

# The Experts Teach: Managing People

ManageTrainLearn



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# **The Experts Teach**

Managing People



The Experts Teach: Managing People

1<sup>st</sup> edition

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ISBN 978-87-403-0765-8

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# Preface

## Introduction to “The Experts Teach: “Managing People”

In each of “The Experts Teach” series, we’ve gathered together some of the world’s best thinkers to share their ideas with you. Their ideas offer new, refreshing, and insightful ways to look at old themes, allowing you to discover new perspectives, develop your understanding, and change the way you think.

## Profile of Editor Eric Garner

Eric Garner is an experienced management trainer with a knack for bringing the best out of individuals and teams. Eric founded ManageTrainLearn in 1995 as a corporate training company in the UK specialising in the 20 skills that people need for professional and personal success today. Since 2002, as part of KSA Training Ltd, ManageTrainLearn has been a major player in the e-learning market. Eric has a simple mission: to turn ManageTrainLearn into the best company in the world for producing and delivering quality online management products.

## Profile of ManageTrainLearn

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# 1 6 Ways Bosses Hurt Employee Performance by Paul Lemberg

I've counted over 23 ways (23!) owners and managers make it hard for employees to give their best. Here are six of them.

Most discussions of management and leadership talk about what to do to help people be their best. Here are six ways executives and entrepreneurs routinely do the opposite.

## 1) They don't provide a vision for the company.

Today, most companies have a vision, and most of these visions wind up as nicely written statements on wooden plaques. These are the "visions and missions" employees scoff at. But without a clear and compelling company direction, employees have no real freedom of action. Without a north star to follow, the best they can do is what they are told – a rather low performance position.

Everyone knows executives need a vision, but it is not just having a vision that's important, it is sharing the vision, bringing people into the vision, bringing that vision alive—which makes the real performance difference. When people align with themselves with the company goals, they are free to invent, to improvise, to innovate, to inspire each other. They are free to do great work.

## 2) Saying things once thinking that's enough.

Many executives think that if they say something once, it needn't be said again. Wrong, wrong, wrong! Should I say that another way? People forget. Don't you? People don't listen. Do you hear everything that's said? People don't understand everything the first time. Did you ever hear something in passing and not know what it meant?

If something is important, it bears repeating. And repeating. This goes doubly – perhaps trebly – for sharing a vision. Repeat it over and over again. Repeat until you are sick of hearing yourself say it. Reiterate those goals. Restate the product strategy. Revisit the customer care policy. Repeat everything important.

3) They don't hold employees accountable.

Do the people in your company keep their word? Do they say what they will do and then do it? When you ask someone to do a job and they commit to getting it done, in a certain way, by a certain time, do you expect action? Do you expect results? Of course, but do you follow up? Do you make sure? Either people are held accountable or they aren't. Either they keep their word or they don't.

Accountability is built into the culture. People need to know you expect them to do the things they say they'll do. Otherwise, anything that is perceived to have a higher priority, or worse—anything that is easier to accomplish – will get done instead. It's that simple. Start by doing all the things you said you would do. Then make sure everyone else does. This will pass through your organization like a virus.

4) They try to improve people's weaknesses.

You think, "If only they did such-and-such, they'd be perfect." So you set out to improve someone's weakness, testing them, evaluating them, training them, trying to fit a square peg into a round hole. Don't. Don't worry about weaknesses – instead, figure out what they are already really good at and train them to be brilliant. Not only does this create more value for your company, it is far easier.

Wouldn't you rather have a brilliant salesperson who was poor at customer service, or a brilliant field engineer who couldn't fill out a report to save their life? Sure, it might mean a few more staff positions, but so what – each person is performing at the maximum in one thing that makes you money, instead of wasting time doing all those other things poorly.

5) They keep people in the wrong jobs.

You start with a great performer—an employee who is smart and effective. Then you have an open position, and naturally slip that great performer into the open position, thinking, "They're smart, they can handle it." The difficulty comes when that great performer doesn't perform, and out of loyalty, inertia or a simple unwillingness to admit mistakes, you leave them in place—causing great harm to both the employee and the company. Their poor performance totally ruins their self-esteem and harms the performance of those around them. They know they aren't contributing at a high level and finally they leave, or you fire them.

Are there people in your company who could perform better in a different position? Are there employees in your company who are simply not performing at all? Do them and everyone else a favor. Move them or ask them to leave. Quickly.

6) They change goals and direction informally, and never it official.

Flexibility is critical to your success in today's fast paced ever-changing world, but when you decide to change direction, make it official. Why? If you don't announce new goals, and admit you are no longer pursuing the previous ones, it becomes too easy to slip and slide from one set of objectives to another. Management loses credibility, accountability suffers, and your company develops the culture I call "The Path of Least Resistance." Your people model this behavior- they slip their own goals without telling anyone, and start to do whatever's easiest. And it's all right, because no one was serious about those goals anyway. Were they? You have to make it official.

I wish these were the only ways bosses hold back employees, sadly they are not. My list currently has 23 more ways and I know I'm not done counting; I simply stopped here when I ran out of room. I'm not even sure these are the worst ways, but they are easy and productive to fix.

If you currently do any of these things--stop immediately.

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#### About the author

Paul Lemberg is the president of Quantum Growth Coaching, the world's only fully systemized business coaching program guaranteed to help entrepreneurs rapidly create More Profits and More Life™. To get your copy of our free special report with detailed steps on how to grow your business at least 40% faster, even when you aren't sure what to do next, let Paul help you find your business development strategy.

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## 2 Most Companies Get Leadership Wrong by Michael Beck

Most companies take a good approach to developing leaders, but generally miss the point. There's a lot of emphasis placed on good decision making, effective communication, and team building. And all those are important, but don't address what matters most. When you get right down to it, the essence of leadership – the thing that best reflects good leadership – is when a leader is able to bring out the best in others. If a leader is able to elicit excellence from the people around him or her, then that person can truly be deemed great leader.

In order to be a great company, the culture of bringing out the best in others must permeate the entire organization. Let me offer some perspective on how to make that happen. In order to do that, three questions need to be asked and answered.

The first question that needs to be asked is, “Who is the most important person to your company?” (Notice I didn't ask “in” your company, but rather “to” your company.) The answer, of course, is your customer. No Customers = No Company.

The next question is, “Who is the most important person in your company to your customers?” Clearly the answer is not “the CEO”. No... the most important person to a customer is the person they come in contact with – the “front line”.

And the final question is the one that really drives the leadership point home. Here it is: “What then is the job of the manager of those front line people?” The job of that manager is to bring out the best in the people he or she “manages”. (Read that as “leads”.) The manager must ensure that his team has the training and knowledge they need. She needs to provide the support and environment to allow them to be their best. The whole goal is to make their work as enjoyable, productive, and rewarding as possible.

If this philosophy is taken up one level and applied to the manager of the managers, and then to the leader of the managers, and ultimately to the leader of the leaders one ends up with a servant leader organization. It results in an organizational chart that looks like an inverted pyramid; an organization that acknowledges the importance of the front line and reflects a philosophy of service throughout.

This isn't simply a theory or a type of feel-good culture that compromises profit and performance. Far from it. It is a practical, proven, and extremely effective approach to conducting business. I can point to three businesses that have embraced a servant leader philosophy and have not only done well, but are out-pacing their competitors by orders of magnitude.

The first example is a relatively small company in Denver. It's in an industry where many of their competitors are struggling just to survive. However, this company is making a seven-figure profit! The owner has adopted a philosophy of helping those around him to become successful. He applies this philosophy to his employees, his customers and even his vendors. I've interviewed the owner and his employees, and found his team to be loyal, enthusiastic, professional, free from stress, and highly productive. The results speak for themselves.

The second example is Frontier Airlines. In an industry plagued by stagnant growth and evaporating profits, this company has adopted a servant leader approach to business and out-paced its competition by leaps and bounds – both in growth and profits. By way of example, when the office closes for a holiday, many of the office staff will go into the field to help the front line folks with the heavy holiday workload. Servant leaders abound within the organization.

The third example is Nucor Steel, which ended up dominating the U.S. steel industry by adopting a servant leader, almost egalitarian, business model. The leadership of the company minimized the perceived differences between the front line and the management/executive team. It became a company that recognized the important role each person plays in the success of the organization.

Adopting a servant leader philosophy can make a tremendous difference in the productivity, growth and profitability of an organization. Bringing out the best in people always yields excellent results. It advances the people doing their best, it advances you as a leader, and it advances the company. This is a smart and savvy approach to business that should be adopted and implemented in any company, no matter what industry or size.

#### About the author

Michael Beck, Executive Strategist, is president of Michael Beck International, Inc. – a firm specializing in executive development, leadership effectiveness, and executive strategy. Connect on LinkedIn: [www.linkedin.com/in/mjbeck](http://www.linkedin.com/in/mjbeck) and visit [www.michaeljbeck.com](http://www.michaeljbeck.com) to learn more. Permission to reprint with full attribution. © 2012 Michael Beck International, Inc.

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### 3 Principles and Tips to Deal with Difficult People by Joshua Uebergang

The investigative in-law. The bossy boss. The crying child. The nasty neighbor. The cranky colleague. You may prefer to categorize them all as “jerks”. The list of “jerks” that make life miserable goes on. Fortunately, there are principles and tips to help you deal with difficult people.

Principles do not change. Water is two hydrogen atoms and one oxygen atom – this will not change. The North poles of two magnets repel – this will not change. Gravity rips you down to Earth – this will not change. The unchanging laws of science are parallel to the unchanging principles and laws of communication to deal with difficult people.

If you have a difficult person in your life, you may think he or she is impossible to deal with, yet the person is not an impenetrable rock. It’s human! And humans follow laws of psychology and behavior you can benefit from. This article will provide you with judo-like principles to convert seemingly impossible forces of a difficult person into tips to effectively deal with them.

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The world is filled with stubborn people. The difficult and not so difficult people even think you can be difficult. Learn the following tips (taken from my Communication Secrets of Powerful People Program) to deal with difficult people in your everyday life:

#### 4 Common Methods that Do Not Work

**Sending solutions.** Common phrases that indicate solving include: “What if you...” “Stop doing... and start...” and “Why don’t you...” Telling people what to do does not work. Solutions are the problem. The more you push solutions on people, the more they pull away from you and your suggestion. Real solutions, commitment, and desire for change come from participation.

**Moralizing.** Common phrases that indicate moralizing include: “You should...” “It would be good for you to...” and “Stop doing wrong...” Chapter eight of my program defines moralizing words as “using what is right and wrong, good and bad, black and white to further your logic.” Manipulation from guilt and other emotions that arise from moral words do not change difficult people yet alone anyone.

**Complaints.** “I wish Bill wasn’t so damn annoying.” Bickering is mental masturbation. Creation comes from being proactive. If you complain, you’re the difficult person. You become no better than the person you try to change.

**Criticism.** People criticize to build change. “I’m results-focused. I criticize people to get things done.” Similar lines of thinking drive the 12 communication barriers (criticism, labeling, diagnosing, praise, orders, threats, questions, moralizing, advice, reason, reassurance, and deflecting). Avoid criticism because it is not charismatic persuasion. Criticism intensifies conflict. Criticized individuals feel diminished, unworthy, and less important.

### **10 Principles and Tips to Deal with a Difficult Person**

The following principles and tips are not short-term tricks to transform an annoying person. Endless articles shared on the Internet provide frivolous advice on this topic. When the core problem is addressed, however, colds get skipped and the cancer is cut out. Advice shared here gets to the core of what really matters when dealing with a difficult person.

1. You see the world as you are. Stephanie Rosenbloom for The New York Times hit the heart of difficult people; or rather the people who think someone is difficult. Rosenbloom says the issue “is not the difficult people themselves. It is you.”

Problems transmute from your perception, then your reaction.

Most articles that provide tips to deal with difficult people focus on difficult individuals (“They’re the problem”); hence they miss the real problem (“You’re part of the problem”). You play a role in a difficult person’s behavior. Problems transmute from your perception, then your reaction. Carl Jung said we repress our hated characteristics, which manifest in discomfort around people we repulse. Jungian psychoanalyst Edward Whitmont writes:

Ask someone to give a description of the personality type which he finds most despicable, most unbearable and hateful, and most impossible to get along with, and he will produce a description of his own repressed characteristics – a self-description which is utterly unconscious and which therefore always and everywhere tortures him as he receives its effect from the other person. These very qualities are so unacceptable to him precisely because they represent his own repressed side; only that which he cannot accept without ourselves do we find impossible to live with in others.

What characteristics in people do you hate most? What do these characteristics say about you? Who does not find the person difficult? What can you learn from the person who does not find the person hard to face?

A chronically difficult person is rare. Your self-image makes people difficult. I strongly encourage you to notice as often as possible what you deny in yourself because this could be a repressed image, a shadow you see in others, that you have ignored in the past. “In the end,” says Rosenbloom, “the specialists say, we cannot control other people, only our response to them.” (The first chapter of my Big Talk training course taps into this deep, dark psychological theory that stops us from enjoyable conversation. When you connect with your full self, it becomes easy to connect with people and make friends. This is cutting-edge material you can discover more about here.)

2. Lose the need to be right. When you enter a conversation with the intent to fix someone, you become difficult. Stephen Covey in *The 7 Habits of Highly Effective People* says you must open yourself to be influenced to influence. Quit thinking you are right because this drives your resistance to be changed and change people.
3. Clear your heart, open your mind. Too often our experiences with people hurt our current conversations with them. It takes time for someone in your negative light to shift under a positive spotlight even when the person hasn’t been difficult for a while.

Forgive to clean your heart then keep an open mind as to why someone is difficult. Stop hopping to conclusions by portraying the problem as the person’s difficulty. You blockade truth with judgments and fear of self-analysis.

Perhaps you are the problem, their father was diagnosed with cancer, or they are in financial trouble. Acknowledge that you do not – and will never – know all reasons why someone is difficult. An open mind that welcomes a person's point of view to enter possible explanations for their behavior creates a cushion to soften harsh judgments.

Listen to the difficult person and let them express their point of view. It will help you see why they are difficult. This tip alone can be enough to deal with the person as you see the reason for their behavior. Listen honestly and actively with empathy.

4. Want difficult people. It's scary, but wanting a bothersome person helps you. Difficult people create conflict – and this creates change. An organism with no challenge has no reason to evolve. Difficulties challenge you, compelling you to evolve into a superior being.

Does this mean you can be difficult? No. There is people who find you difficult enough. The diversity of human nature brings with it differences that catapult humanity through difficulties.

5. Be proactive, not reactive. Reactive persons blame circumstances for their reality. They reciprocate bad behavior. They reason other people need to change.



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The diversity of human nature brings with it differences that catapult humanity through difficulties.

Proactive persons create what they want regardless of constricting circumstances. Create a value in yourself to be proactive and treat people with respect. Once you stop reciprocating bad behavior, you feel proud, empowered, and in control of your life regardless of whether you successfully handle the situation. Make the fundamental decision to commit to the advice given in this article.

6. Be responsible, not a victim. Don't blame people for how they make you feel. The degree you're a victim of someone's behavior controls the impact it has on you.

Take responsibility for how you feel. Prevent people from entering and exiting your emotional state at will. Eliminate blame to free yourself from a person's difficult behavior.

You don't have to be burdened by people's problems. You will work towards a solution faster and be less emotionally exasperated when you lose the victim mentality and stop thinking people are villains. My friend Gary Harper has a good article on this where he also discusses similar principles to this article.

7. Be problem-oriented, not person-oriented. Difficult people have a difficult problem and are trying to fulfill a need the only way they know possible. It seems elusive, but even they want to live in harmony.

