
How to Reach New Heights of Success

Getting Ahead Together

By Kaye M. Shackford

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Good afternoon. I'm going to talk with you about how to reach new heights of success by giving yourself permission to do what you love to do, and by changing *how* you do what you do with others by aligning your behaviors with your organization's objectives.

After Jacque Boyd invited me to talk with you, one dilemma kept me stymied for weeks:

Much of my own career in aviation was built on *disregarding* other people's well-intended advice. Rather than learning how to get ahead within the old model, I came to realize the old model was broken, and I set out to help fix it. So how could I now presume – as a member of our older generation - to tell you – members of our newer generation - what *you* should do?

And then I remembered a poster by Sister Mary Corita Kent I'd hung on the wall of my basement office at GE Aircraft Engines in Cincinnati. Here's what it said:

“Do not take what I say unto you unless it fits some space already carved out by your own temperament.”

You'll know whether what I say rings true for you. If it does, take it; do wondrous things with it.

When I thought more about it, I also realized we have much in common.

First and foremost, most of us are women...in aviation. As women in aviation, we are, by our very presence...like it or not...change agents. We live daily in environments that, in too many cases, are only slowly emerging from the assumption that it's a man's world. We've had the courage, just by choosing to be here and stay here, to challenge and change those assumptions.

(By the way, for those of you who aren't women, my experience is that you're here in part because strong, able, intelligent, goal-oriented women don't threaten you. I thank you for your extraordinary good looks and common sense!)

Success must be multi-dimensional

Now, perhaps more easily than men, most women know in our souls that success can't be one-dimensional. It must encompass and balance work and home; it must have to do with the totality of our lives lived well.

When I joined GE, as a thirty-year-old single mother of two school-aged kids, I did so to build a life-style and a future for my kids and me. But I clearly remember, for months afterward, muttering to myself regularly, “What I really need is a wife.”

I think it's easier for men to compartmentalize their lives, and then find out – often too late - that career success at the expense of family, community, and their own values and integrity, is pretty darned hollow. Sometimes we women get caught in that mindset – because it's what we're told we must do if we're going to get ahead - but even when we try to swallow it, it feels wrong to us. It's easier for us to understand that the fabric of our lives is all one piece.

Aviation as an industry has gotten so out of kilter in relation to this work/life balance that increasingly, high-level management teams are being formed to address it. Knowing how long change - even well intended change - takes to implement, my advice to you is: Don't hold your breath.

And yet, choices you make to say “Yes” to roles that let you balance your life, and to turn down roles that make it impossible to do

so, over time, in aggregate, will require that our businesses rethink what they ask, not just of women, but of all employees. Saying no to a growth opportunity tends to be scary. Let me give you one example that suggests it may not be as scary as it seems.

A dear friend had been my clerk in Professional Development. She had moved to Purchasing to build a career there. She started in a non-exempt role, that of procurement coordinator. She was then promoted to an *exempt* position as a buyer. This is one of the hardest career paths to travel in industry – from a non-exempt position to an exempt one. It doesn't have to do with competence; it has to do with managerial mindsets and assumptions that drive hiring decisions.

So Yvonne was on path to grow into more complex individual contributor roles, and then into procurement management. And then she found she was pregnant with her second child. She had had miscarriages in the past, and she wanted this baby. Her role as a buyer not only was stressful, it also involved a lot of travel. She decided she couldn't risk the life of her baby. So she asked her manager to *demote* her, to move her back into a procurement coordinator position. The buzz around the water cooler was that management would never again take her seriously as someone who "would do what it took to get ahead."

And how did the story play out? After Andrew was born, she returned to work, did a stellar job as procurement coordinator, and was again promoted to an exempt job. Before she left GE, she was the "go to person" for the entire corporation on software procurement, including trips to open up opportunities in southern India and conducting regular briefings at corporate headquarters. Today, she's Director of Duke Energy's Outsourcing Center of Excellence. And her sons are fine. She says it has to do with courage and balance and planning what you really want to do.

