

## **BDA Tool Twelve — Preparatory meditation and writing for conference registrants:**

Please read BDA Tool Twelve in the BDA Tools pamphlet, then spend 15-20 minutes meditating on the details below. Are you in charge and responsible for your business or for the results of your position in your workplace?

*BDA Tool Twelve: “We are willing to be in charge and responsible for our business. Professionals such as accountants, lawyers, and consultants who work for us are not our Higher Power.”*

Being in charge and responsible for our businesses, allowing no one involved to become our Higher Power, is relatively easy, but it does require action on our part. Actions that lead to being in charge and responsible generally fall under the heading of leadership skills and behaviors. Many suggestions for approaching leadership in our businesses or jobs are provided below. We should try them all to decide which are the best fits for us and our businesses or workplaces:

**We can test openness to our leadership by employees and contract professionals during their interviews.** We can use our part in the interview process to get an early jump on leading those who join our organization, answering critical questions up front: How are decisions made? What are the key challenges? Which functions are strong, and which ones need to be overhauled or simply need to be improved and shored up?

**We can travel widely within our organizations, listen carefully, and look for patterns in everything we see and hear.** Leaders ought to spend a lot of time listening and asking questions. We can talk with employees and professional contractors throughout our organizations whenever we have concerns. Successful leaders ask questions, whenever possible, rather than giving orders and making demands.

**As we ask questions, we can look for the rising stars whom we want to keep as part of our team.** Our listening tour may help us identify the key players whose skills we need as part of our management team. We can be prepared and practice: asking tough questions is a critical skill, but not necessarily a pleasant experience. Clear and direct communication does get easier over time.

**We can identify the kind of people who will flourish in the environment we want to establish.** Even before interviewing people to assemble or expand our team, we can take time to identify the challenges ahead — and the kind of people who are motivated by those situations.

**After we’ve identified our ideal individuals, we can expand to identification of our ideal group.** We shouldn’t stop at finding the type of person we need. We ought to envision how this person will interact with others to get our goals accomplished. With additional effort, we can assemble our ideal team.

**We can acknowledge what we don’t know.** We can identify those around us who are subject-matter experts, and we can be unafraid to lean on them. No one, who’s rational, expects a leader to know everything. And perhaps there is nothing more off-putting to most teams than leaders who mistakenly think they do “know it all.” Yet we must be careful not to allow anyone within our business or workplace, or professional service group, to become our Higher Power.

## **BDA Tool Twelve — Preparatory meditation and writing for conference registrants—continued:**

**We can be unafraid to listen to people who disagree with us.** We can listen, actively, to the people around us, especially those who challenge our assumptions. We can listen carefully, even to the opinions that totally contradict our own beliefs, to make sure that when we make our decisions, we haven't missed any important details or options.

**We can settle on a few major priorities.** We can't fix or address everything at once, even if we want to. But if we hire well and delegate effectively, we can operate exactly the business we've envisioned, consistently improving and developing over time. We might decide to have one major initiative in the works for each of our business's or workplace's people components — customers, clients, and / or patients; vendors; employees and contractors; and / or others who contribute to our functioning and success.

**We can be sure to meet our customers.** We can balance our big-picture vision with front-line views and contacts. There is no reconnaissance more important than scouting out the territory where our products and services meet our customers. Seeing our customers interact with the services and items we sell to them provides some invaluable information.

**We can target a few easy wins.** Momentum counts, and nothing succeeds like success. It's critical for a leader to create momentum during times of transition. We can pick some problems our organization has not been able to address and find a way to fix them quickly to establish a new direction.

**We can keep an eye on the clock.** Faster is almost always better. Sometimes “not doing” is the fastest and best approach to certain tasks and goals. We've all been told that leaders make things happen — and that's true. But it's also true that we leaders distinguish ourselves by our unyielding discipline to stop doing anything and everything that doesn't fit the vision, mission, and goals of our organizations.

**We can be unafraid of making mistakes.** We can also be sure to correct our mistakes faster than we make the next ones. Most new situations are fraught with hazards, exposing a leader to potential pitfalls ranging from the personal to the organizational. We can accept that we can't see the future, and even an extensive professional background can't insulate us from making mistakes. The key is to assess ourselves and our progress as rigorously as we would for any employee or contractor and to be prepared to make our own course corrections as we go along.

**We can “stay to recover” and maintain our spiritual health.** In our experience, the only times we've made others our Higher Powers, either at work or at home, has been when our relationship with our real Higher Power has been weakened or abandoned. Continuing to practice the Steps, Traditions, Concepts, and both sets of tools in our businesses and in all our affairs will keep us in spiritual action. Spiritual action will keep us grounded and connected to the spiritual source for our success. If we have accidentally hired professionals who demand to be our Higher Power, we can return to BDA tool Ten, separating from difficult personalities and practicing principles first.