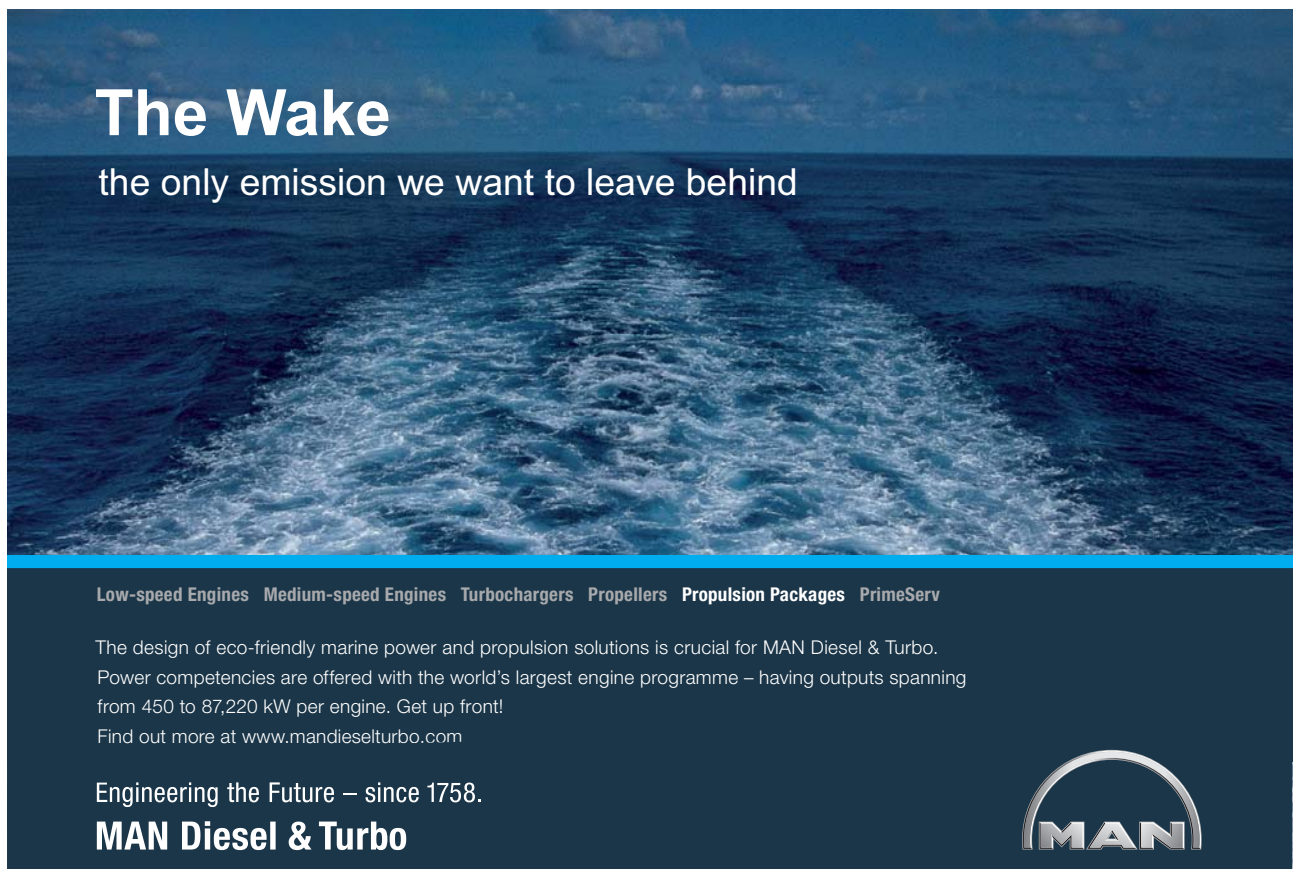
People are not the problem. Focus on the problem and not the person. A helpful tip for this is to disassociate the problem from the person. Their behavior, even you, or something else is the problem.

8. Find the unmet need. Difficult people have an unmet need. Whether somebody is angry, unhappy, depressed, loud, or anxious, they try to fulfill a need – though it is often done poorly. Notice a hidden need beneath someone's difficult behavior, and you will see another human being. This will allow you to compassionately communicate. The Nonviolent Communication Process is a model that gets you focused on, and fulfilling, other people's needs and your own.
9. Be interdependent. Dependency is unhealthy. To overcome this, self-help experts teach independence. According to most people, independence is health, freedom, and power. By itself, nothing could be further from the truth.

According to Robert Greene, author of 48 Laws of Power, a powerful individual living in isolation destroys his power. John O’Neil in The Paradox of Success confirms Greene’s remarks. O’Neil says leaders and other individuals in powerful positions destroy their success and happiness with overt independence. Such persons do it all, have chronic obsessions with work and difficulties getting their mind off work, and easily become irritated by others who disagree with their decision-making.

A powerful communicator knows how to distribute decision-making for freedom. He or she knows how to seek help because the person is not afraid to admit failure and learn. This is the interdependent standpoint you need beyond solitude. “When we try to pick out anything by itself,” said famed conservationist John Muir, “we find it hitched to everything else in the Universe.”

Use other people to help solves problems. It sounds simple because it is. Talk to a parent, manager, or human resource department. People bring knowledge, skills, and persuasive power to handle a difficult person. Be beware of risks associated with making a private problem public. It’s your responsibility to respect a person’s privacy concerns and at the same time request another’s help when necessary.




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10. Be detached from an outcome.

The Key Skill to Manage Difficult People

Listening is the most important skill to manage a difficult person. When you actively listen, you immediately implement many of the principles discussed in this article. Here are some key points to keep in mind to effectively listen that summarize principles of dealing with difficult people:

Enter the present moment. Focus on the now, not the past or future.

Stop judging their words. Avoid solutions, criticism, and moral statements – even if you don't verbalize them – because thinking such patterns affect your behavior.

Name the difficult behavior without judgmental evaluation. "You are angry" is right as opposed to "You are annoying". This creates awareness to initiate change.

Encourage emotional expression: "Tell me about what made you angry". Resisting emotions causes them to persist and makes a difficult person more stubborn.

If the above tips and principles fail you, it's not because they don't work – it's because you disobeyed them. The principles and tips given to you cannot fail because they are the foundations for good communication.

When you attach to an outcome, your rigidity causes resistance.

If you lose the need to be right while remaining proactive, for example, you deal with the difficult person. Stop thinking the only way to deal with a difficult person is to change them, such desire only makes you difficult.

When you attach to an outcome by seeking a specific result from an interaction at all costs, your rigidity causes resistance. The most common outcome people attach to when they converse with a difficult person is their need to be right and change the person (principle #2). Going into a conversation with the righteous intent to change a person guarantees failure. You must detach from an outcome.

If the principles and tips do not bring you the result you're after, prepare to walk away. Give the people involved space to think the problems through. By doing this, you clear your heart and open your mind, remain proactive, and keep problem-oriented. A tough issue can be solved at a later time. Another day can bring different possibilities. Emotions, thoughts, and attitudes change.

Unsuccessful conflict resolution with a difficult person can escalate the problem, but adhere to these principles and tips to deal with a difficult person to make the difficult more manageable. “Many are stubborn in pursuit of the path they have chosen,” said Friedrich Nietzsche, “few in pursuit of the goal.”

#### About the author

Joshua Uebergang, known as the “Tower of Power”, is a social skills coach, author, and owner of Australian company Tower of Power where shy guys discover how to win friends and influence people. Visit his blog and sign-up free to get conversation techniques, confidence-boosting strategies, and people-magnetic tips by email, along with blog updates, and more! Go now to [TowerOfPower.com.au](http://TowerOfPower.com.au)

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## 4 People Need to Feel Appreciated by Gregory P Smith

Maria had worked in the Quality Assurance department for months. In addition to doing her job well, she voluntarily came in early each day and had coffee ready for the rest of the team. Making coffee wasn't in her job description, but it was something she wanted to do and it made her feel good to help others. She enjoyed her job and planned to stay as long as possible.

Her supervisor, Joan, was the type of person who noticed things and always had a positive word to say. Joan even would brag about her employees in front of her district manager, Mr. Cramer.

At dinner, Maria would tell her family that Joan was the reason she liked working there. Joan made her feel good about what she did. She noticed and recognized the little things people did and always had something nice to say to them. Maria knew she could find a better paying job closer to her home, but she planned to stay as long as Joan was her boss.

Salonda had quite the opposite experience. An administrative assistant, who had worked for a large organization for 22 years, she had shouldered more and more responsibility as her company downsized time and again. She felt as if she had five times as much work.

When the company cut a temporary worker who worked with her, it was the last straw. She told her boss she didn't see how she could keep getting all the work done. Instead of acknowledging her work load or seeking a solution, he casually remarked, "You will figure out a way."

The next day Salonda quit. Now she's a floor clerk at a local homebuilding store. She makes half the money – but has twice the fun, and feels her efforts are recognized rather than ignored.

The moral of these stories? Money may attract people to the front door, but something else keeps them from going out the back. Although many people claim they are quitting for a better paying job elsewhere, survey after survey shows that a lack of appreciation and recognition is a primary reason why people quit their jobs.

A survey I conducted for my book *Here Today, Here Tomorrow* showed when asked, What causes you the greatest dissatisfaction at work, the answer with the most responses was Lack of appreciation.

Many managers are uncomfortable complimenting others and making employees feel appreciated. In situations like these, a nudge from the top can be very effective. I know a hospital CEO who gives his managers five tokens at the beginning of each weekly staff meeting. Their instructions are to go out in the hospital and give the tokens to people they catch doing something good. They may not come back to the following week's staff meeting until they give away all of their coins.

Often, managers get so involved with day-to-day business that they forgo the “soft” skills that are so important to people. The tokens served as a reinforcement to start this behavior.

Setting up a employee recognition program to make people feel appreciated is not difficult. A well administered employee recognition and appreciation program builds camaraderie, employee motivation, job satisfaction and makes people feel good about themselves and their jobs. But the biggest reason for the success of these programs is simple—they allow people to celebrate success and feel good about who they are and whom they work for.

Know what motivates: Before you plan your program, find out what motivates your people. Don't assume you already know. In one organization I worked with, management was absolutely certain that employees would select money as its preferred form of recognition. Turned out, money didn't matter, but parking did. While executives and certain top employees could park in the lot next to the building, most employees had to park several blocks away. With this information in hand, we built a very effective program around parking.

Add variety: Another key aspect of an effective employee appreciation program is variety. All reward and employee recognition programs become a little boring after about six months. Add variety to your program to make it new and interesting. Consider friendly competitions between departments, or unusual award items.

At Miami-based Creative Staffing, the owner offers employees a menu of rewards, which includes parties, expensive dinners, chauffeured shopping sprees, spa sessions, and cooking lessons with Paul Prudhomme. Employees decide what they want, figure out how much their package costs, and determine how much additional business they have to generate to cover those costs. And they really enjoy choosing their own reward!

#### About the author

Greg Smith's cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President of Chart Your Course International he has implemented professional development programs for hundreds of organizations globally. He has authored nine informative books including *Fired Up! Leading Your Organization to Achieve Exceptional Results*. For more information, visit [ChartCourse.com](http://ChartCourse.com) or call (770) 860-9464.

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# 5 How to Get More from a Staff Member by Thomas Cox

Whether you're a CEO or a front line manager, you should always be trying to get more out of the people who report to you.

(As a worker, you should always be looking for ways to contribute more and increase your efficiency and effectiveness. And you should encourage your boss to push you.)

No, not burn anyone out – you should be seeking to grow capabilities.

The Uncomfortable Push

Humans aren't insects. We're not born as soldier ants or worker ants, with a role programmed into us. If we're going to get good at something, it'll be because several things happened – we had some innate ability, we had an external opportunity– and often, something or someone pushed us (or “gave us permission”).

As a manager you can get more, not merely by demanding more, but by growing people's capabilities. Sometimes that means pushing them to do more, faster. Other times it means getting them to stop doing things, that they should either delegate or simply discontinue. And other times it involves you helping them grow their skills.

In all cases, you are responsible for the productivity of each person who reports to you.

And just as you have to communicate with each of your direct reports differently depending on their style and personality, and just as you motivate each one differently based on their unique goals and skills and drives, so too you need to boost productivity differently for each one.

Here are some steps that will work for a majority of your folks. (Many of these tips are inspired by Peter F. Drucker, and others by the excellent web site [www.manager-tools.com](http://www.manager-tools.com).)

Abilities and Interests

In order to push the right piece of extra “stretch” work to the right person, you need to know each person's abilities and interests.

You think you do – but you don't.

Bosses always tell me “I know what my each of my people is good at. I know their abilities.” Then we hold an ice breaker activity where we take turns revealing positive personal things that other people present don’t know about us. Inevitably, 80% of staff reveal significant abilities of which their boss was completely unaware.

(Bosses: stop over-estimating what you know. It’s safer to assume every one of your people has a strength and an interest of which you are completely unaware.)

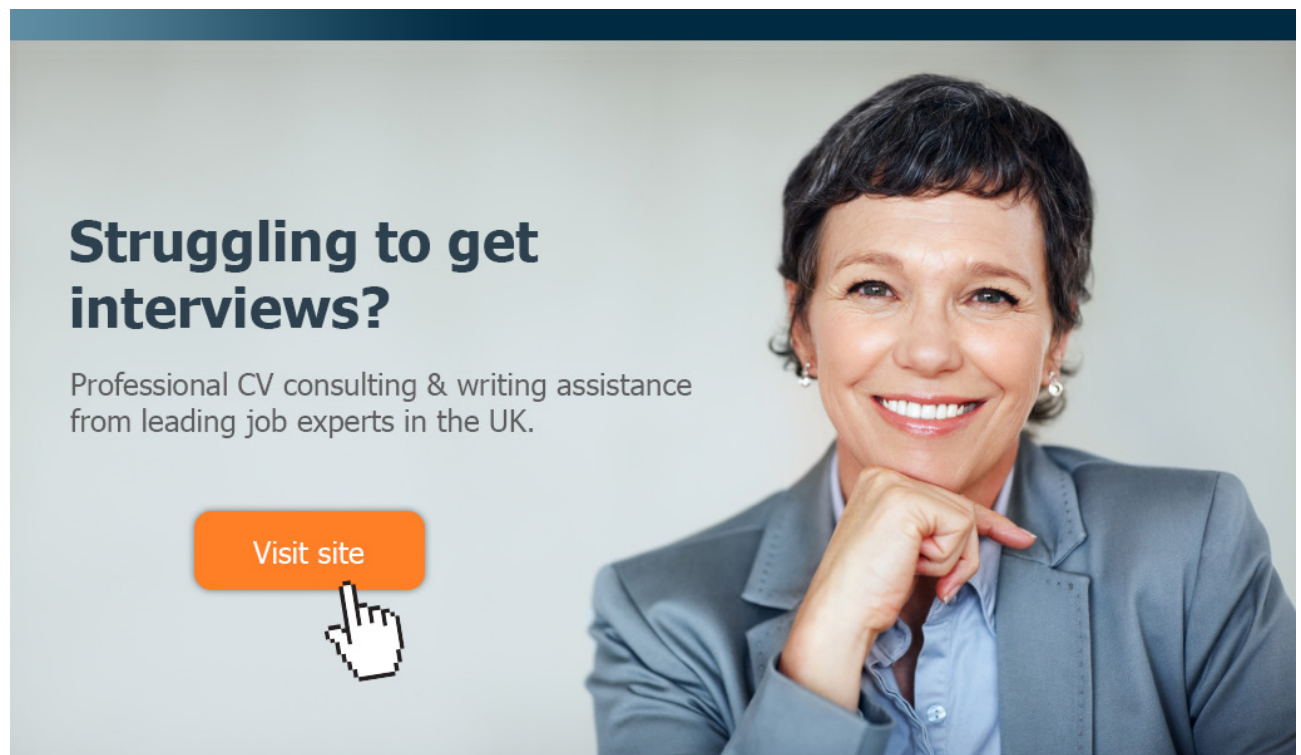
The reliable way to get to know your people’s abilities and interests, is to have weekly 1:1 meetings with them, and to work with each of them on a career plan.

### Motives

What motivates each worker? What’s their career aspiration? What do they find fulfilling?

You can find this out by listening closely during your 1:1s with each person. You can also fall back on some basic things that tend to motivate all humans.


As a bonus, give your people this multiple choice quiz and write down the answer in their file – it tells you what types of extrinsic rewards appeal to them.



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Which would you prefer? Please rank these by what you'd enjoy, from most to least:

Gifts: a gift basket, framed photo, or plaque

Service: the Big Boss brings you coffee at your desk for a week

Words: a letter or poem of appreciation

Touch: a hug or handshake from the Big Boss

Quality Time: lunch or a walk with the Big Boss

You also need to know if they prefer rewards to be given in public or private. This matters more than you might think. A Walt Disney HR honcho admits that he “rewarded” a deeply introverted employee for 30 years of work with no sick days, by dragging her on stage for an award. The next day she called in sick – to prevent that from happening again.

Creating Opportunities

Every time you get more work as a boss, it's an opportunity to find something to delegate. Even if you haven't been hit with more work, you can still choose to delegate something that's on your plate, that would be in the “abilities and interests” sweet spot of one of your direct reports. Do it.

Pushing, not Scaring

When you push people out of their comfort zone, some of them will push back, resisting the growth opportunity.

That's okay. Acknowledge that they may feel uncomfortable, express your confidence, and remind them they won't be perfect: “I don't mind if you make some errors – I simply want you to stretch yourself. You're stronger than you realize.”

You only need to be wary of pushing someone SO far out of their comfort zone that they actually feel afraid – fear is qualitatively different from mere discomfort. Don't terrify people. If you can't tell which one they're feeling, don't do it – and get back to doing 1:1s so you re-learn how to read their emotions.

Nothing boosts loyalty like a boss who has faith in you and also pushes you to grow.

#### About the author

Tom Cox is CEO at B-Studio Business Videos, Managing Consultant at Cox Business Consulting, Inc., and CEO at GrowthMaps

<http://tomonleadership.com/>

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The advertisement features a central image of a smiling teacher leaning over a laptop to assist two young students, a boy and a girl. To the right, there are two smaller circular inset images: one showing three children looking at a book together, and another showing children working at computers in a classroom. In the top left corner, there is a logo for 'e-learning for kids' consisting of a grid of colorful squares. In the bottom right corner, a green oval contains a list of achievements:

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- 15 Million Children Reached

**About e-Learning for Kids** Established in 2004, e-Learning for Kids is a global nonprofit foundation dedicated to fun and free learning on the Internet for children ages 5 - 12 with courses in math, science, language arts, computers, health and environmental skills. Since 2005, more than 15 million children in over 190 countries have benefitted from eLessons provided by EFK! An all-volunteer staff consists of education and e-learning experts and business professionals from around the world committed to making difference. eLearning for Kids is actively seeking funding, volunteers, sponsors and courseware developers; get involved! For more information, please visit [www.e-learningforkids.org](http://www.e-learningforkids.org).



