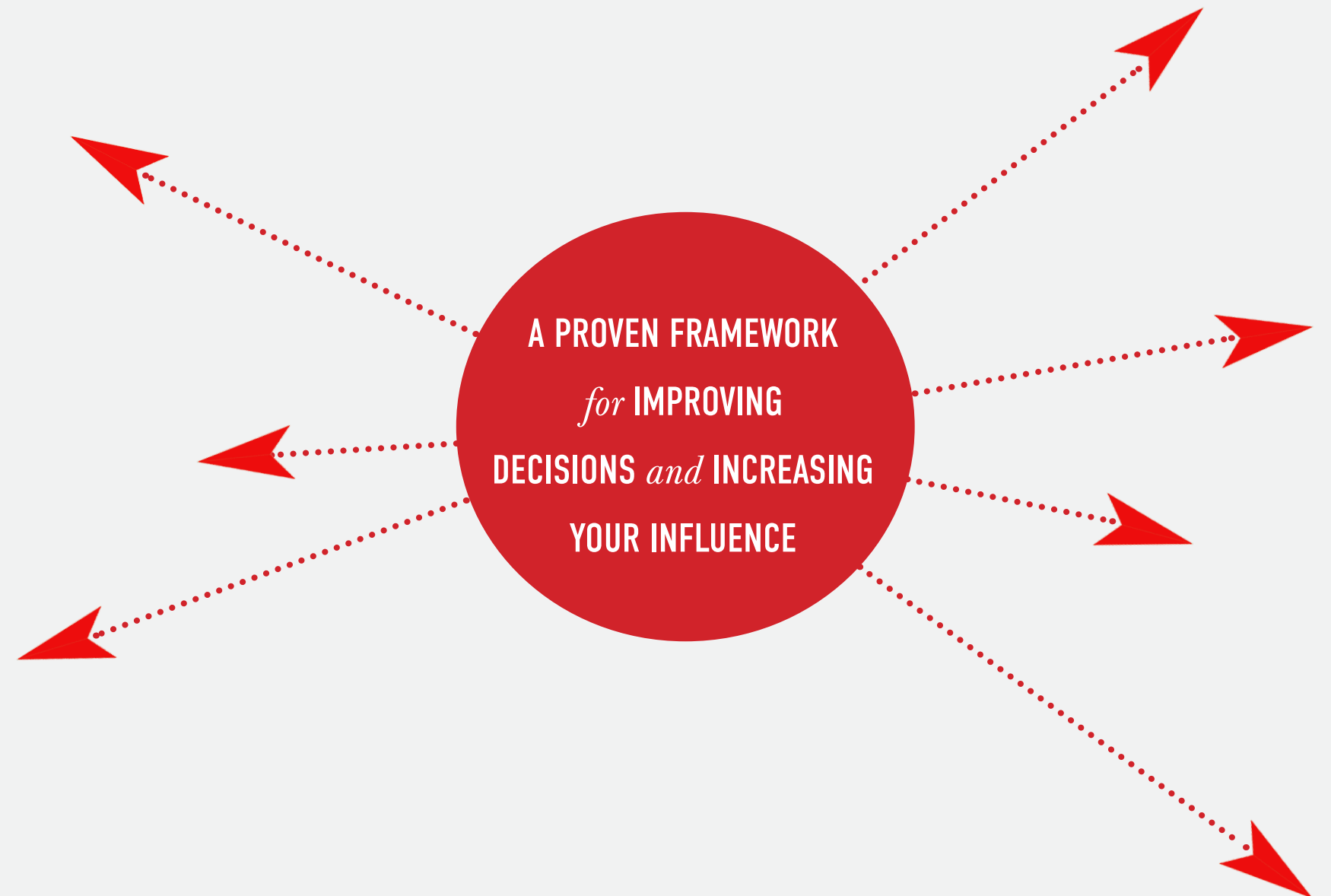


the
7 PERSPECTIVES
of
EFFECTIVE
LEADERS

DANIEL HARKAVY



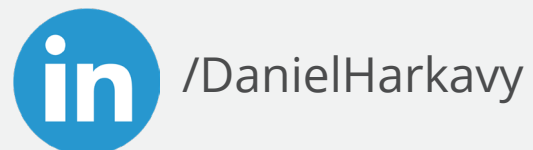
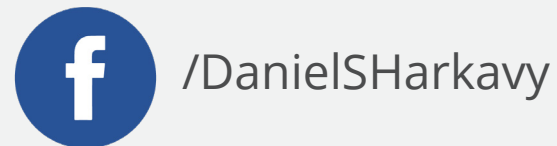
LEADING THROUGH CRISIS





