



## Credenzaware or Useful Plan? By Kristin Arnold

For the past few months, I have been facilitating several strategic planning efforts and I am loathe to create an enormous strategy document that no one ever reads – or refers to again. It simply becomes “credenzaware” – sitting untouched, but proudly displayed on the bookshelf or edge of the credenza.

Your strategy should be *leading* your efforts and not considered to be an afterthought, (oh, one of these days, *Olympe*!) so you can't bury it along with the rest of your paperwork. It has to be prominently displayed – a reminder that each day, week, month, and quarter, you should be advancing the strategy forward.

One Page Plan (as of month/year)				
Strategic Objectives (What are we doing?)	Key Objectives (What are we doing?)	Implementation Strategies (How are we going to do this?)	Metrics (How are we going to measure success?)	Champion (Who is responsible?)

I took a cue from Verne Harnish's book, *The Rockefeller Habits* where he advocates a one-page plan. As I facilitate the strategic planning team through the strategic planning process, I ultimately steer them toward building a one-page plan that consists of:

- The mission
- Their vision
- Their values
- The 3-5 strategic initiatives that will significantly propel the organization toward the desired future
- The implementation strategies for each strategic initiative – the “how” we are going to accomplish the initiative
- The measurable goals and metrics for each initiative
- The champion (who makes sure progress will be made) (*cont'd on p.2*)

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## March 12 Webinar

### 7 Success Strategies for Geographically Dispersed or “Virtual” Teams

Virtual teams who are geographically dispersed have unique challenges that are different than teams who operate out of the same location. In this webinar professional facilitator, Kristin Arnold, will highlight these unique challenges as well as provide seven practical success strategies on how to mitigate their impact.

If you lead a virtual team or are part of a team that is NOT based in the same location, this webinar is for you!

Register on our website for this *free* 45-minute webinar being held on Thursday, March 12, 2015 at 12 noon Eastern or register at <http://bit.ly/zeQbIY>



## The Chief Reputation Officer By Joseph Sherren

In this complex, digital and global business world, everything is publicly broadcasted instantaneously. Every CEO needs to be aware of how their actions, words and behaviors impact the marketplace. They must not only be transparent in their communications, but ensure that they give a positive first impression.

Social media exaggerates the above, as it's often the channel through which an executive communicates the first impression. The online message needs to be congruent with the values of the organization and received in the manner that was intended. Reputation management will soon become a major priority for every leader.

Perhaps it is time for a new position in the executive suite – CRO (Chief Reputation Officer). Nowadays, every leader **1** (*cont'd on p.2*)

## Credenzaware or Useful Plan? *(cont'd from p. 1)*

for each initiative. (You can download a template [here](#) and see a video description of how I use it [here](#).)

When you keep your one-page plan visible and accessible, you have a higher probability of making forward progress toward the plan!

For example, when I do my weekly planning I ask myself, "What's the one thing I am going to do in each strategic initiative that will move us one step closer to our desired future?" I then schedule those items as an appointment with myself. (Non-discretionary times/appointments are harder to move than just putting it on your "to do" list!)

Each day, when I do my daily planning, I ask, "What's the one thing I am going to do *today* that will move us one step closer to our desired future?"

It's no longer credenzaware. It becomes a living document that helps guide our actions to achieve that desired future.

## Chief Reputation Officer *(cont'd from p. 1)*

needs to be managed similar to a rock star, Hollywood celebrity or politician.

Many companies task the Corporate Communications Officer (CCO) to handle what the message is and how it is delivered to stakeholders. The CCO reports directly to the CEO and creates a team to help mitigate your risk of reputation exposure.

**Executive Coach.** Many receive (discrete) support from an experienced coach who will guide and support you and tell you the truth, even about your weaknesses.

**Mastermind Group.** A senior executive should never confide in another staff member in the same organization. A better alternative is to join a mastermind group or engage in peer mentoring with another trusted executive.

**Speechwriter.** To avoid being quoted incorrectly, an executive in the public arena should employ a professional speechwriter. Not only do they give speeches to employees, but also to community groups, other business leaders, politicians, customers and suppliers. The speech writer must keep the leader natural, but bring out their best

when articulating positions.

**Social Media.** Communication is now technical and instantaneous, so a social media guru is an absolute necessity in today's wired world. Don't delegate this role to a low level employee who tweets boring, bland blog posts. This is a sure way to turn off the next generation of customers, employees and partners.

