



NEWS FOR CLIENTS AND FRIENDS OF BYWATER CONSULTING GROUP

In today's newsletter:

- [Five Great Reasons to Get Out of the Office](#)
- [Three Keys to Exceptional Team Performance](#)
- [Development Opportunities for 2016](#)
- [Exceptional Leadership Tip #10](#)

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Quick Links

[Testimonials](#)

[Bywater Consulting Group](#)

Five Great Reasons for Leaders to Get Out of the Office

In today's busy, breakneck-paced work environment, few executives allow themselves time out of the office - whether to grab lunch or visit colleagues in another locale, to attend an interesting workshop or browse the shelves at a favorite bookstore. Such 'luxuries' are considered indulgent or impossible when deadlines loom, decisions await, and fires demand rapid extinguishing.

But here's the truth. Pausing from the daily hustle and ensuring time away from the office - whether for an hour or a week - is neither an extravagance nor a waste of time. In fact, I'm going to give you five great reasons to get out of the office.

But first, let me suggest an easy experiment.

What Clients Are Saying



"The overwhelmingly positive feedback from my stakeholders was the evidence I needed to see the improvements Liz helped me achieve in a short period of time. Working with Liz was an excellent experience that I probably should have done a lot earlier."

During your next lunch hour, resist the temptation to answer emails or return phone calls. **Instead**, stand up and step away from your desk. On your way out of the office, avoid the executive dining room. Steer clear of the cafeteria. Stay away from the lunch joint you'd otherwise frequent with your closest peers.

Set yourself up in a comfortable leather chair at a nearby coffee shop. Enjoy your hot beverage of choice, put away your phone, and make eye contact with the stranger sitting across from you. Make a connection. Say hello, ask an introductory question or two. You can let the other person steer the conversation to see where the discussion takes you. Or you might ask for reactions to a new business idea you've been considering.

Try this once a week for a month. It's a low-risk, low-cost investment of your time and energy. **Here are five great reasons to give it a try. You will:**

1. Meet interesting people.

Hey, you never know who may be sitting in that comfortable chair across from you. I've had fascinating conversations with Fortune 100 executives, leaders of non-profit organizations, independent business owners, authors and more. These discussions have accelerated the development of my forthcoming book, ***Slow Down to Speed Up: Harnessing the Power of Pausing to Improve Leadership, Advance Your Career and Get Things Done.***

2. Gather new ideas.

When you speak to people outside your immediate sphere, you gather ideas and points of view that are otherwise beyond your line of sight.

3. Get some distance.

Getting out of the office provides you with a reminder of the world outside of the corporate office. It's a welcome breather that allows you to return with a renewed sense of perspective.

I'd recommend her without reservation."

- **Toby Massa, Vice President and Head of Global Regulatory Operations, Sanofi**

Shout Outs



"I worked with Liz during the planning and delivery of a Lunch & Learn session for our organization. Her session was both informative and engaging, as Liz is a natural presenter, adding personal stories and humor to enrich the content. Liz is a true professional, and I would not hesitate to work with her again or refer her services to others."

- **Julie Pierce, Director, Talent & Culture at Suvoda**

Leadership Insights:

Check out Liz's **videos**, filled with targeted advice for exceptional leaders.

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During some of your ventures out of the office, allow yourself to simply be quiet - to observe what's happening around you and thoughtfully reflect on your approach to your work and your impact as a leader.

4. Share ideas.

Speaking with strangers may seem like an odd way to pressure-test your ideas but hey, as long as you're not giving away company secrets, this is a low-pressure way to see whether your ideas make sense to your potential customers. You may very well come back to the office with increased confidence in your approach. Or you might use what you've heard to develop new ideas that help you do things better, faster or with greater appeal in the marketplace.

5. Come back refreshed.

Let's be honest. Being cooped up in the same office, same building - working closely with the same set of people day after day - can be tiring and tiresome. Even under the best of circumstances, getting out of the office for a bit of fresh air and a change of scenery is a healthy and energizing activity. When you return to the office, you will be far more focused and productive.

Leaders, it's no luxury to get out of your every-day workspace. Whether you try my coffee shop experiment or find other ways to broaden your perspective and renew your energy, get out there today and try something new. And while you're at it, encourage your team to do the same. Make it a best-practice for them to reflect on what they've learned and report back with new insights, ideas, approaches and innovations.

