

# Karen Mathews & Associates Newsletter

Intentional Leadership -- Strategic Thinking

May 2007

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**Karen Mathews and Associates can help.**

Is your business ready for better results? Contact Karen Mathews & Associates to find out how we can help take your leadership and company to the next level. Call 408-988-2361 or email us by [clicking here.](#)

[www.karenmathews.com](http://www.karenmathews.com)

[info@karenmathews.com](mailto:info@karenmathews.com)  
<http://www.karenmathews.com>

This month, we are considering how we think strategically while dealing with the pressing needs of the moment and during crisis. We often get caught up in the problem while attempting to solve it instead of seeing the problem from a strategic perspective to observe what is working well and what is not working.

"Leadership is going through failure after failure, and not losing your optimism!"  
--Winston Churchill

### Your Tips are Welcomed!

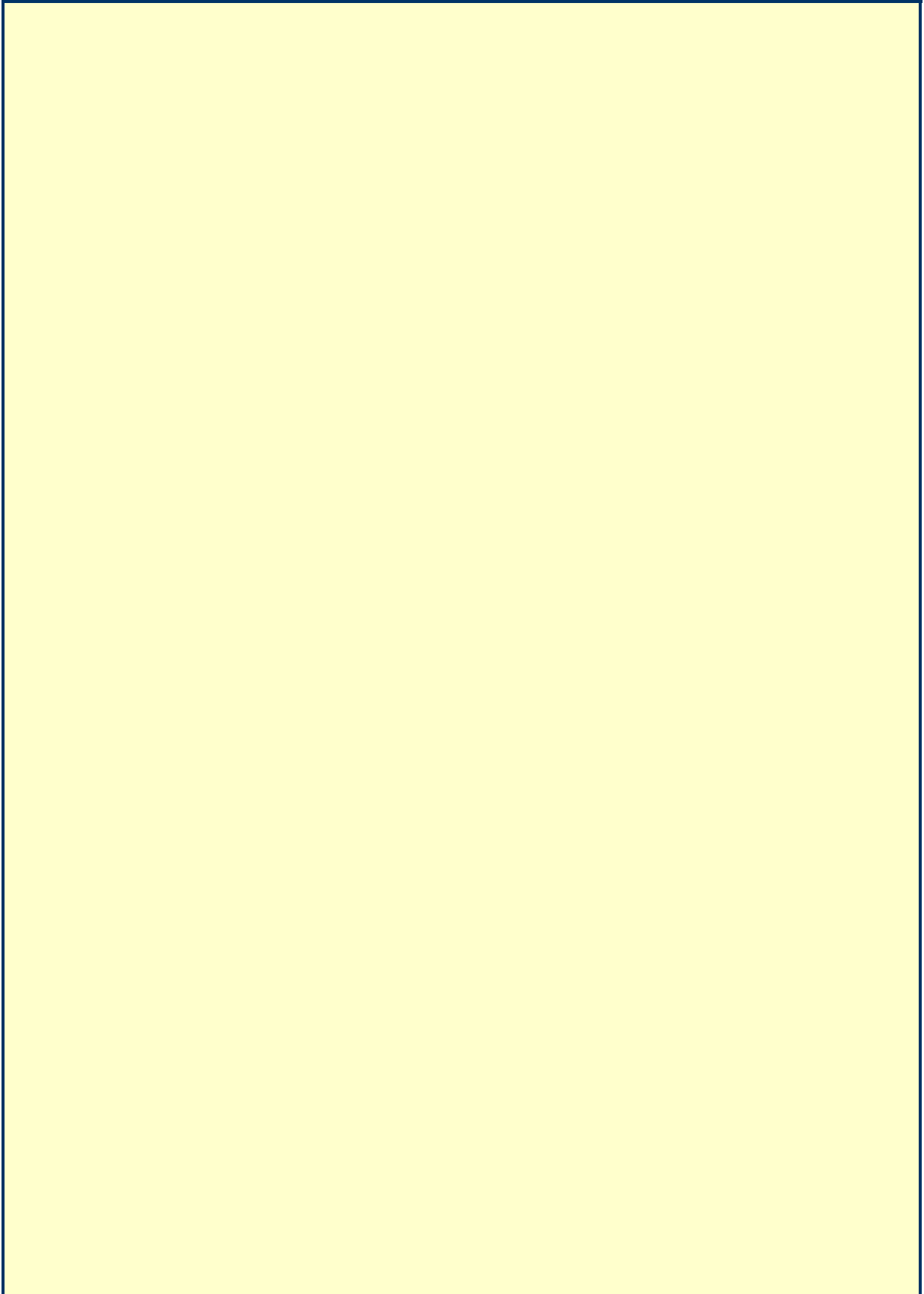
Do you have a tip to share regarding intention and/or leadership? Send us what has worked for you and we'll publish one tip per month.

