

# **Rockwell** **Automation**



Latin America Business Manager Development Program

February 2017

Brazil

v2

## Overview

This workshop will help you to integrate what you have learned in the program so far and apply it to your own role and career.

|           |       |  |
|-----------|-------|--|
| Session 1 | 9:00  | Leadership Lessons<br>Barriers to leadership development<br>The career cycle           |
| Break     | 10:15 |  |
| Session 2 | 10:30 | Career paths and the second glass ceiling<br>Developing your team                      |
| Lunch     | 12:00 |  |
| Session 3 | 13:00 | Driving performance<br>Visibility and recognition through networking<br>Personal goals |
| Close     | 15:00 |  |

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## Leadership Lessons

In this exercise, you'll be competing in your six project teams for a prize.

A maximum of 30 minutes is allowed for the task.

Outside of the room is a model which you must reproduce using the parts supplied.

Only one member of each team is allowed out of the room at any time.

Do not take anything with you out of the room e.g. pen, paper, mobile phones, cameras, model parts.



Do not touch the model that is outside of the room and do not interfere with another team's model.



You may look at the model as much as you like.



Your team's score will be calculated as the time it took your team to finish your model, plus a 2 minute penalty for every piece not in the correct place. The clock will stop at 30 minutes.

The winning team will have the lowest total time.

## Barriers to Leadership Development

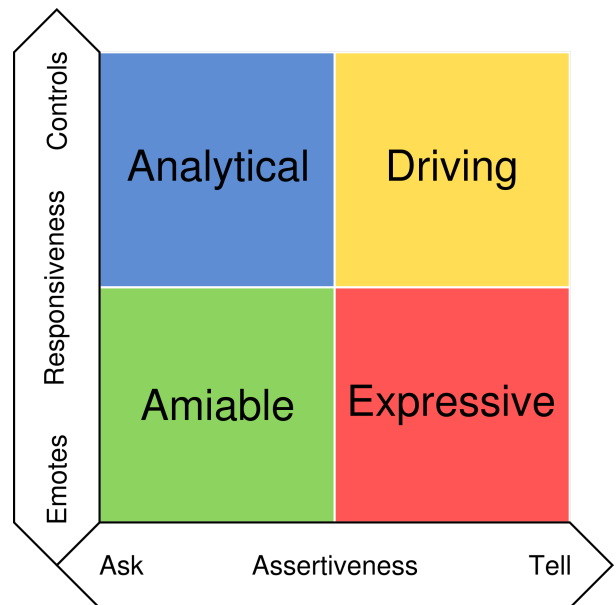
You've learned about the Social Style Model:

**Analytical** - control emotions but tend to ask questions rather than give orders. They are focused on accuracy, and they act deliberately to achieve that end. Others see them as slow-paced and detail-oriented.

**Amiable** - show emotions openly and prefer to ask questions rather than give orders. Relationships, feelings and personal security are important. Others see them as friendly and warm.

**Expressive** - show emotions and speak assertively. They enjoy sharing their ideas and perspectives openly with others. Others see them as creative, but unfocused.

**Driving** - control emotions and speak assertively. They prefer to control a situation and are focused on big-picture results. Others see them as efficient and not concerned about relationships or feelings.



What is your 'social style'?

Do you agree with the assessment and the description?

If these are aspects of your personality, how do you change that? Knowing that you are different to other people doesn't change how you interact with them – does it?

You're not going to change your personality for Rockwell or for anyone else, it's who you are.

You're not going to change your behaviour either, because your behaviour is a set of decisions and habits that you have had for your whole life so far. You're alive today because your behaviours have worked just fine.

What you can change, very easily, is your focus.

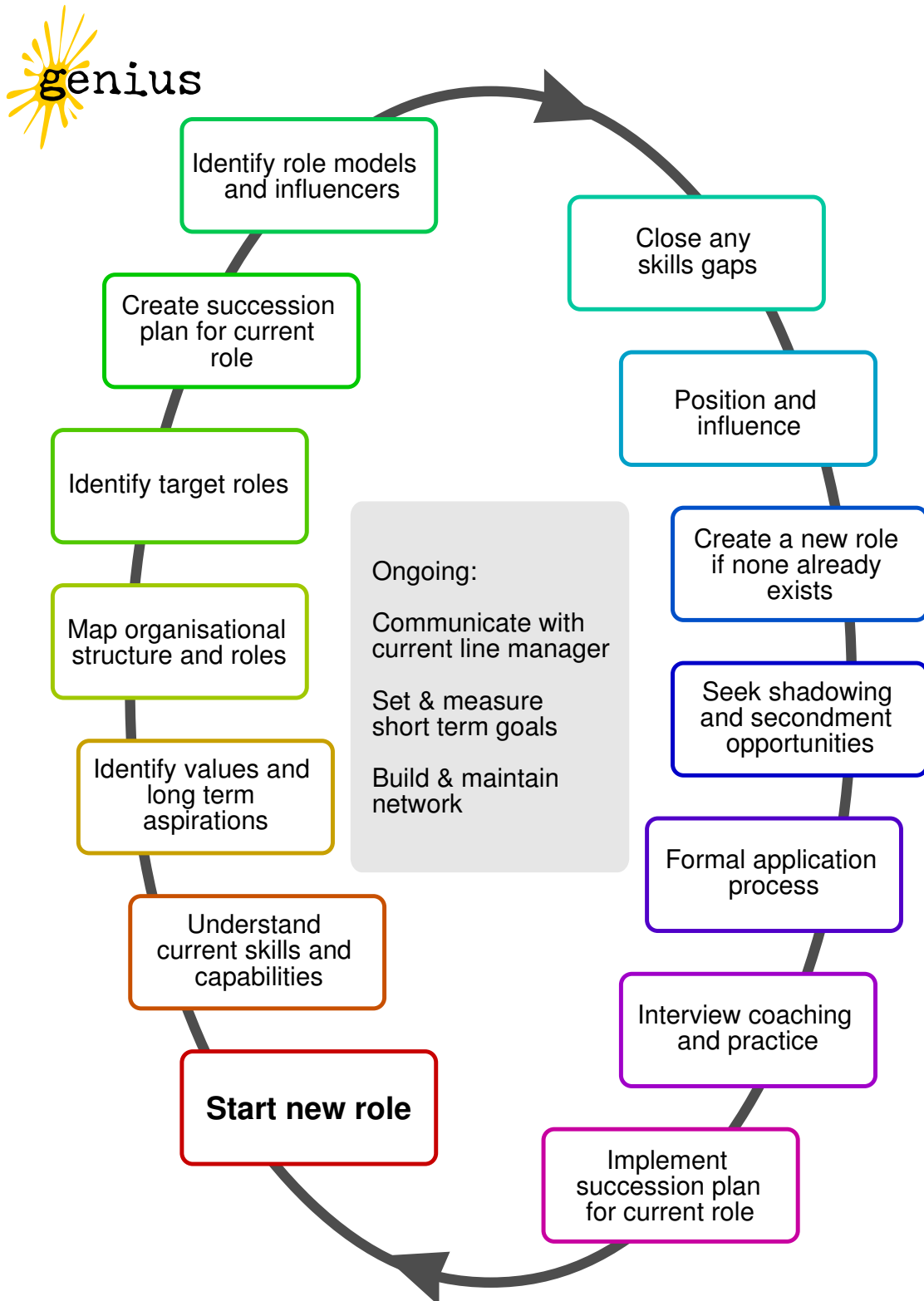
When you change your focus, your perception changes. With a different perception, you make different decisions. Your decisions lead to different behaviour, and with different behaviour, other people think that you have 'changed'. Other people think that your behaviour is your personality.

All that really has to change is your focus.





