



Winning Ways

A publication of

Winning Ways

Volume 4, Number 11

Winning Ways is:

Joan Fletcher – President and Founder. Joan has over 20 years experience in business ownership and training. She is also a coveted and inspiring speaker.
703-273-9299

jfletcher@winningwaysinc.com

Terry Nicholetti – VP of Marketing and Client Relations. Terry is an educator, trainer, and businessperson. She is known for her dynamic seminars and presentations on networking.
202-302-2403

tnicholetti@winningwaysinc.com

Betsy Hudson – VP of Business Dev. and Education. Betsy is an experienced and inspirational trainer and manager in sales, marketing, and business development.
571-437-6192

bhudson@winningwaysinc.com

Winning Ways NewsBits

Hit your sales numbers in 2007 - set your sales skills in motion with Winning at Sales course on January 19th or Winning at Home Sales course on January 29th, register at www.winningwaysinc.com

Get Business - Spend one day to write your goals and sales and business plan for 2007! Sign up today - only ten participants.
www.winningwaysinc.com

Holiday Gift Idea for children 4-11 GoldStar Magic Family Pen-Pal Kit Created by Winning Ways' own Terry Nicholetti

"A fun, encouraging way for young people and grown-ups to keep in touch!"

<http://goldstarmagic.com>

Enjoy your issue of Winning Ways, courtesy of Winning Ways, Inc. Please share with other members of your company or their business associates.

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

Authority vs. Power

Alan is a manager in a small local company. He was promoted from salesperson five years ago, and at first it was a difficult adjustment, getting his colleagues to recognize him as an authority figure. It's been long enough now, though, that that shouldn't be an issue, and yet he still has a hard time getting his team members to really pull together.

For example, there are two employees he's had to reprimand repeatedly for showing up late. He'll take them into his office, lecture them, explain what the consequences will be if they continue to be late. They always nod, look somber, apologize, and show up early the next morning... but as the weeks go on, they start coming later and later, until in two months Alan has to reprimand them again.

Then there are the personality conflicts. Alan doesn't remember there being this much interoffice tension when he was a salesperson. Sure, there were the usual little tiffs, but not this atmosphere of constant competition and backbiting. Any time there is a conflict or difference of opinion, it seems to turn into a personality war. Alan tries to get people to settle their conflicts, but he's invariably accused of taking sides, and the problem only gets worse.

Alan goes home most days feeling like a failure as a leader. He knows his team is capable of doing so much better, but he doesn't know how to get it out of them. He feels that most of his subordinates don't really respect him, and only put up a front of cooperation, while really doing the bare minimum they can get away with. He tries to strike a balance between being a firm authority figure and creating a friendly work environment, but more often he alternates wildly between the two: being friendly and understanding until he feels he's being walked all over, and then exploding in frustration.

Paul works in the same building as Alan, two stories up. In the three years he's been with his company, he's been elevated to leader of his design team, and his superiors are talking about promoting him again. His team seems to work harder and produce more than any of the other groups in the office, and yet the team members are generally upbeat and energized.

Paul's team rises to challenges. Recently, when a customer wanted a deadline moved up two weeks, Paul got his team together. He explained that they were not contractually obligated to meet the earlier deadline, but that this was an important account and everything possible should be done to please the customer. He pointed out all the advantages to the team of getting the project done earlier. By the end of the meeting they had come up with a plan for meeting the earlier deadline; they looked on it as a challenge to be conquered. Over the next few weeks they pulled together, cheerful most of the time in spite of the extra workload. Paul never had to nag or push them to get their parts done. The most he did was mention again how great it would be for their branch if the new deadline could be met. Paul's team finished the project a day ahead of schedule.

At first glance, it might be hard to tell the difference between Alan's leadership and Paul's. Both try hard, and both mean well in what they do. It might be tempting to conclude that Paul just has better people to work than Alan, but in truth the difference has everything to do with the leadership style each one uses.

Alan doesn't realize it, but his leadership is based almost entirely on the authority given to him by the company. He has the authority to promote or fire his subordinates, to give raises and recommendations, and to run the office. Alan assumed, when he got the position of manager, that this would be all he needed to ensure the cooperation of his subordinates. He can't understand why he still has such a hard time getting them to work with him and with each other.

Paul, on the other hand, has a high level of personal power. Power, in this case, is not just the ability to make decisions that affect people (i.e., giving raises or promotions.) It's the ability to get people to make their own decisions that help meet your goals. Power can be abused, obviously, but it can also be used to benefit everybody involved.

Authority can do little other than offer bribes or threats. People who do things under authority do them because they have to. Power, on the other hand, can motivate and inspire. People will do things because they want to, because they are motivated by loyalty, by pride, by a genuine interest in the good of the organization.

Power is earned. It is earned by understanding the needs of the people around you are, and demonstrating repeatedly that you will work to meet them. It is earned by affirming the worth and abilities of everybody you work with. In time, the people around you will come to trust and respect you, and allow you to have influence over their decisions.