

Series Summary: 3 Reinvent Essentials - A Manager's Leadership Framework

Powerful Framework You Can Tailor

CFOs are reviewing areas to ensure lean operation and strengthen re-entry into the new economy. This reinvention framework has added millions in profit to small organizations and can distinguish you as a talented leader to both leadership peers and teams.

1. Empathize

Honor (their contribution)

Miles says, "If you **honor** people's past, they will let you take them to the future." People look for you to affirm their past and present contribution.

Accommodate (their present)

They also expect you to acknowledge their **unique** situation before they can move forward with you.

2. Engage

Your communications have been positive, but I believe leaders should pivot from words to details.

Propose Half-Finished Ideas

For upcoming projects, **leave** tactical details unplanned. **Invite** your team to help define tactics with their detailed knowledge. This shows respect.

Involve According to Time-Horizon

Every role has a natural **working time-horizon**. C-level executives @ three plus years out, while front-line staff focus @ weeks or months. Familiar details engage and people see how they contribute.

High Performers Tire of 'Positivity'

Comforting messages have a place, but high performers need to move forward, not just talk. During a consulting contract a particularly talented young leader left my client. I had looked forward to working with him, so I asked why he left. He said, "That organization did talk and trivial things vs. improving the work. So, I couldn't stay."

Poorly Defined Processes Discourage

Processes that pass vague information and assumptions to later steps frustrate sincere staff,

create hard feelings between groups, and damage customer and financial outcomes.

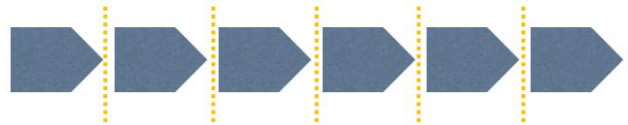
3. Evaluate

Test Assumptions

Map out major steps for your processes and challenge all previous **assumptions** whether time, resources, facilities, processing sequence, etc.

Verify Complete Information is Being Passed

Ensure only complete information passes. **Each step** precisely defines every piece of data they need to do their function perfectly the first time. Modify earlier steps to generate these datasets without fail.



Isn't Leading About More Than Detail?

Leading people IS more than details, but only when the process is defined, clear, and delivers.

In 20 years of interviewing high performers, they are frustrated with leaders who focus on the future vs. first defining process details. They resent this continual wasting of time and needless frustration.



Leading Reinvention: Bi-Focal Attention

Leadership today demands both long-term vision and short-term pragmatism. Nail down process details and get each step delivering needed information to lift performance. Then your area will be ready, lean, and fit to produce in whatever this new economy becomes and you'll be free to picture the future and bring your engaged team with you.

Wishing you and your teams much success. KM