

Cool, Calm, and Respected



Leadership Concepts
for Work and Home

What Management Taught Me About Parenting – and Vice Versa

Diane Chang

Excerpt
Chapter 1 only

Cool, Calm, and Respected: 8 Leadership Concepts For Work and Home

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ISBN: 978-1-52-113989-9

*This book is dedicated to Malcolm,
Talisa, and Brandon
- My husband and children who make me proud every day -*

*It is a tribute to "Popo"
- My beautiful and amazing grandmother who passed away at the age of 101 years while this book
was going into publication –*

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Introduction

On occasion, my husband and I have been told that we are “cool” parents. We have surmised that we are seen as cool not because we’re permissive to the point of negligence, or because we’re more of a friend than a parent; instead, we’re the kind of cool that avoids drama in our interactions with our children, that encourages communication and openness, and above all, that resolves conflict without resorting to ultimatums and the “because I said so” fallback.

Our coolness factor was upped when, much to the surprise of our friends, we decided to turn our comfortable suburban lives in sunny Southern California upside down and move to New York City. Our family and friends told us they envied our courage to take a leap of faith and carve out a whole new life late in our careers. It felt easier to tell people that our main motivation was to be closer to our children who had moved to the East Coast after attending college there. But, truth be told, we were somewhat envious of the new adventures they were having and thought it was time for one of our own. So, we sold our spacious 4-bedroom home and everything we owned—except for whatever we managed to fit into two 5x7x8 U-Haul containers and our minivan—and made our way to the Big Apple via a two-week road trip.

It was an indescribable thrill for us to arrive in Manhattan at night to the voice of Alicia Keys belting out *New York*. I have goose bumps all over again as I write this and remember those first unforgettable moments. We were feeling brand new, just as the song said we would.

Up until then, I’d worked in the Information Technology field for over 25 years. I started my career in Johannesburg, South Africa, as a developer for a software development and consulting company. After immigrating to North America I worked for a related company as a developer, analyst, and pre- and post-sales software engineer. When the travel expectations became more than I could manage with a young family, I found a job with a privately held investment management organization based out of Los Angeles, California. In the sixteen years I worked there, I had multiple exciting roles that included managing large teams and multi-million, multi-year development projects.

As part of our move, I quit this great job with an excellent company that I thought I would retire from. It was challenging at times, but I had many opportunities to grow and learn alongside talented colleagues. Some of them have become lifelong friends who continue to shape my leadership thinking. During my two-months notice period, it was heartwarming that many people stopped by my office to wish me well. While they were excited for me, what really struck me was the sadness expressed at the loss of a senior manager who they believed embodied the core values that were the foundation of a positive corporate culture. They were proud of not only what we accomplished together, but also of how we did it. We worked collaboratively, respected and trusted each other, and had a lot of fun. Some, including myself, however, felt that the actions of certain leaders were no longer aligned with the core values that we held so dearly, and the shift had become a demotivating distraction.

It was humbling to learn that a few coworkers thought I was a pretty “cool” manager too. It’s easy to become hotheaded under stress, especially if you have a tendency towards blaming rather than solving. I recall an instance when I first took on responsibility for our new Customer Relationship Management application. We had a critical system outage that required a coordinated investigation by multiple technical teams. On the cross-team triage call, I calmly asked questions about what we were observing, and solicited ideas from each team representative to determine appropriate next steps. We ended the call after finalizing an action plan and agreeing to a follow-up call an hour later. Within seconds of hanging up, my phone rang. It was an engineer from another team who wanted to let me know how refreshing it was that my priority was to focus the group on

solving the issue, without trying to find someone to blame and publicly chastise. Because there was no yelling, he was in a better position, mentally and emotionally, to determine the root cause, and he thanked me. As I reflected on his words, it dawned on me that I had never personally been yelled at for mistakes I had made. I was simply mirroring how my parents and managers had treated me and what I observed in other respected leaders.

Over my decades-long career, I've been exposed to many leadership styles. And I've often wondered what "bad" bosses were like as parents. Did they spread toxicity at home too? Or did they switch their tone on the commute home? If they were rigid at work, were they stricter parents? Were their personality traits amplified or subdued depending on their environment or their audience? On the flip side, I wondered if fantastic parents were also great leaders at work. Maybe they weren't reaching their full potential because they didn't feel as confident at work, or because they didn't have a designated leadership title.