## 6 Level 5 Leaders by Erica Rowntree

Here's a quick exercise for you. Find a pen and a piece of paper and check the clock. At the start of a 3 minute burst, write down all the associations that the word, "humility", has for you. Don't stop and think what the catch is, (there's none), just jot them down as they occur to you. When 3 minutes are up, stop and survey what you've written.

If you're like most people, the chances are that most of your words, if not all, will have some kind of negative connotation. Perhaps, you've written down some of the following: "timidity"; "modesty"; "lack of self-confidence"; "shyness"; "having a low opinion of yourself"; "meekness"; "taking a back seat"; and "not believing you're better than others".

If these are on your list, you're probably like most people who don't regard the quality of "humility" as particularly exciting. It's not one of the qualities that most people aspire to and is unlikely to feature on our TV screens, in newspapers, or promotional web pages as the secret to success.

Which is why the idea that it is the most important quality that contributes to great leadership all the more surprising. For that is the view of Jim Collins and not just his view. It's the result of Collins' research into leaders who turned reasonably good companies into great companies. Collins charted the results in his book, "Good to Great: Why Some Companies Make the Leap... and Others Don't."

In his book, Collins records how he looked at the performance of 1435 companies and found 11 that could be said to be truly great based on their astonishingly high stock market returns over a 15-year period. Curious as to what they did that other companies didn't do, Collins found that they all had CEOs with a combination of extreme personal humility and fierce resolve about where their organisations could go. He found these qualities in Darwin E Smith at Kimberley-Clark, Colman Mockler of Gillette, David Packard at Hewlett-Packard, and Joseph Cullman at Philip Morris, amongst others.

Collins called these people, “Level 5 leaders”, because they displayed management and leadership qualities at all of the following 5 levels:

- level 1: they were all highly capable individuals with the knowledge and skills to do a good job
- level 2: they were good team motivators who used their knowledge and skills to help their team deliver
- level 3: they were competent managers and able to organise their teams to achieve specific objectives
- level 4: they were effective leaders and able to galvanise others to achieve their vision
- level 5: they went beyond most leaders and turned their organisations into out-of-the-ordinary enterprises.

In future articles, we’ll look further into “Level 5 Leaders” and feature some well-known people that you wouldn’t have thought of as “Level 5 Leaders”. In the meantime, here are 6 ways you can work on developing the skills and characteristics of becoming a Level 5 Leader:

- give credit to those who perform and take responsibility and action when they don’t see asking for help as a strength
- be disciplined about putting your work first
- spend time to find the right people and develop them to their fullest potential
- be passionate about what you do
- put your ego in its place.

#### About the author

Erica Rowntree is an article contributor for ManageTrainLearn, the site that will change the way you learn forever. Download free samples of the biggest range of management and personal development materials anywhere and experience learning like you always dreamed possible; <http://www.managetrainlearn.com>

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## 7 People Matter by Steve Goodier

In their book *The Big Book of Jewish Humor* (HarperCollins, 1981), authors Novak and Waldoks tell of a woman from New York who, on her 80th birthday, decided to prepare her last will and testament. She went to her rabbi to make two final requests. First, she insisted on cremation.

“What is your second request?” the rabbi asked.

“I want my ashes scattered over the Bloomingdale’s store.”

“Why Bloomingdale’s?”

“Then I’ll be sure that my daughters visit me twice a week.”

I know we can’t ensure others will show they care in the way we expect, though we all want to know that people do care. Maybe it’s about being assured that we are not alone in this world. For that reason, we are drawn to those who make us feel as if we matter.

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My grandmother was such a person. She was someone who made me feel important to her. She lived far away, so visits were special. When we got together she acted as if she truly missed me. Some days she would slip me little gifts – like chewing gum, a homemade cookie or money “so you can buy yourself a treat.” She once whispered that I was her favorite. (I now have evidence that she said the same thing to each of her grandchildren, which still causes me to chuckle.) She made the effort to be present at the important times in my life.

I felt valued by her. She took me seriously. At age eight or nine I complained one day that I had trouble breathing and I said that I thought my nasal passage was somehow blocked. She actually put her finger up my nose to feel for an obstruction. (Did I mention she was blind?) There was a blockage and because of her intervention with my family I eventually saw a doctor and had corrective surgery.

I don't remember her ever telling me how much she cared about me. It just wasn't her way. She wasn't gushy and she didn't often say those things to people. But she told me how she felt in a different way – she noticed me. She paid attention to me. I felt as if I were a piece in her life puzzle and she would notice if I were missing or didn't fit in just right. And my awareness of this made a huge difference.

Poet Maya Angelou writes:

“People will forget what you said  
People will forget what you did  
But people will never forget how you made them feel.”

I wonder what would happen if I set out to make everyone in my presence feel as I felt around my grandmother – like they matter. How would that change the way I treat others and what difference might it make to them?

Who doesn't want to know that we notice them and value them? And who might respond to us better when they feel that they matter?

It probably cannot be overstated – it matters...that people matter.

#### About the author

Steve Goodier holds a B.A. in anthropology and sociology (New Mexico State University) and an M.Div. degree from Emory University. He is an ordained United Methodist minister, district superintendent in the Rocky Mountain Conference UMC, and the author of numerous books about personal development, motivation, inspiration, and making needed life changes.

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# 8 How to Keep a Good Employee: Look, Listen, Learn by Judy Ringer

Recently a client told me a wonderful story about how a change of attitude helped her to keep a valued employee.

Angry and grumbling about one of the provisions in the company policy, the employee asked for a private meeting with my client, the owner of a small sales company, and began to tell her in direct terms what was wrong. The client couldn't hear anything the employee was saying because she was too busy planning her own rebuttal strategy. It was important to let the employee know that the policy was a good one. On the other hand, she didn't want to lose her top sales agent. Physically, she could feel her body clenching and mentally, she was preoccupied with what she should say.

## She Who Speaks First Loses

Fortunately, she remembered an old adage from her own sales days: when you are negotiating to close the sale and you've asked for the order, it is almost always true that "the person who speaks first loses." The client thought about this, took a deep breath, and listened instead. Almost immediately she felt the physical tension drain away, and found she was really listening for the first time since the employee had started talking.

## Seek First To Understand

In Stephen Covey's *The 7 Habits of Highly Effective People*, one of the most well known of the habits – and perhaps most difficult to achieve in difficult moments – is the 5th Habit: Seek First to Understand, Then To Be Understood. My client began to ask questions to find out more of what lay behind the outburst. She became curious, wanting to know as much as she could about her employee's point of view. She grew increasingly interested, and soon it became fun to learn how the policy appeared to this person. The more she listened, the more she could see the situation through other eyes. As she sought clarity, she began to regain her own equilibrium and power. She saw that she could acknowledge and build on her employee's thoughts and at the same time speak what was true from her perspective as the company's leader.

### Hard on the Problem, Soft on the People

She heard not only the employee's words but also what motivated the message – the employee was concerned about fairness, clarity of communication, and the reputation of the company. So was she. It seemed that they were on the same side of wanting what was best for all. From this common ground, the client explained her own view of how the company policy supported clarity, fairness, and company vision, and specifically how adhering to it might support the employee in the long run. She was able to stay open to some positive suggestions for change and, in the end, to reassert her role as leader and mentor. The company owner helped to position the problem as something they could work on and solve together, and the conflict became an opportunity to reinforce their relationship and their ability to handle future challenges.

Morihei Ueshiba, 20th century martial artist, philosopher, and founder of Aikido, is quoted as saying: “Opponents confront us continually, but actually there is no opponent there.” It is fascinating, rewarding, and an exercise in a different kind of power, when we can turn our opponents into allies. It is one thing to think we are listening, quite another to actually do it – to imagine ourselves in the place of the person we are listening to, and to position the issue so that it can be worked on as a mutual problem-solving endeavor. Try it. You will discover that when you have security in your own power, you will be able to step away from it temporarily and discover something even better.

#### About the author:

Judy Ringer is the author of *Unlikely Teachers: Finding the Hidden Gifts in Daily Conflict* <http://www.unlikelyteachersbook.com> and the award-winning e-zine, *Ki Moments*, containing stories and practices on turning life's challenges into life teachers. Judy is a black belt in aikido and a nationally-known presenter, specializing in unique workshops on conflict, communication, and creating a positive work environment. She is the founder of *Power & Presence Training* and chief instructor of *Portsmouth Aikido*, Portsmouth, NH, USA. Visit <http://www.JudyRinger.com>

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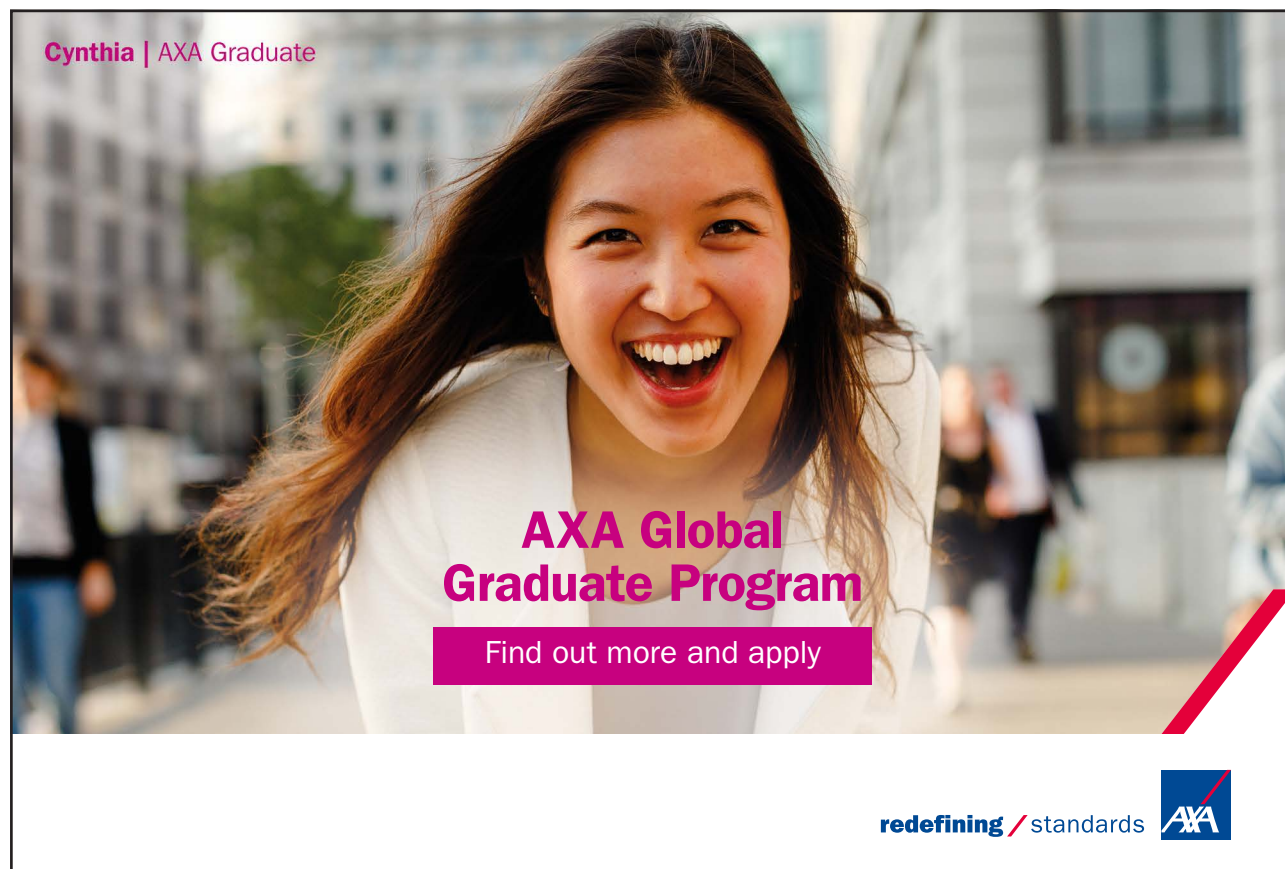
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## 9 Unlocking Organizational Value Through Leadership by Brent Filson

The author asserts that most organizations have a great deal of value locked away and thus unused. Through misguided leadership, they neglect to tap the deep reservoirs of their members' motivation, talents and skills. Here is a surprisingly simple and powerful way to unlock that value both on an organizational level and personal level.

For more than two decades, in many ways, in many forums, with thousands of leaders, I've taught that organizational results are limitless.

Those leaders who don't understand this don't understand the soul of leadership. When I say "soul", I don't mean it in a religious sense, but in a human sense, and not as a static entity but as a fundamental process that manifests the value inherent in all organizations. The soul of leadership is that which triggers and guides the best organizational activities to achieve the best results.



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However, there is another soul at work here. It is the leadership soul of the individual leader. Again, I am not using the word in a religious sense but in a human sense, and as a fundamental process that manifests the human value inherent in each individual leader.

The leadership soul of the leader is that inner strength and commitment an individual draws on in order to carry out the activities of the soul of leadership.

Mind you, I am not counting angels on the head of a pin. The difference between the soul of leadership and the leadership soul of the individual leader is not a philosophical fine distinction. The difference may not be readily apparent, but it is manifest, and it is decisive. It's a difference most leaders and their organizations are not aware of – to their detriment.

The soul of leadership looks outward, the leadership soul of the individual looks inward. Working in tandem, both outer and inner directed activities can notably increase the effectiveness of your leadership. When both the soul of leadership and the leadership soul unite, great things can happen.

That's where limitless results come in. Most organizations have far more value locked up than their leaders realize. Those organizations consistently fail to tap the deep reservoirs of their members motivation, talent and skills. After all, most members of most organizations want to do well. In fact, in each organization, the members, naturally and collectively, represent an on-rushing current of ardent commitment to succeed. However, through misguided leadership, leadership that is tyrannical and micro-managing, leadership that coerces rather than motivates, that current can be blocked, impeding results.

The blockage occurs when leaders focus exclusively on ordering the establishment of surface drivers such as sales and marketing activities, logistical dynamics, organizational strategies and tactics, financial strategies and tactics, human resource undertakings, and the like – what business schools teach.

Clearly, the surface drivers are necessary in realizing the value an organization possesses, but they're not sufficient. In focusing exclusively on the above drivers, leaders often neglect the deepest and most important realm of all, the realm which largely determines the success or failure of the organization, the realm of human relationships – what business schools don't teach.

For example, I'm sure you've heard of the classic case of the railroads of the mid-20th century neglecting to understand they were in the transportation business and losing out to airlines in the passenger market. Railroad leaders did a fair to middling job of dealing with sales, logistics, administration, etc. But their hierarchical, top-down management structures and culture that viewed their employees much like rail cars to be pushed and pulled here and there, probably prevented them tapping into the immense collective value of those employees. If the employees had been empowered, motivated and unleashed, they would have brought a richer vision of market dynamics to railroads that could have forestalled their decline.

On the other hand, I know of a company that has consistently tapped into the strengths of its employees. In the 1930s, they were in the tea bag business. However, they didn't see themselves in the tea bag business but in the materials' business. As markets kept changing, their offerings kept changing and today, their tea bag paper products have morphed into hi-tech thermoplastics. They couldn't have done it without tapping into the value of their employees.

There are many ways to unlock value in an organization. Those are not the purview of this article. The main point I'm making is about the leadership soul of the leader and unlocking its value.

Just as the results-potential of organizations are limitless, so the interior of each leader is a limitless world of value.

To unlock the value within an organization, leaders must unlock the leadership value within themselves.

What is this leadership value? It is the value you have simply being a human being. All human beings have a powerful capacity for transformation because they possess an innate capacity to direct a strong sense of determination and action in whatever direction they choose.

Furthermore, humans also have an powerful capacity to form and manifest deep, transforming relationships. And it is in the on-going transforming of relationships that you find and unlock the leadership value within yourself.

How do you unlock the value inherent in your organization and in yourself? The articles here are written for just that purpose. But keep in mind, one simple but powerful tool. I call it the Leadership Imperative: "I will lead people in such a way that we not only get the needed results but we sharpen our professional skills and grow in the best aspects of being human."

Make this principle live in your daily actions, and you'll be unlocking and unleashing great organizational value – as well as great value in your career and your life.

About the author:

The Filson Leadership Group, Inc. All rights reserved. The author of 23 books, Brent Filson's recent books are, THE LEADERSHIP TALK: THE GREATEST LEADERSHIP TOOL and 101 WAYS TO GIVE GREAT LEADERSHIP TALKS. He is founder and president of The Filson Leadership Group, Inc. For more than 21 years he has been helping leaders of top companies worldwide get audacious results. Sign up for his free leadership e-zine and get a free white paper: "49 Ways To Turn Action Into Results," at <http://www.actionleadership.com>

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# 10 Firing Someone – the Painless Process by Bob Selden

Does it have to be painful, for them and you?

The need to write this article came about through the recent experience of two of my friends. Both had been fired. One for supposed poor performance (although she had never been counselled and at the time was in fact on sick leave) and one because the startup facility she was employed by, suddenly closed down. Both were senior managers. Both were loyal, hardworking employees but are now very angry and taking legal action against their former employers. Why are they so angry?

