



Is “Reality” Standing in the Way of Your Business Success?

- How to Get Out of Your Own Way!

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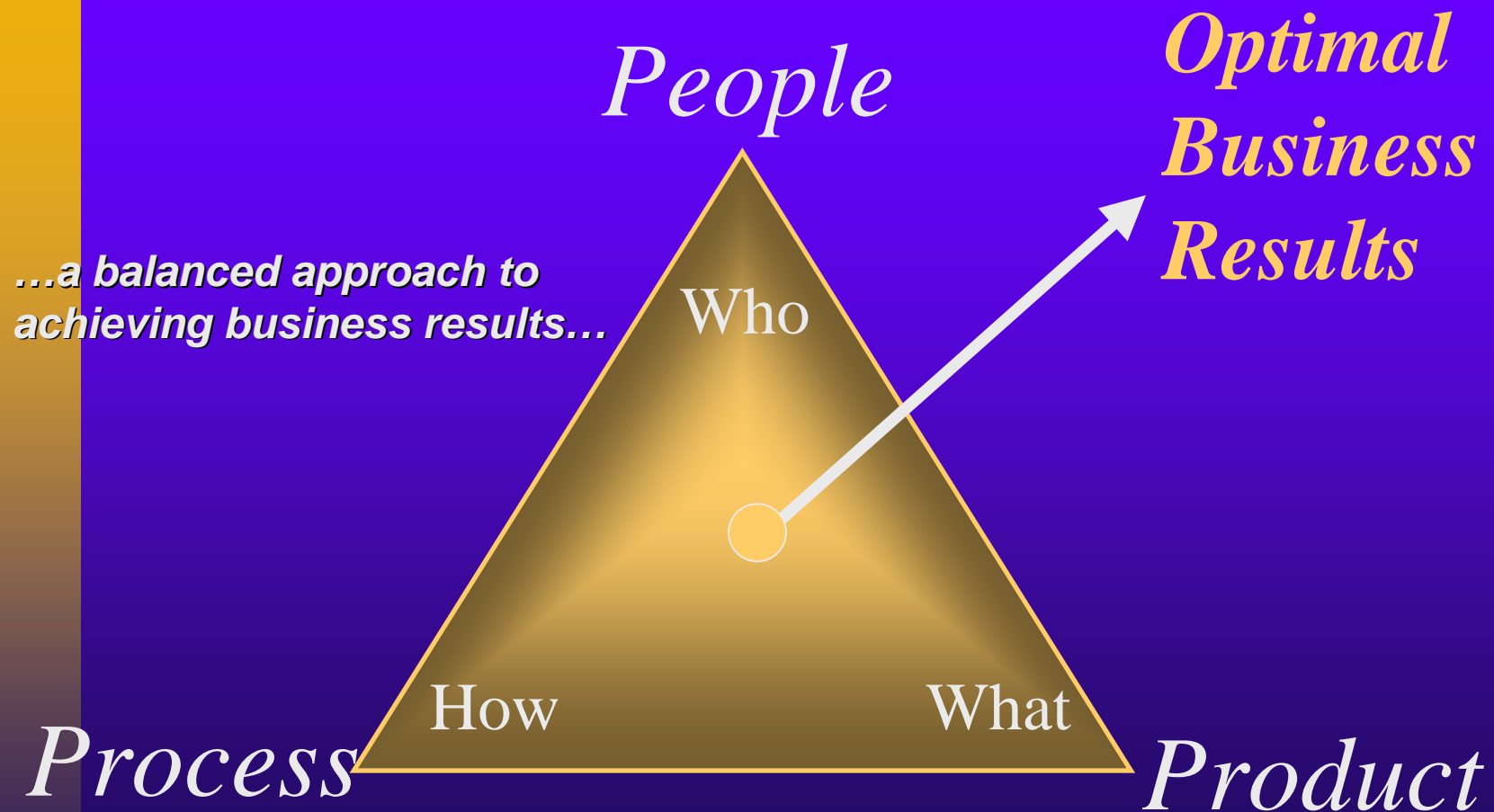
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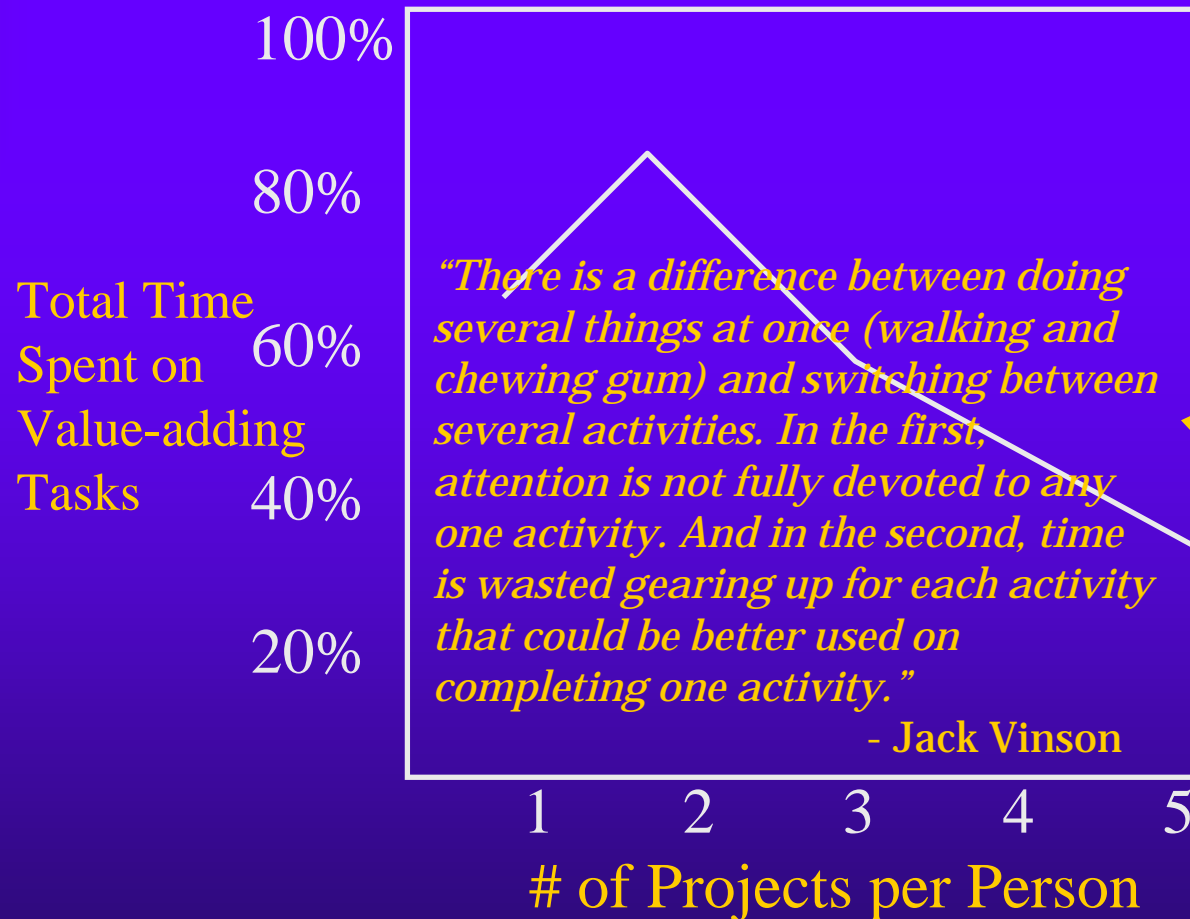


