**MANAGING THE KNOWLEDGE WORKER PARADOX WITH EMPLOYEES AND STRATEGIC PARTNERS.**

 

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

Many companies even lack a common set of agreed upon terms to describe work relationships.

This issue is not important if your company is composed of individual contributors.

If work is done in team settings, the Knowledge Worker Paradox is going to create predictable communications friction that will sabotage productivity and erode client trust.

How can you begin to resolve something when there is no agreed upon language to discuss it or rules to diagnose relationships?

**Learning Objectives**

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| 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.
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| 1. Understand the factors behind a diagnostic system recommended by the author.
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| 1. Go through an exercise where you learn to diagnose relationships using the system.
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| 1. Think about work relationships in new ways.
2. Understand that Chumship is the key to professional service Rainmaking.
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**About Larry Stybel:**

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

Stybel Peabody was founded in 1979. Clients include five of the largest eight CPA firms in Massachusetts and 60% of Boston’s largest twenty law firms.

It focuses on CEOs, VPs, Deans, and Provosts plus scientist-managers and physician-managers. Core services revolve around Retained Search, Leadership Development/Succession Planning, and Executive Outplacement.

 Check out the website at www.stybelpeabody.com.

Board Options, Inc. is Larry’s second company.

There are two critical missions for a Board of Directors’ Nominating & Governance Committee: a well-educated board and an appropriately talented Board. Board Options, Inc. is an online expert resource to Nominating & Governance Committees in both areas.

 Check out the website at www.boardoptions.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 in his second year as 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. MIT SLOAN MANAGEMENT REVIEW has published two articles 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>

Slides:

<https://www.slideshare.net/Stybel/how-to-manage-your-enemies-3704578>

Larry has given talks to alumni and students at the following institutions of higher education: Babson College, Bentley University, Dalian Institute of Technology in China, Georgetown University, Fletcher School of Law & Diplomacy at Tufts University, Harvard University Business School, Kennedy School of Government at Harvard University, MIT Sloan School, Suffolk University, University of Edinburgh, and Yale University.

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

[Click](https://www.psychologytoday.com/blog/platform-success)

Larry 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 THE** **WATERFALL** is in the top 13% tile of all books sold.

[Click](https://www.amazon.com/Navigating-Waterfall-Search-Career-Management-ebook/dp/B01JQZ8PLU/ref%3Dsr_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)

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