



## Bluepoint Leadership Development

September 6, 2007

### Competition and Cooperation

By Ron Crossland

About a kilometer from where I sit writing this column, an eight-foot fence is being constructed that will block off a large portion of Sydney, Australia's city centre. Soon the 21-member nation Asia Pacific Economic Conference (APEC) will begin their summit, and the local news is full of the security measures required for the event. [more](#)

### Webinar Series Continues

September 20, 2007

1:00 pm EST/ 10:00 am PST

Mission Driven Leadership Development - Designed to Secure Business Results

Is your organization's leadership development program directly aligned with business goals? Can you measure the results?

David Parks and Patty Schinzing of Bluepoint will identify the ingredients of a successful leadership development strategy during this upcoming webinar. [more](#)

### A Leader's Mood: The Dimmer Switch of Performance

By Bruna Martinuzzi

In the Harvard Business Review article "Leadership That Gets Results," Daniel Goleman cites research which shows that up to 30% of a company's financial results are determined by the climate of the organization.

And what is the major factor that drives the climate of an organization? It's the leader. [more](#)

### Sales Success: The Right Way Around

By Susanne Biro

For several years now (seven to be exact) I have been toying with an idea I call "the right way around". Let me explain.

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### Competition and Cooperation

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### Upcoming Public Events

Sept. 13-14, 2007

Vancouver, BC

[Leader As Coach](#)

with Susanne Biro and Jim Boneau

Sept. 20, 2007

[Webinar](#)

**Mission Driven Leadership Development**

With David Parks and Patty Schinzing

Oct. 25-26, 2007

Vancouver, BC

[The Leader's Voice](#)

with Bruna Martinuzzi

Nov. 7-8, 2007

Atlanta, GA

[Leader As Coach](#)

with Gregg Thompson

Nov. 29-30, 2007

Toronto, ON



**By Ron Crossland**

About a kilometer from where I sit writing this column, an eight-foot fence is being constructed that will block off a large portion of Sydney, Australia's city centre. Soon the 21-member nation Asia Pacific Economic Conference (APEC) will begin their summit, and the local news is full of the security measures required for the event. Upwards of AU\$24 million per day is being spent on security. The skies above buzz with helicopters, and uniformed security personnel are popping up like spring blooms. Most businesses will continue operating during the summit while some are reducing their hours or shutting down. Notably, the Sydney Opera House will close for an entire week, something it has not done since it first opened its doors.

The juxtaposition of security and economy, terrorism and commercial advancement, conflict and cooperation has been with leaders since tribes first began bartering; and political and commercial leaders have developed metaphorical expressions that convey intentions.

We hear cooperative metaphors like "release your potential," "grow a global ecosystem," "build a future for the next generation," or "embrace diversity." We also hear competitive metaphors such as "secure our bottom line," "dominate a marketplace," "establish a sustainable barrier to entry," or "protect our way of life." Cooperation is open arms while competition is a boxer's pose. Both sets of metaphors are used. Sometimes they are used in the same breath.

Here's the rub. Consumers/constituents hear both sets of metaphors and match the words to the deeds. Over time, the end users of commercial products and services and political processes judge which metaphor is backed by the greatest number of actions. Large companies try to remain innovative while at the same time absorbing small innovators as rapidly as they arise. It is debatable whether this practice encourages innovation or not. The past five years have witnessed the largest mergers in history, many of them "hostile." Gobbling market share is often seen as antithetical to growing markets. Intellectual property challenges and settlements are commonplace. We say we want to share, but do we really? We talk cooperation and competition, but which do we practice most visibly?

Metaphors create a future scene that we act out in advance. In this sense the metaphor is alive in that it creates a promise of action that we mentally experience as if it could or will happen. Expressions like "opening new trade routes" and "defending our economy" literally establish a mental scene we live in advance. As we live through the present and into this future possibility, we compare and contrast this mental structure with what actually happens. Over time, individuals establish a predictive bias about which set of metaphors we most believe when a leader speaks.