I decided to write this book when I realized that the way I approached management had many parallels to the way my husband and I approached parenting. While there are thousands of tomes on leadership, management, and parenting, this book shows how we can transfer our skills and experience from the office to the home and vice versa.

This is not to say that employees should be treated like kids in the workplace. Rather, it's about recognizing that the roles we have as leaders at work and in our families both require a shared set of competencies, a consistent persona, and the same foundation of core values.

Our persona is the way we behave and present ourselves to others that causes them to perceive us in a certain way. While we can certainly draw boundaries between our private and professional lives, having vastly different personal and private personas can reduce our ability to be authentic leaders and to gain universal respect and trust.

It has been said that to truly gauge a person's character, you should observe how they interact with someone who can offer them no benefit. I believe that we should treat colleagues, family, friends and strangers alike with dignity and respect at all times, and that we should earn their trust and respect while being true to who we are. I believe that we can and should help each other more than we realize, and that we need to look beyond our fears if we want to live without regrets. Most importantly, I believe that warm-hearted, compassionate, and nurturing leaders are necessary to create environments in which others can thrive.

It's difficult to bring together a multidisciplinary team of talented individuals; it's more difficult to keep them actively engaged. Actively engaged employees can have an impact on the bottom line and are more likely to innovate. You may not lose them physically to a different team or organization, but losing them mentally might be worse for everyone in the long run. When it comes to your family and close friends, even the slightest misunderstanding can sever or erode a once mutually respectful relationship.

I am passionate about improving corporate culture and society. It's a reason why I decided to become a professional coach. I want to be a better leader and help others do the same for their families and teams.

For this book, I've drawn upon my experience as a manager, employee, colleague, mentor, mentee, coach, student, spouse, parent, daughter, granddaughter, sibling, niece, cousin, aunt, and friend. The principles I share in each of the eight leadership concepts have helped me work through my own challenges and have helped me coach others to work through theirs.

The book is designed to be brief, while providing enough information about each concept to illustrate the underlying principle and the way in which it applies at work and at home. I've listed some helpful tips and examples. While I haven't included parallel examples for every concept, the idea is that you'll make the connections and translate them to your own personal and professional

situations, whatever they may be. And while the way in which we show up as leaders can have serious ramifications, my wish is that you will enjoy some of the light-hearted angles.

As Alicia Keys says in the official music video. “I want to play this for you different than you ever heard before.”

Perhaps you too will find that...

To be “cool” you really have to be “warm.”

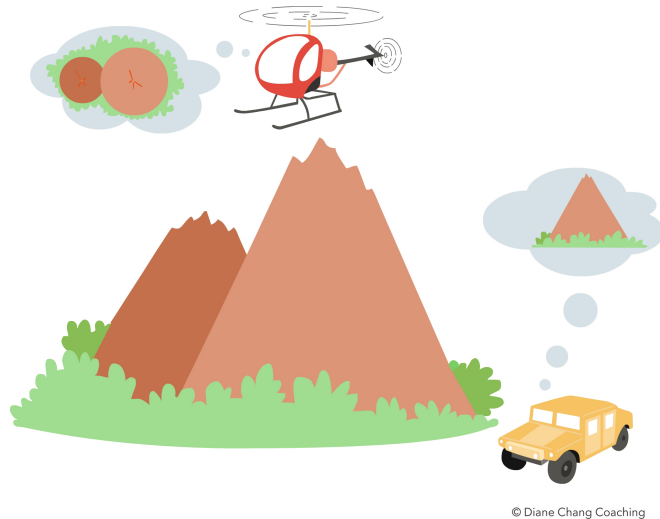
To be calm takes and makes positive energy.

To be respected by those you care about simply takes being respectful to others and yourself.

*"Respect is how you treat everyone, not just those you want to impress."
- Richard Branson*

Chapter 1

Helicopters and Humvees®



Unexpectedly, the steady drone of the helicopter rotors has a calming effect on you. It's a beautiful sunny day and you can see the magnificent aerial view of tropical rivers snaking through a lush emerald rainforest. As you swoop towards the ocean, the rivers become waterfalls that spill over cliffs, creating clouds of mist. You trace the water as it gathers into ponds and lakes, eventually emptying into pristine beaches.

