

the WATERCOOLER

straight talk on strategic issues®

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Alan Deutschman

Change Expert

Change or Die!

What if a well-informed, trusted authority figure told you that you had to change or die? What if that person said you'd have to make difficult and enduring changes in the way you think, feel, and act just to survive? Could you change what really mattered when it mattered the most? *If it meant losing your life?*

According to scientific studies repeated over and over through the years, you very likely would *not* change. In fact, the odds are *nine to one against you*. A study at Johns Hopkins University Hospital followed patients who had undergone coronary-artery bypass grafting and were told that their lives depended on changing to a healthier lifestyle. Two years later, 90% of them had the same bad habits.



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Note from the Publisher

"The times, they are a-changing." So wrote Bob Dylan in 1964. And they still are. But while change and the speed of change are nothing new, the world may never have been as uncertain as it is today. Things are changing rapidly, and we seem to all share an unquenchable curiosity about what's coming next.

In this issue, we're not striving to predict the future, but we want to give you, our readers, both insight and foresight on what's happening and how we can best adapt to those changes. There is a bigger picture around us, and our goal is to help you connect the dots to see the possibilities before they pass us by.

Our goal is not to be a platform of well-known authors and passionate practitioners. It's to offer you raw material for two-way dialogues focused on finding a better way. We're convinced that, if we change our conversations, we can ignite a grassroots movement of strategic change in our organizations. We invite you to join us, and we wish you all the best for 2012!

Trends for 2012 | Adjusting to New Challenges | Unique Perspectives



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2012: Trends in Change

Change Can Stick...with Hope

When I wrote *Change or Die* and heard experts claim that nine out of 10 people can't change, I wondered if the whole point of my work to help people change was basically futile. But then it occurred to me that I myself was in that group of "one out of 10" because I had lost weight and kept it off for at least five years. I admit to being exceptionally stubborn, but if I can change, I thought, then *anyone* can change!

As I researched this, I found that psychologists know exactly how to inspire people to change, and they've known how for a long time. The breakthrough insights sprang from research done (again, at Johns Hopkins University) in the 1950s. Researchers compared three kinds of therapy – intensive private sessions, group therapy, and "minimal" therapy (30 minutes every two weeks) – to see which type was best at motivating change. It turned out that all three kinds of therapy worked just as well. When this type of study was repeated, the results were still the same: Every kind of psychotherapy was helpful, but no kind was significantly more helpful than others. So it wasn't the differences, but what they had in common that mattered.

The common denominator was that *going to therapy inspired a new sense of hope for the patients* – the belief and expectation that they would overcome their troubles. The key factor was the chemistry of the emotionally charged relationship formed by the patient and the therapist, not the techniques.

Motivating Change: Facts, Fear, and Force

We like to think that **facts** can convince people to change, that people are essentially "rational" – that is, they'll act in their self-interest if they have accurate information. But facts didn't make a difference to those bypass patients who kept their bad habits.

After we try rationally informing and educating people, we resort to scare tactics. The strongest force for change is crisis, which creates the greatest **fear**. No fear is as intense as the fear of *death*, but that didn't motivate those heart patients to change.

Finally, we often believe that people can't change, or that they "resist" being **forced** to change – that it's simply human nature. So why do people who are put on medication for severe heart disease typically stop following doctors' orders, even when all that's involved is popping a little pill once or twice a day?

Beating the Three Fs

Despite all this, I believe that whatever the unexpected challenge or opportunity, people *can* change the deep-rooted patterns of how they think, feel, and act. Because I believe that change can occur with surprising speed and that change can endure, my mission is to replace these three misconceptions about change – the three Fs of facts, fear, and force – with the three keys to change.

I'm not talking about changing on our own. When we're troubled or distressed and find that our usual solutions aren't working any longer, we seek out new approaches until something works. I'm talking about *how to change when change isn't coming naturally*, when the difficulties stubbornly persist – when you're *stuck* and the situation appears hopeless and you seem to be powerless.

The Three Rs: Relate, Repeat, and Reframe

To make change happen, turn to these tactics instead.

