



## INSIGHTS – July, 2015

The goal of *Insights* is to reflect topics that are the result of your input and comments. I will continue to send it out to you in PDF format and in each issue, I will include articles, research, observations, and insights on the important focus areas that I've heard you discuss in our executive development programs and courses. I will provide summaries/extracts of those that touch on these interests and will provide a link to them so you may explore in more detail and for more context if so desired.

### Focus Areas and Frequency

The focus areas will rotate around these major themes:

- **THINK:** Strategy and strategic planning
- **ACT:** Operations and strategic financial management
- **LEAD:** Culture, lateral leadership, and human capital management
- **TRANSFORM:** Change and innovation
- **REFLECT:** Book reviews, long-lasting ideas, and self-management

V/R,

A handwritten signature in black ink that reads "Kirk Lawrence".

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## **THINK: Why You Should Take Time to Not Think**

Scott Elbin, writing in the 20 January, 2015 online blog Promising Practices in Government Executive, offers that it is a necessity for executives to clear their minds a couple of times a day and just daydream. His main premise is that daily schedules for executives are so crowded and so much time is spent staying focused and on task that their brains become overworked and inefficient. The brain needs some downtime during the day. What do think of his article and the research that supports it? Are you disciplined enough to allow for some undisciplined thought?

To read this article, visit: <http://www.govexec.com/excellence/executive-coach/2015/01/why-you-should-take-time-not-think/103215/?oref=govexec> today nl

*Executive coach Scott Eblin , a former government executive, is a graduate of Harvard's Kennedy School of Government and is the author of The Next Level: What Insiders Know about Executive Success.*

## **ACT: How You Make Decisions Is As Important as What You Decide**

Laurence Minsky and Julia Tang Peters, writing in the 28 April, 2015 *Harvard Business Review*, discuss an inclusive approach to making decisions drawn from the habits of 5 senior executives of Fortune 500 companies. Would this work for you? If you attended the Executive Decision Making session here at UNC, how does this compare?

To read this article, visit: <https://hbr.org/2015/04/how-you-make-decisions-is-as-important-as-what-you-decide>

*Laurence Minsky is Associate Professor in the Department of Communication and Media Innovation at Columbia College Chicago and his most recent book is The Get a Job Workshop. Julia Tang Peters is a leadership advisor to C-level executives and the author of Pivot Points: Five Decisions Every Successful Leader Must Make.*

## **LEAD: 9 Tactful Ways to Argue at Work**

In the 7 July, 2015 online edition of In the Black, the author writes,

*“Arguments don't always have to be a negative confrontation - often they lead to better ideas and stronger relationships. Reasonable people working in an uncertain environment – such as a business in a competitive market – will likely disagree from time to time. Good arguments can make for better decisions.”*

Many of you had a block of instruction from either Noah Eisenkraft or Alison Fragale on Negotiating and Collaboration—do you think this article complements the teaching you received?

To read this article, visit: <http://intheblack.com/articles/2015/07/01/9-tactful-ways-to-argue-at-work>

## TRANSFORM: Focus on Winning Either Hearts or Minds

Lisa Lai, writing in the 20 May, 2015 Harvard Business Review discusses the principle of winning hearts and minds to build “buy-in” and support for a project/concept/proposal. However, she advocates for choosing one OR the other approach as the main strategy, and offers her thoughts on how to do that. What do you think—do you have to win BOTH hearts and minds to be successful or is one more important than the other?

To read this article, visit: <https://hbr.org/2015/05/focus-on-winning-either-hearts-or-minds>

*Lisa Lai serves as an adviser, consultant, and coach for some of the world’s most successful leaders and companies. She is also a moderator of global leadership development programs for Harvard Business School Publishing.*

## REFLECT: This Is Your Brain on Power

We have included a new session by Professor Alison Fragale on “The Consequences of Power” for a number of our custom programs in the Federal sector, which has generated a great deal of discussion. In the 8 July, 2013 edition of *The National Journal*, Brian Resnick discusses research that highlights the behaviors of those who have the perception they are powerful and those who perceive they are powerless, and what it means for leaders today.

To read this article, visit: [http://www.govexec.com/excellence/promising-practices/2013/07/your-brain-power/66152/?oref=govexec\\_today\\_nl](http://www.govexec.com/excellence/promising-practices/2013/07/your-brain-power/66152/?oref=govexec_today_nl)

*Brian Resnick is a staff correspondent at National Journal. Before joining, Brian spent a year at The Atlantic as a fellow, where he produced content and wrote for TheAtlantic.com. Brian graduated cum laude from the University of Delaware in 2011 with a B.A. in psychology.*

## UNC EXECUTIVE DEVELOPMENT

*I will distribute [Insights](#) every other month so that I don’t clog up your inboxes. Please distribute this newsletter to others. I’ve extracted some key nuggets to share with you and have also provided the source for those of you who want additional detail.*

*I hope you find this information useful and relevant. Call (919.962.0693) or email me ([kirk.lawrence@unc.edu](mailto:kirk.lawrence@unc.edu)) if you have specific ideas for topics that are pressing developments for you and your leadership team, any thoughts that will help this be more valuable to you, or if you want additional information on any of these topics. I’ll do my best to get information to you quickly.*

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