

# Winning Ways

A publication of

## Winning Ways

Developing Goals, Focus and Leaders

Volume 2, Number 2

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## The Ideal Leader

As a leader in your organization, how much impact do you have on its performance? Probably more than you know. You may have been a leader for many years now, or recently promoted. Your organization may be a for profit business or a church organization. It may be a not for profit community service organization or a local sporting organization. It matters not. What matters is that your leadership of your organization will directly impact the results you get.

It has been said that we get the results that we deserve. If, as leaders, we are not getting the results we desire, the first place we should look is in the mirror. What leadership traits are we exhibiting?

### What Qualities Do You Define as Leadership?

As a leader of your organization, I challenge you to take the following test:

Take a moment to paint a mental picture of someone you hold in esteem as a leader. Focus on appearance, actions, habits, and lifestyle. When your picture appears sharp and clear, ask yourself these questions:

- What specific skills and characteristics does this person possess?
- How does this person relate to others personally, professionally, and socially?

- What does this individual do that elicits respect and admiration?

When you've thoroughly examined the qualities that you feel make this person an effective leader, ask yourself one more question: Was this leader born with such well developed leadership traits? Hardly!

Characteristics like being a good communicator, motivator, mentor, or coach are all developed. Creating an energizing vision, mobilizing teams, and generating commitment are all learned skills

Now that you have developed a list of qualities of an "Ideal Leader," qualities that you believe are necessary for your success as a leader, what can you do to attain them or perfect them? Since all of these traits are developable qualities, each person in a leadership position must strive to perfect them. The "Ideal Leader" you pictured most assuredly works constantly at improving those things that make them successful. That's the type of person they are, because they wouldn't be where they are now if they didn't.

Realize that the degree to which you lead your organization, team, or committee to success lies in your hands. Your ability to lead both yourself and others will enhance

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## The Making of A Miracle with Results-Based Leadership

It was the 1980 Lake Placid Olympics. The US Hockey team, a bunch of college kids who had only been a team for seven months, defeated the Soviet Red Army hockey team in the first medal round. The Soviets had won every Olympic gold medal in hockey since 1964. They had routed the NHL All Stars the October before that fateful February day. That game has been called the Miracle on Ice, and the US team went on to win the gold medal. In 1999, Sport Illustrated proclaimed the US Soviet game as the Greatest Sports Moment of the Century.

Yes, it certainly was a miracle. But was it luck? Was it a hot streak? After all, the Team USA lost big time to the Soviets in the pre Olympic tournament not two weeks before the Games began. The college boys then went undefeated in the Olympic tournament. How did this happen? It happened because this team of college kids was given a result to achieve and the conditioning to achieve it. They believed in themselves, which let their natural talents surface.

### Brooks Takes a Novel Approach to Success

Herb Brooks, the 1980 US hockey coach, decided from day one to change the way the US team approach the game called the Canadian style of play to the way the Soviets approached the game, the International style of play. And for the US Hockey Association, this was a radical change. Brooks refused to pick a team of college All Stars, who would be more inclined to play for themselves. Instead, he picked individual players who each would play an integral part of a team that Brooks could mold to achieve the desired results – beating the Red Army team and ultimately a medal. What Brooks did was use a "results based" leadership model that Linda Martin and David Mutchler define in their book *Fail Safe Leadership*.

In the classic leadership model, according to Martin and Mutchler, companies select their potential leaders, train them in leadership skills, and then "hope" to achieve results. This thinking, they say, just doesn't work anymore. Competition continues to be fierce, and the marketplace changes rapidly. Companies don't have time to "wait and see" or they will be left behind. Brooks only had seven months to prepare a team to take on the Soviets, many of

who had been playing together for 15 years. By using a results based leadership model – as well as a lot of hard work – Brooks gave his team a goal to achieve. He knew that the leaders would emerge and the team would rise to the occasion. He did not know if they would win – he knew that they would be able to skate their hardest for all three periods, and that they would give it everything they had.

Brooks was right. His team outskated the Soviets in the end, and matched every goal with their own. Then Mike Eruzione put Team USA ahead for good. The US team had come from behind in every game. The Soviet team was behind, and the coach did not know what to do.

### Results-Based Leadership Development

Using the results based leadership model, "every attempt to develop people is both defined and justified by the outcome it is intended to achieve," say Martin and Mutchler. It is much more effective, they say, to "focus on the desired outcomes or results, THEN grow and develop the people and processes to ensure the realization of those results."

Herb Brooks revolutionized US Olympic Hockey with tremendous results. But it only lasted one Olympics. After the Lake Placid Games, the US teams became NHL "Dream Teams." The Soviet Union fell apart, ending that nation's domination of many sports. The whole dynamic changed. Still, for one shining February, Herb Brooks proved that the results based leadership model gave his players the conditioning, the skills and the confidence to achieve. And achieve they did.

*Note: The US Soviet Olympic game in 1980 is one of those "moments" when a lot of people can recall exactly where they were when it happened. However, not many people understand what it took to make it happen. The new Disney film Miracle is a portrayal of how Herb Brooks approached the task at hand, and how he employed a results based leadership model to prepare the team for the challenges they faced. Recently at a Boston University Alumni screening of the film in the Philadelphia area, US Team Captain Mike Eruzione said that Disney took great pains to make it accurate, down to every pass and every shot. Eruzione said the movie is "90 percent dead on."*

**The Ideal Leader** *continued from page 1*

the quality of your work as well as your life. The quality of your leadership not only determines your future, it determines the future of your organization and the lives of all those who follow you.

