

## Notes on What I Learned from Pontish Yeramyan

### Assessment

- We have to learn to distinguish between reality, that is, what is happening – and what we say about reality – that is, our assessments, judgements and inference about what is happening.
- Our assessments about reality and what we hear people say are filtered by our mental models of what reality is or should be.
- Our predilection is to focus on what is wrong and who is wrong – that is, to make assessments that establish blame, to complain and to find fault with what is happening. Shared negative assessments creates a mood – or a drift – about what is not possible. Our vision of what is possible is constrained by these assessments.
- Make requests or suggestions for improvement.

### Breakthrough

- Our challenge is to create breakthroughs in what is possible for us as individuals and as organizations. We are limited mostly by our imagination of what we want the future to be and by our willingness to commit to making our vision of future possibilities a reality.
- Leadership is creating visions of future possibilities and enrolling others to see their fulfillment in these possibilities. The role of the leader is not to command but to inspire.
- Breakthroughs, that is extraordinary performance, are caused not only by stretch goals or visions of what is possible, but also by the quality of relationships. The manifestation of high quality relationships is being committed to and responsible for each other's success.
- Talk great about people or get rid of them.  
It is possible for people to do great things.  
People will do anything if you are committed to them. But it has to be real – from the heart – or people will know.  
Enroll people in your vision as a possibility.  
Cynicism is giving up on what is possible with people.

- Breakthroughs are not inherent – only relative to the commitments you make.  
Complaints arise out of frustrations from broken commitments.  
Complaint gives rise to drift that cripples the environment.  
*A cloud of worry and upset, shame, guilt, blame, hurt.*  
Make suggestions and requests and then move on.  
Learn from mistakes. What went wrong – how to avoid the next time;  
not who went wrong and who's to blame.
- Supervisory skills is the capability to cope with breakdowns; that is, to have a broader view of the world and its possibility.

## Empowerment

- Empowerment is the heart of transformation.  
Integrity is acknowledging source; giving power to source.  
To acknowledge is to empower. If you are out to empower, you have to be looking for opportunities to acknowledge.  
Mastery is “bring it” – like balancing a bicycle.  
By distinguishing a way of being you can bring it out in others.  
Disempowerment is to take for granted.  
A source fed environment gives power back to the source.  
If you take away relatedness, you are left only with assessment.  
Listen for the good in what people say.  
Giving away your distinctions of being is empowerment.  
TQM is a way to improve versus the way.
- End conversations by making a request or suggestion specifying the conditions of satisfaction; what, when, who etc. I'll try, I'll do my best is not enough. The response should be a promise.  
Requests should be made within the framework of the conversations for possibilities and in context of relatedness.  
Problem at ADI is:
  - no rigor in conversations (open ended)
  - people are not accountable for what they say
 Empowerment is a both-way thing.  
I'm committed that you win as my partner because I'm holding your promise; for me to win, you must win.

Don't make a promise unless you believe you can keep it.

- if you find you can't keep the promise, then advise at the earliest time so others have the possibility to pursue alternatives.

Integrity is honoring your word.

### **Accountability vs. Responsibility**

- People are accountable for what they promise.  
You can't make people responsible; you can make them accountable by demanding a promise.  
People decide the scope of responsibility they will take.  
Everyone is responsible for the success of the team.  
Jordan takes responsibility for the whole team.  
Teamwork requires a mutual sense of responsibility which goes beyond your specific role and commitments. Nobody can stop you from taking responsibility nor can they make you take responsibility.
- Alignment without enforcement – A New Management Paradigm

### **Relatedness**

- Relatedness is built through conversations.
- This is the way I'm thinking – What do you think? This is concerned listening and speaking.
- High quality relationships are built on commitments to mutual success – being responsible for each other's success. 50/50 relationships don't work. If you take 100% of the responsibility for a relationship, you are in more control of the outcome. One test of the quality of a relationship is the degree to which you feel free to say what you are thinking without fear because you have the knowledge that you will either be forgiven or understood.