1. Relate: Form a new, emotional relationship with a person or community that inspires and sustains hope.

If you face a situation that a reasonable person would consider “hopeless,” you need the influence of seemingly “unreasonable” people to restore your *hope* – to make you *believe* that you can change and *expect* that you will change. This is an act of persuasion – really, it’s “selling.” The leader has to sell you on yourself and make you believe that you have the ability to change. They have to sell you on themselves as your partners, mentors, or sources of new knowledge. And they have to sell you on the specific methods or strategies that they employ.

2. Repeat: The new relationship helps you learn, practice, and master the new habits and skills that you’ll need.

It takes a lot of repetition before new patterns of behavior become automatic and seem natural – until you act the new way without even thinking about it. It helps tremendously to have a good teacher, coach, or mentor to give you guidance, encouragement, and direction along the way. Change doesn’t involve just “selling”; it requires “training.”

3. Reframe: The new relationship helps you learn new ways of thinking about your situation and your life.

Ultimately, you look at the world in a new way, one that would have been so foreign to you that it wouldn’t have made any sense before you changed.

These are the keys to change. New hope, new skills, and new thinking. We can use them to motivate change in our businesses, our relationships, and our own lives. 🌱

This article is excerpted from Change or Die by Alan Deutschman (HarperCollins 2007).

Alan Deutschman is one of America’s most provocative thinkers about leadership and change. His 2009 book, Walk the Walk: The #1 Rule for Real Leaders, was selected as one of the best business books of the year by Strategy + Business magazine and the Miami Herald. He is also the author of The Second Coming of Steve Jobs, Change or Die, and A Tale of Two Valleys. For more information on Alan, go to www.alandeutschman.com.



Josh Bersin
CEO and President,
Bersin & Associates

2012 Trends

14 Trends to watch in 2012

Leading-edge human resources teams will drive competitive advantage for their organizations by building a borderless, agile workplace with new and changed talent and learning strategies in 2012. These strategies include the heavy adoption of social networking for recruiting, employment branding, learning, and collaboration. They also address a focus on diversity and “Girl Power” to build leadership competencies for the future. In addition, they recommend continual coaching and goal review to drive agile performance management.

Our research shows these strategies are among the 14 biggest trends we see shaping the world of corporate leadership, talent management, training, and recruiting in the coming year. They are included in our report, *Strategic HR and Talent Management Predictions for 2012: Driving Organizational Performance Amidst a Global Talent Imbalance*.

For leaders of people in 2012, the opportunities have never been greater! Here’s a closer look at the top strategic human resources, learning, and talent trends we identified.

1. The imbalanced global workforce will place the focus on talent acquisition. With high unemployment in the U.S. and Europe and the growth of emerging economies, businesses will need to hire staff and develop products at a frantic rate. Also, there is a large gap between skills needed and skills available. Young people are less prepared for work than ever,

forcing employers to adopt more forms of on-the-job training to build skills. And as jobs are becoming much more specialized, “internal expertise-matching” is taking hold – matching jobs with current employees who have the expertise and are most willing to do them. There is an explosion of interest in assessment tools and pre-hire simulations, as every hire counts in 2012.

2. HR and talent teams will need a global mindset.

In multi-national companies, foreign operations usually have local leaders and ways of doing business. In 2012, most of these companies will build “globally federated” models. This will mean sharing global best practices and customizing tools to deploy locally, keeping in mind that not all talent acquisition teams use the same style of sourcing and staffing. And as local geographies have leadership styles that may be decades behind North America, leaders must now be moved around the world to create a “global talent structure.”

3. Talent acquisition and talent management teams will be integrated.

Traditionally siloed, these two functions need to be integrated to avoid disconnected decision making, ineffective response to employee demands, and intensive administrative work. In 2012, companies will form new functions that may be called “talent acquisition, development,

and mobility” to combine training, leadership readiness, and succession management. When labor markets and economy are tight, recruiting should first focus on internal talent. Integrating various talent processes allows a company to solve problems more powerfully.