DANIEL HARKAVY

Founder, CEO and
Executive Coach



It was 2:30 a.m. on March 11, and I was sound asleep in my hotel room in Stuttgart, Germany, when I was awoken by the ringing of my phone. It was my wife. “Daniel, the President just announced he was closing our borders from Europe. You need to come home now.” After a 3½ hour mad dash with some exceptional travel coordination done by my client, my Executive Assistant and my wife, I was on a plane heading home a day earlier than planned with no idea what would follow in the weeks ahead. I just knew things were going to be different.

And since that early morning wake-up call in March, I couldn’t have predicted just how different things would become for us in both our businesses and our lives as the result of this pandemic. From school closures to social distancing, almost every rhythm and routine we have as a society has been altered. As leaders, we find ourselves and our people under a barrage of both change and uncertainty. There are new questions being raised about the future of our health, our economy and our society daily. There is no doubt – we are living and leading in a time of crisis.

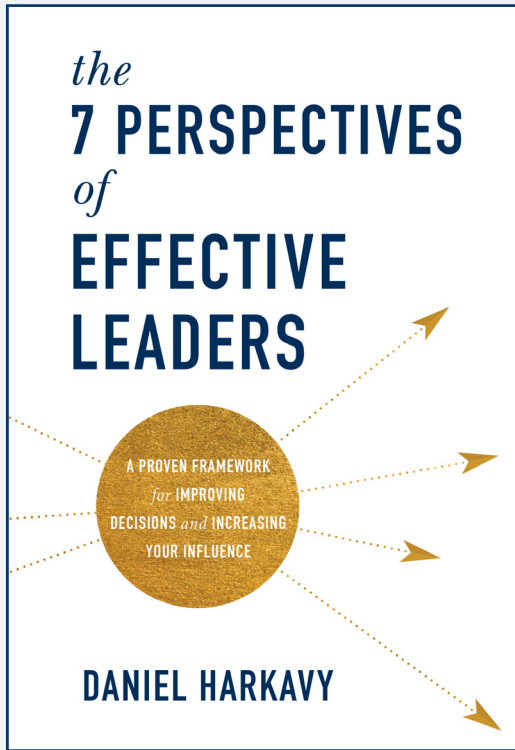
When businesses are humming along and performing well, often leaders are not noticed. Some might even say, they are taken for granted. The teams are

performing well, everyone is clear on how to win in their roles and they perform. But when businesses and organizations are in trouble or times of crisis the attention shifts. Now, it’s all eyes and ears focused on you, the leader.

And leading in a time of crisis is more complicated and difficult – especially in how we think and react. The pace, the pressure, the confusion, the loss, the sadness, the separation, the discomfort, the uncertainty, the fear; all these feelings and more – they are enemies of sound thinking.

They send our limbic systems into prolonged overload, and we as leaders must be aware of how contagious our presence is. If we show up in a calm and confident way, then we can promote clear and sound thinking among our teammates. And if we show up panicked, confused and agitated, we will negatively infect the thinking of our teammates as well.

So, the question is: How can we fight through the confusion and uncertainty to focus on what matters most right now – and lead in an effective way so that our people can do the same?



Your leadership effectiveness will be determined by just two things: the decisions you make and the influence you have.

