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TLS website: [www.tls-T3.com](http://www.tls-T3.com)

**What Others Are Saying:**

*"Kevin, I was in a situation yesterday afternoon to where I was not getting the response I needed from a vendor and the customer was getting upset. I wrote an email to my vendor yesterday afternoon (using your tools and format).*

*Going back to "How to Win Friends and Influence People", I referenced a letter that Abraham Lincoln wrote to a General expressing his disappointment and the story of the Lumber Yard that "surely" wanted to maintain their good reputation.*

*I just wanted to say 'Thank You' for opening my eyes to a new way of handling situations, preserving and growing customer relationships. The above referenced email took me a little longer to write than my once abrasive, straight forward emails of the past, but the end result was FAR better. Consequently, I have preserved the relationship not only with my General Contractor, but my Vendor, as well. In conclusion, the GC was impressed with how I worded the email and conveyed my point. The Vendor was apologetic and had the reports on my desk this morning at 10am. Everyone involved still has a great working relationship thank to you and your tools.*

*I Just wanted to say 'Thank You' again!"*

***When Change is a Necessity;***

*Affecting change at the leadership level*

By Kevin Turner

**Affecting across-the-board positive change and improvement through your leadership style and presence**

People resist change. They cling to the familiar. It is a centuries old dilemma wrapped around our genetic human survival code. However, as we well know, change is inevitable, especially in a growth environment. Growth encompasses change. Achievement of any kind requires change. So, if you are healthy, change is good.

How do you get an organization, a team, or an individual to embrace and support change?

Brad is the managing general partner of a mid-sized professional services firm. He was recruited into the firm out of college and progressed up the firm throughout his career. With the senior partners retiring, now being a senior partner himself, Brad one day finds himself as the head of the firm. Brad is a very likeable person. It is a strength of his that helped him build a large relationship-oriented clientele over a two-decade period of employment. However, how does Brad's "strength" now translate into his very visible leadership role? Will some take him as soft and seek to manipulate or take advantage of his kindness and empathetic manner? In those times when some tough decisions must be made about an underperforming individual or an underperforming arm of the organization, how does Brad respond?

The answer is two-fold.

First, to affect subtle change within the entire organization, Brad must adjust, alter, or change some small aspect of his leadership style or presence.

It doesn't take much for you to shift or change one small item about your own leadership style or presence. Doing so translates into potentially significant benefits for individuals and for the organization as a whole. Small changes; an action, an initiative, a comment, can have significant impact on those under your charge because as a leader, you are being both watched and followed. Your example means a lot.

In your position, you know there are some attitudes and behaviors you'd like to see changed or reversed within some of the people around you. So, here is how the one in leadership can affect that change:

- a. **On paper;** write down your perception of your leadership style and presence there at your office,
- b. **On paper;** now record what you believe is others' opinion or view of you and your leadership style, -- if you have past tangible feedback of others' perception of you, use that for this "b" portion of the tool.  
Both of these should be a list of *specific attributes, qualities and characteristics* that sum up you and your leadership.
- c. Now **make a third list** of 2, 3 to 5 (no more than 5) behaviors you'd most like to see exhibited within the culture and people of your business that are not currently being exhibited to the degree that you wish them to be.
- d. Now, using only **one sheet** of paper, put the "a" and "b" lists on the far **left** side of the page and put the "c" list on the far **right** side of the page. In the middle there should be space for a **4<sup>th</sup> column, a blank space** for now.
- e. Now, reviewing both left and right side columns, answer this question (placing your answers in the middle or 4<sup>th</sup> column):  
***What one thing from the left columns can I slightly, subtly adjust or change that will lead to one of the items listed on the far right column?***

Repeat this question 3-4 times coming up with 3-4 subtle things you can change or adjust within your own style that will affect and even impact others in the organization to change their behavior and ultimately their performance.

*When Change is a Necessity* (cont.)**Affecting Change within an individual**

Brad also needs to address an underperforming individual at the partner level. Law firms, accounting firms, and consulting firms are in the people business. Their business is to serve their clientele. Therefore it is a necessity that they have clientele to serve. One typically moves up to the partner level because of the client relationships he or she has developed throughout his or her career. So, what do you do with an underperforming partner. Terminating the relationship is the easy answer. However, being who he is, that is not Brad's first choice. He wants to expend all possible options to see if there is a way to turn this underperforming partner, not necessarily into a star, but at least into a solid, client-centered performer.

With our underperformer in question, Brad, has an opportunity to do and create something really special here for both the firm and for the underperformer, and his family. The reason I know this is because what the underperformer had to conquer 8 years prior (through our initial coaching encounter with him) was *far more difficult* for a trainee to accomplish than what is needed now (being more proactive with developing new business and interacting with people from a business development perspective).

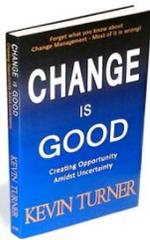
So, here is how the one in leadership can affect that change within another individual:

- a. **Make a list** of the specific behaviors you wish to see improved, or changed or eliminated within the trainee. In this instance, being better at developing new client business.
- b. Email me that list for my review. If all is well I'll tell you. If not, I will address those items with you.
- c. Once you have a "workable" list, **select just one item** on that list. It is easy to mess this up if you are too involved, too emotional in the situation. But if you are focusing on the right items that require change, it is rather simple, as long as you are patient.
- d. Now with that one item, it becomes a short-term, *mini-goal or objective*.
- e. Give the trainee *an assignment* that requires him to carry out that item. If you can make the assignment fun, enjoyable or gratifying that will make this process go much better and much easier.
- f. The trainee is to then *report back to you* his or her progress and results *7 days* later.
- g. The trainee must record his results and experiences *ON PAPER* and bring *two copies* to discuss; one for you and one for him or her.
  - This will be their **Action Log**. With this action log, be sure they understand that they are to record three things PER ATTEMPT:
    - \*\*the date and time of day,
    - \*\*who he/she was interacting with and what were the circumstances, and
    - \*\*what did he/she learn or realize from this attempt?
- h. Require at least *ONE attempt per day* in-between your weekly "coaching" meetings.
- i. Then, after the trainee has successfully performed this task, move to the second item on your list and repeat the above process, then the 3<sup>rd</sup> and 4<sup>th</sup> and so-on.

If Brad does this correctly and remains consistent in every way; weekly meetings, day and time, objectives for doing this exercise, etc. then he will see his underperformer experiencing transformative behavior before your very eyes and that is a VERY good thing to witness.

As long as the trainee is motivated to do the work (*the motivation does not have to be because they want to improve...it can be as a result of a negative motivation, "I don't want to lose my job"...*), as long as the trainee is motivated and they are supplied with the right tools and given an increased sense of greater accountability for executing on the tools and assignments, then you typically will see that individual change the identified behaviors over a 2 to 12 month period of time.

Let me hear from you as you try this approach. You truly can create a very special opportunity here for an individual, a team, and your entire organization.



Kevin's new book, *Change is Good*  
Order today!

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**Tip of the Day**

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*"Innovative ideas get too much fanfare. The spark is often just a distraction. It is the execution that most companies fail."*

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Vijay Govindarajan and Chris Trimble,  
*The Other Side of Innovation*

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