

Developing Goals, Focus and Leaders

# Winning Ways

A publication of

## Winning Ways

Developing Goals, Focus and Leaders

Volume 1, Number 3

This copy of Winning Ways is a gift for you from Winning Ways, Inc. Our strategic planning resources are designed to help you attain and sustain the processes that will bring you the results you need to grow your business.

Call Joan Fletcher 703 273 9299 today. We are committed to help you achieve your goals.

## In This Issue

Stop Managing and Start Leading .....	1
Management is Motivation ..	2
Time Management or Time Organization? .....	3
Who Said It? .....	3
Communication is More Than Talking .....	4

## Your Job is Not Just Completing Tasks, It's Leading People Stop Managing and Start Leading

The role of a manager has changed drastically over the past 20 years, particularly leading up to the early part of the 21st century. Many of the day to day tasks of the "Manager" have been computerized, providing you with instant information never before available on such short notice. Now that you no longer have to accumulate this data, you have been given the task of interpreting it and effectively communicating this information with those around you. This change now means that you must be highly skilled in interpersonal communication and human relations if you are to get your job done effectively.

These changes require that you no longer manage, but that you lead. There is a difference. As Steven Covey says, in his audio, *An Abridgement of the 7 Habits of Highly Effective People*, "We manage things, we lead people." When asked what they do, many managers and executives most often give the description of their job as a description of technical tasks. They speak of the many projects they have going on, or the plant expansion they are in charge of, or the acquisition they are involved in. Very seldom do they say that they are responsible for leading people.

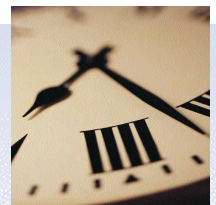
If you take a look at your position description, you can bet that more than 90 percent of the duties listed deal with technical tasks,

and that the people related items that are listed concern hiring, firing and discipline. If we are to succeed at streamlining and growing our businesses, we must change this mindset. We must view our managers as leaders of people and describe their responsibilities in terms of growing and developing their people. At a minimum, 50 percent of a manager's position description should address interpersonal communications and human relations.

The key to the success of your business lies not in its equipment. Your competition has, or could have if they choose, the same equipment. The key to your business' success does not lie in your product or processes either. While all of these are

*continued on page 2*

## Do You Try to Manage Time?



According to Coca-Cola CEO Brian Dyson, life is all about juggling — the balls represent different parts of your life. If you drop one and break it, he says, your life will change. "You must understand that and strive for balance in your life," says Dyson.

On page 3, you'll learn to consider planning your time as an organization issue, not a management issue.

## Build Relationships for Success *continued from page 1*

important, but they mean nothing if your people do not behave in a manner consistent with the results you desire. Your managers must build and maintain behaviors in your people that drive your success. To do so, they need to understand how to lead.

### Leading in Today's Environment

The average human being has a vast reservoir of untapped potential. Research tells us that the average person uses less than 25 percent of their potential. Research also tells us that human beings like and want to work, and look toward their place of work to fulfill their personal needs. Why then are we not able to tap into that 75 percent of unused potential, thus garnering the best quality and the greatest quantity of production possible? The problem is a lack of motivation. The solution lies in finding ways to help people become motivated.

Keep in mind that the solution lies in finding ways to motivate people. No one person can motivate another. He or she can only create an environment where people are motivated. All motivation comes from within the person. To be a successful manager, one must determine how to provide opportunities for fulfilling such individual needs as self esteem, recognition, and challenge. They must help those people they lead satisfy their needs, thus creating motivation, while helping achieve the organizational goals of improved productivity and improved profits.

Your managers need a motivational technique or process, which allows for that unique motivating factor or factors of each person, to be satisfied through the company's success. That process involves developing attitudes. Positive attitudes of taking responsibility for my own success, my own destiny, are critical to realizing one's potential. In the words of Alan Kay, *"The best way to predict the future is to invent it."*

### Organizational Leadership

The key aspect of this process is a well developed and organized Goal Setting and Accomplishment process.

By taking control of my future through goal setting and accomplishment, I create buy in, or motivation. If I have developed the goal, I have now made a commitment to its accomplishment. If the organization is structured in a goal directed manner, with all individual goals leading back to the

overall goals and objectives of the company, there is now an understanding of how my goals lead to the company's success, and in turn what that means to me. Finally, achieving goals on a regular basis, that I have been involved in developing, is a most powerful self motivator. As I accomplish my goals, I view myself as a success and I am driven to continue to achieve even greater things.

### Your Commitment Will Inspire

The commitment to such a goal directed organization takes a great deal of discipline and must come from the very top of the organization. Your commitment to your own success as a person and as a manager will directly affect the commitment of those around you. Your commitment is communicated subtly. It is not a "rah rah" enthusiasm, but rather a self confident, assured, goal directedness which inspires others to action. It is a strength which is communicated through sensitivity to the needs of others: subordinates, peers, and superiors. Your self confidence, self esteem, and sense of purpose will help develop the same qualities in those around you. By becoming goal directed, you will be performing your most important function as a manager; leading and developing people.

## Management is Motivation

"So much of what we call management consists in making it difficult for people to work," says management guru Peter Drucker.

Why? Aren't we in the business of getting the job done? So what's the point of making our workers' lives miserable? It is true that fear has been used to motivate. But it isn't an effective motivator. Rather, we need to create a work environment that allows workers to achieve personal goals. This, in turn, helps them achieve company goals. As managers, we need to tap into their potential for success.

Winning Ways, Inc. can provide the training and insight you need to develop your leadership skills, motivational skills and personnel development skills that will put you on the right track to success. Call Joan Fletcher today, 703 273 9299.

