

“Oracles” and “Moles”



How to Manage Key Performers Across the Information-Execution Gaps

Donald J. Minnick, Ph.D.
Interpersonal Skills Laboratory, LLC
www.interpersonalskillslab.com
281.923.1270

The Two Currencies that Drive Business Success

• ..For the last 200 years: **effectively producing products and services**

• Within the last 40 years - a new player: **information / knowledge / data**



Thinking: Acquiring Information / Data-Gathering / Assimilation



Execution of those Products and Services
Critical to Organization Success

The Problem....

**Due to individual temperaments and our personal learning histories,
.....and the action of our organizational cultures.....**

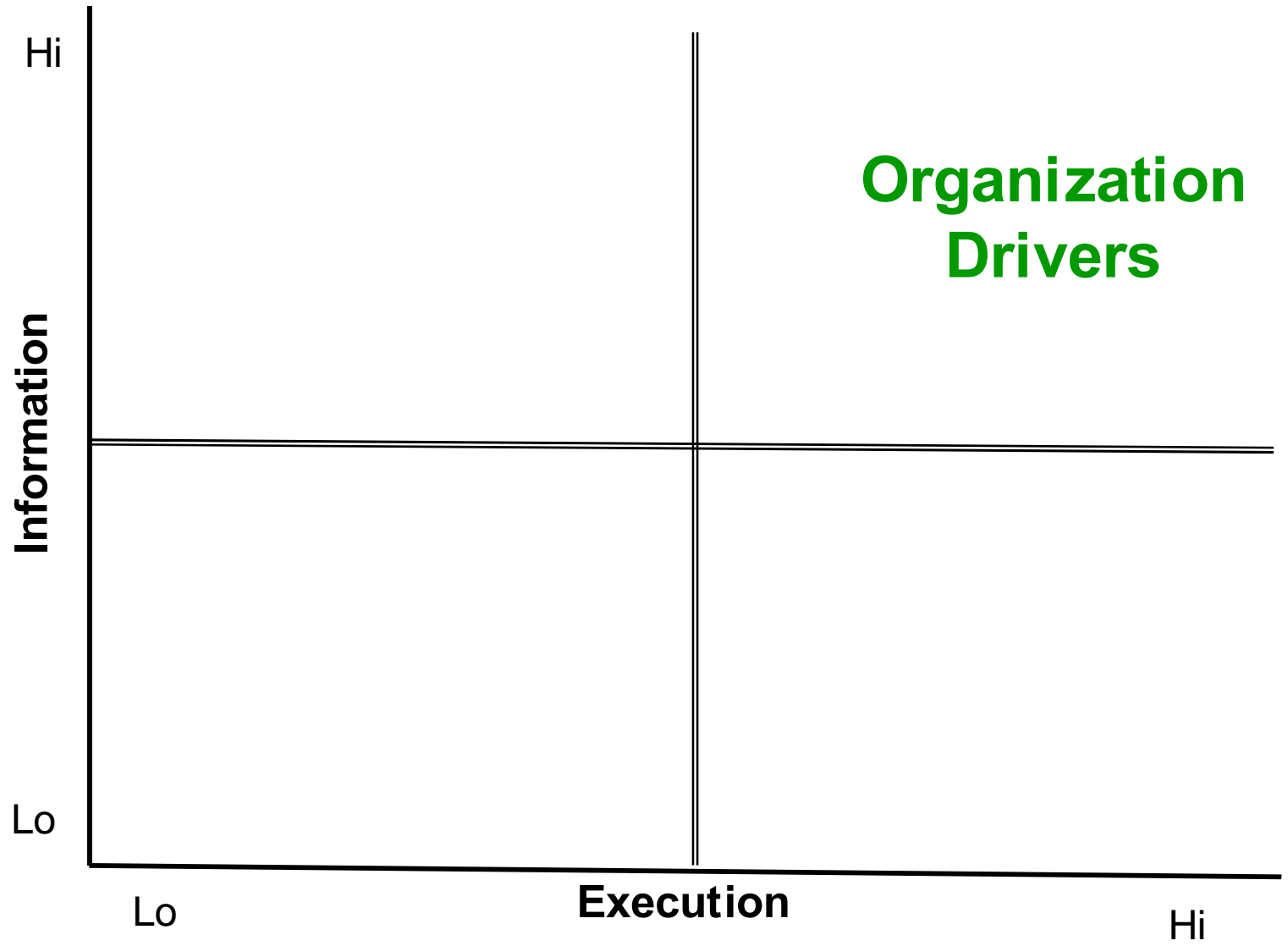
“ We have come to let talk substitute for action.....

