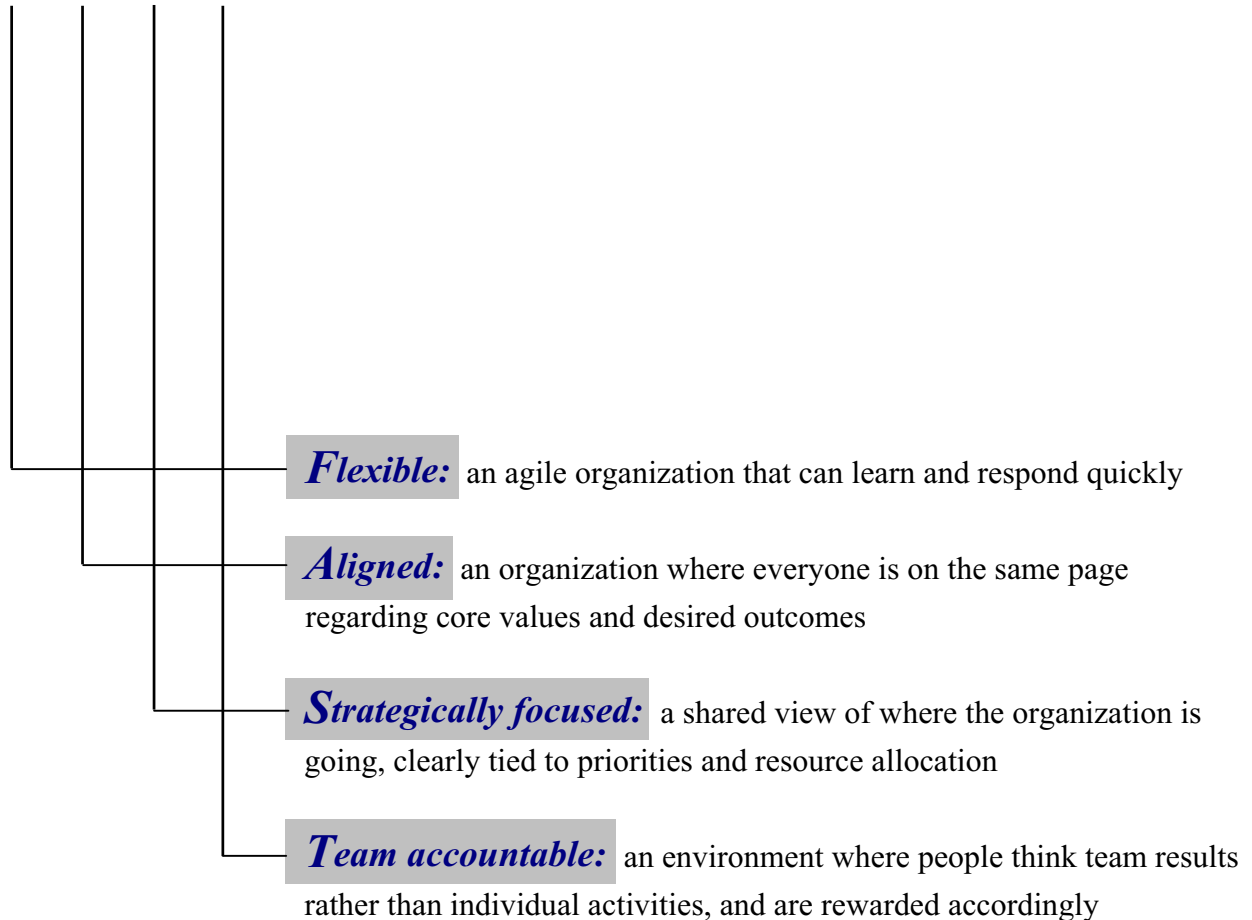


Getting Wired...

CONNECTIONS

FOR A

F.A.S.T. ORGANIZATION



GETTING WIRED

James W. Cardwell and Karla Norwood

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THE QUICK AND THE DEAD ...

WHY GET WIRED: ➤ Only the fast become strong

HOW TO GET WIRED: ➤ Sharpen communication skills
➤ Tie everyone together with knowledge, understanding, support, and direction

RESULTS FROM GETTING WIRED: ➤ When you respect others, you get trust
➤ With trust, anything is possible

THE QUICK & THE DEAD -- CREATING THE HIGH-RESPONSE ORGANIZATION

In the “Darwinian” business world, the strong survive -- and only the fast become strong. There’s a constant need for speed: New competition arises . . . technology changes . . . new ventures and partnerships are formed . . . new products are developed . . . old ones die. Change comes from inside and from outside in rapid bursts. The result is two kinds of organizations: **THE QUICK AND THE DEAD.**

The business world’s pursuit of speed is unrelenting. And every new wrinkle requires a change in your organization. But how do you adapt correctly and consistently?

People adjust to change in different ways. One executive may take a step forward in response. Another, a step to the left in response to the same change. Another, a step back. The result is fuzziness and a lack of individual confidence about where to go or how to get there. You end up with an organization moving like an amoebae — a pseudopodia in this direction, another in that direction — and movement becomes random and undirected. And you wonder why middle management sometimes wanders the hallways scratching its collective head . . . “Do you know what’s going on?” “No, not me. . .”

Every inconsistent message from senior management is magnified as it is interpreted down through the organization, like the action of a lever in reverse.

Organizations need a more evolved nervous system to connect the parts (people) and to provide strategic understanding and direction. If separate or uncoordinated systems were advising each of our legs and each of our arms, we’d never be able to crawl, never mind walk. Let’s get it together.

Think of a general in the heat of battle. He’s constantly receiving and disseminating information to his charges. It’s rare that someone does not know his or her role or what to do. Response is immediate to a change in enemy position, strength and tactic.

The business world, however, is not conditioned, predisposed, flexible enough — or, often, even aware of the need — to sharpen response time to the multiple stimuli we are always receiving. We think we have the luxury of time. Our nervous systems tend to be as slow as the first personal computers introduced a decade and a half ago.

Gone are the days of the annual retreat to set strategy and direction. The cycle is now shorter, much shorter.

There’s a way to respond. Sharpen your communication channels. Develop processes to tie everyone in your organization together with knowledge, understanding, support and direction. It’s a people thing. And it’s a vision thing.

That’s what this book is about. When you give people information, you respect them. When you give respect, you get trust. In a trusting environment, anything is possible. It all starts, though, with creating perpetual pathways for information. It’s time to get wired.

THE WIRING DIAGRAM ...

If all of your people had extremely vivid imaginations — and could read minds — you wouldn't need to get wired. Think, however, what would happen if you could improve imagination and provide a system that would substitute for mind-reading. Think connections.

That's what it's all about: Sharing information, ideas, expectations; providing assistance through coaching and training; and shaping behavior through feedback, recognition and development. Out of this evolves a climate of mutual support.

Sound tough? No. It's simple. And simplicity is its own reward.

The model below is our Wiring Diagram. It connects — through a constant process — what are often disparate elements in today's organization. Much of this will not be new. The linkages and holistic view, however, are new.



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The best organizations establish vision and values. They can define business goals, establish priorities, and know how to measure results. They have a flexible organizational structure in place that serves their needs. The best organizations will also establish teams. All of this falls into the category of strategic thinking. This is the stuff you need to do before you can do all the other stuff.

A recent study by Northwestern University and KPMG found that about 80 percent of organizations do these things — the planning. So, where is the breakdown? In making it work — in reality. The same study found that only about 20 percent of organizations were able to make their plans happen. The organization was not necessarily resisting the plan — it was ignorant of it. All too often, the essential information is considered too valuable to share: “This is our strategic plan but it’s top secret.” Or, there is no way to get the messages down into the organization. Or both.

