

## What Do I Not See What You See?

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Some people treat other people like babies treat diapers—that's not a good thing. Consider the following examples. An employee had the reputation of being explosively angry, yet she denied expressing anger. Another one had the reputation of being a “my way or the highway thinker”, yet denied that his way was the only way. A third person seemed to enjoy being a walking encyclopedia, she always had the right answer regardless of the subject, but thought she was an effective listener and accepted the ideas from others. And, the list goes on.

Being blind to what others see is simply not good business, because it sabotages your personal effectiveness and can even derail your career. So “why would anyone be so blind?”

**1. Why people do not see what others see?** Obviously these people don't want to see. I often have seminar participants find the positive and negative characteristics about their hand, because that simple illustration emphasizes two important points. One, everything has both positive and negative characteristics. Two, you always see that which you are looking for.

**2. Why would a person not want to see their toxic behaviors?** We have a natural tendency to avoid that which is uncomfortable or painful. Not seeing is a way of avoiding the discomfort associated with accepting the truth.

**3. Why are they fearful of knowing the truth?** People hide behind masks and sometimes we project an image to the public that is not true. Most of us have presented an aura of confidence when, in fact, we were not that confident. In other words there is a gap between what we show people and what we really feel. The painful truth is that we are not as good as we would like to be or want people to believe we are. It's an uncomfortable realization that our performance is something less than desired, thus we lie to ourselves.

Accepting the brutal truth is the key that unlocks our personal prison and sets us free. This truism is deceptively simple, but remains a challenge. There are only one or two reasons for our emotional blindness. Either there is something in our DNA characteristic that does not allow us the level of self-awareness to see the truth. Or, we are not emotionally strong enough to accept the brutal truth that our behaviors are toxic and spreading poison within the organization.

**4. Why are we not emotionally strong enough to accept the toxins that we are spreading?** I wish I knew the answer. For whatever reason the pain of accepting the truth can shatter our personal security level so “if I don't see it, then it does not exist” serves as a defense system to protect us from ourselves.

**5. Can people learn to see the brutal truth?** Yes. I have used data to show individuals the differences between what they think versus the perception held by others in order to help the individual realize the need to change. Sometimes, though, such self-awareness only emerges during very painful experiences, e.g., either the loss of employment or the threatened loss of employment. These experiences can be brutally difficult while, ironically, at the same time serving as a blessing in disguise. But you want to be smarter than that and not let your career be challenged by ignorance.

Read Chapter 5 in my latest book, **People-Smart Leaders** to learn about workplace behaviors that employees have told us will maximize working relationships. Combine using these behaviors with a willingness to obtain feedback from your supervisor, trusted colleagues or ask to participate in a multi-rater assessment procedure. The personal bottom line is, you want to be the person people like to work with—be people smart. In the words of Theodore Roosevelt “*The most important single ingredient in the formula of success is knowing how to get along with people.*”

## What's Missing in this Picture?

The following is a list of very serious questions, but if you should feel as though I'm setting you up, you're right, but the purpose is to make a very important point!

1. Is production important? Yes, so we have a production superintendent.
2. Is sales important? Yes, so we have a sales manager.
3. Are finances important? Yes, so we have a financial officer.
4. Is safety important? Yes, so we have a safety director.
5. Is engineering important? Yes, so we have a director of engineering.
6. Is quality important? Yes, so we have a quality director.
7. Is teamwork important? Yes, so why do you not have a director for teamwork?

Our research shows that an organization loses at least 25% of their teamwork efficiency as the result of people issues, e.g., being rude, not accepting or respecting individuals, not being kept informed with needed information, abusing power, and the list goes on. Do the numbers with your operating budget and note that you're losing 25% of that budget due to people issues. Do you like the numbers? Probably not, but your organization has become so acclimated to your way of doing business, the loss of this efficiency is a silent thief.

I'm not through. Let's turn our attention to systems within your organization. You have systems to produce your product or deliver your service such as safety, quality, financial reporting and the numerous forms that must be completed. Do you have a system for teamwork?

