

When ***Everything***
is Important,
Nothing is Important

Establishing Organizational Priorities

Presented by:

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Agenda

- Two Confessions
- Three Problems
- Five Challenges
- One Recommendation

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Problem #1

**As leaders, it is dangerous
to rely solely on our own
perceptions of reality**

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on our own perceptions of reality**

Why?

- We each see the world differently

The Power of a Paradigm

Par.a.digm

A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality for the community that shares them, especially in an intellectual discipline.

i.e., the way we “see” the world

The Power of a Paradigm



Problem #1

As leaders, it is dangerous to rely solely on our own perceptions of reality

Why?

- We each see the world differently
- We often need help to identify a “third alternative”

A “Third Alternative”

Too many business problems become “false dilemmas” – a tug of war between two parties or two viewpoints.

Too many leaders fail to look for the “third alternative” that derives from everyone’s viewpoint.

Problem #2

**For many of us, urgency
trumps importance**

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**For many of us, urgency
trumps importance**

Why?

- **We're addicted to adrenaline**

The Urgency Index[©]

A simple 16 question self-test

From

“First Things First”

Stephen R. Covey

A. Roger Merrill

Rebecca R. Merrill

1994

The Urgency Index[©]

- 3. I'm often frustrated by the slowness of people and things around me. I hate to wait or stand in line.
- 12. I assume people will naturally understand if I have to disappoint them or let things go in order to handle a crisis.
- 14. I often eat lunch or other meals while I work.

Never

Sometimes

Always



Problem #2

**For many of us, urgency
trumps importance**

Why?

- We're addicted to adrenaline
- We don't manage time and priorities effectively

Time Management Matrix[®]

Urgent

Not Urgent

Important
Not Important

<p>I</p> <ul style="list-style-type: none">• Crises• Pressing problems• Deadline-driven projects, meetings, preparations	<p>II</p> <ul style="list-style-type: none">• Preparation• Prevention• Values clarification• Planning• Relationship building• Empowerment
<p>III</p> <ul style="list-style-type: none">• Interruptions, some phone calls• Some mail, some reports• Some meetings• Many pressing matters• Many popular activities	<p>IV</p> <ul style="list-style-type: none">• Trivia, busywork• Junk mail• Some phone calls• Time wasters• “Escape” activities

The Key Quadrant

Urgent

Not Urgent

Important
Not Important

I	II <ul style="list-style-type: none">• Preparation• Prevention• Values clarification• Planning• Relationship building• Empowerment
III	IV

Problem #3

Effective leadership
is rare

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**Effective leadership
is rare**

Why?

- Results are the only measure of leadership effectiveness
- Too often, we don't deliver on our promises

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5 Leadership Challenges

S - Shaping Strategy

P - Prioritizing Actions

E - Empowering Others

E - Embracing Change

D - Driving Execution

5 Leadership Challenges

S - Shaping Strategy

Providing direction, focusing efforts and ensuring consistency across your organization

Shaping Strategy

Environmental Scan

Strategic Priorities

SWOT Analysis



"The Plan"

(a description of a better tomorrow)

