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Context to the nugget conversation

Stephen speaks about why Fast is Slow while Slow is Fast when it comes to matters of trust. He speaks about the upfront investment that is often needed in running Trust and Inspire in a large organization. But he goes on to make the distinction between efficiency and effectiveness when it comes to these matters.

Transcription

Deepak Jayaraman (DJ): And one of the thoughts here Stephen is that intuitively, I understand the huge opportunity for us to move from a command-and-control paradigm to a trust and inspire paradigm. When I think about running businesses at scale, when you look at it from an artisanal perspective, if you have one or two people with you, clearly, it is easy to move to that paradigm and unlock potential. When you are running a 1,000-10,000-person outfit, a million-people outfit, how does one run trust and inspire leadership at scale, what are some of the things leaders need to bear in mind?

Stephen M. R. Covey (SC): Yes. I think actually it is beautifully scalable. You might say, well, command and control are more efficient but you are not going to bring out the potential and the greatness in people because there will just be too much left there. Here is how trust and inspire can work, you are still working with people but you are building the agreement together and yes, it takes a little bit more time upfront but once you build that agreement, then you move fast and allows you to scale. I acknowledge there is more investment initially to build the agreement, to build the relationship but then once you have it, you move fast. So that is why I like to say with people, fast is slow and slow is fast. So if I have just got to be efficient with people, I say that I am fast but they are not committed, they are not bought in, we do not have the same vision, we do not have the same agreement around expectations and accountability and I have to hover over and micromanage but I was efficient but in the long run, I am going to be spending a lot of time fixing things and checking on things and doing things and it might be later but it is going to happen at some point. Whereas if I go slower upfront, build the relationship, build the agreement, yes, it is, maybe initially, not as efficient but I build the agreement around the trust I am extending to them, expectations and accountability, once we have that, once you build that, you move exceptionally fast. You have the speed of trust operating and nothing is as fast as the speed of trust and nothing is as profitable as the economics of trust and nothing is as efficient as a culture of trust because you are in a different place in kind but there is an investment to get there. So, I will concede and acknowledge that at scale, there is an investment that is disproportionate upfront but it is worth it because the very thing that you will gain is the speed and the efficiency that will come from it if you are willing to pay the price. Build the agreement together, there is buy-in, there is commitment, they will be more innovative, they will be more creative and they will get the job done and you will grow the person and therefore, your ability to get the job done

and the future has gone up because people have greater capabilities, they are grown. Whereas with command and control, they often do not grow, they might perform but you are directing them, you are telling them what to do. So you are responsible for results, not them if you tell them the methods but if you get people the objectives, and say how you do it, it is up to you but let us build the agreement, here is the results we are after, here is the guidelines we have to work within, here is the resources you have, now let us agree to a process of accountability, here is how you will evaluate yourself against those objectives and desired results and here is how why it matters, here is the consequences of that, good and bad. You build that agreement together, there is commitment to it, the data shows you will perform better and you will grow the person and therefore, your ability to perform in the future has just gone up, talk about efficiency as the alternate.

Reflections from Deepak Jayaraman

DJ: 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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