# The Career Cycle



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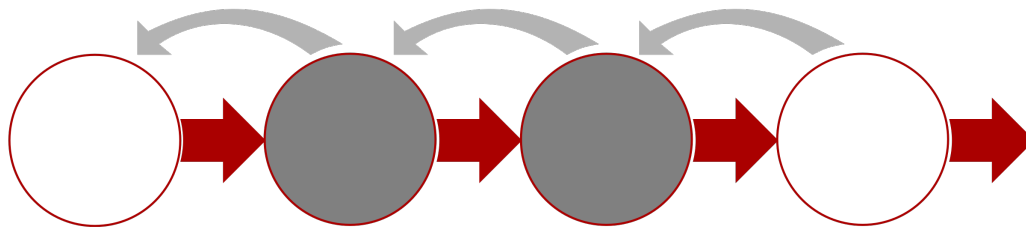
People who excel in career development look at themselves and the people around them in the organisation. They realise that they cannot achieve promotions if there is no-one to take their place. They plan, not just for themselves, but for the other people around them. They're not trying to control other peoples' careers, they just realise that they are part of an organisation, not one person, jumping across 'stepping stones' to get to where they want to be.

They focus, not on proving that they are good at their jobs, but on proving that they are ready for the next job. Of course, they have to perform well in their current role, but their reason for performing well is different. They actively seek delegation and secondments from their manager, or from the person whose role they are seeking.

They also create new roles in the organisation by understanding that organisations are continually evolving and the external market is changing. There are jobs today that did not exist 5 years ago, and there will be new jobs in 5 years' time.

If you only focus on your next position, you won't have anyone to take over your current role. You'll be doing 2 jobs at the same time.

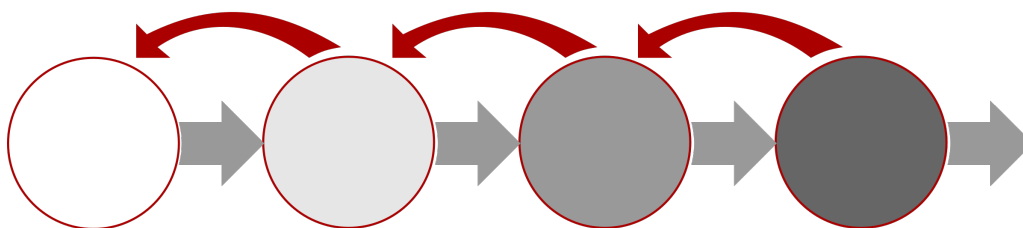
### Focus only on your next role...



... you'll have two jobs until you find a successor

Instead, focus on developing your team through ongoing delegation, performance management and succession planning and your successor will create the time for you to find your next role.

### Develop your successor...



... they will push you into your next role

Work with a partner to identify where you are on the career cycle and what your next step is

## The Second Glass Ceiling

I'm sure you've heard the idea of a 'glass ceiling', that your career potential is limited by the prejudice of the people who sit 'higher' in the organisational structure and who make decisions about your career potential.

### The first glass ceiling

The Dunning-Kruger effect is "a cognitive bias in which relatively unskilled persons suffer illusory superiority, mistakenly assessing their ability to be much higher than it really is. Dunning and Kruger attributed this bias to a metacognitive inability of the unskilled to recognize their own ineptitude and evaluate their own ability accurately. Their research also suggests corollaries: highly skilled individuals may underestimate their relative competence and may erroneously assume that tasks which are easy for them are also easy for others." (Wikipedia)

In other words, stupid people don't know that they're stupid, but smart people know that they're not smart.

I'm sure you've heard of 'the glass ceiling', an invisible barrier in organisations which prevents people from being promoted past a certain point, based on factors such as their education, race, sex, religion and so on. I want you to think of this as the first glass ceiling, and for you to realise that, in this modern age, there is a far more powerful barrier than prejudice.

Every culture has its own rules for promotion, such as results, leadership qualities, taking on tough assignments, politics, power or relationships. The first glass ceiling holds back two types of people - those who do good work but don't want to 'play the game', and those who have figured out the game but don't want to do the work. For example, in a culture driven by recognition, this means people who do good work but don't 'blow their own trumpets', and people who find ways to be associated with successful projects but don't make a valuable contribution.

The Dunning-Kruger effect is relevant here, because many people get stuck at the first glass ceiling and have no idea why, because they greatly over-estimate their own capabilities. They reach their highest level in an organisation, not through measurable competency but through good PR – playing the game, politics, aligning themselves with the right people and so on.

The first glass ceiling tends to hold people at a low enough level in an organisation that they can't do any real harm – and also that they can't do any significant good, either. The problem with this is that we can't tell the difference, because we are very bad at working out what a person is capable of.

### The potential paradox

Organisations invest significant time and money in trying to work out who has potential. Talent management and succession programs evaluate and assess leadership candidates to try and figure out who might be 'leadership material'. And, time and again, all of the psychometric evaluations, leadership reviews and assessment centres fail to accurately predict a person's potential.

The paradox is that potential, by definition, is a capability to do something that you've never done before. Trying to predict how a person might behave in a future scenario is difficult at best because until that person is in the real scenario, they will not truly draw upon their capabilities. The toughest of people panic in situations of fairly low stress, and nervous, uncertain people become pillars of strength when faced with a challenge.

Time and again, 'high potential' candidates fail at the interview, and external recruits are hired instead, while staff who are temporarily seconded into management positions shine in ways that no-one predicted.

An added problem of talent management programs is that the assessment of who has 'potential' is largely subjective, and therefore that potential is not in any behaviour of the candidate, it is in the eye of the beholder, the perception and prejudice of the manager who is making the assessment. Potential is not something that you do, it is what someone else imagines you might do.

What we must therefore do is assess not potential but performance.

## **Finding your fear**

Every time you put off a decision, or a phone call, or a task, you are being driven by fear. Fear of conflict, of being judged, of being criticised, of not being good enough and so on. These fears are normal, we learn them as children, and they affect us throughout our lives.

What are you afraid of? What is holding you back?

Think about your first day in a new job or the first day you arrived at business school. When you met your colleagues, you were trying to prove something. You got up that morning and chose what to wear in order to create the 'right' impression. Professional? Laid back? Approachable? Unapproachable? You dressed and acted in order to prove something.

You went to great lengths to prove that you were not afraid.

If you're afraid of rejection, you set out to prove that you're likeable. If you're afraid of confrontation, you set out to prove that you're agreeable. If you're afraid of looking stupid, you set out to prove how smart you are. Even your chosen laptop and mobile phone prove something about you.

Amazingly, everyone can see through your pretence, they are fully aware of your fears. So why does nobody mention anything? Because they don't care. They're all too busy worrying about their own problems, and if they started pointing out yours, they risk exposing their own.

Your fear is therefore easy to identify – it's the aspect of you that you're trying to disprove.

- When you use jargon to prove you're smart, you're trying to disprove that you're stupid
- When you put others down to prove you're superior, you're trying to disprove that you're inferior
- When you display designer brands to prove you're valuable, you're trying to disprove that you're worthless

Of course, this doesn't mean that everyone who wears designer labels is afraid of being worthless, what's important is how you carry those labels.

The irony is that everyone around you can see this; they can see through your pretence, your projection. They can see your fears and they can see your true nature. Why don't they say anything about it? Simply because they don't care. They have enough problems of their own to worry about yours. Besides, if they start drawing attention to your pretence, they risk being challenged on their own, so they prefer to keep quiet. We see the truth in others and keep quiet, they are doing the same with us.

## The second glass ceiling

Common to every culture is the problem of self-worth. Throughout a person's career, they have been rewarded for certain behaviours, such as problem solving, technical knowledge, networking, relationship-building, even bullying. The person associates their sense of self worth with those rewards, and they become locked in a cycle of those behaviours. Unfortunately the qualities that got them this far will not get them to the next level, so they face the toughest challenge of all - they must risk letting go of the qualities that they most value in themselves.

When you look back through the 'life path' that you drew earlier, do you see a connection between those memorable moments in your life and your sense of self-worth?

