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The Business of Runkle Consulting

Runkle Consulting coaches people through tough spots in organizations by providing organizational development consulting: executive and team coaching, change management, and strategic facilitation.

Subtracting Stress

Every day leaders all over the world devote great amounts of energy to getting the job done. But how often do we stop and think about the effectiveness of the energy we're expending? And the stress that we're experiencing? Stop and focus on the things you should stop doing – and subtract some stress from your life:

1. What are the three most non-valued added activities you participate in?
2. How could you cut back the time spent on those by 50%?
3. What are three things you would like to spend that time on instead?





Thank You for Arguing

This book, published this summer, is all about the art of persuasion. The author, Jay Heinrichs, draws from such notable sources from Winston Churchill to Homer Simpson. I'm only through the first four chapters of the book and already have 50 post it notes flagging key concepts. A few to share:

- + Try this in a meeting: Hold your tongue until well into the discussion. If an argument bogs down in the past or present tense, switch it to the future. "You're all making good points, but how are we going to?" Make sure that question defines the issue in a way that's favorable to your side.
- + Try this with your writing: Besides checking your spelling and grammar, go over your e-mails and memos for decorum. Are you fitting in and speaking their language? Are you meeting your audience's expectations?
- + Try this with a new job/client: The author says: when my wife resumed her career, she asked me what she should wear on casual Fridays. "Does anyone above you dress casually?" I asked. "No," she said. "Then don't go casual – always dress one step above your rank". It worked. Within 18 months she was promoted to VP.
- + Try this with your employer: Write down a personal mission statement. Why are you working? What are your motives, both selfish and noble? Now compare your mission statement with your employer's. Is it a reasonable close match? Otherwise, start redoing your resume.

Source: Thank You for Arguing, Jay Heinrichs, 2007

Summer 2007 Recommendations

-  Website: www.officepolitics.com. Offers advice on how to deal with coworkers who drive you crazy, cliques, backstabbers, bad bosses, stealing credit, rumors and gossip, etc.
-  Book: *Thank You for Arguing* by Jay Heinrichs. To practice your persuasion skills at work (or at home).
-  Book: *Practical Negotiation* by Tom Gosselin. For tools, tactics and techniques in negotiation.
-  Article: *Building a Leadership Brand* by Dave Ulrich and Norm Smallwood in July/August Harvard Business Review. Reviews the five key strategies to building enduring capability in leadership.