**Crisis PR.** Most executives are juggling numerous big issues, both corporate and personal, that can distract critical thinking during a crisis because it can often be emotional. A Crisis PR specialist who has experience in damage control is a necessary ally.

**Image Specialist.** Today's CEO must not only be good and do good, they need to look good. A personal image specialist is necessary to support the most important job in any company. This person is responsible to ensure the boss dresses appropriately and depicts an image that is in alignment with the corporate values.

When you bring a team together with the appropriate talents, you can protect your **2** reputation.

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A newsletter designed to facilitate discussion and share tips and techniques to help your teams to be extraordinary.

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The Extraordinary Team newsletter is a quarterly publication distributed to clients, friends and partners of Quality Process Consultants, Inc. Ethos Enterprises, Inc. Gateway Leadership, Inc.

Articles are welcome and encouraged. We would sincerely like to know what you are doing.

The Extraordinary Team makes meetings more engaging, interactive and collaborative.

- ◆ High Stakes Meeting Facilitation
- ◆ Team Training & Consulting
- ◆ Main Stage Conversationalist
- ◆ Author & Expert on Teams
- ◆ Expert on Critical Thinking

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## What's New at QPC, Inc. – The Extraordinary Team

We just returned from doing our strategic planning in Palm Beach, FL and then off to Coral Gables, FL to chair the CSP/CPAE Summit for the National Speakers Association.

The Summit is a peer-to-peer “mastermind” of 80 top-tier speakers within NSA. It started with a “regiception” (a mix of registration and reception – ‘cause all we want to do for the first hour is to check in with each other! roundtable conversations, panel discussions, and rapid-fire problem solving sessions. Since I help many associations conduct these kinds of facilitated events, designing and emceeing this Summit was right up my alley!

So what's on our horizon for 2015? Both of us are doing some major website revisions and marketing some new programs we've created. Kristin has been presenting her program on critical thinking titled “What Were You Thinking?” to the Chief Executive Network and Aramark Complete Purchasing Services. Rave reviews followed and it keeps getting better!

Joe has been putting a lot of energy into his newest talk: “E-N-E-R-G-Y” (get it? Pun intended). He also gave a speech to the UPEI Business Entrepreneurial Program on the “Four Most Important Decisions You'll Ever Make in Your Life.” It created quite a buzz and he's creating a program around that.

This is our 20<sup>th</sup> year publishing this newsletter and we haven't changed the format much in those 20 years! So next quarter, you'll be seeing a “new” newsletter! If you have any ideas for improvement, we'd love to hear from you.

We are looking forward to an amazing year and hope you achieve your goals in 2015.

**Kristin & Joe**

### Where are We?

Kristin & Joe can be seen at the following public events:

#### February

*Atlanta, GA:* Chief Executive Network

#### March

*Toronto, ON:* York University: Leadership Through Teambuilding  
*Scottsdale, AZ:* Virtual Teams Webinar

#### April

*Indianapolis, IN:* Smart Manufacturing Summit  
*Chicago, IL:* Chief Executive Network  
*Santa Barbara, CA:* Chief Executive Network  
*Toronto, ON:* York University: Successfully Managing People  
*Toronto, ON:* York University: Supply Chain Logistics & Management  
*Toronto, ON:* York University: Sales Leadership

#### May

*Tehran, Iran:* American Liberty University: Sales & Marketing EMBA  
*Toronto, ON:* York University: Successfully Managing People



## Practical Team Activities: Personality Poker



My good friend and National Speaker Association (NSA) colleague Steven Shapiro uses a team activity called “Personality Poker” to demonstrate different approaches to innovation (his strong suit!). It works just as well with teams – workplace teams, civic/community teams, sports teams, church groups – basically any time you bring a group of people together to achieve a common outcome.

Personality Poker is a game that uses specially created playing cards. Each card has a suit, color, number and a word that describes particular behaviors such as “creative,” “analytical,” “organized” and “empathetic.” There are 52 cards with 52 different words.

The goal is to trade cards with others so that you end up with 5 cards where the words best describe how you see yourself. You can also have others “gift” you cards so you can see how others perceive you. (Clever!)