Attribution Theory

Now, we women have another advantage when it comes to addressing change so that we - and our businesses - can achieve new

heights of success. It has to do with something called *Attribution Theory*.

Tom Peters and Bob Waterman introduced me to Attribution Theory in a 1982 book called *In Search of Excellence*. Attribution Theory says that if something positive happens, it's because of what I did, and I take credit for it. If something negative happens, it wasn't me, it was the system or the other guy, and I render myself innocent of its implications.

Several years ago, American Airlines held their annual management conference in a big auditorium with tiered seating. The auditorium was outfitted with real time response devices at each seat. Questions could be posed, people could vote yes or no, and the vote tally would instantly be displayed on the screen. They had already been working for several years to redefine American's culture, and a series of items had to do with the perceived need for behavior change. Here they are:

"*My management* needs to change how it works with people." 90+% yes.

"*My colleagues* need to change how they work with people." 90+% yes.

"*My subordinates* need to change how they work with people." 90+% yes.

"*I* need to change how I work with people." 90+% no.

That's Attribution Theory. This one is incredibly important to understand. *Until we overcome Attribution Theory, nothing can change.*

But there's hope, and part of that hope is this: More and more women are joining our organizations.

In 1996, I saw an interview with Tony DiCicco, coach of the U.S. women's soccer team that won Gold at the Atlanta Summer Olympics. He described the difference between coaching men and women. He said, "When you tell a men's team, 'You guys are dogging it; you need to dedicate yourselves and get into shape,' every guy on the team

thinks to himself (listen for Attribution Theory here), *‘Those guys are dogging it; they need to get into shape.’* “With a women’s team,” he said, “every woman on the team thinks to herself (listen for the *absence* of Attribution Theory), *‘I’m dogging it; I need to get into shape.’*”

In this context, let’s go further. I want to talk with you on two levels:

- About yourself, and
- About you as a member of your organization.

About You

The best advice I can give to help you personally reach new heights of success is this:

Get into a job field that lets you do what you love to do.

Here’s the headline. It’s from a book called *The Teachings of Don Juan*.

“All paths are the same, in that they lead nowhere. Therefore, find yourself a path with heart, and follow it.”

Do what you love to do

The reason is simple: If you can build a career doing what you love to do, by definition you’ll be good at it, and you’ll be on your path with heart.

Some of you are already doing this, and that’s terrific. But others aren’t. I think what you love to do at work breaks down into three major pieces:

- Content and focus,
- Location and culture, and
- Attitudes, values and skills.

I’ll touch briefly on the first two, because they differ so widely for each of you. And they’re also the easiest for you to figure out for yourself.

Content and focus

Some of you are lucky. You’ve always known what you love. For example, whenever my husband Joe hears an airplane, he stops and looks skyward. There is still a four-year-old little boy in him, pointing to the sky in delight and saying, “Air-plane, air-plane!” Joe

was destined to be in aviation. He is happiest up to his elbows in engine technology, or keeping up with global business strategies, or up in the sky behind the controls.

By the way, Joe is here today and is also a resource to you. He is an aeronautical engineer by background, and a 30-year GE customer support, project, international marketing and sales general manager by experience.

So what gives you that kind of satisfaction? What do you do even though you don’t have to? It may not have to do with airplanes. It may have to do with dolphins, or dogs, or romance novels, or golf, or motorcycles, or snowboarding. *But it has to do with something.* The anthropologist Joseph Campbell calls this “following your bliss.”

Sometimes, to find what you love to do, you first have to get other people’s voices out of your head. Martha Beck, a columnist for Oprah’s magazine, wrote a wonderful book called *Finding Your Own North Star: Claiming the Life You Were Meant to Live*. Her father was a university professor. Martha dutifully got a doctorate. She became a research assistant at Harvard and taught at the American Graduate School of International Management. It took her years of misery to discover *she’d* never wanted to be a professor at a prestigious university; that was her father’s dream. She then taught herself to follow her own North Star.

Location

When Joe and I realized we could run our business from anywhere, it took us two nanoseconds to decide where. So we live in the Sierra Nevada Mountains at the north end of Lake Tahoe. But we first had to let it be OK to live wherever we wanted. There would be tradeoffs, but we could. So can you.