“ We allow cynicism and critique to destroy productive avenues of exploration ...

“ Internal competition turns colleagues into enemies

“ Rigid adherence to policies and procedures substitutes for clear thinking

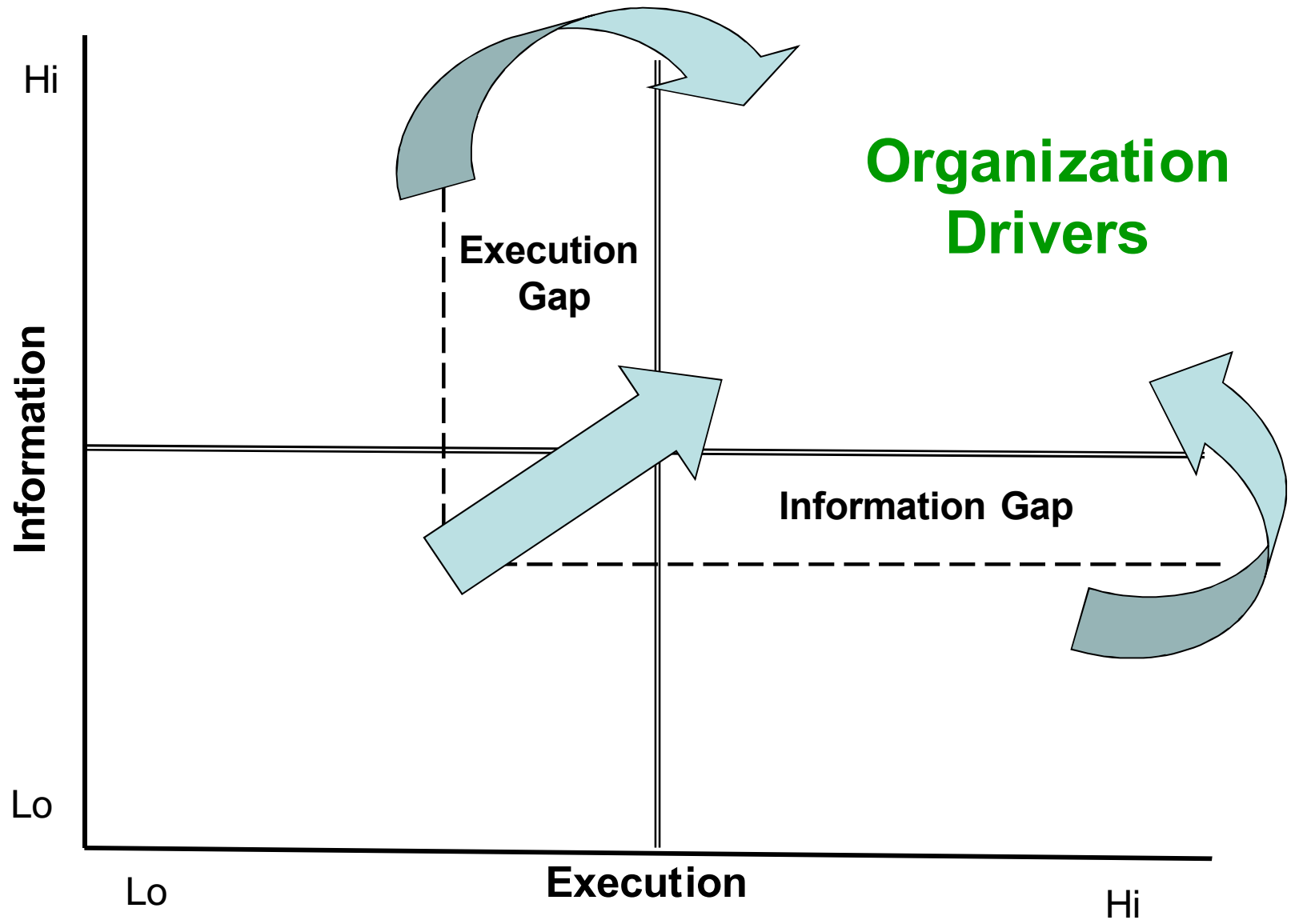
“ A focus on metrics and measurement sometimes obstructs good judgment ...

