

LMII Journal



Provided by Magdy Mahmoud, Everest Leadership Group, 195 US Highway 46W, Suite 4, Totowa, NJ, 07512-1833, (973)200-3703, Fax: (973)200-3672, Email: MMahmoud@everestleadership.com, www.everestleadership.com

Closing the Gap between Success and Significance

By Tom Northup

Think of the person you most admire. This might be a teacher, a business associate, an inspirational leader, a mentor or friend who made a significant impact on your life. You remember them for what they did for you at a time when you needed their direction.

The Changing World

Today's business leaders face a world undergoing change such as we have never seen before. New technology, international competition, lightning information availability, and new legal accountability challenge leaders to make not just directional but transformational changes to remain competitive. In this environment, it is often difficult for a CEO, president, or leader to drive an organization to realize its vision and to deliver sustainable results.

Many leaders forget a basic adage of leadership. Their success depends on the success of their employees and co-workers. High-level leaders understand that they contribute to this success by making it easier for their employees to do their jobs, by making them feel that their jobs have significant value and by treating them as individuals with valid opinions and suggestions.

In today's world-class organization, people at every level must have a personal stake in the vision of the business. The world-class leader understands that the most important part

of his job is to develop an organization where people want to work and want to do their best.

Like the person you admire the most, today's effective business leaders develop significance with their associates. They enjoy continued long-term professional and personal success. They leave an indelible impact on their employees, customers and suppliers because of what they do and continue to do for them.

Becoming a Significant Leader

Turn this around and ask yourself who sees you as their mentor, as their inspiration, as memorable in their life. This may be difficult at first since people seldom see themselves as making a significant impact on others.

Ask yourself how many people in your life want to help you? How many people have you dedicated your time and energy to help this year? If the answer to both questions is "a handful," you may lead a comfortable life, but you will not develop significance in your relationships.

To create significance, you must develop the attitude of the "servant's heart". You must ask how you can help

other people.

This requires you to shift your focus. You develop a servant's heart by dedicating yourself to the success of those who help you achieve your success.



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People walk around with the letters MMFA - Make Me Feel Appreciated – as a figurative imprint on their foreheads. You, as a leader with a servant's heart, must ask how you can help these people become more effective and feel more important. You must make your customers, employees and suppliers understand that you have their best interests at heart and that your commitment is unconditional.

All of us aspire to reach our dreams and goals. The leader with a “servant's heart” inspires others to succeed at a personal level. When people realize that they can reach their personal goals through helping the organization reach its goals, they make impressive results possible.

Important Attitudes that Lead to Significance

Empathy, defined as the understanding of others, is the fundamental trait that leads to significance. The three levels of empathy are:

- Being able to read another's emotions
- Sensing and responding to a person's unspoken concerns or feelings.
- Understanding the issues or concerns that lie behind another's feelings.

People with this ability notice emotional cues, listen well, show sensitivity, and understand others' perspectives.

You, as an empathetic leader, sense others' needs and bolster their abilities by looking past the obvious. You see the next step and how to get there. You want to help people build their personal identity and their self-image so they can become more successful and you want them to realize that you too are doing the same thing. You must give advice that serves the person's best interests. When people understand that you have a sincere desire that they succeed, they respond with great enthusiasm. In an organization where people want to be and do their best, you can obtain great results.

Making Personal Changes Is Not Easy.

You can use several proven steps to assist you to become an empathetic leader.

First, you must acknowledge your current attitudes before you can change them. People with strong self-awareness understand emotions, strengths, limitations, values and motives at a deep level. They are honest with themselves and about themselves. They know the direction they want their life to take and why.

Second, to make personal changes you must practice the new actions and thoughts you want to develop. To be more successful, you must practice skills and attitudes that will further your success. As you practice building empathy and

the other skills you need to become significant in others' lives, you must track your new skills. You must hold yourself accountable so you stay on target and make progress toward your goals.

Finally, use a coach or mentor. At the times when you get cranky, a trusted friend, colleague or coach can give you an unbiased perspective. By helping you through rough times, they help you stay focused on your goal.

A Caveat.

