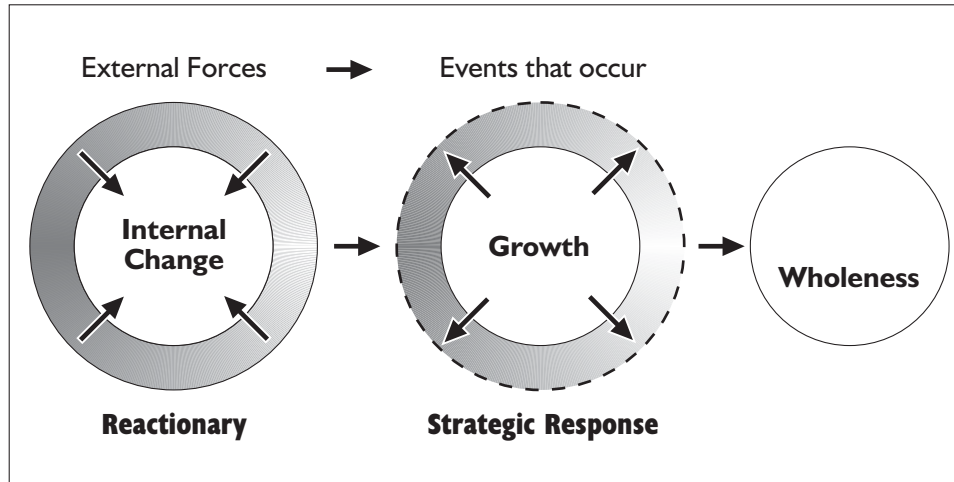




## Seeing Things As They Are

### Shifting the Perception of Reality to Take Decisive Action

It is critical that leaders, especially in challenging times, see things as they are not as they hope they should be. This is particularly true when it is necessary to bring the management team from a place of reactive thinking to a more strategic response.



**An enormous amount of critical energy and resources are wasted in the pursuit of reactive action so mistakes are made and inefficiencies occur.**

### The Reactionary Leader

For the reactionary leader what is occurring in the world at this moment is perceived as an external force that is pounding into the company. It is therefore necessary to react to this force by changing something within the company.

This perception of “things have got to change” to deal with the External Forces creates significant stress on the company and the people. An enormous amount of critical energy and resources are wasted in the pursuit of reactive action so mistakes are made and inefficiencies occur.

From the employee perspective two reactions are possible:

1. They react with the same level of energy i.e. urgency, as the leader.
2. They remain complacent or content with what is occurring in the marketplace and cannot or will not move with the times. Though they may feel the stress it is better to do nothing. This is an internal reaction.

For the first person they have “bought into” the reactive energy and though they are willing to do what is necessary to help out, it maybe with inaccurate perceptions that they are making their decisions.

For the other person the reaction is more subtle and internal to them. They react by doing nothing out of the ordinary hoping or denying any change is required. A pressure is built up with in the leader as he or she sees that no action is being taken. This can further exacerbate the situation.

**I see.  
I listen.  
I act.  
I know.  
I am.**

# LEAP!

## Seeing Things As They Are

### **Moving Along a Continuum – The power in a Shift of Perception**

In fact, whatever is going on right now in your business is just an Event that occurs as a result of being in business. No matter what the media says or the guys you play golf with tell you this is just an event. It occurred before and it will occur again.

Now I am not suggesting for a moment that you will not take action. But the quality of the action will be significantly different when you take the “force” out of the equation. Clients tell me when the emotion is gone they can make clear decisions that translates to their management team in a way that they can hear it.

### **When Strategic Response is required people are more likely to listen.**

For one client we work with this shift of perception allowed them to make the necessary difficult decisions to meet radical and swift market changes. The General Manger helped his team see the condition as an event not a force and the emotion was quickly shifted away from “a feeling of victimhood” to what are our options moving forward. Yes they still needed to lay off employees but they were also able to quickly go after new business that was out of their paradigm or current identity.

What occurs is this. As the person sees reality more clearly they also see more options for action. This leads to an inner growth or understanding that they are not at the whim of forces. The focus of control shifts from an external pressure to an internal freedom to act.

What is interesting to us is that clients will tell us that what they thought was real sometimes doesn't exist at all. (See broken line circle in above “Events” diagram) What was seen as a solid force (the solid circle) at first is then seen as less ominous as they dissect the event from what is real and what is made up.

When you can help people see options for action and can help them see truth from fiction then you also help them decide to get “in the game” with you. And they will.



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