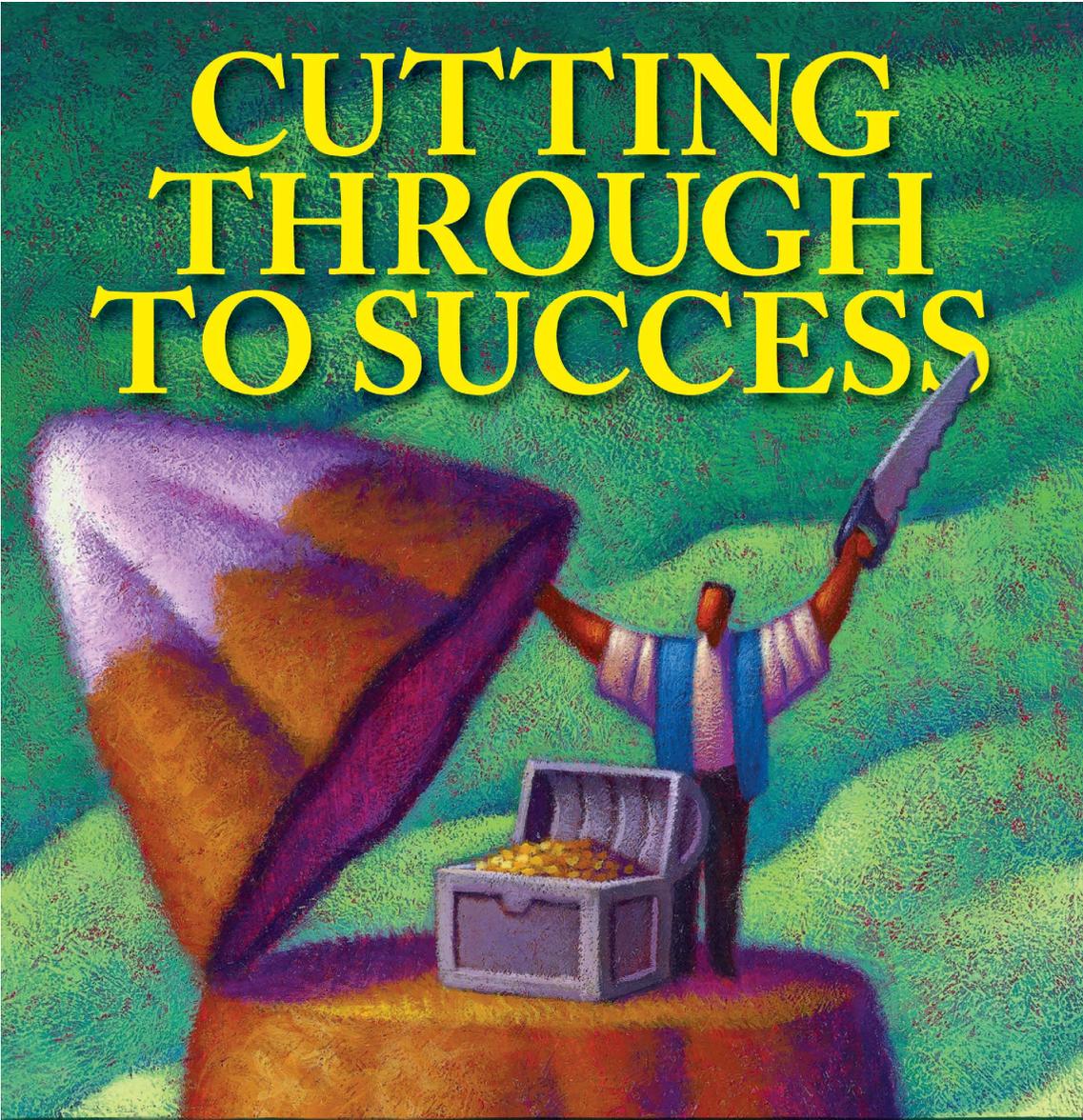


# CUTTING THROUGH TO SUCCESS

A vibrant, textured illustration. At the top, the title 'CUTTING THROUGH TO SUCCESS' is written in large, bold, yellow capital letters. Below the title, a person with a blue and white striped shirt and dark pants stands on a brown, cylindrical pedestal. The person is holding a large, purple-handled saw aloft in their right hand. In front of them, on the pedestal, is an open treasure chest filled with gold coins. The background is a mix of green and blue textured brushstrokes.

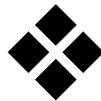
**LEARNING FOR THE  
LEADER INSIDE OF YOU**  
SECOND EDITION

**Deborah R. Monroe**

**CUTTING  
THROUGH  
TO SUCCESS**

**Second Edition**

# CUTTING THROUGH TO SUCCESS



**Second Edition**

LEARNING  
FOR THE LEADER  
INSIDE OF YOU!

