

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. 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 at 703 914 0616 today. We are committed to helping you achieve your goals.

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Know your leadership skills —

Good Leadership Means Company Success

Have you ever asked yourself what is leadership? And what it really means in terms of your business? What makes a leader? Is the leadership in my company lacking?

Today's Leadership Challenges

Good questions to ask yourself. Business today is faced with more challenges, more choices, and even more opportunities than in recent memory. Profit margins are dwindling, new markets are emerging, and the workplace is changing by the minute. In order to confront these many changes, "you must find a way to develop a fail safe system of leadership in your company that helps you lead your organization to unprecedented levels of success and achievement," write Linda L. Martin and Dr. David G Mutchler, in their book *Fail Safe Leadership*.

Before we can create fail safe leadership, we need to find out what leadership means in today's terms. Webster's New Collegiate Dictionary defines leadership as "the office or position of a leader or the quality of a leader." That was helpful, wasn't it? Not really. Peter Drucker says, "leadership is all about results."

Results Are a Must

According to Martin and Mutchler, the old idea of leadership typically meant a good delegator, visionary, etc. Today, they are of

little significance unless they contribute to the chosen results.

"What makes any person a leader is his or her ability to set goals and achieve desired results," say Martin and Mutchler. "Nothing more, nothing less."

The definition of leadership must change in order to keep pace with the changing tide. Good leadership is the foundation for a strong organization. Leadership is no longer about holding certain personal characteristics

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How is Your Company Leadership?



According to Martin and Mutchler in *Fail-Safe Leadership*, you need to ask yourself:

- What role does leadership play in the success of your organization?
- On a scale of 1 to 10 (10 is the highest), how would you rate the overall effectiveness of leadership in your company today?
- What would it mean to your organization if your ratings were to rise a point or two?
- What do you risk if you answered anything less than 10?

Review our Leadership Checklist on page 2 to find out where you can improve leadership in your company.



Leadership Checklist

Does your company experience any of these typical business bug-a-boos?

- | | |
|--|---|
| <input type="checkbox"/> Excessive meetings | <input type="checkbox"/> Time management problems |
| <input type="checkbox"/> Preponderance of consensus-drive decision making (i.e. a cover-your-behind mentality) | <input type="checkbox"/> Reactive rather than proactive thinking |
| <input type="checkbox"/> Lack of personal accountability | <input type="checkbox"/> Micro-management |
| <input type="checkbox"/> Time consuming and/or meaningless performance evaluations | <input type="checkbox"/> Can't-do attitudes |
| <input type="checkbox"/> Communication problems | <input type="checkbox"/> Chronically sagging sales |
| <input type="checkbox"/> Difficulty terminating poor performers | <input type="checkbox"/> Unproductive teams and/or ineffective teamwork |
| <input type="checkbox"/> Misalignment/lack of coordinated effort | <input type="checkbox"/> Duplication of effort |
| <input type="checkbox"/> Personality conflicts and/or power struggles | <input type="checkbox"/> High staff turnover |
| <input type="checkbox"/> Difficulty keeping employees motivated | <input type="checkbox"/> Failure to achieve quality standards |
| <input type="checkbox"/> Unacceptable results | <input type="checkbox"/> Fear of making decisions |

In Fail-Safe Leadership, Linda L. Martin and Dr. David G. Mutchler explain that if you checked off one or more of these problems, your company may have some leadership issues. They stress that it doesn't mean you are an ineffective leader — but a self-examination may give you the opportunity to improve where you may be lacking.

Joan Fletcher of Winning Ways can help you address the issues that may be preventing you from moving your business to the level you dream about. Call Joan Fletcher at (703) 273-9299 at (703) 914-0616 and get started on honing your leadership skills today.

Know your leadership skills . . . *continued from page 1*

tics, but rather about the capacity to set goals and reach desired results. Leadership is about doing those things that lead to getting results.

Results-Based Leadership Model

According to Martin and Mutchler, traditional thinking about leadership has lead business leaders to try and teach people the characteristics that other effective leaders possess then “hope for results.” Well, this “competency based model” of leadership won't wash in today's business environment.

Why doesn't it work? Martin and Mutchler say, first, the impact of of changing people's characteristics are very difficult to measure. Results must be measurable! Second, it takes a long time to develop “characteristics” in people

people are hard to change. Businesses do not have time today to base success on such long term, nebulous efforts.

Rather, business leaders must give their employee leadership a vision, mission and goals to strive for. This is called the “results based model” of leadership. You need to:

- **Tell your employees where they are going**

By setting clear, manageable and measurable goals, you are giving your employee leaders a direction; an end result.

They can see it, feel it, measure increments along the way like the age old thermometer picture you've seen in so many fund raising campaigns.

- **Give them the tools to get there**

You need to give them the people and processes to get to the desired end.