Based on the suits, colors and numbers in your hand, you will discover:

- Your preferred style and your blind spots
- The people you need to complement your hand...yet most likely avoid
- What is missing from your team that is limiting innovation and success

And it's fun! You can watch a video of Steve using Personality Poker in a large group as well as ordering information. Just go to [www.PersonalityPoker.net](http://www.PersonalityPoker.net).

(P.S. This is not a paid plug – er, advertisement.

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Just sharing a great idea. Enjoy!)

## From the Bookshelf

My mother casually mentioned that her latest book club selection was an interesting book about how the U.S. rowing team came together to win Olympic Gold in Berlin in 1936.

I had never heard of *Boys in the Boat* by Daniel James Brown, a New York Times Bestseller (I must be living under a rock) and immediately bought and devoured it.

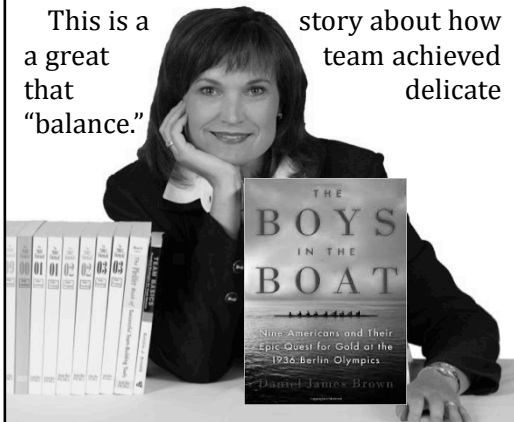
It's a biographic tale based on historical facts and the memories of one of the crew, Joe Rantz (who the author interviewed extensively).

I think the author took great pains to weave a compelling story with the turmoil of the era – and, as such, the story limps along at times.

BUT, the overarching description of bringing the team together is classic and there is much to be learned here. (No surprise, it is slated to become a movie soon.)

I love this description: “Even as rowers must subsume their often fierce sense of independence and self-reliance, at the same time they must hold true to their individuality, their unique capabilities as oarsmen or oarswomen or, for that matter, as human beings. Even if they could, few rowing coaches would simply clone their biggest, strongest, smartest and most capable rowers. Crew races are not won by clones. They are won by crews, and great crews are carefully balanced blends of both physical abilities and personality types.”

This is a story about how a great team achieved that delicate “balance.”



## The Perils of People Watching

I love to watch people...at the airport, in the park, at the shopping mall. I often notice what they are saying or doing, and then speculate on a possible story about why they are saying or doing that specific thing. And then I force myself to come up with an alternative story.

Why? Because my first interpretation has a likely probability to be wrong! As a facilitator, it's vitally important that I observe what is going on in the team dynamic and resist jumping to a faulty conclusion about what is happening.

It's really all about what you “notice” and what you “imagine” – and more often than not, you have an active imagination!

I was first introduced to this concept by my good friend and colleague Steven Gaffney in his book, *Just Be Honest*. In his workshops, he pairs up participants and asks them to take turns sharing what they notice and what they imagine about their partner.

Although all that we can essentially notice about someone is his or her appearance, actions and words, we can imagine so much more. During the workshop, the conversation might go like this:

“I notice that you wear glasses. I imagine you need them for seeing.”

The other person might say, “I notice that you're not wearing a wedding ring on your finger. I imagine that you're not married.”

We have the participants do this for a full five minutes without giving any feedback indicating whether their partners are right or wrong about their imaginations! Here are the key learning points:

- 1) It's tougher than they thought. Most people are not used to verbally sharing what they notice and imagine (unless you happen to be of the clan “Candor” in the Divergent book series).
- 2) It's frustrating not to be able to give feedback. However, you rarely have a chance to give or hear feedback in life.
- 3) They tend to stick to “safe” items that won't ruffle any feathers.

We then ask the group to estimate the percentage of time their partners' imaginations were correct. It usually averages about 80%.

If we are 80% correct in our imaginations during this “safe” exercise, we are much less accurate in the real world. In life, it probably decreases to 50%. At least half the time we are wrong!

Consider how often other people are wrong about you. If they are wrong about you, you are probably wrong about them, as well.

Who doesn't love to be right? In fact, we tend to search for things to validate what we are surmising, often missing clues that may point in the opposite direction. To make matters worse, we tend to remember only the times that we are right and conveniently forget the times that we are wrong.

## Quote of the Quarter

“When someone does something good, applaud!  
You will make two people happy.”

Samuel Goldwyn  
Hollywood Movie Mogul