

PSYCHOLOGY SAVES THE DAY

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BUSINESS WEEK Magazine

Martin almost derailed the process, mid-stream, of turning his \$85 million fabricating company over to his capable son, Ben. He assembled a board of advisors to oversee Ben without Ben's knowledge. When confronted, Martin insisted he had no choice. He confessed that employees were griping to him that Ben was too tough, and they were threatening to quit. Ben retorted that his father was sneaky and trusted his employees over his own son.

Martin's story illustrates how emotionally charged dynamics can quickly derail business outcomes.

WHY PSYCHOLOGY?

Business has been shortchanged by conventional approaches to people problems. Tools like dissolutions, lawsuits, and financial settlements often destroy relationships and drain wealth. Enter Psychology—a new lens that views conflict as a dynamic necessary for strengthening relationships. Psychology offers innovative practices that replace entrenched biases, to advance the ultimate goals of business.

PSYCHOLOGY IN MOTION

Martin and Ben were convinced the “damage had been done.” They felt the severity of their conflict and were doubtful that their transition plan or relationship could be salvaged. However, I saw beneath the display of hostility between them; I saw hurt. I knew if this perceived betrayal wasn't resolved swiftly, they'd default to selling their company and never speak to each other again.

I got to work, knowing right away how to set a foundation that would lead to the desired future

outcome. Listening to the subtext for insights, I found two things they could agree on: (1) both had been doing a great job, until now, transitioning leadership from father to son—mainly they trusted each other, and (2) Martin was feeling uneasy about his impending exit and needed some empathy from Ben. Having let go of so much control, Martin overreacted when faced with employee complaints, and veered off course. These subtle shifts in perception gave father and son the emotional space to reflect and reconnect. The momentum tapped into even more psychology and accelerated the time it took them to refocus on getting the employees behind Ben as their new leader.

From here, I took Martin and Ben through the Ecosystem of Excellence process where we mapped the transition process from beginning to end, worked through the 20 universal dynamics, untangled from old assumptions, and gained visibility into the entire ecosystem so we could anticipate the ripple effects of decisions. Using new techniques from psychology, Martin and Ben achieved a successful transition and durable harmony.

PSYCHOLOGY is the SUPER SCIENCE

For too long, business leaders have been asking the wrong questions of the wrong experts when seeking to level up their organizations. Conventional thinking is a bad habit, as risky as making decisions at dusk when you think you can see everything...but cannot.

Business deserves a new approach. Psychology delivers the science, the lens and the solutions for getting to the best outcomes