A few hours later you're in a Humvee, bumping around the forest floor at night, your shirt sticky with sweat. With help from the guide and huge spotlights, you see a herd of bearded pigs snuffling in the undergrowth. Suddenly, they flee at the sharp warning bark of a macaque. Perhaps a jaguar is stalking them. The driver cuts all power and you gasp at the luminous fungi, glowing like earthbound jellyfish. All the while, the fragrant orchids and rotting fruit on the forest floor assail your nostrils.

Back in the hotel lounge, sipping a mojito, you're pleased with your decision to splurge on both tours. The dense foliage hid a myriad of wonders from the aerial view. But from the ground, you couldn't have fully appreciated the vast extent of the rainforest - how the rivers shaped the landscape, and even the climate. By foregoing a coin toss, you gained two entirely different perspectives.

Helicopters and Humvees®

Many years ago at a leadership offsite, surrounded by multiple diagrams on flipcharts, I noticed that most of us were becoming increasingly frustrated at our inability to agree on how to restructure our teams. I was a relatively new manager at the time, and along with my peers, could not understand why those to whom we reported were proposing an organization structure that seemed

less than optimal. Similarly, our senior leaders were perplexed by our reluctance to get behind the idea.

An image popped into my head. I saw our senior managers up in helicopters radioing down instructions to us, while we were moving supplies through the dense forest in our Humvees (High Mobility Multipurpose Wheeled Vehicle). It seemed as though they were asking us to cross the river at the narrowest and seemingly easiest spot, in spite of how treacherous that rocky section was. Our proposal to cross further downstream at a wider, calmer section seemed time-consuming and unnecessary to them. They obviously did not want us to risk our lives, but it didn't seem that way to us at the time. There was clearly a disconnect and we left the offsite without consensus, amid some grumbling and head scratching. Even though we were communicating, we could not see each other's perspective.

Through a series of follow-up meetings, we all happily agreed on a hybrid of the options from the offsite. However, we could only do that after we all gained more insight into the implications of various structures from both the strategic and operational perspectives. Even if we had selected the original option proposed by our leaders, it would have been easier for us to get behind it after learning the rationale upon which it was based. Had we been forced to implement their proposal immediately after the offsite, the grumbling would probably have gotten louder and some of us might have developed a "why bother" attitude that lingered for years, feeling our input was not considered or respected. I also started to wonder whether I was engaging and supporting my own team in a way that would earn their respect.

It occurred to me that "Helicopters and Humvees" provide distinct yet complementary views of the same environment. They each have highly specialized capabilities that are best for different situations—yet we don't always embrace these benefits in our daily lives.

From a helicopter you have a view far into the distance, over mountains and trees, across land and water. You can see how the terrain changes in different parts of the rainforest and which areas might be accessible by air, land or water. Besides providing an aerial view, a helicopter is extremely versatile. It can hover, manage vertical takeoffs and landings, and offer forward, backward, and lateral movement. Very often helicopters are called in to support ground operations or used as a swift means of transport when no other alternative is available.

On the other hand, the four-wheel drive Humvee provides an on-the-ground view. It can travel over inhospitable terrain to places inaccessible by a helicopter. It can ford depths of up to five feet of water and carry heavy equipment. From its vantage point, you can identify blocked routes and obstacles that render certain paths impassable.

In many ways, the helicopter view is that of upper management or anyone who manages others. We expect executives and senior managers to have a vision, provide direction, and develop the broader strategies for their organizations based on this perspective. They're also there to provide resources and remove roadblocks for their teams to accomplish the desired goal.

This is also the view of parents, who have a role in planning for their family's future. They make decisions for the whole family on where to live, go to school, take vacations, and how to pay for it all. Grandparents might be called on to lend their child rearing experience for babysitting. Or, they may take on a mentorship role.

The Humvee is typically the view from which middle management and team members operate. They are intimately acquainted with the inner workings of an organization (and we all know that "the devil is in the details") and have a better sense of the day-to-day challenges and opportunities.

