



#4 – March
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NUCA -
Leadership at
Lunch

The Carp

The Carp can be your worst nightmare. They are often bright and the best skilled workers yet perform their daily tasks with a negative tone. Carp seem to relish disagreeing and bring out the worst in others.

Carp are usually selfish and defensive. They make mountains out of mole-hills and require a high level of attention from their senior leader or they will hurt production. The toughest thing about most Carp is that they are often knowledgeable and skillful!

Actions of a Carp

Carp Workers reflect many of the following traits:

- ◆ Likes to brainstorm and offer ideas, suggestions, etc. (Can give the impression that they're the "smartest person" in the room.)
- ◆ Can be challenging to others; not afraid of identifying the "800 lb gorilla" even when it might embarrass others.
- ◆ Challenges self-accountability at times but gets frustrated with others who do not do what they say they will do.
- ◆ Definitive about "boundaries." If no boundaries can get into trouble.
- ◆ Others (mistakenly) misread their attitude and often this overshadows the real skill expertise or genius of the Carp.
- ◆ Appreciates those who recognize their performance results...tends not to receive such thanks.
- ◆ Not threatened (or impressed) by different ideas, approaches, or past experience.
- ◆ Might unintentionally upset others with their comments.
- ◆ Can make efforts that might be viewed as selfish, lacking "Team 1st."

Carp Respond to...

- ◆ Clear directives, instruction, and expectations. May not like it...but they do respond to it!
- ◆ Firm deadlines with clear role identification.
- ◆ Opportunities to expand their efforts and prove themselves.
- ◆ Talking through an idea or project need *before* execution.
- ◆ Discussion that is real, “transparent,” and with purpose.
- ◆ Others taking their ideas to heart and implementing.
- ◆ Independent work assignments whenever possible.
- ◆ Specific points of disagreements rather than general summaries.
- ◆ Leaders who are not intimidated or angered by their methods.
- ◆ Listening leaders and peers.

Leading the Carp

Carp require a great amount of leadership. Most Carp respond best to these leadership traits:

- Open to ideas, suggestions, etc.
- Clear, consistent, and challenging.
- Responsible and reinforces accountability.
- Definitive about “boundaries”.
- Appreciative of good work that gets recognition.
- Not threatened by different ideas, approaches, or past experience.

Leadership Techniques...for the Carp

- State your wants and expectations clearly.
- Give Carp deadlines for completion of work.
- Expand Carp's independence as they prove themselves trustworthy.
- Talk the project or task through with the Carp before handing it off to them to execute.
- When you can, try to incorporate their ideas.
- Have them work alone or with strong Thoroughbred.
- Be specific when coaching or confronting the Carp.

Leadership Techniques...for the Carp continued...

- Do not get “personal” when upset with the Carp.
- Recognize the Carp for their improved attitude or behavior.
- “Test” every complaint that the Carp brings to you; where there is smoke, there is sometimes fire.
- Realize that most of your leadership effort will be maintenance oriented.
- Challenge the Carp to “step up” and to “grow up”.
- When Carp “steps up” be sure to recognize the effort...this was usually lacking in their previous work.

Carps *Can* Influence Others By...

- ◆ Trying to remain “non-personal” in their interactions with others whenever there are “issues.”
- ◆ Demonstrating that they do agree with decisions that may not be easy for them to accept.
- ◆ Providing proof through data or testimony when presenting ideas or solutions.
- ◆ Confronting or arguing based on the facts of situation.
- ◆ Encouraging short-term goals when completing projects or assignments.
- ◆ Responding in a more *mature* manner rather than cynical.
- ◆ Thanking others personally.
- ◆ Keeping their thoughts to themselves when someone else’s ideas do not work.