Effective leaders understand the importance of building a culture that expects accountability. They hold individuals and the organization accountable every step of the way to reaching the future they envision.

Effective leaders work with individuals without compromising performance. Under such leaders, employees understand and accept the importance of meeting objectives they have helped establish. They understand that when they help the organization meet its goals they meet their own goals. This dynamic has a substantial positive effect on performance by both the organization and the individual.

Successful leaders insist on involving their employees in the planning process as a way to build personal commitment. With a “servant's heart,” significant leaders have their employees' best interests at heart and will commit to their personal development.

Successful leaders insist on a continuous process of planning and development, of accountability and results, and build the culture of the organization around these cornerstones.

Significance Is a Timeless Concept.

In a healthy organization, people have a personal stake in the vision of the business. The effective leader develops an organization where people want to work and want to do their best. At the same time, the leaders does not sacrifice performance. Everyone understands the performance imperative and this mutual understanding brings great results.

Gaining personal success through helping others is timeless. William Shakespeare said, “The more I give to thee, the more I have.”

And to quote Ralph Waldo Emerson, “A man cannot help another without helping himself even more.”

To become an extraordinary leader and develop sustainable success, become significant. Make an indelible impact on the lives of others.

“With a ‘servant's heart,’ significant leaders have their employees' best interests at heart and will commit to their personal development.”

Build Strong Work Relationships

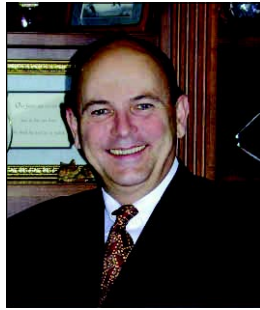
Here are a few characteristics of strong working relationships:

- The leader and team members are mutually committed to working together to achieve the goals of the organization.
- The leader and all the team members care about one another's needs and goals.
- The leader is an attentive listener and uses both formal and informal channels to hear messages coming from all directions.
- The leader and all of the team members communicate openly and constructively about job-related questions and issues.
- The leader is consistent in words and actions, and when policies and strategies change, works to build consensus and understanding.
- The leader has a thorough knowledge of each team member's talents and abilities and respects each one's motivational needs.
- The leader is respected by team members.

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Developing a Positive and Creative Work Environment



David Byrd
President, LMI

Effective leaders at every level of the organization foster positive and creative work environments, deliver measurable and sustainable results, and maintain the ethical integrity of the workplace.

Positive and creative work environments usually describe a productive, corporate culture. I often hear the term culture but almost never hear it defined. My definition of organizational culture is this: A measure of the positive or negative quality of interpersonal support, communications, values, ideologies, behaviors, and relationships that exist within the organization.

On a scale of one to ten, with one being the lowest and ten being the highest, I have observed organizations with almost a ten in culture. I have also observed many organizations with barely a one. Of course this is only a subjective measure; however, you need only to experience it to actually feel the tension and pressure within an organization with a low culture rating versus the high expectancy and passion of an organization with a high culture rating. Those organizations with a high quality of culture are usually led by effective leaders.

Another measure of a positive work environment is the measure of climate. Organizational climate is a measure of the degree of positive or negative energy, attitudes, spirit, synergy, and team work that exists within an organization. While culture is a measure of the quality of interpersonal organizational support, climate is a measure of the degree of energy and spirit. They are not the same, but they are interrelated; one fosters the other. When I observe an organization with a high-quality culture and a high-energy climate, I always find effective leaders at the helm.

Creativity is a vital resource to any organization and is a byproduct of a positive work environment. However, creativity is not always recognized by leaders as a resource; in fact I have worked within some organizations that actually discourage it. Creativity is stimulated through a process of higher level thinking which I call "best thinking." Best thinking comes from the individual thought processes of the people who make up the organization. This process of best thinking drives the total creative thought of the organization. Those organizations whose leaders consider creativity as a process exclusive to top leadership unknowingly deprive themselves of a vital resource. Effective leaders foster creative work environments because they develop opportunities to involve everyone in the thinking process of the organization. When leaders gain access to the individual thoughts and ideas of those who make up the organization, a higher level of best thinking is reached from which creativity is spawned. An effective leader is aware of organizational creativity as a vital resource and will encourage it in their organization to enhance a positive and creative work environment for their employees.

