

ANDROS

ANDROS CONSULTANTS LIMITED

How do you rate as a Coach?

Here are five points for your consideration. Respond to each and then consider how your position relates to vanguard thinking on issues of this type.

On a nine-point scale, how would you rate yourself on the following 'hypotheses'?

1. *Temperament and Attitude are critical elements in managerial effectiveness.*

Disagree 0 1 2 3 4 5 6 7 8 9 Agree

2. *People who understand a problem fully will always take necessary action.*

Disagree 0 1 2 3 4 5 6 7 8 9 Agree

3. *The key to behavioral change is to get others to think the same way you do.*

Disagree 0 1 2 3 4 5 6 7 8 9 Agree

4. *The best results are achieved when everyone follows the same action steps.*

Disagree 0 1 2 3 4 5 6 7 8 9 Agree

5. *Conformities in perspective are important factors in stabilizing culture.*

Disagree 0 1 2 3 4 5 6 7 8 9 Agree

As always, we're available for a discussion with no obligation, and who knows - between us we could find a constructive solution to this vexing problem.

Find an immediate response below!

Responses and Discussion

- Point 1 -** *A response between 4 and 6 would be optimal for this item.*
Temperament is a composite of all the habitual coping behaviors acquired over a lifetime. Coping behaviors are complex and deeply entrenched in many cases, so are hard to change - but not impossible. Attitude is a product of current perspectives - the way we see things.
- Attitudes are based on values but responsive to accepted consequences. The main contribution of both Temperament and Attitude is 'default behaviors' - which happen when the behavioral response is not a consciously considered one - in other words, 'habit'.
- If we seek the comfort of habitual behaviors because we are unaware of, or under-estimate, potentially serious **consequences**, we make no substantial changes. Even if we are aware of the need for significant change, we may still need help to change some deep-seated habits in order to become more effective.
- Point 2 -** *Your response should be in the first half of the scale - 2 to 5.*
Understanding is a function of intellect. Intellect does not drive behaviors, this is the role of **emotions**. We all know that we should eat properly, exercise regularly and practice financial prudence. Few of us are as successful in these areas as we ought to be.
- Until an individual experiences some emotional reaction, be it excitement, anticipation, anxiety or fear, for example, (s)he will have no strong motivation to attempt change. Some changes require much effort and/or risk, so the associated emotions and motivations* to initiate and persist with needed changes have to be strong too. (* Note how similar these words are!)
- Point 3 -** *A 'disagreement' response, between 1 and 4, would be best here.*
Business organizations are formed to harness and capitalize on the combined and interactive strengths of a number of different persons. This results in **synergy**, and it translates into a 'winning edge'.
- Entrepreneurs can use a common perspective as a focusing device to get a new concept / product off the ground, but even they need to identify and embrace constructive dissent as the business grows.
- We have to be united in our Business Objectives, while our individual goals, standards and strategies could, and perhaps should, be different. It's through these smaller scale differences that we find proper depth and richness in the quality of our operating stratagems.

Responses and Discussion (cont'd)

Point 4 - *The best response for this item is to disagree - 0 to 2 on the scale.*
While there are a very few areas where we need Standard Operating Procedures, the real need is for sensitive and considered response to market demand. A balance is desirable to preserve the investment of resources and to avoid constant disruptions, but business success is achieved mainly at the 'moment of truth' - where the customer makes initial contact. All other effort is wasteful and counter-productive.

To ensure sensitive and intelligent responses at the front line, full **commitment** to Objectives, Goals and Standards by every person in the organization is essential. Mere compliance will not work!
Business Objectives have to be agreed up-front, and operating guidelines, to husband resources and avoid irregular / disruptive events, need to be negotiated, monitored and reviewed.

Point 5 - *You would best answer in the mid-range on this point - 3 through 6.*
To maximize results you will need **contribution** - the 'most of the best' that any person can offer. Effective contribution means a common ownership of end results, the fullest level of commitment, an unqualified acceptance of the value of synergistic effort, a resilient investment of positive emotions, all based on a continuing desire to be the best that one can be.

Conformity in 'end results' and 'fundamental values' are essential; in all other areas conformity can be a hindrance. Cooperation, collaboration centering on differences, and even constructive conflict can be more valuable tools to get the job done successfully.

In the last analysis, culture follows events, it doesn't lead them. It's the personality of the Company, which will always attempt to be a stabilizing influence, and thus one which could impede needed changes. Designing contributions that work for the individual, within an emerging organizational context, is the prime role of the true business leader.