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## Context to the nugget conversation

Stephen speaks about how we can lead from a paradigm of 'Trust and Inspire' but choose to go 'Command and Control' in the moment depending on the context in front of us. He goes on to speak about how the people around us would experience the same action very differently depending on the paradigm we come from.

## Transcription

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Deepak Jayaraman (DJ): And the last thing I wanted to explore before we wrap up Stephen was just; you say that you could be command and control in the moment but you could still be trust and inspire in terms of paradigm and you make the distinction between what is the paradigm and what is the tactical manifestation of your leadership style. So, can you unpack that distinction for us?

Stephen M. R. Covey (SC): Yeah, let me put it this way, in essence, trust and inspire is not so much the true opposite of command and control, it is more like a third alternative. Look at it this way, if command and control is excessively hands-on, the opposite of that might be more aptly described abdicate and abandon, that is excessively hands-off, there is no leadership there, there is no vision, no direction, it is just complete, hey, whatever happens and I think trust and inspire is hand in hand. So the premise is this, a trust and inspire leader can be strong without being forceful, a trust and inspire leader can be authoritative without being authoritarian, a trust and inspire leader can be decisive without being exclusionary, a trust and inspire leader can be visionary without being isolating, a trust and inspire leader can be detail-oriented without being distrusting and a trust and inspire leader can be in charge and have control without being controlling. So it is kind of a third alternative that enables you, so you can, in the moment, do what is appropriate because I have had people say, well, Stephen, I have got to go command and control right now because, I am a trust and inspire person a leader but quarterly earnings are due next week and I have got to just go command and control to get it done. And I am saying, you can take action, strong decisive action and still be trust and inspire. And if a child, if you are a parent and you build it, you are a trust and inspire parent with your kids, you care about them, you love them, you are trying to help them grow and develop, you see them as human beings and you have a stewardship for them, if your three-year-old runs into the street with cars, you are not going to say, well, I trust that they are going to see the car and they will know to turn around and come back, now you are going to just go in there and grab them and pull them out, so that action might look and appear like command and control but I am saying, when you are trust and inspire in your paradigm, your heart, those actions are not command and control, that is what this situation needed. You have to just take decisive action and pull them out but how they look and feel about that is different because they know your love and care and concern for them, whereas if they felt like you were just a thing to them that you did not really love and care for them, then when you pull them out, they might feel like that was almost abusive or, you know, this and that, they interpret it differently.

And the whole point is that, we can still be decisive and strong in a trust and inspire paradigm and too often, it gets kind of labelled as this is slow, this is soft, this is weak, takes too long and I am saying, no, you can be authoritative without being authoritarian, it is a better way to lead. And we can take the needed action and if there is time constraints, you can move fast and still be trust and inspire because you have built the relationship, you have involved people but there might be some situations where we do not have time to make all these decisions, so I am going to move ahead with this but you know why I am doing it, you interpret it completely differently, it was what was needed in the moment but we are partners and that is what a partner does as opposed to I work for you and that is what you do, you just do everything yourself instead of involve us. So, it is just a different interpretation of everything you might do. So, I do not think there is ever a time we have to be command and control. You can be trust and inspire, including taking decisive fast action when that is what the situation calls for.

## Reflections from Deepak Jayaraman

DJ: I love the distinction Stephen makes about the paradigm and the action. The paradigm, I guess is about having a set of underlying beliefs which determines how we engage with the people around us. What also struck me was that the way people see our actions is determined not so much by the action itself but the underlying beliefs we hold about them over a period of time. The same action could be interpreted so differently depending on how we have engaged with them over a period of time. I think this was a very nuanced and helpful distinction.

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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