



5280 North Ocean Drive  
Suite L2  
Singer Island, FL 33404  
561.622.2727  
[states@vision360inc.com](mailto:states@vision360inc.com)

Fall 2008

# Vision 360

The Consultancy

*That helps CEO's and Leaders see all the way around their universe*



## Seeing the Big Picture

This publication is brought to you by **Vision 360, Inc.** a full service management consulting firm. For more information visit us at [www.vision360inc.com](http://www.vision360inc.com)



# From States' Desk

## Leadership II: Enrolling Others

Having named the new direction or needed change for the organization the leader must now attract followers that will give his/her ideas energy, thus creating a realization of new ideas and direction.

Attracting followers involves influencing followers such that their energies are directed toward a common end. The paradox in all this is that leadership begins with the courage to be different, to set a new and challenging path. But success ultimately comes from the ability to understand the reality or mind of your followers and use of that understanding to create strategies that align them to where you want to go. So leadership is, on the one hand, the ability to **disconnect** yourself from the present and sail toward something new and different, while also being able to **stay connected** with your followers to successfully align them. In the words of the Chinese philosopher, Lao Tzu, *"To lead, one must follow."*

Once the goal or target is set, leadership becomes the ability to connect and inspire. *"Leaders attract followers not because of their willful defiance, but because of their deep respect for the aspirations of others,"* in other words, their ability to connect or be in relationship.

The leader of successful fundamental change is proficient at three types of behavior:

- 1) envisioning ~ creating a future that people identify with and get excited about
- 2) energizing ~ motivating people to act, and
- 3) enabling ~ providing support to people to help them attain the established goals

In a landmark study Warren Bennis found that leaders overcome resistance to change by creating visions of the future that evoke confidence and mastery. It is the certainty, persistence and unwavering position of the leader that creates confidence and mastery.

Bennis states that the key to success is the concept of exchange between leader and followers. Leaders empower others to translate intention into reality and sustain it. Empowerment can take the form of delegated decision-making, inclusion of ideas, independence of operation and reward for accomplishment.

In Bennis' words, *"Effective leaders will ultimately reap the human harvest of their efforts by the simple action of the power's reciprocal: empowerment. It puts the duality in motion – power to empowerment, empowerment back to power . . . this reciprocity creates its own rhythm, its own vitality and momentum."*

***"Leadership appears to be the art of getting others to want to do something that you are convinced should be done."***

***Vance Packard  
The Pyramid Climbers***

***The ability to bring order to the chaos of change is fundamental to leadership success.***

## Book Review:

### *Managing By Values, by Ken Blanchard*

Ken Blanchard, noted author of the *One Minute Manager* book series, continues his evolution to life governed by spirit in his new book, *Managing By Values*. The book fits well with our theme on leadership as it focuses on individual and corporate integrity, that is, the challenge of truly being what we say or profess to be. Blanchard is an authority on the subject; both he and his company are what he professes.

The byline of the book is **Becoming a Fortunate 500 Organization**, a theme he borrowed from John Naisbett, author of *Reinventing the Corporation*. The concept is that the companies of the future will define success not by size, but by the quality of services available to their customers and the quality of life accessible to their employees.

Blanchard's studies of successful companies found that, in a world of increasing change and complexity, success was routed in two areas, namely **purpose** and **values** (knowing what the company stands for and on what principles it will operate).

The management by values process involves defining the mission of the company as well as what it values most highly. Internal and external success is measured by the extent to which the company is living what it professes.

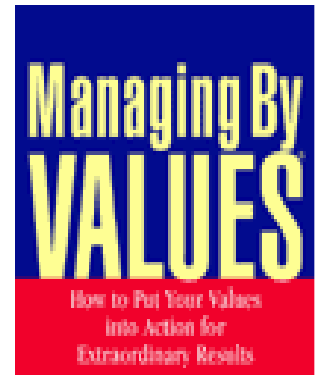
The key concept of the book is that alignment to the values of the company is by both customers and employees. Loyalty of customers and employees both grow from experiencing the company actually living its values. We trust, believe and support individuals and groups that **act consistent with what they say** is important to them. Thus, for Blanchard, the solution to the leadership challenge of alignment is to align to values rather than plans or strategies.

Management and improvement becomes a self-operating process involving employees / customers / suppliers who evaluate the company's performance against its values, identify critical gaps and then plan for improved performance. Becoming what you profess is the true journey that employees, customers and others join. Values become the true source of loyalty and the energy that puts a business strategy in action.

Values also become the true boss of the company. Feedback to one another on adherence to values replaces the hierarchical structure for management or accountability.

The book recommends establishing an elected internal ombudsperson whose role is to insure that the outcome of any conflict resolution fits with the values, and hopefully, results in mutual benefit for those involved.

The book is more of a "why" call to action and less of a "how to" manual. For managers pondering how to build teams, reduce turnover or strive to have the workplace *feel* better, this book may be very enlightening.



KEN BLANCHARD  
Author of *One Minute Manager* and *Leadership Practices Inventory*  
MICHAEL O'CONNOR  
Author of *Leadership Practices Inventory*