One could say it's because they have lost their jobs and this would be quite understandable. However, the main action that has triggered their anger and catapulted them down the legal pathway (in both cases), was that they were informed of their dismissals by emails. Yes, that's right by email! They were never given the courtesy of a face to face discussion.

Many managers, when faced with the challenge of firing someone, forget, or are unaware of the emotions that are experienced by the person being fired. Nor are they aware of the behaviour that most often results from these emotions. It has been well documented that the death of a loved one, a marriage or long term relationship breakup and the loss of one's job, have an equal and similar impact on one's emotions. Think for a moment about the loss of one of your dear relatives or friends through death – how did you feel? That's exactly the same feeling that people have when they suddenly and unexpectedly lose their jobs. The psychologists tell us that there are 5 stages that people go through in this “grief cycle”

Shock, Resistance (often manifested as anger)

Acceptance (of the current situation), Exploration (of new opportunities)

Commitment (to a new future).

Can any of these emotions be managed via email?

I can well recall the first time as a manager I had to fire someone. It was for poor performance and I was scared. I did not sleep the night before wondering what I would say and what would be her reaction. I carried out the interview in the morning with great fear and trepidation. I was not sure how the interview went, but was relieved when it was over and then took a break for lunch, but was unable to eat. I did not know about the “5 stages” at the time, I only knew that I had to do the right thing by the organisation and by the employee. I arrived back from my break to find a box of chocolates on my desk with a very nice note from the employee saying how much she appreciated my courtesy and kindness. I guess, intuitively I must have got something right.

Now, from years of experience, I know two things about firing someone:

Firstly, the person at all times must maintain his or her self-esteem. This is one of the most basic and important needs that all people have (emailing someone, or even worse as I heard since starting this article, texting, sends a clear message that they are not worthy of a face to face discussion)

Secondly, it is vitally important to realise that all people will go through the five stages of the grief cycle (quite often at different paces) and as a manager, it is our role and responsibility to help them progress through these stages, particularly the first two that are likely to occur when they are still with us.

How do you do this? Well, in my usual style when writing an article such as this, I did my web research. Sad to say there was not much there. Under “firing someone” there seemed to be a plethora of articles about the legal requirements and many about the steps to take. For example, one article suggested the following steps: Give warning, Document, Document, Document! Time it right, Prepare the paperwork, Don’t go it alone (ensure you have someone from HR there), Ensure privacy, Be brief, Watch your tone, Seek feedback, Give a good send-off. Few of these steps would address the 5 stages of grief. Many could probably be done by email with the same impact and result! If these steps were followed, I wonder what “feedback” the manager would receive – would there in fact be a “Good send-off”?

I’m not suggesting that we don’t have to address some of these. For example, you must cover all of the documentary and legal responsibilities pertinent to your country and organisation’s requirements. But keep in mind that the fired employee is first and foremost a person just like you with feelings and emotions that must be managed.

Here are some suggestions (assuming of course that you have fulfilled all the other requirements) for the next time that you have to fire someone:

Before taking any action, ask yourself: “How would I feel if my boss came to me today and said – you’re fired!” Write down a list of words that describe your feelings.

If you were in the situation of being fired, how would you like your boss to handle it? What would you like him/her to do and to say? Jot down some of your thoughts.

Now write down a list of the words that best describe your feelings about having to fire someone. Review all the words you have scribbled down so far and pick out the two or three strongest. Also keep in mind how you would like to be handled in similar circumstances.

Script the start of the conversation using the two or three words you have discovered. e.g. “This is really difficult for me. I feel apprehensive and worried that I won’t get it right.”

The next part of your opening script will depend on the circumstances. For example in a “lay off” situation, it might go something like; “I have been advised that I have to terminate the employment of a number of people. I am really sad to say that your name is on that list”. Or, for a non performance issue, it could be something like; “We have discussed my expectations about your performance and unfortunately they are still not being met. It now really saddens me (or whatever your feelings are) that I will have to terminate your employment”.

Be careful. You can only script the opening few lines, but they are important because they set the scene for the entire interview.

It is most likely that during the remainder of the interview, the employee will travel backward and forwards between “shock” and “resistance”. Give your reasons for the termination clearly and succinctly, but do not get into a discussion about justifying yours (or your employer’s) reasons. Doing so will keep the employee fixed in either of the first two stages and will not help them to progress. Only sincere listening and clear questioning (not reasoning) will help the employee progress to the acceptance stage.

One factor that is often overlooked when firing someone, is that the way it is done can have as much impact (positive or negative) on the people who remain. They will be watching (and will invariably get a first hand report from their colleague) about how well or otherwise the process was managed. The people who remain in the organisation, and whom I assume you want to keep, get a good look at both the manager’s and the organisation’s real people management skills when under the stress of firing someone. They’ll most certainly ask “Could this happen to me?”

#### About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

<http://nationallearning.com.au/bob-selden/>

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#### Original resource:

<http://nationallearning.com.au/firing-someone-the-painless-process-2/>

# 11 In Praise of Praise by David Diamond

If you manage others, one of the most valuable tools you have in your kitbag is Praise. Along with its counterpart, Criticism, these two instruments can make a massive difference to how people feel. And how they feel can make an even bigger difference to how they work. Here are 5 ways to use Praise and Criticism in effective and productive ways.

## 1. Praise in Public, Criticise in Private.

While public praise can make people feel 10 foot tall, public criticism will make them feel 10 inches small. What's more, the recipients of public condemnation will simmer a pot of revenge to be delivered at a moment just when you don't need it. Instead, always follow the advice of Catherine the Great of Russia: "I praise in public; I criticize in private."



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## 2. Reverse Your Criticism-Praise Ratio.

When we don't think about it, we tend to do more criticizing of others than praising. That's because we take it for granted that people who work for us should perform – without any comment from us – and we believe that it's only when people don't perform that we should say something. As a result, criticism is what we do most of.

Jack Canfield discovered that the average schoolteacher delivers 460 negative comments a day as compared to just 60 positive ones. When Jack reversed the ratio in one school, by simply getting the teachers to praise the children when they did something worthwhile, the results were astonishing. Morale and behaviour went up. And stayed up. And everyone was happier.

## 3. Add Sunshine To The Shower.

If you have to criticize someone because there is little to praise, soften the edges with encouragement. Goethe, the late 18th century philosopher, said that encouraging others after criticism has a much more powerful effect on people than just criticizing them alone. He compared the effect to sunshine after a shower. George Adams, the American newspaper magnate, said that anyone who encourages others has an effect on them that they can't begin to know. It has the power to change lives.

As the Oxford don William Ward said: "Flatter me and I may not believe you. Criticise me and I may not like you. Ignore me and I may not forgive you. Encourage me and I will never forget you."

## 4. Praise and Mean It.

Praise alone can work wonders. However, it hits barren ground if the person on the receiving end doesn't believe it or finds it insincere. One of the most effective ways of delivering praise is not just to tell someone what we liked about what they did, but to tell them the effect it had on us.

In "Business as a Game", Albert Carr relates the story of a speech given by a chief executive. The man was not an accomplished speaker and knew it. Nevertheless, shortly after he had sat down, he was approached by one of his department managers. "Mr Rossen, that was a terrific speech. A great performance. Churchill couldn't have done better!" The chief replied amiably: "Thank you, Larry. Glad you liked it."

A few days later, another manager came up to the chief during lunch and said: “Mr Rossen, I’ve been thinking about what you said the other night. It’s got me thinking about some changes we could make in our department. Would you mind if I sent you my thoughts?” “Not at all, Bill, “ said the chief. “I’m glad the speech got you thinking.”

It’s not difficult to work out which compliment mattered most.

#### 5. Power-Praising.

Richard Branson, chairman of multinational empire Virgin, says he has one simple way to motivate his staff: “I pick the best people I can and then I praise, praise and praise them. ”

There is no doubt that people are motivated by praise. It is after all one of the needs identified by Abraham Maslow in his Hierarchy of Needs. We are motivated by the need for recognition by those who matter to us. Partly because of this, praise can be addictive. People look for it when they do good work and become de-motivated when it isn’t forthcoming. That’s also why the combination of praise and criticism together works so well. Make it a habit never to give praise without encouragement to do better, nor encouragement to do better without praise. That’s why the Positive-Negative-Positive sandwich works so well.

One final point. When you give genuine, sincere, and well-meant praise, you raise your status in the eyes of others. Giving praise is so rare that we notice the people who do it to us.

There is nothing complicated about giving praise. It is one of the simplest and most powerful interpersonal skills around. All it takes is to notice what others are doing, take time out to speak to them, and with a little bit of kid psychology, simply tell them something that will make their day.

#### About the author

David Diamond is a contributing author on ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

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# 12 Things Leaders Do by Barb McEwen

A while back, Fast Company had an article about General Electric's CEO Jeff Immelt who had a checklist of 'Things Leaders Do'. At that time he reinforced these principles when he taught up-and-coming leaders. You might be interested to hear what they are:

**Personal Responsibility:** 'You lead today by building teams and placing others first. It's not about you.'

**Simplify Constantly:** 'Every leader needs to clearly explain the top three things the organization is working on. If you can't, then you're not leading well.'

**Understand Breadth, Depth and Context:** 'The most important thing I've learned since becoming CEO is context. It's how your company fits in with the world and how you respond to it.'

**The Importance of Alignment and Time Management:** 'At the end of every week, you have to spend your time around the things that are really important: setting priorities, measuring outcomes and rewarding them.'



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Leaders Learn Constantly and Teach: ‘A leader’s primary role is to teach. People who work with you don’t have to agree with you, but they have to feel you’re willing to share what you’ve learned.’

Stay True to Your Own Style: ‘Leadership is an intense journey into yourself. You can use your own style to get anything done. It’s about being self-aware. Every morning, I look in the mirror and say, ‘I could have done three things better yesterday.’

Manage by Setting Boundaries with Freedom in the Middle: ‘The boundaries are commitment, passion, trust, and teamwork. Within those guidelines, there’s plenty of freedom. But no one can cross those four boundaries.’

Stay Disciplined, Detailed and Focused: ‘Good leaders are never afraid to intervene personally on things that are important. Michael Dell can tell you how many computers were shipped from Singapore yesterday.’

Leave a Few Things Unsaid: ‘I may know an answer, but I’ll often let the team find its own way. Sometimes, being an active listener is much more effective than ending a meeting with me enumerating 17 actions.’

Like People: ‘Today, it’s employment at will. Nobody’s here who doesn’t want to be here. So, it’s critical to understand people, to always be fair, and to want the best in them. And when it doesn’t work, they need to know it’s not personal.’

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#### About the author

Barb McEwen is a Master Executive Coach and Organizational Strategist who works with corporations and individuals worldwide. As founder of 20/20 Executive Coaching and 20/20 Executive Women she has spent the past twelve years working with high potential individuals to help them hone their leadership and management skills. Contact Barb at [barb.mcewen@2020executivecoaching.com](mailto:barb.mcewen@2020executivecoaching.com) or call Toll Free: 1-866-822-3122.

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# 13 The Friendly-Factor: Creating a Work Environment that Attracts and Keeps the Workforce by Gregory P Smith

Take your pick. Which type of place do you want to work at: One that is cold and gives you a sense no one cares, or one that makes you feel good and appreciated? Money and benefits are important, but studies show in the long run the work environment—the feeling they get when they come to work—is more important in retaining and motivating people.

People like a friendly place to work. The friendly-factor does not require a large investment and expense, but it does require time and thoughtful consideration. Take for example a construction equipment dealership in Louisville, KY. Their turnover is almost nonexistent. This is quite an accomplishment in an industry facing a shortage of 100,000 technicians.

Their employees and service technicians share in a profit-sharing plan that could possibly mean \$700,000 upon retirement. They are eligible to participate after one year and become fully vested after six years. No one has quit after becoming vested in this company. To further help his employees, the owner brings in a financial advisor to help the employees pick stocks, plan for retirement, or to get advice on buying a house or saving for a child's college education.

Other friendly-factor benefits:

Every year employees celebrate their work anniversary with a cake. They also receive \$100 for each year employed, made out in a check so they can buy work tools for the shop.

Twice a year the employees children receive a \$50 savings bond when the child brings in their "all A's" report card.

They reward employee safety records with what they call, "Safety Bonus Program." Each employee's driving record is screened twice a year. Anyone who has a citation during the year is removed from the program. At the end of the year, the ones who remain get to split \$2,000. To minimize the we-they syndrome, every Friday employees rotate jobs. The person in the Parts Department gets to be a service technician and vice versa. This builds a stronger team and improves communication within the company.

Here are a few other friendly-factor ideas to consider:

Reward work attendance. Set in place a “Potential Earned Bonus Account” for each employee for a set amount, say \$250 every six months. Every day an employee is late, but called in to tell you – they lose \$10. For every day they are late and do not call in – they lose \$15. Every day they are absent, but call in – they lose \$25. Every day they are absent and do not call in – they lose \$35. At the end of six months they get the balance of the \$250.

During your new employee orientation, make sure you send a welcome gift or letter to the family of the new employee welcoming them to the company. Assign the new employee a mentor to help them adjust to the new environment and make them feel part of the team. After their first 30 days on the job, have a new employee celebration and invite his or her family to attend. Be involved in the important aspects of your employees’ lives. You should respond when there is a birth, illness, death, graduation, or wedding. These are the important events where you have a golden opportunity to build a bond between the individual and the company.

One company photographed each employee who had worked at the company over five years. Then they put the photos on a wall for all to see. This small act built a bond and showed the employees the pride their employer had in them.

Have a “Bring children to work day.” A couple times a year allow your employees to bring their kids and show them what they do.

Creating a friendly-factor work environment takes time, and it takes managers who truly care about individuals.

#### About the author

Greg Smith’s cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President of Chart Your Course International he has implemented professional development programs for hundreds of organizations globally. He has authored nine informative books including *Fired Up! Leading Your Organization to Achieve Exceptional Results*. For more information, visit [ChartCourse.com](http://ChartCourse.com) or call (770) 860-9464.

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# 14 Clint Eastwood: A Level 5 Leader by Colin Crouch

Some of you may have read an article we wrote at the end of last year in which we brought you our review of Jim Collins book, “Good to Great”. In this book, Jim Collins records his research into how great companies are led. When he looked at the performance of 1435 companies quoted on the New York Stock Exchange, those that performed exceptionally well were all led by CEOs who demonstrated two traits: an iron will and extreme personal humility. Collins found these traits in Darwin E Smith at Kimberley-Clark, Colman Mockler of Gillette, David Packard at Hewlett-Packard, and Joseph Cullman at Philip Morris.

It’s also a quality that you’ll find in one of the most successful movie stars in America, Clint Eastwood. Eastwood has won 4 Academy Awards (Oscars), 5 Golden Globe Awards, and has been honoured with the Screen Actors Guild Life Achievement Award. In 2004, his movie “Million Dollar Baby” won 4 Oscars including best director for Eastwood and best picture. At the age of 78, he became the oldest leading man to score a box office number one when his drama “Gran Torino”, which he also directed, opened at the top of the charts upon its release in January, 2009.

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But there is another reason for his success. In creating these hugely admired films, he not only scored big at the box office, he also made huge profits for his backers. “Million Dollar Baby” cost \$30 million to make and grossed \$208 million. “Gran Torino” cost \$33 million and grossed \$268 million worldwide. Eastwood is famous for calling his backers at the end of every film and asking them to guess how much they made on their investment.

So how does he do it and is there a lesson for others who would love to have similar success? According to Jim Collins, the answer is a resounding “Yes”. And it’s all to do with those 2 streaks of leadership that Jim Collins found in what he calls his level 5 leaders, the will of iron and the personal humility.

On the score of iron will, Eastwood believes in being efficient when many in Hollywood spend millions like tap water. For Eastwood a successful film doesn’t just have to score with the public, it also has to make money. When things go wrong – he didn’t get any backing for “Gran Torino” initially and was turned down 5 times – he’ll look in the mirror and blame himself. In such down times, he knows how to keep on going until he gets what he wants, even if he has to blow up occasionally with others who aren’t pulling their weight.

But there is also the humility which counter-balances the iron will. Eastwood’s style is “less is more”. His movie sets are famous for their calm relaxed style. He doesn’t interfere with his actors, professing total trust in their abilities. He never asks for screen tests and he never micro-manages. He gives others the freedom to do their own thing. Actor Tim Robbins says, “You wonder whether you can do it at first and you quickly find you can, not just do it but excel.”

As Jim Collins says in “Good to Great”, the combination of an iron will and humility is a paradox. But it’s the paradox that you’ll find in many successful leaders: knowing when to come on strong and when to let go or, as Ken Keyes calls it, “holding on tightly and letting go lightly”. Like those giants of industry, Eastwood has it. And, if you think about it, so can any of the rest of us.

#### About the author

Colin Crouch is an article contributor for ManageTrainLearn, the site that will change the way you learn forever. Download free samples of the biggest range of management and personal development materials anywhere and experience learning like you always dreamed possible; <http://www.managetrainlearn.com>

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# 15 Communication Styles by Astrid Baumgardner

Think about the last time you were at a party and had the opportunity to observe a lot of people in action:

Who dominated the conversation and put a premium on being right and convincing others to go along with his solutions?

How about the serious person who rather cautiously talked in precise detail?

And how about the person who was bursting with enthusiasm and could not wait to tell you her great idea?