Culture

It also took me a long time to realize that business cultures in aviation differ widely from company to company. American Airlines is as different from Southwest as Bob Crandall is from Herb Kelleher. Some cultures nourish your spirit; others destroy it

day by day. Finding and choosing a culture that fits you is often more important than a particular job or salary level.

Attitudes, values and skills

Here’s a concept that may be new to you.

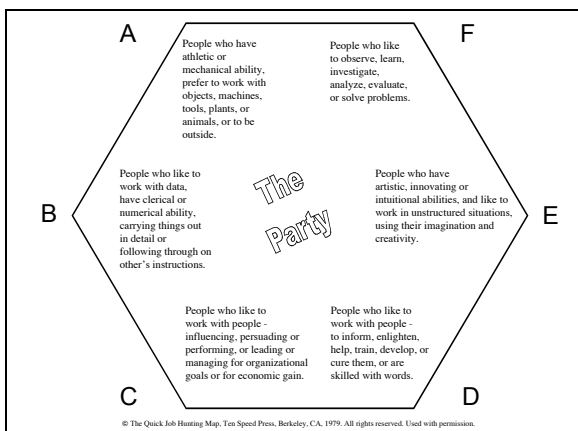
Each of us has a set of attitudes, values, and skills we’ve used all our lives to accomplish everything we do. Because they’re as natural as breathing to us, they tend to be invisible to us. Yet these competencies are what make us as good as we are, and using them gives us great satisfaction. In fact, we have to use them every day to feel in balance and right with the world. So when you find a job field that requires them for success – you are one happy camper.

I want to show you how to identify your own set of competencies, and to point toward some things you can do with this insight.

The process is called *Accomplishment Analysis*.

You may be familiar with a book by Richard Bolles called *What Color Is Your Parachute?* He also wrote this *Quick Job-Hunting Map*. This booklet is out of print. The publisher, Ten Speed Press, gave me permission to share it with our clients.

Accomplishment Analysis



You’re to imagine you’re at a party where people with similar interests have gathered in different corners of the room. People with athletic or mechanical ability are in Corner A. People who like to work with data are in Corner B. Those who like influencing, persuading, or leading are in C. In Corner D

are people who like to enlighten, help or develop others. People who like using their imagination and creativity are in E. And in Corner F are people who like to investigate, analyze and solve problems.

You’re to choose the group of people you would most like to be with for the longest time. Why don’t you identify that letter?

You’re then to imagine that everyone in that corner except you leaves. Of the remaining groups, which group would you now like to be with for the longest time? Go ahead and identify that letter.

After fifteen minutes, all those people leave. You’re probably starting to wonder what’s wrong with you. But, once again, which group would you now most enjoy being with for the longest time? Please identify that letter.

We tend to enjoy being around people like us. So, in a nutshell, this suggests to you the categories of job skills you most enjoy. The rest of the booklet takes you even further.

1. It asks you to come up with seven stories about things you’ve accomplished and truly enjoyed, not just at work, but also at school and in your life outside of work.
2. You then write a paragraph or two describing each accomplishment. This will help you remember everything you did to make it happen - where the idea came from, how you started out, any early concerns, obstacles you overcame, and so forth.

SKILL PARAGRAPHS							
B. DETAIL/FOLLOW-THROUGH SKILLS I CAN DO BECAUSE I DID DO:	1	2	3	4	5	6	7
Ability to follow detailed instructions; Expert at getting things done; implementing decisions; rendering support services; applying what others have developed...							
Precise attainment of set limits, tolerances or standards; brings projects in on time and within budget; skilled at making arrangements for events, processes; Responsible; delivering on promises, on time.							
Consistently tackles tasks ahead of time; Adapt at finding ways to speed up a job; Able to handle a great variety of tasks and responsibilities simultaneously; Able to work well under stress, and still improvise; Deals well with emergencies.							
Resource expert; Resource broker; Making and using contacts effectively; Good at getting materials; Collecting things.							
Validation of information; Keeping confidences or confidential information.							
A detail man or woman; Keen and accurate memory for detail; Showing careful attention to, and keeping track of, details; Focusing on minutiae; High tolerance of repetition; Retentive memory for rules and procedures (e.g. protocol).							
Facilitating and simplifying other people's finding things; Orderly organization of data and records.							