**DEBORAH R. MONROE**

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# BLADE #8

## LET GO AND DELEGATE

*"Carve your name on hearts and not on marble." ~ Charles Spurgeon*

There are so many reasons that we keep our work close to our chest. When I say close to our chest, I mean, holding on by means of control or the inability to delegate. In emotional intelligence terms we measure this in levels of adaptability and flexibility. Over the many years of coaching people who have “suffered” under this controlling aspect of their personality and those that have suffered under them, I want us to explore the some of the reasons why we create this environment either willingly or by default. It is of utmost importance that you understand that all humans have the same needs. We simply have developed different strategies to handle those needs and to meet them.

We are so controlling and therefore become overwhelmed with the amount of work that we must do because we refuse to delegate even the simplest of tasks. The unfortunate result of that type of action is that I have found that managers and executives find themselves doing 80% operational work and limiting their ability to think and act strategically to 20% of their time. In these types of positions we need the advantage of having more time to build our organizations with at least 60% strategic concentration and 40% operational attention. But how do we offload that work and maintain sanity?

**Steven** represents a multitude of people that I have worked with over the years. They were either in the office next door or on the phone with me being coached. Steven has the tendency to tell people what to do. And usually, it is done with a firm, no nonsense tone of voice that is demanding and cool. Steven doesn't really care about how you feel about the task being assigned to you. He doesn't really look at you as a human being; he looks at you as a “human-doing”. We are here to get a job done and do it well. He is not really liked for being himself, rather Steven is feared and bowed down to...probably “yes'ed” to death. Disaster in his organization is lurking below the surface. His employees are not committed, they are more like slaves of the paycheck, biding their time until another opportunity arises that will free them from Steven's chains and give them a greater opportunity to be creative, be listened to and valued.

Where does this need to control come from? Where does the need to have our hands in every piece of the pie come from? How can we really expect to get anything done if we are so desperate to control every aspect of the business? With attitudes like this, we end up being operational, in every aspect. We give ourselves no space to think about the future with our fingerprints all over the present. How then can you be strategic, which is what they pay you to do?

Let's dive a little more into the depth of control. Steven controls because he doesn't want to look bad to his superiors. He wants to make sure that all his "ducks" are in a row. He does not want to be caught off guard and embarrassed. So, he has to make sure that everything around him supports his agenda and keeps him off the hot seat. He barks his orders, throws looks of disdain at his peers and direct reports and basically makes everyone's life miserable...but he doesn't care because he is getting the job done right! Or so he thinks!

It is really important to know that behavior is driven by your emotions. When someone acts out, there is an emotion in the background pushing that behavior.

It is also very important, to realize that emotions are driven by needs. Meaning, emotions of joy and contentment are driven by met needs; emotions of fear, anger, hurt, and the like are driven by un-met needs.

I speak for myself first, knowing that I have indeed been challenged in this area in my past and sometimes present. I admit this with no shame, as I have learned to understand why I fall into this pattern and then understood with enough self-awareness that I need to check myself if I am not to fall back into old patterns of behavior.

The early rigidity of my personality came handed down from my neural architects, namely parental influence. In my early twenties I completed a Myers Briggs personality analysis and mostly scored a high "J" (judging), which was surprising to me as I had always been the opposite. The "J" person chooses closure and everything needs to be in its proper place. J's are settled, decided, fixed, plan ahead, and structured. I say this to give you a little greater understanding of what I "suffer" with! Two of my family members are high "P's" (perceiving). That means they are very flexible, open, spontaneous and unstructured, which drives "J's" crazy! Instead of being driven crazy, I pursue peace and growth and therefore, I have to add more "perceiving" into my own person in order to keep aligned and thriving in the relationship. In laymen's terms, I need to pick my battles and let the rest go!

Many years ago, I was in charge of administrating a cassette tape ministry. I would take the orders, count the money, create the labels, copy the tapes, categorize and use my library science skills to make sure that the catalog of master tapes were all numbered and ordered correctly and put into correct place on the wall mounted storage rack. It would be late in the evening before I began filling orders. Each order would take about 7 minutes to copy, label, box and address. I found myself totally unable to leave the "tape room" until every order was complete and all things were put back in their proper place. Even if someone ran to me yelling that the building was burning down, I would not leave my post. I think that was one of the first times I had a self-actualization. I was being "controlled" by this obsessive desire to have everything in order. Why? I only guessed that everything else was so stressful and out of place in my life at the time, that this is the only time I felt in control and safe.