People are generally willing to go along with a plan when they understand it and feel as though they are a part of it. It’s pretty basic psychology. People, however, get lost in implementation. You might communicate an annual plan with them in January, but you don’t let them know about the 30 degree turn in February, or the 20 degree turn in March, or the 80 degree turn in April. By the time you are into the second quarter, it doesn’t make sense anymore. Some of what you started with in January has become obsolete. You know that, but the people laboring mightily to realize your vision are in the dark.

Yeah, we know. You’re busy. There’s a lot to do. There’s no easy system in place to update vision, target goals, priorities, etc.

It’s now May and your people think that the bonus goals set in January still apply. They think that the priorities set for them in January will reward them next January. They think that if there was something they needed to know, you would tell them.

Ha!

The reason they think this is because it is a reasonable expectation. They haven’t been told otherwise. They are operating under the assumption that if there was really something for them to know . . . they’d know it.

This is a symptom of a bigger problem. The speed of change has overwhelmed your ability to feed change into the organization.

How can everyone make high-quality decisions without a precise goal — along with a definition of authority, license, and expectations — crystallized in their minds? The precise goal is an elusive, ever-moving target. However, if every decision not only supports the organization’s direction but also boosts the individual’s self-worth and contribution, we’re in good synch. That’s how wiring the organization will work for you.

The first seven chapters describe each part of the wiring diagram and how they relate. The final chapter pulls it all together.

SECTION I: STRATEGIC THINKING

You need to have the basics in place before you can wire your organization. This section reviews the fundamentals and how to prepare your organization for ramping up the response curve.

CHAPTER 1

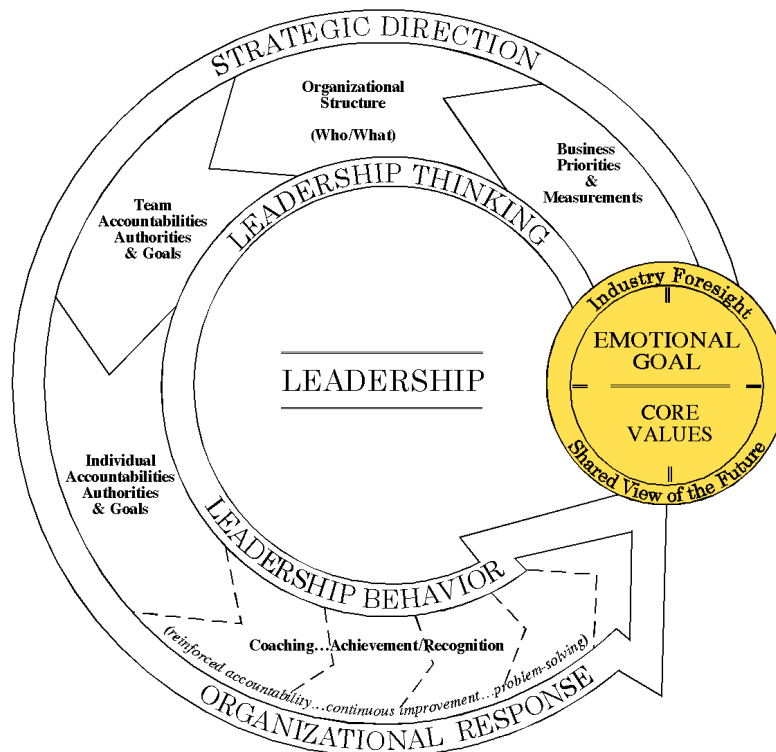
VISION AND VALUES

Does anybody know why you're here?

- WHY GET WIRED:**
- Creates constant, consistent connections
- HOW TO GET WIRED:**
- Listen to your customers and employees
 - Share information, ideas, expectations
 - Communicate your vision to everyone inside and outside the organization – listen to their feedback
 - Shape behavior by having a few values, make them clear and don't back down
- RESULTS FROM GETTING WIRED:**
- Enables you to feed a fast pace of change into the organization with minimal disruption

Wiring Diagram

"creating constant connections"



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IS “VISION” A VERB? SHOULD BE ...

The vision at Lexus is “Beat Benz.” What’s not to understand? It’s a perfect example of how a vision can be accessible to an entire work force. Those two words say an awful lot. They speak to the industry standard in luxury automobiles. They make clear what the goal of Lexus is. And they reach every employee in the company.

If you strolled through a Lexus plant and asked any employee what the company’s vision is, they’d respond: “Beat Benz.” How attuned are employees at your organization?

A precise, laser-like vision tells everyone one important thing: Where you are going. Therefore, it helps people make decisions that help you get there. It aligns people.

Most organizations’ vision statements, if they have one at all, are out of reach to most employees. The people who communicate with customers may understand and appreciate the vision, but the accounting department can’t. Or the factory line can’t. Or the maintenance crews can’t. The reality: Lots of people are left out.

Employees tell us again and again that they want to be included — and it’s easy to do. A good start is an accessible vision statement that is constantly and consistently communicated. In fact, employee involvement is the key theme in this entire book.

WHERE’S LEXUS NOW?

Guess what? Lexus beat Benz.

FOCUSING THE LENS ...

How do you create a vision? Close your eyes. Dream of your organization in five years, 10 years, 20. Think big. A vision should be both emotional and rational.

Your vision can involve reputation, integrity, growth or any number of concepts. It depends on you, your organization and your dream.

As for reputation, for example, you might say: “We will become the #1 name in grocery stores.”

For integrity: “We’ll become the most trusted consulting firm in North America.”

For growth: “5,000 outlets by the year 2005.”

A vision is about greatness. *Reach for the stars.* ★ ★ ★ ★ ★

When you create your vision, test it. Conduct focus groups. Find out how people respond. If they snicker, go back to the drawing board.

You may find that you will need to try several different approaches before you get one that strikes a nerve in your employees. Listen to what employees say to you. Then when it comes time to unveil your vision you'll be able to say: Our vision statement was created with the input of people throughout our organization. People will like that.

VISION VIRTUES ...

What can a vision really do? It depends. It can give you peace of mind. Or a vision can cause you to question your goals and approach. Here are some thoughts:

Day-to-day gains and losses don't matter much if you have a bigger picture vision.

Everyone should be able to work. Life is a means to a greater goal. Keep this in mind.

**ARE
YOU
VISIONED?**

Do you have a vision? How good is it? Find out:

- ***Do people know what your vision is?***
If yes, add 20 points + _____
 - ***Do they understand it?***
If yes, add 40 points + _____
 - ***Did they have a role in creating it?***
If yes, add 50 points + _____
 - ***Is it highly specific to your business?***
If yes, add 10 points + _____
 - ***Would it make sense if used by another organization, whether in-or outside of your industry?***
If yes, subtract 20 points (_____)
(You can have these points back if you can remember the name of the organization you borrowed your vision from.)
 - ***Do you use the word "quality" more than once?***
If yes, subtract 10 points (_____)
 - ***Do you use the word "customer" more than twice?***
If yes, subtract 10 points (_____)
 - ***Do your most cynical employees react to it positively?***
If yes, add 20 points + _____
 - ***Was it reviewed in the last 90 days?***
If yes, add 10 points + _____
 - ***Does it ring true?***
If yes, add 10 points + _____
- YOUR TOTAL ...*** _____

SCORING:***MORE THAN 100 — EXCELLENT.***

Either you cheated or your vision is very clear. Many organizations can create a solid vision. Making it reality is the hard part.

80 TO 100 — GOOD.

Determine where you are weak and polish your approach.

60 TO 79 — YOU PROBABLY HAVE CONFUSED EMPLOYEES.

Ask them what they think. Stay in touch with your work force, and re-create your vision.

