



Developing Goals, Focus and Leaders

# Winning Ways

A publication of

## Winning Ways

Developing Goals, Focus and Leaders

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### NewsBits from Winning Ways

Joan just returned from a Public Affairs Council conference in St. Pete Florida where she spoke on "Motivating Others." She heads out to Key West for another conference the week of February 7.

Caryn recently spoke at a regional Shaklee Conference on creating a compelling vision and the goals that guide it.

Mark gave a speech to students at Liberty Middle school, encouraging them to "find their hidden treasure"; that went over, very well, with staff and students alike.

## Self-Leadership: Leading from Within

Leadership. We all have a vision of what a leader is — probably a strong person who takes the reigns and makes things happen. It may be a person who “steps up to the plate” and takes on the burden of organizing, coordinating and delegating. But is that all that leader is?

Harold Geneen, founder of MCI Communications, said “Leadership is practiced not so much in words as in attitude and actions.” In other words, he defines a leader as someone who sets an example, who lives by what he or she says and believes, someone who acts. Geneen’s leader is someone who understands him or herself, and can use that to help followers become or exceed their own expectations. Geneen’s leader can lead him or herself.

In their book *Mastering Self-Leadership: Empowering Yourself for Personal Excellence*, Charles C. Manz and Christopher P. Neck state that managers who want to lead others must learn to lead themselves. It is all about consistently bringing out the best in ourselves and enjoying life. Self-leaders need to learn self-discipline, using enjoyable and naturally rewarding activities to improve personal performance, and changing thought patterns to replace destructive beliefs and assumptions with constructive ones.

To self-lead, you must understand who you are and who you want to become or what you want to achieve. You need to understand your own strengths and weakness, your personal values, and skills to think about the positive

rather than the negative. Once you know yourself and can exercise self-discipline, you can influence others. Manz and Neck say that the most useful definition of leadership is “a process of influence.” (“*Self-Leadership: Leading Yourself to Personal Excellence*,” *Emergingleader.com*)

Self-leadership, then, is constantly striving to improve yourself to achieve your goals, to accept challenges. As Warren Bennis stated, “Management of self is critical; without it, leaders and managers can do more harm than good.” (*The New SuperLeadership*, Manz and Henry P. Sims, Jr., p. 61)

One of the keys to self-leadership is understanding your personal values and goals. Manz and Neck suggest evaluating your self dialogue, your beliefs and assumptions and thought patterns. Once you understand where you are coming from, you can then develop your self-discipline to ensure that your thoughts and actions will provide the appropriate example to your followers. “Self-leadership,” says Manz, “is the influence we exert over ourselves in order to perform better.” (*The New SuperLeadership*, Charles C. Manz and Henry P. Sims, Jr.)

Personal goals are also essential. Everything you do and say, in every instance, must lead you to fulfilling your personal goals. How you delegate your time should be in accordance with your personal goals. By making choices and taking action, you are leading yourself to achieve your goals.

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To self-lead, you must understand what your personal goals and values are -- not just the goals of the organization -- because yours and those of the organization must mesh to achieve results. If you don't believe in what you are supposed to do, how can you effectively work to achieve it?

When you have a clear vision for yourself, you are better equipped to communicate your company's vision and goals to your team members. Your attitude and actions set the stage for your team to follow. But you just don't want followers to help you achieve your organizational goals. Instead, you need to become what Manz calls a "superleader," or a leader who can help his or her team members become self-leaders.

General Dwight D. Eisenhower, commander of the ETO Allied Expeditionary Force in the WW II, wrote, "In our army it was thought that every private had at least a second lieu-

tenant's gold bars in him and he was encouraged to earn them . . . I am inclined by nature to be optimistic about the capacity of a person to rise higher than he or she has thought possible, once interest and ambition are aroused." (Eisenhower, *At Ease: Stories I Tell to Friends*)

Basically, Eisenhower was advocating self leadership through natural rewards, the rewards being interest and ambition in a challenge. Manz believes that natural rewards — such as overcoming a challenge, or fulfilling a goal — are just as effective as external rewards. And natural rewards stimulate self-leadership. Someone who loves crossword puzzles probably may ignore simple ones and tackle the difficult ones. Why, because its more fun and rewarding. Team members in a work situation are more likely to look forward to challenging tasks than to menial ones. The natural reward is mastering the challenge. As Manz says, "The natural reward is the game itself."



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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