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Context to the nugget

Stew speaks about the criticality of unearthing what the stakeholders really want and solving for it. He suggests that we should go past what they state as positions and unearth their real expectations while having these conversations. He also speaks about the criticality of caring for self before caring for others. He compares this to a change management initiative and suggests that one needs to be artfully political while driving changes through the system.

Transcription

Deepak Jayaraman (DJ): You talk about, in stake holder dialogue you say that expectations are often stated as positions and not as interest; I found that quite thought provoking could you expand on that a little bit?

Stewart Friedman (SF): Well, putting this part in the program together we borrowed heavily from modern negotiations theory and that's where this notion comes from. So, if you read the great Roger Fischer and Bill Yury (Getting to Yes) which is one of the fundamental work in their field you learn about special positions now at interest the base criteria there is what you want to find out from people as you trying to discover new ways of doing things that are good for both of you or agreements that are and going to work for both of you win wins you have got to get passed the positioning to the underlying interest so what you really care about? Well, I want to be ... more, ok! But what's really important for you? Well, I needed you to be around more, ok! Why is it important to you? So that I know you care about me, that I know you love me. Then you have my interest in mind and then you are going to do everything you can to protect me and to nurture me. Oh OK! Well, let's talk about the different ways then I can make that happen even when I am not here. So, he starts to talk about all kinds of creative possibilities, instead of arguing over when you are home, it's not too much about when you are home it's about where your heart is? And where your mind is? When you are with people who matter most and this goes off course for people that work and in the community as well and so another thing that we found is says not so much seem out of the time that parents spend with their kids that affects their mental health, their emotional health it's the quality of that time. Am I present? And for moms, especially for mothers it was a matter of again not the amount of time they spend with their children and in fact the more time that mothers spent on their own self-care the better of their children were in terms of their mental health and that of course is because when you take care of yourself as a mother you better able to take your kids when you need to.

DJ: It goes back to the spill-over over point, right?

SF: Exactly, the relationship among the different parts and especially taking care of themselves, so one of the common trans over the years I see this in just a that every group is that people rate, I ask them to rate their satisfaction with their lives their sense of wellbeing in the four domains of work, home, community, and self and the self is rated lowest in four groups because it's just easiest to let yourself down but once you started digging and realise that if you not care for yourself you really can't perform well in other wars that you have that's when you start to realise that you got to take care of yourself in order to be a better leader at work, a better father, a better friend.

DJ: That's a great insight, rather than treating it as a residual variable you start solving for it. You also talk about the art of interruptibility as a key capability for the leader of today; again I found the term quite intriguing talk to us about the nuance here.

SF: Well so, Joel DeLuca is a really smart guy and he wrote a wonderful book called Political Savvy - Leadership behind the scenes and I have earned a ton from that book and so some of these ideas into leadership on a chapter that's about moving your idea forward in the real world so after you done some self-analysis and thinking about articulating your values your leadership vision after you have identified the key people in your life and talked about your mutual expectations and gotten of better understanding of all those social forces swirling about and you have got a clearer picture of what you need to do to better align who you are with what you do and who you surround yourself with and how you serve them? Well then you've got to make change that's the innovative part the creativity part ... and there's going to be resistance whenever you try to change something so when you are trying to make change happen to look at teaches so well in his wonderful book you have got to of course serve the interest of the people around you so that means to be artfully political is just that know what the real interest of the people around you are and to do everything you can to adjust your plans so I have my students they develop a game plan and a score card for change that they have decided and experiment that takes place over a month or two in pursuit of a four way win and as soon as they try it they realise well this isn't working because I forgot to think about how my boss was going to react or my colleague or my client or my wife or my kids and they have a stake in it so I am trying to create time and attention for me to say take care of myself, maybe go for a bicycle with my children on weekends, connect with them and be healthier with all the benefits might come from that, let me try that and then you realise you thought you were going for bike ride with your daughter any morning and she is busy and doesn't want to do that.

DJ: She often has a busier calendar than I do.

SF: So to the artfully political simply means to be conscious of the interests of the people as you trying to get them to support you, when you are trying to do something new and that's a big insight for people for many of the participants, it seemed simple and straight forward but it's a really important one. And the good news in that is that you can be smarter about what the interest of others are and that's one of the main insights people took from this program and that's why it's really about leadership, creating change and bringing this along with you as you as you are doing it.

Reflections from Deepak Jayaraman

DJ: The way I see this, the key insight for me is to move away from other stakeholders placing additional constraints in your life by stating their positions to understanding the key criteria or considerations by uncovering their true expectations. This can then be input into you experimenting with the solution space as you solve for the four domains across self, work, home and community.

The other piece that struck me with how Stew lays it out is that this is like a gradual Change Management project in an organizational context, where we have to be clear about where we are headed and we need to understand the context and know which levers to pull to move forward. Very often people try to solve this by going to a meditation retreat in the mountains or a detox break but work life integration is not just about getting clarity in your thinking but it is about experimenting and navigating into the future with all the key stakeholders that matter to you across the domains of life.

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End of nugget transcription

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Stewart Friedman - Nuggets

- 40.00 Stewart Friedman - The Full Conversation
- 40.01 Stewart Friedman - 4 porous domains - Self, Work, Home and Community

- 40.02 Stewart Friedman - Positive spillovers across domains
- 40.03 Stewart Friedman - Role of Authenticity, Integrity and Creativity
- 40.04 Stewart Friedman - Tradeoffs by stage of life - Early career, Mid-life, End-career
- 40.05 Stewart Friedman - Technology and psychological interference
- 40.06 Stewart Friedman - Managing stakeholder expectations
- 40.07 Stewart Friedman - Role of a Coach in Work-life integration
- 40.08 Stewart Friedman - Flex the current context or reboot?

About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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