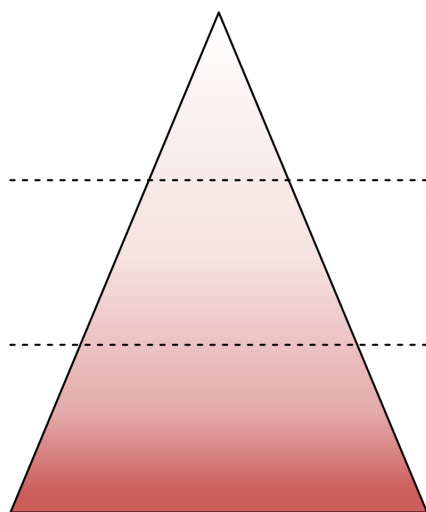
Have you ever been in a situation where you were encouraged to behave in a certain way, and then after some time, criticised for exactly that? Did it feel unfair? Did you feel undermined? Even insecure?

Self-help gurus keep telling us that we must be independent, not reliant on feedback from others, not attached to what others think or feel about us. We must find our own path in life, we must be ourselves. What they can't tell us is how to figure out who we really are. One day, you just wake up and find yourself. You just don't know which day that will be.

All of this talk about finding yourself and being your own person is, of course, misleading. We are a social species, evolved to function in groups and to experience depression and anxiety when alone. We are pre-programmed to avoid anything which would exclude us from a social group, so our fears of rejection, or abandonment, loss, conflict, punishment and so on are a very real and very important factor in our social behaviour, as is our need for status – not necessarily to have high status, but to know our status in a group.

We behave in order to 'fit in', and so in our careers, we behave in order to fit in with a working culture, and that culture, or the authority figures in that culture, reward us for those behaviours, so we carry on along that path, even though it isn't the one that's right. We only know that our path even exists when we're so far off it that we feel that sense of conflict and dissatisfaction.

The second glass ceiling is not imposed by your organisation, it is created by you. You are the only person holding yourself back.



### Second glass ceiling:

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### First glass ceiling:

Every culture has its own rules for promotion, such as results, leadership qualities, taking on tough assignments, politics, power, relationships. The first glass ceiling holds back two types of people - those who do good work but don't want to 'play the game', and those who have figured out the game but don't want to do the work. For example, in a culture driven by recognition, this means people who do good work but don't 'blow their own trumpets', and people who find ways to be associated with successful projects but don't make a valuable contribution.

Your need to fit in causes you to behave in certain ways in order to win approval. Over time, you become genuinely good at certain things. I've coached a senior manager who enjoys tackling complex projects such as large scale technical integrations, business mergers and so on. But his capability in such projects is a by-product of something else – his need to isolate himself in order to avoid confrontation with people who might be displeased with him. Locking himself in his office to work on a proposal or read a contract is a perfect cover story. Isolating yourself is a natural reaction to a threat, but in reality he is not being threatened. His past experiences in life make him expect confrontation, and in avoiding contact, he causes conflict by introducing delays into business activities that depend on relationships.

You will become good at anything that you practice – that's part of your human nature. And if you practice failure, you'll become good at that too.

The 'second glass ceiling' is very common with technical managers. Their skills in product design, or software, or law, or accounting principles mean that they get promoted to a first level management position, where their technical skills allow them to manage a group of technical people. This is partly based on the idea that if you don't know what your team are talking about, they must be lying to you.

The technician has been rewarded throughout their career for their technical skills, so they have created an implicit link between those skills and their own self worth. When a technician seems to get disproportionately agitated during a technical debate, this is why. By questioning their technical knowledge, you are questioning their self worth. It would be like someone telling you that you are worthless, useless, undesirable.

The technician therefore stays in their comfort zone and gets stuck at an organisational level where they can have their self worth boosted by technical tasks.

The biggest problem with being a technician is this: you *are* one.

Whatever you currently know how to do becomes your area of expertise. It doesn't have to be overtly technical, it's the connection between knowledge and self worth that's the problem.

Anything that you do to progress on from this level makes you feel uncertain, insecure, even frightened. Within months of a promotion, you'll have retreated into your comfort zone, and you'll be doing the job of people 'beneath' you because that's what makes you feel good about yourself. You'll be 'helping' your team, working on their projects and totally undermining them. They'll feel worthless and under-utilised, but at least you'll be happy.

After a few more months, your team's performance will drop and you'll start to get turnover in your team. You'll kid yourself that they just don't have the level of skill required, and you keep having to do their jobs for them. You'll hire replacements who have a lower level of skill and experience so that you can 'mentor' them, because you know best.

While all of this is happening, the world has moved on and your technical knowledge starts to become out of date. You begin to wish you had stayed in a technical job. You get moved into a 'special projects' role which is a demotion in all but job title and pay. But at least you feel safe again.

Old people are well known for their 'in the good old days' nostalgia, but the reality is, we're *all* stuck in the good old days. We all hold onto our pasts as a way of defining our futures.

We are held back by the things we value most about ourselves. To move on, we must let go.

## Breaking through

I'm sure you can see the problem. In order to push through the second glass ceiling, you have to leave behind everything that you value most about yourself. It's not your fault; employers have created this dependency by explicitly and implicitly rewarding you for your technical knowledge. They have rewarded you just like you would reward a job for performing a trick. "Sit!" and you get a treat. "Write code! File accounts! Hit sales target! Good boy!"

Once you can acknowledge how this connection has been created, you can begin to break it. You can begin by recognising the times in your working life when you did something beyond what you were contracted to do, maybe you did more than you wanted to. Maybe you worked extra hours or took on extra responsibility. What made you do that? What was the need in you that was served by your compliance?

That need is driven by fear.

Your inner fear is so powerful that you protect it, every day, and you've spent so long protecting it that you've forgotten that it's there. But every so often, when you respond to something much more aggressively than you should, or something affects you much more deeply than is reasonable, you get a reminder that the fear is there, deep within you.

We're not born this way, but it is something that we learn very quickly.

The rewards of our careers make us associate certain behaviours with a sense of self worth, so the more we engage in those behaviours, the better we feel about ourselves, and the more we insulate ourselves from that fear that I mentioned.

When we're pushed out of our comfort zones by external events such as a promotion or change in job function, we feel the pressure of that fear, guiding us back into the safety of social compliance.

Fitting in might feel safe and easy, but for us as civilised, evolved humans, it is at odds with our need to be special, to be unique, to create, to make a mark on the world, to be seen, to be known, to leave a legacy.

This is our fundamental contradiction. We want to fit in and stand out, at the same time.

In order for something to have worth, two things are necessary; a valuer, and a value system. Whether we measure value in Euros, or gold bars, or time saved, or aesthetic pleasure, we place a comparative value on everything and everyone in our lives. This is the paradox of the self-worth that the personal development gurus talk about – it's actually not possible to value yourself, because that would make you both the valuer and the object to be valued. You can be one or the other, not both.

In any society, we judge and are judged by others. That's not something to fear or reject, and in fact, people who reject judgement are simply trying to protect themselves from what they fear will be an unpleasant judgement. The person who says, "I don't care what other people think about me" cares very much. They just don't want to get hurt.

To break through your fears and explore outside of your comfort zone first means acknowledging those fears. You can't change what doesn't exist, so denying your fears only leaves you at risk of exploitation by others. Throughout history, con artists have been highly skilled at recognising people who deny their own weaknesses.

Our value is created in the minds of others, and therefore our sense of worth is dependent on

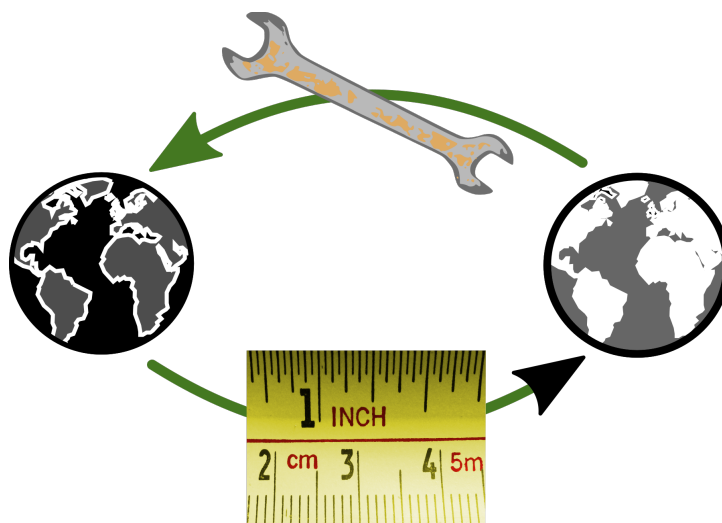
feedback from others. When that feedback is, “You only got 99% in your exam? Why couldn’t you have got 100%? I bet the boy next door got 100%”, we learn that whatever we do isn’t quite good enough. The problem is that for most things in life, there is no simple marking system, so we don’t actually know what constitutes 100%. What would be a 100% job? What would be 100% of your potential? Who would be 100% the right partner for you? What would make your children 100%?

