

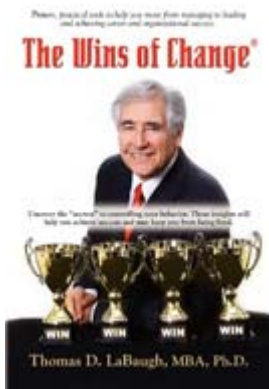
*Proven, practical tools to help you move from managing to leading
and achieving career and organizational success.*

The Wins of Change[®]

Uncover the “secrets” to controlling your behavior. These insights will help you achieve success and may keep you from being fired.



Thomas D. LaBaugh, MBA, Ph.D.



Nearly half of all fired managers are terminated because of bad behavior. While great technically, they don't control their behavior. They act out of instinct or guesswork. The Wins of Change® offers proven, easy-to-learn and apply acronyms, axioms and principles to help managers improve leadership skills. These "secrets" saved the jobs of 100% of our clients about to be fired because of bad behavior. These practical tools help managers think before they act.

The Wins of Change

by Thomas D. LaBaugh MBA PhD

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DEDICATION

I dedicate this work to my loving wife, Sally, for her constant support of its writing and message and her gentle reminders that the lessons here can be helpful to many. Her easy, tactful, but continual encouragement and her firm belief in its content moved the book along to completion. Her contributions of reading, editing, and suggesting improvements, in addition to her moral support, were essential in completing the work.

I also want to express my appreciation to my mom and dad, Helen and Bruce LaBaugh, who, while they have departed this life, continue to remain with me through their many gifts. I am grateful for their continuous support of all of my endeavors...belief in my ability to make a contribution and a difference as well as the drive to persevere when the load is the heaviest. They instilled in me the desire to achieve the unattainable and, in some cases, the impossible. This book is such an achievement. Thank you, Mom and Dad.

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I want to also give thanks to those who provided general guidance on where to go with the manuscript including: Cathy Fyock, Dr. Stanley Frayer, Russ Ditsler, Dr. Robert Taylor, and Michael Duke. Several people agreed to review the manuscript and offered not just editing advice but also perspectives on the content. Also, the book could not have been completed without the special help of some friends and relatives who served as editors. They read the manuscript and made salient suggestions for improvements. My thanks, too, to John Vezeau, Roger Bullard, Sally LaBaugh, Lee Sapata and Bob Lemon for going the extra mile.

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The entire Bullard family, as well as Terri Hudek, also deserve recognition. All encouraged me, through gentle prodding to assure the completion of the work. They not only believed in the concepts but thought the message needed to be sent to managers, and married couples, to improve relationships.

Thomas D. LaBaugh, MBA, Ph.D.

Thanks to Tom Edwards, and the faculty of Kenyon College, for opening the door to academic growth and achievement which forever changed my life.

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Chapter 20: People Support What They Help Create And You Have Much To G.A.I.N.

Brian, the vice president of a private client group of a bank, asked me for advice on how to present the new goals the company had set for his department. His department had achieved a goal of \$1.5 million in new business the previous year. His boss told him the goal for the coming year was three million dollars in new business. My client was sure his team would rebel at such an outrageous demand by senior management.

As we talked, I shared with Brian the concept: “People support what they help create.” I suggested he ask his team members how much new business they thought they could create. Brian was very reluctant. He was sure his staff would shoot for a lower goal. However, Brian decided to take my advice.

At the next meeting of his team, Brian went around the room and asked every staff member how much new business they thought they could generate next year. Brian wrote each number on the board. The total was \$7.2 million. That’s right. More than double what the headquarters had set. And because the team members set their own goal, they would be committed to achieving it.

Dr. Cantor consulted me on how to improve his hiring procedure for support staff. Currently, his office manager put an ad in the paper, sifted through resumes, and picked 10 applicants whom he and the office manager interviewed. He made the final selection.

“Who works most closely with the support staff?” I asked.

“The people in the back office,” Dr. Cantor replied.

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“Who knows the most about these positions? You, the office manager, or the people in the back office?” I asked.

“The people in the back office,” he said.

Realizing where I was heading, Dr. Cantor frowned. “Oh, no, don’t ask me to have them do the hiring.”

But he took a chance, and he took my advice. The office manager placed the ad and selected 10 applicants to be interviewed. The staff from the back office did the interviews and selected the best person. The outcome was great! The back office staff felt obligated to be supportive of the person who got the job since they selected her. If the new employee didn’t work out, it was the responsibility of the staff, not the doctor or the office manager. Another big advantage was relieving Dr. Cantor of an exceptionally time consuming procedure. The final pay off was the acceptance of the job by an excellent candidate. She had several offers but chose Dr. Cantor’s because she had never seen an office where the employees had so much decision-making power. The final achievement? **The Four Wins!**

Gathering input from those closest to the work offers you much to G.A.I.N.

G=Good ideas

Those with whom you work are smart, have gotten to where they are by performing well, have similar values, and usually have the best interest of the organization at heart. They have different experiences and varied backgrounds that may influence you to consider completely different directions to resolve a problem.

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A=Alternatives

Others may point out roadblocks that you can avoid or holes in your ideas that need to be filled to prevent failure or loss.

I=Insight

Discussing your ideas with others can increase your own awareness and understanding of a situation and alert you to potential outcomes of various alternatives. You may learn about political situations that could impact the outcomes of certain directions.

N=New information

Others may have information about the environment, players, budget, business direction, equipment, motivations, and politics that you do not have. This will broaden your understanding of the situation and lead to better decisions, better outcomes, and even **The Four Wins**.