Metaphors of competition and cooperation are not just colorful sound bites. They are mental structures we live by. Their power lies in the fact that they actively help construct and complete the mental judgments of both leaders and constituents. Leaders should select and use them with the same deliberation they use in any other strategic action, because they will be judged by the metaphors they use.

**Sales Leader as Coach**  
With Gregg Thompson  
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Ron Crossland is Chairman of Bluepoint Leadership Development.  
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## Webinar Series Continues

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### Mission Driven Leadership Development - Designed to Secure Business Results

Is your organization's leadership development program directly aligned with business goals? Can you measure the results?

David Parks and Patty Schinzing of Bluepoint will identify the ingredients of a successful leadership development strategy during this upcoming webinar. They will also discuss best practices at organizations such as Microsoft, Starbucks, Autodesk and GE.

Registration is free; simply click on the link below. We invite you to ask questions that you'd like to have answered during the webinar by submitting them either on the online registration form or during the webinar. (Note: You do not have to submit a question to register.)

We hope you can join us online!

[Click here](#) to register.

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## A Leader's Mood: The Dimmer Switch of Performance



By Bruna Martinuzzi

In the *Harvard Business Review* article "[Leadership That Gets Results](#)," Daniel Goleman cites research which shows that up to 30% of a company's financial results are determined by the climate of the organization.

And what is the major factor that drives the climate of an organization? It's the leader. In [Primal Leadership: Realizing the Power of Emotional Intelligence](#), Goleman states that roughly 50-70% of how employees perceive their organization's climate is attributable to the actions and behaviors of their leader. A leader creates the environment that determines people's moods at the office and their mood, in turn, affects their productivity and level of engagement.

When we move the curtain a bit, we can see clearly that a leader's bad mood is a source of infection - an emotional contagion that eventually spreads across people to entire units. We can learn a thing or two from leadership in the military. Imagine the effect on troop morale and energy that an "overwhelmed," "anxious," "worried" or "irate" leader would have. And how about a leader who is plagued by uncertainty? "Indecision," as H.A. Hopf puts it, "is contagious. It transmits itself to

others." It can become debilitating and habit-forming in an organization, as people take their cues from the leader's state of mind.

So how do you work on attaining the consistent, emotionally intelligent leadership behaviors that breed success in yourself and others? Here are a few other suggestions to consider that can improve your and your team's performance:

### **1. Model Meeting Behavior**

Take a hard look at your behavior in meetings, which are often "cauldrons of emotion." Do you model the way by setting a positive tone right from the start? Or do you impose your own "pace" based on how you feel at the moment? Aim for a calm, relaxed mood and a consistent, positive approach.

### **2. Look For Good In Others**

Long before leadership books were in vogue, Andre Malraux, French novelist and statesman, reminded us that one of the central objectives of a leader is to make others aware of the greatness that lies in them. Be known in your organization as someone who is always on the lookout for what is right with people. It engenders good will and is good for business.

### **3. Read The Climate**

Do you have a good reading of the climate of your unit or organization? Can you accurately sense what the emotional atmosphere is? Is it upbeat? Is it energized? Is it down or dejected? Do people seem slightly apprehensive and somewhat cautious in your presence? Can you ask a trusted acolyte if the atmosphere changes when you are away?

### **4. Be Pleasant and Cooperative**

If you are an emergent leader, and working on having a pleasant personality is not a priority for you, consider putting some effort into cultivating this prized quality. It is almost impossible to have executive presence without it. Be cooperative, for example, sharing ideas and shortcuts. This is another example of how mood affects productivity.

### **5. Manage the Emotions of Change**

Be particularly mindful of how you manage emotions if your organization is undergoing change - how you handle emotions during these crucial times can help or hinder the change process. It's a known fact that if the resistance to change is emotional, it is the hardest form of resistance to overcome. As the leader handling a change initiative, don't avoid the emotions that accompany the change process. Set the mood and manage the emotions - or they will manage you.