As a student, you take the test, you don’t mark it. You don’t rate your own performance. As an athlete, someone else holds the stopwatch. If you’re always looking over your shoulder at the other competitors, your focus isn’t on giving your best.

Breaking through the second glass ceiling isn’t about being the best, and it isn’t about being better than your competitors. It isn’t even about being better than you were yesterday, because we cannot set out to improve anything – improvement is a measure, not a target. Even so, you try to improve things in your life every day.

Breaking through means being prepared to do something different and see what happens.

To improve or perfect something requires two things; a standard and a measure. You compare something that you’re working on to a standard, and you make adjustments to minimise the differences. You can’t ever recreate the standard exactly because your measurements will always contain errors. The standard will always be unique, as will your reproduction. However, you can recreate something close enough to the standard for the intended purpose.



Many people try to be perfect. They set unrealistically high standards for themselves, but perfect is not an end state, it is a process. Those standards are not even their own, they are inherited from parents and teachers who regarded any achievement as being ‘not good enough’ without being specific about what ‘good enough’ means or how to measure it. This starts with judgements about academic performance and leads to judgements about career and life choices. “I just felt you could have done better”, says the parent who wants more for their children.

You can only ever do what you do. Doing the *right* thing is a matter of perception, doing *something* is all that really counts. In reality, you can never have done better, you can only have done different. You have no way of knowing how that would have worked out.

Making changes is all that matters. Do those changes become improvements? We can only know that when we look back and measure the effects of those changes.



As humans we have the ability to predict the future, which is very important when we're crossing a busy road or catching a ball. However, we also try to predict what other people will do, which is dangerous because people are not simple physical objects without free will.

We are defined by our relationships with others. We are brothers, sisters, fathers, mothers, sons, daughters, managers, employees, coaches, clients, trainers, teachers, students. And yet being defined by those relationships cannot mean that we are limited by them.

As an adult, you know that feedback from others is not always honest, sometimes they have an agenda. Even your parents had an agenda – to protect you, to save you from the mistakes that they made, but in so doing, they recreate those mistakes in another generation. You can be constrained by that, or you can choose to break free and follow your own path, which ultimately is what parents want for their children anyway, they just want them to be safe at the same time. Fit in and stand out.

We assign our own worth based on feedback from others. We have to stay true to what we want for ourselves, and when we value ourselves, others will learn how to value us.

That's where you have to focus.

You're on a journey, and that journey has never been travelled before, by anyone. It is your path, it is unique, you are unique. No-one has ever lived your life before, made your mistakes before, learned your lessons before. We learn nothing from success in life, we only learn from failure, because success only teaches you to carry on doing what you're doing. Failure teaches you that there was more to do, more to think about, that the world wasn't exactly the way you thought it was. Success doesn't come from having perfect plans, it comes from being open to feedback and making changes, fast. Success doesn't come from prediction, it comes from adaptation.

Getting through the second glass ceiling means that you have to take a risk, and it's possibly the greatest risk of your life. You have to let go of the things you most value about yourself – your history, your knowledge, your skills, all of the things that you have been rewarded for throughout your life. When you let go of everything that you were, you risk walking an unknown path, running off the edge of the map. The past is safe, but it's also limiting.

When you let go of what you were, you can become more than you ever imagined.

Work with a partner to identify what you must let go of in order to move forwards. Remember, this will be scary because you think it is the reason for your success. It is not. It is only what you have been rewarded for in the past.

## Motivating Your Team

A division of a large engineering company wanted to make all of its staff feel that they were part of the success of projects, so it introduced a bonus scheme. If the company delivered its customer projects on time and to budget, each employee would get a \$1,000 bonus.

At the end of the year, the company was significantly late and over budget with most of its projects. Logically, that would mean that the staff wouldn't be paid their bonus. Instead, the managers (who wanted their bonus too!) decided that they should pay the bonus because staff had worked hard. The cost to the company was \$250,000.

It's important to understand that these kinds of bonuses can act in two ways; either as an incentive or as a reward. An incentive comes before the task, a reward comes afterwards.

The only things that really work to motivate staff to perform their normal duties are:

- Hire staff who are well matched to the actual requirements of the job
- Set clear and unambiguous performance targets
- Give staff responsibility for those targets
- Hold staff accountable for those targets
- Set and deliver long term rewards for compliance
- Set and deliver consequences for non-compliance
- Use short-term rewards only when you want short-term results

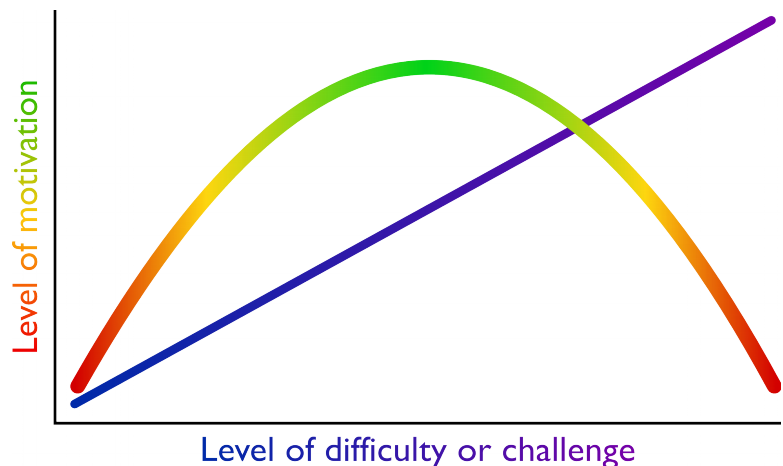
Research into motivation and delegation from Trinity College in Dublin states an interesting conclusion:

“So if a principal can plausibly convey her motives to her agent, she can very well change his beliefs and perceptions.”

In other words, when you delegate a task, if you can convey exactly what you want, you actually influence the mindset of the person you're delegating to, so that they become your 'eyes and ears' in the task.

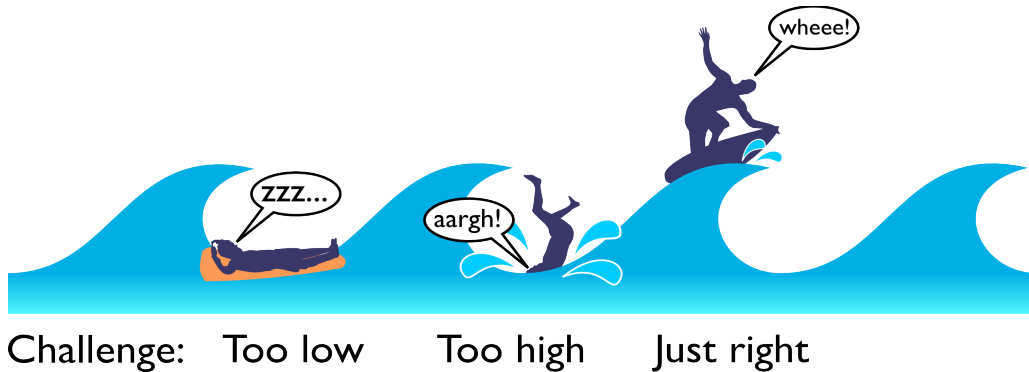
So for all you control freaks who don't like to delegate because things don't get done the way you want, the problem may well be in your ability to convey what it is you want, rather than your staff's ability to do what they're told.