How to Drive Exceptional Team Performance

In case you missed our last newsletter...

It's a fact. Effective organizations thrive through the collective efforts of talented, dedicated people doing outstanding work every single day. More than that, great companies tap into the exponential impact of true teamwork.

In my work with top executives and leadership teams across the Fortune 500, **I have observed that exceptional teamwork centers on the following three areas:**

1. Alignment

Effective teams share a mutual understanding of the team's...

- **Purpose.** What is the team's reason for existence? What role does it play in the broader organization? How does it drive business, increase profitability, help customers, etc?
- **Vision.** What is the team's shared view of the future? Where is this team going? What will it look like and what will it achieve in a month, a year, or several years down the road?
- **Brand.** How does the team convey its identity and value to the organization, to customers, and to the broader industry? What is the unique value and message the team conveys in its daily interactions with others?

2. Communication

Teams that communicate well are ideally positioned to foster creativity, productivity, sound decision-making, remarkable relationships and top-notch results. They recognize that great communication is respectful, engaging, non-judgmental, proactive and timely.

3. Clarity

Without clarity, there is confusion or even chaos. At the very least, you will find inefficiency, wasted time, unproductive conflict and undue stress. The fact is, people must be absolutely clear on what they are to accomplish and how they

are to accomplish it.

Whether you are building a new team, integrating new members, or resetting a team that is facing new or changing circumstances, it is a leader's job to ensure clarity around the following:

- **Roles and Responsibilities.** Who is accountable for what... and to whom? What is each person's individual accountability and how do members of the team collaborate with and support one another?
- **Team Operating Norms.** Consider the following:
 - *How often will the team meet, whether formally or informally? What will be the consistent areas for discussion and how will the discussion be structured?*
 - *What is the process for making important decisions?*
 - *How will conflict be addressed and what are the circumstances in which issues must be escalated?*
 - *How will the team navigate through periods of uncertainty?*
 - *Which behaviors are expected and how will people be held accountable for getting the job done right?*

Creating the framework for remarkable teamwork should be every leader's top priority. With the right people in place and a thoughtful approach to ensuring quality working relationships, there's absolutely nothing you and your team can't achieve.

Exceptional Development Opportunities

Trusted Advisor and Team Effectiveness Accelerator

For 2016, I am pleased to offer you my highest impact program yet. Over many years of helping top-tier executives and their teams, I have developed an extremely

effective process for accelerating success.

Key elements include:

- **Trusted advisor services for the leader.**
- **Targeted whole team development.**
- **Real-time support and development for key members of the leadership team.**

Keynote Speaking and Development Sessions

Based on my straightforward yet powerful process for enhancing professional and personal success, I am proud to offer ***Pause, Reflect, Project! Three Steps to Rapidly Accelerate Success***

I am booking now for 2016 and dates are filling up quickly. Contact me to learn more or to book a date for your next conference, trade show, awards ceremony or team development session.

Exceptional Leadership Tip #10

Rapid & sustainable progress requires deliberate pauses to reflect, review and regroup.

For over a decade, top global organizations have requested Liz's help in resolving issues such as creating extraordinary client relationships, increasing market persuasion, and driving productive collaborations in an increasingly complex world.

Liz advises senior leaders at some of the world's most successful companies, such as Johnson & Johnson, Thomson Reuters, Bristol-Myers Squibb and

AmerisourceBergen Corporation, among others. She uses her expertise in human behavior to drive commercial success. She helps her clients drive innovation, exert influence and lead their organizations through change.

A thought leader in organizational excellence, Liz provides expert commentary for such publications as the Wall Street Journal, NY Times and USA Today. She earned her PhD in Psychology at the Derner Institute for Advanced Psychological Studies. Her undergraduate degree is from Cornell University. Liz graduated Cornell Phi Beta Kappa and Cum Laude.

She is a member of the American Psychological Association and the Society for the Advancement of Consulting and author of the eagerly awaited forthcoming book, *Slow Down to Speed Up: Harnessing the Power of Pausing to Improve Leadership, Advance Your Career and Get Things Done*.

Bywater Consulting Group

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Testimonials

<http://www.bywaterconsultinggroup.com/testimonials.php>



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For information on how we help top executives, **send us an email** or give us a call at 800.846.4546.

We look forward to hearing from you. In the meantime, please **visit us** any time!