



## INSIGHTS – May, 2016

The goal of *Insights* is to reflect topics that are the result of your input and comments. I will continue to send it out to you in PDF format and in each issue, I will include articles, research, observations, and insights on the important focus areas that I've heard you discuss in our executive development programs and courses. I will provide summaries/extracts of those that touch on these interests and will provide a link to them so you may explore in more detail and for more context if so desired.

### Focus Areas and Frequency

The focus areas will rotate around these major themes:

- **THINK:** Strategy and strategic planning
- **LEAD:** Culture, lateral leadership, and human capital management
- **TRANSFORM:** Change and innovation
- **REFLECT:** Book reviews, long-lasting ideas, and self-management
- **ACT:** Operations and strategic financial management

V/R,

A handwritten signature in black ink that reads "Kirk Lawrence".

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## **THINK: Don't End a Meeting Without Doing These 3 Things**

The way you end a meeting can be just as important as how you begin it. I have become, over time, more and more frustrated by the inability of managers and leaders to run effective meetings. This frustration also grows out of my own self-reflection that when I was in leadership positions, I could have been much better at it than I thought I was. Having been exposed to our faculty members here at UNC Kenan-Flagler who teach about this topic, I appreciate what they share with our clients about it and am always drawn to other authors who discuss it. In the 16 April, 2016 issue of Harvard Business Review, the authors listed below offer recommendations to maximize the effectiveness of meetings.

To read this, please visit: <https://hbr.org/2016/04/dont-end-a-meeting-without-doing-these-3-things>

*Bob Frisch is the managing partner of the Strategic Offsites Group, a Boston-based consultancy, and author of Who's In the Room? How Great Leaders Structure and Manage the Teams around Them (Jossey-Bass, 2012) and coauthor of Simple Sabotage: A Modern Field Manual for Detecting & Rooting Out Everyday Behaviors That Undermine Your Workplace (HarperOne, 2015).*

*Cary Greene is a partner of the Strategic Offsites Group, a Boston-based consultancy, and co-author of Simple Sabotage: A Modern Field Manual for Detecting & Rooting Out Everyday Behaviors That Undermine Your Workplace (HarperOne, 2015).*

## **LEAD: The Right Way to Off-board a Departing Employee**

In the 15 January, 2016 edition of Harvard Business Review, Rebecca Knight explores ways to provide better overlap between departing employees and their co-workers to prevent gaps in knowledge and expertise. I have seen versions of "off-boarding" programs over the course of 30 plus years, from "continuity books" to "right-seat rides" to official "transition programs" and all have flaws and could be improved. Does she offer a better way? If so, can it be used where you work?

To read this, please visit: <https://hbr.org/2016/01/the-right-way-to-off-board-a-departing-employee>

*Rebecca Knight is a freelance journalist in Boston and a lecturer at Wesleyan University. Her work has been published in The New York Times, USA Today, and The Financial Times.*

## ACT: The Difference Between Managers and Leaders

In a LinkedIn article from 29 May, 2013, Ilya Pozin discusses the difference between **managers** and **leaders**. In which category do you fall?

To read this, please visit: <http://www.linkedin.com/today/post/article/20130529150715-5799319-the-difference-between-managers-and-leaders>

*Ilya Pozin is an entrepreneur and the founder of Pluto TV, Open Me (acquired), and Coplex (acquired). He writes for Forbes and Inc.*

## TRANSFORM: When Should You Say No to Your Boss?

I really wrestle with the topic discussed in this article, and I'm willing to bet most of you do as well. The author, Travis Bradberry, in the 1 October, 2015 online edition of Government Executive Promising Practices, discusses the hazards of 24 hour accessibility and connectivity resulting from technology (email/texts) and the impact on the health of our workforce (and us).

*"While most people claim to disconnect as soon as they get home, recent research says otherwise. A study conducted by the American Psychological Association found that more than 50% of us check work email before and after work hours, throughout the weekend, and even when we're sick. Even worse, 44% of us check work email while on vacation."*

Guilty, as charged. How can we prevent this? What can you do to get your life back, particularly after the work day ends?

To read this, please visit: [http://www.govexec.com/excellence/promising-practices/2015/10/when-should-you-say-no-your-boss/122442/?oref=govexec\\_today\\_nl](http://www.govexec.com/excellence/promising-practices/2015/10/when-should-you-say-no-your-boss/122442/?oref=govexec_today_nl)

*Travis Bradberry is co-author of Emotional Intelligence 2.0 and the co-founder of TalentSmart, a provider of emotional intelligence tests and training serving more than 75 percent of Fortune 500 companies. He has written for or appeared in Newsweek, TIME, BusinessWeek, Fortune, Forbes, Fast Company, Inc., USA Today, The Wall Street Journal, The Washington Post, and Harvard Business Review.*

## REFLECT: Before You Respond to that Email

How many of us have hit the “send” button too soon and then regretted it? In the 21 October, 2014 Harvard Business Review, Anthony Tjan offers some techniques to help us slow down and think through the timing of our responses.

To read this, please visit: <http://blogs.hbr.org/2014/10/before-you-respond-to-that-email-pause/>

*Anthony Tjan is CEO, Managing Partner, and Founder of the venture capital firm Cue Ball, vice chairman of the advisory firm Parthenon, and co-author of the New York Times bestseller Heart, Smarts, Guts, and Luck (HBR Press, 2012).*

## UNC EXECUTIVE DEVELOPMENT

*I will distribute [Insights](#) every other month so that I don't clog up your inboxes. Please distribute this newsletter to others. I've extracted some key nuggets to share with you and have also provided the source for those of you who want additional detail.*

*I hope you find this information useful and relevant. Call (919.962.0693) or email me ([kirk.lawrence@unc.edu](mailto:kirk.lawrence@unc.edu)) if you have specific ideas for topics that are pressing developments for you and your leadership team, any thoughts that will help this be more valuable to you, or if you want additional information on any of these topics. I'll do my best to get information to you quickly.*

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