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3. You'll review the first story against pages of skill descriptions keyed to the six corners of The Party room. You'll ask yourself, "Did I use this skill to accomplish this activity?" If the answer is "Yes," you'll blacken in the box. You'll compare that story to eleven pages of skill descriptions.
4. And then you'll do the other six stories one-by-one. When you've finished, some items will have almost every one of the boxes blackened in. Others will be more random.
5. Then you'll list the items with the mostly blackened lines. These are your core competencies. And you'll star those you *want* to use in your career. (For example, I can type really fast. But I don't want to earn my living as a typist.)
6. There's a grid in the booklet that lets you prioritize the starred items in terms of their importance to you.

You can do at least three key things with this list.

First, you might want to write your current job in what would be the eighth column. If you go through the pages again, saying to yourself, "To what extent does my job require this for success?" you'll very quickly get a sense of the match between you and your current role. Sometimes it confirms why you're very pleased with what you're doing. And other times it clarifies why you might want to negotiate changes, or find something else.

If you use this before you even seek an interview for a possible next job, you can research the job and determine whether it would be a good fit for you. First, you use the Accomplishment Analysis pages to help you identify the competencies you *think* it takes for someone to do that job well. Compare them with your own set of competencies, coming up with those that match and those that don't. This lets you decide if there seems to be enough of a fit to go further.

If there is, I highly recommend you identify a few people who are already in a role like that. Call them up, tell them that you hope

to grow into a job like theirs, and you'd like to buy them lunch. Notice you're not interviewing for a job, you're just learning about it. At lunch, ask them to tell you about their job. Ask if you can take notes. What do they actually do? What is a day or a week in their life like? What parts of the job do they like the best? What gives them the most satisfaction? What parts of the job do they like least? What is most frustrating and why?

Notice that, as you listen, you'll also be comparing yourself to them. What may be most frustrating for them may sound delightful to you...

Then say to them: "I've made a list of the competencies I think it takes to do this job well. I'd like to review it with you and ask what you think is accurate and what isn't. And if there are things I didn't think of, I'd appreciate your making the list even better."

If you do this with three or four people, each will tell you some things that have more to do with them than with the job. But, in combination, they'll give you an overlapping sense of the core role. You'll know whether it's a good match for you.

If it is, you can interview for it with confidence. Though you may need to learn the specific content and politics, you already have the competencies it requires for success. And if the content, location and culture are also a good fit, you will find yourself on your path with heart.

You're also loaded for bear when you get to those interviews. For example, interviewers almost always say, "Tell me about your strengths." Most of us mumble something about "I'm good working with people," or "I like to fix things." Now you've done your homework about what the job requires for success, and you know your own competencies. So you can frame your answer in relation to the job, saying something like this: "The research I've done suggests this job requires several things for success: bringing projects in on time and within budget; tackling tasks ahead of time; handling a great variety of tasks simultaneously and efficiently, and working well under stress while still being able to improvise."

Sometimes you'll then ask, "To what extent does this match your sense of the job?" And they'll make it even better for you.

Then you can say, "These are skills I've been building all my life." Here the interviewer will often ask, "What makes you think so?" And you're in a position to tell them stories that quietly prove the point.

You're also in a position to say, "There are one or two things I'd have to grow into. I'm not familiar with this particular content, or I'd need to get up to speed on these procedures, but I'm comfortable I can do this pretty quickly. I've done so several times before."

All of a sudden you're head and shoulders above anyone else they've interviewed.

You as a member of your organization

Now let's talk about achieving new heights of success by *helping your own organization succeed*. The best advice I can give to help you help it succeed (bringing you along with it) is this:

Align your work objectives and behaviors with your organization's strategic objectives.

I want to talk about these two things separately – first, your *objectives*, and then, your *behaviors*.

