

# LEADERSHIP TR@CKS

ISSUE NO. 12

## Make Friends With People and Processes

By Dr. Jim Dyke

Here's the new reality:  
*In many companies, command-and-control hierarchies have given way to entrepreneurial cross-functional teams in which people must influence others over whom they have no formal authority.*<sup>1</sup>

### You Need Them...

You know this is true: There are people in other departments and divisions that support your success with a variety of administrative functions or bureaucratic processes. These workers don't report to you, but their work is vital to yours!

### More Than They Need YOU!

Worse... you're just another source of work, demand, or complaint to *them*. They report to someone else, and *that's* the person they need to please, not *you!* How do you make sure they get your stuff done? You only have one choice—leadership by *influence*.

### Build a Bridge—Build Rapport

You've got to establish a friendly, collegial relationship with them—a relationship that is based on mutual respect, support, values, and goals.

Start with a friendly approach that focuses on *them*—their needs, interests, problems, and point of view. Ask them about the work they are doing for you.

### Give Them What They Need

Find out what they need from you in order to do their job effectively and efficiently. Then make sure you give them what they need! (And make sure your team does the same!) Allow comfortable lead times and realistic deadlines in your expectations for them and the processes they manage. *Make sure they accept and affirm those parameters.*

### Get Their Boss To Sign On

Meet with them *and their supervisor*. Put the focus on the "big picture" concerns of the organization: the company vision, goals, and values. Don't make this whole thing about you and your concerns—focus on the customer, instead.

Talk about it this way: *How can we all work together to give superior service?*

### Everybody Wins

When everyone teams up to serve the customer better, we all win—the client gets what they want; the organization gets what it wants; and we benefit as a result. Speaking of benefit...

### Say Please and Thank You

Make sure you provide appropriate expressions of appreciation and recognition to these new colleagues of yours. Find out what speaks to them and use that language. And if you would like more details and lots of practical helps, be sure to download the companion issue of *The Personal Trainer*.

Take your leadership influence to the next level by applying it beyond the confines of your own team.

1. *Hiring Smart for Competitive Advantage*, Harvard Business Press, 2006, p.3.

**Leadership Tracks** is a resource for growing leaders edited by Dr. Jim Dyke, the Founder and Director of **Corporate Leadership Initiatives, Inc.**—an organization dedicated to equipping men and women with skills and principles pertinent to the role and life of a transformational leader of the 21st century. For more information, you can log on to the website at: [www.CLionline.com](http://www.CLionline.com) and connect with additional practical and creative resources that will help you and your team apply the ideas and principles presented in this newsletter. Copyright 2020—James R. Dyke—all rights reserved.