# Time Management or Time Organization?

*Imagine life as a game in which you are juggling some five balls in the air. You name them work, family, health, friends and spirit, and you're keeping all of these in the air. You will soon understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls family, health, friends and spirit are made of glass. If you drop one of these, they will be irrevocably scuffed, marked, nicked, damaged, or even shattered. They will never be the same. You must understand that and strive for balance in your life.*

Brian Dyson, CEO Coca Cola Enterprises

We've just embarked on a new year; many people that have made resolutions are now kicking themselves for not keeping those promises. Time management is usually in the top ten for most people. Time is an important factor in every one's life right? There are hundreds of time management approaches . . . and there probably as many books and articles written about time management as almost any other subject in the personal and professional development field. Over the years I have attended time management seminars, and sent employees to the same. The result: nothing changed. Why is that? **Time management is NOT a time management issue. It is a priority issue. It is an organization issue.**

Almost everyone knows that you should prioritize your activities. Almost everyone knows that you should complete your urgent/important/critical tasks each day. Almost every one knows that planning your day makes more sense than letting others do your planning for you. Everyone knows, but very few do . . . Why? Sure you have a planner for your business, your family calendar is full of events, places your children must be, your spouse's travel and work schedule, but how do you really organize your time?

Many of you have purchased time management programs, read books or articles, even bought new a calendar or planning system, promising yourself that "This time it will be different. This time I'll use it faithfully." Then, several weeks or months later, you dust off the system that you stuck on a shelf and forgot about, or open up the planner at the end of a hectic day only to realize that there were several critical things that you should have done . . . but forgot.

Time is an interesting phenomenon. In fact, time management is an oxymoron. You cannot manage time. You can only manage yourself and how you choose to spend your time. You can, however, organize your time.

Some people propose that we compartmentalize our different life areas, separating them into our personal life, which is different from our business life, which is different from our family life, etc. In fact, this is really not possible. You are who you are and who you are becoming, and you bring you with you wherever you go. You don't have the ability to divide your life up into all these neat little compartments. Furthermore, factors from each life area will affect others. If you are unhappy at home, it is probable that you will be less productive at work. Your mind will have a tendency to wander and think about your personal problems. If you are overwrought, uptight, and stressed at work, you will probably take that stress home with you, and it will affect the quality of the time you spend with your family and friends. The key is to create balance in both your personal and business life areas.

## Who Said It? Complete this quiz and mail it in – if you are right, you can be a winner!

### Match the quote with the speaker:

- A. "When people talk, listen completely. Most people never listen."
- B. "So much of what we call management consists of making it difficult for people to work."
- C. "The best way to predict the future is to invent it."

Fill in the letter of the quote that matches:

\_\_\_ Stephen Covey    \_\_\_ Peter Drucker

\_\_\_\_\_ Alan Kay

*Three correct entries drawn from all correct entries will win a copy of Fail-Safe Leadership by Linda L. Martin and Dr. David G. Mutchler.*

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

e-mail: \_\_\_\_\_

**Send by June 15 to: Winning Ways,  
3312 Saddlestone Court, Oakton, VA 22124**

## Communication is More Than Talking

When verbal and non verbal communications conflict, non verbal is what is heard! Words count only for 7 percent of the communication cycle while body language accounts for 58 percent.

How you communicate with others is very often hard to measure. We all "think" we are the best communicator there is, we know we were clear. Why then are we frustrated when people don't understand what we have "communicated" so clearly? One of the first things we MUST do is look at ourselves, and ask this question: How could I have communicated the information differently to achieve the desired results? NOT, Why didn't they understand?? Remember communication involves both speaking AND listening.

Sharpening communication between co workers, subordinates, and bosses takes awareness and effort on your part, not the person you are communicating information to.

Some of the basic communication skills are:

- **Really listen; don't "wait to talk."** When people are speaking, focus on what is being said and try to understand their complete meaning. Don't let your attention wander because you're thinking about how you'll respond.

- **Be complete and specific with your message.** Define your expectations. Don't expect others to guess or anticipate what you need or want.
- Use statements such as "I need," "I feel," or "I want" to show ownership of your message.
- **Keep an open mind.** Reserve judgment. Consider all points of view and possibilities before you respond.
- Show respect. Convey your commitment to listening through your body language as well as through your silence.
- **Seek first to understand, then to be understood.** When you are giving directions and/or instructions to others, confirm their understanding, ask them to summarize their understanding of what you expect of them. When you're not exactly sure what someone means, ask for clarification.
- **Appreciate more than one right way.** Each person brings a different perspective to any discussion. Accept that problems or situations can have more than one solution.
- **Be sure that your verbal and non-verbal messages are consistent.** If you look angry but sound happy you will confuse the emotion you are trying to express.
- **Be redundant.** Present your message in more than one format to be sure that everyone "gets it."



### Who We Are and What We Do

Joan Fletcher launched Winning Ways in 2001 to work with businesses and individuals focusing on effective management, leadership, and sales through implementing personal and professional business and life plans.

Joan serves as a facilitator to help managers organize their thoughts, respond creatively and think it through to implementing the best leadership, processes and results that develop goals, focus and leaders.

#### Oakton Office:

Joan Fletcher  
3312 Saddlestone Court  
Oakton, VA 22124  
703 273 9299  
jfletcher@winningwaysinc.com

#### Developing Goals, Focus and Leaders

*"Leadership should be born out of the understanding of the needs of those who would be affected by it."*

— Marian Anderson



3312 Saddlestone Court  
Oakton, VA 22124

Enjoy your issue of Winning Ways, courtesy of Winning Ways Inc. Please share with other members of your company or their business associates. The greatest compliment you can give our business is a referral to another business

Winning Ways Inc. ©2003, all rights reserved.

No part can be reproduced without permission.