

Chapter 4 — “Reducing Fear” Plan

This planning tool will help you pinpoint the actions you need to take now to reduce fear and increase the engagement of your team. Take time with each question. Pose the questions to your boss, your team, and your peers in the organization.

- What are we focusing on in our Circle of Concern that is outside of our control and wasting our energies?
- What could we focus on in our Circle of Influence that would make the most difference to our future?
- What practices, systems, or processes are left over from the Industrial Age?
- What can we do to replace those practices, systems, and processes to move into the Knowledge Age?

Chapter 4 — Teach to Learn

The best way to learn is to teach. It's a commonplace that the teacher learns far more than the student. If you really want to internalize the insights you've learned in this chapter, in the next day or so, find someone—a co-worker, a friend, a family member—and teach him or her those insights. Ask the provocative questions here or come up with your own.

- Why do economic troubles cause a “psychological recession”? What do you think that term means?
- What kinds of fears do people suffer from in a turbulent economy?
- What are the costs to people and organizations of a “psychological recession”?
- What can leaders do to help people overcome their fears in turbulent times?
- What is the role of a clear mission and direction in overcoming fear?
- What would you want your leaders to share with you in a crisis?
- What do leaders sometimes do to generate more fear instead of reducing it?
- What are the consequences of exercising too much control over people?
- How would you banish fear on your team?