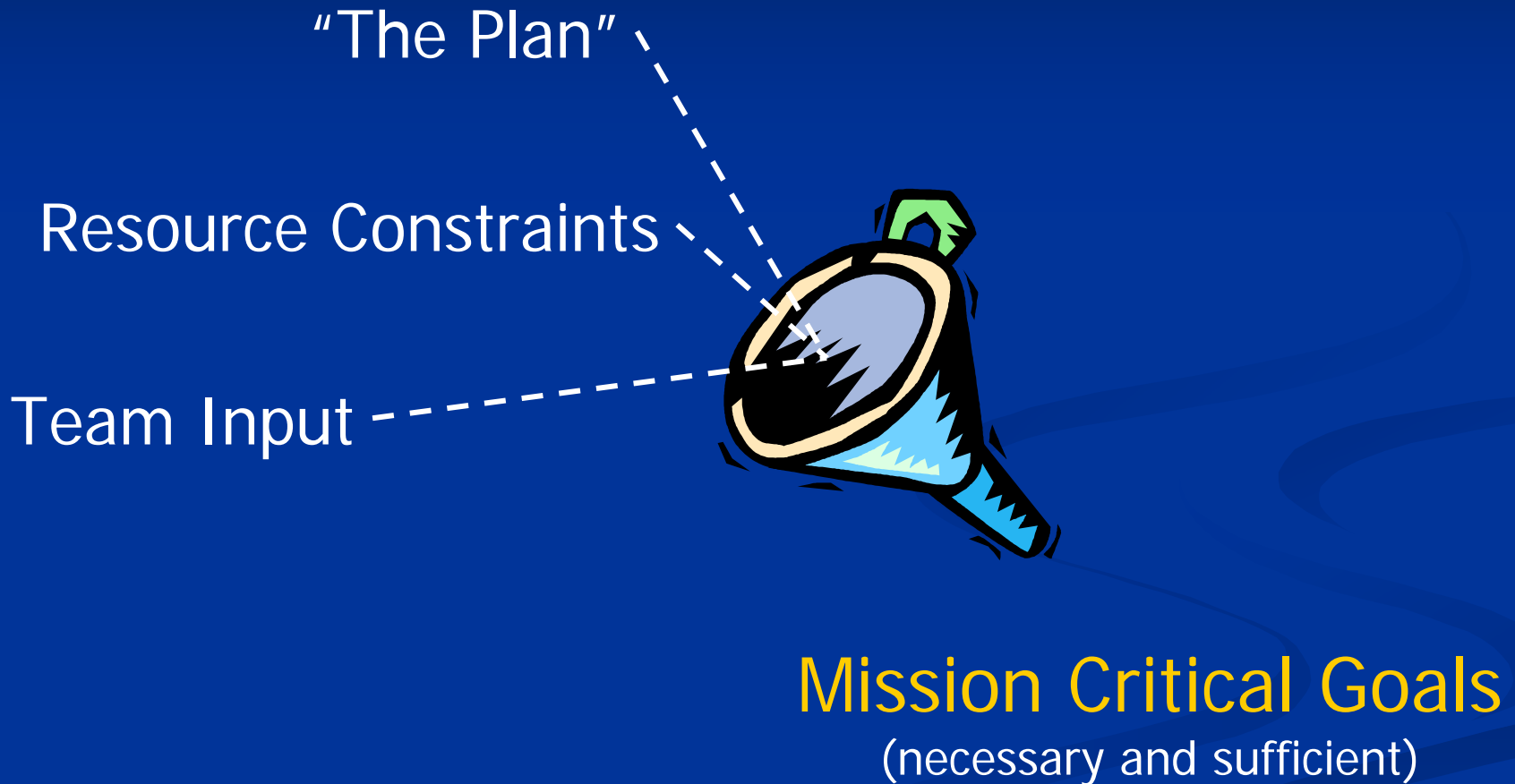
5 Leadership Challenges

S - Shaping Strategy

P - Prioritizing Actions

Aligning activities that are both necessary and sufficient to accomplish your organization's strategic objectives

Prioritizing Actions



5 Leadership Challenges

S - Shaping Strategy

P - Prioritizing Actions

E - Empowering Others

Instilling in others the belief that they can make a difference within your organization – and celebrating their successes

Empowering Others

Mission Critical Goals

Resource Constraints

Team Input



Goal Clarity

(organizational scoreboard)

5 Leadership Challenges

S Understanding and managing
Developmental, Transitional
P and/or Transformational
change

E - Empowering Others

E - Embracing Change

Embracing Change

Organizational Scoreboard

Situational Leadership

Awareness



"The Mindset of the Seeker"
(looking around corners)

