

Ken Sande: CEOs Can't Be Ignorant of Conflict or Inappropriately Distracted by It

By Emily Odegard

CONFLICT THREATENS TO STEAL MONEY, kill time, and destroy trust in the workplace. But what Satan means for evil, God means for good. As a leader of your organization, you have the unique opportunity to aid in transforming conflict into community.

"A CEO has to be careful not to be inappropriately distracted by conflict, but also not to be ignorant of conflict," advises Ken Sande, president of Peacemaker Ministries, Billings, Mont.

"Often times, CEOs become so insulated by their management that only good news makes its way up the ladder, causing CEOs to operate under the impression that everything is running smoothly."

A balance of information must continually stream upward, so that CEOs have a realistic understanding of their working environment. It then becomes necessary to assess and address the conflict at hand. Sande likens the role of CEO to the role Moses assumes as judge for all people in Exodus 18.

Moses' father-in-law advises him that the role is far too heavy to bear alone. Jethro further exhorts Moses to act as a representative for the people, to "teach them the decrees and laws, and show them the way to live and the duties they are to perform."

Thus, as Moses is advised, a CEO's primary position is to employ peacemaking training: select capable managers, train them well, and grant them authority in peacemaking matters.



For the rest of this article, go to CMAonline.org/mrc and click on "Christian Management Report." Click on "December 2005" and then click Odegard's article.

To learn more about Peacemakers Ministries, visit peacemaker.net or see the article on page 4.

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How Truly Cohesive Teams Behave

1. They trust one another.
2. They engage in unfiltered conflict around ideas.
3. They commit to decisions and plans of action.
4. They hold one another accountable for delivering against those plans.
5. They focus on the achievement of collective results.

From: *The Five Dysfunctions of a Team*, by Patrick Lencioni

Patrick Lencioni: Genuine Teamwork Remains as Elusive as It Has Ever Been

By Emily Odegard

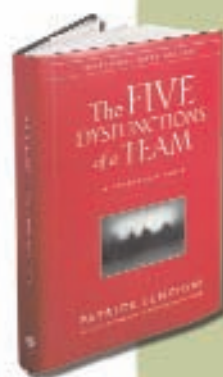
FOR EVEN THE MOST TALENTED GROUPS, executive coach and consultant, Patrick Lencioni affirms that "genuine

teamwork remains as elusive as it has ever been."

Lencioni attributes this pervasive dilemma to "The Five Dysfunctions of a Team," the third title in a series of best-sellers in which his practical models are fleshed out in delightfully riveting and boldly instructive organizational fables.

Lencioni's pyramid model cuts to the core of why teams do not reach their highest potential. The foundational dysfunction is an *absence of trust*. This lack of trust leads to *fear of conflict*, built on which a *lack of commitment* develops. Finally *avoidance of accountability* materializes in *inattention to results*.

While Lencioni incisively unfolds the issues that destroy teamwork, he conversely develops through his fable the practical steps to courageously and gracefully counter those flawed human characteristics within teams that lead to failure. Offering a questionnaire for your team's assessment, Lencioni's diagnostic approach is comprehensive and poignantly illustrated throughout.



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CEOs

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