



## **NOVEMBER/DECEMBER 2006 - LEADERSHIP LETTER #12**

### **Managing People and Influencing Behavior**

**Hello again and happy Thanksgiving to everyone ...**

This Leadership Letter has been sparked by several clients who've been stymied by their lack of success in helping key players change, develop, or improve.

The following tips include items from great thinkers (Drucker and Gandhi, among others).

Some are common sense and several are "out of the box." All are potentially helpful!

Best wishes,

***Mel***

Mel Hensey, PE, F.ASCE  
Management Consulting Engineer  
Hensey Associates  
8220 Riversedge Cir., Maineville, OH 45039  
513/919-7672, [MHensey@aol.com](mailto:MHensey@aol.com)  
[www.henseyassociates.com](http://www.henseyassociates.com)

*If you do not care to receive these Leadership Letters in the future, please simply send us an email to let us know and we'll remove you from the list. Thank you.*

## MANAGING PEOPLE AND INFLUENCING BEHAVIOR

Leaders at all levels in most kinds of organizations are very often frustrated by their inability to influence their people. And ... in particular, to change their habitual behavior patterns when these patterns are dysfunctional. Here are some clues to how to go about it more successfully!

What gets reviewed, gets done. —*Drucker*

Be the change you want in others. —*Gandhi*

If what you're doing to influence someone else **isn't** working, try **anything** else.

—*John Parmater (NLP coach)*

Frustrated leaders usually don't have or use ... goals, measures, feedback on results and rewards linked directly to performance. So, you need: goals, measures, candor and coaching, and rewards tied to performance!

—*Bossidy and Charan (Execution)*

People think talking is the most powerful part of communication. Actually, **listening** is. Because you find out what the other person is seeing, believing, doing. **Then**, you can pinpoint your few well-chosen words on target.

—*Hayakawa (communication scholar)*

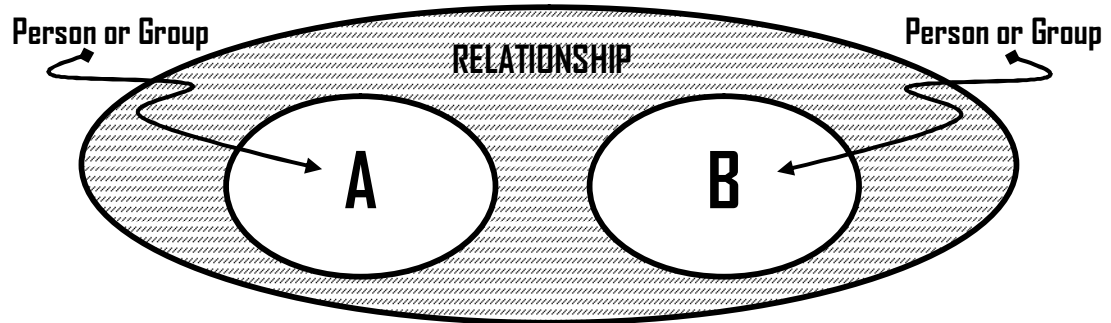
When a subordinate continually or frequently doesn't meet his/her manager's expectations (fails), he/she is being **reinforced** in that behavior by what the manager is/isn't doing! (This doesn't apply obviously to a new subordinate.) This suggests the manager/leader needs to examine his own approach to his subordinate at least as carefully as he examines his subordinate's responses!

—*David Thompson (Managing People, Influencing Behavior)*

The **meaning** of our communication isn't what **we** hoped, thought or believed it was. It actually is the **response** it elicits from the other person or party. Only that. Change the communication to change the response.

—*Bandler and Grinder (NLP co-developers)*

Systems theory (originally from biology) suggests the following:



- A **cannot** change B directly.
- A **can** change A, who then becomes A' (different).
- Then B **will** change in response to A'.

—*Van Bertalanfy*

**Another Bus:** The great work by Jim Collins et al in Good to Great suggests that sometimes good people just aren't cut out to be on your bus (in your organization)! They'll probably do very well when they are finally on the "right" bus, and perhaps you can help them find that bus via an outplacement advisor or firm!

*Summary by Mel Hensey, PE, Management Consulting Engineer  
Hensey Associates, Maineville, Ohio*