

LEADING THE CHANGE

Conflict is a good thing. Passionate debate on issues. You need to know that people on your team are not holding back. Conflict with the truth is the pursuit of the right answer.

Great relationships are based on the ability to passionately disagree. It's almost always lacking in executive teams. People don't want to get their feelings hurt.

If we don't have conflict on the idea, it will ferment into a conflict around people and that destroys teams. It's always the right thing to do. It creates clarity.

Make sure everyone weighs in hard. Your job is to mine for conflict. When you've heard what they've said, step in and acknowledge that and say what you're choosing to do. If you do that, 19 out of 20 will go with it. Input is the key; not getting your own way.

Patrick Lencioni – World Business Forum 2009

1. Earn a personal commitment from every member of the team: Make sure that everyone is invited – and expected – to participate in the new game. When individuals become personally committed to the mission, the potential for success is greatly magnified

2. Don't push harder or faster than the organisation will allow: Change is a continuous, dynamic process that people must understand and accept. At times, giving people a little extra time to adjust to change can smooth ruffled feathers and, ultimately, protect the mission

3. Seek consensus, but be prepared to move ahead decisively: There are some circumstances in which a gradual process is not an option. In these cases, a good leader will risk pissing people off for the good of the organisation

Colin Powell - 'The Powell Principles'

I aim high... very high. My personal philosophy is to fail at a higher level than most people count as success. I've also learnt that dictatorial is not as good as encouraging. Tell people what you want. Talk with them privately. Be passionate, firm, in charge, but open. Humour is a key part. You don't have to be authoritarian to be in charge

James Cameron – World Business Forum 2010

If we define a good coach as '*one who enables the potentialities of others to flower*'... He must, I think, be prepared to intervene directly with a player. He cannot divorce his expectations of a bowler on the field from the bowler's capacity to carry them out. And even where he is not personally concerned with technical adjustments he must keep close contact with the process, so that he knows what the player is worried about and working at; and also to ensure that any changes are not in conflict with his strategy

Mike Brearley – The Art of Captaincy, 1985, p 68-69