Chapter 24: Keep Communication as Simple as A-B-C

In leadership communication, we want to use simple rules to guide our action. What is simpler than remembering ABC:

A=Acknowledge

B=Bridge

C=Continue

This has application in four major aspects of leadership communication:

1. Daily dialogue – the everyday give and take
2. Inquiry – determining the status of a project or a problem to be solved
3. Responding to questions
4. Handling mistakes – your mistakes

Daily Dialogue:

A=Acknowledge the position of others. When they make a comment, respond in a positive way: “I understand.” or “That makes sense.” or “I see where you are coming from.” or “That’s a good idea.” With follow-up comments like these, you let others know you are listening. You have also acknowledged that their idea or position is a valid one. Also

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you did not dismiss, ignore, or disparage their comment. You have heard it, let them know you heard it, and honored it.

But how can you morally say, “That’s a good idea” when you don’t think it’s a good idea? First, remember that they are a quality, valuable, person and that you want their ideas, their best thinking. Apply the six A’s to get their input. So, when you make a statement like “That’s a good idea,” see yourself as simply *confirming* their perception, of being a good person with great ideas. You are not saying that you *agree*, or support, their idea. You are just confirming their position.

Keep in mind that you want communication to stay open. You don’t want to put other people on the defensive. If you say, “Your idea is worth considering,” you are acknowledging their idea without supporting it. Diplomacy is another avenue to **The Four Wins**.

B=Bridge to your position. You might say something like: “There are some other options.” or “I wonder if we could enhance that idea with . . .” or “Have you considered?” Your goal is to avoid going directly to your point; you are easing into it as you proceed toward **The Four Wins**.

C=Continue by presenting your idea. You might say: “Could we . . .” or “I wonder about looking at . . .” or “What do you think about moving toward . . .” or “What if we take your idea and add . . .” By positively positioning yourself, you eliminate resistance, anger, or bias against your idea. The outcome is a more open dialogue by first soliciting the other person’s input and then adding yours.

Inquiry:

We all need information and updates on the status of things. Too often we are inclined to open with a statement of judgment using words like

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“why.” “Why haven’t you completed this project?” is very judgmental and threatening. Simply using the word “Why” sets a negative tone and can imply that the other person screwed up. Our advice is to remove the word “Why” from your inquiry. Your goal is to keep the conversation focused on inquiry and away from judgment. It moves the dialogue away from our goal of **The Four Wins**.

Once again, use the **ABC’s**:

A=Acknowledge the situation by asking a non-judgmental question with a focus on the facts. Avoid assumptions and negatives. Use phrases such as “What is the status of . . .” or “Can you tell me about . . .” or “What happened with . . .”

By opening with an inquiry, you eliminate the bias of judgment. You might say, “I don’t want to be judgmental here. I just need some information. Can you tell me about . . .”

B=Bridge by interpreting and repeating back what the other person has said shows you are listening actively. Use phrases such as: “So you are saying . . .” or “In other words . . .” or “It looks like you see the situation as ...” The goal is to clarify what the other person is saying and to assure him/her that you understand his/her viewpoint.

C=Continue by soliciting the input of others and adding yours. Use phrases such as “What do you think we should do?” or “What do you believe is fair?” or “What do you see as the answer?” You are applying the principle of “People support what they help create.” Allowing others to help create the solution fulfills their need to make a contribution while also showing a personal interest in them and their ideas.

When Questions Arise:

Don't just answer a question. Again, control your behavior and make the questioner feel good about asking. Use the **ABC's**.

A=Acknowledge by recognizing the question as a good one with a phrase such as: "That's a good question." or "Thanks for bringing that up."

B=Bridge by saying, "I'm sorry I missed that." or "That will help me clarify the point." or "You're thinking ahead of me which is good."

C=Continue by providing the answer.

Remember that other people have similar values to yours and are intent on doing the job right. Their question is meant to clarify and not to diminish your presentation. Accept it as only that; they have a legitimate interest in learning more.

I attended a presentation by the financial aid director of a college about the "ins and outs" of qualifying for student financial aid. When he finished, he asked for questions. One woman in the audience gave a long description of her situation, then asked for advice. The financial aid director responded, "I already covered that." His curt, direct, response was demeaning to the questioner. Unsurprisingly, no one else asked a question.

At an announcement of a plant closing, a distraught woman, making \$9.00/hr, raised a question to the president about reimbursement of \$125 she had just spent on prescription safety glasses. He just shook his head, smirked, and said with an arrogant tone, "I guess we'll have to look into that." When I met with the employees afterward, many mentioned his tone, delivery, and arrogance in response to that

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question. It was important to her, but he did not control his response by affirming that she had a valid inquiry.

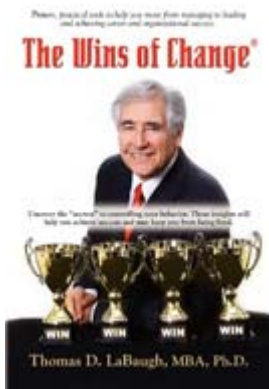
If you are in error or have not completed an assigned task:

You can also use the **ABC's**.

A=Apologize by simply stating your chagrin that you either did not perform or did not meet expectations. Use phrases such as: "I am sorry." or "I apologize."

B=Bridge by stating what happened or rationalizing the situation with a statement such as: "I wanted to complete the task but . . ." or "I thought I had all the information, but apparently I missed something."

C=Continue by describing the steps you will take to rectify the situation.



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