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BRAIN FOOD...

Published for the clients, associates, and friends of Frank Easterly's LEGACY DEVELOPMENT GROUP who search for unique tools, tips, and techniques to improve the human side of organizations... and who yearn to leave a lasting legacy both personally and professionally.

VOLUME 1, ISSUE 4

MANAGING METHODS: *Finding the Key*

Kenneth W. Thomas (of the Thomas-Kilmann Conflict Mode Instrument fame) relates a wonderful story called "A Management Tale." In the story he cleverly unfolds the history of executive leaders trying to find the key to unlock the door of human behavior, thereby getting more and better performance from their organizational followers. First the managers consulted with engineers and economists who agreed that workers were too emotional and must be controlled. Simple tasks, many rules, and demand for strict obedience was the prescription. Why did they obey? They needed the money! To administer the prescription, rule books, compensation systems and hierarchies were created. The results—first compliance, then unionization.

As workers became more educated and earned more, they wanted more power—more control over their present and future conditions. Simultaneously, the world got smaller and competition fiercer, so managers focused on responding to customer demands for quality and service. It just made sense to get workers more involved. The age of participation management dawned. The rule books got gutted, hierarchies slashed and innovation aimed at 'Value Add' was key. Managers once again turned to their advisors—now the management consultants and gurus (*this is where I come in*)—to discover how to ensure workers would act responsibly. Their answer—humans are more than rationality. Workers are made of feelings as well—so harness and manage their passions by directing them through more noble purposes (or why we do what we do). The "whys" (customer satisfaction, quality, service, profit, market share, profit-sharing and productivity) would guide the "hows" (methods of participation and productivity). The result—mission and vision statements.

After a while, however, mission and vision statements began to ring hollow! So the 'gurus of all things motivational' (*this would still be me*) devised other keys: delegation, empowerment, measuring all things, providing more training, coaching rather than managing, open-book financial strategies, learning organizations, celebrations and so on. Organizational leaders became confused by the variety of solutions until we all realized that a one-size solution does not fit all problems. Instead, a comprehensive approach to management leadership was needed—and the movement toward self-management dawned.

Easterly's Perspective: If you are an executive, manager, or supervisor and feel overwhelmed and confused regarding all this, try these principles on for size:

The goal of all management is SELF-management! The desired outcome of all leadership is SELF-leadership!

Here are four building blocks and five strategies within each which you can use to move your coworkers towards SELF-management and SELF-leadership. The key is to apply the right solution to the right problem at the right time.

FOUR BUILDING BLOCKS TOWARDS SELF LEADERSHIP*			
A) Choice	B) Competence	C) Meaningfulness	D) Progress
1. Delegate authority 2. Trust workers 3. Tolerate honest mistakes 4. Clarify project purposes 5. Share information	1. Build knowledge bases 2. Give positive feedback 3. Recognize skills 4. Offer challenges 5. Hold to high standards	1. Construct a positive climate 2. Identify personal passions 3. Create an exciting vision 4. Link task purpose to vision 5. Fashion "complete tasks"	1. Shape collaborative climate 2. Establish milestones 3. Stage celebrations 4. Tie staff to customers 5. Measure improvements

*Based on the work of Kenneth W. Thomas

IF YOU'D LIKE SOME HELP ASSESSING JUST HOW WELL YOU AND YOUR ORGANIZATION ARE PROGRESSING TOWARDS GREAT PERFORMANCE THROUGH SELF-LEADERSHIP, JUST CONTACT US!

INFO@LEGACYDG.COM

EMAIL INFO@LEGACYDG.COM FOR A FREE SUBSCRIPTION TO BRAIN FOOD!

ARTICLES:

• **MANAGEMENT METHODS**
FINDING THE KEY

• **MANAGING MOTIVATIONS**
PMS—PERSONAL MANAGEMENT SYSTEM

• **MUSINGS**
MUSING ABOUT MULTIPLICATIONS

• **LEARNING SUMMARY**



“Do it imperfectly.....”



“Nurture great thoughts, for you will never go higher than your thoughts.”
~ Benjamin Disraeli

MANAGEMENT MOTIVATIONS:

PMS (Personal Management System)

The Six D's of Personal Management

1. Don't do it — some things, if ignored, will go away.
2. Delay it — Many urgencies are self-created. Some things, posing as urgent and important, are neither...and can wait.
3. Deflect it — if it ain't yours, pass it on to its rightful owner.
4. Delegate it — If you hear yourself saying “Only I can do it right” - you're in deep doo-doo. Utilize the resources around you.
5. Do it imperfectly — doing it perfectly does not equate to doing it successfully. Focus on success, not perfection.
6. Do it—now that you've unloaded your plate with the first five D's—do what remains!



“Some things, posing as urgent and important are neither... and can wait.”

MANTRAS: Quotable Quotes You Can Use Immediately

“You will become as small as your controlling desire; as great as your dominant aspiration.” ~James Allen

“Nurture great thoughts, for you will never go higher than your thoughts.” ~Benjamin Disraeli

“Poor thinking produces negative progress. Average thinking produces no progress. Good thinking produces some progress. Great thinking produces great progress.” ~John Maxwell

“The hero is the one with ideas.” ~Jack Welch

“An invasion of armies can be resisted, but not an invasion of ideas.” ~Victor Hugo

“Everyone thinks of changing the world, but no one thinks of changing himself.” ~Leo Tolstoy

“You've got to think about 'big things' while you're doing small things, so that all the small things go in the right direction.” ~Alvin Toffler

“Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world.” ~Joel Barker

Musings About Multiplications

If you're a regular reader of **BRIAN FOOD** you know that Musings and Multiplications are usually separate articles. Not this time.