So here are some observations as to why we choose to control and over structure projects, relationships and life. It is helpful to know them, yet it does not help us to change. We will explore how to change this behavior later in this section:

I control or over structure things because:

- 🔪 I want to be seen as the “go-to” guy/gal
- 🔪 I want to look “competent” to my managers and those around me
- 🔪 If you want something done right you need to do it yourself
- 🔪 I don’t trust others (my team, my relationship)
- 🔪 I don’t know how to be any other way
- 🔪 I don’t want to be ashamed or embarrassed by other’s mistakes representing me?
- 🔪 Everything else around me is out of control. I can control this area
- 🔪 I don’t want to make mistakes and show that I am vulnerable or weak

Most of these are *fear*-based behaviors. Fear of failure, fear of shame, fear of looking stupid, fear that someone else will be more successful, fear of being fired, fear that I will not keep the respect of others and lastly, fear of not having my needs met.

Not having needs met is a big motivator for all of humanity. So in order to meet those needs, we will in essence make sure to manipulate situations, control outcomes and in every way, make sure that we are not left making the mistakes that could be the motivators that create growth within us. Although uncomfortable, allowing ourselves to make mistakes is one of the greatest opportunities for us to learn. There is no shame in that at all!

**Lawrence** was a director that I worked with. His company came to me wanting to change his behavior of control. Their observation was that he was so controlling and so unwilling to be flexible in the changing times of the company that he needed to change or they would have to let him go. After his 360 assessment was done, it revealed that one of his lowest competencies was adaptability/flexibility, which in this case was hurting him and his entire organization. Lawrence and I had a heart to heart. I asked him why he felt he needed to control everything in his path. The answer came as a revelation to him. He had started at the company 20 years before, when he felt that he did not know anything. In order to cover the insecurity that people would find out that he didn’t know anything he began to bark orders and control what could have been chaos around him.

I asked Lawrence if, after 20 years, he felt that he currently knew what he was doing. His answer was “Of course! I know this business inside and out!” So the realization came, now he *did* know the business, processes, and products, why was he still using a pattern of behavior that he had employed 20 years before when he didn’t feel as confident? Lawrence did not have to protect that vulnerable part of himself any longer. He was an expert using a tactic of a novice because of conditioning. I heard the coin drop in Lawrence’s head. He got it! That was when we began to explore the reason why he chose to keep that pattern of behavior and unravel the ropes that had entangled him and kept him bound to react the same way every time.

If you do not consider yourself a control-freak, ask someone to give you honest feedback about the subject. Know and remember that if your response is an emotion of defensiveness, then there may be something there that you honestly want to review within yourself. If you are ultimately very flexible and adaptable, we all know that there is always room for improvement, growth and greater understanding that will create a more productive life and work place. So dig in to this section just as deeply as someone who does struggle with the need to control.

## Trust

With all of us who tend towards control one of the factors of “why” we do this is because we do not trust. We do not trust our partner, our bosses or perhaps even the people on our teams. They may have even proven us correct to not trust them.

We all come to the table with one of two levels of trust; natural trust or trust that needs to be earned. My father was one who had a point structure of trust. If I did something to earn his trust, I got two points. If I did something to disappoint that trust, I lost two points. Whether or not that was helpful to me, I saw his perspective and what was important to him. I am not sure how that has affected the way that I perceive trusting those around me, yet I can tell you that I don't use the measuring system!

I know that it is important to have a hard look at why we do or do not trust. I could say that hurt and fear are the emotions that rise to the top. Judgments and perceptions of how people treat us rise to the top of the pile in our minds. Experiences of the past and betrayal are big devourers of what is in the trust bucket.

On a personal note, one of my relationships of the past is an interesting case study along those lines. **Daniel** (name changed, obviously), and I entered into a relationship. His past woes' and experiences in relationships sited that all his other girlfriends cheated on him and were sneaky. He was convinced that every woman would do the same thing. Since I was always on the road and traveling a great deal, the opportunity for me to engage in that type of “hurtful” behavior was clearly possible in his mind. I could say for myself that engaging in that type of behavior was not part of my value and belief system. It wasn't until Daniel really knew my heart and my intention that he admittedly realized he was safe from harm. There was no question that it would ever be a problem.

