

Questions & Answers from Unbound Ideas Webinar, January 18, 2011

Q: What can I do to help someone who has extreme outbursts not be so reactionary?

A: First, let them cool off. It never works to point out an outburst when the steam is still coming out someone's ears. If their outbursts impact your relationship with them, have that conversation, with your intention being for you to own your reaction, not to get them to change and with a commitment to support them. If that conversation leads to them requesting support, then go down that path. If you are observing the outbursts, and you see it as career-limiting, relationship-breaking, credibility-losing, what you tell them and how you bring it up to them depends on your commitment and relationship. Sometimes we don't have these conversations because we aren't sure where the conversation will go, or if we are able to deal with what might come up, or if they'll get upset with us. I say, risk it.

Q: In your work with teams, are the more effective teams the ones that have each value represented or is there an ideal mix of values?

A: A team whose members have the same values, particularly the same core values and blind spots, can fall into group think. Group think can feel like alignment. It isn't necessarily so. The danger in group think is that the decisions are not as informed or robust as when there are diverse values, points of view expressed, with the operational words being "expressed and given the light of day". If there's no respect for differences, diversity dies. The teams who do have same values and recognize their strengths as well as the values they are missing, seek out different perspectives from outside.

Q: Must all top performers have all these values? or are there some which have to be present to be a top performer and some that aren't essential?

A: Generally, yes, but not necessarily. Remember, the survey was conducted with business people, where "top performers" means producing most revenues or biggest contribution to financial bottom line. What I'd recommend is that you get clear regarding how your organization defines a "top performer". If there are key attributes or results, like developing leaders around you, then that will help define what you mean by Top Performer. What you say is the key.

Q: You mentioned how tightly held values or strengths can trip us up if we're not careful. How do you counter the downside of them?

A: Read the article on Leadership Run Amok about over-achievers. In the context of our conversation today, read "over-achievers" as people with achievement

as a tightly-held, deteriorated strength. To counter the downside of them, here's a possible pathway:

- Create commitment that will have you alter behavior
- Identify the value that's tightly held - (has little flexibility; must be satisfied in a very particular, certain way)
- Get clear on the impact of when it is not being satisfied
- Create strategies, actions for when it kicks in
- Take corrective action
- Get support: someone outside your head

Got more questions? Contact Camille at Camille@wipcoaching.com and let the conversation begin.