The Three P's

Optimizing Business Results



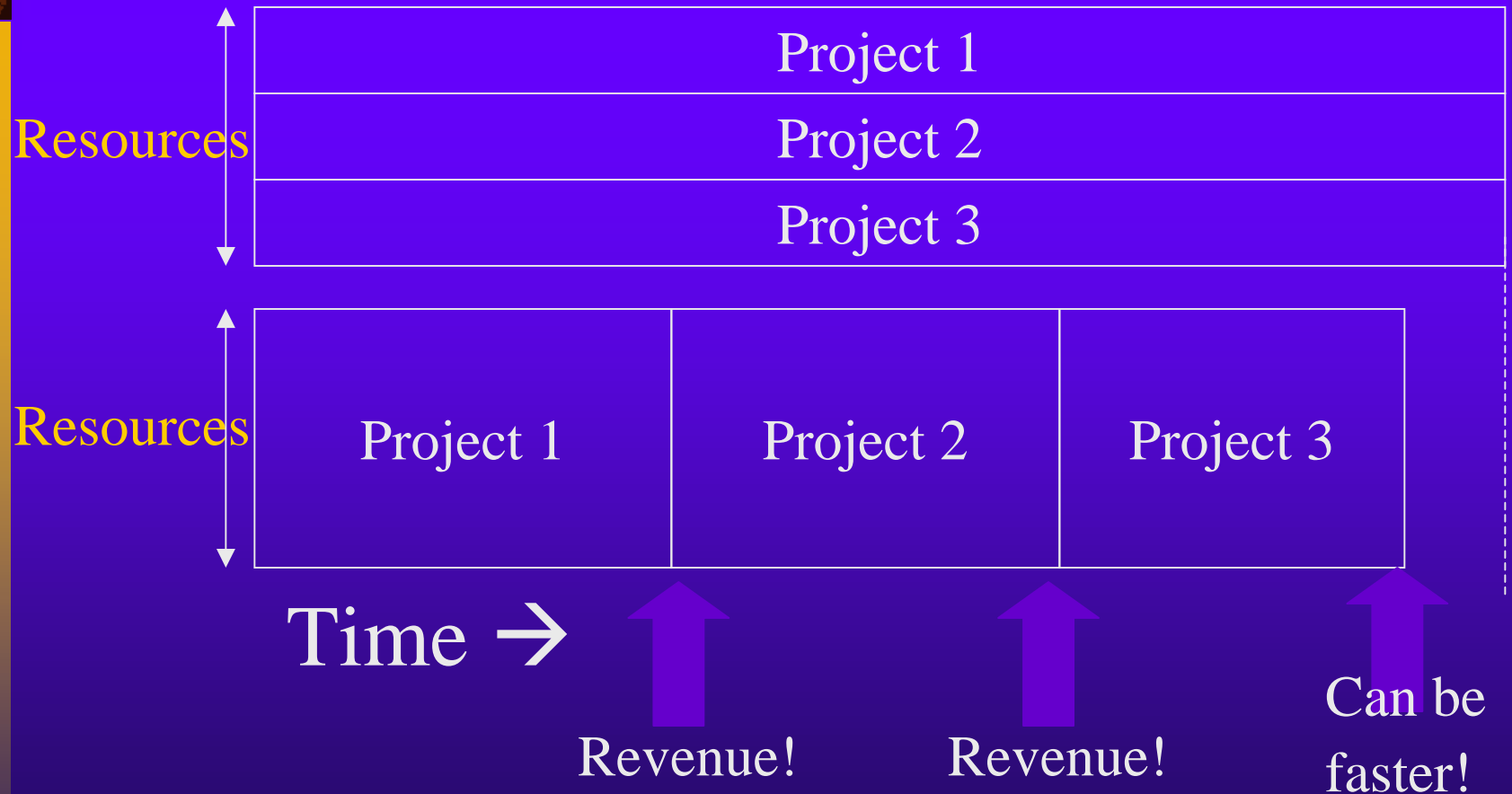
Impact of Task-switching on Productivity



There is also a significant productivity hit associated w/more than 2 weeks of overtime.

REF: Preston Smith & Donald Reinertsen, Developing Products in Half the Time, 1998.

The Impact of Priority Setting Simultaneous vs. Sequential Effort



REF: Preston Smith & Donald Reinertsen, Developing Products in Half the Time, 1998.



First Break All the Rules

Level 1

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.

Level 2

3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.

Level 3

7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel my job is important.
9. My associates (fellow employees) are committed to doing quality work.
10. I have a best friend at work.

Level 4

11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

<http://www.gallupjournal.com/GMJarchive/issue1/2001315i.asp>

Top Reasons Teams Fail to Achieve Their Goals

- ◆ #1 - Lack of clear goals and objectives.
- ◆ #2 - Poor communication.

"If you want to build a ship, do not start by looking for lumber, cutting boards or sorting out the work. First evoke in men the longing for the wide open sea."

- Antoine de Saint Exupery





Goal Attainment Comparison

- ◆ Met or Exceeded Their Own Goals
 - Traditional Management Approach 38%
 - Project Management Approach 73%

Source: William E. Souder, “Traditional Management Approaches” included functional management, one-man-show approaches. Range for traditional management was 27 – 45%.



- ◆ Not enough time and not enough money.
- ◆ How much?
 - Don't know, but not enough.

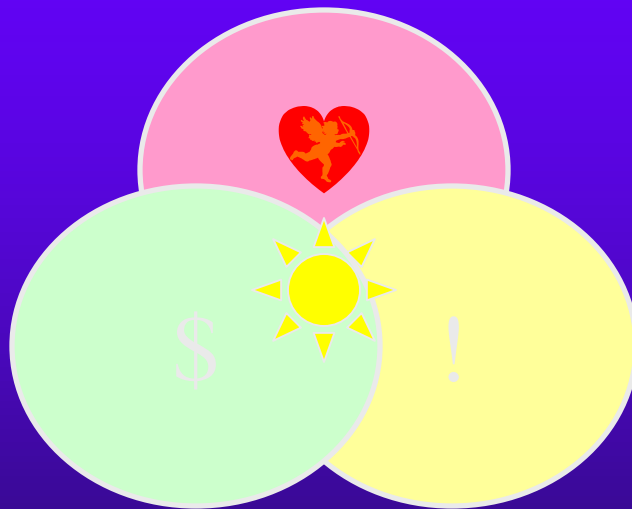


Root Causes?

Hot stove – burned now, or someone else later.

- ◆ People don't 'get' non-linearity, complex, or highly interdependent systems.
- ◆ People don't learn from consequences that are distant in time or space from the action.
- ◆ People look for complex solutions to complex problems.
- ◆ Negative people seem smarter.
- ◆ People put far too much trust in their perceptions.

The Hedgehog Concept: Prioritize, Focus, Win.



Ref: Jim Collins, Good to Great

- ◆ At what could you be the best in the world?
- ◆ What could make a profit?
- ◆ What are you passionate about?
- ◆ Staying within the 3 circles is the key for turning a good company into a great company, and keeping it great.