LESS THAN 60 — GET A VISION EXAM.**WHAT'S WRONG WITH THIS VISION?**

We strive to be the best in our field and provide superior customer service.

Answer: It can apply to any company anywhere. It's meaningless to most employees. And it's trite to boot.

WHAT'S VALUES GOT TO DO WITH IT?

Or, ...

“DO THE RIGHT THING” ...

A strong set of values will help guide people's behavior as well as provide direction for the way they make decisions. Strong competitive pressures can drive people to act in ways you don't want them to. Some of this unwanted behavior may simply not be constructive, but it can also be destructive and potentially unethical or illegal. Don't assume everyone will hold strong values — you hope that they will, and you'll recruit people who will, but don't assume it. Take nothing for granted.

For example, some organizations develop internal competition for customers. You'll have employees fighting over the same accounts, which can't help customer or employee relations. If you communicate and stand behind a strong value of cooperation, not internal competition, you can help defuse such situations.

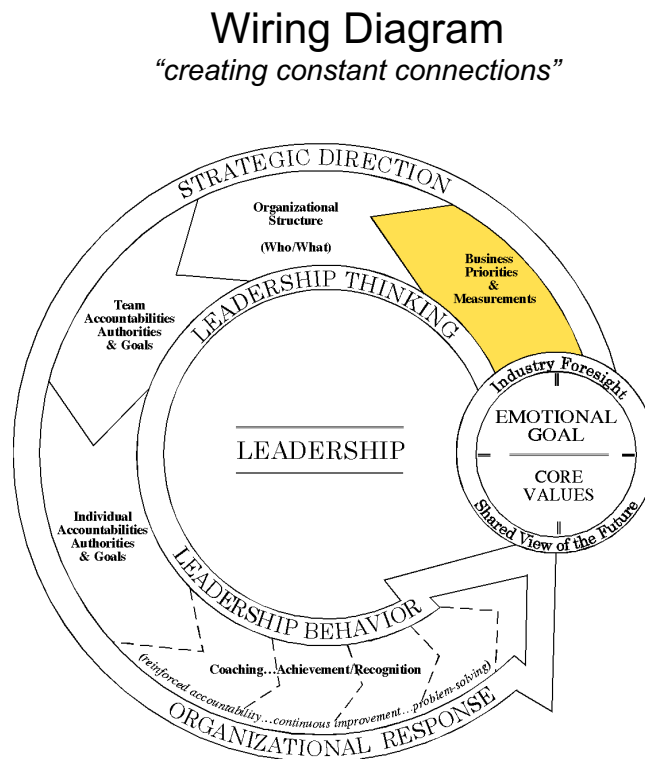
Every organization is faced with a different set of circumstances and issues that will challenge employees' decision-making abilities — in terms of technical and business issues, but also in terms of ethics, honesty, integrity and trustworthiness. Your values will help guide people through this latter area and tells them when it is best not to risk straying from the organization's philosophy.

CHAPTER 2

BUSINESS PRIORITIES AND MEASUREMENTS

Does “80/20” ring a bell?

- WHY GET WIRED:**
- Find the critical 20% that will yield 80% of result
- HOW TO GET WIRED:**
- Establish business goals and prioritize them
 - Collaboratively recalibrate business priorities often
 - Monitor and measure results
 - Build an open communication environment where goals and priorities, state of the business, progress toward goals and explanation of variances are fully understood
- RESULTS FROM GETTING WIRED:**
- Most important things are done first
 - Time and resources are more wisely used
 - People are more productive -- and more satisfied
 - A clear line of sight between the individual and team’s contribution and the impact on the organization is apparent



CROSS SECTION OF AN ORGANIZATION ...

HIGH RESPONSE

*Many connections between
people and departments*

LOW RESPONSE

*Few connections between people
and departments*

Memory, neurologists have discovered, is related to the connections that are made between brain cells. Each cell has the capacity to connect with [hundreds] of other cells and as our brains mature — even into old age — connections keep forming. More connections, better memory — and therefore the ability to use information. Think of each individual in your organization as a brain cell, collecting, processing and passing along information. That's high response.

BUSINESS PRIORITIES AND MEASUREMENTS -- YOU CAN'T MANAGE WHAT YOU CAN'T MEASURE

An executive walks into his office in the morning and puts his coffee cup down among five piles of paper on his desk. One of those piles of paper is hot. The other four are lower priority. Will the executive focus on the right one today?

In many organizations, the chance isn't much better than 20 percent. In wired organizations, the chance of doing the right thing are three, four or five times greater.

How? Information. The executive will have the critical information in front of him (or her) — one of the first key communication elements that helps an organization get wired. The information will precisely describe the goal priorities for the current quarter or even current month. The single sheet of paper will describe what is important and what is not. It will describe how success is measured company-wide. It will begin to tell him or her how to adjust his/her actions to the constant change out there.

SHARE THE IDEA ...

It's easy to keep key information to yourself. Sometimes it's tempting. Information is power; do you want to share power?

In the case of information, sharing increases your power because it will build your organization. Your executives need to have consensus on the priorities of the business, and how the business will be measured. Then your executives need to share this information. Your people need to know your key business issues. They need to know how they are changing and why.

Ask yourself: How well do your people know your business issues and priorities? Do they know your monthly sales figures or budget to actual? Do they understand what drives these figures up and down each month? Do they know what is happening with your most important customers?

Identify the key facts you think employees should know — then tell them. Keep telling them.

Construct a simple fact sheet that describes the key business priorities facing your organization, along with the relevant financial statistics to keep people primed and knowledgeable. There's no reason that every person in your company should not have this information. If you feel that some of your developmental plans should be kept confidential, then hold back the details of those plans. But communicate as much as you can. Employees will begin to feel included, to feel as part of a larger whole.

TAKE THE TEST ...

Are you ready to take the test? Write down the top four priorities you expect of each of your VPs. Then, ask each of your VPs to do the same. Compare them. If they match, turn out the bedside light and give this book to a friend. If they don't match, go get a cup of coffee.

Want to take a more difficult test? Ask your VPs to do the same for each other. How close do you think they'll come? How close do you think they should be?

GIVE THIS TEST TO THE TROOPS

Write your four top priorities below. See how they match with your team's ideas.

1ST PRIORITY:

2ND PRIORITY:

3RD PRIORITY:

4TH PRIORITY:

When you complete it, show it to your senior ranks. If they are surprised by some of the things on it, then you've just discovered a communication breakdown — and you've also discovered the solution. Then, begin sending this key business data to all employees.

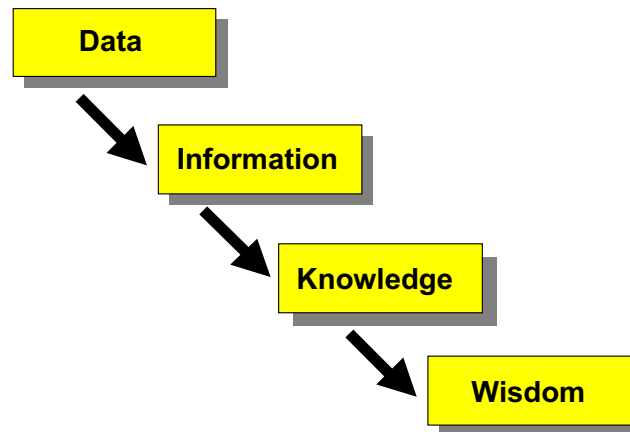
Okay, you're thinking: "I'm not sure if this is right for my organization." Test it. Conduct a few focus groups. See what employees think. Our guess: They'll support the idea. And they'll give you feedback on the type of information they want to see each month. You'll get great ideas from talking to folks out there. Keep the lines open. Stay wired.

