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We Help You Focus Clearly,
Organize Effectively,
And Act With Courage



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Survival Tips

- What is clearly appropriate to share are mission, vision, values, and decision-making processes.
- What is clearly *not* appropriate to share are: 1) confidential information of a personal or business nature or 2) personal comments designed to hurt, intimidate, or harass. Everything else is negotiable.
- Do not give feedback to another unless you've asked them if they want it, or you have a previous agreement for ongoing mutual feedback.
- People often expect their leaders to be omniscient. If you find that people act surprised or unbelieving when you admit to not knowing something, try not to take it personally. Start contracting how you will work together to fill the gaps.
- Intuition is powerful and might challenge you to move in a new direction. However, you may be reading a situation wrong. Check out your intuition before acting on it. Use it to guide your research, not replace it.
- If you get a specific message three different times from different people, you may have found a blind spot. Check it out.

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SURVIVING THE INFORMATION AGE

Can you survive the information age? The explosive growth of information and knowledge can be both exciting and intimidating, demanding a new approach to relationships and work. ***Leadership does not mean having to know it all!***

When you know what you know:

The challenge is determining what and how much to share. The key to success is contracting with others and maintaining clear boundaries about what is needed and appropriate and what is not. Don't assume anything about what people want to know. Ask. Else you may guess wrong and either deny people important information, or contribute to information overload.

When you know what you don't know:

The challenge here is to let go and let someone else lead! Authentic leaders remove barriers by acknowledging the things they don't know and asking an expert to lead certain activities. Modeling this behavior acknowledges people's worth to the organization. As Akio Morita of SONY once said, "No one of us is as smart as all of us." Empowering leaders encourage individual expertise and regularly tap that resource.

When you don't know what you know:

We all have a body of knowledge buried deep inside that is not retrieved via conscious, everyday thought. Sometimes dubbed "inner knowing" or intuition, it is really an accumulation of our experiences and knowledge encoded over time and deeply imbedded in our brains. It sounds corny, but people have described it like a "small still voice" that cannot be heard in the midst of daily distractions. That's why creative leaders take time to rejuvenate themselves so they can tap this inner resource.

When you don't know what you don't know:

This blind spot is the largest and fastest growing area for all of us. At best, this is the experience of not even knowing the right question to ask. At worst, this is *not seeing* whole chunks of reality because it doesn't fit your worldview. The key is to develop a genuine awareness of yourself and others, by spending time and energy discovering and nurturing collective interests -- the positive role of networking. □