In my latest book, *The 7 Perspectives of Effective Leaders*, I share a proven framework to help you simplify how you see your leadership. Instead of asking you to develop countless competencies, it will help you to connect the leadership dots so you can focus on the right things. It unpacks the 7 different perspectives every leader must see with clarity if they want to improve their effectiveness. When used consistently, you'll get better results for you, for your team and for your organization. And it all starts with a simple premise – Your leadership effectiveness will be determined by just two things: the decisions you make and the influence you have. It's exactly the message and framework that can help us lead more effectively.

While the framework in this ebook is the same as my full book, the content included here is much different. What is different is the focus on what you can do in each perspective to best lead yourself, your teams and your organization through any crisis.

The content is pulled from our 25 years of working with high-performing leaders and organizations (in

both good times and bad) – along with the current conversations my team of coaches and I are having in real-time with hundreds of leaders across the country and the world. Plus, every executive coach and CEO mentor on our team has led teams and organizations prior to joining Building Champions, so the insights that follow are truly from our experience in the trenches and the coaches' seat.

The 7 Perspectives of Effective Leaders

- Current Reality
- Vision
- Strategic Bets
- The Team
- Our Customer
- Your Role
- The Outsider



CURRENT REALITY

Leaders must have both feet firmly planted in current reality. We must have a handle on today's business to effectively manage and lead through today's opportunities and challenges.

If you strive to see the business from the Current Reality Perspective and help your leadership team to see it, you will make the best decisions. And if you strive to see it and communicate it – the good, the bad and the ugly – your influence will increase in spades.

Focus in Crisis

The way we look at and evaluate current reality during crisis needs to change. You need to prioritize three areas – the people, the processes and the numbers.

- People: You must take the time to understand where your team is at and how they are feeling. The added pressure and stress will have an impact if left unchecked. Empathy is needed much more than it is in normal times.
- Processes: For most businesses, the processes that worked well can quickly become antiquated during a season of crisis. Agility and simplification must be our aim.
- Numbers: Focus in on key metrics – they are vital for you to pay attention to. Numbers will likely change during crisis and your dashboard will need to reflect the new reality.

Key Actions

- ▶ Demand truth. Crisis is not the time for your team to hide bad news. You must mine for it. We can't create the best plans if we don't see a true picture of Current Reality with clarity – both the good and the bad. (See more on this under Perspective Four.)

- ▶ Frequency of review is critical. Adjust your rhythms and routines to ensure you are looking at the right data at the right time. For some, what you used to see monthly might become daily.
- ▶ Access is key. You may not have the systems to show you what you need to see fast enough. Modify and use workarounds if needed for this season.
- ▶ Increase your communication. Amidst uncertainty, your people will fill in the blanks on their own if you don't help them. Share regular updates with transparency and vulnerability. Share what you do know and be honest about what you don't as well as what you are assuming.
- ▶ Pursue what is true and what is false. People around you, the news, social media, all of it can stir up the emotions and cloud the truth. Be open and discerning.
- ▶ You must know how the big picture will impact your picture. The changes taking place hourly from a legislative, a health, an economic/ governmental policy perspective can alter your Current Reality. You don't need to be an expert, but you do need to stay informed.



VISION

Leaders must see beyond today to where the business is going. They must paint a clear and compelling picture of the future, one that inspires them and others to join them on this adventure to someplace special.

If you see the business as it will be in the near and distant future and share it with discernment, you will be better equipped to make the decisions you need to make in Perspective Three, Strategic Bets. And again, your influence will grow as you share the truth from Current Reality and the hope from Vision.

Focus in Crisis

While the future may be uncertain, now is no time to shy away from your Vision. Your Purpose (why your company exists) will drive you forward, especially in difficult times. Share it and connect it to everything you are doing right now. And your values, or as we call them – your convictions, will serve as filters for all the difficult decisions you may need to face. The difficult decisions you might be making today are required for you to live out your purpose tomorrow.