Is that trust word popping up again? Yes. This increases trust. You're trusting people with information. You're trusting that they have the ability to know what to do with the information. You respect them enough to give them the inside scoop.

MEASURE EVERYTHING ...

The first reaction we get when we describe the importance of measurement is often: “There’s so much that can’t be measured.” Then, we ask, how do you know if you’re succeeding?

The measurement has to be relevant, of course, and give you meaning. You should look at the information you are getting or measuring along this continuum:



Data is meaningless unless you can turn it into information. Information becomes knowledge when you can use it as a tool to reach your goals. When that knowledge has helped you achieve and set ideas or examples you can use again, it becomes wisdom.

CHAPTER 3

THE NEW ORGANIZATIONAL ARCHITECTURE

Are you earthquake proof?

WHY GET WIRED: ➤ Keeps your organization fluid

HOW TO GET WIRED:

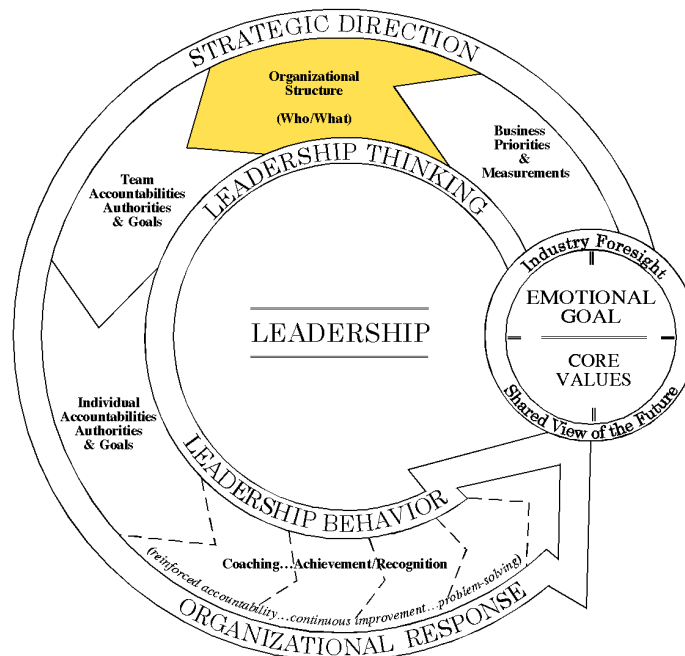
- Communicate often with customers and adapt processes and architecture to their needs
- Focus everyone, integrating processes to improve how work gets done and how decisions are made
- Align competencies and capabilities to how work gets done

RESULTS FROM GETTING WIRED:

- Able to change faster
- Increased value to customers and organizational worth to stakeholders
- Enriched roles; everyone has explicit understanding of his or her contribution

WIRING DIAGRAM

"creating constant connections"



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THE NEW ORGANIZATION ARCHITECTURE ...

“Is your organization earthquake-proof?”

Check your architecture, not the people or reporting relationships, but the rigid walls between them; not separate departments as problems, but crossing lines between them. Like segregated neighborhoods.

It's not just that things are moving faster these days, it's that we must be prepared for major upheaval. What if we had the business equivalent of an earthquake? Would your organization collapse, or would it flex and sway? Would it crumble or adapt?

Throw the word *structure* away. Today's high-response organizations aren't structured, they are fluid and able to change with the surroundings. Today's organizations need to be more like chameleons. Earthquake-proof chameleons.

Or think of your organization as molten steel and your customers' needs as a die. You are flexible and can settle into your customers' demands. You meet them at every twist and turn of your customers' molds. Tomorrow, you are molten steel again and your customers are brand new molds.

Optimum? Yes. Within reality? Not yet. Good goal? You bet.

What stops your organization from being this dynamic? Most of us create organizations based upon functional departments and teams — because it makes sense. The problem is, however, that people start painting boxes all around them and all around their departments. It means that when you start trying to form cross-functional teams, you have to open a lot of boxes. While it's fun to open boxes on your birthday, it's painful to do it on the job.

We all know what we want. We want to eliminate the barriers to getting stuff done.

But we end up with very hard working people who are working very hard to get in each other's way because the organization does not allow for the flexibility.

With internal barriers like that, who needs competition? “Often, we have met the enemy and he is us,” as Pogo once said.

How do you change? It depends entirely on the nature of your business, your leadership, compensation and reward systems, your current culture or the culture you want and the size of your organization.

Try taking the quiz below and see if it offers any clues to whether or not you need to revamp.

SOAK YOUR ORGANIZATION IN VINEGAR: A QUIZ

Remember that experiment we all performed in sixth grade? Soak a bone in vinegar for a week and you can then tie it in a knot. Do you need to de-ossify your organization? Ask yourself:

- *Does getting special project teams in place require an act of Congress?*
- *Does getting people to cooperate involve extraordinary circumstances?*
- *Do you ever think: "I'd like to propose on that but it would be too much trouble to pull a team together"?*
- *Do you often drive to work thinking: "We've got to reorganize. We've got to reorganize"?*
- *Does the lack of communication between departments interfere with customer service?*
- *Have you ever heard of an employee telling a customer that he or she could not help because of a lack of knowledge of another department?*
- *Have you ever heard anyone say: "That's not my job"?*
- *Have you ever heard anyone say that in code?*
- *Do interdepartmental budget responsibilities suffocate creativity and doom projects?*

How did you answer these questions? Want some vinegar?

SECTION II: ORGANIZATIONAL RESPONSE

Everything reviewed in Section I — from establishing a vision to assessing your organizational shape or architecture — comes into play in this section. In Section II we'll explore ways to get your organization to respond quickly and accurately.

CHAPTER 4

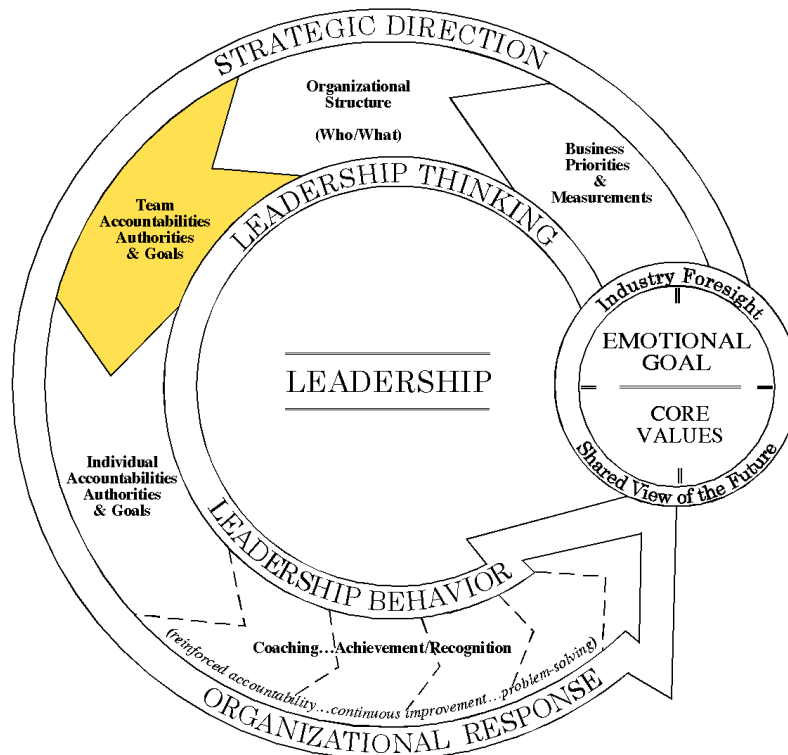
CARE AND FEEDING OF TEAMS

Click your ruby slippers

- WHY GET WIRED:**
- Leaves silo thinking behind
- HOW TO GET WIRED:**
- Create a shared line of understanding and direct line of sight between goals of discipline and cross-discipline teams, business priorities, and the organization's vision
 - Keep teams focused
 - Give teams clear authorities to act
- RESULTS FROM GETTING WIRED:**
- Better understanding of how the parts influence the whole
 - People will work smarter and more cooperatively

WIRING DIAGRAM

"creating constant connections"



CARE AND FEEDING OF TEAMS ...