In the family setting, it is the children who are in the Humvee. They are the ones making their way through life, navigating obstacles, learning about the limits and possibilities of their own paths, and looking to their parents for guidance and direction. As old as we are, our parents still see us as their kids.

Note:

This is not to say that employees should be treated like children in the workplace. This is about recognizing that the roles we have at work and within our families provide us with both the helicopter and Humvee perspectives.

Enthuse both views

At different times in our professional and personal lives we're getting either the helicopter *or* the Humvee view, depending on our role as parent, child, executive, manager, or individual contributor. When you're reporting to someone and also have others reporting to you, you're rapidly switching between the Humvee and the helicopter views. That's why middle management can be challenging at times. This is especially true when you feel conflicted between the expectations of you in your Humvee role and what you value for your team when you're in your helicopter role.

Irrespective of our role at a given time, we have the choice to use our mode of transport to either create distance or come together frequently. By choosing the latter, we can get a better appreciation of what both the helicopter *and* Humvee offer.

Tap into them

Don't waste the potential or versatility of both helicopters and Humvees to support your family or team. Tap into the unique vantage points of your entire team or family.

Connect them

While some distance between the helicopters and Humvees is required for them to effectively perform in their space, make every effort to keep them healthily and collaboratively connected.

Experience them

You can imagine and appreciate what it's like to be in a helicopter or Humvee, but experiencing them firsthand provides invaluable and memorable insight.

"The more you know, the more you know you don't know."

- Aristotle

Attend to the other view

Appreciate, and whenever possible, experience life from the other side. Although you don't have to be a tennis player to recognize the talent of Roger Federer, it's only after you've hit a ball yourself that you understand how much skill and practice it takes to hit those incredible shots with such grace and accuracy.

Take advantage of the strengths of both helicopters and Humvees irrespective of your primary role in the workplace or home. If we develop strategies and plans without taking into account pertinent information from our teams and families, there will be gaps in the plan or challenges in the implementation. An uninformed decision is rarely a good one. In situations when helicopter decisions must be made without consulting others, share the rationale for the decision to reduce the risk of others making incorrect assumptions that could create unwanted distance and distrust. To create sound Humvee implementation plans, those on the ground must understand the bigger picture.

Irrespective of your role, find ways to connect the view in meaningful ways. Frequently interacting in deliberate and positive ways helps to build mutual respect and trust.

From the helicopter role

When you're acting as a manager or parent you're flying high in the helicopter.

- ***Take a Humvee ride***

Those in helicopters run the risk of flying so high, that they become detached from everyday realities. Don't keep your head in the clouds unless you want to be seen as elitist and aloof.

While management retreats and distance are necessary to reflect, re-plan, and rejuvenate, executives and senior managers shouldn't lose sight of the daily challenges others are facing. Most senior executives are fortunate to have experienced the Humvee view as they rose through the ranks. However, they run the risk of losing sight of this perspective or of not realizing that job functions have changed since they had a Humvee role. Leaders in helicopters must take a ride in the Humvee periodically and spend quality time with their teams. The goal isn't for them to do the work on the ground, but to actively engage and appreciate the real challenges at that level. In doing so, they can more readily assist in removing roadblocks and providing the necessary resources for their teams to get the job done.

Parents also run the risk of becoming out of touch with each generation's new growing pains. Growing up today is very different from growing up a few decades ago. Each generation has an ever-changing set of opportunities, struggles, and social norms. With technological advances and global access to social media and information, it makes it paradoxically harder and easier for parents to keep up with what their children are dealing with. Parents who are mindful of bridging the generation gap can provide guidance and make decisions in a more informed manner. When they try to experience life in the same way as their children, it shows their children that they are willing to see things in a different way to their potentially institutionalized view, and it makes them more approachable and relatable. Parents—wanting the best for their children, but perhaps stuck in the mindset of a bygone age—may insist on their offspring pursuing a career in medicine or finance, since that was their ideal path to upward mobility. There are many more options available today that young adults might find more personally rewarding. In ten years from now, jobs will exist that we haven't even thought of yet. For instance, who knew in the 60's and 70's that someone could be a social media manager, or a nanotechnology engineer?