One of the other interesting findings from this research is that there is a trade-off between the difficulty of a task and the person's level of motivation, like this:



What this means in practice is that each member of your team has a level of difficulty that motivates them most. If a task is less challenging, it's not interesting enough to motivate them, and if it's too difficult, they don't have enough knowledge or belief in their abilities to be motivated.

Your aim as a manager is to identify that 'green zone' where the right level of challenge creates the most motivating and rewarding environment for your staff.



How, then, do you find the right level of challenge to properly motivate the learning process?

You **test** and keep a close eye on what happens, adjusting your approach until you find the right level for that person at that time.

Bonuses do not work when all you want your staff to do is what you already pay them for; their normal duties.

Treats only work as long term rewards for performing well against targets *when those targets are met* because people will do more of what you reward them for. When you reward people for trying their best, that's what they'll do – or at least, that's what it will look like they're doing, but there will always be a long list of reasons as to why they didn't quite succeed.

The problem with the company that paid everyone the \$1,000 bonus is that staff and managers had come to expect it. Everyone knew that the targets were totally unachievable, but staff would be disappointed if they didn't receive the bonus for 'trying their best', which of course, they didn't.

## Delegation

The bottom line is this - the only way that you can manage your business effectively is to delegate as much and as often as possible.

If you're thinking that you don't have time to delegate, or you can't trust your team to do things as well as you do, then you might be mistaking delegation for abdication.

## Delegation

## Abdication

When you delegate, you give someone else the resources and the authority to complete a task, but you always keep accountability for it. When you delegate, you need to give the person a clear description of what you want to achieve but stop short of telling them exactly what to do, step by step.

When you abdicate, you give up accountability for the task, typically explaining at length what you want the person to do, but not what you want them to achieve. Ironically, while you think you're helping them with step by step instructions, you're actually making it impossible for them to complete the task as you intend. You're treating them like a puppet, so as long as they do exactly what you would do, everything will work out fine.

One of the most important jobs for a good manager is education. By making sure your staff are trained to the right level and that they understand the standards that they need to work to, you can delegate very quickly and easily without having to explain yourself every time. Education is an investment that the worst managers don't make time for, but that's like saying that you don't have time to pack for your holidays, or you don't have time to buy birthday presents.

You might save yourself a little time now, but you'll pay the price later.

When you delegate a task, you are delegating the authority to complete the task, but not the responsibility for it. Ironically, managers who abdicate tend to do the opposite, they abdicate the responsibility for the task, but not the authority to get it done, so that when the person performing the task fails, it will be their fault, even though realistically they could never have succeeded.



Delegating should be as natural and regular as breathing, so to delegate effectively, remember that you need AIR:

|                    |  |
|--------------------|--|
| <b>Authority</b>   | The <b>Authority</b> to make decisions in order to complete the task |
| <b>Information</b> | The right <b>Information</b> to make those decisions                 |
| <b>Result</b>      | An end <b>Result</b> that you can objectively measure                |

The most vital thing to remember about delegation is that you are delegating not only a task, but also the authority to make decisions that are necessary to complete that task. Delegation is a shift in decision making authority from one level of an organisation to another – this is why people who go to conferences on behalf of their employers or governments are called delegates; because they have *delegated authority*.

Delegation is not a resource or task management activity, it is a **succession planning** activity.

Good delegation prepares your team to take your place when you move to your next role.



## What About Strategic Thinking?

Why are we talking about delegation? Delegation is for managers! Leaders do strategy. When are we going to learn about strategic thinking?

Strategic thinking is something you can only do when you are free of day to day operational tasks, so to think strategically, you must first...

### Delegate everything

Yes, everything.

When you delegate everything, you are then forced to answer a simple question:

“What shall I do today?”

You then have two choices:

“I’ll go and see what my team are doing today”

or

“I’ll think about what I want my team to do tomorrow”

The first choice is meddling. It shows that you don’t trust your team and that you have abdicated, not delegated. Your team will not grow, they will not engage, they will not give their best, they will not push themselves. There is no challenge for them to rise to.

The second choice creates a space for your team to grow into. It forces you to plan ahead. This is what gave one business unit in Parker Hannifin a 700% increase in profitability.

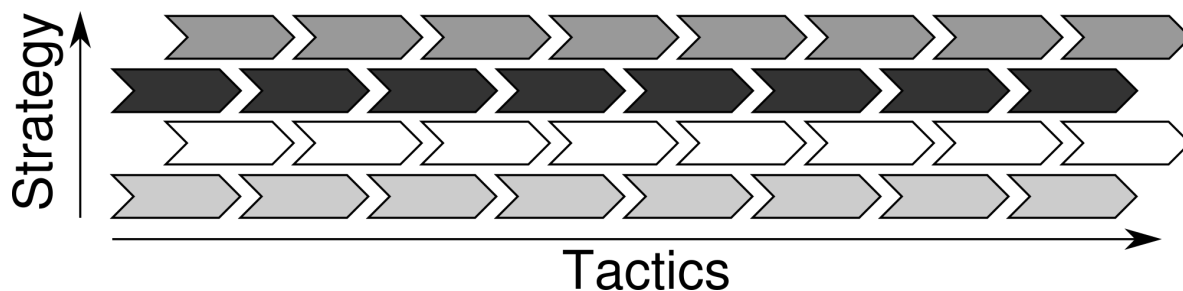
If you want to redecorate your house, you have to make space.

If you want to get new furniture, you have to make space.

If you want to think strategically, you have to make space.

The word ‘tactics’ comes from the Greek ‘taktikós’, to arrange in order

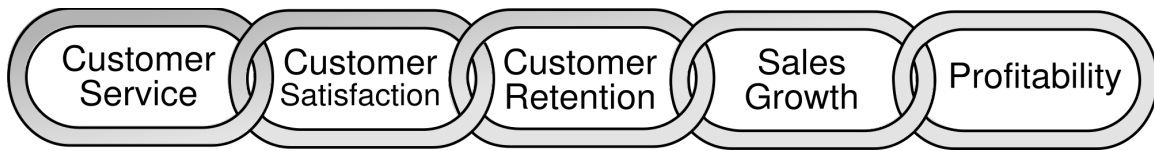
The word ‘strategy’ comes from the Latin ‘stratum’, to cover or layer



**Focus on your team, let your team focus on the numbers**

## Measuring Results

Research from the Association for Consumer Research on “Market Orientation and Customer Service” found a strong connection between five links in the chain of events that connect service to profit:



Instead of focusing on financial or performance targets, focus on short term activities which lead you in the right direction.

## Service and Profit

Another research study from the University of Maryland, entitled, “Linkages between customer service, customer satisfaction and performance in the airline industry” found that the connection between service and profit is ‘non-linear’, in other words, it’s not a direct connection, where more customer service = more profit.



Better service leads to increased profits up to a certain point, and then it doesn’t matter how much better your service is, your profits decline because the customer doesn’t care and that extra service costs money.

Can you think of instances where a supplier did something that they thought was good for customer service, but which made absolutely no difference to you? Perhaps you were offered a discount when you didn’t ask for one? Or you were given free drinks in a restaurant because of a delay in serving you, when you were actually glad of not being rushed? Of course, you’re happy to take the discounts and free drinks, but they didn’t make you a more loyal customer.