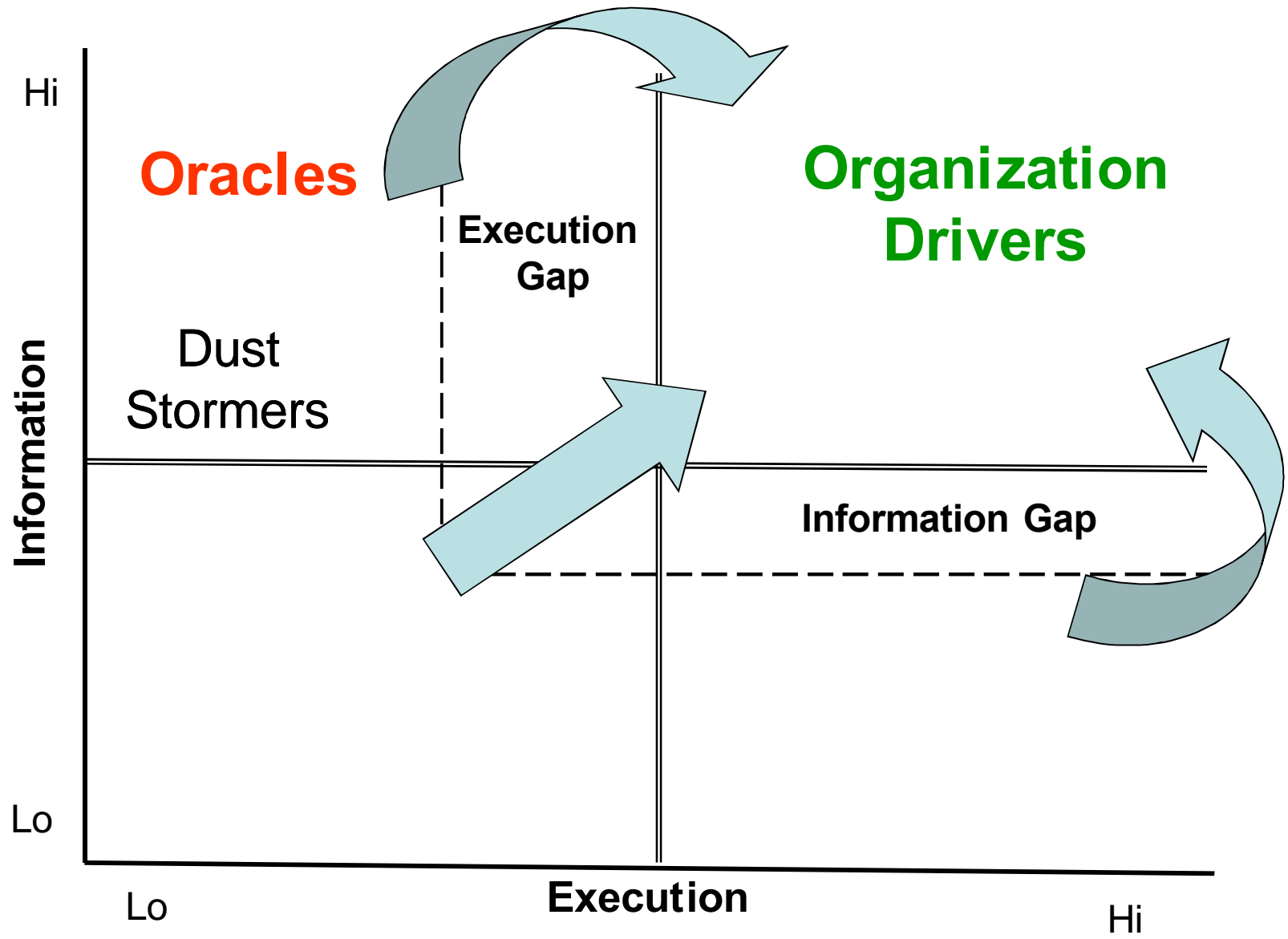




Organization Drivers... send in the A-team

- “ Access relevant data and take the actions the data suggests ”
- “ Oriented towards mastering their environment, not just understanding it ”
 - “ They focus their energy on strategic action ”
- “ Ensure the organization has the best information and a robust set of alternatives ”
 - “ They evaluate the effects of actions taken and retool if necessary ”
 - “ Protect themselves against the risk of missing an opportunity ”

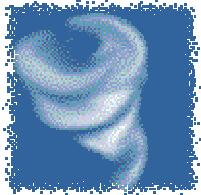




OraclesToo much of a good thing ...