Leadership is first being, then doing. You must become the person that your position requires. In other words, you must assume the traits of the leader. This is done first by determining what these traits are and then practicing them in every aspect of your life.

All of our actions come from years of habit formation. Replacing them with new habits takes commitment, perseverance and time, but the rewards will be plentiful. It is difficult to do alone, and that's ok. It is not a sign of weakness, but rather one of strength when you start to realize you are a synergistic being, interdependent on others for your success. Some people use a coach, others prefer to work together as part of a team. It doesn't matter as long as you work with a professional facilitator skilled enough to take you through the process. No matter your preference, the key is to imagine the point in time when someone views you as their picture of the "Ideal Leader," and then set your course to become.

**You've Got to Change to Thrive**

In today's marketplace, change is the rule, not the exception. So you must change with it. Old ways of operating are no good anymore. Consider Albert Einstein's definition of insanity as "doing the same thing over and over again and expecting different results."

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**e-mail: [jfletcher@winningwaysinc.com](mailto:jfletcher@winningwaysinc.com)**

**Leadership at All Levels Equals Flexibility, Results**

Cicero said, "Advice is judged by results, not by intentions." In today's fast changing business climate, success must also be based on results, not intentions. No longer do companies have the luxury of hand picking a few potential leaders, training them, and waiting years for them to hopefully produce results. Rather, companies need to develop leaders at all levels who will be working toward the same goal.

"Leadership at every level is the only way to infuse an organization with the values and morale to maintain productivity, even in the face of change," says Will Pilder, senior vice president of KnowledgePool America. Pilder says that by training leaders top to bottom, employees will be prepared to "step up to the plate" when the need arises. The ability to adjust quickly to change will keep the company moving. *"Building Leaders at All Levels," www.smartbiz.com, written by Workforce .*

Unysis Corp., an information technology services and solutions company based in Blue Bell, Pennsylvania, has 37,000 employees. It has its own leadership school called Unysis University. Employees of all levels are encouraged to enroll in leadership courses.

"Leaders set the tone of an organization. If you want to influence the business, you have to focus on leadership development," says Ray Jackson, associate dean of the leadership school. "Our goal is not to develop 25 key leaders, it's to develop 2,500 leaders throughout the organization." *"Building Leaders at All Levels," www.smartbiz.com, written by Workforce .*

Linda Martin and David Mutchler, in their book *Fail Safe Leadership*, state, "A leader is a person who sets goals and achieves results." This doesn't mean only two or three or 25 individuals within the organization. Employees at all levels need to understand what the company is trying to achieve. And leaders need to exist on every rung of the ladder. If only top management know what the company is trying to accomplish, how can they expect the desired results? The company needs to be able to adapt quickly and without leaders throughout, they will become slow and eventually will be left behind..

By defining your company's goals, providing your employees at all levels with the processes and training to work toward those goals, you will develop leaders that strive every day toward the same goals. You need leaders at all levels, ensuring that all company functions are going in the same direction. That way, all eyes are on one prize your company will be united, working together to achieve the desired results.

## Every Good Leader Must be a Good Follower

Linda Martin and David Mutchler, in *Fail Safe Leadership*, say that “one of the challenges of great leadership is knowing when to lead, when to follow, and when to get out of the way.”

Results based leadership, which focuses leadership development on results as opposed to skills training, depends on leaders who can follow effective processes. These processes are defined, systematic approaches that are focused on achieving the company’s defined goals. Therefore, as Martin and Mutchler say, “successful people are those who are effective at achieving desired outcomes because they follow a predetermined set of processes that lead to these outcomes.”

Too often, leaders who are selected by upper management are not well respected or well received by the people they supervise. These supervisors are not well trained, nor do they have a clear picture of what the company is trying to achieve. With the results based approach, all employees know what they are trying to achieve, and they know the processes they must follow to reach the defined goals.

According to Martin and Mutchler, leadership in the results based model is

not about following a person, but following processes that have been defined to achieve results. “In this definition, everyone can and ought to be a leader, because everyone is following the processes,” they say.

But what about the adage, “too many cooks in the kitchen”? By defining everyone as a leader, doesn’t that create chaos? No, say Martin and Mutchler, because the emphasis is on the processes designed to achieve goals. These processes, called leadership development processes, are linked directly to the strategic plan. The processes are “designed specifically to help you reach the results you want your company to achieve. They are proven, and they work,” say Martin and Mutchler.

We know, through experiencing these results with our clients, that not only does the company experience significant gains in top and bottom line results, but the employees experience a greater degree of personal growth and satisfaction. The time and financial investment of implementing these *Fail Safe Leadership Processes* is the most quickly returned investment many of our clients have ever experienced.



### Who We Are and What We Do

Joan Fletcher launched Winning Ways in 2001 to work with businesses and individuals focusing on effective sales and strategic business planning 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 processes and results that result in improved sales and increased revenue.

#### 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

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