Count the “F”s

FEATURE FILMS ARE THE RESULT OF YEARS OF SCIENTIFIC STUDY COMBINED WITH THE EXPERIENCE OF YEARS

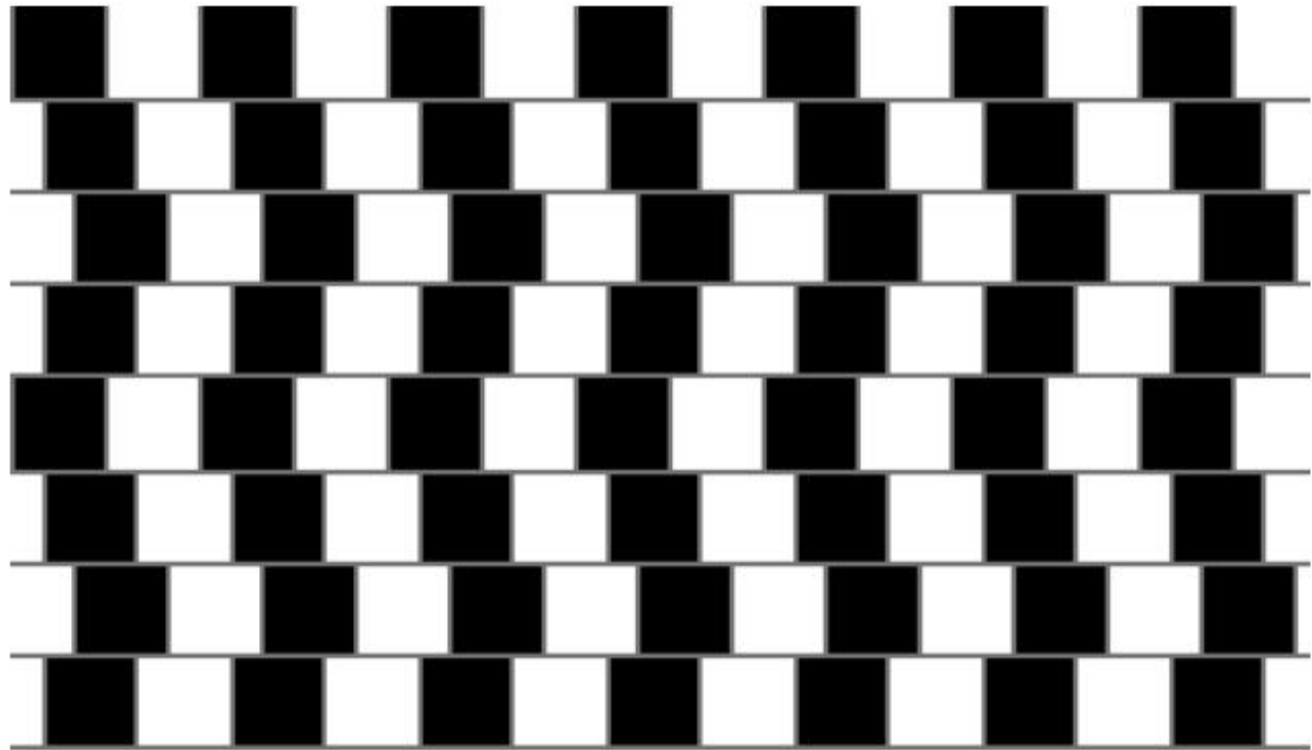
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Conceive It.
Believe It.
Achieve It.

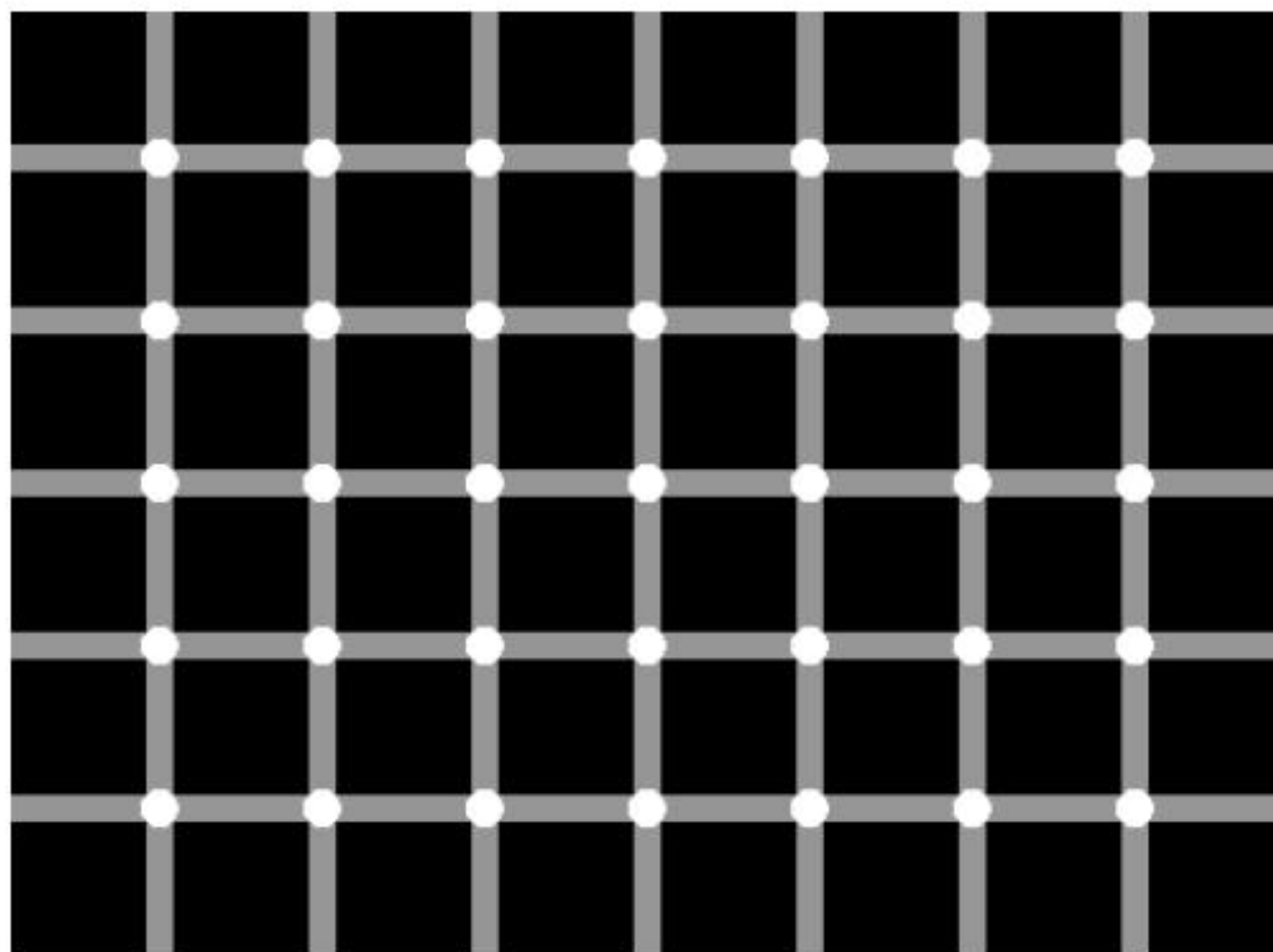


Roof or Floor?

