CONFRONTING THE TRUTH, CONFRONTING DENIAL

PRESENTED TO LEADERSHIP LOUISVILLE LEADERSHIP SUMMIT
March, 2014

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HOW MANY PEOPLE WORK IN YOUR COMPANY?
THE TRUTH

YOU CAN’T HANDLE THE TRUTH
WANT TO FIND OUT HOW YOUR EMPLOYEES AND CUSTOMERS REALLY FEEL?

1. Go to Google
2. Type in your company’s name followed by the word “Sucks”
3. Click search

Note: “My Company Sucks”: 258,000 hits: 3/10/14
Hello, Customer Service....I want it on time and in the proper hands. I want it done correctly, accurately, exactly, precisely, efficiently, reliably, expertly, faithfully, totally, absolutely, unequivocally, unmitigatidely, flawlessly, supremely, unsurpassedly, and certainly without fault. I want it unharmed, unbotched, untainted, and unscrewed-up. And CHEAP! And if you don’t...
% OF EMPLOYEES WHO THINK THEY ARE IN THE TOP 10% IN THEIR COMPANY

- Females: 89%
- Males: 91%
- In Companies With Less than 50 Employees: 96%
- Middle Managers: 84%
- Executives: 97%

WHY CEOS GET FIRED....

- Mismanaged Change
- Ignored Customers
- Tolerated Low Performers
- Denied Reality

Poll of 1,087 Corporate Directors, Business Week
MEAN GPA=2.9199
1990

MEAN GPA=3.32008
2008

Source: Stuart Rojstaczer

LAKE WOBE GON
COLLEGE GRADS
Even those of us being treated for Accidents WE CAUSED

93% of us think we’re above-average drivers
“MAKIN A LIST, CHECKIN IT TWICE...”

54% of shopping-Mall Santas believe children lie when they say “I’ve been good.”

A DEMOGRAPHIC AND ECONOMIC TRUTH

11% OF AMERICAN HOUSEHOLDS ARE SUPPORTING ELDERLY PARENTS AND ADULT CHILDREN

SANDWICH GENERATION

PEW RESEARCH 2013
TRUTH, DENIAL AND ROLES

% OF LESBIANS, GAYS, BISEXUALS WHO HAVE COME OUT TO THEIR MOTHERS: 56%

% WHO HAVE COME OUT TO THEIR FATHERS: 39%

Pew Research 2013
THE TRUTH ABOUT COMPETITION
IS THIS YOUR ORGANIZATIONAL CHART?
THE FACES OF DENIAL
THE STOCKDALE PARADOX

CONFRONT THE BRUTAL FACTS
FACTS + FAITH
Have strong faith yet confront facts of your current reality

GOOD TO GREAT
Why Some Companies Make the Leap... and Others Don't
JIM COLLINS
Coauthor of the bestselling BUILT TO LAST
THE TRUTH
ABOUT......

perceptions  data
What we sell is the ability for a 43 year old accountant to dress in black leather, ride through small towns and have people be afraid

Harley Davidson Exec

What % of your customers have tattooed your brand name somewhere on their body?
WHY ARE BRONZE MEDALISTS HAPPIER THAN SILVER MEDALISTS?
THE TRUTH ABOUT “TRUTH”
THE
TRUTH
ABOUT
SUCCESS

what people think it looks like

what it really looks like
THE TRUTH ABOUT PERFORMANCE
THE TRUTH ABOUT DISCRETIONARY PERFORMANCE

5'6” Spud Webb

1986 NBA Slam Dunk Champ
THE TRUTH ABOUT PROJECT (TIME) MANAGEMENT

par·kin·son’s law  
(pär k in-s nz)

definition
work expands to fill the time available for its completion
THE TRUTH ABOUT COMMUNICATION

Communication is Connecting
COMMUNICATION

Truth without compassion is cruel; compassion without truth is hypocrisy.
The problem with the golden rule is that it assumes people are reasonable and rational.
Because of free will we choose to accept or reject, resist or change, deny or believe, take it or leave it, follow or obstruct. Acceptance must be in their best interest.
THE TRUTH ABOUT MOTIVATION

CLASSIC, STANFORD UNIVERSITY MARSHMALLOW EXPERIMENT
"The best leaders don't worry about motivating people, they are careful to not demotivate them."