Align your objectives with those of your organization

You would think that aligning your objectives with those of your organization is a no-brainer, but it's not. It's amazing how few people do this. When you do, you're thinking like an owner of the business, and you quickly stand out in very positive ways.

I want you to recall when you were first hired. The only reason you were hired was because your boss needed help to *solve the problems* he or she needed to solve, or to *realize the opportunities* he or she needed to realize. You were hired to do part of your boss's total job. And your bosses were hired to do part of their bosses' total jobs. And the same is true all the way up the organization.

Whether you now think your boss is a total idiot, or you're lucky enough to have the best boss in the world, you're being paid to

help your boss succeed and to help your company succeed. That's the contract. *It's not about you*. It's about helping your organization succeed.

So it stands to reason that the more clear you are about those things your organization needs to do to succeed, the better you can align your activities with those strategic objectives.

When I first joined GE, I reported to a functional manager in Human Resources and I supported a manager in Operations. When I developed and negotiated my objectives and activities for the year (which I'd never done before), my operations client insisted I do it not just in relation to Human Resources' objectives, but also in relation to *his*. From the beginning, I had to demonstrate to others how my activities would help their organizations succeed.

Once I negotiated that contract, I put it in my desk drawer and got caught up in the hectic details of running projects, responding to emergencies, and dealing with things that hadn't been anticipated. But once a month I'd take it out and read it. And it was surprising how well I'd been making daily choices that helped me achieve those larger objectives.

Whether or not your organization requires this of you, I highly recommend it to you. It will focus your activities toward results that will help your business succeed.

Align your behaviors with your organization's objectives

Now, if you've been in aviation for a while, certainly since September 11th, you know we're an industry very much in crisis. And like most of us, you're probably being asked to do more and more with less and less. There's no reason to believe this will change. If anything, it's escalating.

Reaching new heights of success sometimes sounds very empty when we're just trying to survive the demands being put on us every day.

And yet, most of us - and most of our businesses - haven't touched a key element that can bring us all to new heights of success. When people assume they can't change

something – or when they don't have the concepts, models or words that let them get their minds around it – that opportunity becomes invisible to them. Precisely because it's been invisible and largely untouched, this element – which has to do with how we do what we do with one another – can result in great gains in productivity and effectiveness.

Here's the headline:

“Align your negotiating behaviors with your organization's strategic objectives.”

You may not be aware that your current behaviors are probably *not* aligned with your organization's objectives. Without intending to, you may actually be working at cross-purposes to those objectives.

I want to demonstrate this to you, show you a better way and briefly explain how you can start to move toward that better way.

I'll take you through a small exercise on business environments, strategic objectives and behaviors. I'll show you how to do it here and then invite you to try it back at work. We start with two concepts.

Here's the first. *The purpose of our behaviors is to achieve our objectives in a particular environment.*

We do things to get what we want and need for ourselves and for those we represent. But as a species we get taught much of what to do by the communities we find ourselves in. So a lot of what we do in organizations we learned from others, who learned from still others, about how to be effective in an environment that presumably existed when those behaviors were first codified.

And here's the second. *Negotiation underlies most of our behaviors at work.* Whenever you're seeking to solve problems, make decisions, shape solutions or reach agreements with people over whom you don't have direct control - in what's called a mixed-motive environment - you're negotiating.

A mixed-motive environment is a situation where some of your interests overlap with those of the other person and some don't. Of those that don't, some may be in direct conflict.

I would bet that everyone in this room, at work, has to solve problems, shape solutions and reach agreements. And that you must do this in a mixed-motive environment, with folks over whom you don't have direct control.

The truth is, we're all negotiators.

And an observation: *Sometimes our environments and our objectives change so much the very behaviors that were the basis for our success are now working at cross purposes with our own intentions.*

I suggest to you that now is such a time.

When we realize that negotiation underlies our behaviors, the findings of the Harvard Project on Negotiation can be used to identify the pattern of those behaviors. We can then place them side-by-side with our objectives and ask a simple question: *Can we achieve our objectives using these behaviors?*

Many of you are involved in continuous improvement activities, so, to give you an idea how this works, I'm going to show you some classic Lean objectives.