Who walked into the room and began by introducing herself to others, spending time with each person to establish a connection?

These are examples of 4 different communication styles:

Driver: the person who takes charge and wants solutions;

Analytical: the person who values accuracy and details;

Expressive: the idea person; and

Amiable: the person who prioritizes relationships.

While we all have characteristics in more than one area, we each have a default style – the style we go to first. These are tendencies and should not make you feel limited in the way you communicate.

Moreover, no style is better than another. Any style can be effective depending on the circumstances. A strong team will leverage the strengths of each type so that you can work together the most effectively.

In order to be a powerful and effective communicator, it is important to understand each style and figure out how to adapt your default style to the circumstances at hand.

So let's start with a description of each style. If you are curious about your style, take the quiz and see what your style is! Then read the descriptions to learn more about your style and the styles of your friends and colleagues.

What are the four styles?

### 1. Driver

Hard-working and ambitious, drivers tend to be the group leaders who value getting the job done with excellent results. Drivers are apt to be decisive, competitive, hard driving and good at delegating to others. They like to be where the action is and are likely to enjoy taking risks. Their focus is on winning, being successful and making things happen. They need options and prefer it when others are direct.

On the downside, they can be pushy, demanding, dominating, tough and exclude others from decision-making. Under stress, they become autocratic and order others around.

### 2. Analytical

Quick to think and slow to speak, the Analytic person values accuracy in the details and likes to be right. This is a person who plans thoroughly before deciding to act, is persistent, highly organized, cautious and logical. The Analytical prefers to work alone and has a tendency to be introverted.

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The Analytical person is focused on process, tasks and doing things the right way. They prefer a rational approach, logical thinking, solid documentation and careful planning. The downside is that they can be critical, picky, perfectionistic and stubborn, as well as indecisive. Their tendency under stress is to avoid others.

### 3. Expressive

The Expressive person loves to have and enjoys helping others. This person is full of ideas and can't wait to share them with others. Talkative and open, he asks others for their opinions and loves to brainstorm. This is someone who is flexible and easily bored with routine. The Expressive is optimistic, intuitive, creative and spontaneous and may have a tendency to be flamboyant.

Expressives are focused on the big picture. They love ideas and concepts and thrive on bringing visions into reality. They need innovation and look to others to handle the details. On the downside, they can be overly dramatic, impulsive, a tad flaky and undisciplined.

### 4. Amiable

Amiable is the relationship style. Amiables focus on the feelings of other people and effective collaboration. People with this style are intuitive and care about how situations "feel". They like consensus, avoid confrontation, and tend to be timid about voicing contrary opinions. Amiable people are good listeners, friendly and sensitive and build networks of friends to help them. They are likely to be slow with big decisions and need a lot of input. They thrive on involvement, participation and inclusion.

On the downside, the Amiable person can be hesitant, unsure of himself and dependent on others. Under stress, they acquiesce or yield to the decisions of others.

## How to Use Communication Styles to Maximize the Effectiveness of Your Communication

Knowing about the communication styles is helpful in two ways. First, when you know your own default style, you can spot the best opportunities to use that style and build up your strengths. You can also see where you have gaps and where you can improve by learning from the other styles.

Second, once you know about the styles, you can spot someone else's style and adapt the way you communicate in order to get that person on board with you. Eventually, you can learn how to use each style comfortably and maximize the chances that others will follow your suggestions. This is at the heart of great leadership and it is why knowing about the communication styles is a powerful element of great leadership.

Here are some suggestions on how to communicate effectively with each of the four communication styles.

### 1. Driver

When you communicate with a Driver, be sure to tell her about progress to goals, the actions to be taken and solutions to problems. Avoid chitchat and focus on the bottom-line. Be clear, concise, focused, relevant, decisive and efficient. When working with a driver, here is what you would say if you encounter a problem that may interfere with getting to successful results:

“I know you are pushing to finish this by tomorrow with great results. Based on my research and investigation, I think there might be a hitch. I have some ideas on how to solve that. Would you like to discuss this?”

### 2. Analytical

Because the Analytical person asks for data, information and facts, it is important to be precise, specific, thorough, prepared, accurate, rational and orderly in dealing with her. If you want to get the Analytical person’s attention, you might say something like this:

“The research and data seems inconsistent with our initial concept. I have two ideas that would improve the quality and timeliness of the project. I need 15 minutes of your time. Can we meet today at 4:00?”

### 3. Expressive

Expressives thrive on vision, stories and analogies and love to have fun while working on projects. Therefore, when communicating with an expressive person, be sure to focus on the big picture. Deliver your message in a way that is enthusiastic, expressive, friendly, flexible and open to possibilities. Avoid getting bogged down in too many details!

“I’ve got a fabulous idea to make our project fabulous and knock it out of the ball park. Have you got a minute to talk?”

#### 4. Amiable

Your amiable friend or colleague cares deeply about the relationship. He is interested in information about others' skills and interests, valuing input from others and welcoming feedback. In dealing with the Amiable person, be sure to be warm, relaxed, involving, caring and inviting. This is the person to go to if there are tensions on the team, whether that is a string quartet or a work group! A way to get his attention is to say:

"I have a strong feeling that there is something bothering you about the team. Would you like to hear my thoughts on how we might help everyone out here so that we can make sure that everyone is on board?"

With a better understanding of each style, see how you can master these styles and become a dynamic and powerful communicator and leader!

#### About the author

Astrid Baumgardner, JD, PCC is a professional life coach and lawyer, Coordinator of Career Strategies and Lecturer at the Yale School of Music and the founder and President of Astrid Baumgardner Coaching + Training, which is dedicated to helping musicians, lawyers and creative professionals take charge of their lives and experience authentic success. In addition to her work at YSM and her individual coaching practice, Astrid presents workshops at leading conservatories and law firms on topics including Career Planning, Goal-Setting, Time Management, Dynamic Communication, Conflict Management and Personal Branding and Networking. She is the author of numerous articles on the various aspects of how to achieve and live authentic success.

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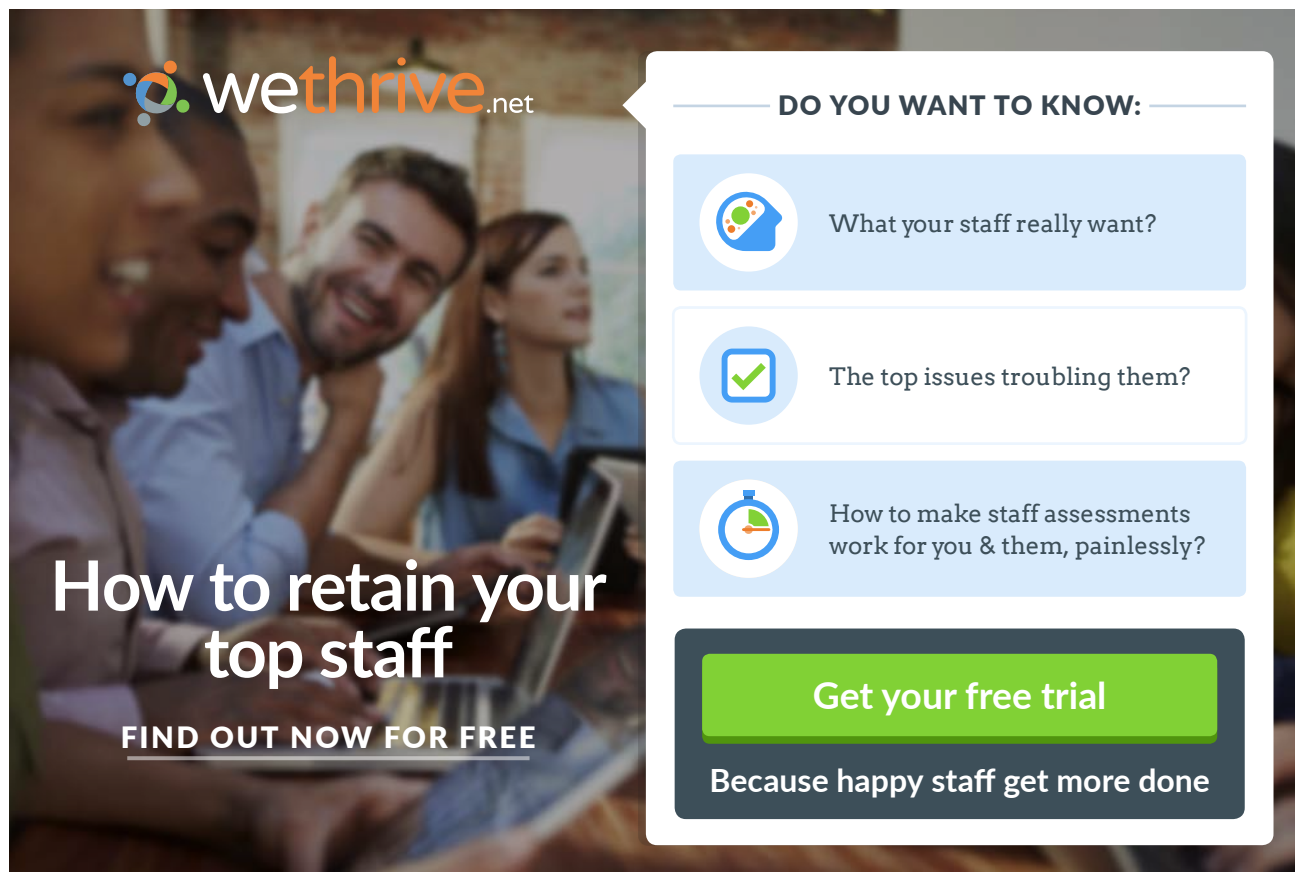
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# 16 How to Be Less Demanding and More Effective by Thomas Cox

Jake is a terrific member of his fast-growing company's senior leadership team. His boss Darcy, the owner, is a sweet lady with great personal skills. That complements Jake's tough, task-oriented, ramrod approach. Odds are good Darcy will one day sell the firm to Jake... if she doesn't fire him first.

Such odd-couple pairings are common in highly effective organizations. Common also are the tensions between them.

The effective CEO recruits for strength where she herself is weak, in order to round out a diverse team. However it's not enough to let leaders play to their natural strengths – letting the people-person build relationships while the letting the task-oriented person drive for results. Each leader needs to encapsulate “just enough” of both capabilities.



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In practice, that means getting better at what Pete Friedes (in “The 2R Manager”) calls your “less dominant” management style. You need to have enough of a relationship with another person that you have some traction with them – they actually care about your opinion and want to make you happy – and you have to be able to clearly ask for what you want, without apology, and insist on quality – including requiring that people do work over if needed.

Jake’s problem is that nobody goes the extra mile for him, and he doesn’t grow the people who work for him. He seems to have a lot of the ideas on his team... because others tend not to volunteer their thoughts.

All of that leaves him unable to take on new work, and he often finds himself taking over a project that’s not going the way he wants. Jake works later than he wants to. At this rate, he’ll either burn himself out, or start to resent his team and drive them away, increasing costly turnover.

Permission to Relate

Jake doesn’t relate much with his people because, it turns out, he thinks it’s a waste of time. All that chatty, schmoozy stuff is a distraction from real work, he thinks. And as long as he thinks that, he’ll relate poorly with his team.

The dirty secret here is that relating – at least some of the time – is actually more effective over the long term than being a task-oriented demanding boss.

A lot of demanders (or “Requirers” in Pete Friedes’ language) won’t give themselves permission to spend time relating. Bosses like Jake mistakenly believe that relating is

A waste of time

Distracting

Confusing (to some bosses tasks are clear; people are baffling)

Too much like the style of someone you don’t like

However when you relate, you get these benefits:

People work harder for a boss they like and who they believe genuinely cares about them

People bring their ideas to the table when they believe they’ll be listened to, making the team more effective

People speak up when they feel safe doing so, thus catching problems earlier, saving time and money

As Mark Horstman of [www.manager-tools.com](http://www.manager-tools.com) would say, “If you don’t have time to build relationships with your people, then I want the team next to you, because I’ll invest the time, and my team will out-perform yours. In a year, it’ll be like night and day.”

Two Skills: Asking and Listening

A surefire way to spot a Demanding boss like Jake – they don’t ask a lot of questions, and they don’t seem to listen very much. They do interrupt a lot.

Jake doesn’t realize that, when he interrupts, he’s sending two messages:

Your input is not valuable  
I don’t respect you

No surprise then that Jake doesn’t have very strong relationships, and people don’t volunteer a lot of ideas in his meetings.

The opposite is true of listening. When you listen, you send two very different messages:

Your input is valuable  
I respect you



The advertisement features a black header with the CMO Inspired Conference logo on the left, which consists of a green speech bubble containing the letters 'CMO'. To the right of the logo, the text reads 'INSPIRED CONFERENCE' in large white letters, followed by '25 OCTOBER | DE VERE BEAUMONT ESTATE | OLD WINDSOR UK' in smaller white letters. Below the header is a photograph of a large, white, classical-style building with a fountain in the foreground. At the bottom of the advertisement is a collage of four images: a panel discussion on a stage, a woman speaking into a microphone, a large audience seated in a hall, and a man presenting at a podium. Below the collage, the text 'Join Over 100 Chief Marketing Officers & Digital Innovators' is written in green.



The best resource I've found on becoming an effective listener is the book "Just Listen" by Mark Goulston. The book's subtitle gives away the reason you should invest time learning to listen: "Discover the Secret to Getting Through to Absolutely Anyone."

What Jake should do is take a lesson from chapter 6 of Goulston's book – "Be More Interested than Interesting" – and learn to ask questions and listen to the answers.

### Behaviors of Deep Listening

Here are some behaviors (adapted from Friedes' book *The 2R Manager*) on how to behave in order to convey that you are listening deeply:

- Face the person squarely and look closely at their facial expressions and body language.
- Make no extraneous body movements or facial expressions of your own.
- Wait for the other person to speak. Allow them to complete each sentence.
- Show alertness and interest in the speaker. Don't allow others to interrupt.
- Greet some points with brief sounds of encouragement: "uh huh" or "I see" or "hmm"
- Restate key points in your own words to clarify understanding and show that you heard.

### Will Jake Make It?

Ultimately Jake's success with Darcy – and with his own team – will come from his own decisions. Does he value success enough to try new, uncomfortable behaviors? Many don't – lots of people prefer to fail in old, comfortable ways than risk succeeding in new, uncomfortable ways. Will Jake get guidance from someone he trusts, who can coach him through the awkward transition?

The good news is, within 4–6 weeks of steady application of some new Relating behaviors, Jake will see a huge increase in performance by his team. He'll learn how to motivate them, because they'll tell him what they care about, because he stopped to ask and listen. And once he shows that he cares, they'll walk through fire for him.

Once he's tasted that success, Jake will never go back. Nor will you.

#### About the author

Tom Cox is CEO at B-Studio Business Videos, Managing Consultant at Cox Business Consulting, Inc., and CEO at GrowthMaps

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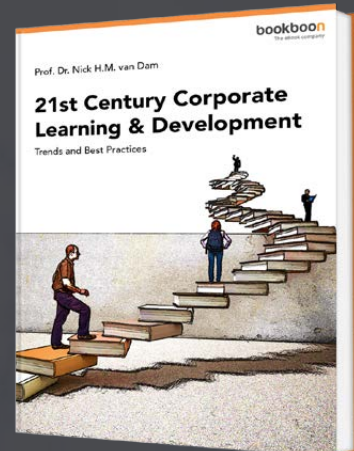
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# 17 Five of the Worst Mistakes Managers Can Make and How to Avoid Them by Bob Selden

What are the common mistakes that get many managers into trouble?

I well remember the first time I was “corrected” by a manager. I was a young bank clerk and had received a transaction that was incorrect, from a much more senior person (a manager) in another branch of the bank. I sent the transaction back with a note asking for it to be corrected. Next thing I hear was my own manager shouting at me from his office.

Apparently, I had upset his “good colleague” and I must now go and apologise in person! There was no discussion as to whether I was right or wrong about either the transaction or what I did – just “Go immediately and apologise!” I decided then and there that when I got to be a manager, I would treat my staff differently. Do you have some horror stories about being managed? Here are five that have been related to me by colleagues and friends and for those of you who are managers, some suggestions on how to avoid similar mistakes.

## Mistake 1

Jane worked as a waitress in a classy café. Her boss would not allow her or any of the other staff to talk to one another unless it was directly related to work. In fact if they did, they were often chastised in front of customers. As a further measure, he installed cameras supposedly for security, but which were used to monitor staff interaction. When Jane and her colleagues picked up their pay, they were always lectured about what they had done wrong during the week – there was never any praise. As you might expect, staff turnover was very high.

What’s the management principle that is being abused here? Well, there are many, but the key one is “Treat Staff As Entire People, Not Just Work Resources”. Worklife and life outside of work cannot be separated – the person is the same person, no matter where they are. As a manager, you employ the entire person, not just their mind and body during working hours. In fact, it is probably because of who they are as an entire person that they were originally hired. It’s often amazing what people can become if they are allowed to. Chances are, that the most memorable restaurant experience you have ever had was in a restaurant where Jane and her colleagues were allowed to be themselves, i.e. the full person.

