

Winning Ways

A publication of

Winning Ways

Developing Goals, Focus and
Leaders

Volume 3, Number 2

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.

NewsBits from Winning Ways

Joan kicked off a February "Winning at Sales" class and is planning the first half-day sales seminar to be offered in April! This is a great opportunity to "test drive" what sales training can do for you and your business. Call for details.

Caryn has written and published a workbook that is used in conjunction with a new seminar she is conducting via telecoaching. It is entitled "Goaltenders: Creating Action to make your vision and dreams a reality." She will be offering it in the DC area soon.

They are good workers, but can they lead?

Preparing Line Workers to Become Managers

You have an opening for a manager, and you'd like to promote from within. Joe in that department has shown great promise during his years on the line. He's a terrific worker, bright, and self-motivated. You'd like to "reward" him with this promotion to management. You think he'll be great?

But does Joe have the skills he needs? Just because he's excellent at what he does as an individual, does not mean you've prepared him to switch roles and manage others to achieve the organization's goals. Without the appropriate preparation, there is a good chance that Joe will fail as a manager, and you will lose an excellent worker.

According to Dr. Joanne Adams and Dr. Joyce Shields, of Hay Management Consultants, the responsibilities and skills of the individual worker and those of the manager-leader are very different. Because a worker is excellent in the individual category does not make he or she automatically equipped to become an excellent manager-leader.

Individual skills needed to do the job may include quality, creativity, self-motivation, efficiency, and timeliness, among others. The manager-leader, in today's business environment, must be able to achieve bottom-line results by leading workers to strive to achieve the organization's values and goals. (*Adams and Shields, "Promotion to Manager Requires Changing Gears"*)

"I start with the premise that the function of leadership is to produce more leaders," said

Ralph Nader. Indeed, as a leader yourself, you must first lead by example. In other words, understand yourself and your organization's goals — and how the two mesh. You must also ensure that you live your organization's values. Is it reflected in how you lead your employees?

When you evaluate a line worker as a potential new manager, you need to consider several things. Does Joe understand the long-term goals of the organization? Does his work reflect those goals? If not, Joe will need to make an attitude change before becoming a successful leader. As a leader, you must make sure that each worker is striving to achieve the organization's vision. As a manager-leader, Joe's success will hinge on his ability to work on this level, and motivate his employees to do the same. Organizational commitment is a key factor in successful management.

Your new manager-leaders must have the desire to lead the group, not just want the title or the benefits. Ask yourself, how does Joe work in a group setting? Does he communicate well with his peers? As a manager, Joe will be expected to communicate the company's goals and expectations, and inspire workers to achieve.

If you have done your job, you will have coached Joe to become a better team player. Does Joe understand this? Does he work well within the team, and develop cooperative relationships?

Preparing Line Workers to be Managers . . . con't from page 1

Individual workers thrust into a leadership role also find themselves in an awkward relationship with their coworkers. Once a coworker, the new manager finds him or herself having to delegate, motivate, and even discipline peers. Is your potential new manager willing and capable of making that change? New managers frequently struggle to balance their old coworker relationships with their new management responsibilities.

Helping your employees to make a successful transition from "coworker" to "manager" means helping them navigate changing relationships and preparing them for the most difficult situations they are likely to encounter in their new roles. Some essential training can give them the chance to explore what it means to accept the responsibilities of their new role, the value of strengthening their communications skills, the importance of taking thoughtful and strategic action, and how to exercise their abilities to set clear boundaries between "coworker" and "manager."

Often, a professional business coach can help guide you through this process.

Making the leap from peer to boss is never easy. As a manager, you must prepare potential managers to take the leap. Adams and Shields suggest:

- Develop clear definitions and requirements for individual workers and managers
- Define clear career paths within your organization to promote active career planning within your organization
- Establish a competency-based selection and promotion plan that helps you examine your workers' personal goals and traits to best match for a managerial role
- Establish training and development opportunities for employees long before they are considered for promotions

Promotion to management is a goal for many workers. If you properly develop your workers for the change, then they are more likely to do it successfully.



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.

Oakton, VA Office:

Joan Fletcher
(703) 273-9299
jfletcher@winningwaysinc.com

Clifton, VA Office:

Caryn Franca
(703) 830-3071
cfranca@winningwaysinc.com

Developing Goals, Focus and Leaders

The first three readers who contact Coach Caryn will receive a complimentary 30-minute coaching session. This is a \$100 value.

Name: _____
Company: _____
Address: _____
City, State, Zip: _____
Phone: _____ Fax: _____
e-mail: _____

Email or call Caryn at
(703) 830-3071
or
cfranca@winningwaysinc.com



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.©2005, all rights reserved. No part can be reproduced without permission.