4. **Talent acquisition will “go social.”** With the more “imbalanced” talent markets, tools like LinkedIn and Facebook are becoming more valuable for recruiting. In 2012, organizations will realize that their entire employment brand has a dramatic impact on the ability to hire. To be a magnet for talent, companies need to clearly showcase their strategy, the types of people they hire, and goodwill from people in the marketplace. It’s important to build a team of people who know who you are and what you stand for, and who want to join your team.
5. **Employee engagement will be more important than ever.** A 2011 report by Mercer found that 32% of employees were “planning on leaving” their employers – up from 19% just two years ago. People seem to be holding on only until the economy recovers. In 2012, engagement may be more critical as people find easier ways to take their new skills elsewhere. By 2013, 47% of the workforce will be born after 1977, so engagement needs to include an appeal to people under 30. Today’s employees are looking for career development, a modern rewards structure, and companies with a strong mission.
6. **Corporate training will continue to transform.** Even though the concepts of informal learning and expertise-sharing are becoming more common, most companies are still stuck with “old-fashioned” learning management systems. This is more than using social networking – it’s a total change in “what learning and development teams actually do.” The modern approach will mean about 20% formal training, with the remainder divided among on-demand, informal, and embedded disciplines, supported by new tools and a culture of learning.
7. **Performance management will go agile.** According to our 2011 research, companies that revise and update their goals quarterly generate 30% greater

impact from their performance management process. This means that performance management needs to go agile and “real-time.” The “agile” concept means that annual reviews need to give way to a more continuous, dynamic, and transparent model of feedback. As labor markets tighten, it’s even more important to coach people to perform better and potentially move them into better roles.

8. **Talent mobility strategies will go mainstream.** There is a desperate need for a dynamic process for internal movement. This benefits people’s careers, enhances employee engagement, saves money on recruiting – and allows companies to hold on to highly trained employees. This requires defining what “talent mobility” means, implementing a strategy for it, and (the hardest part) managing it. High-impact companies will not just tolerate internal movement – they will embrace it and force it. Ultimately, mobility is the most advanced form of succession.
9. **Organizations will focus on career development.** We envision a system where people can go onto their company’s online portal and look at “similar careers” and see not only what learning is needed for that job, but what other high-performers have done to succeed in that area. Career development will explode in 2012 because young employees are more motivated by career interests than salary or promotions. Companies with transparent career management and mobility programs are already outperforming their peers.
10. **Social tools and solutions will abound.** Current social tools in HR have similar elements: employees are all peers, anything you post is visible to anyone, employees have rich profiles so they become “real” online, people can share many forms of content, people can comment on and rate each other’s posts, and information is linked through systems like Facebook and LinkedIn. Some HR people are afraid of this transparency, but new tools will dramatically change how companies deal with rewards, learning, performance appraisals, recruiting, and career management.

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David Kalman
Managing Director,
Root

Industry Perspective

Adjusting the FOCUS for New Challenges

The dawning of a new year is a time when many organizations look to push the execution of their strategies beyond its current level to the mythical “11” on Nigel Tufnel’s amplifiers. Therefore, it makes sense to look back at some of the lessons we learned over the past year and combine them with the emergent realities facing most businesses.

During the past year, we worked with many organizations that were at some point on the strategy continuum from creation to execution. While our clients’ objectives are fairly consistent – “better execution of the strategy” – *unleashing the power within the strategy* often requires a different focus.

When the economy and marketplace are somewhat predictable, our client work shifts toward refining, implementing, and operationalizing existing strategies. But in an economic fog, our work moves toward creating new

strategies designed to deal with ambiguity in the near term while positioning the organization for longer-term growth.

Problems that Derail Strategy Execution

We’ve seen two major issues that occur at most businesses undertaking strategy execution. The journey we’ve taken with clients underscored the challenges of having **different areas of a business own different stages in the process**. In most organizations, a group of people *creates* the strategy, another group *implements* the strategy, and then the entire business *executes* the strategy. Problems materialize when the strategy means something different to each group. Imagine playing “pass the secret,” but instead of having the secret go around a circle, it has to move across business units and functions and then roll down to an ever-expanding number of new people – who then have to pass it along! Can you imagine how many versions of that secret would emerge after a few passes?

The same thing happens when the strategy creators finish their work, put a bow on the presentation, and simply **hand it over to the implementers** to develop the “curse” of all good strategies – **the road show**. For the road show, we present a pretty version of the strategy, making sure the information isn’t too confusing, and then expect people to apply the critical thinking needed to execute that strategy on an ongoing basis.

