

Mastering the FISO Factor[®] *Fit In, Stand Out*

The Key to Leadership Effectiveness in Business and Life

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by Blythe McGarvie

Shaping Your Future

If you want to be satisfied with what you accomplish and the life you lead, consider designing your own future rather than having it imposed on you. It sounds easy, but it is often harder to do. If you decide it's worth the effort, then understand your aspirations, garner new perspectives, and confront destructive behavior to make a change.

Learn About Your Options

I recently had a conversation with a 48-year old woman who was struggling to decipher financial concepts in her 401(k) and to make decisions about new investment vehicles offered by her Fortune 100 company. I explained the various financial terms and benchmarks. For the first time, she had a sense of what kind of returns and safety she should expect from her investments. We both felt satisfied by this conversation because our mutual goal was to construct an effective financial plan to help achieve her dreams.

LIF's Lessons

Nothing is really in our power
but our will.

— Michel de Montaigne,
philosopher

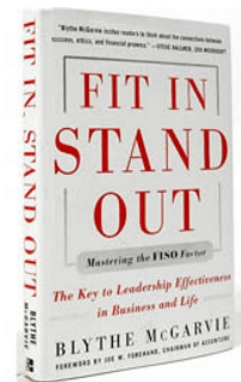
Listen to Different Perspectives

Once you understand your options, you need to seek out new perspectives. FISO Factor leaders do not have a “leader-centric” view of the world because they know that everything does not revolve around an individual leader. Each leader is only one node in a more dynamic and realistic network view of business. He or she is part of a larger system—a business unit, a company, a culture, an industry, a world—in which there are many perspectives.

To develop perspectives other than your own, you must have the ability to identify perspectives—or informed opinions—that will give you insights into achieving your goals. Then, employ those insights to reach your goals. Aspiring



Professor Mohan Sawhney and McGarvie at the Kellogg Innovation Network meeting in San Jose sharing many new perspectives.



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amazon.com.

leaders who can do this enhance their ability to successfully execute their plans.

Those who switch from one workplace role to another often have the ability to appreciate multiple perspectives. The famous author and TV show host Suze Orman was a bakery shop waitress who became a financial planner, creating a personal net worth of \$32 million. Harry Hurt's recent *New York Times* article, "The Ubiquitous Suze Orman," reviews her talents for gaining new perspectives. He writes that "Ms. Orman contends that 'more than 50 percent' of women suffer from Bag Lady Syndrome, a fear that one day they will end up penniless and homeless. This fear, she says, is only compounded by 'shame' women feel over not knowing about money and their propensity to 'blame' others for not teaching them."

I don't accept her assertion about "50 percent" of all women feel a certain way, but I sense that she empathizes with a large number of her viewers and readers. Despite being a multi-millionaire, she recognizes the risks and fears her audience may have—perhaps even remembering her own fears from her younger days

As I researched how to fit in and stand out for my book, I found that developing empathy as a means of appreciating other perspectives is an invaluable tool. A man, who after 20 years worked his way up to CEO of a major company, makes a point to walk by the cubicle in which he worked when he first joined the company. This daily practice helped him "remember how I thought when I was sitting in that cube. When I make a decision, I try to put myself in the mindset of the person I was 21 years ago. My job is all about taking other perspectives into account."

LIF's Lessons

You can fool some of the people all of the time,
and all of the people some of the time,
but you cannot fool all of the people
all of the time.
— Abraham Lincoln

Crucial Confrontation

As you rely on others to work toward yours or the company's goals, recognize that sometimes people promise more than they deliver or even act in a counter-productive fashion. Holding someone accountable for their shortcomings requires a "crucial confrontation." Joseph Grenny's book of the same title explains the tools for resolving broken promises, violated expectations, and bad behaviors—and it is a must-read for today's leaders.

I have discovered many people, who, after articulating a dream, seek perspectives, consider them, confront tough situations, and then reap the rewards. Think about your desired future. It will help transform the amorphous perspectives into a meaningful framework. It will give you the courage to overcome difficulties and to lead others.

Items of Note

Blythe McGarvie named to the **Viacom Board of Directors**. ([PDF](#) | [Web Link](#))

In *Shattered Magazine*, **Blythe McGarvie** speaks on "Simple Steps to Financial Security" and responds to a *New York Times* article entitled, "How Suite It Isn't: A Dearth of Female Bosses."

Laura Martin of **Capital Knowledge** releases updated media company research reports on **eBay** and **Comcast**.

Cathy Higgins releases Volume 4, Issue 4, of *The Straight Talk Coach*, "Collaborative Leadership: Shaping the Future."

The **FISO** Factor®
Fit In, Stand Out



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The *Mastering the FISO Factor Newsletter* targets leaders who recognize the critical importance of financial acumen and global perspective to achieve outstanding, sustainable results for their businesses. FISO means *Fit In, Stand Out*. Developing the FISO Factor is the key to leadership effectiveness in business and life.
URLs: www.fisofactor.com and www.LIFgroup.com