JIM COLLINS
LAW OF DIMINISHING RETURNS

THE TRUTH ABOUT INCREASED SALARY
$3.7\text{ \, MILLION} + \quad 35\% \quad \text{Increase} \quad \rightarrow \quad $5\text{ \, MILLION} +
IF YOU’RE ALWAYS PUTTING OUT FIRES, YOU’RE WORKING WITH ARSONISTS

THE TRUTH ABOUT COACHING VS RESURRECTING
3 DOMINANT STORIES OF DENIAL AND SELF-DECEPTION

• **VICTIM** (It’s Not My Fault; Woe is Me..)

• **HELPLESS** (There’s Nothing Else I Can Do)

• **VILLIAN** (It’s Your Fault)
YOU ABSOLUTELY HAVE A RIGHT TO EXPECT

• Civility

• Performance

• Respect for and care of all corporate assets

• Legal and Ethical Compliance
THE TRUTH ABOUT EMPLOYMENT, FREEDOM AND RIGHTS

When you agree to accept this, you necessarily relinquish some freedom and rights.
The french fry Is my Canvass

Ray Kroc
INNOVATION

WOULD YOU HAVE THOUGHT OF THIS?

BAG CAROUSEL
VENICE AIRPORT
AD FOR
CASINO DI VENZA
INNOVATION

SAVVY GIRL SCOUT ENTREPRENEUR

163 BOXES IN 2 HRS.

13-year-old Girl Scout Danielle Lei and her mom sold Tagalongs, etc outside a San Francisco medical marijuana clinic
INNOVATION

ONLY 262 MILES TO BUC-EE’S. YOU CAN HOLD IT. 262 MILES

“Our Unrinals Are So Clean We Even Put Mints In Them”

Chain of Gas Station-Stores along Texas Interstate With Cult Like Following
Why didn’t I think of that?
THINKING OUTSIDE THE BOX REQUIRES OPENING IT FROM THE INSIDE
I need you to change...

So I can be happy...

THE TRUTH ABOUT GUARANTEED UNHAPPINESS
WE ALL LIVE WITH TWO TYPES OF PAIN, THE PAIN OF DISCIPLINE, OR THE PAIN OF REGRET
6 MAGICAL QUESTIONS

• Do you want to work here? Why?
• How do we make tomorrow better than today?
• What do you see as the consequences of not changing?
• Can I count on You? Prove it
• How am I doing?
• What would I be doing differently if I was not in denial?
MY $5,000.00 ADVICE

THE NEXT TIME YOUR TEAM HAS A MAJOR SUCCESS OR FAILURE........

DEBRIEF WITHOUT SCAPEGOATING

I.E. CONFRONT THE BRUTAL FACTS
THE TRUTH WILL SET YOU FREE

Miracle on the Hudson
1/15/09
All (155) survive

Chilean Mine Rescue
8/5/2010
All (33) survive
MEDICAL STUDENTS DON’T STUDY CADAVERS TO LEARN HOW TO TREAT DEAD PEOPLE

Based on This Presentation, You Learned....
Lyle Sussman PhD

Lyle is Professor and Chairman of the Management Dept, University of Louisville. He has written 65 scholarly articles and co-authored 10 books which have been translated in 15 languages. Selected for Who’s Who in Business Higher Education, he has consulted for the Fortune 500, religious organizations, the military, and the government, both local and federal. More than 100,000 people have attended his workshops or heard his speeches, in venues around the world. When not in the classroom, the boardroom, the ballroom, or the airport, he takes long and loving walks with his best friend, wife, and personal coach, Susan.