



Developing Goals, Focus and Leaders

Winning Ways

A publication of

Winning Ways

Developing Goals, Focus and
Leaders

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This copy of Winning Ways is a gift for you from Winning Ways, Inc. We provide an environment that creates focus, momentum and success for long term changes in your personal and professional life through our sales, strategic planning and coaching services. We help you achieve the results you and your business want! Call Joan Fletcher 703-273-9299 today. We are committed to helping you achieve your goals.

Winning Ways NewsBits

Caryn Franca is gearing up for two new teleseminars: "Fear: The Gap Between Dreams and Success" and "Goal Planning to Create Momentum and Results." Don't miss out on her exciting and educational seminars!

Mark Tatum will be in Alexandria, VA on April 22 at the UCM-Community Solutions to talk to kids about leadership, setting goals, and the power of positive attitudes."

Joan Fletcher is kicking off "Winning at Sales" April 28. There are only six seats left. Register today to reserve a spot. She will also be speaking at ABWA on April 21 in Woodbridge, "Self-Leadership, Leading from Within"

Winning Ways will be introducing a new associate May 1!

Supervision: Guiding Employees to Learn and Grow

A good manager is best when people barely know that he exists. Not so good when people obey and acclaim him. Worse when they despise him.

Lao-Tzu
Chinese philosopher (604 BC - 531 BC)

As a manager, you are in charge of employees you must motivate to achieve your organization's goals. How do you do it?

"No single factor predicts productivity for an employee more than his or her direct relationship with the immediate supervisor," says author and speaker Wally Bock. "If you want to increase productivity, and profitability, and long-term competitive advantage, the best thing you can do is make sure that your organization has great first-line supervision." (*Wally Bock, "The Four Biggest Mistakes Companies Make About Supervision, and How You Can Avoid Them," www.bockinfo.com*)

How managers handle supervision is essential to the success of the organization. After all, it is your employees who get the job done. We all know that manager who uses intimidation to get what he or she wants. What happens? His or her employees will probably not strive to achieve; rather, they may even work against the supervisor in protest.

According to Dr. Ken Blanchard, "Most managers — at least most smart managers — know that the days of the glowering, whipcracking boss have long passed." (*Management, Resource Associates Corp.*)

Good supervisors guide their employees to continually learn new skills and work toward

organizational goals, while being sensitive to their needs. This kind of supervision gives employees a vested interest in their organization, which will affect the quality of their work. The good manager is a leader, not an order-giver.

Business gurus Tom Peters and Nancy Austin say, "The alternative we now propose is leader (not manager) as a cheerleader, enthusiast, nurturer of champions, hero finder, wanderer, dramatist, coach, facilitator, builder."

To be an effective supervisor, you need to use your power — your personal effectiveness — to move your group forward. That means you need to be able to assess situations, to understand personal dynamics, to be sensitive to each employee's needs. You are, in fact, an educator, helping your employees along the lifelong learning process so that the entire organization achieves. Every individual learns and grows in different ways. In 1983, Howard Gardner at the Harvard Graduate School of Education announced his educational theory of multiple intelligences. His theory states that individuals vary in how they learn best. Some understand concepts best mathematically; others, visually and spatially. As a good supervisor, you need to grasp that "one size does not fit all."

You earn your power to influence from those you supervise. A good manager who is respected by employees has good lines of communication, has few limits on what he or she can ask of employees, and "has the freedom to be creative, innovative and responsive to the

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needs of others who will assist [him or her] in reaching goals.” (Management, Resource Associates Corp.)

Power is not authority, however. Authority is something given to you by the organization in order to control. The more you use authority to get things done, the more power you lose. When you excessively exercise your authority your employees probably will begin to rebel, much like a teenager rebels against his or her parents’ authority. You must use authority selectively — not as a matter of course.

As a supervisor, you are the leader of your team. You need to develop healthy relationships based on mutual respect and cooperation. You share with your team a mutual commitment to achieve personal and organizational goals. At the same time, you must recognize opportunities for your employees to develop professionally that will ultimately be best for the team.

“An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success,” says Stephen R. Covey, in *Principle-Centered Leadership*. As a supervisor/manager who acts as an enhancer, you give your employees the opportunity to learn and grow. They will feel knowledgeable and valued by the organization.

If you feel stuck about how to lead and motivate your team, a business coach can offer an objective eye and help you develop an action plan to move forward.

“If you want the key to productivity, it’s not in the executive suite, it’s out in the field, and at the reception desk, and in the call center, and on the factory floor,” says Bock. “That’s where the real work gets done and the critical day-by-day decisions get made. And, that’s where supervision has its impact.” (www.bockinfo.com)



Who We Are and What We Do

Joan Fletcher launched Winning Ways, Inc. in 2001 after owning her own business since 1987. Joan works with clients on sales, strategic business planning and leadership. She believes that combining a great attitude with the right skills and developed goals will create the success you have only dreamed about! Her expertise is in helping you find the solution to your business challenges.

Caryn Franca is the director of coaching programs at Winning Ways. She has 12 years of experience in coaching people to develop their talents and capabilities both in their work and personal lives. She works with small business owners and individuals who want to develop personally and professionally.

Mark Tatum is the director of youth and adult leadership. He focuses on encouraging and motivating youth to be responsible for their decisions and actions. He offers seminars on youth leadership and speaks at schools, community events and conferences on youth leadership topics.

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