Key Actions

- ▶ You must believe it. It must have the pull power needed for you to fight!
 - ▶ Your Convictions will help you to make the difficult decisions. The behaviors that stem from your convictions will ground and fuel your team in these difficult times. Repeat them and reward them verbally and publicly.
 - ▶ Be careful not to share (or overshare) your big long-term aspirations. Most of those showing up to work are only able to think about the next step both in work and life. If you focus too much on a distant future, you will lose connection and credibility.
- ▶ Bring hope by sharing what you are hoping for in the months ahead when we gain our footing and are clearer on our new normal. Paint a picture of the near-term future to help inspire and align your people.
 - ▶ When seeing this perspective, we move from the defense to the offense. Schedule time in the weeks ahead to seek out the new opportunities that have presented themselves in this crisis and that if executed on, will move you towards your vision.



STRATEGIC BETS

Leaders place Strategic Bets to close the gap from current reality to vision. This activity drives their organization forward with clarity and confidence.

With a focus on these first three perspectives, you now see all critical components on your business GPS. You can see your starting point, most likely still shifting and in motion, you will be connected to your destination which will be shorter-term than usual and you will have clarity on the plans and work that will help you to win in the weeks and months ahead.

Focus in Crisis

Even in the midst of crisis, leaders need to be able to see where there is opportunity. Take time to re-evaluate your Strategic Bets through this filter.

- Pursue – what bets still make sense to pursue, and if so, should we accelerate the timing?
- Pause – given our new reality, what bets still make sense but should be put on pause for now? And if paused, what criteria will we use to re-evaluate?
- Pivot – what does this situation make possible and how we can adapt to take advantage of what is happening to better meet the need of our customers and the marketplace?

Key Actions

- ▶ Don't be afraid to double down on a bet that makes absolute sense for your company even in times of crisis. Leverage your capabilities and assets if a bet you've already placed makes even more sense in your new reality.
- ▶ Look to accelerate the timing of any new bets you place as a result of the crisis so you can benefit from them sooner than we would expect in a more normal business climate. Usually we say Strategic Bets will fall into an 18- to 36-month time frame.

With the right focus and motivation, great leaders and companies often find ways to make new bets and bring them to life in just weeks or months.

- ▶ Have one meeting per week for the weeks ahead to focus on short-term Strategic Bets. Force yourself and your team to find the new opportunities that could be hiding in the crisis.
- ▶ You need to have clear visibility of your mid-term financials to better inform your strategic bets and investments. Don't let a short-term reality affect your company's long-term growth and success.
- ▶ Share how the crisis has impacted your bets. Be transparent so all on the team know if anything has changed.



THE TEAM

Effective leaders know they don't see everything. They must learn to see the business from their team's perspective, usually by asking the right questions to best understand the unique challenges and opportunities facing the team.

If the team feels cared for, they will feel safer. In times of crisis, safety becomes important. And if you invest the time to find out how they are feeling, thinking, working and what they are needing, you will be equipped to make better decisions and will have more influence.

Focus in Crisis

In times of crisis, things just move faster. You can't see and know everything you need in real-time to lead the business well. This is where you really need to leverage the perspective of the team – their strengths, experience, knowledge and insights are crucial. It can be easy to be very directive in this time – and sometimes that is necessary. But if you miss what your team sees and knows, it can have a negative impact on your decisions and influence.

Key Actions

- ▶ Take a health inventory weekly. Check in on your direct reports to see how they are doing physically, emotionally, mentally and relationally. Empathy right now is a must, and this is where it shows up. This starts with you and should be a mandatory discipline for all your leaders.
- ▶ Connect with your teammates who have been most negatively impacted. Check in to see how they are doing and to feel what they are feeling. There is a good chance you can't do this with everyone, but to have a few conversations a week will show your teammates you care and will help with empathy, decision-making and influence in the days ahead.
- ▶ Clarity and alignment are a must. Whether it is Leadership Team huddles, one-on-ones with your direct reports or all-team meetings, these touch points are critical right now. Consider upping your frequency to ensure consistent two-way communication – sharing what's most important and hearing from them.
- ▶ Establish clear guiding principles. As I mentioned earlier, our thinking is what suffers in times of crisis, especially prolonged crisis. Create guiding principles with your team so they have a framework for decision-making. You will make the big decisions but give guidance on how you want them to make all the smaller game-time decisions.
- ▶ For critical areas affecting your business, identify key employees with the most visibility and knowledge to serve as advisors during this season.
- ▶ Leaders should feel empowered to move through the organization to hear directly from the people doing the work. Don't feel limited to just your direct reports. Connect directly with the people who will help you learn and see what you need to know – especially in times of crisis when speed matters.