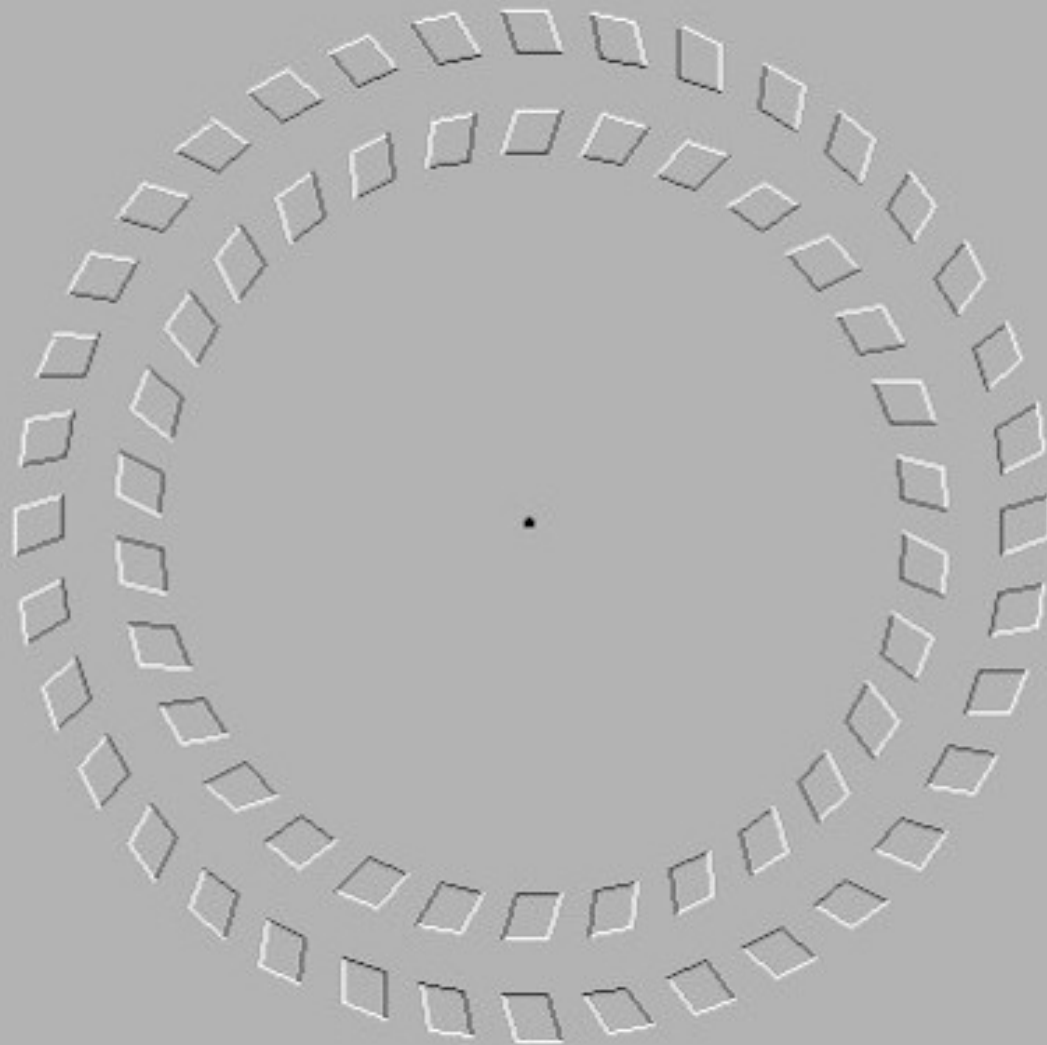
What do you see?



Are the horizontal lines parallel or do they slope?

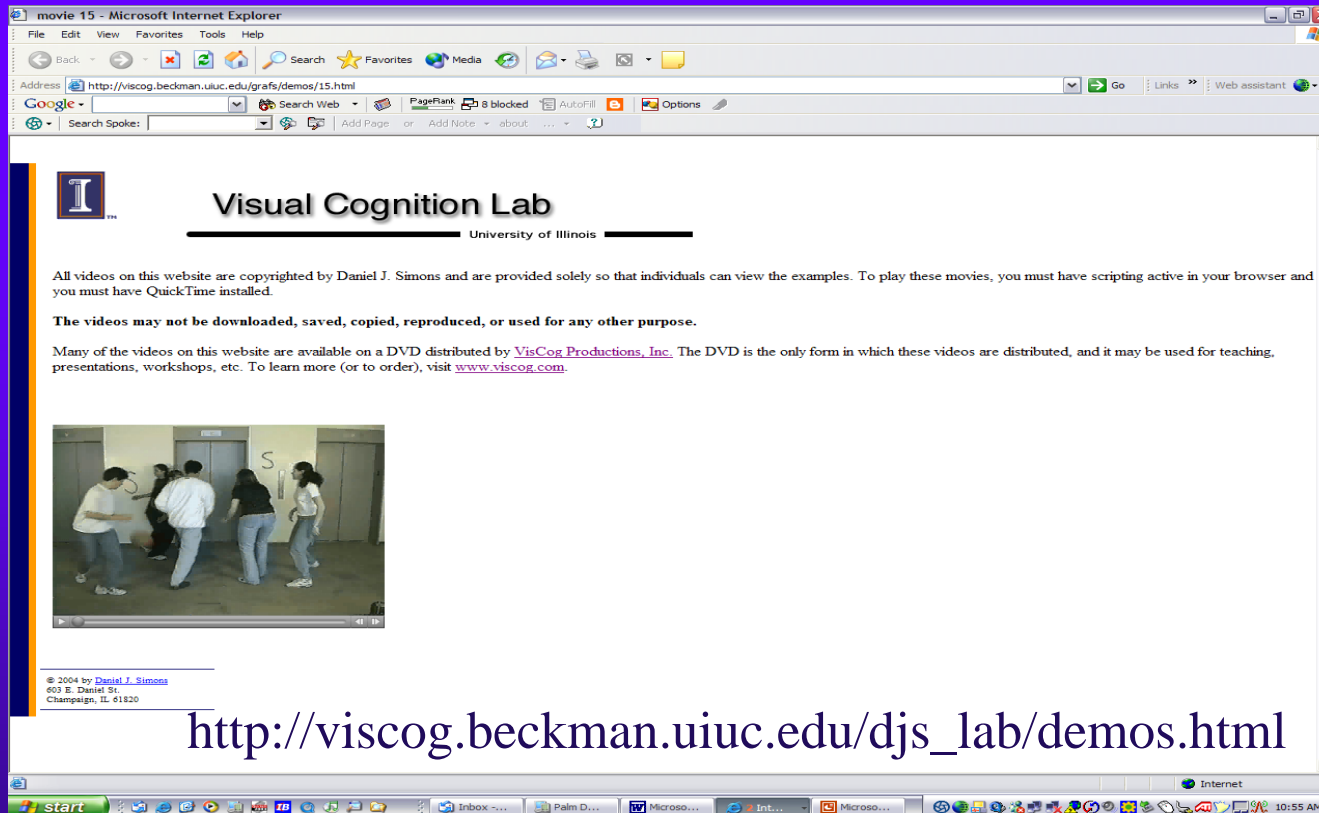


Count the black dots! :o)



FOCUS ON THE DOT IN THE CENTRE AND MOVE YOU HEAD BACKWARDS AND FORWARDS.
WEIRD HEY...