If you've ever been in a commuter plane over Kansas, you've seen row after row of silos running along the railroad tracks in each small town. Silo-thinking is good for Kansas. It's good for farming communities. It's not good for organizational development.

So, click the heels of your ruby slippers three times and let's leave Kansas — or, more specifically, let's leave silo-thinking. But first, let's define it: Silo-thinking is the tendency to think all problems are solved through your particular area of expertise. If you're in Human Resources, every problem has a people solution. If you're in Engineering, every problem has a design solution. You get the idea.

To leave silo-thinking behind, you need to broaden team members' thinking outside of the organizational structure to the goals of the organization, team — and customers. It's fundamental to creating successful cross-discipline teams. And to increase speed, you need cross-discipline teams. You can't allow projects to slowly work their way from one department to the next. You need everyone on board and acting at the same time on your key priorities.

And good cross-functional teams need to be wired or they're lost.

THE HOLOGRAM THEORY ...

If you cut a small piece out of a hologram — like the kind found on credit cards — the piece will maintain the entire image of the hologram. In this sense, holograms are the opposite of silo-thinking. The “intelligence” of the entire image is in every bit of material making the whole.

Think of the benefit if every team member — or even every employee — had a shared understanding and appreciation of the many different factors and influences affecting a team or organizational goal. Instead of thinking in strictly functional ways, the whole team has the ability to see the big picture.

You have to create and reinforce a learning culture and the idea that being knowledgeable in one specific functional area is not enough anymore. We've got to keep open minds and promote active learning.

So, How Do You Do It? ...

In wired organizations, there's information flow. Teams meet often. Each team has a vision, a direct line of sight between the goal of the team and the business priority and the overall organizational vision. Everyone has the big picture in his or her head. Everyone understands the complexities and levels of skills needed to hit the goals.

The team vision and goals are constantly communicated. Every team member knows how the expected results of the team will affect the success of the organization. And his or her role in it.

Teams, like every other aspect of an organization, are buffeted daily by changes in the business and organizational environment. That is what frequently drives teams out of focus. Plus, in a world of constant change, a team that is already hobbled by silo-thinking will sink even faster.

Teams fail to produce results for many different reasons, but the most common is loss of focus. This is more often the reason for team failure than lack of competencies, interpersonal squabbling or lack of carefully defined team goals.

Internal and external changes have a clear and direct impact on the goal of the team and daily priorities. Individual team members, however, are generally insulated from all of this. There are layers of an organization surrounding them. They are disconnected from outside change and a lot of internal change. Much of what they do learn is by accident or from informal networks, not from directed, purposeful communication.

In wired organizations, team members have periscopes, probes and other channels that give them information. Information equals intelligence. People will work smarter. But not only are they working smarter, they are also working with purpose, and therefore are working happier.

GUERRILLA WARFARE ...

In traditional armies, there is a direct but long chain of command between decision-makers and doers. In guerrilla warfare, roving bands of fighters make decisions instantly. Guerrillas won the American war for independence from the British. Guerrillas drove the Soviets from Afghanistan. Guerrillas helped North Vietnam prevail.

What gives guerrillas so much advantage? Stealth, speed, spontaneity. Instantaneous response.

Do your teams have these qualities? Or do they need to wait for approvals? Are they bureaucratic? Are they stuck in a bureaucratic system trying to break out? Can they act in the time frames needed?

How clearly are authorities defined for the entire team and for each team member? Do people know how far they can go?

Give teams power by setting them free. Defining authorities is often very liberating for people. Often, people paint themselves into a much smaller box that you had intended for them. By being explicit about authorities, you give people room to move that they would not have imagined for themselves. And you remove many roadblocks to progress.

TEAMS NOT WORKING? COUNT TO 10, LOOK IN THE MIRROR

You've been away for a couple of weeks and you're now going through your internal correspondence. You can't believe what you are reading. You become more and more impatient. You're drinking coffee in big gulps. You start thinking about the laws governing justifiable homicide. Doesn't anyone get the idea around here? Arrrggghh! [And words even worse than that.]

The problem: No one seems to be working together. They are assigned together on teams, but they might as well be on separate planets. The e-mail you are reading shows that people are working at cross purposes. They are furthering their own agendas or departments and are blind to the overall purpose of their team.

You wait a couple of hours until some of the blood drains from your face and then you start stalking the hallways looking for prey. You corner one of the e-mail writers. He stares blankly at your reasoned questions. He's dumbfounded. Thinks he's doing exactly what you want him to do. Your eyes get large. Very large.

You move on to find other team members and — doing your best to remain calm — try to assess why it seems that they are lost in space or just not getting it. You keep getting the same answers. Everyone seems to sincerely believe that they are doing the right thing. They are determined professionals eager for success and recognition. For the most part, they don't believe they are acting solely in their own interests — except for one or two political hacks here and there.

You go back to your office and your head sinks heavily into your hands. You glance sideways to catch your sorry image in a mirror when you realize: The reason that everyone's actions are so ill-coordinated is right there. It's you. You set the team on a fuzzy mission, without a vision, without clear goals, without on-going information.

What do you do? You have a choice. Remove the mirror from your office. Or wire your team with shared information and knowledge.

GIVE YOUR TEAMS A JOLT

Here's how to wire teams for success:

Define team vision



Relate to organizational vision



Set team goals and time frames for results



Relate goals to business priorities



*Communicate constantly, especially all shifts,
directional changes and key developments*



*Define clear authorities for the team and
each team member*



Meet with entire team once a month



*Give everyone a chance to offer feedback, pose
questions, report on progress and barriers*



*Connect every individual's actions to the team effort, which are
in turn directly related to a business priority*



Keep the team vision and goals in front of everyone at all times



Keep people talking to each other; don't keep secrets

TAKE THE TEAM TEST

Keeping a team focused is not easy. How do you know if your teams are together? Give this questionnaire to your team members. Then compare the answers. Sit down first.

- *What is the team vision?*
- *What is the goal of the team?*
- *How is the work of the team connected to the organization's vision?*
- *How does the work of the team affect a business priority?*
- *When is the result of the team due?*
- *How often does the team get together?*
- *How will the success or failure of the team affect your compensation?*

CHAPTER 5

INDIVIDUAL RESPONSIBILITIES, ACCOUNTABILITIES, AND AUTHORITIES

Connecting people to results of their work

WHY GET WIRED:

- Connects work people do -- to the business

HOW TO GET WIRED:

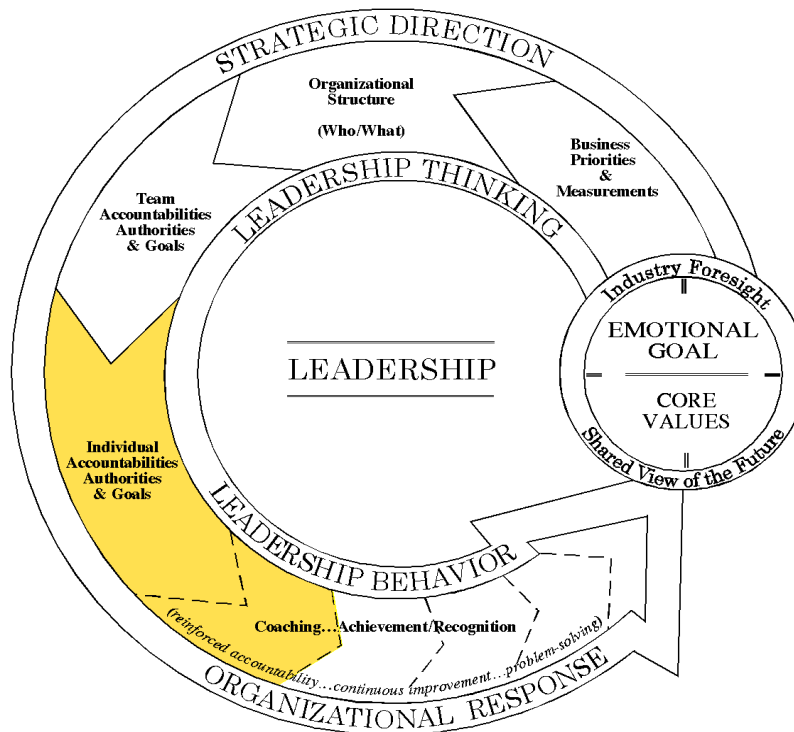
- Conduct open monthly dialog meetings to discuss work and progress on work to be done
- Work to make communication effective
- Make individual authorities-to-act clear
- Minimize barriers
- Provide necessary resources
- Provide experiences for growth
- Provide coaching and training
- Build on mutual interest and goals

RESULTS FROM GETTING WIRED:

- Employees who are more satisfied
- Employees who will respond to the organization's direction
- Employees who will follow the leader
- Employees who will take good care of customers
- Customers who will come back

WIRING DIAGRAM

"creating constant connections"



BURSTING WITH GLOOM ...

Do you remember the first day at a new job? The enthusiasm gushes from every pore. You're ready to roll. Ready to accomplish something. Then you start to look around. You think: "Why am I the only person smiling?"

Soon, you find out why. The cynicism hits you, too. You become glum. The job becomes hum-drum. You're working with a bunch of people who have given up — and now you are giving up as well.

People go about doing their jobs without purpose, just task after task. Orders come from "on high." Managers never seem to meet with their people for any reason, the least of which to say: How's it going? How's your work coming along? Are you happy? What are your needs?

HOW DOES IT GET TO THIS POINT? ...

Talking with people is not easy. It's one of the skills managers most need, but few actually have. Few are born with superior communication skills. It takes work and training.

There's also a tendency to think that communication is not needed. Many think that a paycheck is the only communication strategy that should be necessary: "We pay them. They work. End of story." If life were so simple. . .

But there are many other compounding factors that drown people in organizations. As things continue to get complex, we lose connection with the results of our work.

Think about connecting people to their work. Think about keeping them wired to your entire organization and to outside influences. Think about giving them real purpose. You'd be amazed at what could happen.

FIVE FOR ALL ...

Kee in mind: Things are getting more and more complex. Employees are not on just one or two teams. They can be on four, five or six teams, as well as have a number of individual responsibilities. How do they manage it all? How do you manage them?

Here are five guidelines that can help you stay wired with individuals and to help individuals stay wired to their responsibilities and to the big picture.

I. THE 80/20 RULE ...

This is the holy grail: What is the 20 percent of effort that will yield 80 percent of result? If we all knew the answer to this question, we'd have a lot more free weekends.

We need to know what to focus on at all times. This is done through information. Employees need to know about change happening around them. They have to be connected. Wire them up. Create systems for information sharing. Formalize those systems. Without a system to share information and to keep people focused on goals, what do you think the chances are of employees going for the high-yield stuff? About one in five, perhaps?

II. KISS ...

There's a story of a fellow writing an extremely long letter that ended in an apology: "Sorry this letter is so long. I didn't have time to write a short one."

Everyone has heard of the KISS principle: Keep it short and simple. No one practices it . . . but that's another issue.

Brevity is not only the soul of wit, we need brevity to increase understanding. And brevity takes effort. People wrongly tend to think that a 100-page memo is better than a five-page memo. A five-page memo will get a message across where a long missive will fail. It can take longer to write a five-page memo than an epistle. You have to *think* to be brief. It's tough. The payoff, however, is better learning.

III. CONSTANT TWO-WAY REINFORCEMENT AND COMMUNICATION ...

Just as employees need information to do their jobs well, you need constant feedback from your people to determine how well things are going. Constant communication ensures everyone is plugged in. Most of all, when people are confident of the direction they are pursuing, they'll do better. So they need continual reinforcement. Give it to them.

IV. TRADE-OFF ...

Managers know how to fill plates up but they don't know how to empty them. So, over time, people get over-loaded. Before you dump that next project off, sit down and assess the workload with the employee. Determine what needs to go away before something new can come in.

V. BUILDING TRUST ...

Create a covenant. You will support your people. You will trust that they will use their brains and do their jobs to the best of their abilities. They, in turn, will support you. They will do their jobs well and cooperate in furthering organizational goals.

Then both of you need to walk the talk. You'll learn to trust each other. This will come through frequent meetings and constant communication. Soon, you'll see how your common interests will be served.

ARE WE TOGETHER?

How many of these statements will your employees answer "true?"

- ***I always know what is the highest priority.***
 - true
 - false
- ***I trust my boss.***
 - true
 - false
- ***My boss trusts me.***
 - true
 - false
- ***We have open and frequent communication.***
 - true
 - false
- ***I have the support of my boss and co-workers.***
 - true
 - false
- ***I have earned the support of my boss and co-workers.***
 - true
 - false
- ***I trust management to act in ways that support the organization's stated vision.***
 - true
 - false
- ***I am included in decision-making.***
 - true
 - false
- ***My workload is fair — neither too much nor too little.***
 - true
 - false
- ***When things change, I am informed.***
 - true
 - false
- ***I know how I am rewarded for meeting goals.***
 - true
 - false
- ***I know what I need to do to advance.***
 - true
 - false
- ***People recognize my achievements.***
 - true
 - false

CHAPTER 6

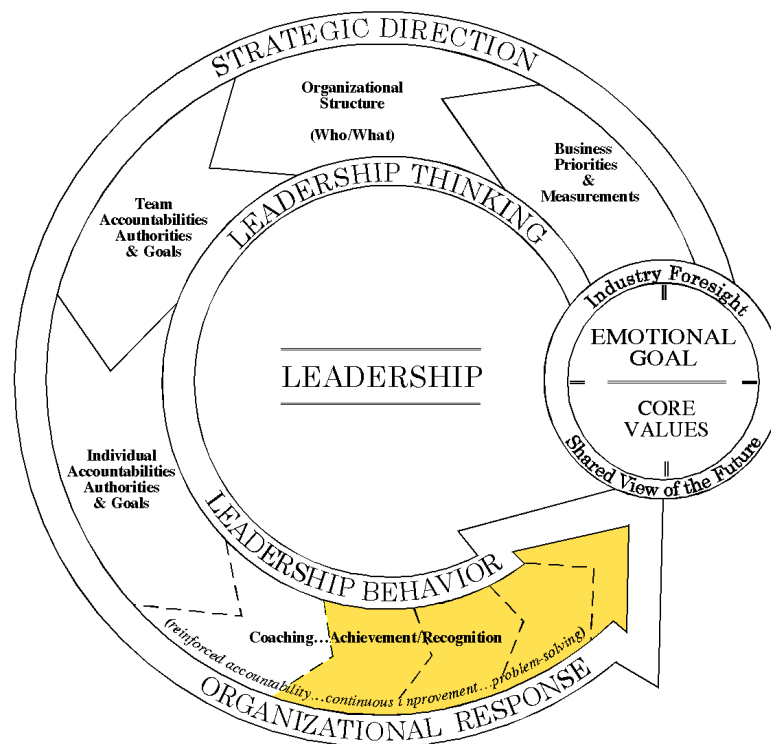
COACHING FOR RESULTS

Have you earned your whistle?