As the leader, you have in your hand the switch that can control the intensity of engagement of the people who do the work in your organization. It's like being a director in a movie: "The first work of the director is to set a mood so that the actor's work can take place" (William Friedkin, American movie and television director/producer.) A leader's upbeat mood metaphorically oxygenates the blood of followers - it's a transfusion into the corporate arteries. It may be one of the most potent contributions you can make as a leader.

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## Sales Success: The Right Way Around



**By Susanne Biro**

For several years now (seven to be exact) I have been toying with an idea I call "*the right way around*". Let me explain.

Many of us, in our desire to achieve something in business (or in life), drive straight toward our desired target, afraid that if we do not control every aspect of the situation, we will not reach our goal. This is the Type A approach, with which I must say I am intimately familiar. Whether our goal is to achieve a specific sale or reach an overall business objective, the tendency is to focus on it and direct all our thoughts and efforts toward achieving that exact result. This method, however, does not necessarily lead to the results we seek, and, in my experience, I have often found it to be counterproductive to doing so.

In studying what I believe to be truly successful individuals and organizations, I have discovered that they actually employ a radically different approach - an approach which I call "*the right way around*". Instead of driving straight toward results, these individuals and organizations focus their thoughts and efforts in an entirely different way. They focus on what it is *others* want to achieve, placing their attention on their people and their customers! By focusing solely on others, they achieve the success so many of us seek, as a natural by-product of caring more about others.

*"I want you to listen to what your conscience commands you to do and go on to carry it out to the best of your knowledge. Then you will live to see that in the long run - in the long run, I say! - success will follow you precisely because you had forgotten to think of it."*  
- Viktor Frankl, *Man's Search for Meaning*

Of course, this is not a new idea. It is the one espoused by such greats as Dale Carnegie, Viktor Frankl and Tim Sanders. More recently, it has been expressed by Dov Seidman in his book, *HOW: Why HOW We Do Anything Means Everything ... in Business (and in Life)*, and even by Bill Clinton in his recent *Giving: How each of us can change the world*. However, what can be new is your and your organization's ability to live it.

How do you do this?

Consider this -- the thoughts you think matter! People usually have a pretty good idea of what you really think of them. They can feel it. They know when we care about them and their success - and they know when we do not. It is difficult to fake our true intention toward others. We either genuinely think well of our colleagues and clients and care about their success, or we do not. Either way, they know.

*"We can sense how others are feeling towards us. Given a little time,*

*we can always tell when we're being coped with, manipulated, beneath veneers of niceness. And we typically resent it."*

*- Leadership and Self Deception by The Arbinger Institute*

When you approach others with thoughts of what you want to get from them, they know it and will typically resent you for it. They will resist you, avoid you and find ways to not work with you. Perhaps you have noticed this in your business development efforts? Equally, when you think well of others and genuinely care about their success (regardless of what it may mean for you), they also know this. They respond by liking and trusting you, and whenever possible, will seek out ways in which they can work with you. Ah, the beauty of the human element in business! People will always find a way to do business with those with whom they most want to work.

**Questions to consider:**

- Are you in the business of sales or in the business of service?

- What would you do this week if your only goal was to make the people with whom you work most closely more successful?

**Recommended reads:**

- [The Trusted Advisor](#): An invaluable road map to all those who seek to develop truly special relationships with their clients - David H. Maister, Charles H. Green & Robert M. Galford

- [HOW. Why HOW We Do Anything Means Everything ... in Business \(and in Life\)](#) - Dov Seidman

- [Unleashed! Expecting Greatness and Other Secrets to Coaching for Exceptional Performance](#) - Gregg Thompson with Susanne Biro  
(Based upon the program **Sales Leader as Coach**)

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