Inattentional Blindness



“We all live under the same sky, but we don’t all have the same horizon.” – Konrad Adenauer

Famous Experts Speak . . .



- ♦ “The wireless music box has no imaginable commercial value. Who would pay for a message sent to nobody in particular?”
 - 1920’s response to David Sarnoff’s urgings to invest in radio.
- ♦ “There is no reason anyone would want a computer in their home.”
 - Ken Olson, President, Chairman & Founder Digital Equipment Corp. (DEC), 1977.
- ♦ “Heavier-than-air flying machines are impossible.”
 - Lord Kelvin, British mathematician, physicist, and president of the British Royal Society, 1895
- ♦ “While theoretically and technically television may be feasible, commercially and financially I consider it an impossibility, a development of which we need waste little time dreaming.”
 - Lee DeForest, quote in the New York Times, 1926

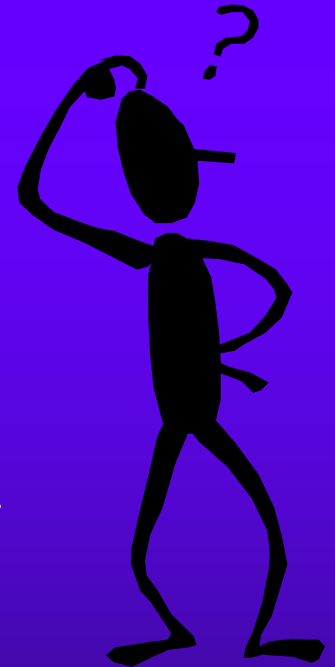
Often Wrong But Never in Doubt!

◆ Webster's defines a fact as

- something that has actual existence.
- an actual occurrence, existing independent of mind.

◆ An interpretation is

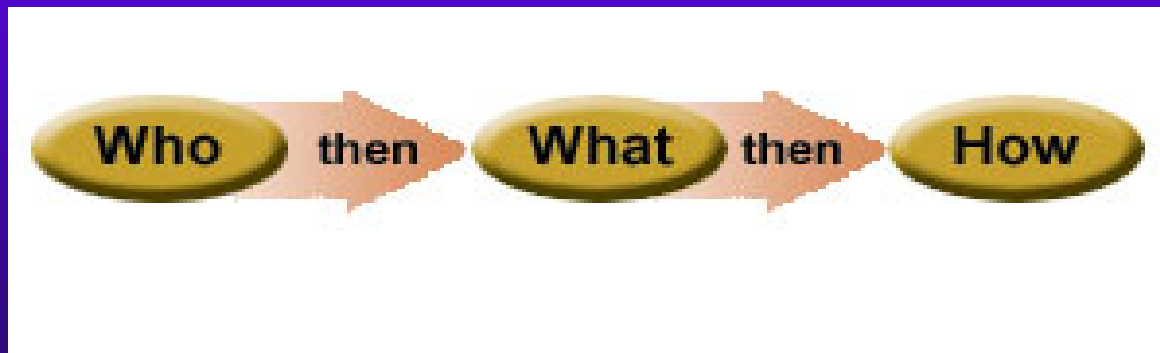
- to conceive in the light of individual belief, judgement, or circumstance.



What vs. How

- ◆ 'There is, I think, nothing in the world more futile than the attempt to find out how a task should be done when one has not yet decided what the task is.'

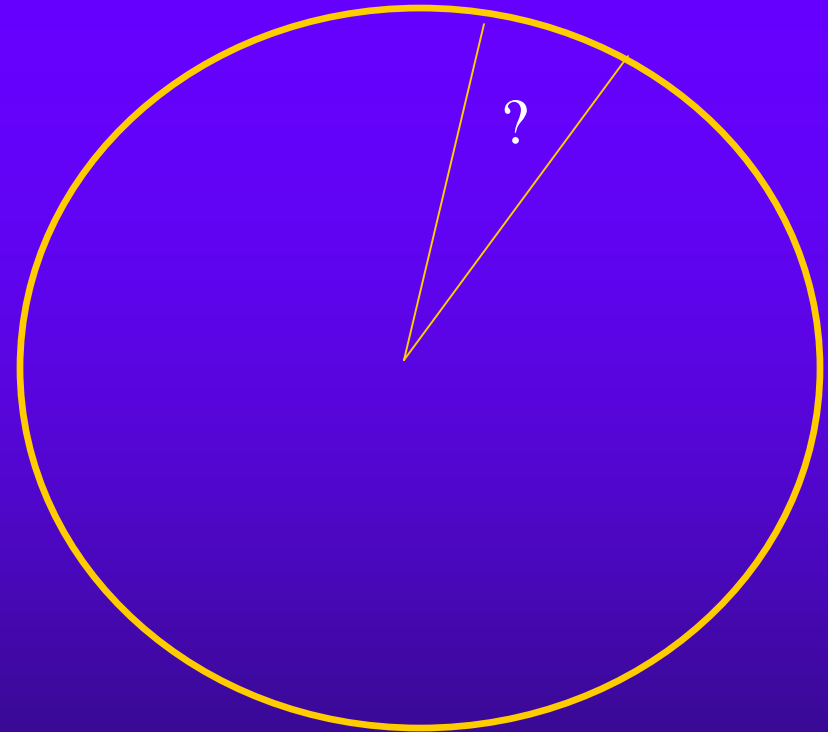
- Alexander Meiklejohn, American Educator (1872 - 1964)



"If You Don't Know Where You're Going Any Road Will Take You There."

What Do You Know?

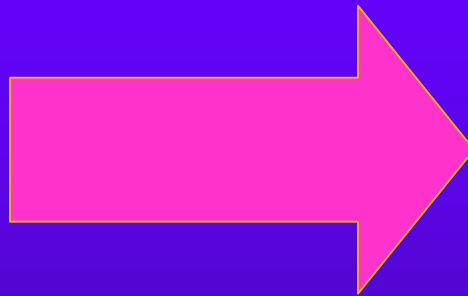
- Imagine this circle represents 100% everything that could possibly be known in the entire universe.
- Shade in that portion which you already know.



“Life never becomes a habit to me. It’s always a marvel.” – Katherine Mansfield

Reality? What a Concept!

- ◆ Move from:
- ◆ “Reality”
- ◆ “Truth”
- ◆ “Blame”
- ◆ “Intent”



- ◆ To:
- ◆ Interpretation
- ◆ Perception
- ◆ Perspective
- ◆ Contribution

*Reality is nothing more
than a collective hunch.*



Ref: Harvard Business School “Difficult Communications”, by Stone, Patton Heen.

Victim or Victor?

