

STUDY SHEET: The Oz Principle

Chapter 1 – Off to See the Wizard: Searching for Greater Accountability in Business	
Oz Reference	<ul style="list-style-type: none"> • Dorothy meets the Scarecrow, who asks if Oz can give him brains • Dorothy tells him that she can come with her to Oz in order to find out
The Oz Principle	<ul style="list-style-type: none"> • Oz is a story of awareness – thru their journey the story’s main characters finally learn that they possess the power within themselves to get the results they want • Companies fail because of managerial error, but few will admit it (e.g. Lucent, Xerox) • Managers look for wizards or fads to solve their problems, but get no results
Victimization	<ul style="list-style-type: none"> • People often see themselves as victims, and behave “below the line” when they consciously or unconsciously avoid accountability for individual or collective results <ul style="list-style-type: none"> – “A society that insists on stressing self-expression over self-control generally gets exactly what it deserves....” – “Companies fail the way Ernest Hemmingway wrote about going broke in <i>The Sun Also Rises</i>; gradually and then suddenly”
Steps to Accountability	<ul style="list-style-type: none"> • To get “above the line” & out of the blame game – climb the Steps to Accountability <ul style="list-style-type: none"> – See It – recognize and acknowledge the full reality of the problem – Own It – accept responsibility for the realities you create for yourself & others – Solve It – changing reality by finding and implementing solutions – Do It - mustering commitment and courage to follow thru with solutions you ID
Transforming Power of Accountability	<ul style="list-style-type: none"> • Business boils down to one simple principle: “either get stuck or get results” • Accountability rests at the core of continuous improvement • The increasing size & complexity of global business has made accountability the number one leadership/organizational issue
Chapter 2 – The Yellow Brick Road: Getting Stuck in the Victim Cycle	
OZ Reference	<ul style="list-style-type: none"> • Dorothy, Scarecrow, Woodsman, and Lion walk for days without seeing OZ • The gang thinks that they are lost and loses heart (Toto won’t even chase butterflies)
Falling Below the Line	<ul style="list-style-type: none"> • All of us fall below the line from time to time <ul style="list-style-type: none"> – The book highlights excuses given to the IRS for not filing tax receipt – The book highlights problems with GE refrigerator compressors • It is often difficult to precisely know the line between victimization & accountability <ul style="list-style-type: none"> – Fast food chains are blamed for obesity, but aren’t consumers also to blame?
Recognizing When You’re Below the Line	<ul style="list-style-type: none"> • The first step in getting above the line is to recognize you are below the line • Look for the tell-tale clues of feeling victimized on page 23-24 • There are six common stages to the victim cycle <ul style="list-style-type: none"> – Ignore/Deny – pretending not to know (e.g.: US steel & auto industry, MBAs) – It’s Not My Job – knowing something must be done but not doing it – Finger Pointing – shifting the blame (e.g. Herman Miller furniture shipments) – Confusion/Tell Me What to Do – alleviate accountability by asking for direction <ul style="list-style-type: none"> ▪ The 3 ego states of a child: natural child, compliant child, rebellious child – the natural child is OK, compliant or rebellious children are co-dependent ▪ Past corporate cultures relied heavily on command & control – Cover Your Tail – people seek imagined protection (e.g. prep excuses, over-document to ensure a way out, hiding to avoid blame) – Wait and See – hoping things will get better in the future

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Plight of Mike Eagle	<ul style="list-style-type: none"> • Mike Eagle was on the fast track with a string of successes as VP of Manufacturing • He was assigned to a subsidiary company and wasn't doing well <ul style="list-style-type: none"> – Asked an employee for honest feedback and got negative response – Demonstrated behaviors in the victim cycle until a friend Pete woke him up • By recognizing & accepting responsibility for problems, Mike eventually succeeded
Self-Examination	<ul style="list-style-type: none"> • There is a self-exam on pages 40-41 that looks at signs of victimization
<i>Chapter 3 – There's No Place Like Home: Focusing on Results</i>	
<i>Chapter 9 – The Emerald City & Beyond: Getting Your Entire Organization Above the Line</i>	
<i>Chapter 4 – The Lion: Mustering the Courage to See It</i>	
<i>Chapter 5 – The Tin Woodsman: Finding the Heart to Own It</i>	
<i>Chapter 6 – The Scarecrow: Obtaining the Wisdom to Solve It</i>	
<i>Chapter 7 – Dorothy: Exercising the Means to Do It</i>	
<i>Chapter 8 – The Good Witch Glinda: Mastering Above the Line Leadership</i>	
<i>Chapter 9 – The Emerald City & Beyond: Getting Your Entire Organization Above the Line</i>	
<i>Chapter 10 – Somewhere Over the Rainbow: Applying Oz Principles to Tough Issues Today</i>	