Martin and Mutchler say, “All operations become linked to the plan such that virtually everything that happens in your company works toward . . . achievement.”

Goal Setting Determines the Path to Success

In *Alice in Wonderland*, Alice encounters a Cheshire cat sitting in a tree. She asks the cat, "Which path should I take to get out of here?" The cat asks, "Which way are going?" Alice replies, "I don't know." The cat says, "Well, then, any path will take you there."

No Direction Means Nowhere

Unfortunately, many business and organizations will take any path without direction and end up spinning their wheels. These businesses can not achieve the success they want because they don't know where they are going. Goals are important because they provide direction. An unknown business person once said, "In the absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia." Without goals, it is very hard and frustrating for your company to get where you want it to go. Your goals will define the path and your company will be on the road to success.

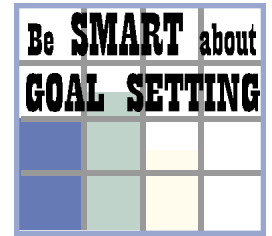
Good Leadership is All About Goal Setting

We all understand the value of setting goals. In *Fail Safe Leadership*, Linda L. Martin and Dr. David G. Mutchler note that "we are goal seekers by nature, but we are not goal setters by habit or design." Also, the human tendency is toward negativity in the face of change or hardship. Organizations need a process to make sure the defined results do happen. It is easy to set goals, but achieving goals doesn't happen in spite of everyone's best intentions. According to Martin and Mutchler, the organization needs the implementation of a goal setting and goal achievement process.

Establishing the Process

The goals achievement process begins with the formulation of clear goals. Martin and Mutchler suggest using the **SMART** system.

SMART means: **S**pecific
Measurable
Attainable
Realistically high
Target date



By giving your company leaders goals that they can understand, manage and fulfill, you will put them on the right path to success. In turn, they will be able to clearly define what their subordinates must accomplish to achieve the company goals. This is a trickle down method that will give every employee a stake in the company's success.

A Five-Step Plan for Goal Setting

In *Fail Safe Leadership*, Martin and Mutchler suggest using the following to help you set and achieve your goals:

- Goals can come from any number of sources:
 - Result of identifying a problem to be solved
 - Personal goals related either to work or non work life
 - Team related goals
- Spell out the rewards or benefits for achieving this goal, followed by the negative consequences if the goal is not met
- List every possible obstacle that might be in the way of achieving the goal
- List the possible solutions that could be used to achieve the goal
- Determine your action plan: *Who* does *What* by *When*

By involving all levels of your company in goal setting, you are setting the foundation for leadership and the results that come with it.

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:

- "In the absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia."
- "Leadership is all about results."
- "The greater the loyalty of a group toward the group, the greater is the motivation among the members to achieve the goals of the group, and the greater the probability that the group will achieve its goals."

Fill in the letter of the quote that matches:

_____ Peter Drucker _____ Rensis Likert _____ Unknown

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 Jan. 31 to: Winning Ways,
3312 Saddlestone Court, Oakton, VA 22124**

Lessons of the RALLY MONKEY

The Anaheim Angels staged a stunning come from behind victory in game six of the 2002 World Series to force game seven. They then sent the San Francisco Giants packing for the team's first World Championship. What an achievement! But what got the press?

Rally Monkey. Angels fans indoctrinated a new symbol for all the fans, the team, and the country with its stuffed "rally monkeys." So what, you wonder. What's that got to do with my business?

Fans have taken personal ownership in their teams in all the history of sports. They do it with **support** wearing team colors, parading in the streets, coming up with "cheeseheads" in Green Bay and rally monkeys in Anaheim. And we can't forget those bare chested men painted in team colors braving the sub zero weather at football games. You may think they are crazy, but they **BELIEVE**. They **BUY IN**. They hurt when the team loses. *And they do whatever is in their power to help the team win.*

Making Employees Stakeholders

By giving your employee leaders and your employees a stake in your compa-

ny's success, you are asking them to buy in to your vision and your goals. And we are not talking about money, or financial ownership. Rather, its professional and emotional ownership which will help your company achieve its potential.

Give Them a Voice

When you give your employees a voice, you let them know that they matter that they make or break the company's achievement. They believe when you believe in them.

Rensis Lickert said, "the greater the loyalty of a group toward the group, the greater is the motivation among the members to achieve the goals of the group, and the greater the probability that the group will achieve its goals."

It Will Do the Company Good

You'll learn more about your company and your potential when you talk to your employees. Find out what works, what doesn't, and what they think. You'll go a long way to getting your employees' buy in as you work to set your company's manageable, measurable and achievable goals. And that's good leadership.



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 determining personal and professional business and life plans.

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

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Developing Goals, Focus and Leaders



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