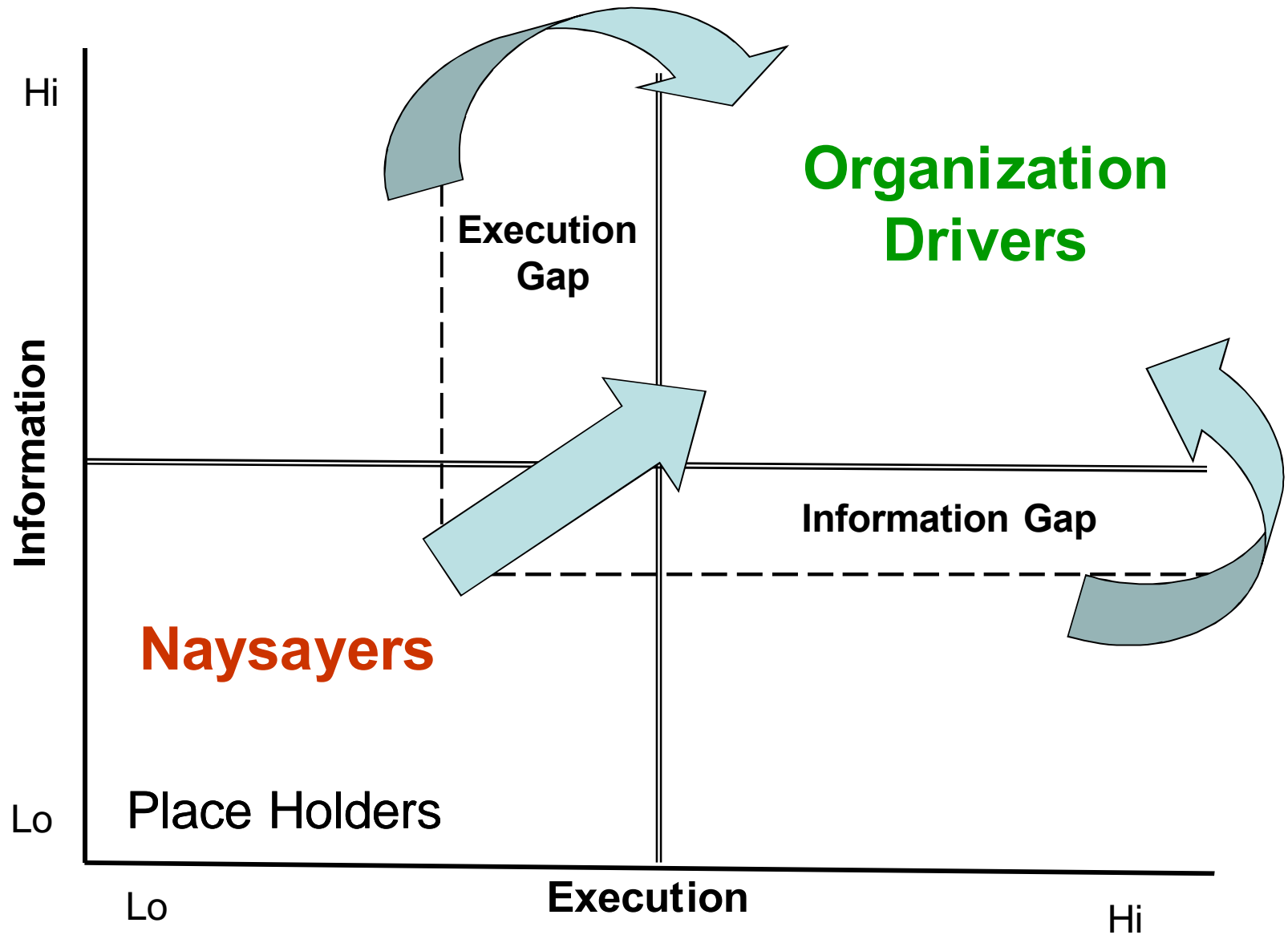


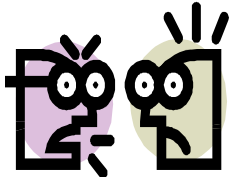
- “ Overwhelming tendency to let talk substitute for action ã
- “ Address problems with a flood of data, information and debate ã
- “ Generally their input has the effect of stopping action in its tracks ã
- “ Insidious side effect: often gain the reputation as influential and important ã .



