

# The Need for Speed: It Starts with Interaction

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How often are you in a meeting where you know a decision must be made quickly? People at the table have a conversation and a decision is seemingly made; however, when it comes to execution of that decision often there is a lack of buy in and commitment. Individuals find themselves rehashing the conversations, needing to go back to certain individuals to get more information. While the need for **Speed** drove the initial decision-making process, the key ingredients that allow for speed were missing.

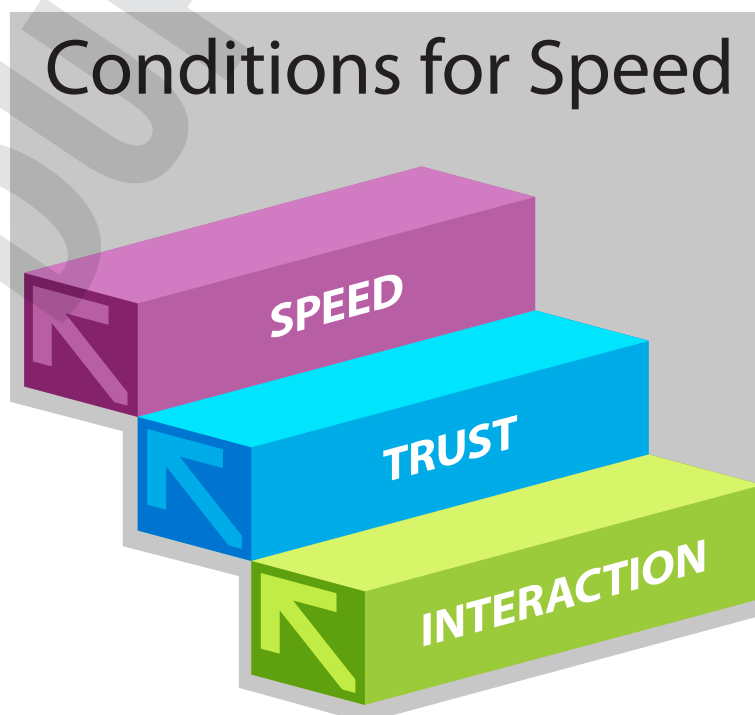
More and more organizations are making decisions quickly—they have to. Given the challenges of today's marketplace organizations don't have the luxury of time. So, the question becomes, how do individuals and teams operate at the speed that they need? We have found that to achieve the speed that is needed, two conditions must be met first—trust and interaction.

**Trust** is critical to operating at the speed that is needed and still have individuals and teams do their best work. Having a foundation of trust between and among people, functions and groups is crucial. You have to

trust that your partners and peers will do what they say they are going to do and follow through on what they have committed to. You have to trust others' motivations and information to be able to move ahead with decisions that need to be taken.

The fundamental way to get that trust is through **Interaction**. Slowing down to speed up and taking the time to really know each other, to understand what is important

to each other—interacting with each other as people—is key to building that foundation of trust. It is critical that you know what your partner needs to do their best work and what is important to them as you are building your partnership. In order for that to happen, you need to know that your partners know who you are, will listen to you and will respect you and they need to know the same about you. Your partners need to feel included and safe to say what they need to say to you; it is a foundational build-



ing block to generating that trust, which then leads to enabling speed.

Sometimes, organizations or teams try to go directly to speed and miss what is foundational. The impulse is to go for the end result of getting something done very quickly; however, in order to be successful, you have to have the underlying foundations of interaction and trust. You can't skip steps and expect the same results.

If you are missing the key components of building trust through interaction the team will be wasting time and resources. When you try to go fast without the foundation, team members often find that they have to do things over or that they make mistakes because they were afraid to speak up or did not feel safe to question or challenge what was being said or decided or to present another point of view.

Almost every team we have worked with can go faster and meet the need for speed, but only when built on the foundations of *trust* and *interaction*.

NO DUPLICATION