

# Peg C. Neuhauser

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- ◆ Conflict Resolution
- ◆ Corporate Culture
- ◆ Communication Skills
- ◆ Avoiding Burnout

## Two New Presentations for Leaders and Employees

**Rethinking the Way You Lead** (*for managers*)

**Moving On ... Healing from the Turmoil and Adapting to the New Realities** (*for employees*)



Uncertainty is the word that best captures the thinking of most individuals and organizations these days. People say it's like working in a fog. How do we succeed in this new world?

What do 90% of top execs rank as the critical organizational skill needed today – agility. Here are some practical definitions of what they mean by organizational agility:

- Capacity to identify and capture opportunities more quickly than a rival does
- Combining patience and boldness
- Being ready to move the moment the fog lifts just enough so the choice is more than a crap shoot, but before things are clear to everyone including competitors

Help your leaders and employees understand the new normal in your organization and adapt as leaders and employees to these new realities.

## Examples of topics that can be included in your customized presentation:

### ***Rethinking the Way You Lead*** topics:

- Resist the temptation to spread the pain evenly through the organization. Consolidate your resources.
- Beware of being too confident of your old leadership habits—challenge your own and each others logic, plans, assumptions, and behaviors.
- Rigid calendar-based budgeting or planning processes are not agile.

- Consider rewarding adequate performance with a generous severance package. Adequate performances don't produce agile organizations.
- Cross-functional teamwork needs to be fast and fluid. Turf battles or endless meetings do not produce agility.
- Reward people for feeding the collective IQ—sharing knowledge and advice that help other teams succeed.
- Get honest about the “total cost of jerks” to your organization. You can't afford them anymore.
- Clone your “speed & agility” successes from one area of the organization to another.
- If you're a control freak, get over it. Control freaks are not agile leaders. Control wisely, not constantly.

***Helping Individuals Heal and Adapt topics:***

- Getting fear out on the table and create safe zones to talk about how to handle it.
- Help people overcome denial—raw data, objective discussions, let them see you dealing with your own denial temptations.
- Burn the boats so they know there is no going back.
- Foster champions who can lead others in the directions you need people to go. Turn those people into organizational heroes.
- Reward people for having the courage to surface potential problems in a constructive way.
- Manage people's expectations – the level of anger and resentment is directly related to the gap between their expectations and reality.
- Communication belongs to everyone . . . make it fast, easy, and straight forward. Rigid hierarchical communication or layers of approvals are not agile.
- Use targeted questions that you ask habitually to help people stay focused on what is important.
- Watch out for the “smile factor.” Employees are hyper sensitive to details of the leaders' behavior every day.
- Work on helping people telling your organization's story as an adventure or a comedy, not a tragedy or a farce.
- Laugh a lot.

**Key sources for presentation content:**

- Four books by Peg Neuhauser on teamwork, corporate culture, and avoiding burnout.
- McKinsey & Company research and publications and Harvard Business Review
- Donald Sull, London Business School
- Culture descriptions from various companies

Contact Peg for more information or to discuss a customized presentation for your organization. Each organization's circumstances are different, so the presentation must be tailored to your needs. Other topics are also available.

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