With Positive Expectancy,

David Byrd
President, Leadership Management Institute™

Recognizing Behavioral Styles

Knowledge about basic behavioral styles helps you to understand employees better and to implement the approach that most effectively motivates each one. Personalities can be categorized according to four basic styles observable in the behavior of most individuals. When you understand these styles, they serve as a basis for choosing your approach to motivating your team members. Consider these four basic styles as you interact with people:

• Action-Oriented

People who are action oriented know what they want, and the approach seems to imply an attitude of “let’s get it done right now – and get it done my way.” Action-oriented individuals concentrate primarily on the task at hand, rather than on people. As a result, they’re often perceived as uncommunicative, detached, independent, and competitive. They initiate clear-cut actions, but the reasons for their actions may not be obvious to others because they seldom share personal motives or feelings. Action-oriented people are so busy “getting things done” that they tend to neglect building close relationships. Action-oriented individuals appear to work with others only when it’s necessary to do so to achieve their objectives.

When you have a team member who is action oriented, communication needs to be directed to the task at hand. If there’s a problem and you need information, ask questions that are pointed toward the task itself, how it can best be done, and what actions can be taken to gain the desired result. Listen carefully to the answers you receive from one who is action oriented. You will get the bare facts, but those facts will go to the heart of the problem. Be willing to accept the information offered even though it seems to lack tact and concern for the feelings of others.

• Relationship-Oriented

At the opposite extreme from those who are action oriented are relationship-oriented people. Setting a high priority on cooperative behavior, close relationships, and friendships, they lend freshness and warmth to any situation. They interpret the world on a personal basis; they tend to become involved in the feelings of others and in relationships between people. Although power over others doesn’t motivate the relationship oriented, being accepted by others is vitally important to them. People who are relationship oriented like to get things done through others; they depend

upon understanding and mutual respect rather than authority, force, or threats to gain cooperation.

Managing relationship-oriented individuals can be pleasant even when it’s unproductive. Be aware of the need to show concern for the opinions and needs of workers with this style. Give instructions and seek cooperation by appealing to their current personal concerns. When you take the time to be caring and tactful, you can count on the commitment and loyalty of these team members.

• Intuition-Oriented

Intuition-oriented individuals are sometimes called unpredictable; they appear communicative, approachable, warm, and competitive. They want others as friends, but they like them best as followers and supporters. Placing value on power and politics, intuition-oriented individuals are motivated to gain personal recognition and to rally support for their own causes. However, intuition-oriented people change course of action easily and often fail to bother with the specifics of who, why, what, and how. They sometimes are undisciplined

in their use of time.

The most difficult part of leading intuition-oriented people is knowing what to expect from them. They have great energy, initiative, and desire to be productive. When you communicate with them, ask their opinions and then lead them to relate those opinions to facts before they take action. You can coach them to be a little more practical and logical without losing the advantage of their creativity.

• Thinking-Oriented

Thinking-oriented individuals live life according to facts and principles. They show minimum concern for relationships and focus on organizing and to getting things done. Those who use this style are often regarded as cold, detached, and indifferent. They’re cautious about showing personal warmth. They sometimes seem more concerned with getting things done rather than with personal involvement or regard for feelings.

When you’re responsible for providing leadership to thinking-oriented people, give them time to think through the task at hand. Give them good reasons for the orders and instructions you give. Be especially careful to provide them with a personal tracking system so they can know at all times how their performance measures against organizational goals or standards.



Successful Leaders Are Made, Not Born

Although work environments, products, and services differ widely among organizations and work groups, the responsibilities of any manager at any level generally fall into four areas: planning, organizing, leading, and monitoring organizational resources. So the overall goals of any leader are basically similar. Effective leaders impart vision, set direction, and clarify expectations with their team members. Effective leaders manage the work environment rather than the daily routine. They make decisions, delegate authority, and encourage others by creating a sense of shared responsibility.