**Ryan**, the CEO of an organization I worked with, the same type of trust issue came into play. I started to receive numerous calls about a client that Ryan wanted me to sell more products to; more of his products. I felt the pressure in his voice every time we spoke on the phone. He wanted to invite himself to the client site to help me convince the client that they needed more. The situation was very precarious to begin with because the client was in the middle of big organization restructuring, my main contacts where in flux and there was no knowing what the outcome would be. Still Ryan was very forceful, controlling in his speech and necessity for action. I was so uncomfortable with that approach that I wanted to hang up. Yet, being the concerned person I am, I wanted to understand what was motivating that behavior in Ryan. I wanted to get to the root cause of why he would not let go of his forceful barragement. Then I asked quietly, “Ryan, do

you trust me?” His reaction took him by surprise. “Deborah...I never thought of it that way. I do trust you”. And when he said that, all of his angst, all of the verbal volley back and forth and his need to control the situation stopped like someone on the edge of a cliff, dramatically and completely. He was able to trust my intention. Trust that I was going to do everything I could to help us both, but know that I had inside information about the political environment that needed to be considered as we moved cautiously around the pitfalls and hidden agendas that were surfacing in that company. Ryan knew that I understood his need.

What happens when trust, which is an empathetic expression and respect of another person, enters the picture? There is a physical feeling that the tension has gone from the situation or the person stops talking, or slows down because they feel heard. In this case, Ryan felt heard and the tension dissipated instantly.

Trust is having confidence in someone or building their confidence in you. How is that done? By stating your intention; by letting your words be your bond; by letting your actions speak even louder than your words. If others do not trust you, ask yourself why. Take a serious look at what wounding may have occurred either by your own hand or by someone else who was in your same position. Understand that if their experience was hurtful or they felt betrayed, it will take your effort to show them that it is okay to open themselves up again and trust.

If you are the one who does not trust, take a look at what you need to feel trust again and have that Valiant Conversation that speaks authentically and truthfully to the person who you lack trust in. It needs to be dealt with and it needs to be brought out into the light. Remember, if it stays in the dark it gets bigger, more ugly and more concrete in its appearance.

## **Creating An Action Plan**

Okay, so you want to let go of control and you want to learn how to trust or have people trust you. So how do we do that? Let's concentrate on what you can do to improve this at work if you are afraid to delegate.

We know that just asking someone to do something for you and delegating a responsibility is not going to calm the control monster in your head. We will take baby steps to offload some of the stress of doing this. One of the exercises that worked well with some of my coachees of the past has been this.

1. Pick a “C” list project that is not of the greatest importance. Something that if it doesn't get done perfectly will not hurt you or your organization.
2. Define to whom you want to delegate that project.
3. Create a list of action items that need to be completed around that project. The list will include who is responsible for each action item, the resources they will use and the time frame for the completion of each action item.

4. Tell the lucky person that you are learning how to delegate and taking your hands out of the pie in order to spend more time in strategic planning for your department
5. Tell that person that since you are in a learning curve yourself, you would like to have them check in with you at the end of each day to share their progress. This meeting is for you. It will build your confidence in the other person's ability, settle your fears and ensure that the person in charge of that project is on track within your expectations.
6. Once that person has proven to you that they are able and your "trust points" have been handed out approach them with another project on the "b" list or do steps 1 thru 5 with another person on your team.

As time progresses, you will find that you are changing the rules. Perhaps every action, resource or time line item will not need to be listed, perhaps at the end of every day you will not need a progress report. When that happens, trust is being built. And as you relieve yourself of more tasks, your time will open up and can be given to the much needed planning for your organization's success. The other amazing benefit of doing this is that you are teaching your team how to carefully fulfill expectations, problem solve and troubleshoot on their own. You are also managing your own fears and learning to grow by stepping out little by little. Good for you!

PS...You may or may not want to try this at home!