I had a flashback to my seminary days (yep, I was a Catholic priest in training a lifetime ago). Pardon the allusion if you're not familiar with the story of Jesus multiplying five loaves and two fishes to feed a large, hungry crowd. Believe it or not, I think this biblical event has great meaning for organizational life today. With no intention of offending believers, let's just posit for a moment that the miracle that took place was not the physical multiplication of loaves and fishes, but rather Jesus motivating a starving throng to share very little food rather than fight over it. By today's standards this would truly be a miracle! Right! Can you imagine an organization in which people freely shared ideas, mistakes, lessons, information, credit and so on? Can you imagine working with folks whose first question is not "What's

in it for me?" but rather "What's in it for us?" Picture a workplace whose primary ethic is the "good of all" including fairness to customers, stockholders and employees. Would Enron or World Com have happened? Would the extravagances of the Kozlowski's of the world happen? Picture folks slowing up every day to ask one primary question: How can I nurture those I serve (the customers) and those I serve with?

Oh yeah, I've got one more spiritually-based organizational image. I'm teaching a religious ed class to third graders some 25 years ago when one cherub-looking child raises her hand and says she knows what heaven is like. Not certain where the roots of this statement came from (a parent who died—you get what I mean), I bite and say, "what's it like?" Now catch this—"Heaven's like everyone sitting around a big table with great food and God says, "enjoy it all—with just one rule. You have to use these 6-foot-long forks to

eat, and you have to hold the forks at the very ends." By now I'm completely bewildered and respond, "I don't get it?" My cherub continues—"well, if you try to feed yourself, you'll be hungry, but if you feed others and they feed you, it all turns out great. That's heaven!"

That's heaven all right—and when it occurs at the workplace, it's heaven on earth! You know you're an effective leader when you can move your co-workers to share the loaves and fishes, and feed each other with six-foot forks!



“Can you imagine working with folks whose first question is not “What’s in it for me?” but rather “What’s in it for us?”

The Most Important 30 Minutes of Your Day

- Why can cramming for school exams late at night work?
- Why does watching horror films late at night give you nightmares?
- Why are bedtime stories for children remembered so well?
- Why does seeing all the world's tragedies on the 11 o'clock news make you feel unexcited about life when you wake up the next morning?

You know the answer! You don't need the scientific (alpha brain wave state) explanation to enlighten you. Simply put, you sleep on these experiences and they profoundly shape not only the way you sleep, but the way you feel the next day.

Here's a thought—skip the news at night or,

for that matter, scary movies. Take 30 minutes to reflect on your BAG of tricks (here we go with acronyms again). BAG stands for Blessings, Accomplishments and Goals.

- 1) Spend 10 minutes on the blessings of the day—all of those events, people and opportunities you have to be grateful for. Relishing those as gifts will lift your spirits.
- 2) Spend 10 minutes on what you accomplished that day—from the mundane (changed diapers, wrote out the bills) to the sublime (had a touching conversation with my spouse or child, "reached" a troubled coworker). Be proud of your accomplishments and be grateful for the opportunities to achieve.

- 3) Spend 10 minutes on the goals for tomorrow and the rest of the week. But instead of ruminating about how you're going to take on the challenges, give yourself the direction: "Show me how I can be more effective tomorrow."

Then rest assured, your mind will work it out.

Do this for 30 days (literally each day for 30 days) and I guarantee:

- A more peaceful night's sleep
- A deeper appreciation of life, and
- A more decisive, productive way of deciding and taking action.

I'd love to hear your results!

A Great (and Local) Example

Headline: **Graniterock stays among U.S. best***

#19 in 50 Best Small & Medium Companies to Work for in America

The Keys (according to Bruce Woolpert, CEO):

1. Self-Leadership
2. Training (94% direct their own training)
3. Career Growth (you can try a new job for one day with pay)
4. Best friends at work and a family atmosphere workplace
5. Employees “own” their job—both the mistakes and the successes
6. Company provides the tools, and employees make “the calls”

* Santa Cruz Sentinel; June 21, 2005; Business Section

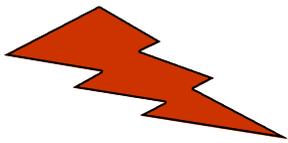
“The board members enjoyed your participation and enlightenment very, very much. We were very lucky to have an opportunity to get someone of your caliber to shake our boat free of the reeds and let us move forward. Perhaps that’s your hallmark...somehow you set the group on fire!!! We are moving forward!”

Joseph Campbell, CEO
Hope Rehabilitation Services

*See page 5 for
Legacy Services Overview*

LEARNING SUMMARY

- **The goal of all management is self-management.**
- **Doing it perfectly does not equal doing it successfully.**
- **The hero is the one with ideas.**
- **An inspirational leader can create heaven on earth by encouraging growth from dependency through independency to interdependency.**
- **Be a BAG man or woman for 30 days and experience greater peace, joy and productivity.**



Inspirational Resources:

- Kenneth W. Thomas, *Intrinsic Motivation at Work*
- Tom Geegax, *By the Seat of Your Pants*
- Jack Canfield, *The Success Principles*
- My Unknown Cherub (who would be 33 years old now)

Compliments of:



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Frank Easterly

“Frank Easterly is a dream come true for business owners and those entrusted to run organizations the way they ought to be. I’ve never met anyone with more business smarts. His down to earth, step by step approach to coaching and mentoring has meant the world to me. My goal is to let this best kept secret out of the bag and tell everyone I know to work with Frank.”

Warren Scott, M.D.
Sports Medicine Specialist
Santa Cruz, CA