When effective leaders help formulate the goals of their department or work group, they communicate challenges and opportunities to their team members. Depending on their own position of authority, effective leaders also serve as spokespersons or liaisons among various individuals and groups in the organization – first-line workers, middle managers, executives, shareholders, and, in the case of not-for-profit organizations, the volunteers and contributors.

Leaders and managers empower teams by teaching about self-responsibility and processes for creating, improving, and distributing products and services. Team members are encouraged to think about how work in the organization gets done and the best way to do it.

As practitioners of the principles of human relationships, effective leaders also build strategic alliances with people outside the organization. With good communication skills, they form relationships with clients, the general public, suppliers, vendors, and many others who influence the success of the organization. To bring out the best in others, leaders treat all people with dignity and respect.

Because they're concerned with productivity, efficiency, and profitability, effective leaders focus on achieving results. They make decisions and judgments that affect the lives and destinies of other people. In their pursuit of goals that are greater than one individual, or even a small group of individuals, effective leaders build genuine relationships with people.

In general, leaders earn their position because they demonstrate to some degree some of the following leadership abilities:

- ◆ They have what it takes to be a team player. They demonstrate the ability to listen, to accept responsibility, and to cooperate and communicate with others to accomplish the goals of the work group. Their attitude displays a genuine respect for others and the recognition of the importance of following as well as leading. They can follow instructions; this ability is a starting point for learning how to instruct and guide others.
- ◆ They're organized and can help others organize their activities. They demonstrate a high degree of job knowledge, competence, and practical judgment, or "common sense." They're able to set priorities and discipline themselves to put first things first. They demonstrate their ability to encourage others to participate constructively in getting the work done.
- ◆ They succeed even if needed instructions or materials are not readily available. They figure out how to get the work done even when the procedure isn't obvious or clear. They solve problems even when unexpected obstacles arise. They're resourceful and creative. They're flexible and can make changes when the situation requires them.
- ◆ They're motivated and enthusiastic about their work. They're optimistic and exercise initiative. They like what they do and enjoy the challenge of responsibility.

Getting the work done well and on time is important to them and provides a great deal of satisfaction.

- ◆ They achieve results. They focus their energy on the goals and priorities that produce the highest payoff for their organization. Their commitment to achieving tangible results creates persistence. They set a positive example of consistently pursuing the results necessary for their organization to survive, grow, and succeed.
- ◆ They're a leader. In every assignment they're given, they set a positive tone and pace for the work climate. By their example, they instill in others the desire to do their best. They fill a position of leadership by empowering others to assume responsibility on the work team.

How far you advance in your career is limited only by your commitment and enthusiasm, your desire to learn and improve, and your willingness to make the adjustments and changes that can accelerate your career development. Psychologists say that few people ever use more than 15-25 percent of their potential. In fact, the biggest room in any organization is the "room for improvement."



Leadership by Example

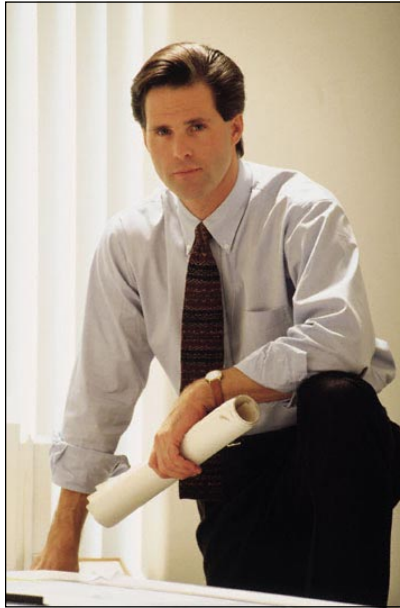
By Bill Moyer

There have been literally hundreds of books written on leadership in the past 10 years, yet it is still a mystery to most people. There are many myths surrounding leadership – for example, “Leadership is a rare skill,” “Leaders have a dynamic personality”, or “Leaders control people or situations by manipulation.”

The reality is that leadership is an art and not a science. It is learned behavior that when mastered, causes others to follow you. People are motivated by your passion for your mission in life and by your example that you set in living out your mission. They're moved to action by your example and not by your words. Everything you do counts! You are always leading by example even when you don't intend to.

