



Do you have to go back often to solve the same problem all over again?

You can only solve a problem effectively if you understand its root cause, and you can only understand a problem's root cause through research and analysis. This means gathering data and taking the time to compare and contrast evidence from multiple sources, even when there is pressure to jump to quick conclusions. In our research and testing of nearly 800 executives for Martin Lanik's bestselling book *THE LEADER HABIT*, we discovered the behaviors that effective leaders practice when they analyze information. To turn these behaviors into habits requires deliberate practice —on average, 66 days.

Analyzing Information

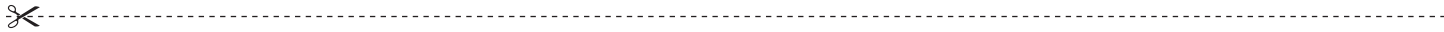
means collecting and integrating multiple pieces of data; researching a problem to understand it fully is the first step in an effective problem-solving process.

5-MINUTE LEADER HABIT EXERCISES

1. Research the issue: After you make a decision, consult one additional source (search the Internet or ask someone) and write down in one sentence how the new information supports or contradicts your decision.

2. Find the common theme: After researching a problem, organize the information you have gathered in 3-5 bullet points and write down the common theme.

3. Base decisions on multiple sources: After stating your opinion (in an email or a meeting), give two pieces of evidence to support your position by saying, "I am basing this on ... and ..."



YOUR LEADER HABIT EXERCISE

Cue (After an event or task finishes...)	Behavior (... you do the micro-behavior)

PRACTICE YOUR LEADER HABIT EXERCISE ONCE A DAY FOR 66 DAYS AND MARK THE DAYS YOU PRACTICED.

				X		1	2	3	4	5	6
7	8	9	10	11	12	13	14	15	16	17	18
19	20	21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40	41	42
43	44	45	46	47	48	49	50	51	52	53	54
55	56	57	58	59	60	61	62	63	64	65	66