## Measurement

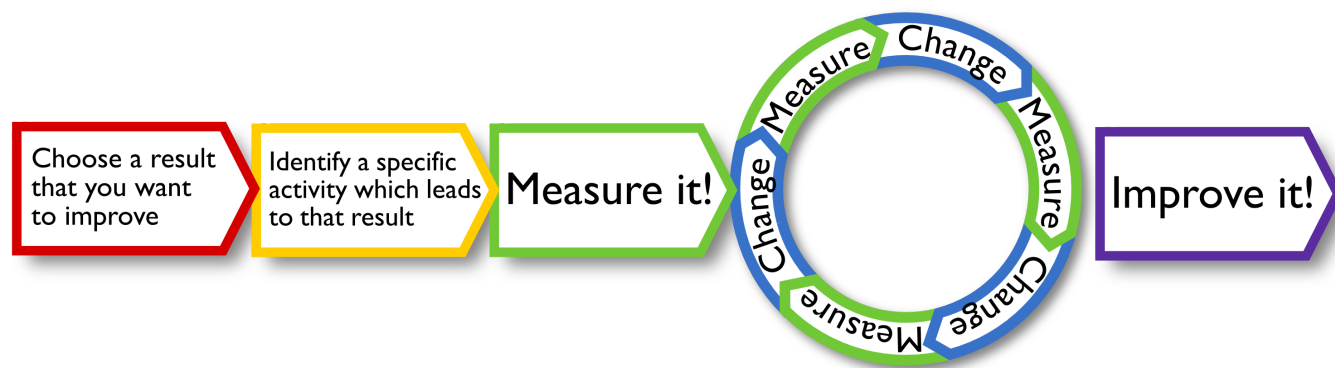
You were asked “What can I do in the next 100 days to improve effectiveness of - MY SELF, MY TEAM and ROCKWELL”

It's impossible to set out to improve anything. You might hope to improve something, but you cannot take an action or make a change in the complete knowledge that an improvement will follow, because improvement is something which you can only prove by measuring, before and after.

Improving the performance of your team is down to you, and so finding the right things to measure is down to you. No-one is going to work this all out for you or hand you the data on a plate.

If you choose not to identify and measure activities, that's fine. You just won't know how much of your time and effort is completely wasted on activities which feel good or make you feel busy but which actually lead to no performance improvements at all or, worse, are counter-productive.

We could therefore say that a simple approach to creating measurements in your team is as follows:



If you don't measure something, you cannot improve it.

You can have 'good ideas' and make changes but you will never know if those changes really made a difference. You will look for evidence that your ideas were 'good', and ignore evidence that they were not. This is dangerous and inefficient.

Also, you cannot make improvements by only measuring results like sales or delivery targets, because results are:

1. Largely out of your control
2. Too far away to give meaningful feedback

You must measure activity, because measuring the right **activities** will give immediate **feedback** which in turn helps your staff to deliver the right **results**.

Without measurement, the only basis that you have for making improvements is what you believe or hope will work, and that is the kind of thinking that leads to superstition.

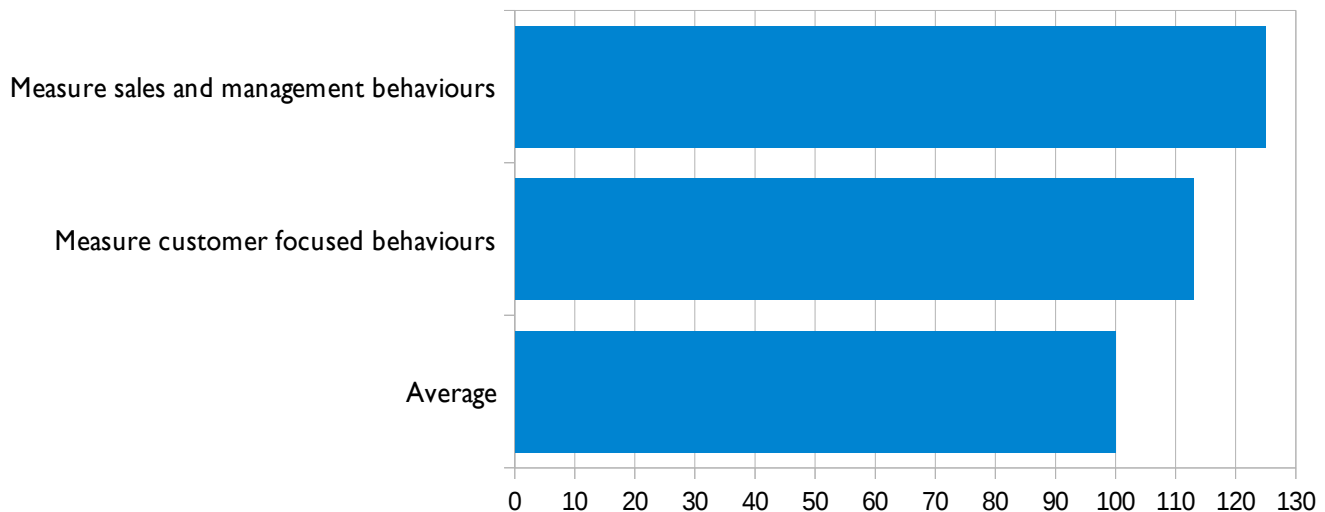
You may find that when you measure activity in your team, you get different results than you had expected. This is good. It means that you are open to working with real, objective, provable data and not relying on hearsay, promises and optimism.

Most of all, it means that the changes that you're making can actually lead to measurable improvements.



Research in 2013 from the Miller Heiman Research Institute found that companies that measured customer-focused behaviours had an average increase in profitability of 13% compared with other companies.

This performance gap increased to 25% when combined with measurements of best practices in selling and sales management.



Examples of the customer-focused behaviours measured include:

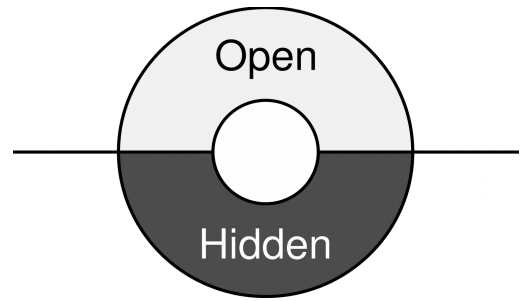
- We consistently use a formal process for measuring customer satisfaction and loyalty
- Our salespeople have a solid understanding of our customers' business needs
- We clearly understand our customers' issues before we propose a solution
- We have relationships at the highest levels with all our most important accounts
- In an average week, our sales force definitely spends sufficient time with customers

Work with a partner to choose something that you want to improve.  
Work out the steps that will deliver the result you want.  
Choose a way to measure activity at each step.

## Failure

We all present an image to the world, an image of perfection, of how we want to be seen and judged by others. Even someone who says, “I don’t care what other people think of me” is presenting an image.

We believe that the image that we present is all that people see, our ‘light’ side, and that we are very good at hiding our faults, mistakes, bad habits and evil thoughts from others, our ‘dark’ side.



The reality is that everyone around us can see both sides, all of the time. So how is it possible that people don’t run away, don’t avoid you because of your terrible dark side?

It’s because they don’t care. They have their own problems to think about.

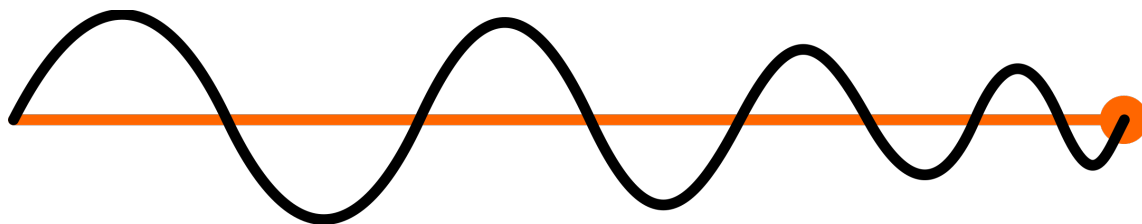
In our dark side, we hide our fears and insecurities. We hide the mistakes we make and the aspects of ourselves that we think of as bad or negative, but we only judge ourselves this way because we have learned to. In reality, behaviour is neither good nor bad, it is only effective at getting the result, or not.

Without mistakes and failures, we have no source of feedback to correct ourselves. If you’re trying to navigate in the car, what happens when you take a wrong turn? Do you stop immediately and refuse to drive any further? Do you blame someone else for giving you the wrong directions? Do you blame the road signs? Or do you simply turn around and correct your mistake?

Feedback is neutral, it’s just information. We attach judgement and meaning to the feedback, so we learn to seek out ‘good’ feedback and avoid ‘bad’ feedback. We learn that feedback is a judgement on our value as a person.