There is a person in charge of everything that is deemed critical to the success of the organization. Plus, there is a system in place to maximize the utilization of resources throughout your entire organization. Except no one is in charge of teamwork and there are no systems in place to ensure that effective teamwork occurs throughout the organization. One of the most important ingredients determining the success of the organization is left to chance. Now I ask you, "*Is that smart business?*"

One reason that organizations don't have either a person or systems driving teamwork is because they don't know what to do. They may have read about other companies who have created a high-performing team-based environment and it may sound too complicated to integrate into your culture. But let's look at the very basics. The success of your organization is determined by three working relationships: 1) among members of a work unit, 2) the specific dynamics between a supervisor and their people and 3) between work units. Let's look at the very basic components of a system.

1. Teamwork performance standards. We call that the TeamWork Values Statement that defines both the values and specific behaviors to be institutionalized in the organization.
2. Measurement. You know the benefits of data and the MBC Software® allows you to obtain real-time measurements.
3. Improvement model. Use data to identify strengths and weaknesses, identify solutions to strengthen weaknesses and measure the success of the solutions.
4. Communication. All of your employees are from the "show me" state, thus a communication system must be designed to continuously remind everyone about the importance of the team work performance standards and the progress being made to integrate these values into the basic working relationships.

## MEMO

TO: You  
FR: Me  
RE: Things of interest

### The Man In The Glass

When you get what you want in your struggle for self, and the world makes you king for a day. Just go to a mirror and look at yourself and see what that man has to say.

For it isn't your father or mother or wife whose judgement you must pass. The fellow whose verdict counts most in your life is the one staring back from the glass.

Some people might think you're a straight-shootin' chum and call you a wonderful guy. But the man in the glass says you're only a bum if you can't look him straight in the eye.

He's the fellow to please, never mind all the rest for he's with you clear to the end. And you've passed your most dangerous test if the guy in the glass is your friend.

You may fool the whole world down the path-way of years and get pats on the back as you pass. But your final reward will be heartache and tears if you've cheated the man in the glass.

-Author unknown

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Please visit our revised TeamMax®, Inc.'s web site. You can download articles, this newsletter, 7-Step Personal Change Process© and an example of a TeamWork Values Statement. Plus we publish weekly tips based on the **People-\$mart Leaders** book. Last, but certainly not least, you can learn about TeamMax® without me bugging you. Now that can be a good thing!

I want to thank Tom Cook at Virticle in Auburn, Alabama for his excellent work. You can reach Tom at 800-991-6609 or visit his site at [www.virticle.com](http://www.virticle.com).



## Recommended Books

Terry Nichols suggested **Radical Leap** by Steve Farber. The author is encouraging you to cultivate love for your work and people, generate energy, take risks and provide proof. It is an excellent read.

I picked up Mitch Alboom's **The Five People You Meet In Heaven**. Mitch writes this book as a fictitious story. It is a worthwhile read, although not as good as his previous book, **Tuesday's With Morrie**. The main theme that I got out of his latest book, is the ability to touch lives...regardless of who you are.

You're going to really enjoy **When God Winks** by Squire Rushnell. It's full of stories about coincidences and it is so good, I'm taking it with me on my next airplane ride to re-read.

Read the **Highest Goal** by Michael Ray. The chapter on fear is especially interesting as highlighted by the quote from Eleanor Roosevelt, "*You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face.*"

Another book you'll like is **The Richest Man in Babylon** by George Clason.



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## *Thoughts to think about...*

*"The trouble with being punctual is that nobody's there to appreciate it."*

-Franklin P. Jones

*"Being kind to others...is being kind to yourself as the first recipient of your kindness."*

-Larry Cole

*"Don't get into a puking contest with a buzzard."*

-Unknown

*"You won't get where you want to go by riding a dead horse."*

-Larry Cole

*"Hurt feelings are harder to deal with than hard feelings."*

-Unknown

*"The guarantee is that do what you've always done and you'll get less and less."*

-Unknown

*"People pet their dogs...and slap people."*

-Unknown

*"We sometimes treat people like a baby treats diapers."*

-Unknown



*"Anything that does not destroy you...makes you stronger."*

-Conan the Barbarian

*"Do not follow where the path may lead. Go instead where there is no path and leave a trail."*

-Muriel Strode

*"When you think you're too small to make a difference, climb in bed with a mosquito."*

-Anita Roddick

*"We need to learn to set our course by the stars, not by the lights of every passing ship."*

-Omar Bradley