- ***Don't be a helicopter parent***

There is also risk in helicopters flying too low. Helicopters that fly too low create turbulence on the ground, obscuring vision by whipping up dust, and drowning out conversation with their noisy proximity.

Helicopter parents constantly hover over their children. They interfere with and become overinvolved in their children's lives. They are overprotective and do tasks their children are physically, emotionally, and mentally capable of doing on their own. This applies when their child is a toddler and continues all the way to adulthood. Who has not heard tales of a mother who continues to give her daughter a wake up call—while she is three thousand miles away in college, or the parent who accompanies their child to their first job interview?

These parents don't allow their children to face and overcome their own challenges, to learn through their mistakes, and to take pride in their own accomplishments. As a result, the child's development and coping skills are stunted and they may not develop the self-confidence to cope with inevitable setbacks. Parents must find ways to stay engaged without hovering, even if it means having to watch their children struggle and fail, in order to learn valuable life lessons.

Similarly, helicopter managers have a tendency to micromanage their teams and their projects. Micromanagers do not delegate well and pay excessive attention to small, procedural details that their teams can handle on their own. In doing so, they do not create an environment where employees feel trusted and empowered, leading to disengagement and resentment. They also run the risk of being so bogged down in the details that they lose sight of the bigger picture and of the overall objectives. They have less time to devote to formulating the strategic direction for the long-term success and relevance of the team.

- ***Extend an invitation for a helicopter ride***

People in helicopter roles can be intimidating, whether or not they mean to be. It doesn't need to be lonely at the top. Determine when it's appropriate to disclose to your teams and families what you face in your role.

At work, your teams probably have a better idea of what is practical because they understand the nuances of the situation. They are also specialists in their field who know what equipment and skill sets are needed to execute the plan and realize the vision. Many of them can even develop part of the vision as they prepare for a helicopter role in the future.

At home, your family might better understand why you made certain decisions on their behalf. If they invented reasons about your rationale, incorrect assumptions they made may have undesired long-term consequences in the way they think about you or themselves.

How many times have you heard "because I said so!" in a response to your question about a decision? You probably felt that it was an unsatisfying and unproductive, if not cowardly answer. If you were the one giving the response (as a manager or as a parent), you undoubtedly realized it was a cop out even as you were saying it. Maybe it's because you had no time to explain your reasoning. Perhaps you were unsure of yourself.

What's certain is that it was a lost opportunity to build mutual understanding and respect. As the decision-maker, even if you believe the decision is yours alone to make, it's worth taking the time and effort to share your thought process – and to allow others to share theirs.

Inviting others to take a ride in the helicopter periodically will give them a better appreciation of the bigger picture, and more importantly, they might be able to help solve a problem once they see both views.

- ***Provide a parachute***

When someone has taken the time and effort to share an idea or raise an issue, be mindful of how you respond. Not everyone will see eye-to-eye on all topics. When there is a disagreement, let the individual know respectfully and take the appropriate course of action. Don't push them out of the helicopter without a parachute. Not only will this discourage others from taking a ride, but it will also result in long-term damage to a relationship and it could be viewed as victimization if done repeatedly.

An extreme example is parents who disown their children, or managers who fire those who don't always agree with them. While a helicopter is informally known as a "chopper," chopping the heads off those who aren't "yes-men" is not the answer. Instead, use disagreements as an opportunity to really understand the information discussed, to establish rapport, and to build a relationship. If a point of view is contradictory to yours, you might even be persuaded to change yours for a better outcome. Even if you can't be persuaded, express gratitude to the individual for raising the topic, and help them better understand your viewpoint. Imagine that you were in their position and think about how you would want to be treated. Also remember that others are observing how you treat those who express an opinion different to yours.

- ***Leverage your helicopter's unique abilities***

An air ambulance is often used for emergency medical assistance when a land vehicle can't easily reach or transport a patient. Law enforcement and military forces use helicopters, in conjunction with ground operations, to conduct tasks that can't be fully executed from the ground only. In both work and family situations, recognize when you are uniquely equipped to directly contribute to the team and family goals.

