

38 succinct theories on thriving in today's workplace

by Morris Shechtman - ABOUT THE AUTHOR - Morris Shechtman is an international change management consultant and author of *FIFTH WAVE LEADERSHIP: THE INTERNAL FRONTIER*, from which these observations were adapted:

WOULD YOU SAY YOURS is a 'happy' firm? Here's a collection of pithy insights on change, growth, conflict, and what it takes to thrive in the 21st century workplace. In an era where information travels and technology spreads almost instantaneously, success requires that we look inside ourselves for solutions to our work-related problems.

1. Teamwork is a result of conflict and confrontation, not consensus and agreement.
2. Feedback is constructive when its goal is to give people information that helps them learn, grow, and change. In the absence of feedback, people will always assume the worst.
3. Great risk goes with great opportunity— you can't have the one without the other.
4. Uncertainty requires you to identify your values.
5. Nothing will lower your credibility faster than avoiding conflict.
6. You'll never maximize your opportunities unless you're willing to put everything at risk.
7. Clarity creates advocates and enemies.
8. There are only two types of professionals: trusted advisers and vendors. The former determines the fate of the latter.
9. People want reciprocity and responsiveness more than answers.
10. All change is loss – it doesn't matter whether it's "good" change or "bad" change.
11. Your people are your greatest asset and your greatest risk.
12. Information inevitably creates more conflict.
13. Leadership is a perpetual exercise in managing conflict.
14. Sustainable organisations have charismatic cultures, not charismatic leaders.
15. The easier you are to read, the better you are able to lead.
16. Feedback is truly the gift that keeps giving.
17. Risking early has the greatest likelihood of creating quick credibility.
18. Intimacy is impossible to achieve without a commitment to engage in self-disclosure and conflict.
19. The two key skills in life are the ability to make decisions and the ability to build relationships. Everything else is a distant second.
20. If you're not judgemental, you don't really care.
21. Goals are where you're going. Values are how you're going to get there.
22. Affluent people view relationships as an investment in life; rich people view relationships as a drain on their resources.
23. No emotion will enhance your success more than anger.
24. Harnessing your anger gives you the ability to act in your own behalf.
25. Mediocrity is the choice to live with disappointment.
26. All relationships, at some point, are disappointing.
27. Disappointment is the catalyst for the next stage of growth.
28. All business is personal.
29. There are no business problems – there are only personal issues that manifest at work.
30. The best leaders have the most uncompromising values and beliefs.
31. The pain and discomfort of change are nothing compared to the alternative.

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32. In a survival organisation, disappointment is cataclysmic; in a growth organisation, disappointment is a new beginning.
 33. In today's world, if you do what you've always done, you'll get less than you've always gotten.
 34. It's comforting to believe that success is just something that happens to the lucky few. If we believe this, then we don't have to deal with the painful
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35. realities of why we're not among them.
 36. When we reach adulthood, we lose the right to keep waiting for someone to change our life.
 37. Speaking the unspoken truth—making the covert overt — can be liberating.
 38. The familiar causes us to misperceive a comfortable job as a growth-oriented one: it makes us mistake a terrific opportunity as 'wrong for us' because it causes us discomfort.
 39. Personal transformations produce extraordinary influence and attraction