## Mistake 2

Rob worked as a qualified, but junior physiotherapist in a busy hospital. He along with three of his colleagues were asked by their manager to discuss amongst themselves how they would like their rosters to be organised (i.e. who would do what shifts etc.) and put forward their proposal. Rob and his colleagues were very happy with their final choices as they had considered all of their personal and professional needs and felt that their decision was the best for all. A day before the new rosters were to start, Rob found out by rumour during his lunch break that their roster recommendations were not to be implemented. Worse still, the rosters decided on by their manager did not suit any of the four. This decision by their manager resulted in a severe lowering of morale within the team and created a culture of mistrust with management. In future, they would be very wary of any suggestion from management.

“Give People Responsibility for Managing Their Own Work” is the key management principle that Rob’s manager needed to apply. Obviously, the manager started out this way, but took back the responsibility very quickly. One of the five intrinsic motivators that all people have is “Responsibility” (these motivators are covered in detail in my article “Are Happy Employees Motivated Employees” ([http://www.nationallearninginstitute.com/index\\_files/EmployeeFeedbackandMotivation.htm](http://www.nationallearninginstitute.com/index_files/EmployeeFeedbackandMotivation.htm))). Once performance expectations have been set and agreed, giving people the responsibility as to how they will achieve these expectations can be highly motivating.

## Mistake 3

Can the “Responsibility” principle be taken too far? Take the case of Emma, another professional person who worked in a team with a very relaxed boss. Emma’s manager gave everyone a lot of freedom in how they managed themselves. For example, the manager introduced an informal “time in lieu” system that allowed people to take time off when they had worked extra hours without claiming overtime. On the surface, this sounded like a great idea and was popular with all the staff. However, one of Emma’s colleagues started to abuse the system to the extent that she actually did private work within work hours that enabled her to build up her “time in lieu”. Emma became very agitated and demotivated by the actions of her colleague. What could Emma’s manager have done to prevent this?

The key to ensuring a scheme like this works, is to cover all the bases at the start. For example, when setting the groundrules for the scheme, ask the staff to consider and recommend “What should happen if one of our colleagues abuses the system? What will we do? What will we say (to our colleague and our manager)? What action should the manager take?” Using this approach, the manager still holds true to the “Responsibility” principle, because he/she is ensuring that the staff take responsibility for both their actions and the consequences of their actions.

#### Mistake 4

Andrew was a long term (10 years) professional in a team of highly qualified people who were given the responsibility of managing their own work. People enjoyed their work, they enjoyed the freedom, they enjoyed the challenges their roles brought. Andrew and his colleagues were highly motivated. They were highly respected by management. Andrew's manager was obviously good at managing the "Responsibility" principle – it was in another area of management that she suddenly (and unexpectedly) fell down. Because of the challenging nature of the work and the range of experiences that were available within Andrew's team, management decided to send all the new graduates to Andrew's manager for training and development. The manager grasped the opportunity and immediately started to give all the new recruits the most interesting and challenging work. The old timers (such as Andrew) were relegated to the mundane. Within five months, six of the very experienced people had resigned.

What went wrong within this highly motivated team? Andrew's manager lost sight of one of the other five intrinsic motivators – "The Opportunity for Growth and Development" (see "Are Happy Employees Motivated Employees" ([http://www.nationalllearninginstitute.com/index\\_files/EmployeeFeedbackandMotivation.htm](http://www.nationalllearninginstitute.com/index_files/EmployeeFeedbackandMotivation.htm))). No matter how long a person has been in the role, they still look for opportunities to expand their self knowledge, skills and competencies – they need to be challenged. Andrew's manager certainly applied this to the new recruits, but forgot to keep applying it with her long term staff.



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## Mistake 5

To finish, here's another restaurant case. Margaret was one of a team of five people employed in a restaurant where all tips were shared amongst the staff at the end of each shift. Staff members took it in turn to count and distribute the tips. Sometimes, mistakes were made which made the others annoyed. Instead of trying to correct the mistakes, management decided to take over the responsibility for calculating and distributing tips. Suddenly, the amount of tips went down (considerably). Apart from dishonesty on the part of management, what is the management principle that is being abused here?

“Tips” are a form of recognition from customers that they have received good service. I appreciate that in some countries, tips are part of the service fee. However, even where this is the case, the amount of tips depends on how well customers perceive the service they have received. “Recognition for Achievement” is a further one of the five intrinsic motivators. If this is taken away, people tend to only perform to a certain standard (that enables them to keep their job), not above and beyond what one would normally expect. You can find out more about “Recognition” and its impact by visiting my article “Have You Been Appreciated Lately?” ([http://www.nationallearninginstitute.com/index\\_files/EmployeeFeedbackandMotivationLeadership.htm](http://www.nationallearninginstitute.com/index_files/EmployeeFeedbackandMotivationLeadership.htm))

I trust that these five cases have been useful for you in clarifying some of the key management principles that help people remain motivated.

### About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He's also coached at one of the world's premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges. <http://nationallearning.com.au/bob-selden/>

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### Original resource:

<http://nationallearning.com.au/five-of-the-worst-mistakes-managers-can-make-and-how-to-avoid-them/>

# 18 Managing Generation X and Y by Gregory P Smith

Today's workforce consists of four distinct generations. Each brings its own set of behaviors, demands, expectations and values. Additionally, each generation brings its own set of stereotypes and myths. In today's age-diverse workplace, one management style does not work for all.

Generation	Traditionalists	Baby Boomers	Gen X	Millennials
Birth Years	1922–1945	1946–1964	1965–1980	1981–2000

In general, Gen X employees brings challenges as well as new ideas into the labor market. Generation X employees want (and demand) benefits (such as stock option plans, health care insurance, etc.) and time off (paid vacation, sick days, personal leave days). They tend to be less motivated by promises of overtime pay and more motivated by personal satisfaction with their jobs. The number one benefit for Generation X employees is development and training. They want to grow in their jobs and learn new skills.

Unlike their parents and grandparents, Generation X employees do not anticipate staying with one job or company throughout their entire career. They have seen their parents laid off. Many of them have grown up in divorced family situations. They expect to change jobs as they seek employment that offers them both better benefits and more opportunity for professional growth as well as personal fulfillment.

Gen X employees want, and expect, their employers to hear what they have to say. They have an interest in understanding the “big picture” for the company and how this influences their employment and growth. They are less likely to accept a “because I said so” attitude from a supervisor.

What are some of the things that an employer/manager can do to motivate these employees for maximum productivity? Five general areas come to mind.

Take time to be personal. Thank an employee for doing a good job (in person, in writing, or both). Listen to what employees have to say, both in a one-on-one situation and in a group meeting.

Encourage employee growth. Provide feedback on the employee's performance. Be specific; mention a particular situation or activity. Make sure the employee understands company expectations. Involve the employee in the decision-making process whenever possible. Let the employee know what happened to the idea or suggestion he or she submitted. Give an employee room to do the job without unnecessary restrictions. Pay for employees to attend workshops and seminars; offer on-site classes where employees can learn new skills or improve upon old ones. Most jobs contain a certain amount of routine, day-to-day work; offer employees a chance to work on something in which they have a special interest, something that will challenge them.

Reward and promote people. Recognize an employee who has done an outstanding job by giving an unexpected reward, such as a day off or a free dinner for the employee and his family at a nice restaurant. Do not penalize an employee who is doing such a great job in the present situation that you do not want him or her to move to a new position. The employee who deserves a promotion and does not get it will very likely start to look elsewhere for the opportunity to move upward.

Help employees understand how the business operates. Employees need to experience a sense of ownership. Encourage this by providing them with information about new products, advertising campaigns, strategies for competing, etc. Let each employee see how he or she fits into the plan. Help employees see how meeting their goals contribute to meeting the organization's goals.

Build morale. Have an open work environment; encourage initiative and welcome new ideas. Don't be afraid to spend a few dollars for such things as free coffee for employees, M&M's or ordering a meal for employees who have to work overtime. Take time to speak with an employee's spouse or family when you meet them and let them know you appreciate the employee. Remember, Generation X employees look for more than just fair pay: they need and want personal acknowledgment and job satisfaction.

#### About the author

Greg Smith's cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President of Chart Your Course International he has implemented professional development programs for hundreds of organizations globally. He has authored nine informative books including *Fired Up! Leading Your Organization to Achieve Exceptional Results*. For more information, visit [ChartCourse.com](http://ChartCourse.com) or call (770) 860-9464.

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# 19 No More Lollipops by Thomas Cox

Some of our biggest problems are self-inflicted. One of the worst is a mental mistake called “judging others by ourselves.”

Young children do this all time. If they like lollipops, they just assume everybody likes lollipops.

Young managers do this too. (I’ve taken to calling this childish error the “lollipop mistake.”)

The “lollipop mistake” caused Joshua to sabotage his relationship with a key client. It also caused Sandra to mismanage one of her people. Fortunately, there is a simple mental trick you can use to protect yourself from this mistake.

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When Joshua was delivering a project for a key client, the client, Chris, started getting upset. Joshua was “going dark” on the client – letting hours or days pass without updating him on how the project was progressing. After all, since Joshua knew everything was fine, then the client should (somehow) know it too.

Then on the crucial Friday Joshua came on site, brought Chris into a room with all the subcontractors, and proceeded to do what he later described to me as “an awesome job” of dividing up the work, walking all the subs through their project tasks, and then sent them off with their marching orders.

Anybody with Joshua’s knowledge would have been impressed, and Joshua delivered his part of the work and went away convinced Chris was impressed and pleased. That night the client, Chris, sent several irate emails that went to the wrong mailbox – Chris had misspelled Joshua’s email address.

Joshua, obviously, didn’t reply, and on Monday Chris called him on the phone to fire him.

Afterward, Joshua wanted to be validated and vindicated.

“I did a great job! Anybody could see that,” he exclaimed. “And it wasn’t my fault I didn’t reply to emails that were sent to the wrong address. He can’t blame me for that.”

That’s not true. The client can blame you for failures to communicate, and if the client thinks something is true, then it is true unless you can demonstrate the opposite.

Joshua fully expected Chris to watch a meeting and reach the exact same conclusion Joshua reached – that the project was going well and everything was under control.

That is false, foolish and wrong.

The only person who reaches conclusions like you, is you.

The only person with your way of looking at the world, is you.

The reality of projects is, you have a positive obligation to inform people of what’s going on.

The “lollipop mistake” showed up for Sandra when she tried to manage how much work one of her line workers, Pat, was given.

Pat is on salary. She always stays late at the office, and never seems to get things done as quickly as others. Sandra just assumed Pat was slow – a not unreasonable guess – and started taking work away from her so that Pat would “catch up.”

This never happened.

No matter how much work Sandra took away, Pat was always staying after hours, and made little progress at turning around work more quickly.

It turns out, Pat had a terrible marriage and hated going home. She also felt a sense of comfort from having a certain amount of work lined up ahead of her, and would grow anxious if it seemed she was “running out of work.” This caused her to slow down and become excessively perfectionistic about the little work she had to do.

Sandra’s biggest mistake was assuming that Pat wanted to leave “on time” – Sandra assumed it because that’s what Sandra wanted, and of course (as the “lollipop mistake” says): if I want something, everyone must want it too.

Stop hiding behind that Lollipop – that’s for suckers.

Have a lollipop.

(The second mistake was taking work away. As Mark Hostman and Michael Auzenne of “Manager-Tools. Com” put it, you can and should expect your people to get more efficient over time. When someone is struggling, have them write down all their tasks, and tell them to take a first shot at prioritizing those tasks. More on that another day.)

You can overcome the “lollipop mistake” in just a few minutes by changing your thinking. Joshua and Sandra need to reverse their reasoning.

The “lollipop mistake” consists of three mental steps:

look at odd behavior,  
say “I wouldn’t do that,” and  
express bafflement.

Reverse this. The trick is to be accepting and inquisitive:

start with the behavior,  
say “he’s doing that because it makes sense to him,” and  
express curiosity.

Remember that other people are motivated, not by your values, but by their values.

Listen. Respect other people's behavior and decisions as being illustrations of their values. Once you stop judging and condemning, and start respecting and listening, you'll be far more effective.

About the author

Tom Cox is CEO at B-Studio Business Videos, Managing Consultant at Cox Business Consulting, Inc., and CEO at GrowthMaps

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## 20 The Ultimate Triumph of Theory Y by Eric Garner

Can you remember your first training model? I don't mean that dishy graduate from the IT training team or that handsome hunk from the consultancy.

I mean a theory of how people behave and relate in organisations.

I can.

It was Theory X and Y and it was nearly 35 years ago.

At the time, as a junior manager in a national UK food company, my introduction to Douglas McGregor's theory of human motivation hit me like a thunderbolt from the blue.

I can still recall the flipchart where my trainer drew a vertical line down the paper and on one side, under "Theory X", wrote that "people are lazy, will only work for money, and do no more than they have to".

And then, on the other side, to my growing fascination, wrote under "Theory Y" that "people want to learn, want to grow, and want to become something."

Looking back, I guess that day changed everything I had assumed about people, changed how I wanted to manage them, and turned me into a devotee of personal development.

In short, it made me a fan of Theory Y.

Imagine then my shock and horror to discover that, far from having changed everyone else back in the 1970s into Theory Y advocates, Theory X is still alive and well and thriving in a bank near you.

I know this because of accounts of the management style of Sir Fred Goodwin, until last year chairman of the Royal Bank of Scotland, one of the biggest banks in the world.

These accounts relate how every day during his tenure as chairman, Sir Fred would summon his top executives to his office at 9:30 prompt and grill them mercilessly about the shortcomings of any branch and its staff.

If any branch were under-performing, he would humiliate the poor executive responsible, using his favourite phrases, “I think you’re asleep at the wheel” and “that’s life in the big city, chum”.

Sir Fred became known as Fred the Shred for his intimidating and fearsome management style. A Theory X manager incarnate.

I’m not glad that the Royal Bank of Scotland has crashed with huge debts and been bailed out by the taxpayer. Nor am I glad that in the year since its demise, thousands of hardworking bank staff have lost their jobs. And I’m certainly not glad that Sir Fred Goodwin jumped the ship in time by negotiating a massive pension for himself right at the moment in the mid-night hours when it looked as if the bank was about to run out of money for all its customers.

However, I am glad that, nearly 50 years after McGregor produced his theory, and 30-odd years after I discovered it, Theory Y has won the day.

#### About the author

Eric Garner is Managing Director of ManageTrainLearn, the site that will change the way you learn forever. Download free samples of the biggest range of management and personal development materials anywhere and experience learning like you always dreamed possible; <http://www.managetrainlearn.com>

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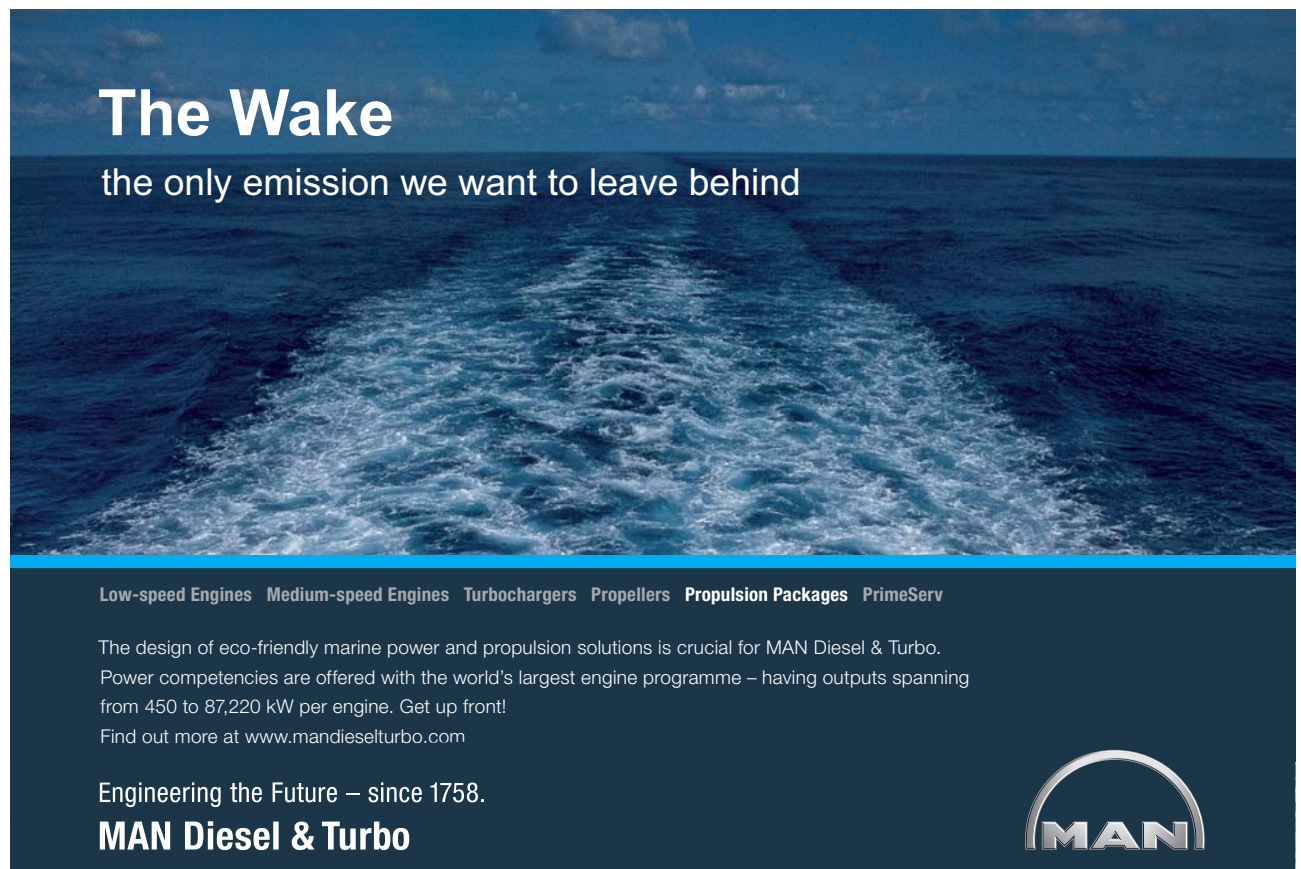
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# 21 The Spaghetti Management Syndrome – Good Employees Require Good Managers by Gregory P Smith

When an employee quits, many times they don't quit the company – they quit their manager. I validated this fact in an employee retention survey which showed in 46% of the cases the main reason people quit their employer was because of their first-line supervisor; a painful statistic when you consider how difficult and expensive it is to find and train good people. To make matters worse, businesses are stupid to do nothing about it.

