

# The First 100 Days

Take 10 steps to create a we-centric workplace.



by Judith Glaser

**W**E-CENTRIC LEADERS engage in enterprise-wide conversations that trigger vital instincts, tapping deep wisdom, strong commitment, rich relationships, real insight, innovative creativity, and earned trust—all necessary to drive cultural success. We-centric leaders share their inner thoughts. They help transform deep thoughts and feelings into dialogue that directs people toward bold action.

As relationship circles build among colleagues, customers, vendors and resource partners, a web of interconnectivity forms. Using a common language and story-telling process, the organization becomes a dynamic system of positive transformation. Egocentricity (I-centric behaviors) gives way to humility, and we-centric engagement fills the space. The collective will for action becomes a driving force, moving the brand and organization forward faster. The energy of action is not reactivity, which leads to territorial behavior (I-centric), but generativity and co-creativity, which leads to synchronous behavior and action (we-centric).

## 10 Steps in 100 Days

To build your team in 100 days, follow these 10 steps:

**1. Build your executive team.** Decide who will be on the team. Gain alignment with the key executives and develop productive relationships with them. If there are issues with relationships, philosophy, history, misunderstandings, clear them up; don't allow them to fester. Have one-on-ones with your key people regularly. Clarify the roles of each executive.

**2. Unveil your visions and strategy as a**

*shared vision.* Project your strategic thinking clearly. Share the details; have forums for dialogue to create an enterprise-wide vision. You clarify your message every time you say it. People need to hear it, and you need to speak it consistently.

**3. Build momentum and energy from top to bottom.** Each executive, not just the CEO, must hold the vision. Every one-on-one helps clarify the picture. Make sure you and your team sees the same view. They need to be onboard with you and build the vision with you.

**4. Appreciate the value each person brings.** Ensure that people feel valued, solicit their points of view, and note their contributions. Discuss where the business is going and how they can contribute to its success.

**5. Communicate intimately and globally.** Every conversation is a chance to build trust and respect and strengthen relationships. To build trust, give people a chance to be heard. Circle back more than once during the conversation. And let them get to know you.

**6. Set priorities for 30, 60, and 90 days.** Select key priorities that show

actions are being taken and decisions made and engage your top team in building the 30-60-90 day agenda.

**7. Communicate the small wins.** Communicate the small wins toward achieving transformational goals.

**8. Celebrate success.** Every success is important; so, celebrate when it counts.

**9. Capture symbols of change.** Capture cultural symbols of change as they emerge and make them explicit.

**10. Make requests, promises, and commitments.** Ask for what you want. Keep your promises. And build a commitment culture by walking the talk.

Leadership is being redefined from power-over others to power-with others. Executives are awakening to new beliefs about what drives people to be productive and what it takes to engage their energy, commitment, and creativity.

Leaders turn fear into hope, caution into courage, and resistance into a powerful energy for creating the future. EE

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**ACTION:** Take these 10 steps in the next 100 days.