Dust Stormers

- “ Come to the table armed with enough data to shoot down any initiative ã
- “ Appear to be gaming the system, to avoid having any actions assigned to them ã
- “ Fear for their own survival should their incompetence become apparent ã





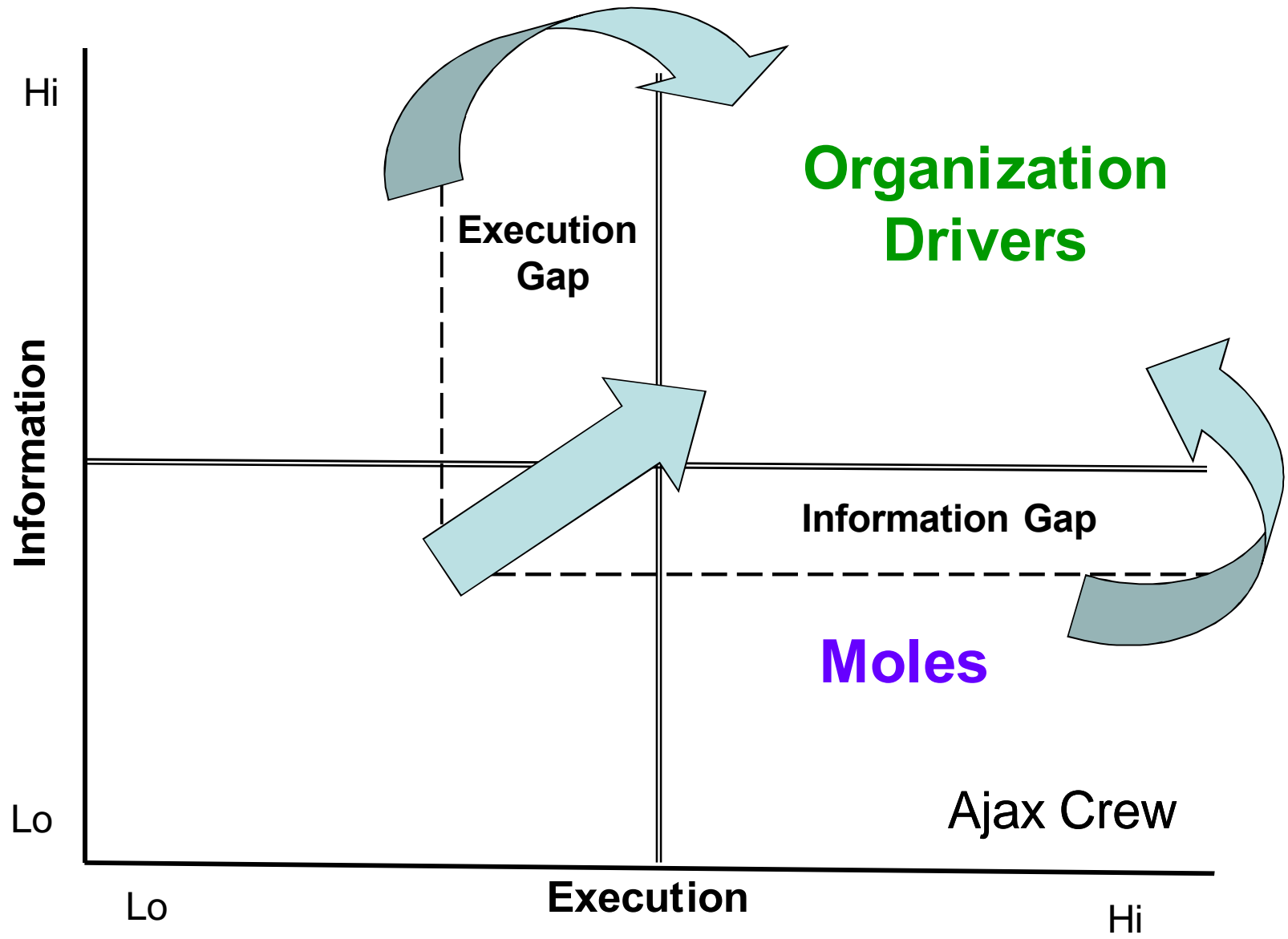
Naysayers.... If you don't have anything good to say, Speak Up!!