Some important tips to help you lead by example are:

- ◆ Admit when you are wrong.
- ◆ Share the credit and take the blame.
- ◆ Praise others in public but criticize in private.
- ◆ Always be on time.
- ◆ Trust your people or find people you do trust.
- ◆ Do what you say you will do.
- ◆ Try new things and encourage others to stretch.
- ◆ Return your calls promptly and don't make excuses when you don't.



“By constantly filling your mind with positive thoughts, you're energized to lead others by your positive example.”

– Bill Moyer

- ◆ Stand behind your people.
- ◆ Network with others outside your field.
- ◆ Follow the Golden Rule- “Do unto others as you would have them do unto you.”

Leaders always work on themselves first. By constantly filling your mind with positive thoughts, you're energized to lead others by your positive example.

Listening to audio books in your car, reading success books or articles, and focusing on achieving your full potential will place you in the top three percent of all successful people in your chosen field. That leaves 97 percent looking for someone like you to lead them.

W. Clement Stone stated: “If you employed study time, thinking time, and planning time daily, you could develop and use the power that can change the course of your destiny.”

By your example, you can lead others to change the course of their destiny.

The Benefits of a Positive Self-Image

When you set and achieve goals to improve your self-image, to commit yourself to their attainment, and to take action to bring those goals into reality, you begin to develop a more positive self-image than you ever dreamed possible. A positive self-image, in turn, reinforces your courage and confidence. You're then capable of undertaking even more lofty and challenging goals.

Developing a positive self-image is based on the principle that each of us is the product of what we think and what we believe about our abilities. The only practical world is the one within ourselves – the world in which we develop courage and self-confidence and a more positive self-image. It's here that we motivate ourselves to transform goals into tangible realities.

The magnetic force of a positive self-image is a leadership tool that will help you become all that you can be and also bring out the best in your team members. Your unique quality of self-confidence will generate many benefits, including the following: • A contagious enthusiasm for life • Genuine concern for others • A positive personality that people enjoy being around • Enhanced people skills • Clarity of purpose • Firm commitment to worthwhile goals • Increased productivity • An aura of power and authority which enables you to inspire and lead others.

Developing your self-image can be the most rewarding adventure of your life. It's the first step toward the achievement of goals that will benefit yourself, your team members, and your organization as well.

Developing People

Developing people and developing dynamic work teams are closely related skills. To ensure long-term productivity in the organization, plan ahead and anticipate the development needs of those who report to you. Developing people must go hand-in-hand with empowerment at all levels of the organization. It ensures future progress because it prevents leaders from becoming overworked or burned out.

Adequate training of new employees and those assigned new tasks or procedures reduces the need to spend large blocks of time answering questions and telling people what to do next. Nearly all people enjoy the personal satisfaction and success derived from being productive. When someone performs poorly, the cause is usually either inadequate knowledge or lack of motivation. Both indicate the need for training and development.

When inadequate job training is a problem, many managers and supervisors tend to say, "If I want something done right, I have to do it myself." They fail to acknowledge the need for training and instead add to their own work load another team member's responsibility. If it's appropriate for a person to do a certain job, then it's important to provide adequate training. Adding the job to your own work schedule is a poor substitute.

When you realize training is needed, provide it as soon as possible. The longer you wait, the harder it is to change established habits. One of the most helpful tools in maintaining job training is a current job description for each team member. Job descriptions clearly define expectations for team members and those to whom they report. If your organization doesn't currently use job descriptions, consider developing them with your people. Keep everybody on track through periodic updating of job descriptions.

Train all new employees immediately upon hiring. Always instruct them thoroughly in job requirements. Putting a new employee on the job to "sink or swim" results in frustration, sloppy work habits, and omission of important details. Reinforce the attitudes and behavior patterns you want. A new employee is usually highly receptive to suggestions and eagerly assimilates and readily accepts the organizational vision, mission, and goals.