- WHY GET WIRED:**
- Creates an environment for learning, development, and growth in support of organizational goals
- HOW TO GET WIRED:**
- Give people experiences, tools and support to stay ahead of company direction
 - Connect recognition and rewards to team and individual results
 - Take advantage of opportunities to learn on the job
- RESULTS FROM GETTING WIRED:**
- Become an employer of choice of the best employees

Wiring Diagram

"creating constant connections"



EARNING YOUR WHISTLE ...

Who's your vision of a good coach?

Shula?
Landry?
Holmgren?

Tough guys. Shouting. Stern. Players jump at a simple nod. How do they create such efficient, responsive organizations?

TWO REASONS:

1. Coaching football is different than coaching people in offices, stores, factories, schools.
2. They first earn trust!

The players working for these coaches know that they are being developed. They are becoming better players. They get the training, equipment and support they need. These coaches are looking after the best interests of the players and the players know it. They respond through heightened performance. It's a win-win scenario in a win-lose profession.

The way most organizations support their people outside of the sports arena, however, would be the equivalent of a football coach telling the team before the first game: "Good luck. See you at the end of the season."

Whoa.

Rapid change is not a natural state for most people. They need to be coached through it. They need to know that there is at least one constant. That constant is a belief that there is someone behind them. This belief is earned through trust. You have to demonstrate it daily and in tangible ways, such as by:

- Communicating regularly
- Helping people improve and grow
- Providing constant feedback
- Listening
- Responding to all reasonable requests for equipment and other needs
- Quashing innuendoes; don't let people play the game of rumor and reputation bashing — it'll destroy relationships and create bitterness
- Removing barriers
- Setting standards
- Making people succeed

In wired organizations, trust is built in many ways, but primarily by treating people like adults. That's the Number 1 rule for all coaches. But if you treat people like they don't have enough sense to do their jobs — they'll act that way. And the converse. Think about it.

We're consenting adults. But we close our eyes to problems, treat employees like wayward children and are forever in wonder of what's gone wrong.

Traditional employment relationships are almost Dickensian. Authoritarian:

*"I got an idea, boss."
"I don't pay you to think."*

It's time to change. Getting wired means identifying who is performing and who is not — and communicating that to those who are succeeding and to those who need help. It exposes weaknesses and forces decisions.

In short, it's moving from:

*plan, organize and control
to
focus, empower and coach.*

It's about connecting people to work. Pulling out the best.

THE BIG MO' (TIVATION) ...

Why do people come to work? To put a roof over their heads? Yes. To eat? Yes. Is that it? No. Not even a fraction of it.

Any job will put a roof over your head and food in your stomach. People want to soar like eagles. They want to be appreciated. They need purpose. Why? Monday through Friday, most working people spend half their conscious lives at work, plus another several hours each day preparing for work, getting to work and then getting home from work. That's devotion. People want recognition for it. They want to succeed and to feel like they are doing something worthwhile.

Understanding what really inspires people will help you motivate people. Frederick Herzberg, a professor at the University of Utah, says that the five primary motivating factors are:

- Achievement
- Recognition
- The work itself
- Responsibility
- Advancement

Think of how much a good coach can influence each of these factors.

Herzberg also discovered that there are five primary factors — which he calls “hygiene” factors — that can de-motivate people. These are:

- Salary
- Interpersonal relations
- Working conditions
- Company policy and administration
- Supervision

Funny thing: Pay does not appear as a prime motivator but as a de-motivator. The excitement and joy an employee will get from a good raise is very temporary. Soon, it’s all the other factors that matter — again. What’s important is that pay and incentives are targeted directly to business goals, that they make sense and that people understand them. Pay can be a powerful tool to focus people. But, for people to be motivated, it needs to work in concert with the other galvanizing factors.

WHERE’S THE MONKEY ...

Coaching doesn’t mean assuming responsibility for people. Quite the contrary. It means keeping the monkey squarely on employees’ backs and respecting them enough and providing support enough so that they’ll handle the monkey quite well.

Your goal is to create thinkers — not, “I’ll tell you how to do it.” Or, “I’ll do it for you.”

You’re building confidence and self-esteem in people. They’re learning everyday. Every problem solved on their own, every new success brings more and more motivation. It becomes self-perpetuating.

DO YOU KNOW YOUR PEOPLE?

Keep your finger on the pulse of your people. Establish a formal structure of informal meetings. Listen carefully. Provide encouragement. Read between the lines. Listen to how external factors are influencing performance. Make work life relevant to the entire life.

Become a diagnostician. A good doctor knows all about his or her patients. The stress. The problems. The personal habits. The family life. The exercise routine. This information helps a doctor diagnose as well as predict problems. What do you know about your people?

SECTION III: LEADERSHIP

Everything in Sections I and II gives you a framework for your organization to respond quickly and accurately. However, value will only come from the organization's ability to develop leaders.

CHAPTER 7

TRANSFORMING LEADERSHIP

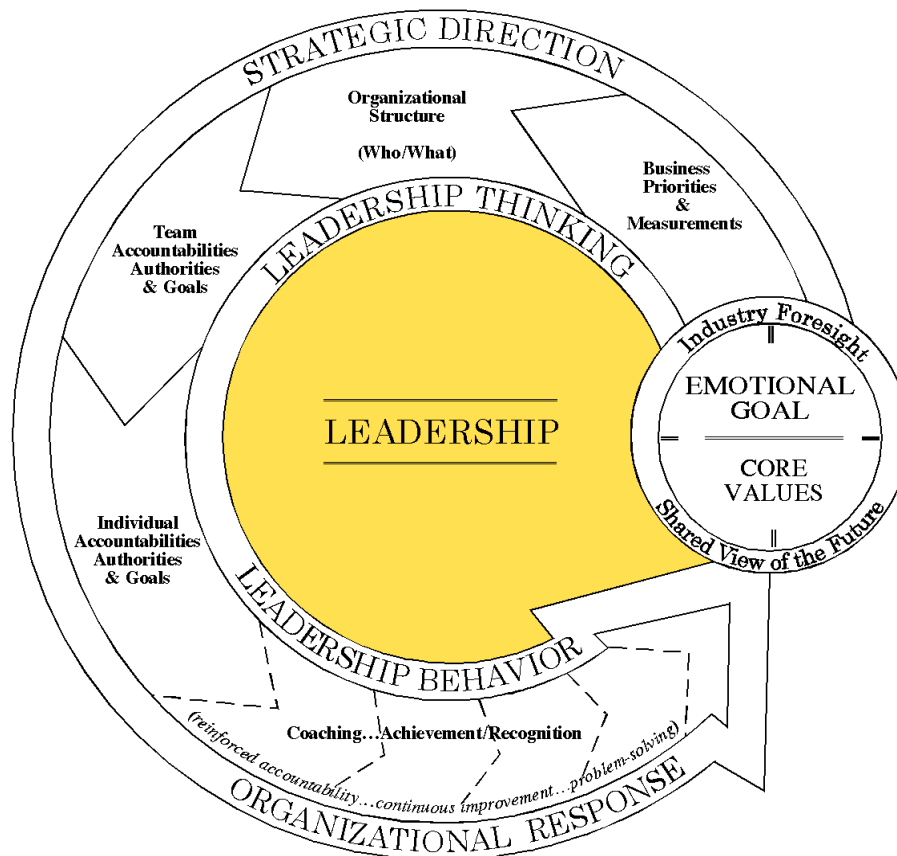
Changing leaders' behavior

WHY GET WIRED: ➤ Connects a wired organization to the outside world

HOW TO GET WIRED: ➤ Walk the talk
➤ “Connect” what your company does to the world
➤ Communicate constantly

RESULTS FROM GETTING WIRED: ➤ For fast response to change

WIRING DIAGRAM “creating constant connections”



THE PARADOXYMORON OF TAKING CONTROL BY LETTING GO

...