In my mind, it is an honor as well as an important responsibility to become a manager. When I use the word, “manager,” I am not necessarily referring to a job title, but talking about the “role” of managing people.




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A manager's job is not easy. The demands are difficult. Many bosses are doing the jobs of two or more people. Employees expect more; some are plain difficult to work with.

Many businesses do a poor job selecting and training managers. It goes without saying those that do a good job selecting and developing their managers will enjoy higher productivity and lower employee turnover. However, most often the employer is at fault for not giving them the tools, training, and support to succeed.

### Spaghetti Management Syndrome

Just because a person shows potential or has a degree does not mean they will be good at managing others. Many are skilled technicians, but unfortunately are clueless on the art and science of managing people.

Some businesses practice what I call "spaghetti management." They pick a bunch of people, promote them to managers, then throw them on a wall like spaghetti and see what sticks. This is not the fault of the individual manager, but the employer's. Without training and support most new managers will fail. This is one of the main reasons people today run like the plague to avoid becoming supervisors and managers.

Sure, some managers are tyrants and no amount of training is going to change them. But at least good businesses recognize their mistakes and provide additional training, or find the errant manager a job somewhere else.

Good businesses place people skills as a vital part of their performance management system. For example, Synovus Financial has been listed in the "Top 100 Best Places to Work" for several years. They have a commandment that says, "A manager's most important role is to serve, grow, and inspire his or her people – with no exception." This requirement had a positive impact on the bottom line. Not only did their employee turnover rate drop, but also their market capitalization grew from \$2.2 billion to \$8 billion in four years.

### Good Leaders Show They Care

I went into the Army after college to learn how to be a good leader. My first boss was a great mentor and teacher. He was an experienced veteran and a former Special Forces medic in Vietnam. He was the type of person who always put the needs of others before his own interests.

As the lowest ranking member of my battalion, I had to pull duty on the worst day of the year – New Years Eve. I worked all day and then I was up all night. You can imagine what mischief 500 soldiers can get in. Finally, Saturday morning arrived and I could not wait to go home. The phone rang; it was Joe, my boss. He wanted to know if I had made any plans for lunch. He and his wife had prepared something and he wanted to bring it over to me. Today, I don't remember what the food was, but it was a meal I will never forget.

That one small act of kindness crystallized in my mind what leadership was about – caring for those you lead. That act taught me more about leadership than all the degrees and diplomas hanging on my wall.

Here are a few suggestions to consider in your management development program:

- Establish key competencies your managers should possess and demonstrate.
- Have company executives share their expectations with your managers.
- Consider using a 360-degree evaluation on top management.
- Hold managers accountable and responsible for retention.
- Have HR train managers on reward and recognition.
- Provide the support and tools to help managers do their job well.
- Start measuring turnover and apply the cost to the bottom line.
- Conduct post exit interviews to discover the real reason employee's quit.
- Complete an individual retention profile on every employee.
- Conduct an employee satisfaction survey at least once a year.

#### About the author

Greg Smith's cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President of Chart Your Course International he has implemented professional development programs for hundreds of organizations globally. He has authored nine informative books including *Fired Up! Leading Your Organization to Achieve Exceptional Results*. For more information, visit [ChartCourse.com](http://ChartCourse.com) or call (770) 860-9464.

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## 22 Stop Putting People First – Put Profits First by Thomas Cox

Strategic execution requires that you stop putting people first (in the wrong way). Profit must come first.

I will pause while you gasp in horror.

If you “put people first” in the wrong way, you’re harming them, yourself, the rest of the team, and the other stakeholders – including investors and customers.

What’s Profit?

The only way to make an honest profit is by giving to paying customers something they value more than money. If you stop doing that, your firm collapses and everybody loses their job.

Without profits, you have no business, and thus no jobs for anybody. Profit is oxygen. It’s life blood.

Yet bosses frequently fail to respect profits and mistakenly “put people first” in absolutely the wrong way.

The advertisement features a circular logo on the left with three stylized human figures in the center, surrounded by gears and four arrows pointing clockwise. To the right, the text reads: **UNLEASHING CHANGE MANAGEMENT** in large blue letters, followed by **OCTOBER 18 & 19, 2018** and **DE RODE HOED AMSTERDAM**. At the bottom, there is a silhouette of an Amsterdam skyline including a windmill and a bridge. In the bottom left corner, it says 'Global Executive Events'.

I'm seeing this right now. Here's the story.

Jack and Jill

Jack is a successful people-person. He's bad with details, and great with clients. Jack has an assistant that is just as scatterbrained as he is. Jill is super smart, very pleasant and personable, and has "loads of potential." And Jill has no follow-through, is not detail oriented, and lacks drive.

Jack is the boss – his strengths need to be accentuated, and his weak areas need to be bolstered by hiring staff who are strong where he is weak. That's just Drucker 101. (When Jill becomes a boss, the exact same thing will be true for her.)

So not only has Jack created a dynamic where both he and his assistant are weak in the same area – guaranteeing that Jack's customers and peers and boss will experience him as disorganized – Jack has also created a situation that's unfair to Jill.

Consider Jill's growth. If Jill is going to improve her organizational skills, it would likely be under a boss who was good at it. That's not Jack.

And if Jill were going to make best use of her smarts, pleasantness and personality, it would be as a counterbalance to a boss who was weak in one or more of those areas.

And, Jill's career will be better enhanced by being successful, not by struggling as she is now.

This makes Jack totally the wrong boss for Jill, and Jill the wrong assistant for Jack.

But Jack refuses to change anything. "Oh, she's got so much potential," he'll tell me. And, they're very much alike, which Jack enjoys. And thus, the dysfunction continues.

How "Putting People First" Fails

"Putting people first" has at least three dysfunctional incarnations:

In some firms is a trite and meaningless phrase, in which case, stop saying it.

In others it's an excuse for not holding people (including ourselves) accountable for results. Bosses coddle under-performers who infuriate the rest of the team. (Somehow the slacker counts as one of the 'people' to be 'put first' – but the rest of the team, and the customers, somehow are not 'people' and have to suck it up.)

And in others it's an excuse for a 'cruise director' approach to HR, with lots of picnics and paintball and Mandatory Corporate Fun, which gets reality backward: productivity does make people happy, but happiness doesn't make people productive.

The key reason these approaches fail is, they don't focus on the one-two punch of real Strategy Execution:

First, create value for clients

Second, reward all stakeholders fairly and competitively

So your first priority must be executing your strategy for creating value for customers. Without that, your business is not sustainable.

Yet I constantly see people – including smart CEOs and business owners – who having once hired someone, will put that person ahead of the company's mission.

In fact such bosses may be putting their own personal discomfort ahead of the firm. It's hard to admit you hired the wrong person, or to admit that someone failed and should be reassigned or let go.

Drucker says in *The Effective Executive*:

To let such a man stay on corrupts the others. It is grossly unfair to the whole organization. It is grossly unfair to his subordinates who are deprived by their superior's inadequacy of opportunities for achievement and recognition. Above all, it is senseless cruelty to the man himself. He knows that he is inadequate whether he admits it to himself or not.

This softness – or lack of courage – is the third way people fail to execute strategy. (The other two are "Over Focus on the Core" and "Re-Inventing the Wheel.")

I know this because I've done it. When I found myself trying to pick my business strategies based on what my then-assistant could and couldn't handle, rather than on what my skills could deliver and what clients most needed, I finally realized I was hurting everybody involved. And I was doing it because I didn't want to have a difficult conversation.

(Yes, in the short term, you may need to pursue the work that your people can deliver well. Long term, you need to grow or recruit people to deliver the work your ideal clients most need.)

Here's how to tell if you're putting people first in the wrong way:

Do you see the same errors occur again and again, and nobody changes systems or reassigns personnel to create different outcomes?

Do you see the same people struggle in the same way, and nobody holds them or their boss accountable for making changes?

Do you see people obviously stuck in a role where they aren't a good fit?

Are you going after less-profitable work because that's what your staff can handle – and have you been doing that for more than a year?

If you said “yes” to two or more of these, you have a systemic problem. Seek help. For everybody's sake.

#### About the author

Tom Cox is CEO at B-Studio Business Videos, Managing Consultant at Cox Business Consulting, Inc., and CEO at GrowthMaps

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# 23 How to Learn Great Management from Our Kids by Martin Howarth

Our kids provide a fabulous resource ready-made for us, 24 hours a day, just ready to teach us all we need to know about management.

Learning comes from many places. And one of the most wondrous opportunities is right in front of us. At dinner, at play and at bedtime, every evening. It is there on the sports field, on vacation and during homework. Our children have clues we can use in our business and organisation, right away..

## Listen to Them

Kids tell us a lot about themselves, if we are prepared to listen. Often, especially when they are quite young, they ask us unexpected questions, that, if we are prepared to hear what they are saying to us, can lead us to more questioning. We can sharpen our senses to what else is going on by listening to them, to give us clues as to what else might be going on.

## What Managers Can Learn Here

Using our senses means that we can understand people well. But how much, as managers, we can get from this depends on how we develop our more subtle senses of intuition and more particularly, our 'hearing' skills.

## Watch Them at Play

Have you ever been completely engrossed in what you are doing? So much so that anything could have been going on around you, yet you were so focused that you would not have noticed. My sister could do that – she could read and become so in tune with her book that nothing could disturb her. Kids do that all the time. They have the joy of being so focused when at play, that nothing else matters in that moment.

## What Managers Can Learn Here

When we become oblivious in the workplace, it is because we are entirely at one with the activity. Noticing this gives us clues about what our strengths are. When working in an area of strength, we are more likely to be at our best. So are our people and utilising this knowledge can strongly leverage an individual's performance.

### Talk to Them

Children love to listen to us. Telling them stories, explaining things to them and seeking information all prove they have a fascination with being spoken to. They hear what we say and interpret that. Sometimes it means that they come back to us with a clarifying question – sometimes embarrassingly direct!

### What Managers Can Learn Here

When we talk to children, they are too innocent to hold back when something is unclear. When we talk to people we manage, they sometimes don't and are left with wrong impressions, unclear instructions or, worse still, a poor impression of you and sometimes even themselves. We can encourage them to be honest and open with us and not be afraid to seek clarification.

### What they See

Children are very observant and tell us so. Ever been in an enclosed space with a child who comments on the other lady's 'funny hat'? Children see many things because they are curious to learn and understand more about their world. They often comment on what they have noticed, which sometimes is something we have not noticed ourselves recently. We might have become too close to something and notice no longer.

### What Managers Can Learn Here

When we become used to something; people; circumstances; environment; we fail to see things as they creep up on us. Time passes, the familiar becomes the norm, becomes poor standards. Standing back and being a child again and asking things like 'Why?' Walking into your office or your shop or your call-centre and viewing it from the eyes of someone new, just like a child might and notice things, will bring out comfort-zones and help you ask yourself and your team about substandard quality.

### Their Passion

Children do get excited about things. (I remember when I was seven and I had my first pair of football boots, I slept with them!) Children love doing things, so much that they show how much they love it. Be it dancing, playing an instrument, writing stories, collecting special cards, they do it with a passion, a zest and much joy.

### What Managers Can Learn Here

How much passion do our teams show in what they do in the workplace. How much has the joy and fun of work been sterilised. How much could our people share laughter with each other and with our clients/customers? As managers, understanding that passion for their role is a strong quality and can be very valuable in the business.

### How they Learn

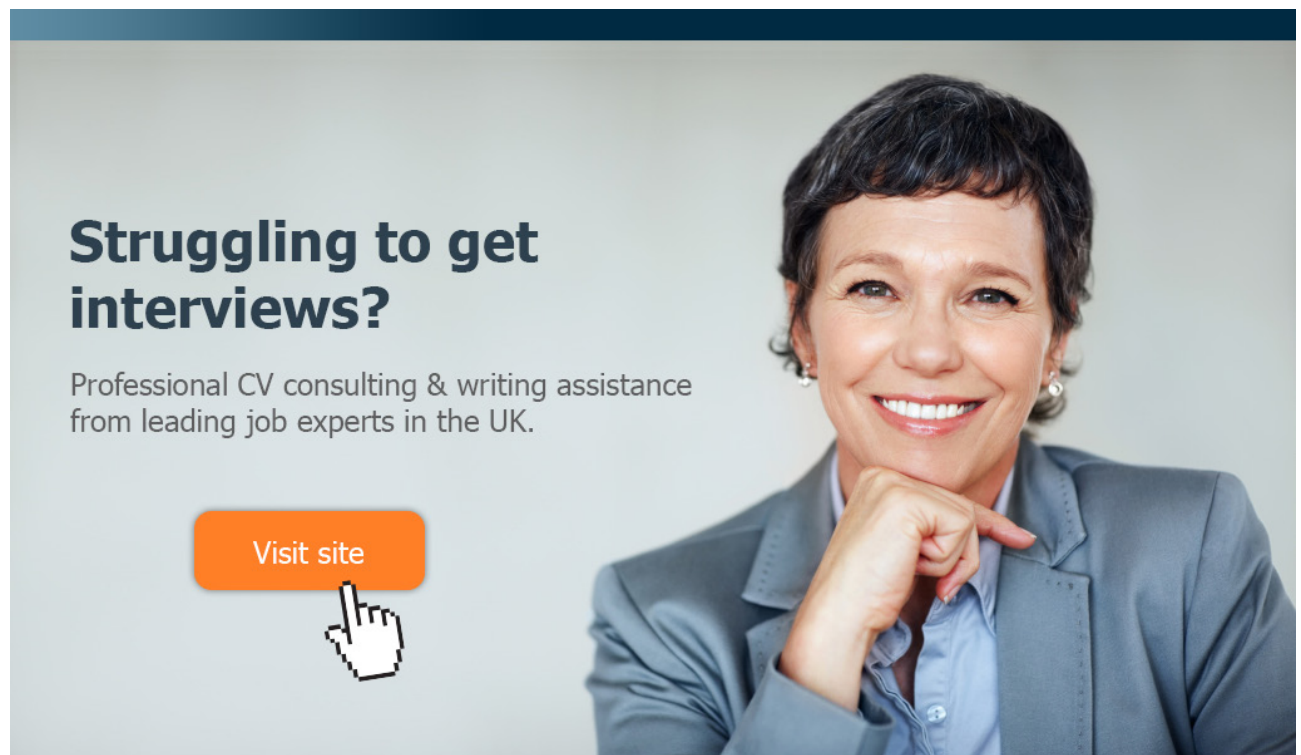
Children love to learn. Give them a pastry roller and a bag of flour and water and they will be straight into jam tarts. Give them a rake after you've mown the lawn and they'll love to help. And watch them – they really want to get it right. As you show them what to do, they will want to be left alone, to have a go themselves. They will glow as you praise them for a job well done and they will want to do more.

### What Managers Can Learn Here

Challenge, show, try, review, show again, try again, receive praise, want to do more, to learn more. It's a simple yet powerful model from showing a child how to learn something new to an opportunity every manager can use, day in, day out, and teach to others. The outcome is a learning organisation, with everyone just champing at the bit to learn more, because they have learnt well.

### How they Dislike Things

When a child does not like something, they usually tell you, from being a small baby to a late teenager. They are usually quite vociferous to parents about their likes and dislikes. If you've ever bought the wrong pair of jeans or tried them once again with brussels sprouts – you know about it! They are open and honest with their feedback!



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#### What Managers Can Learn Here

How honest is the feedback in the organisation – how easy is it for people to say what they feel and what they would like to say. Often in a grown-up world, we think it is ‘nicer’ to hold back and be reserved. But this doesn’t work well, does it? As managers, we can provide safe spaces for people to share their thoughts, ideas and opinions openly and safely. It might be uncomfortable at first, but it will be a lot more energising and healthy for the business in the future.

#### What Gives Them Confidence

Kids get confident when they get things right. They then want more. More of the same; more new things. As they get it right, they feel good about it – successful and they like that, so they want more.

#### What Managers Can Learn Here

Catching your people getting things right makes a lot of difference to them and they respond positively. They get motivated at the job they do well and want new challenges building on the confidence you give them.

#### How they Take to New Things

With curiosity! They get nosy and like to fiddle around with things to try them out. They inspect and work things out. In fact, they often like to do it alone.

