

# CEED



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## Construction Equipment Distribution

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# Succession Planning

Determine how to identify realistic options for the next level of leadership

n Get Social  
Top benefits of incorporating social media

n New Member Spotlight  
Tejas Equipment and its transformation

n Rebalance Your Business  
Examine behavioral assets and liabilities



## Is It Time To Rebalance Your Business?

Determine what a business is really worth and if business finances are accurately managed.

**Balance sheets help determine if results and consequences of prior decisions add value or create disadvantages.**

**What if your organization examined behavioral assets and liabilities this same way?**

Balance sheets are considered a critical financial statement in business. They are a great reality check to determine what a business is really worth and if business finances are accurately managed. Balance sheets also help determine if results and consequences of prior decisions add value or create disadvantages. So, what if every month, quarter, or year your organization examined behavioral assets and liabilities this same way – individually and collectively? Is it time to rebalance?

Balance is a condition in which different elements are in the ‘correct’ proportion. It’s not realistic to have everything we want - in exactly the right amount - all the time. We also know there are consequences of being ‘imbalanced’ for too long. Consider these simple, everyday choices and balance points:

- Hours awake and hours slept
- Healthy and unhealthy eating
- People we spend time with and those we don’t
- What we buy and what we can afford

Each choice carries with it a natural consequence – sometimes an ‘asset’ and other times a ‘liability’. For example, if a leader pushes the hours he/she is awake too long then the risk of fatigue sets in. Sleep too much and there will be things missed. If a leader spends too much time with only a select few individuals then the risk of wear and tear on other relationships increases. Try to spend time with everyone and the quality of the interaction declines. It’s all about balance.

Work is exactly the same way. Leaders must choose wisely - both for themselves and their team members. Sometimes it is very challenging in business to find the right balance between multiple objectives including:

- Financial, customer, and employee wants/needs
- Short-term objectives and sustaining long-term potential
- Production output and needed maintenance
- Developing talent internally and recruiting expertise externally
- Doing it yourself and delegating/empowering others

It’s the last item - delegation/empowerment - many of my clients are working on to find a

better balance. Let’s look at this skill from three perspectives – trust, over/under used behaviors, and practical check-up techniques.

### It All Starts With Trust

Trust is a strong belief in another person’s abilities, character, and consistency. It’s nearly impossible to effectively delegate and empower others if a leader believes the other individual is not competent, their intentions are more self-focused than mutual, or they are inconsistent. Why take a personal risk? Just do it yourself. The problem is leaders can’t and shouldn’t do everything. And, if they try to make all the ‘important’ decisions that just leaves ‘leftovers’ - simple, routine tasks for others. It’s very important to delegate results not tasks.

Also, remember that empowerment is like a three-legged stool. One leg is responsibility – another is accountability – and the final is authority.

Too often two of these legs (accountability and authority) are neglected – and become uneven and wobbly compared to the responsibility leg. Imbalance is created. So, inspect your empowerment stool’s three legs by:

- **Confirming clarity of responsibilities.** Do employees/team members clearly understand what is expected by when? Do they have both the ‘know-how’ and the ‘know-why’?
- **Looking at accountability a different way.** High performing organizations are ditching blame, shame, and threats of punitive action. Instead, look at it as three specific behaviors – influencing (pro-actively), taking ownership, and delivering desired results.
- **Checking out your organization’s approval and sign-off processes.** How often do employees have to get permission to do something to get their job done? Are authority levels realistic and efficient? Do they help drive empowerment and accountability as well as reinforce trust?

Remember, lack of trust always prevents individuals from consistently giving their best – to an organization, a team, a cause, and/or another person. It also can create short and/or long-term imbalance.



### Over/Under

Demand and expectations on leaders continues to grow. Leaders are constantly trying to better balance three scarce resources – time, money, and talent. They must effectively weigh options, determine potential ‘value’, prioritize, and allocate resources to execute plans. Too often this decision-making process is viewed as a linear formula – do XXX versus YYY. But, ‘versus’ implies opposed, against, competing, or eliminating one for another. Try substituting the word ‘versus’ with ‘under/over’ in your vocabulary and thinking. It’s subtle, but ‘under/over’ implies both are necessary and important but needed in a different proportion – rebalanced.

Here are some other critical ‘over/under’ behaviors leaders must continually balance. Both are needed but one set of behaviors may currently be overused and/or underused.

- Giving feedback and getting feedback
- Tapping into team member ideas and personally coming up with all the new ideas
- Reinforcing teamwork and allowing individual initiatives
- Setting deadlines independently and asking for employee input
- Reinforcing positive results/behaviors and correcting unacceptable ones
- Accepting more projects and asking for help
- Sharing decision-making and making all the decisions
- Disconnecting temporarily and staying connected to work electronically

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- Racking up more hours at work and fulfilling personal responsibilities

Now consider some of the consequences of being out of balance:

- Fatigue
- Loss of effectiveness, efficiency, or both (spread too thin and diluted effort)
- Strained relationships (at work and in personal life)
- Increased expectation to continue to do even more
- A workforce or team that feels undervalued
- Delays in taking action as people wait for approvals

Life is full of choices – of holding on or letting go. Rebalancing requires change.

### Two Steps To Get Started

So, how does a leader identify potential rebalancing issues and begin the change? One of the first steps is assessing the current state. Here are two simple but potentially powerful exercises.

1. Balance Wheel. Research shows our brain processes visuals 60,000 times faster than text. For this example we will look at communication and four critical factors. First draw a figure where the lines are equal length and intersect. Now label each line segment a unique factor. Next, rate how effective this factor is currently being executed, using the following scale 1-10 (1 = needs a lot of work and 10 = a significant

strength). A value of ‘1’ is on the outside end of the line segment and a value of ‘10’ is where the two lines intersect. Plot each value then connect the dots. Now answer two important balance questions: 1) Will the wheel roll? ; and, 2) How fast? It’s a great way to visualize balance. Different topics can be assessed with any even number of factors.

2. More/Less Inventory. Take a piece of paper and make two columns. Label one column ‘More’ (Underused) and the other ‘Less’ (Overused). Now, write down as many things you can think of that you want or need to do ‘More’ of – to be in better balance. Then, next to each item write the opposite in the ‘Less’ column. Finally, pick two ‘More’ items from your list that are realistic and needed right now. Put a daily reminder on your I-Phone or computer calendar to help keep you focused each day on these two items. Here are a couple of examples in the area of delegation/empowerment:

- More (Planning work for others to do) and Less (Doing the work of others)
- More (Believing in others) and Less (Doubting others capabilities)
- More (Checking in) and Less (Checking up)

Author Jana Kingsford wrote “balance is not something you find – it’s something you create.” A great way to create better balance is to raise awareness about the importance of it in your organization and assess what behavioral assets and liabilities currently exist. The key to keeping balance is to know when it’s lost. So, how’s your balance?

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