Another time to train people is when introducing a new procedure



or type of work. Careful instruction and supervision ensure that everyone involved understands each step and accepts appropriate responsibility for producing the desired results. Encourage people to ask questions; show that you're willing to repeat yourself until everyone clearly understands.

Although skill and knowledge are essential to the success of a work unit, equally important is motivation. No matter how capable your people, no matter what potential they have for productivity, they accomplish little without the motivation to work successfully.

The most effective motivation is, of course, the inward desire to achieve and contribute. You can't, in one sense, instill self-motivation within others; but you can create an empowering, motivational climate. Such a climate is one in which growth and initiative are rewarded, recognition for achievement is given, and taking personal responsibility is encouraged.

An effective ongoing training and development program includes not only technical knowledge and information, but also motivation and goal setting for all employees. The organization that provides motivational training and learning opportunities for people at every level of the organization is an organization that enjoys long-term productivity and success.

"No matter how capable your people, no matter what potential they have for productivity, they accomplish little without the motivation to work successfully."

"Putting a new employee on the job to 'sink or swim' results in frustration, sloppy work habits, and omission of important details. Reinforce the attitudes and behavior patterns you want."

Bridging the Gap Between Potential and Performance

Since 1966, Leadership Management Institute™ has been bridging the gap between potential and performance by helping organizations and individuals evaluate their strengths and opportunities through implementation of the unique and proven LMI Process™.

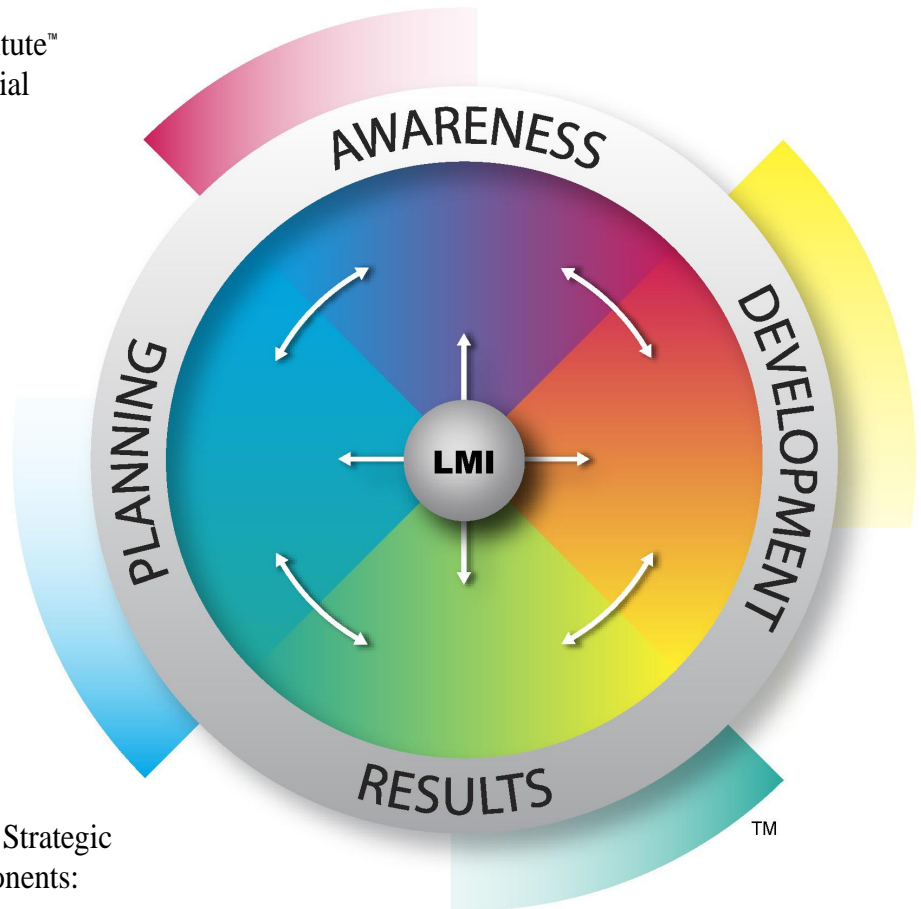
The LMI Process™ ...

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