<i>par•a•dox</i>	—	a contradiction
<i>ox•y•mo•ron</i>	—	a combination of contradictory terms
<i>par•a•dox•y•mo•ron</i>	—	the way to leadership

And so the old riddle goes: How do you keep a lover? By letting him or her go.

How do you maintain control in an organization? By letting go. By maintaining that fine line of letting go enough to enable people to achieve their true potential while being around and aware enough to ensure everything doesn't go to pieces. Hang too far on either end of the scale and you'll have problems. You want the middle. The people who can find the middle can establish leadership as a wired organization — ready for constant change.

It takes more than a tape measure, however, to find the center. It takes a fine sense of balance and it depends on just about everything discussed in this book. When you find it, though, you've discovered the crux of leading in a high-response organization.

What then happens is a cascade effect. People gain the freedom to lead themselves and others. People gain responsibility for their actions. Success or failure rests within each individual, not within the organization. People grow into and expand their own roles.

Let's take a closer look at the paradoxymoron of taking control by letting go.

UNLEASHED ...

If you constantly look over someone's shoulder, they're not going to perform. Give them space, and they are more likely to advance.

In order to give people space, you first have to trust and respect them. If you can't trust and respect your people, change yourself or your people — but don't keep things the same. Here's one of the big paybacks: Once you deliver trust and respect, you're more likely to get it in return.

When you give people space, keep your word. Stay out of the way. Don't pry. Hold back until it is time for review, or a deadline hits, or you're asked for input. Do what you say or you might as well just jump out the window. One of the most common failures is to retreat on this promise. It isn't always a conscience decision, but people have a tendency to meddle. Don't succumb to it.

REINED IN ...

This entire book is about giving people information that guides their work, their decisions, their actions. This is how you retain control. By establishing firm values and a clear vision, by carefully articulating and communicating where you are going and what you expect of people, you have all the control you'll need. Cut people free without guidance and you won't get the result you expect. You'll get mush. Then the tendency is to rush in and take over and treat people like children and watch their every move, rescind every decision and blame them for screwing up. Then things get even worse.

This is beginning to sound very dark. It's not. Cheer up. You're ready to let people go. You're ready to establish leadership.

We've talked about it in all the previous pages. If you do these things, you'll have control:

- Ensure that people know what is expected
- Communicate constantly and consistently about the entire organization
- Break down the walls between people and departments
- Establish regular meetings for update and review
- Give people the tools and training they need
- Treat people like adults

So, you're not controlling people. They are controlling themselves. They want to succeed and once they know what it takes and once they have the tools and training, they'll do it.

So, sit back, relax. Take control by letting go. You'll end up with more time to do something other than work and worry.

CULTURE OF CONFIDENTIALITY VS. CULTURE OF COMMUNICATION ...

Creating and then leading a culture of open communication is a prerequisite to being able to change quickly — or even to change at all. It takes leadership to change from a culture that prizes information so much that everything is considered confidential to one that prizes information so much that it is shared. It has to start with senior management and percolate throughout the organization. It has to be lived and demonstrated.

LEADERS: THE MAINTENANCE SCHEDULE ...

You buy a fine Ferrari. One of the very best high-performance cars on the road. Then you think to yourself: “With the money I’ve got in this auto, I shouldn’t have to worry about it.” So, you don’t change the oil or wash it or tune it. Soon, your sports car is not meeting your expectations.

So it is with your people. You can get the best around, but that isn’t enough. You need to care and feed your leaders in the same way you care and feed a fine automobile.

Leaders have to be trained. In fact, everyone in an organization requires some leadership skills and some decision-making ability.

It doesn’t matter whether you’re the CEO, senior management, middle management or pushing a broom. Getting wired can help you do a better job and instill respect, trust and dignity throughout the organization.

Maintain your leaders. Keep them on the high-performance track.

GETTING WIRED, STAYING WIRED ...

Getting wired is not something you manage. Managing something implies it already exists. Getting information into the right hands at the right time, creating a more supportive, adult environment — this is something you lead.

And constant change is something that is led. You’re creating something new and exciting when you include people as contributors, as stakeholders.

While much of getting wired requires a culture shift, it can happen within the existing culture of most organizations today. It is not changing values but reinforcing existing values. It helps people know what to do. It ties them together -- and to the market -- and to the organization’s vision and values.

That works.

SECTION IV: TAKE ACTION

Use the Wiring Diagram to determine your organization's hot spots and gaps. Think about how decisions made in one part of the Wiring Diagram will affect other parts. Use this model to ask better questions around creating a high response organization.

CHAPTER 8

NOW FOR THE “SO WHAT!”

You're finally wired

WHY...

GET WIRED:

- Only the fast become strong
- Creates constant, consistent connections
- Find the critical 20% that will yield 80% of result
- Keeps your organization fluid
- Leaves silo thinking behind
- Connects work people do -- to the business
- Creates an environment for learning, development and growth in support of organizational goals
- Connects a wired organization to the outside world



Why do you want to get wired?

How...

TO GET WIRED:

- Sharpen communication skills
- Tie everyone together with knowledge, understanding, support, and direction
- Listen to your customers and employees
- Share information, ideas, and expectations
- Communicate your vision to everyone inside and outside the organization – listen to their feedback
- Shape behavior by having a few values, make them clear and don't back down
- Establish business goals and prioritize them
- Collaboratively recalibrate business priorities often
- Monitor and measure results
- Build an open communication environment where goals and priorities, state of the business, progress toward goals and explanation of variances are fully understood
- Communicate often with customers and adapt processes and architecture to their needs
- Focus everyone, integrating processes to improve how work gets done and how decisions are made
- Align competencies and capabilities to how work gets done
- Create a shared line of understanding and direct line of sight between goals of discipline and cross-discipline teams, business priorities, and the organization's vision
- Keep teams focused
- Give teams clear authorities to act
- Conduct open monthly dialog meetings to discuss work and progress on work to be done
- Work to make communication effective
- Make individual authorities-to-act clear
- Minimize barriers
- Provide necessary resources
- Provide experiences for growth
- Provide coaching and training

- HOW TO GET WIRED:*
- Build on mutual interest and goals
 - Give people experiences, tools and support to stay ahead of company direction
 - Connect recognition and rewards to team and individual results
 - Take advantage of opportunities to learn on the job
 - Walk the talk
 - “Connect” what your company does to the world
 - Communicate constantly



What are your gaps to getting wired?

RESULTS...

FROM

GETTING WIRED:

- When you respect others, you get trust
- With trust, anything is possible
- Enables you to feed a fast pace of change into the organization with minimal disruption
- Most important things are done first
- Time and resources are more wisely used
- People are more productive -- and more satisfied
- A clear line of sight between the individual and team's contribution and the impact on the organization is apparent
- Able to change faster
- Increased value to customers and organizational worth to stakeholders
- Enriched roles; everyone has explicit understanding of his or her contribution
- Better understanding of how the parts influence the whole
- People will work smarter and more cooperatively
- Employees who are more satisfied
- Employees who will respond to the organization's direction
- Employees who will follow the leader
- Employees who will take good care of customers
- Customers who will come back
- Become an employer of choice of the best employees
- For fast response to change



What results do you expect from getting wired?



WHY GET WIRED...



HOW TO GET WIRED...



RESULTS FROM GETTING WIRED...

Now is the time to plug in and get wired!

NOTES...