Classic Lean Objectives

- *Define value from the customer's perspective.*
- *Initiate work to the needs/specs of the customer.*
- *Identify value streams for products and services.*
- *Create a system where value is continually added.*
- *Clear away obstacles that block or don't add value.*
- *Relentlessly reduce waste.*
- *Have an intolerance for errors.*
- *Strive for perfection in all elements.*
- *Involve everyone as an owner (who knows where great ideas lie?).*

Now let's add our *behaviors*. The Harvard Project calls our current model *Positional Negotiation*. I take a position more extreme than I'm willing to settle for and so do you do, and then we ratchet in toward the middle.

In one version of this model – *Hard Positional Negotiation* – the premise is that the pie is fixed, negotiation is about claiming value, and my job is to get more than you.

They identified these elements:

- *Participants are adversaries.*
- *The goal is winning.*
- *Demand concessions to continue the relationship.*
- *Be hard on the people and the problem.*
- *Distrust others.*
- *Dig in to our position.*
- *Make threats.*
- *Mislead as to our bottom line.*
- *Demand one-sided gains.*
- *Search for the single answer - the one we can accept.*
- *Insist on our position.*
- *Apply pressure.*

When we operate in the marketplace, we're comfortable enough with negotiation being a game whose purpose is winning. When we operate internally, we may use other words. But most of us learned that *our* job is to get *our* job done, meet *our* measurements and get others to do what *we* want. And since we truly believe that our position is the right one, the best one, our job is getting others to fall in line with us, like it – hopefully - or not.

The words may be gentler; but the underlying assumptions are the same.

Now, some of us play a “nicer” version of the game. It's called *Soft* Positional Negotiation.

- *Behave as if we're friends.*
- *The goal is agreement.*
- *Make concessions to improve the friendship.*
- *Be soft on both the people and the problem.*
- *Trust others, hoping that reciprocity will cause them to be trustworthy.*
- *Change position easily.*
- *Make offers.*
- *Disclose our bottom line.*
- *Accept one-sided losses.*
- *Seek the single answer - the one they'll accept.*
- *Readily yield to pressure.*

Positional Negotiation	
Soft Positional	Hard Positional
> Participants are friends.	> Participants are adversaries.
> The goal is agreement.	> The goal is winning.
> Make concessions to cultivate the relationship.	> Demand concessions to maintain the relationship.
> Be soft on the people & the problem.	> Be hard on the people & the problem.
> Trust others.	> Distrust others.
> Change your position easily.	> Dig in to your position.
> Make offers.	> Make threats.
> Disclose your bottom line.	> Mislead as to your bottom line.
> Accept one-sided losses.	> Demand one-sided gains.
> Search for a single answer - theirs.	> Search for a single answer - yours.
> Insist on agreement.	> Insist on <i>your</i> position.
> Yield to pressure.	> Apply pressure.

You can see it's the flip side of the same game.

Game theory says a hard game dominates a soft one. Given the choice of being the “beater” or the “beatee,” most of us in aviation play the Hard Positional game. We didn't invent it. But we're very good at it.

Now, back to our core concepts: The purpose of our behaviors is to achieve our objectives...

Does this compute?	
Behaviors	Classic Lean Objectives
• Participants are adversaries.	• Define value from the customer's perspective.
• The goal is winning.	• Initiate work to the needs/specs of the customer.
• Demand concessions to maintain the relationship.	• Identify value streams for products & services.
• Be hard on the people & the problem.	• Create a system where value is continually added.
• Distrust others.	• Clear away obstacles that block or don't add value.
• Dig in to your position.	• Relentlessly reduce waste.
• Make threats.	• Have an intolerance for errors.
• Mislead as to your bottom line.	• Strive for perfection in all elements.
• Demand one-sided gains.	• Involve everyone as an owner (who knows where great ideas lie?)
• Search for a single answer - yours.	
• Insist on your position.	
• Apply pressure.	

