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# Focus

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## Choosing an Inner Circle

The higher a leader rises in an organizational hierarchy, the less honest feedback he or she receives -- just when more straight talk is needed! This isolation causes misunderstanding and can lead to an "us versus them" thought pattern.

One solution is a carefully-selected inner circle of three to five people. Often the best choices are not direct reports, though some may be. This is an informal group, not shown on an organization chart, and should meet 4 to 12 times per year.

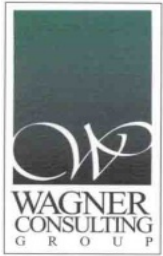
Include the following types of people:

- A doer who is fanatical about execution
- A visionary who is always searching for a better way
- Someone who nurtures people and is empathetic to their needs
- At least one young person and one old person (these may overlap with the three people listed above)

This Inner Circle must operate with complete trust and confidentiality. Each must be comfortable showing vulnerability -- especially the leader.

Choose wisely!

*Tom*



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