Something Happens

~ 1 nS

It Means Something

Victim's

Victor's

Interpretation

Interpretation

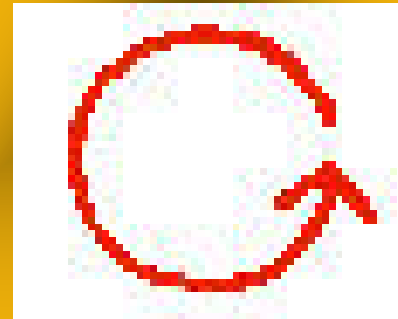


Might as Well Choose an Interpretation that Empowers Us!

The Drama Cycle



Victim

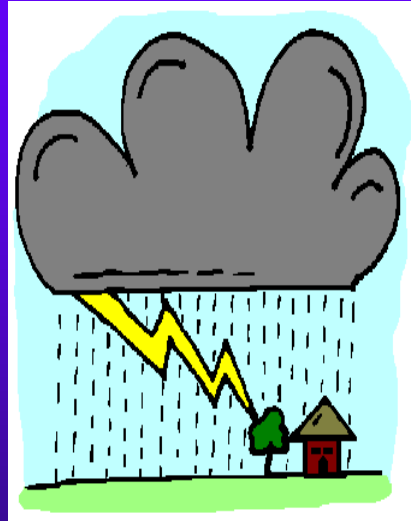


Persecutor

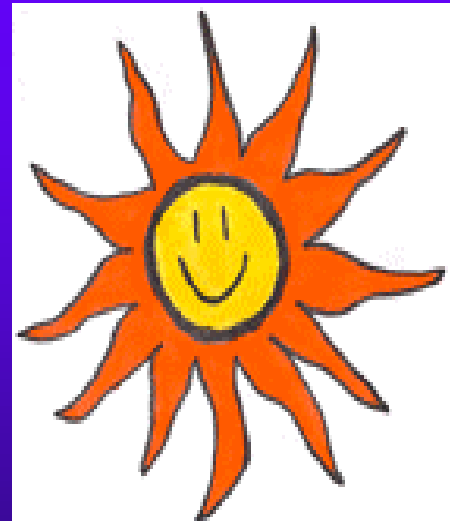
Rescuer

Choosing Your Interpretation

An
Extremely
Negative
Interpretation
That Fits
the Facts



Facts



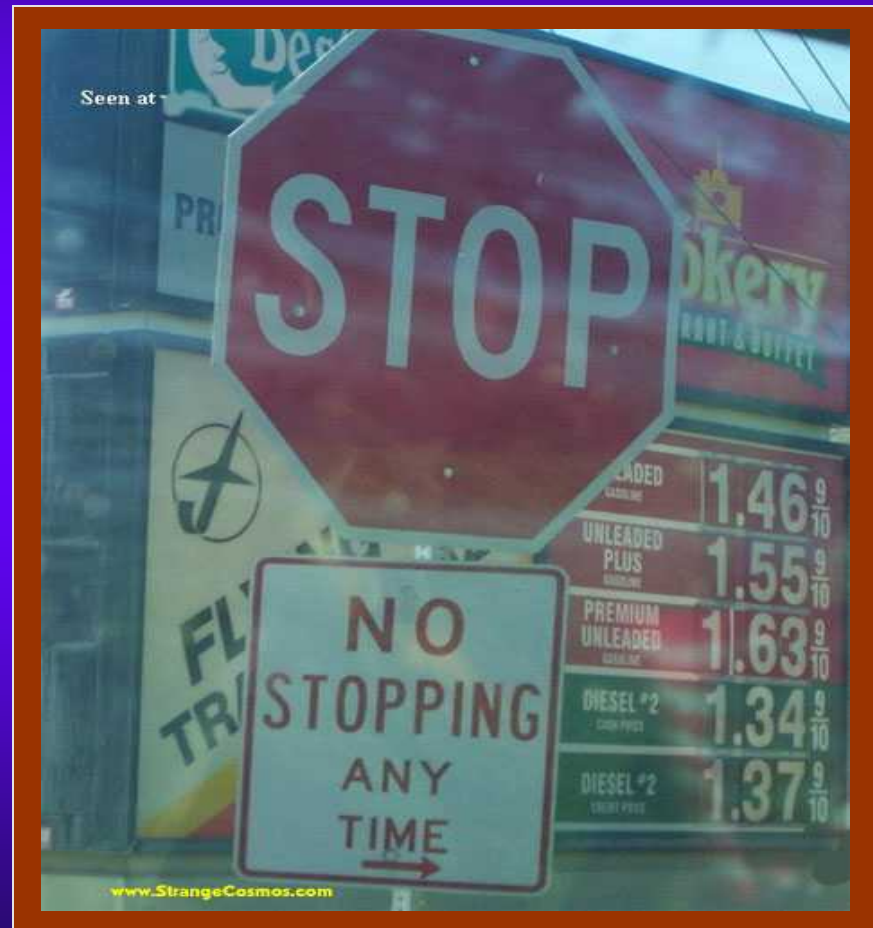
An
Ridiculously
Positive
Interpretation
That Fits
The Facts

Where is "Reality" ?

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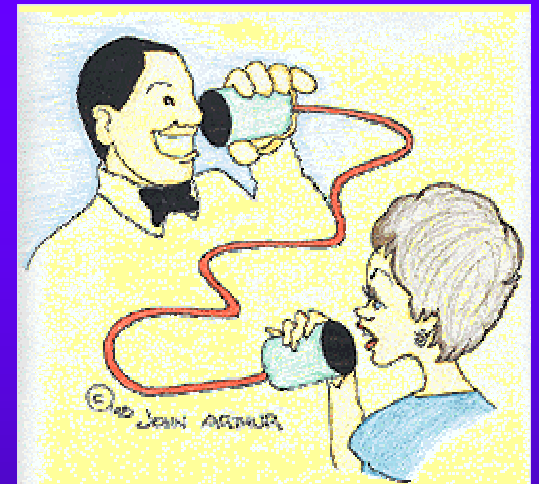
Conceive It.
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Effective Communication