If this strikes you as seriously dysfunctional, I agree. It's like trying to get from Nashville to Knoxville by way of New Zealand.

When we ask the operational question, *Can we achieve our objectives using these behaviors?* I think the honest answer is, “You can get part way there.” Managers and employees regularly do incredibly difficult things. But the rest of the answer is, “You can't get all the way there.”

I invite you to do this experiment back home using *your* own organization's

objectives. Included in this speech is a sheet that looks like this:

My Organization's Strategic Objectives	
Behaviors	Objectives
> Participants are adversaries.	> _____
> The goal is winning.	> _____
> Demand concessions to maintain the relationship.	> _____
> Be hard on the people & the problem.	> _____
> Distrust others.	> _____
> Dig in to your position.	> _____
> Make threats.	> _____
> Mislead as to your bottom line.	> _____
> Demand one-sided gains.	> _____
> Search for a single answer - yours.	> _____
> Insist on your position.	> _____
> Apply pressure.	> _____

I hope your next question might be this: *“Is there a better way?”*

That same project at Harvard suggests that the pie is *not* fixed and negotiation really is *not* about beating the other guy.

Rather, it’s about solving problems, realizing opportunities and shaping solutions to satisfy your constituents’ – and your counterparts’ - interests and needs better than any alternative reasonably available to you or them, and doing so in such a way that you and your counterparts look forward to solving problems and shaping solutions together again.

Their researchers laid out the old options against these criteria. Soft positional or hard positional negotiation – which game should you play?

Some of you may remember a movie called *War Games*, in which a computer played endless sessions of Tic Tac Toe and nuclear war scenarios. Finally it learns: in both cases, the only way to win is not to play.

Which game should you play? Neither, they said. Change the game.

In interest-based or consensual negotiation:

- *Participants are problem-solvers.*
- *The goal is a wise outcome reached efficiently and amicably.*
- *Separate the people from the problem.*
- *Be hard on the problem, unconditionally constructive with the people.*
- *Be wholly trustworthy.*

- *Get below positions to the interests that motivate them.*
- *Avoid having a bottom line.*
- *Multiply options for mutual gain.*
- *Insist on objective criteria.*
- *Reason and be open to reason.*
- *Yield to principle, not to pressure.*

Here are those classic Lean objectives and these behaviors...

How About This Instead?	
Behaviors	Classic Lean Objectives
• Participants are problem solvers.	• Define value from the customer's perspective.
• The goal is a wise outcome reached amicably and efficiently.	• Initiate work to the needs/specs of the customer.
• Separate the people from the problem.	• Identify value streams for products & services.
• Be hard on the problem, unconditionally constructive with the people.	• Create a system where value is continually added.
• Be wholly trustworthy.	• Clear away obstacles that block or don't add value.
• Get below positions to the motivating interests.	• Relentlessly reduce waste.
• Avoid having a bottom line.	• Have an intolerance for errors.
• Multiply options for mutual gain.	• Strive for perfection in all elements.
• Insist on objective criteria.	• Involve everyone as an owner (who knows where great ideas lie?)
• Reason and be open to reason.	
• Yield to principle, not to pressure.	

Some of you will question whether we really do use hard positional behaviors. We certainly *talk* enough about collaborating with employees, customers, suppliers and partners. Eighteen years of helping thousands of your colleagues make this mind change leave me convinced that Positional Negotiation really is our current model, even though almost everyone knows that what we’re doing is nuts.

Attribution theory being what it is, most of us, if asked, would tell you that we already *are* interest-based negotiators; it’s everybody else who’s the problem. We tend to confuse the fact that we’re decent people who love our families and mean well by our businesses with our negotiating behaviors. Our behaviors, and the assumptions and mindsets that underlie them, are largely invisible to us.

At the point that we each discover that “we have met the enemy and she is us,” change is possible. Our next shock comes when we realize what lousy results we’ve been getting and what better solutions are just lying there, waiting for us, once we move from a mindset of “it’s me against you” to one of “we’re all in this together.”

What am I suggesting to you?

