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## Context to the nugget conversation

Stephen speaks about how Command and Control has evolved from being authoritarian in the Industrial age to becoming what he calls “Enlightened Command and Control” where the underlying paradigm is still about treating people as assets. He brings out the nuances of Trust and Inspire and how the paradigm is very different from enlightened command and control.

## Transcription

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Deepak Jayaraman (DJ): So, let us dive into the book Stephen, Trust & Inspire. Just at the outset, in the book along the way, you say that 30% of the organizations are operating in authoritarian command and control mode, 8% are in trust and inspire mode. But you go on to say that 62% are in enlightened command and control mode. So, can you talk to us about just these two terms, command and control, and trust and inspire as two ends of the spectrum but specifically shine the light on what you mean by enlightened command and control?

Stephen M. R. Covey (SC): Right. Well, the basic premise of the book is that the world has changed but our style of leadership has not. At least it has not kept pace with this changing world. Too many of us as leaders and as organizations are still operating out of the old model, and whether you call it the traditional hierarchical model, an authoritarian model or some type of just basically, a traditional kind of industrial-age model, that is what we started with, with scientific management. And the Industrial Revolution, all of these things and that was a good thing because we became more efficient. But over time, we started to realize that we are not valuing people in the way that we can and should, we are not tapping into their potential and talent. And so, what started out kind of as an authoritarian command and control over time became better, more advanced, more sophisticated, and we brought strengths into it, we brought emotional intelligence into it and trustworthiness into it and mission into it and it became an enlightened version. But because we had not shifted the paradigm, it still was kind of an enlightened version of command and control, a much better version but we still viewed people as things through which you get the job done. Even the idea that people are most important asset, nothing wrong with that expression per se and I get the sentiment but even the idea that people are assets or things and not an end in of themselves. And so, getting results through people where people are just a means to an end to get results versus trust and inspire the idea is getting results in a way that grows people. So yes, we have two ends. We have got to get results but we also want to grow people, we want to focus on both performance and people. And both are vital, we have two ends, the results and the growth of the people. So, command and control are heavy management oriented where you manage things and people, trust and inspire, you manage things, but you lead people. And nothing wrong with management, we need good management of things, of systems, of strategies, of structures, of finances, of the inventory, of the numbers, of the business, we manage things but we lead people. The moment we start to manage people as if they were things, we are going to end up

with no people and a lot of things because they are going to go elsewhere, they have options today. So, my whole premise is that it is not enough to even kind of move from authoritarian command and control to a much better version of it, enlightened command and control. If we still view people as things, then a shift to paradigm, cross the chasm if you will into what I call trust and inspire, a self-governance approach of managed things leads people that is recognizing their potential, their greatness, their talent in people, seeking to develop it as we get results. And so, it is different in kind whereas within command and control, it is different in degree, an enlightened command and control but that is much improved in degree, trust and inspire is different in kind because...

DJ: Let us say more Stephen, so you say it is a different paradigm, so can you break it down for us in what ways do we need to sort of, what are the different dimensions in which we need to think differently rather than just more of the same?

SC: Yeah, well, here is a few thoughts on this. Again, I mentioned, managed things lead people versus managing people as if they were things, and no one would go out to do that, but what happens is we have gotten so good at management, people start to feel like we manage them that way. Command and control are more of a mechanistic mindset, a machinist, tinkering, trust and inspire, I view myself I am a gardener. I am trying to create conditions for the seeds to grow, for the people to grow but the life and the power is in the seed, the life and the power is in the people, I am a gardener, not a mechanic, it is an organic system. Command and control will focus on motivation, carrot and stick. And there is nothing inherently wrong with that, it is just limited. So do rewards work, sure, they motivate people to want to get more rewards, more carrots, more sticks, we have got to constantly feed at more external stimuli. Trust and inspire, the focus are on inspiration, it is intrinsic, it is internal, it is inside of people whereas motivation is external, it is outside of them, inspiration is in turn inside of them. So, I light the fire within. And when that fire gets lit inside of somebody, that can burn on for months if not years without the need for constant new external stimuli. And so, I am really tapping into that to inspire means to breathe life into. So, I breathe life into relationships, in the teams, in the cultures whereas command and control often suck the life out of people and teams and cultures. Command and control, it is kind of compliance based. Trust and inspire is focused on commitment. It includes compliance but so much more because you are really tapping into what is inside of people. Command and control will achieve association, it is a good thing but trust and inspire, you can really achieve a sense of belonging and inclusion, it does not go to a different level. Command and control are good to coordinate but trust and inspire enables you to truly collaborate among partners and interconnected teams versus mere coordination among groups or silos, you know, different in kind. So, I can kind of go on and on and on and you will see there is a contrast. And I liken it less as bad and good, with command and control being all bad and trust and inspire being all good, look at it this way, be efficient with things and effective with people. So, efficiency is a good thing with things, systems, structures, strategies, processes but the moment you try to be efficient with people, you lose effectiveness. So, it is not good and bad, it is not either/or, it is and, efficient with things, effective with people, manage things, lead people but when we start to manage people like things and be efficient with people like things, that is too much the command-and-control paradigm. And I might be kind about it and thoughtful and in the like but that is just an enlightened command and control paradigm, better than the authoritarian which is just barking out the orders but I am not going to really tap into the potential, the greatness, the talent that is inside of people, we would not play to our potential, to use your phrase, play to potential, we would not be playing to our potential. And it was Mahatma Gandhi who said that difference between what we are doing and what we are capable of doing, would solve most of the world's problems. That is a leadership challenge and question, they were not leading in a way that, this tapping into our capabilities, our potential and the command and control would not draw that out but trust and inspire can and will. And in the new world of work where everything is changing, with

all this disruption going on, with new workplace where it could be work from home, work from anywhere, remote work, hybrid work, intentionally flexible work, with all these new generations and all this diversity in the workforce, new generations, as many as five generations at work and these younger generations, millennials, gen Z and this upcoming alpha generation have completely different expectations of how they want to be engaged. And now, people have all kinds of choices and options they did not have before, there is an abundance. All these things happen and it says, the world has changed, so our leadership style needs to change with it because we are not going to attract and keep the best people, win the war for talent with a command-and-control model we cannot command and control your way to a high trust culture that inspires. We have got to do it through trust and inspire, it is the only way we are going to accomplish it, that is the idea.

## Reflections from Deepak Jayaraman

DJ: I love the point around developing the mindset of a gardener rather than a machinist and the distinction Stephen makes between Trust and Inspire and Enlightened Command and Control! Thank you for listening.

## End of nugget transcription

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### **About Deepak Jayaraman**

Deepak seeks to unlock the 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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