Thinking Partnerships & Generous Listening

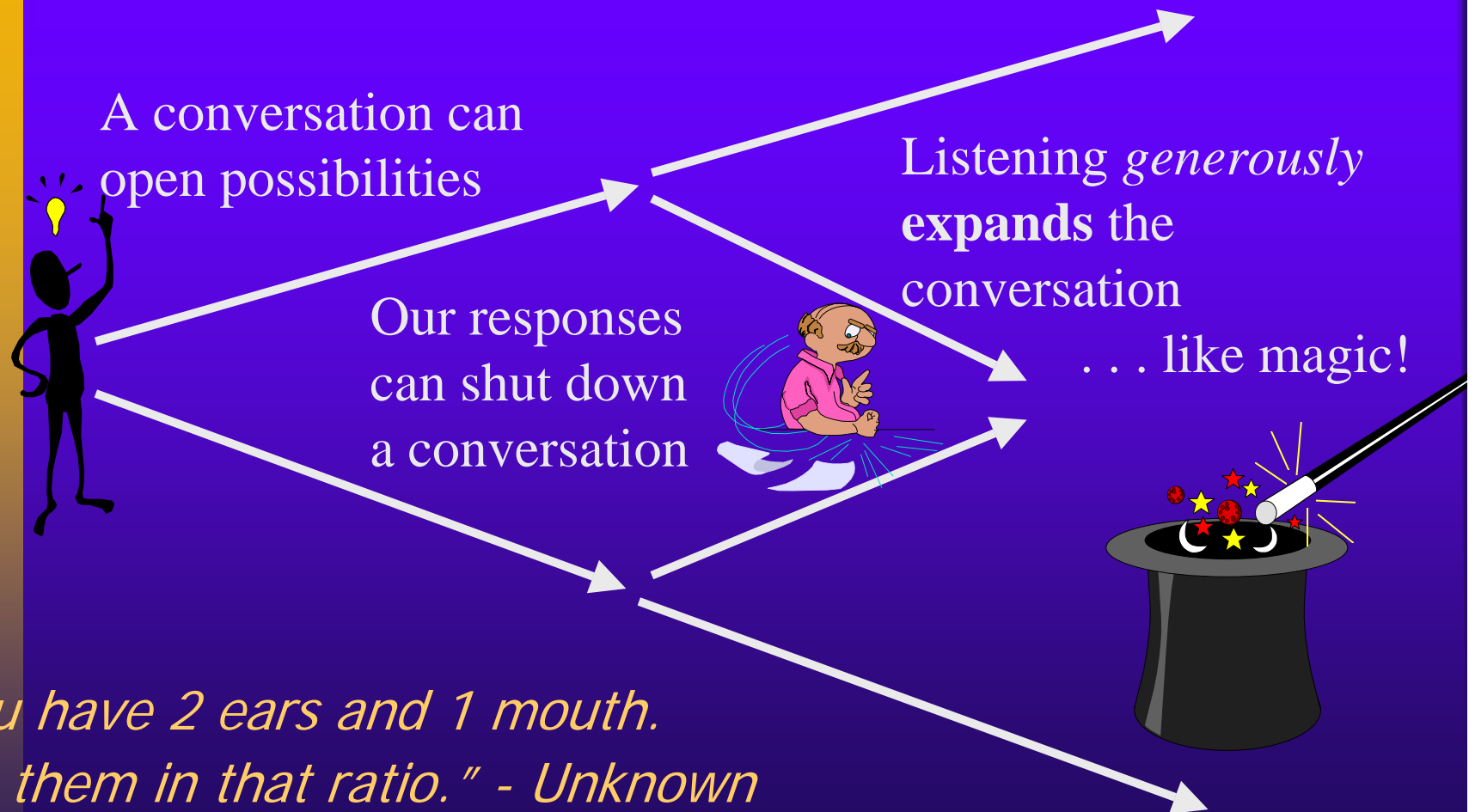
- ◆ Everything we do depends for its quality on the thinking we do first.
- ◆ The quality of our thinking is directly related to the quality of attention that we receive while thinking.



Ref: Nancy Klein, "Time to Think".

"The most basic and powerful way to connect to another person is to listen. Just listen. Perhaps the most important thing we ever give each other is our attention." - Rachel Naomi Remen

Generous Listening (*Inquiry vs. Advocacy*)



Meaning vs. Words

- ◆ ____% of meaning is words.
- ◆ ____% is vocal.
- ◆ ____% is visual.



Meaning vs. Words

- ◆ 7 % of meaning is words.
- ◆ 38 % is vocal.
- ◆ 55 % is visual.



Generous Listening Exercise

- ◆ If anything were possible, if I had a magic wand, I'd . . .
- ◆ Interesting! Tell me more . . .

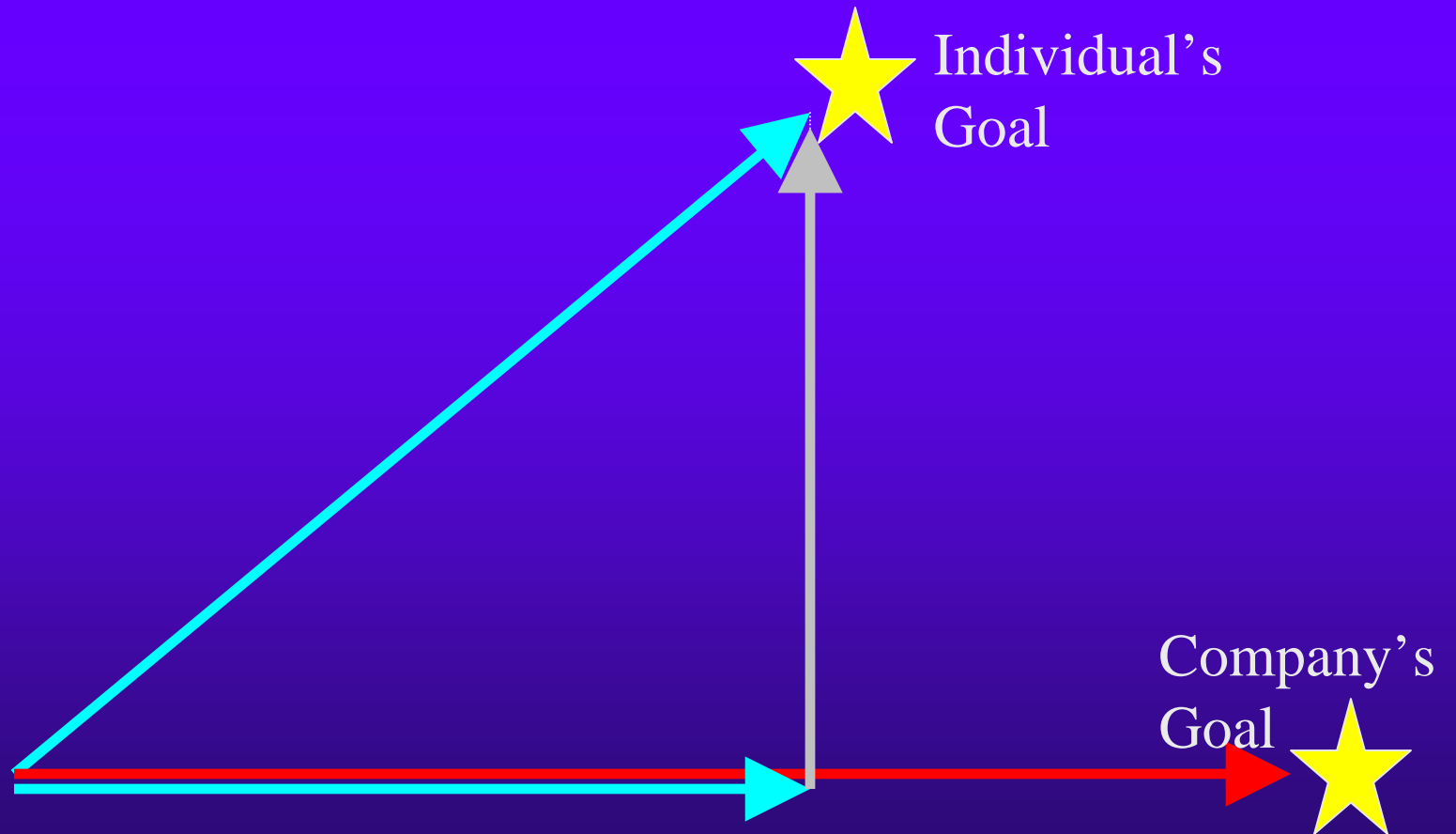


Phrases for Generous Listening



- ◆ That's a great idea!
- ◆ Say more about that. . .
- ◆ What would that make possible? ~~HOW?~~
- ◆ Interesting! What else?
- ◆ What would make that possible?
- ◆ What would that allow for?
- ◆ Tell me more. . .
- ◆ Help me understand . . . ~~WHY?~~