- “ Share with **Oracles** a deficit of action, but lack the wealth of information”
- “ Believe that being critical makes them valuable contributors” .
- “ Can't turn off their critical thinking long enough to support any action”

Place Holders



- “ Believe the best way to job security is not to stick your neck out”
- “ They take up space but never seem to be around when things need to get done”
- “ They remain largely invisible to avoid assignment of any actions”



Hi

Information

Lo

Lo

Execution

Hi

Execution Gap

Organization Drivers

Moles

Information Gap

Ajax Crew

Moles When you hit bottom, stop digging ...



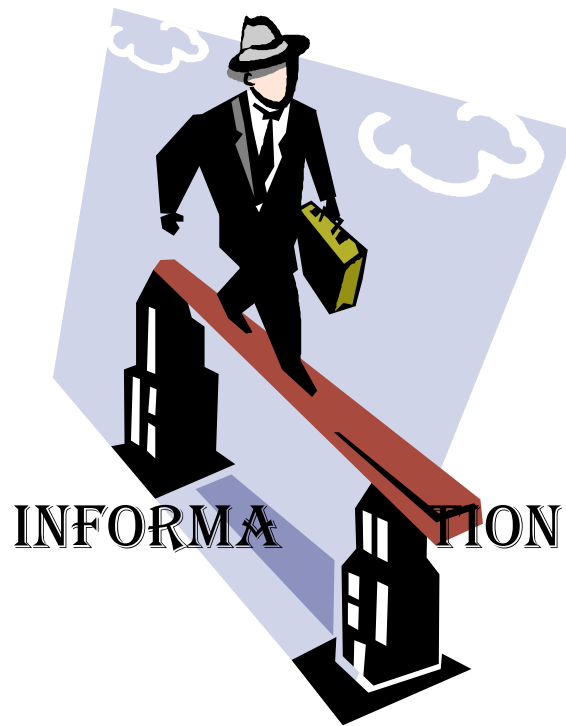
- “ To little information but an abundance of willingness to work ”
- “ Often so consumed with their tasks that they are oblivious to implications of the work ”
 - “ Primed for action, but fail to ask guiding questions ” .
- “ They stay firmly rooted in whatever technical soil they have been planted ” .



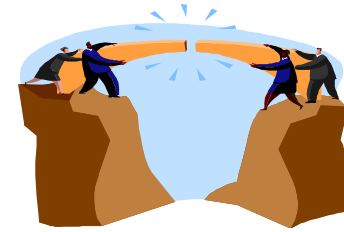
Ajax Crew

- “ The clean-up specialists ” .
- “ Often sent in to repair missed deadlines, rework documentation, etc ” .
- “ Neither desire more responsibility nor to be burdened with information ”
- “ Basically, they are grudgingly satisfied with their level of organizational involvement ”

As a Manager: How Can You Help ?



To Bridge the Execution Gap

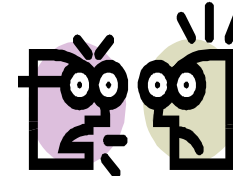


Oracles



- “ Create Metrics Based on Incremental Improvement
- “ A Series of Three Questions:õ ..
- “ Look at the Performance of Their Direct Reports
- “ Encourage a Look at How The Job is Connected to Company Success

Naysayers



- “ Encourage %How-To+Language
- “ Come to the Table with Strategies, Not Just Ideas

To Bridge the Information Gap

Moles



- “ Include in the Visioning Process
- “ Place In Customer Contact
- “ Help them to Build Social Networks
- “ Network Mapping
- “ Encourage Opportunity Thinking
- “ Metrics Based on Results Rather than Activities



APPLICATIONS

“ A 360-degree assessment . *The Information-Execution Scorecard* ”

“ Career pathing and job matching ” .

“ Employee development and training ” .

“ Shaping management strategy ” .

Managing the human intellect to deliver useful information, products and services is the critical executive skill of the 21st century. Shaping each employee's output to meet organizational needs. Bridging the information and execution gaps to arrive at the quadrant of the

Organization Driver



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