Helping People Understand the Strategy

In the New Normal, strategy is *not* neat and pretty. It’s a dynamic beast that requires real-time adjustments based on new realities. Ignorance is not the challenge. (Paul Otellini, Intel’s CEO, claims that “ignorance” will be the next area in business to become obsolete!) The real challenge is the **overwhelming amount of information** being thrust at people and our inability to help them process that information so they can execute the strategy.

To bring some clarity to this new environment, leaders need to help people figure out how to translate all that information into insightful action. We can best do this by helping them determine the questions they should ask and identify the combination of data and information needed to find the answer.

In yesterday's world, critical thinking depended on an employee's ability to grasp how the business works. Today, when there is more to know and less time to know it, critical thinking requires us to understand how the information available translates into the "story" of the business so people can align their actions to the strategy.

An organization's story is based on an effective strategy that has its execution embedded in its design. This demands a cohesive and integrated approach that builds from the organization's unique combination of strengths. Employees must be able to connect areas of strategic intent to the sources of competitive advantage that fuel them. That's when the strategy moves from an exercise in understanding to a source of passion and engagement that propels the business toward its goals.

A View to the Future

The past few years would certainly qualify as "trying times" for most organizations and their employees. Fortunately, we're beginning to see the weariness and exhaustion from navigating the turbulence begin to give way to excitement and a sense of the possibilities that the coming year holds. As we start the year, I'd encourage you to make just one more list. Identify the **seven most important things** that you can do to help your organization deliver on its strategic plan. Then commit to doing at least the top three on a consistent basis.

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11. **New models, diversity and "Girl Power" will drive leadership strategies.** Companies will have to build new leaders – and the nature of leadership has changed. The "new" key competencies are innovation, agility, global acumen, emotional intelligence, and the ability to manage diverse workforces. One diversity issue facing companies is the lack of women in leadership (only 14% of top executive positions are held by women). Diversity creates debate, new ideas, and innovation. In 2012, organizations that value diversity will outperform those who do not.
12. **Growth and disruption in software.** Some major trends in 2012 in the talent management software market are continued growth (as much as 15%), growing interest in single-vendor solutions, and bigger vendors getting bigger. Also, talent management software is expanding into tools for social recruiting, career management, advanced analytics tools, and mobile solutions. As most buyers rate their software solutions as 3.3 out of 5 in total satisfaction, vendors have a lot of work to do.
13. **"Big Data" will differentiate top companies.** In 2012, terms like "Big Data" and "Data Science" will impact HR. With the explosion of data, there is a need to know how to analyze it. However, only 6% of HR teams rate themselves as "excellent" in data analysis – and 56% rate themselves "poor." It's easier to find talent-related data, but you have to know what you're looking for. In 2012, we see a major emphasis on building strong "Data Science" teams.
14. **Top businesses will "reskill" HR teams.** The U.S. Department of Labor says that HR careers will be one of the fastest-growing in the next six years. HR generalists and staff provide huge leverage in the ability to impact change, but interestingly, our research says that fewer than 15% of HR organizations have training for their own people. 🌱

Josh Bersin has worked with hundreds of companies to deliver high-impact employee learning, leadership development, and talent management. Bersin & Associates offers product and market data, insight on trends and expert advice on enterprise learning and talent management. Bersin has been quoted in BusinessWeek, Harvard Business Review, and National Public Radio. He is the author of The Training Measurement Book: Best Practices, Proven Methodologies, and Practical Approaches and The Blended Learning Book: Best Practices, Proven Methodologies, and Lessons Learned.

See the entire report at <http://marketing.berzincom/2012Predictions.html>.

Try This With Your Team!

Taking Advantage of the Winds of Change

Over the past year, we've observed some relatively common headwinds and tailwinds in building the story of a strategy. Tailwinds accelerate the organization to a higher level of connectivity and performance. Headwinds are the missteps that create confusion and dissent.

Gather your team around this sketch and discuss the Winds of Change facing your team or company.



1. Read the lists of Tailwinds and Headwinds.
2. As a group, identify which of these winds is likely to affect your team or company in the coming year. Highlight or circle them. Add new winds to the lists if you like.
3. How will you deal with the challenges presented by the headwinds? Is there a way to use them to your advantage?
4. Will the headwinds also affect your competitors? Your clients? Your employees?
5. How will you best use the power of the tailwinds? Be specific.
6. How will the tailwinds change your competition? Will they be able to take advantage of their momentum?
7. What kind of environment can you create for your team or company so you can fight the headwinds while being propelled by the tailwinds?