### • **Balanced Thinking (Read Time: 4 minutes)**

How well do we execute our strategic plan? How often do we re-evaluate that plan over time to ensure that we are continuously improving and readjusting the plan when necessary? In my experience, many leaders do not take the time to consider doing this. Usually it is because they are so loaded down with work. Although there are a few leaders who hold the time sacred to consider this important task; the majority of others are busy doing, doing, doing!

At one time or other, we all fall into the trap of "I'm too busy for that; I have too much on my plate to stop." Yes, tasks need to be fulfilled but those are different than executing the strategic plan to grow our customer retention rate (top line improvement), to improve our safety record (bottom line improvement), or a hundred other objectives we are committed to complete; not to mention the criticality of assessing risk and the results of decisions to make course corrections.

Because the typical leader faces 50 plus work hours a week to keep up with the meeting load, the demands of managing direct reports, assignments from the boss, fire fighting, etcetera - spending time on our strategic plan and its maintenance is most likely a thought we have from time to time. Although, it is precisely what we're



I contend that those who are great leaders make things happen through others and are constantly evaluating how well the systems are supporting the strategic plan. These leaders spend time tweaking the plan to produce outcomes that move the organization in the direction it wants to go while taking care of the tasks must be done.

Do you have enough flexibility in moving back and forth from seeing the big picture and small frame? Are you in the fire fighting mode and don't know how to extricate yourself from the pattern? Are you executing your company's strategic plan? We have consultants and coaches on hand to help you overcome these patterns quickly and with lasting results. Call now 408- 988-2361 for a complimentary sample assessment from Karen Mathews & Associates to take you and your organization to a new level of performance.

[See www.karenmathews.com](http://www.karenmathews.com)

#### • **Factors That Make People Effective (Read Time: 2 minutes)**

Previously it was believed that performance was the product of motivation multiplied by ability. What we know now is that trust is the exponent of that equation. This is true at the individual, team and organizational level. It would look like:

Performance = (Motivation x Ability) trust

If you consider how fast (or slow) work gets done in a low trust environment, it will become apparent that it is bogged down with a lot of bureaucracy and investigations into validity or truth of the situation. People challenge if decisions are correct. There is a lot of justification required. It is generally difficult to get through each interaction.

To increase trust in your organization start small. Step one - trust is an inside job. You must be congruent and competent within yourself, then as a leader. Others know if we're not congruent even if we have integrity and are honest. Do you walk your talk? Do you know your personal values and do you act in alignment with them?

This aspect of trust is definitely a perception and cannot be manipulated. As my father used to say - "you cannot be all of the people all of the time". We know intuitively;

we sense it when someone is in alignment or not. Besides, trust is a feeling of confidence that we give. Trust yourself and do what you commit to do; by doing this, you will influence perception others have of you faster than any other thing that you can do.

Look for our newsletter in June.

**[For more about Karen Mathews & Associates,  
contact info@karenmathews.com...](mailto:info@karenmathews.com)**