## Clean My Tools

***"Stay committed to your decisions, but stay flexible in your approach."***

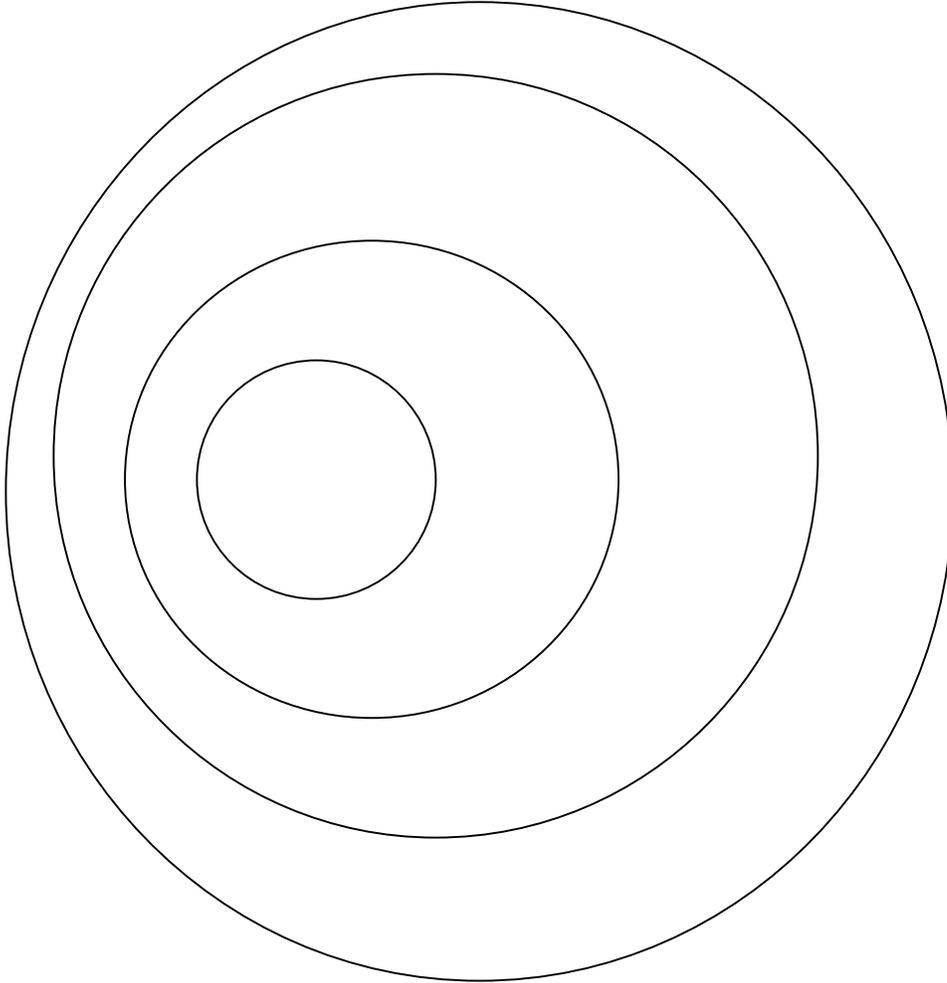
***~ Anthony Robbins***

I am excited for each of us this month as we explore the issues of control and what is holding us in that pattern that may not be serving us well any longer. Do this exercise for the week. Every time you need to control something, make a note of what it is in the first column. Look at what you were thinking when it happened in the second column. In the third column identify what emotion you were feeling. In the fourth, figure out what need was not being met or was being threatened. In the fifth column write down to whom you could have delegated that item.

Check the appendix for a list of human needs to help you identify them.

Event	What was I thinking?	What was I feeling?	What need was being threatened?	Who could I have delegated this to?
Project x	I don't want anyone else to get the credit for this.	Fear	My need to feel safe	Susan

Fill in your trust circle. Start in the middle, the small circle and identify whom you trust implicitly with every aspect of your life and then move outward.



Take note of how many people are in your “inner circle”. If there is only one or two, that is great! If there is no one in the inner circle, then this should give you something to work on over this next month. You will identify who that may be and how to bring them inward. This is a great exercise to visually identify changes that may need to happen. What changes are those?

If you need to build other’s trust in you what steps will you take to do so? When will you make a point of doing that this month? What specific things do you need to do or say to increase their trust? How will you know that you have built their trust in you?

If you need to build trust in others what steps will you take to do so? When will you make a point of doing that this month? What specific things do you need to do or say to increase their trust? How will you know that you have built your trust in them?

Create your action plan to delegate a project to someone on your team. Remember to follow up with them. Put the time on your calendar, otherwise you may not get to it with your busy schedule.

Project name:			
Person assigned:			
Item	Resource	Time	Followed up
Asset inventory	Dbase	2 days 2/28/2011	Yes, everything done
Action 1			
Action 2			
Action 3			
Action 4			
Action 5			
Action 6			

## **Maintenance**

***"Use pain as a stepping stone, not a campground" ~ Alan Cohen***

I hope this month was a great learning experience for you. Let's review what you discovered.

What key themes were uncovered concerning control? Where am I at risk of controlling situations more frequently than others?

With that knowledge, what did I begin to change in my approach in those situations?

What do I need to be cognizant of moving forward? Were there particular people, places or situations that triggered me more than others?

Regarding my trust circle, who needed to be moved from one circle to another? What did I do to begin to change that?

Did I begin to build the trust of others? What were the results that I saw?

Did I begin to build the trust that others have in me? How did I do that and how have I seen the change in them?

Concerning my action plan, was I able to delegate a project successfully to someone else? How did it make me feel? What measure of time have I added to my ability to do my strategic planning and other tasks?

What changes have I seen in my team since I began to delegate simple projects?