As a manager, use your influence and skills to pave the way for your teams by providing clear direction, making timely decisions, hiring additional resources, and providing the necessary training and equipment.

As a parent, be mindful of when you are uniquely equipped to keep lifting and supporting your family members. Use your life experience and relationships to expose them to new skills and to a broader perspective when they are mired in their limited view. This can range from providing transport to their daily activities to helping them to deal with physical and emotional growing pains.

- ***Drop ship supplies***

While we want our teams and families to be resourceful and figure things out for themselves as much as possible, there will always be times when "help from above" is needed. Think about "The Hunger Games" where just the right solutions were parachuted down to the competitors in times of need. While the mentors sent packages that were lifesavers, there were situations where the competitors still had to figure out what the mentors intended them to do with the gifts. I once heard that you give your children enough money to do something, but not enough to do nothing. Know when help is needed and be there for those who depend on you.

- ***Move them quickly to a better place***

When ground transport is too slow or impossible due to congestion, rough terrain, or unfavorable conditions, helicopters are used to quickly move people or equipment. They are also used for transport to remote sites and for rescue efforts.

As a manager, when you realize a team member is unhappy or mismatched in their current role, or when you recognize they have greater potential in another role or department, help them get to where they need to be, even if it means losing a talented person. Employees are

assets that can contribute and develop across the entire organization. Their success is enhanced if they can perform to their strengths, which in turn, enhances the success of the company.

As a parent, when your child expresses that they are no longer interested in particular extramural activity, explore why and determine if they would be happier doing something else. If they find mid-way through college that what they thought they wanted at age 17 is not something they want to dedicate the next 20 or 40 years of their lives to, work with them to find something they might enjoy more. If it's something outside your area of expertise, work with them to find someone else who can better advise them.

In my second year of medical school in South Africa, I realized that although I had the potential to become a good doctor, I wasn't enjoying what I was doing. Given the sacrifices my mother had made to get me this far, she could have forced me to continue. Instead, she allowed me to take some time to figure out what I wanted to do. She and my aunt both gave me jobs until I decided to get into computer programming. I have never regretted that decision given the support I had. My husband, daughter, and son are all now in careers that are not directly related to their degrees, and we all support each other in our choices.

From the Humvee role

In addition to having a helicopter role as a manager or parent, you could also have a Humvee role. When you're reporting to someone or interacting with your parents or grandparents, you are on the ground in the Humvee.

- ***Request a helicopter ride***

If you've been invited for a helicopter ride, accept it. If you haven't, request one. Humvee drivers also need to see the world from the helicopter perspective.

When flying in the helicopter, use that time to learn what a day-in-the-life looks like for those in helicopter roles. Learn more about their responsibilities and some of the challenges they face. Seemingly senseless management or parental decisions might not be perceived that way after you've taken a few rides in the helicopter.

At work, before meeting with those in helicopter roles, solicit questions from your peers and team so that you can make the most out of what might be a rare opportunity. Ask executive and senior leadership about their strategic vision and how they see it benefitting the organization, its clients, and its employees. Afterwards, reflect on what you learned and determine what's appropriate to share with others on the ground. Think about when you might want to ask about scheduling another ride in the future.

At home, engage in conversations with your parents and grandparents about their life's journey. You'd be surprised at how much you didn't know about how they became the people they are today. You'll also get some insight into how they developed their parenting styles. Ask about what they did or do to earn a living. Learn about how they spend their days at work and whom they interact with.

- ***Tour the rough roads***

When the helicopter travelers come down for a ride in the Humvee, don't just take them on the paved roads where it is smooth and comfortable. This is a chance to expose them to the day-to-day issues you face in the bumpiest terrains so they can experience or better appreciate what you are going through.

In fact, the Humvee was designed primarily for personal and light cargo transport behind front lines. When it also started to serve as a front line urban combat vehicle, soldiers and marines often improvised by using scrap materials for extra armor. This made the vehicles

heavier and reduced their speed, maneuverability, and lifespan. Without senior executives having this knowledge about the challenges Humvee riders were facing, armor kits would not have been installed. While Humvees are still vulnerable to attack, they are better adapted now to function in low intensity combat situations.