Of course, this is ridiculous. When you were a child, you didn’t know any better, but you’re not a child any more. Whether you see feedback as a criticism, or praise, or a weakness, or a strength, what you are actually doing is distorting the feedback. You are changing the feedback so that it confirms what you already know. If you believe that you are weak, you will hear feedback as a weakness. If you believe that you are strong, you will hear feedback as a strength. It is neither, and the only danger is in the judgement, the distortion.

Our brains, like many of the automated systems that you provide to your customers, are ‘servo systems’, they direct behaviour towards a goal. Imagine a toy car which has a very simply arrangement of a motor, wheels and some kind of sensor to direct it towards a target. The car’s guidance system doesn’t need to be accurate, it only needs to keep focus on the target. The car’s path will look something like this:



The car is ‘off course’ for most of its journey, yet it still gets there. That’s what your behaviour is like as you direct yourself towards your goals. Sometimes, it will feel like you’re moving backwards, but that doesn’t matter. What matters is that you are moving.

Of course, we don’t simply head towards our goals, because we have other forces that act upon us. Most of us can’t head off to a tropical island whenever we want, we have jobs to do and bills to pay, so we find a way to balance our lives. If we don’t weigh up the different aspects of every goal, we ignore some of the factors that could lead to failure, with the result that we don’t end up where we wanted to be.

The past and the future are illusions, tricks that we play on ourselves to explain where we are right now and to give us a sense of control over our lives. The past and future are lies. We change the past to suit ourselves, and we pretend that the future will definitely happen, just because we think it will. The only truth is in the present moment, and what you can do right now, the immediate action that you can take.

Let’s consider the obvious goal: a promotion. This is a complex goal, for two reasons: 1, a promotion isn’t all good news, and 2, a promotion isn’t under your control

Firstly, why isn’t a promotion all good news?

| Good news | Bad news |
|-----------|----------|
|           |          |

Secondly, if getting a promotion isn’t under your control, what is?

| Under your control |
|--------------------|
|                    |

## HELPful Feedback

Feedback is part of any servo system, a system that self corrects to achieve a specific goal. Your relationship with your team is a servo system where you define the end Result, you give your team the Authority and Information, and then the final component of the system is the feedback loop. Here’s a simple method to help you avoid the judgement that leads to the emotional resistance that will prevent you from giving the best chance for your team to succeed.

|          |                          |   |
|----------|--------------------------|---|
| <b>H</b> | <b>What Happened</b>     | <b>Say or show</b> what happened without judging it as good or bad          |
| <b>E</b> | <b>What you Expected</b> | State or show the point of reference, the intended <b>result</b>            |
| <b>L</b> | <b>Don’t Leave it</b>    | Give the feedback as <b>quickly</b> as you can                              |
| <b>P</b> | <b>Make it Personal</b>  | Only what <b>you</b> saw, heard or felt. Second hand feedback is subjective |

## Networking

You already know how important it is to build your network. You might still be uncomfortable at the idea of meeting new people and telling them how wonderful you are. This section will give you some ways to make networking easier and more rewarding.

### Goals

Write down your reason for attending a networking event.

Is it “To find a job”? Or “Find a customer?” If so, you’ll be looking for a long time. Sometimes you will go to a networking event, and everything just falls into place. The right person is there, with the right opportunity, at the right time. But it’s more often the case than you’ll only get results by investing in your networking over a long time.

Your goal for attending a networking event should therefore be:

### **To meet as many people as possible**

The key to success is that this goal is under your control, whereas finding someone ready to offer you a job is down to pure chance.

As you meet more and more people at networking events, you’ll begin to get an idea of the landscape within which you’re operating, the players, the people who it’s good to know. You’ll also meet some hangers-on, people who just like collecting business cards but never quite get round to putting you in touch with the person you want to speak to. They see their network as an asset, only to be used when they want something from someone.

Fundamentally, the purpose of networking is to increase the size and quality of your contact network. A network is like a garden; to get the most out of it, you occasionally have to do some fairly aggressive pruning.

Let’s start with the aspect of networking which puts most people off and enables you to get a real head start on your competitors – going up and talking to strangers.

### **Introducing yourself**

At a party, do you go round introducing yourself to people you don’t know? Do you wait to be approached? Or do you head straight for people you already know?

People behave in the same way at networking events. The problem is, if you only speak to people you already know then you could have stayed at home. The whole point of networking is to meet people you don’t yet know.

### **The point of networking is to meet people you don’t yet know**

Everyone's favourite subject is themselves, and this is another simple way that you can differentiate yourself. I'm sure you've had conversations where you each seem to be battling to say something interesting about yourself.

You simply don't know what will be interesting to someone else until you ask the other person questions. Compare this to sales. A bad sales person just throws product features to the customer. A good sales person asks questions, gets to know the customer's needs and presents those features as benefits that are likely to be valuable for the customer.

Remember your purpose of attending a networking event; it's not to advertise yourself, it's to meet people and find out if they can add value to your network. You can only do that by listening to them, so as quickly as possible you need to turn the conversation round to them, and by far the most important thing to remember when you want to steer a conversation is that you have to have control of it in the first place.

You must make the approach because:

1. You get to choose who to talk to
2. You get to control the conversation
3. You get to find out what you need to know

If you wait to be approached, you're not in control of the conversation. So overcoming any nervousness that you might have about approaching strangers is key to getting results from networking. You also need to understand that it's highly likely that they are more nervous than you are.

You may have heard of the 'elevator pitch', where you have a short statement about yourself that makes a big impact. It doesn't really work, because you are talking about yourself instead of listening to the person you want to meet. As good sales people know...

## **Telling is not selling**

It's not complicated, all you need to do is meet people, have a short conversation and then move on.

By far the most effective way to start a networking conversation is therefore:

1. Hello, I'm....
2. Who are you?
- 3. And what are you here for?**

This may seem simple, yet it is very carefully structured to make networking as easy and effective as possible. Here's why.

When you make the approach and say hello, you are in control of the conversation. All you need to say is your name, and maybe just your first name to make it easy for the other person to remember.

Once you've introduced yourself, ask a question. Asking questions is the primary way to maintain control of a conversation, and it also serves the important purpose of finding out who you're talking to!

Let's say that the other person tells you their name and job title. All good information.

Now comes to the really clever part. Instead of getting into a conversation about nothing in particular, you ask a very important question, which is to find out what the other person wants to achieve by attending the event.

By getting them to reveal their purpose, you find out some important information:

- Are they a good networker?
- Are they going to be useful for you?
- Are you going to be useful for them?

Once people have overcome their fear of approaching strangers, their next problem is that they can't get away. They complain that they spent the whole evening talking to one person and may have missed some good connections. So, in answer to the question, you say, "I'm here to meet new people". In that one sentence, you tell the other person the most important thing of all; *that you won't be talking to them for long.*

You can now have a short yet meaningful conversation, and when you're ready to move on, simply say, "Well, as I said, I want to meet new people, so I'm going to let you mingle some more too. It's been really good to meet you."

As soon as you walk away, take out your pen and write some notes on the back of the person's card so that you can follow up in a way that is relevant and memorable.

But when do you swap cards? At the end of the conversation, as you say, "we must keep in touch!"

**No.**

At that point, the other person has already decided whether they want to hear from you again, and they can choose whether to give you a card or say they've run out. No, the time to swap business cards is at the beginning, when you say your name.