First, be aware that this effort is just gathering steam in our industry. If it is to succeed, it will take the same kind of effort that lean/six sigma is taking. We'll need to reach major management groups. Tens of thousands of people will need to be trained. Measurements will need to be changed. Folks are working on it in various pockets around our businesses, and we're making inroads.

Yet, culture change finally succeeds because enough people change their minds about the nature of reality. Individuals begin to act in these new ways. It starts with people who are called "early adapters" or "paradigm pioneers." These people take a step in faith to apply the new model because it seems to work better and because it just feels right.

So, if this speaks to you, be a paradigm pioneer. When you hear phrases like "interest-based negotiation," "consensual bargaining," or "the human side of change," choose to learn more.

Then, you might want to read two books. First, there's a little book out of the Harvard Project on Negotiation called *Getting to Yes*. This is where the whole thing began. Most management books put me to sleep. This one doesn't. The second is a book I wrote. It's called *Charting A Wiser Course: How Aviation Can Address the Human Side of Change*. It will take you on a personal journey of discovery to remember how we got into our current situation, identify where we are now, and learn how we can move forward together.

Then I invite you to change some of your own invisible assumptions, and to start to shift some of your own behaviors.

You may have heard of a woman named Louise Hay, who teaches us the impact that positive affirmations can have in our lives. I invite you join me in saying three things to yourself every day:

- *It's not us against them. We're all in this together.*
- *I will grow in my ability to honor and respect everyone.*
- *I will grow in my ability to honor and respect myself.*

So, what have I been saying? I've suggested that you give yourself permission to do what you love to do. Hopefully, I've given you some tools to do that. And I've suggested that you align your activities and your behaviors with your organization's strategic objectives.

I want to leave you with one last set of ideas to help this mind change. The research that underlay a training program called *Influence* greatly retooled my own thinking when I was just starting down this path.

Some years back, the Forum Corporation concluded that the next major key to success was going to reside not in what you did within your *own* function, but in your ability to get work done *across* functions and as a member of temporary work teams.

The people at Forum wondered if there was a pattern to what people did who were especially successful in these influence environments. They set out to find folks who were seen by their peers as highly effective and successful, and seen by their managements as promotable.

They found that the behaviors that differentiated high performers from average folks clustered in three areas:

- those things people did to set up an effective structure for working together,
- those things people did with others to gather data and solve problems, and
- those things people did to ensure the solutions actually got implemented.

They called these areas *Building Influence*, *Using Influence*, and *Sustaining Influence*.

They discovered that one core element differentiated people in each of these areas.

Here's the kicker: In relation to *Building Influence*, the core behavior was "*Being willing to help others in the pursuit of their interests and needs.*"

In relation to *Using Influence*, the core behavior was "*Being willing to share your power in the interest of the overall organizational goal.*"

And in relation to *Sustaining Influence*, so that projects actually embedded and lasted, the core behavior was "*Behaving in ways that caused others to trust you.*"

At the time I first learned this, it blew my mind. What do you mean, be helpful to *others* in relation to *their* objectives? I'd been taught my job was to achieve *my* objectives! What do you mean, *share* power? I thought my job was to gain and exploit my *own* power. And what do you mean, behave in such a way as to cause others to trust me? I thought they were supposed to respect me, maybe fear me a little...

But the data was drawn from feedback given by people whose involvement with me on projects was critical to my own job success. Little tumblers started turning differently in my mind. Coming from my battlefield mentality, where everyone else was a potential obstacle to my success, these thoughts blew me away. At that point, I had two choices. I could deny them. Or I could play with them. I chose the latter.

I invite you to play with them, too. In your daily life, be open to opportunities to help others in the pursuit of their interests and needs. Be open to sharing your power in the interest of the larger organization goal. When you do, you'll find you're not lessening it; you're actually growing it. And monitor your behaviors as seen by others so they conclude you are indeed trustworthy: that you're open with them, that you tell it to them straight (good news and bad news), that you do what you say you'll do, and that you're accepting of them.

There. I think should keep you for a while.

All best wishes for your todays and your tomorrows. And thank you for the gift of your time!

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