Don't fear that sharing your challenges will reflect negatively on you and your team, or that your parents will judge you harshly for not being able to overcome obstacles on your own. Your intent is not to complain, but to inform and to request guidance and support that only they can provide.

- ***Don't let them drive***

When managers or parents are touring with you on the ground, don't let them drive, except for a brief spin. Make them aware of how they can help in providing the resources needed to get something done. However, do not see this as an opportunity for them to do your job or your chores for you. They are there to listen, understand, and guide. They themselves may be tempted to get back into their prior roles, so help them recognize that they need to get back into that helicopter and function in their own roles so that you can continue to grow in yours.

- ***Manage helicopter parents***

As mentioned before, helicopter parents can be overbearing and stifling. If you find yourself in the position of having a helicopter parent or manager, do your best to minimize this tendency in them. While it might not be easy at first, learning how to "manage up" could improve your situation.

A micro-manager is usually not confident in the ability of their team to work independently to deliver the level of expected results. Communicate to them your understanding of the expectations of your role and deliverables, and demonstrate that you are capable of doing your job. Give them a date for when you'll be checking in with them to provide a progress update. This way they have some assurance that they will be kept in the loop and over time, they may learn how to let go.

A helicopter parent usually feels that they need to direct every move their children make. They are constantly checking on their children and lack confidence in their children's ability to cope independently. As someone in a Humvee role, show your parents that you are capable of leading a life of your own by simply doing so responsibly. Proactively check in with them if they have the tendency to worry.

- ***Give them something to take back up***

Unless you want to see each trip down as "the aliens have landed," use this opportunity to bridge the gap and to keep the communication channels open. We all need to keep learning to stay current and be relevant in an ever-changing world. Don't let the helicopter riders be stuck in a world familiar to them at the time they had a similar role to yours. Help them understand the new definition of a role that might be evolving along with the technologies that support or enhance the role.

A sense of pride might stop those in more senior roles from asking for help. However, I am constantly appreciative when our children point things out to us or advise us without solicitation. They do it in a respectful manner and they genuinely have our interests at heart when they guide us on social media, technology advances, and family matters. They also enrich our cultural experiences by exposing us to new movies, music, books, events, and attitudes.

"We need people in our lives with whom we can be as open as possible. To have real conversations with people may seem like such a simple, obvious suggestion, but it involves courage and risk."

- Thomas Moore

Key Principle and Action

Maximize and share your vantage point

The most effective visions, strategies, decisions, plans, and outcomes are usually attained when both the helicopter and the Humvee perspective are taken into account and integrated. Frequently interacting in deliberate and positive ways helps to build mutual respect and trust.

- In the multiple roles you have, make the most of what you are equipped to offer from your helicopter or Humvee vantage point to support your family or team.
 - Encourage and create opportunities to work collaboratively.
 - Appreciate, or whenever possible, experience it from the other side.
-

About the Author

Diane Chang is a third generation Chinese South African whose career and passions have taken her around the world, from Johannesburg, to Toronto, to Chicago, to California, and now – to New York.

Diane started her career as a developer at a software consulting company in South Africa. In her early 20s, she emigrated with her family to Canada and then the United States, where she worked for six years at a global software and consulting organization. In 1995, she joined a privately held investment management organization based in Los Angeles. She worked there for 16 years until 2012, when she decided to make another big move and relocate to New York City to become an independent IT consultant and coach.

For over 20 years, Diane has delivered technology solutions in the corporate environment while managing, mentoring, and coaching individuals to develop their leadership, interpersonal, and technical skills. She's worked with executives in both business and technology to develop and implement strategic business technology roadmaps.

Diane is a Certified Professional Coach with credentials from the Institute for Professional Excellence in Coaching (iPEC) which is an International Coaching Federation (ICF) accredited program. She is certified as a Hogan Assessment consultant and as an Energy Leadership™ Index – Master Practitioner (ELI-MP). She is also a member of the ICF and participates in Executive Coaching conferences and workshops conducted by leaders in the field.

In 2016, Diane served as the NYC Regional Network Director for Women in Technology International (WITI). Diane also mentors Africa's future via videoconference with Infinite Family, an organization that matches mentors around the world to children in South Africa who have lost one or both parents to AIDS.

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