

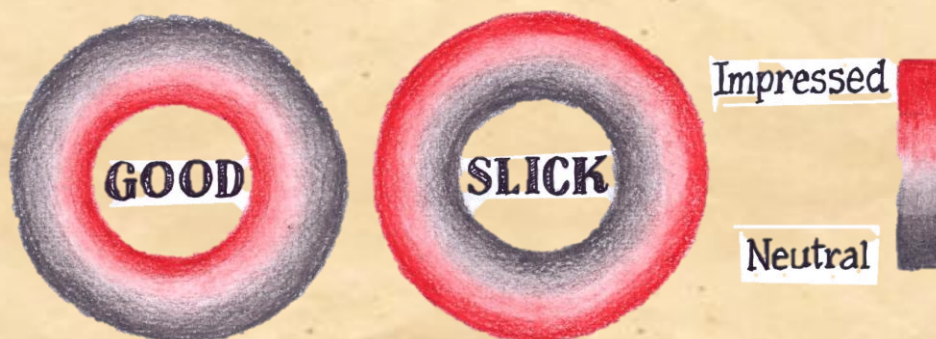
T HE GOOD AND THE SLICK

Leaders often have to make the call as to who stays and who goes, i.e., who keeps their job and who needs to be replaced.

Personal qualities play an appropriate role in this determination, and one potentially confusing pattern that we sometimes see can be clarified by the following MindSet.

Two executives can each have their fans and detractors. Executive One seems slow to impress others as she has strong support and respect from those who work directly with her, but not as much appreciation as we move outside her immediate sphere of influence. Executive Two seems to have a large number of individuals who are quite impressed with her, but those who work most closely with her are neither Raving Fans nor particularly loyal to her.

This pattern suggests that in Executive One, you have a high quality person who has less than stellar social skills and perhaps little charisma. In Executive Two, you likely have a person who is highly socially skilled but who possesses less than great personal qualities. Keep Executive One; if you keep Executive Two, put her in a position where she can't hurt the internal culture...and don't often turn your back.



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