OUR CUSTOMER

What does it feel like to do business with your company or organization? To serve customers well, you must know who your clients are, why they value your product or service, and what their current and future business needs are.

Seeing this perspective moves you to that healthy offense position. Find one or two tactics you can deploy to connect with your clients in the week ahead. With the magnitude of this crisis, there is a chance you may not like what you hear but if you hear truth, you will be equipped to make better decisions and have more influence.

Focus in Crisis

Times of crisis often cause customers to re-define and re-evaluate how they feel about your company. How you communicate, serve and connect with them now will determine their impressions of you for years to come. Find ways to meet them where they are while creatively and collaboratively finding ways to meet their needs and help them overcome their challenges.

Key Actions

- ▶ Check in on them and their health. Unscheduled calls, emails and text messages (during workhours and afterhours) to make sure they and their teams are okay is a must.
 - ▶ Make sure you have Google Alerts set-up for your key customers, partners and vendors. This will help to keep you in the know – in case you need to reach out to them.
 - ▶ Take the long view. While you need to protect your business, don't make short-term decisions that will negatively impact your customers over the long-term and have long-lasting negative consequences for your brand.
- ▶ Know how to help them win today and in the future. In order to know how to really help them, make client/customer interviews or partner update meetings a weekly if not daily discipline. Ask them how your product or service is helping and hindering them right now. What do they need that might be different from you? If you can understand their first 5 Perspectives, you will be equipped to best serve them today as well as how to innovate for their needs tomorrow.
 - ▶ Be ready to flex. During times of crisis, there is a chance you will need to flex or bend unlike before to best serve your clients. This can be in the form of billing, adjusting processes, services or adapting products to best meet their needs.
 - ▶ Don't take your eye off the ball. Make sure your products or services today are excellent. Don't give your customers any reason for questioning their loyalty to you.
 - ▶ Be generous and look to WOW them. How we interact with our clients during times of crisis will help us to either gain or lose momentum as we come out of this crisis.

YOUR
ROLE

What unique value do you bring to your organization? You must learn to focus your energy on the activities that only you can do, while either delegating to others or growing their capacity for handling additional responsibilities.

Look at your role with a 30-day view. What must you focus on and how can you change to be the most effective leader in this new reality? There will be things you continue doing as always, along with opportunities to grow and incorporate new methods and skills to improve your overall leadership effectiveness both today and in a post-crisis reality.

Focus in Crisis

While it may be in different degrees, all of us feel increased pressure and stress as a result of crisis – both at work and at home. We can't give our best to those around us if we are not at our best. And the pace many of us run at during these seasons is not sustainable. Making time for self-care and home relationships must be a priority for us to be effective leaders. See our resource page for several tools, podcasts and webinars on this topic.

Key Actions

- ▶ Your new way. Our old rhythms and routines have been disrupted. Whether we are aware of it or not, we are creating new habits. The question is are they the habits we want? Be intentional to ensure you are establishing healthy habits that will lead to better health (physically and mentally), more productivity and greater results in the months ahead. We've created a great tool to help you accomplish this ([click here to download](#)).
- ▶ Make the big decision. The higher you climb on the leadership ladder, the magnitude of the decisions you make will increase and the volume of the decisions you make should decrease. Now is the time for you to make the big and often

difficult decisions and to empower those below you to make all the rest. Push decision-making down to the lowest levels once the team is clear on the guiding principles I mentioned earlier.