5 Leadership Challenges

S - Shaping Strategy

P

E

E

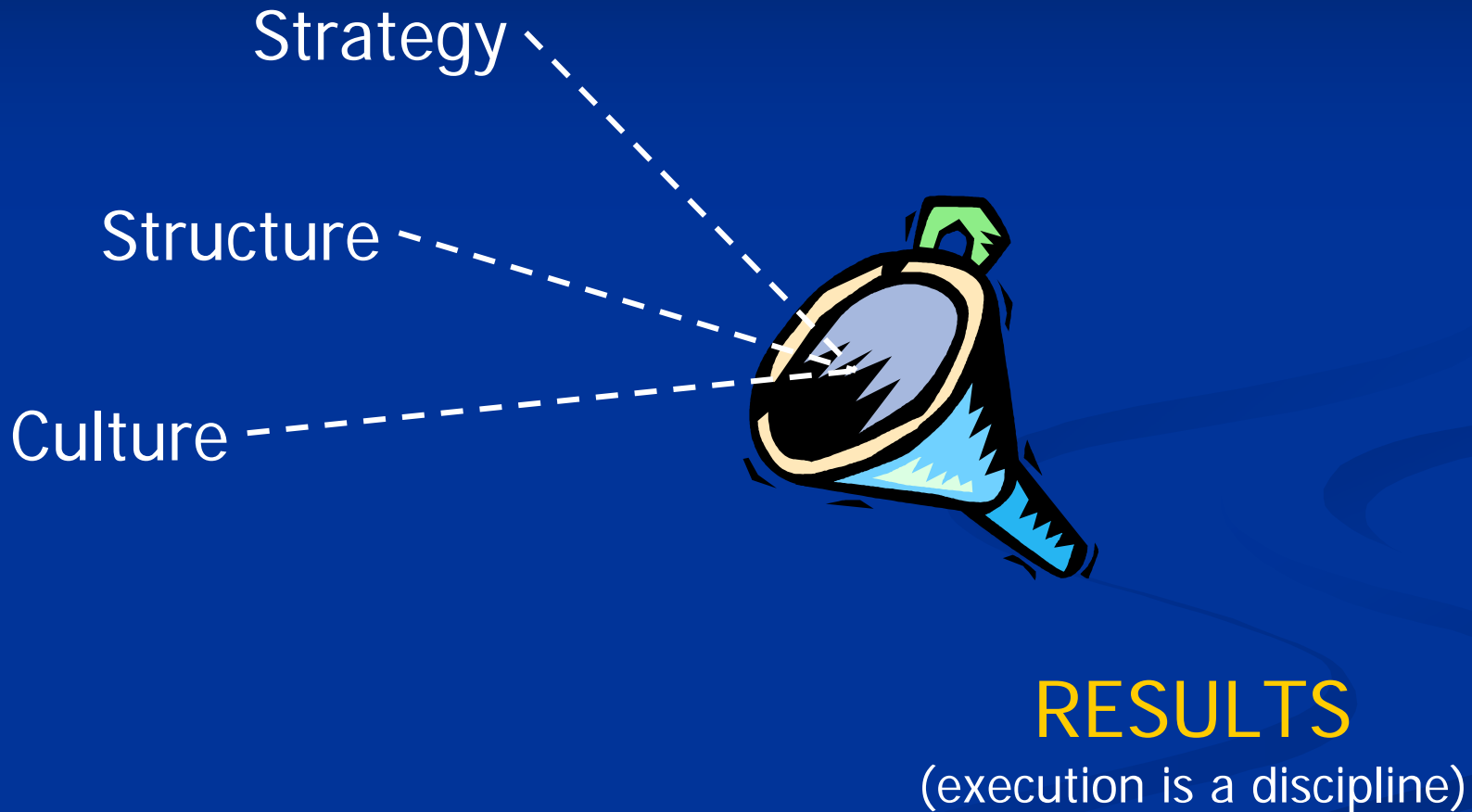
D

Avoiding the trap that snares 70% of all companies – failing to implement their strategies and action plans

