want to quickly build and maintain a positive image and attract attention. At the heart of much of his model is the idea of focusing on the wants and needs of others rather than trying to impress them with your own talents. Listening is much more effective strategy than talking when it comes to getting others to see you as likeable.

Some of his best tips include:

1. "Become genuinely interested in other people."
2. "Smile when you see people."
3. "Remember that a person's own name is the sweetest and most important sound in any language."
4. "Be a good listener. Always encourage others to talk about themselves."
5. "Talk in the terms of the other person's interest. Tell people how your ideas benefit them."
6. "Make the other person feel important and do it sincerely. Thank people and always express gratitude for any kindness you may receive. "

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