Tailwinds

- Strategies that move beyond generic statements of intent and provide an elevating purpose.
- Strategies that are fluid enough to evolve their objectives based on emerging marketplace realities.
- Strategies that start with a clear definition of the challenges and then clearly connect strategic initiatives to the challenges they address.
- A balance between centralized and decentralized based on the complexity of the challenges. The more complex or challenging, the more cohesion and focus is necessary.
- Clarity on what teams and individuals need to do differently to support the strategy.
- A strategy that defines "the culture of competence" needed to fuel future growth.
- Removal of the ambiguity and uncertainty of a rapidly evolving marketplace.

Headwinds

- Strategic intentions full of compromises that lead to watered-down, unfocused initiatives that don't generate cohesion and insightful action.
- Reactive strategies based on the competition, not organizational strengths.
- Strategies filled with jargon and boastful statements that provide little direction for employees and make them feel that leaders don't know what they are doing.
- Confusing aspirations and outcomes for objectives and strategies.
- Unanticipated problems that the business is unprepared to manage.
- Failure to acknowledge and remove ambiguity in an uncertain marketplace.



Jan Rutherford

Unique Perspective

Leading Means Leading Change

It's that time of year when everybody talks about making changes. All business leaders are facing the usual challenges – transforming cultures, creating better processes, setting shorter sales cycles. All change has one thing in common – whoever is leading it needs to gain acceptance and commitment from the team.

Leadership is nothing if not change. As leaders, we know that creating positive change starts within. I learned much of what I know about leading change while I was in the U.S. Army, from ages 17 to 26. I saw people who held impressive ranks, but that didn't always correlate with effectively leading and managing change.

People in business may think leading in the military is simple – just give an order and people follow! But that really only happens in combat – just a small percentage of a soldier's time. In business, people often follow repeatable policies and procedures that can be trained in a course. In the military, assignments are short, so you're always doing something *for the first time*. In some ways, there is more change in the military than in the business world.

Becoming a leader who inspires change isn't easy. Even in the military, leaders have to work hard to gain commitment and acceptance. A friend who is a retired two-star general says, "If I had to give an order, I knew I had already failed." In other words, if a soldier did something because "I said so," the leader hadn't gained acceptance or commitment along the way.

Change Is Cultural

Early in my business career, I thought I could train and coach teams through challenges and problems. But I soon realized that behavior in organizations comes from everything that makes up the environment – *that's* the key determinant of success or mediocrity. And that's why we spend so much time figuring out how to create the right environment, the right culture, so we can foster innovation, facilitate change, and provide fulfillment to the team members. When we can do that *as an art*, we can instigate change *from the heart*. But culture has to start at the top, with the vision, mission, and values. If your leaders aren't walking the talk according to the values, you'll never create the culture change you desire.

In the military, every unit has a unique culture they take pride in. For example, field artillery units wear red socks. The culture creates bonds of trust, and within that trust, people have open conversations and rules for creating the norms. When that kind of culture exists, leaders can guide change. They don't have to sell people on the details. Continuous change just becomes "the way we do business."

Change Requires Sacrifice

To inspire people to change, leaders need to be willing to change their own way of doing things. What does long-term change mean for you? Chances are you're *comfortable*. Change requires some degree of discomfort, but great achievements require great sacrifices.

Successful leaders have a passion, and they're willing to sacrifice the status quo to fulfill it. Think hard about what "sacrifice" means. Now think about what sacrifice *requires*. It means giving something up so you can focus on something

else. Leaders give their teams more and more to do, but they don't tell people what to *stop*. Then they can't figure out why so many change efforts fail. You yourself have to say "no" to some things, and that may be the hardest step of all.

