

Smart Strategies Solutions for Workplace Challenges



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2011 Spring Webinar Series

Critical People Skills & High Performance Leadership

*Early Bird Discount
Deadline is April 19th*

All sessions include practical strategies and tips that can be put to use right away. You can sign up for one, two, or all three sessions of either series.

Topics include: TEAM styles, difficult people, accountability, motivation & conflict.

What do you think of our new look? (Mostly just swapped columns.) Hope you're enjoying the warm weather. This issue looks at some new quotes about leadership and a coaching strategy called "thought transference".

Also a couple of funny quotes to keep the funny bone in gear.

Hope you enjoy.

Sincerely,

A handwritten signature in blue ink that reads 'Alan'.

Alan Krieger

Feel free to forward this newsletter to friends and colleagues.

Defining High Performance Leadership

Krieger Solutions, LLC is partnering with SUNY Adirondack Continuing Education to provide a comprehensive leadership training program to the entire leadership team of the Irving Tissue mill in Fort Edward, NY. We worked closely with Irving Tissue to customize the program to build on the excellent training they have had in place for many years. Irving Tissue is a manufacturing company that believes in training and continuous improvement and provides extensive training opportunities for their staff.

The training is a six day program provided over a six month period to allow for application and practice between sessions. A couple of the sessions included exploration of the role and strategies of leaders. The participants came up with some great definitions. Which one is your favorite? Or do you have another one to share?

Let me know: alan@krsol.com

A good leader:

Satisfaction guaranteed.

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Just for Laughs

Don't worry about the world coming to an end today. It is already tomorrow in Australia.
~Charles Schulz

I have six locks on my door all in a row. When I go out, I lock every other one. I figure no matter how long somebody stands there picking the locks, they are always locking three.
~Elayne Boosler

You can't have everything... where would you put it?
~Steven Wright

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"Must allow a greater degree of calculated risk taking to build trust and to achieve high performing teams."

"Needs to establish ownership of tasks to achieve results."

"Inspires others to take action or to a place they individually would not have achieved on their own."

"Communicates a clear vision and motivates, empowers, and holds the team accountable to achieve the vision."

"Has a beneficial vision and knows how to make it happen by gaining the enthusiastic support of others."

"Expresses the mission and end goal and works collaboratively to mentor and develop an atmosphere of empowerment, excitement and success."

"Motivates people to align to a common vision, through communication, that allows them to reach their highest potential."

"Foster a culture that motivates and empowers a team to achieve common goals."

"Shows me where we are going, gives me freedom in performing my work, and helps me when I get stuck."

"A group believes in a leader before they believe in a cause."

Thought Transference

This is one of my favorite techniques... mostly because of its name. It was originally named "thought transmission" by Ferdinand F. Fournies who's written some great books - very simple and practical. "Thought transference" is my adaptation. The strategy is to transfer a thought you have to someone else. Just talking to them will do the trick if they are really listening. But if they're not listening, your words evaporate in the air.

This is especially helpful when you're in a conversation with a difficult employee who is not owning up to the fact that s/he did something negative. After you've given them corrective feedback and they are still dodging the issue, your continued talking is not going to do you much good. Their talking isn't doing much good either.

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You may also reprint any of these articles as long as you include the following in the reprint and send a copy to me at alan@krsol.com:

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The goal here is to get the employee to acknowledge that they did a specific behavior and it had a negative impact. The goal is to have *them* state this, not you; i.e., you need to *transfer* your thought to their brain so they speak it.... Thought transference.

Here's how you do it.

First ask: "*What did you do in situation X?*" (Ask for specific BEHAVIOR). They might throw out a lot of excuses, but ignore them all for now. Just keep saying "*I understand xxxx (their excuses) and I'm not concerned about why this happened, I just want to be clear that we both see this the same way.... What did you do in X?*" After a few rounds of this, most people will state what happened and add blah, blah, blah. Grab onto their statement and ignore the rest. You've transferred your observation to their brain!

With a real tough customer, you may have to move to: "*Did you do Y in situation X?*" Getting a "yes" to this is sort of thought transference, a weaker version. You're pretty sure it's lodged in their brain, but not positive. The more they elaborate, the more sure you are of the transfer.

Either way, then ask: "*What do you think the impact of that was?*" If they won't answer, encourage them to take a guess. If they finally state the negative impact, even if they dress it up with all kinds of distractions, grab onto it and you've transferred your thoughts to them. They said what you had in mind!

For the tough customer you might have to go with "*Do you see how doing Y caused negative impact Z?*" Again, they'll try to dodge and distract... stay focused on getting them to acknowledge the negative impact.

This is a good way to manage a difficult employee - you don't have to lecture them, just calmly ask your questions until the right thought makes it through their defenses and into their brain.

Give it a try and let me know how it works for you.

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