Implementing Change

D - Driving Execution

Driving Execution



These are **YOUR** Responsibility

S - Shaping Strategy

P - Prioritizing Actions

E - Empowering Others

E - Embracing Change

D - Driving Execution

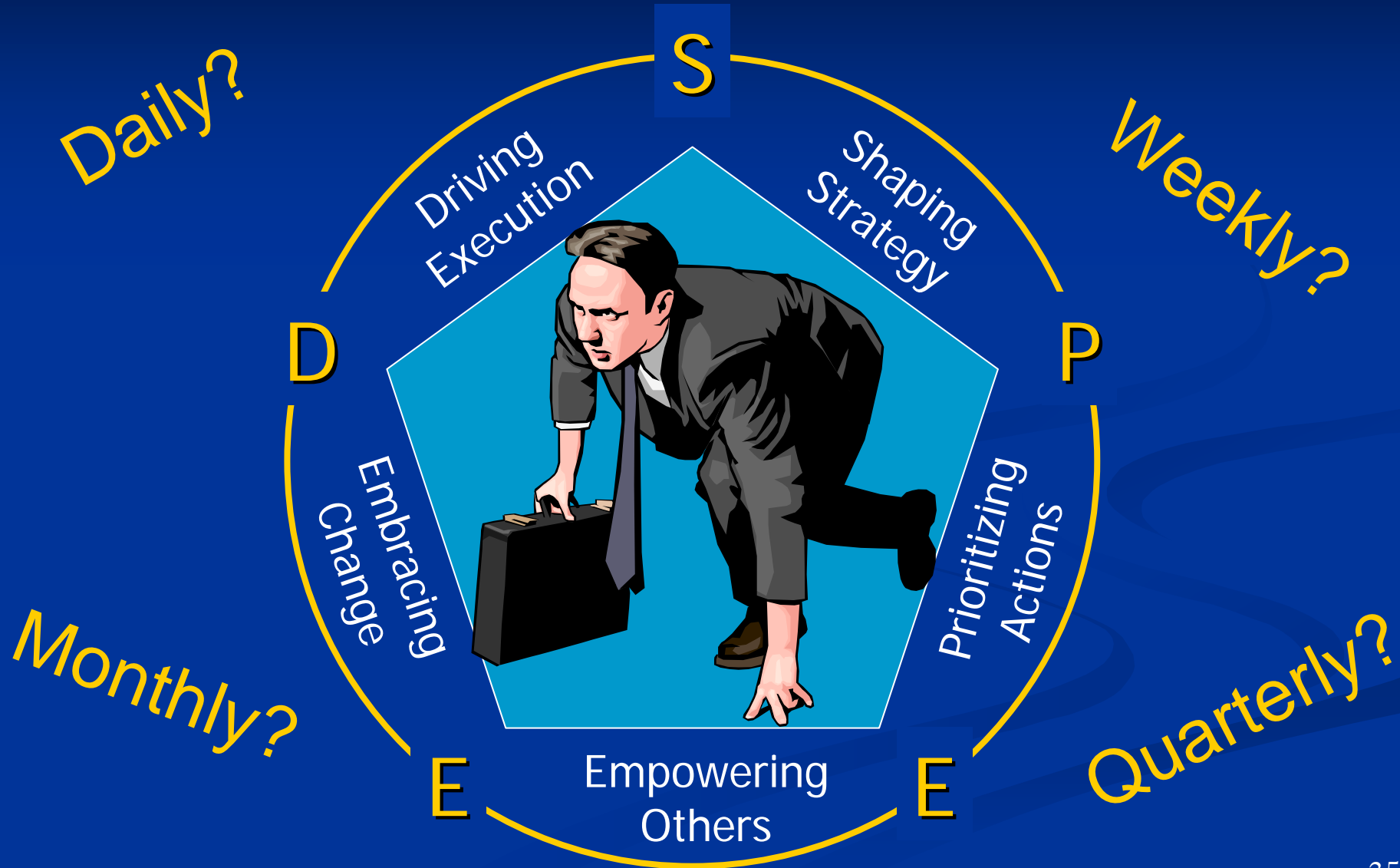
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Recommendation

- Effective leadership demands that *actual results* be consistent with *promised results*, so...
- ...use your power to “set the agenda” to implement the *S P E E D* Cycle at your organization
- Sequence through all five leadership challenges, in order, as frequently as your situation demands

Meeting the Leadership Challenge



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