A famous motivator, Charlie "Tremendous" Jones, once said, "You are the same today as you'll be in five years except for two things – the books you read and the people you meet." I'd add "and the sacrifices you make." It would be pretty amazing if we all made a New Year's resolution to sacrifice something so we could change something else – and inspire the will to change in others. 🌱

For the past 20 years, Jan Rutherford's business roles have been in marketing, business development, sales management, corporate training, product management, and government affairs. Half the proceeds of his book, The Littlest Green Beret: On Self-Reliant Leadership, go to the Special Operations Warrior and Green Beret Foundations. He is also a blogger on leadership and change; to learn more, go to <http://janrutherford.com>.



These are the Ten Self-Reliant Leadership Essentials that effect change – in yourself and in others.

- 1. Passion:** What am I driven to change?
- 2. Vision:** Do I know where I want to go?
- 3. Consideration:** Am I assessing past events that may be holding me back from changing?
- 4. Intention:** What happens if I *don't* change? What will the future be like?
- 5. Planning:** Have I given myself milestones for change, with due dates?
- 6. Commitment:** Is my passion powerful? Do I have the courage to act?
- 7. Sacrifice:** What will I need to stop doing? Am I willing to leave my comfort zone?
- 8. Discipline:** Can I stick with the change and not procrastinate?
- 9. Action:** Am I working my plan and measuring success?
- 10. Habit:** Has the new behavior become a habit, so it no longer feels like a sacrifice?

The last marker of personal change is not so much an action, but a result of a disciplined approach to these ten steps: **Character.** Has the habit become so ingrained as to become part of who I am? What will be my legacy with the people I lead? What can I do to augment my personal growth?

Which step is your strength? Which step most needs your focus to adapt the way you think, approach others, and truly effect change?



Farmer Lee Jones

Unique Perspective

An Interview with Farmer Lee Jones of Chef's Garden



As a leader of a family farm that grows, packages, and ships the highest-quality, safest, and most flavorful specialty vegetables and herbs directly to the best chefs in the world, Farmer Lee Jones is by nature a keen observer of changes in the environment – that relate directly to changes in business.

As you look back at 2011, what are your insights for changing an environment?

Farmer Lee Jones:

In many cases, we're focused on looking forward – like all businesses – but it pays to look back too. Many of the beliefs and practices from 100 years ago were extremely effective and remain valuable today. In my field, that was pre-chemical, pre-synthetic, pre-genetically modified organisms. Farmers employed true crop rotations with cover crops to reinvigorate the soil rather than applying chemical fertilizers to supplement soil devoid of nutrients because it never had a chance to rest.

A huge dichotomy has arisen in agriculture over the past century. Most farmers are sustained by producing cheap crops. Now, these farmers aren't bad people – they're just fulfilling the current demand, and they do it very well. As it relates to our income, we produce food cheaper than any other country.

Food is not measured by brix (sugar content), nutritive value, or other qualitative measures as much as quantitative measures like yield and tons per acre. Billions of dollars have been invested in marketing the cheapest product, leading many consumers today to make decisions based on price, so re-education is the key.

The reality is you can pay now or later for fueling your engine with inferior quality foods. Doctors' offices are packed, and pharmaceutical companies are making billions as a result of the way we currently eat. Yet the majority of consumers still don't recognize the difference between buying cheap food and quality food. It's a hard sell to increase a family's food budget in a tough economy with high employment rates, yet we'll pay more for entertainment than food and then wonder why diabetes is rising at such a staggering rate.

Luckily, the news isn't all bad. We see farmers' markets also on the rise. Families are beginning to view trips to these markets more like social outings than grocery shopping. They're cooking with their kids to cultivate their interest,

“Billions of dollars have been invested in marketing the cheapest product, leading many consumers today to make decisions based on price, so re-education is the key!”

and teaching them to make fresher and healthier choices. Kids are more likely to eat something if they helped pick the ingredients at the market or helped select the crops to grow in the home garden. Getting them involved reinforces the value of the food we eat and gives them a sense of ownership over their decisions that will carry into adulthood.

How can businesses change to be more sustainable in 2012? And what are the benefits of moving to a sustainable environment?

Farmer Lee Jones:

Any sustainable business must be environmentally friendly and socially responsible. But there's a third part that is harder for people to wrap their heads around – it has to be economically viable. Our businesses can't sustain if we can't pay our team members a fair wage. It's extremely important to keep quality employees. Yet it's also difficult when we're competing with companies in third-world countries where the average wage for farm workers is \$1.55 per day.