## Swap business cards at the beginning of the conversation

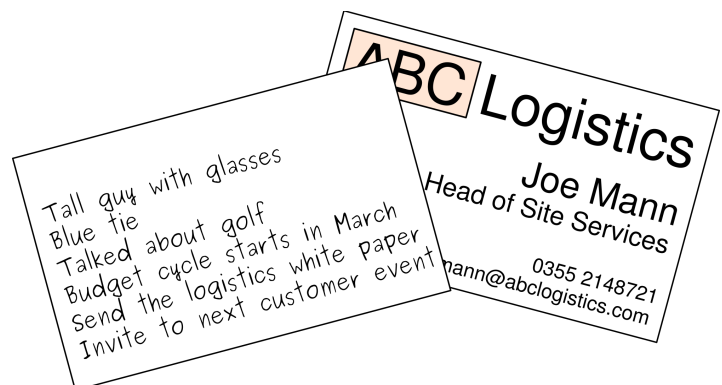
### Remembering names

One of the things that good networkers do is to remember the names of the people they meet. Some people find this very difficult to do, so I'm going to give you two easy ways to do it, and I guarantee that at least one of them will work for you.

The first way is to reinforce the memory of their name, so when they tell you their name, you repeat it back to them, you mentally 'write' their name in your mind and you make an effort to use their name as often as you can in the first minute.

The second way is to ask for their business card at the start of the conversation! Then, when you look back to check their job title or company you can remind yourself of their name.

After the conversation, make a note of something that will help you link the name to the person:



## Follow up

When you get home from a networking event, email EVERY person who gave you a business card. Remind them:

- How much you enjoyed meeting them
- Why they enjoyed meeting you
- What you can do for them
- What you'd like them to do for you

And most important of all, keep in touch. After all, how do you feel about someone who you only hear from when they want something?

Your network will grow because you put effort into it. That doesn't mean a regular email asking, "Do you have any jobs?", it means an occasional email saying, "I saw this news item and thought of you".

## Grow your own network

Here's the sequence in full:

1. Say hello, introduce yourself, give a business card and ask for one in return
2. Ask, "What are you here for?"
3. Say, "I'm here to meet as many new people as I can"
4. Have a brief conversation
5. Say, "Well, as I said, I want to meet new people, so I'm going to let you mingle some more too. It's been really good to meet you."
6. Shake hands and walk away
7. Make notes on the back of their card
8. After the event, follow up

## Networking within Rockwell

Within your own company, networking is less about events and more about mapping the organisation and making new direct connections.

The principles are the same as for event networking – you have to target people, approach them, ask them questions and follow up.

You might be wondering, why would a senior manager want to talk to me? The reason is simple – that's their job! Every manager is responsible for developing new talent and passing on the knowledge that they have gained through their career. Whether a manager is a formal mentor or not, they still want to help you, and they are still expecting you to contact them.

First, plan who you want to make contact with. This isn't always going to be senior managers, they are rarely the most valuable people in your network. Also look for your colleagues in other countries and other regions. If you've got a problem, someone, somewhere has probably already solved it.

Next, make the connection. Either call them directly or send a meeting invitation saying who you are and that you want to connect with them. Why would they want to talk to you? Because good networkers will talk to anyone who can add to their network. If they don't respond, they're not a good networker and they're of limited use to you, so you've lost nothing. Their response tells you if they will be a good addition to your network!

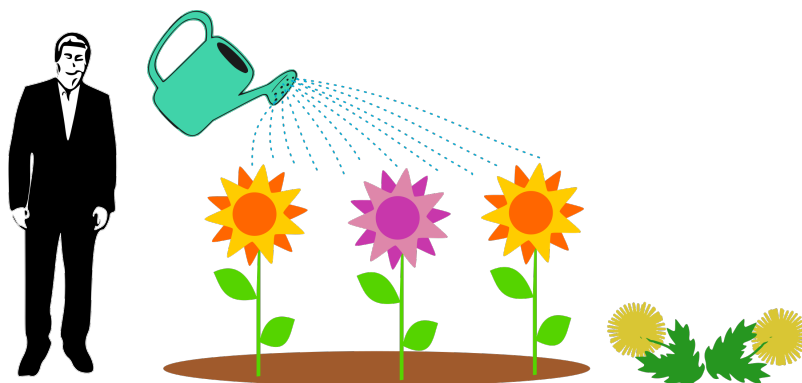
Your focus during the conversation will be on questions, asking them about their career, their business, problems they've solved, their achievements. We all love to talk about ourselves and your reputation and credibility are improved by what you ask someone, not by what you tell them.

Remember, 'selling yourself' gives you no credibility. Getting to know other people is far more important.

Once you've made contact, the same points about following up apply. Send a 'thank you' email, reminding them of the key points of your conversation. Keep in touch with anything you think might be interesting or valuable for them.

### A network is like a garden

- You have to plant seeds
- You have to pull out weeds
- You have to maintain it
- Once planted, it grows, all by itself





## Taking Action

What are you going to do?

Why are you going to do it? What's your real reason?

When are you going to do it?

How will anyone know when you've done it? What will they see or hear?

How will you know that you've been effective?

And then what?

## Project Planning Sessions

|                 |       |  |
|-----------------|-------|--|
| All groups      | 8:00  | Planning the project<br>Staying focused<br>Communicating progress and results<br>Career recognition  |
| Project Group 1 | 9:00  | SSB restructure  |
| Project Group 2 | 9:30  | Market + growth  |
| Project Group 3 | 10:00 | MAC & MEC  |
| Project Group 4 | 10:30 | Consulting skills  |
| Project Group 5 | 11:00 | Sales process  |
| Project Group 6 | 11:30 | SSB vMonitor   |
| Lunch           | 12:00 |  |
| Project Group 1 | 13:00 | SSB restructure  |
| Project Group 2 | 13:30 | Market + growth  |
| Project Group 3 | 14:00 | MAC & MEC  |
| Project Group 4 | 14:30 | Consulting skills  |
| Project Group 5 | 15:00 | Sales process  |
| Project Group 6 | 15:30 | SSB vMonitor   |
| All groups      | 16:00 | Knowledge sharing - Each team to present an update on what they have learned so far about overcoming project challenges, 5 minutes maximum |
| All groups      | 16:30 | Outstanding issues   |
| All groups      | 17:00 | Close  |

## Project Groups

|                       |  |
|-----------------------|--|
| 1 - SSB restructure   | Jonathan Elizondo, David Castaqueda, Alejandro Elias, Leonardo Umana, Abdon Mardones |
| 2 - Market + growth   | Fernando Osorio, Francois Segura, Jose Blancas, Javier Olmedo                        |
| 3 - MAC & MEC         | Cristiane Turlao, Juan Puentes, Eduardo Montes, Andre Mendes                         |
| 4 - Consulting skills | Luis Arbazua, Tiago Silva, Juan C Ipina, Natalia Miranda                             |
| 5 - Sales process     | Luiz Delicato, Hernan Smith, Mario Alvarado, Jonatan Rivera                          |
| 6 - SSB vMonitor      | Agustin Zafra, Marco Paz, Joao Polozzi, Martin Balbuena                              |

## Planning the project

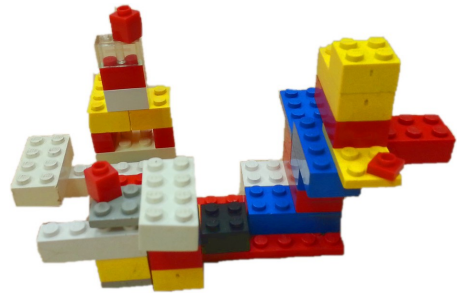
What did you learn from the building block activity yesterday?

Did you spend any time planning, or did you just start work?

How will you break the project down into manageable steps?

How will you manage responsibilities in your team?

What are the short, medium and long term deliverables?



## **Staying focused**

How will you maintain focus on the project, even though you are already busy?

How will you keep the whole team engaged?

What will you do if a member of your team doesn't deliver on their commitments?

If a member of your team is not engaged, should they get the recognition for the team's success?

## **Communicating progress and results**

What is your communication plan?

Communication is a two way process, what feedback do you need?

What measurements will you put in place?

How will you demonstrate that your short term progress will lead to long term results?

## **Career recognition**

How will you ensure that your success in the project contributes to your career development?

How will the project help you to expand your network?

How will you use what you have learned to create new career opportunities?

How will you support each other in your future career development?

## **Knowledge sharing**

Have someone from your team present an update on what yourself have all learned so far about overcoming project challenges

5 minutes maximum