Vector Metaphor for Leading People



"You have 2 ears and 1 mouth. Use them in that ratio." - Unknown

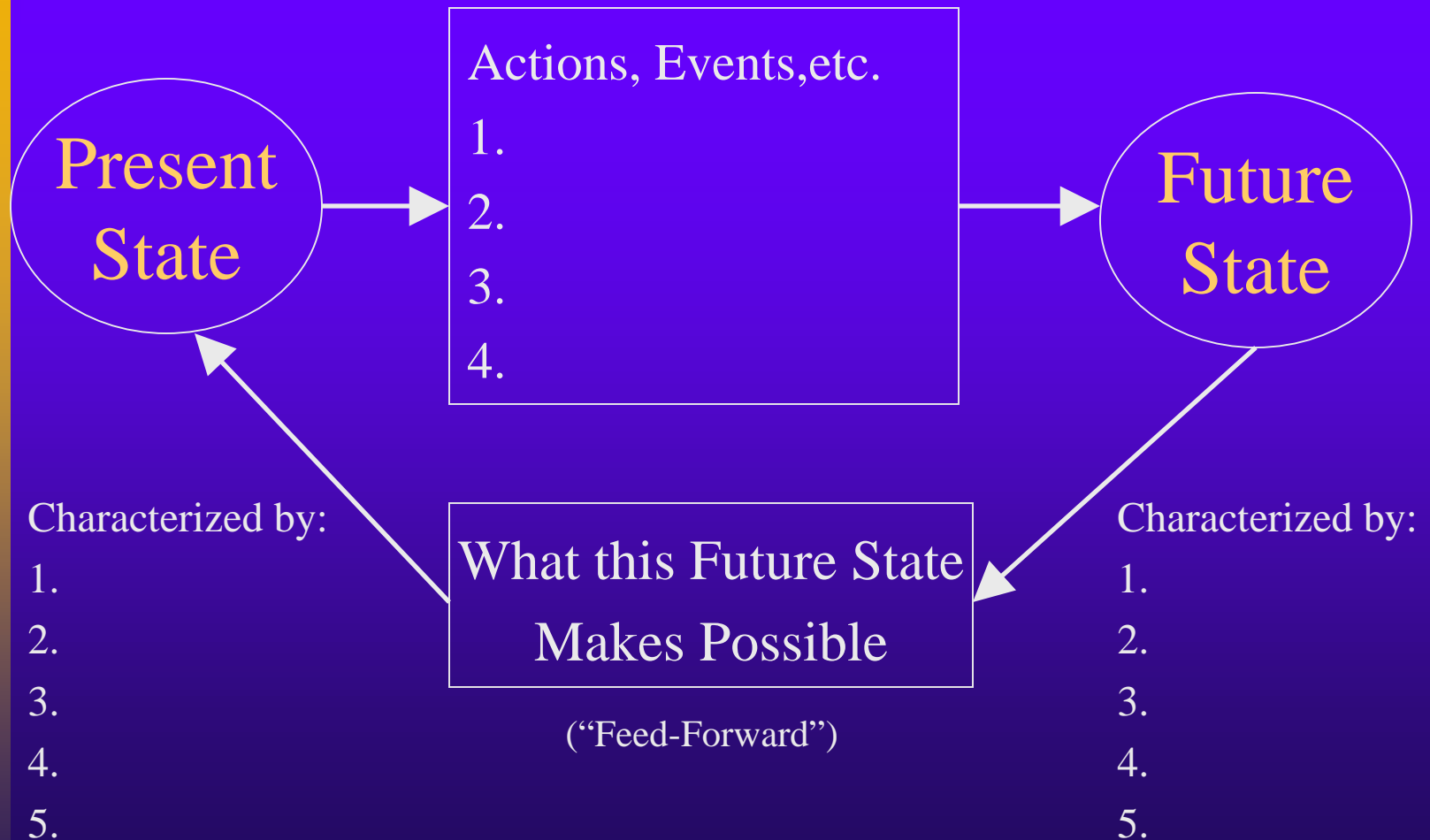
SMART Goals

- ◆ Specific
- ◆ Measurable
- ◆ Actionable/Achievable
- ◆ Relevant/ “Realistic”
- ◆ Time-bounded



“If You Don’t Know Where You’re Going
Any Road Will Take You There.”

Thinking from the Future Template





United Way Thermometer

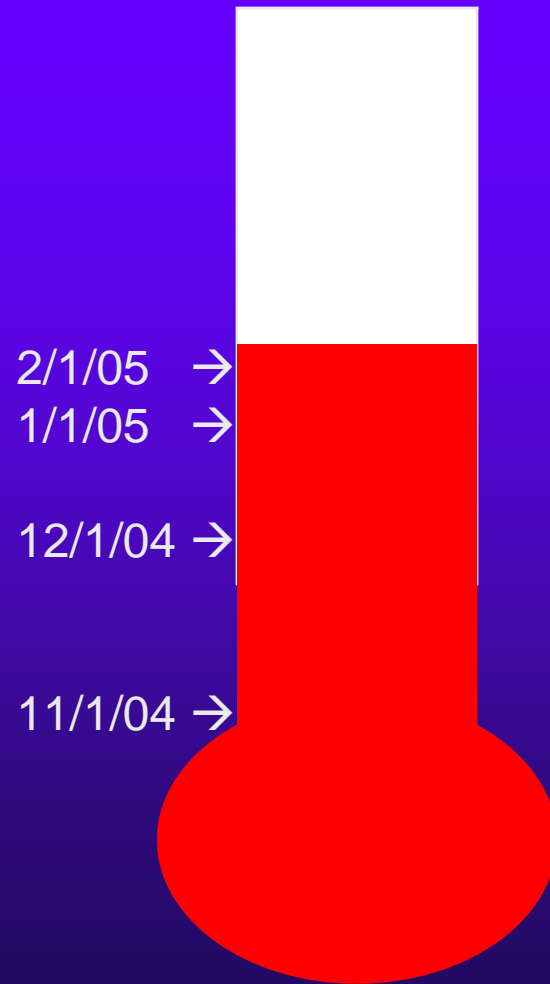
- ◆ Good metrics include WATT:

- Where we WERE
- Where we ARE
- TREND
- TARGET

- ◆ Where we need to be

- ◆ Close gap by adding money

- ◆ Where we are



“The greater danger is not that our hopes are too high and we fail to reach them, but that our hopes are too low and we do.” - Michelangelo



Stop, Think and Reflect



- ◆ What one “aha” or useful insight will you take away when you leave this room?
- ◆ What one leadership behavior, language change or other action will you experiment with this week?
- ◆ What will be your reminder to take this action?
- ◆ Come prepared to present your experience next time.

"Smart people learn from experience; wise people learn from the experience of others."

- Dr. Ichak Adizes, author of "Corporate Life Cycles - How Companies Grow & Die"

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Conceive It. Believe It. Achieve It.

*“Do not follow where the path may lead.
Go instead where there is no path and
leave a trail.” — Ralph Waldo Emerson*

THANK YOU!