As in other businesses, we have to compete based on things that will differentiate us – like our sustainable growing methods, diversity of products, food safety, and use of technology. One of the most exciting adventures we embarked on this past year was to find a way to generate energy through a renewable source. We've installed a boiler that burns corn cobs to generate heat for our greenhouses.

The cobs are a waste product from one of our neighbors, and it provides a cheap and renewable alternative to fossil fuels. However, wars in the future will not be fought over fossil fuels; they will be fought over water, so companies should be looking toward water conservation methods, which is another area of focus for us.

How can you create hope professionally and personally?

Farmer Lee Jones: How do you eat an ear of corn? One bite at a time. Over the years, I've seen that we can make a difference, but it doesn't happen overnight. In lieu of a perfect plan, the combined mass of small bites can and will make a difference.

I am extremely hopeful for the future of agriculture. I recently read that more seeds were sold in the U.S. in 2011 than at any time in our history. There are more gardens today than during the Victory Garden days of World War II. That's exciting to me, but even more exciting is that people are realizing that gardening can be an educational tool as well as entertainment, and on top of that it will produce healthy foods for their household or community. 🌱

Farmer Lee Jones and the farm have been featured in Bon Appetit, Cooking Light, Gourmet, Food & Wine, Newsweek, The New York Times, The Wall Street Journal, Inc. Magazine, The Washington Post, and Food Arts. See www.chefs-garden.com.





Ed and Deb Shapiro

Unique Perspective



Making Successful Business Changes the Quiet Way

Meditation. An odd word to associate with business? Maybe not. Through our work, we've met with many companies that want to integrate it into their workplace, while others are already offering meditation classes, such as Yahoo!, Google, Morgan Stanley, and PricewaterhouseCoopers.

But how does something as seemingly benign as sitting in silence help a business to operate more efficiently and creatively, or to make the changes necessitated by new trends?

Changing World, Perennial Needs

Let's consider the things that make all business changes difficult:

The Need to Be Real

When we work with corporations and coach CEOs, we often see how a gap between our professional and personal

selves can grow due to stress. But if our inner needs are not expressed, this can lead to the development of masks, a lack of fulfillment, relationship failure, and isolation. The corporate climate needs to reflect our internal climate, as a lack of authenticity limits the inner resources we bring to our job.

The Need to Make Smart Decisions

In any business environment, there is an ingrained push to succeed – quickly! Many problems are due to the speed at which decisions are made or actions are taken. We're required to think of a million things simultaneously. As a result, we tend to have an overworked "monkey mind," when our thoughts are all over the place, not alighting anywhere long enough to make an impact. No wonder so many poor decisions are made when the monkey is in charge!

The Need to Think Together

When we're not mindful and present in the moment, we are unlikely to realize how much we need to work together –

that we are interdependent. It's important to remember that we are all human, and humans make mistakes. It's okay to be who we are. At the same time, we each have something very unique to offer.

Weird and Wacky? Maybe Not

Meditation helps us to fill these needs, and a lot more. Yes, many businesspeople think of meditation as being a bit "out there," and even the word "mindfulness" may be confusing. But being mindful simply means *paying attention* – to our relationships, communication, and presence. While working with corporations, we find that their unfamiliarity with meditation demands a new approach, so we created the term "silent space." This is instantly understandable and makes the experience far more accessible.

This is a far cry from being weird and wacky! Rather, it speaks of greater lucidity, efficacy, and adaptability. Many workplace issues can cause stress, yet all of us have the ability to grow and change. We just need to be relaxed and at ease within ourselves to access that ability.

A New Way to Measure Success

Bringing meditation, relaxation, and visualization into the workplace decreases stress and clears the mind. It increases focus and concentration, develops skillful ways of dealing with issues, and inspires ways to solve problems. With just a few minutes of silence, you can gain:

- Clarity of thinking
- Increased efficiency
- Greater perspective
- Better listening skills
- Improved health through greater relaxation
- A stronger sense of self and purpose
- Awareness of our interconnectedness, leading to kindness, compassion, and altruism

Using "Silent Space" at Work

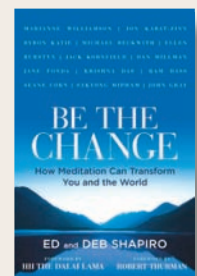
Picture the first few minutes of most of the meetings that take place at your company. Usually, people rush in checking phone messages, setting up laptops, or continuing conversations from the hallway. It's pretty chaotic. How can we expect people to stop, concentrate, and bring their whole selves to a meeting when it begins like that?