#### What Managers Can Learn Here

It’s about letting your people familiarise themselves with new stuff. Let them be inquisitive and don’t get into showing them at first. Let them find their curiosity and play with it. And remember that often, people take to things at different speeds. Just like children do, so let that be OK.

#### What Damages Them?

At first, when very young, children are not damaged by the things they investigate. OK, they put their finger on something hot and they cry. Harsh though it might seem, that’s all learning is about. As parents, in a modern dangerous world, it is about ourselves that we worry and it translates itself into defending our children. As they are ‘protected’, they lose their inquisitiveness and their confidence and they end up as grown ups, without the skills and qualities that as children they held so cutely.

#### What Managers Can Learn Here

When we take on the responsibility of managing our people, we have to accept them as they come to us. And their life experiences will have placed them in that place. When you manage others, you have the responsibility not just to deliver your results, but to do it in a way that you enable, encourage and realise the potential of your people. Whilst this is a big weight to carry, the results are fabulous for everyone – and your business.

We can learn much from observing our children. the biggest lesson of all is that in everyone, there is a latent talent which it is beholden on us to uncover and release. And create new lives for every single one of our people.

About the author:

Copyright 2006 Martin Haworth is a Business and Management Coach. He works worldwide, mainly by phone, with small business owners, managers and corporate leaders. He has hundreds of hints, tips and ideas at his website, [www.coaching-businesses-to-success.com](http://www.coaching-businesses-to-success.com).

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The advertisement features a central image of a smiling female teacher leaning over a laptop to assist two young children, a boy and a girl. To the right, there are two smaller circular inset images: one showing three children looking at a book together, and another showing children working at computers in a classroom. The background is a vibrant yellow and orange swirl design. In the top left corner, there is a logo for 'e-learning for kids' consisting of a grid of colored squares. In the bottom right, a green oval contains a list of achievements. At the bottom of the advertisement, there is a paragraph of text about the organization's mission and a call to action to visit their website.

**e-learning for kids**

- The number 1 MOOC for Primary Education
- Free Digital Learning for Children 5-12
- 15 Million Children Reached

**About e-Learning for Kids** Established in 2004, e-Learning for Kids is a global nonprofit foundation dedicated to fun and free learning on the Internet for children ages 5 - 12 with courses in math, science, language arts, computers, health and environmental skills. Since 2005, more than 15 million children in over 190 countries have benefitted from eLessons provided by EFK! An all-volunteer staff consists of education and e-learning experts and business professionals from around the world committed to making difference. eLearning for Kids is actively seeking funding, volunteers, sponsors and courseware developers; get involved! For more information, please visit [www.e-learningforkids.org](http://www.e-learningforkids.org).



# 24 People Builders by Betsy Brown

There is a difference between true and false leaders. False leaders are those who acquire positions of power for their own glory. History is littered with examples of false leaders from Genghis Khan to Josef Stalin and Saddam Hussein. Their legacy is nil.

True leaders, on the other hand, are not leaders for themselves. Instead of personal gain, true leaders seek to bring out the best in others. They make others realize their own greatness. Their legacy is incalculable.

You can become a true leader by practising these 7 acts of people-building.

## 1. Sow Good Habits

Excellent performance by your team isn't a single act depending on whether they're good enough or not, but the result of many small habits repeated day in and day out. To quote Aristotle: "Excellence is an art won by habitation and training."

True leaders develop excellent habits in others through personal example, gentle persuasion, and helpful feedback. It's not about forcing people to change but consistently setting goals for people to achieve their very best.

## 2. Coax Out Skills

One of the gifts that true leaders have that others don't is the ability to spot the potential that lies half-dormant in others and coax it out. Coaxing may mean a bit of pushing, a bit of bribing, a bit of hard slog, a bit of support in the tough times, and a bit of letting go when they're on their own. That's why coaxing has the same value as its near namesake, coaching.

## 3. Remove Their Limitations

Many of us are like fish in a plexi-glass tank. We swim around within our limitations. Then when we are put in a new situation, like fish in a new pool, we find it hard to go beyond our earlier limitations. True leaders help us make it. They let us know that they believe we can, when we believe we can't. They help us over the mental blind spots. In this way, they breathe new life into us.

#### 4. Build The Team

In his book “Global Challenge”, Humphrey Walters describes the epic voyages of 14 crews competing in the BT round-the-world yacht race. When the crews were selected, most of the crews went away to learn how to sail their yachts. But a handful went away to develop their teambuilding skills. At the end of the race, all the teams that developed their teambuilding skills finished in the top half of the race.

There is a simple process that true leaders follow when building teams. It’s known as “from unshared certainty to shared uncertainty”. It means replacing a dependence on ourselves with a dependence on the team and replacing safety and non-risk for uncertainty and risk.

#### 5. Treat People Right

Dee Hock gives this advice to leaders: “Make a careful list of all the things done to you in the past that you abhorred. Don’t do them to others ever. Make another list of all the things done to you that you loved. Do them to others always.” Treating others the way you want to be treated is the hallmark of true leaders. It is known as the Golden Rule. Interestingly enough, it is the one rule that appears in the teachings of every major world religion.

#### 6. Empower Them

Many people lose confidence in their abilities because they work in organizations that have robbed them of real power. They simply defer to others. True leaders know that when you have power and give it to others, it comes back to you many times over with credit.

Empowering others doesn’t require high-powered skills. It’s as simple as...

- respecting others as individuals in their own right
- seeking their views and contributions
- showing interest and support
- restoring pride in what they do
- making them feel good about what they do.

Giving people power is the first step to creating more leaders.

## 7. Be Patient and Persistent

True leaders know that when they patiently and persistently work to develop others, results will eventually come. They have faith in the outcome.

There is a species of the Chinese bamboo plant that, when planted, shows no sign of growth for 4 years. Nevertheless, throughout this time, it must be watered, fed, and tended. Then, in its fifth year, it starts to grow, and inside 6 weeks, can reach a magnificent height of 90 feet. Sometimes, people are a bit like the Chinese bamboo plant.

There is a way to measure true, as opposed to false, leadership. It's what happens when you're not around. If people face crisis with calmness, meet challenge with strength, and go beyond any level of previous performance with their heads held high, then you know they're led by true leaders.

### About the author

Betsy Brown is an article contributor to ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

<http://www.managetrainlearn.com>

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# 25 Change Your Words to Change People: Persuasive Power Words by Michael Lee

Some people go about life, blissfully unaware of the subtle influences other people put on them. The art of persuasion is used everywhere. While some people use persuasion techniques to sell you a product, others try to get a date or try to get you to join their religion.

Having an awareness of the many persuasion techniques around you can prove to be one of your biggest assets. It can help you deal with strangers, your personal life, and your work life. Learning the art of persuasion can be the difference between meeting your life goals and falling short.

Common persuasion techniques include creating needs in others, which can be basic or social needs. Another technique includes the use of certain powerfully persuasive words. Both will be discussed in this article.

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## Social Needs

Perhaps one of the most important persuasion techniques is to create a social need. An example of a social need is the need to be popular and have everyone like you. Many would say this is unimportant in life; however, it drives many people to do certain behaviors. You probably wouldn't be reading this article otherwise.

In the area of television, a commercial might use the example of a need to be popular by convincing you to purchase a product to fit in with peers. Let's imagine a teenager suffers from acne (I know it's tough, but try to imagine it). A commercial comes on and shows a picture of someone all alone with acne. They then skip to the same person with a clear face surrounded by friends. The television-bound teenager may then wish to purchase the product to rid his or her acne and acquire more friends.

## What Do You Really Say?

The art of using persuasive power words can create social needs. It is also a top persuasion technique to get people doing what you want. Persuasive words are used by pretty much anyone who try elicit a certain behavior from another. You will find examples of this technique on television, labels, and print advertisements.

Advertisers use words such as new, natural, and free. These three words are known to get the consumer's attention – and that is exactly what the advertisers want! Advertising legend David Ogilvy found additional words to be super effective at getting people to do what a company wants:

Discover  
Proven  
Magic  
Announcing  
Easy  
Revolutionary  
Amazing  
Now

An awareness of the many persuasion techniques around you can prove to be one of your biggest assets.

These words appeal to you as you read them. Simply use these words in everyday language to be more persuasive.

While these words can be effective to persuade someone because they have strong meanings people understand, other words are more complex. You may not be aware of it, but the words you utter daily can have different interpretations, even if you think their meaning is monotonous.

Would you rather someone say you are “slim”, or would you like to hear that you are “thin”? Being slim has a slight positive connotation to it because it is attributed to health and fitness.

Rather than saying you have failed, mention you have not yet achieved success. Get the picture? Select words that have the most positive manner you can think of.

Your repairman doesn't just repair, he saves lives from electrical threats. Make him aware of that. Your chef doesn't just cook, she eliminates hunger and satisfies taste buds. Don't tell teachers they are teaching young kids because it's their job. That's a lifeless statement. Instead, tell them they are training and mentoring the future leaders of the world. Wouldn't that fulfill their social needs of importance more effectively? Absolutely!

Are you becoming aware of the power of these subliminal persuasion techniques? You can say “nicer” terms in lieu of the original “boring” or “negative” words. This increases your likability and can positively affect people's emotions. Take these as further examples:

Say, “sanitation engineer” instead of “garbage collector” and you'll get better service from him.

Say, “We have a challenging situation at hand” instead of “We have a big problem” to reduce anxiety.

Say, “You're getting slim” instead of “You're becoming thin” to boost the person's self-esteem who will then see you as a nice person.

Say, “You're often late for work and you seldom finish the task on time. Is something bothering you?” instead of “You're always late for work and you never finish your task on time!” The words “always” and “never” are often harsh and exaggerated; “often” and “seldom” are more subtle and do not convey the person does the irresponsible act all the time.

Say, “You could have given him a chance” instead of “You should have given him a chance.” “Could have” implies that he had a choice, which could then serve as a moral to make better decisions in the future. On the other hand, “should have” attacks the ego and sounds like a forced thing to do. (Josh: Words like “should” and “ought” form what I call a moralizing communication barrier in my communication secrets program.)

## How to Use Words to Instill the Qualities You Want in People

Never compare the negative qualities of one person with another.

A former boss of mine said this to me when I made an error in my previous day job: “James is doing a much better job than you are. He’s not committing any mistakes like you do.”

That crushed my heart. My boss thought this would motivate me to do better. Nope, it just hurt my feelings and lowered my self-esteem. It was a harsh scolding.

Experiences arising from discouragement and condemnation negatively effect the recipient whether the words are intended to do so or not.

Some parents might believe that instilling fear in children improves their performance. They tell a child, “You’re always failing. Why can’t you be like your brother? You’re such a disgrace to this family.”

Those statements are a disgrace. Parents must inspire, encourage, and motivate their children; not belittle them. They should tell their children that they have the capacity to achieve great things if they put a little more effort. Teach them values to make them feel important and loved.

Give them confidence and belief they have certain characteristics, and they will eventually acquire such traits.

An advertisement for SKF. The background is a blue-tinted image of a woman with long dark hair smiling, with a wind turbine visible behind her. The text 'Brain power' is written in large white letters on the left. On the right, there is a block of text about wind energy and SKF's role. At the bottom left, there is a call to action to visit the SKF website. The SKF logo is in the bottom right corner of the ad area.

Brain power

By 2020, wind could provide one-tenth of our planet's electricity needs. Already today, SKF's innovative know-how is crucial to running a large proportion of the world's wind turbines.

Up to 25 % of the generating costs relate to maintenance. These can be reduced dramatically thanks to our systems for on-line condition monitoring and automatic lubrication. We help make it more economical to create cleaner, cheaper energy out of thin air.

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**SKF**

## Persuasive Power Words and Techniques

Here are further persuasive power words and techniques you can use more often in your language to persuade people:

Because. Studies show that providing a reason why something is done increases compliance. If...Then. We like to feel in control of our behavior and know the expected outcome if we choose to comply. If you want someone to take action, then give the person an expected outcome to excite them.

Guaranteed, absolutely, automatically, and definite. Any time you can promise a result, do so. (Please use these power words – like every other one – only to tell the truth, not to deceive people.)

You can even give them qualities they do not yet possess. Give them confidence and belief they have certain characteristics, and they will eventually acquire such traits. Change your words and you'll be surprised at how you change people. Tell them how bright you think they are, and you will soon be surprised at the results. They will significantly improve if you firmly make them believe they have the capacity for improvement.

(Josh: Research recently proved this point. Some teachers were told their new class performed well last year. This made the teachers expect the students to perform well. The teachers with such expectations had “good” and “bad” students achieve higher marks than classes where the teachers had no optimistic expectations.)

If you ever want to persuade or encourage someone to do better, make sure he or she is motivated out of inspiration, not fear. Give advice that cares; not offensive words borne from hatred or anger.

Think first before you speak. Many relationships have been ruined by the wrong choice of words. Some people voice anything that comes to their mind without first filtering the good words from the bad ones. This might result in misunderstandings and arguments, which could easily be prevented if we speak in a neutral and non-offensive way.

Words are powerful indeed. The right words are a strong subliminal persuasion technique, so be careful in your choice of them. “Think twice before you speak,” said Napoleon Hill author of *Think and Grow Rich*, “because your words and influence will plant the seed of either success or failure in the mind of another.”

#### About the author

Michael Lee is the guest author of this post and a persuasion expert fitting no stereotypes. He is Asian, small, and prefers casual dress. He used to give out money at school knowing he would not get it back, be afraid of people, be single, and get turned down from jobs because he was a wuss in interviews. You can learn a lot from him on how to become a stronger, persuasive person.

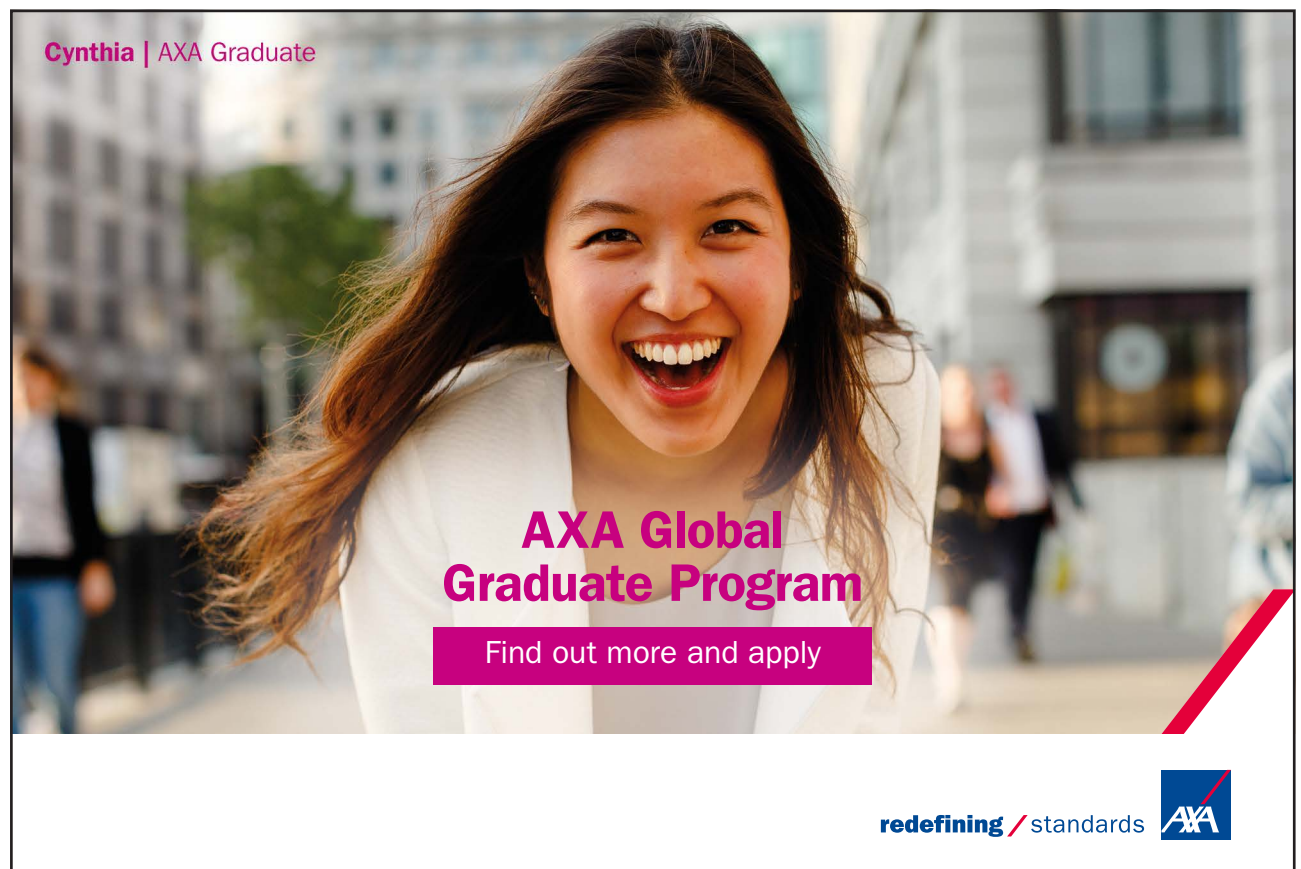
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