**THREE FREE RESOURCES TO HELP YOU**

**MANAGE THE “KNOWLEDGE WORKER PARADOX”**

**ERODING EFFECIENCY AND SAPPING MORALE.**



The Knowledge Worker Paradox refers to bright technical professionals who do an outstanding job diagnosing issues within their areas of expertise…combined with a poor job in diagnosing work relationships.

Think about it.

Dos your company even have a commonly accepted set of terms to describe work relationships?

Below is a political example of why mutually agreed upon terms can be a matter of life or death:

The United States considers ISIS to be an “Enemy.” We are committed to ISIS’ destruction. When you call a person or a group “Enemy,” your mission is to defeat or risk being defeated.

Ever since 9/11, The United States as described The Taliban as an “Enemy.”

The Taliban counters that they have never attacked the United States. They consider us “Adversaries.”

The difference in word choice is important.

Parties can have an adversarial relationship in one area but be allies in other areas. China and the United States are adversaries-allies. The Taliban want a similar relationship with the United States.

If knowledge work is done in team settings, the Knowledge Worker Paradox is going to create predictable communication friction that will sabotage productivity.

How can you begin to resolve conflict when you lack the tools to have meaningful conversation about what is being discussed?

**Learning Objectives**

|  |
| --- |
| At the end of this session, you will be able to: |
| 1. Understand why managing the Knowledge Worker Paradox is so critical to professional service productivity. |
| 1. Understand the factors behind a diagnostic system recommended by the author. |
| 1. Go through an exercise where you learn to diagnose relationships using the system. |
| 1. Think about work relationships in new ways. 2. Understand that Chumship is the key to professional service Rainmaking. |
|  |

**About Larry Stybel:**

Larry Stybel is a licensed doctoral level psychologist, and co-founder of two businesses.

Stybel Peabody was founded in 1979. Its mission is to be a resource to companies seeking to grow without destroying what made it great in the first place.

Core services revolve around retained search, leadership development/succession planning, and executive outplacement.

Stybel Peabody focuses on CEOs, VPs, Deans, and Provosts plus scientist-managers and physician-managers.

Check out the website at www.stybelpeabody.com.

In 2017 the Marquis Who's Who Publications Board named Larry Stybel winner of its Albert Nelson Marquis Lifetime Achievement Award. This Award recognizes Larry’s lasting contributions to the field of leadership. Larry is listed in Marquis’ **WHO’S WHO** **IN BUSINESS & FINANCE** and Marquis’ **WHO’S WHO IN AMERICA.**

Larry Stybel received his doctorate in organization development from Harvard University under Chris Argyris an M.A. in clinical psychology from the University of Texas at Austin, and a B.A. from the City College of New York.

He is Adjunct Lecturer of Leadership at Northeastern University’s D’Amore McKim School of Business.

Larry has given talks at national conventions of the Financial Executives International, Society for Information Management, Tax Executives International, the Manufacturers Alliance for Productivity and Improvement (MAPI), and The Legends of World Sports Conference.

This talk is based upon Stybel Peabody’s coaching work with research universities and life science companies.

Below are free publications that relate to the Knowledge Worker Paradox.

[Is It REALLY Lonely at the Top?](http://www.boardoptions.com/mitlonley.pdf)

[How to Manage Your Enemies](http://www.bu.edu/sph/files/2012/01/Stybel_Friend-Foe-Ally-Adversary.pdf)

[Knowledge Worker Paradox Power Point Slides](https://www.slideshare.net/Stybel/how-to-manage-your-enemies-3704578)

The Knowledge Worker Paradox is an in-house education program plus a component of Stybel Peabody’s Calm Assertive Leadership coaching to help valued leaders improve relationship management effectiveness.

Each month **PSYCHOLOGY TODAY** publishes Stybel Peabody’s perspective on leadership. To date there have been 255,000 downloads.

Larry Stybel and his partner Maryanne Peabody are the co-authors of ***NAVIGATING THE WATERFALL: your career management and job search guide.*** Brattleboro, VT: Farr Publishing, 2016. Amazon.com sells 1.8 Million books a year. **NAVIGATING THEWATERFALL** is in the top 13% tile of all books sold.

[Click](https://www.amazon.com/Navigating-Waterfall-Search-Career-Management-ebook/dp/B01JQZ8PLU/ref=sr_1_1?ie=UTF8&qid=1474298325&sr=8-1&keywords=stybel+navigating+the+waterfall)

For video clips:

[Click](https://charlijane.com/about-larry-stybel/)

For a full CV:

[Click](https://www.linkedin.com/pulse/larry-stybels-business-cv-larry-stybel?trk=mp-reader-card)

**Contact:**

---Laurence J. Stybel, Ed.D.

Stybel Peabody Associates, Inc.

60 State Street

Boston, MA 02109

[lstybel@stybelpeabody.com](mailto:lstybel@stybelpeabody.com)

Tel. 617 594 7627