We recommend starting your meetings with two or three minutes of silence. No one has to do anything odd – just breathe naturally and be quiet. In this way, when they start focusing on the meeting, they are more relaxed and ready to do their best work.

We were teaching meditation to a group of 14 CEOs during a four-day meeting. On the last day, they had worked hard enough to be able to do what they wanted – play golf, go swimming, etc. One of them requested a session of silent space. To our amazement, they all showed up!

In essence, meditation is just calming our mind while being fully in the moment. Entering into silence with ourselves invites us to be truly present with who we are. It helps us relax, yes, but it also creates a space where creativity, solutions to difficulties, and awareness of the bigger picture naturally emerge. It also gives rise to greater joyfulness and a personal happiness that affects both ourselves and those around us. When people are in the present, then magic happens – even in the business world! 🌱

*Ed and Deb are corporate consultants and personal coaches working with CEOs and senior and middle management. Their award-winning book, **Be the Change: How Meditation Can Transform You and the World**, includes a foreword by the Dalai Lama. They are regular featured bloggers for Oprah.com and HuffingtonPost.com. They host their own acclaimed radio show, "Going Out of Your Mind." www.edanddebshapiro.com.*



2012 Watercooler Newsletter Preview

At Root, we give a lot of time and consideration to our newsletter's editorial calendar. Our goal is to bring relevant topics and unique thought leaders into your day. This will equip you with information as you make decisions and changes in your organization and your world.

We've provided a list of newsletter issues and the topics we are featuring this year. As you plan and implement your initiatives throughout 2012, we hope that the *Watercooler* will be useful and inspiring!

March/April – Creating a Culture of Innovation

May/June – Transformative Change

July/August – Alignment: The Magic of Talking and Thinking Together

September/October – Visualization and Creativity

November/December – Insights on Execution and Creation of Strategies

News and Events

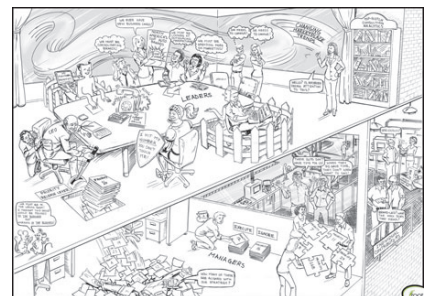
- Visit Root in Booth 113 at **ASTD TechKnowledge**, Las Vegas, January 25 – 27, www.tk12.astd.org.
- **“Managers Move Metrics,”** a webinar with Berry Carpenter, Petco, and Gary Magenta, Root, January 31 at 1:00 ET. To register: <https://programs.rootlearning.com/go/ROOTLEARNING/ManagersMoveMetrics>.
- **“Changing How We Lead Strategic Change: Creating Followership for More Engaged Employees,”** a webinar with Jim Haudan, Root, February 16 at 1:00 ET.
- **Open Evaluator Session for Root Compass, Manager Development Program:** February 29 and March 1. To register: <http://rootlink.com/announcing/compass/manager-development>.
- See Root at **ASTD ICE** in Booth 1306 at the Denver Convention Center, May 6-9, Booth 1306, www.astdconference.org.
- Jeff Austin, Pioneer, a DuPont Business, and Jim Haudan, Root, will present at **The Conference Board: Extending Your Brand to Your Employees Conference**, June 19 & 20, NYC, www.conference-board.org.
- Angela Shafer-Payne, San Diego County Regional Airport Authority, and Gary Magenta, Root, will speak at **The Conference Board: Change Management Conference**, June 21 & 22, NYC, www.conference-board.org.

Watercooler Sketches

Need an insightful, interactive experience for your team, department meeting, or annual conference? Check out our Watercooler Kits!

We use the Watercooler™ sketches from previous newsletters to create a kit that includes a large version of the sketch, dialogue for conversation, and a guide to help you facilitate the experience.

www.watercoolernewsletter.com



The next issue of the newsletter will be March/April 2012.