- ▶ Remind. My good friend Patrick Lencioni says that CEOs need to see themselves as CROs or Chief Reminding Officers. Remind your team often as to your “why” and seek help from them in today's times to define your new “way.”
- ▶ No superhero leaders. In a book I wrote just before the global economic crisis of 2008, *Becoming a Coaching Leader*, I said that leaders cannot be the ones with all the knowledge, power and authority to get it all done. So, don't act like that person! Be transparent and let your team know how this is impacting you as a human. This means sharing your concerns and fears and even lack of certainty as well as your confidence in your team and the plans you have for overcoming this.
- ▶ ON Time is critical. ON time is time to work ON the business rather than IN the business. Make sure you have focused time daily to think alone as well as with your best thinking partners. The pace of this challenge will cause many to run reactive all day, every day.



THE OUTSIDER

Leaders need to challenge their thinking and perspective by seeking insight from an outsider. Such unbiased input can broaden your thinking, identify your blind spots, and stretch you past your comfort zone. Great leaders actively seek and develop such trust-based relationships.

Having a few courageous sages to engage with during this time in particular can be a game changer. The Outsider might challenge your thinking this week, sit with you in your discomfort next week and affirm and encourage you the week after. With this perspective, you will gain confidence and clarity and ultimately be a more effective leader through this crisis.

Focus in Crisis

Times of crisis can force many leaders into a very reactive mode where they tend to move fast and alone – two often dangerous reactions. Instead, now is the time to fight for a broader perspective to help you see past both your and your company's limited visibility. While you can't be slow to adapt or adjust, seeking the right inputs and insights from your network of outsiders will allow you to make better decisions and ultimately move faster in the right direction. There are sages out there who can help you to see and best understand what matters most, what you can control and then what decisions and actions you and only you can be responsible for.

Key Actions

- ▶ Intentional curiosity. Invest time to identify a few people you can learn from and gain different viewpoints and perspectives. Diversity in thinking and perspective can help you in this area.
- ▶ Be vulnerable. If your outsider is trusted and in no way engaged or connected to your business like a teammate or board member might be, then be comfortable sharing your struggles, ideas, questions and options. If you're not being open and honest, then you are not getting the full

benefit from this perspective.

- ▶ Disciplined inputs. Have your coaching or mentoring times scheduled weekly right now if possible. Having a session at the end of the week can help you to review, reflect, decide and relax while at the beginning of the week the benefits can be more focused on being prepared for the days ahead.
- ▶ Make sure to share your take on each of the previous six perspectives with your Outsiders to help them see the best picture of your situation. Using this framework with them will make for a much more beneficial exchange.
- ▶ Be careful not to bias the outsider with your own perspective. Fight to keep them as objective as possible to get the most from their outside insight.
- ▶ Don't isolate. Now is a time to engage with peer and industry leaders as well as respected leaders from different industries. What are they seeing? How are they adjusting? Where might there be new strategic opportunities that surface as the result of seeking out these types of conversations during this time?





BUILDING CHAMPIONS®

COACHING LEADERS IN BUSINESS AND LIFE | ON PURPOSE

ABOUT BUILDING CHAMPIONS

Since 1996, our team of Executive Coaches and CEO Mentors have helped high-performing leaders and organizations transform their cultures and deliver extraordinary results. By focusing on both the beliefs and behaviors of great leadership, we equip them to improve how they lead themselves, interact with their teams and ultimately impact their organizations.

The 7 Perspectives are linked. They're connected to one another. If you have weakness in any of these perspectives, if you don't see the business from them clearly, then you may have real trouble making sense of the other perspectives. One weak link in an otherwise strong chain can still snap and wreck the whole thing. The more our understanding of each perspective grows, the clearer we see, and the better our decision-making and influence will become.

In other words: This framework creates a leadership ecosystem. If you focus on only one of them, you won't be as effective; but when you put all of them together, magic happens. If you want it all to come together, then work on the muscle in each of the seven perspectives. Think of it as a choreographed dance, a synchronized move. When we move in and out of each of these perspectives with intentional curiosity, with regularity, with discipline, and with rigor, we become immensely more effective as leaders.

My hope is this framework along with the crisis-focused actions will help you to best lead yourself, your teams and your organizations as you journey through this valley and eventually out and into your new reality.



TOOLS AND RESOURCES

For more tools and resources to help you both lead and live with purpose through all seasons, visit our website.

buildingchampions.com

