

Get Buy-in into Your Vision

You want your managers' and employees' day-to-day work to center around the corporate vision. To encourage this, Steven Robbins, an entrepreneurial coach with VentureCoach.com, offers these suggestions:

Involve people in creating the vision.

Collecting feedback from employees—while constructing the vision—generates long-term buy-in.

Walk the talk by being public and being visible. Nothing kills a vision faster than top management not changing their behavior in response to it or using every opportunity to share that new vision with staff.

Sacrifice publicly. Give up something that would have been important under the old vision, in favor of something valuable under the new vision.

Accompany the change in vision with a change in process. Make sure that you think through changes in how the company will operate as a result of the new vision, and make those changes as you share the vision.

Communicate the vision in a way that relates to people's jobs. Help them to link their specific, everyday actions and jobs to the vision.

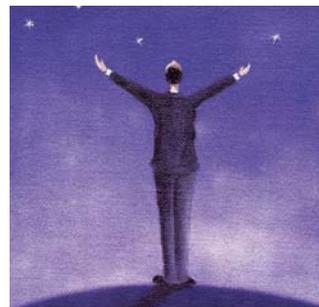
Don't depend on video presentations to communicate the new vision. And forget about catchy slogans printed on T-shirts or tote bags. Your actions will say much more about your dedication to the vision than any of those.

As a Leader, Motivate and Inspire

BY FLORENCE STONE

We frequently hear from members that they can't seem to motivate their employees. They offer big rewards. They hold high-energy meetings. They give pep talks. Yet, they complain that they don't get the results they want. Besides, all this effort is taking time away from their work.

What are they doing wrong?



Inspire Your Employees

They aren't doing anything wrong, but these approaches may demand continuous effort, which is much too much work, given managers' other responsibilities. Further, the results are short-term, demanding repetition time and time again.

This isn't to say that such approaches should be thrown out of the motivational tool kits of executives and managers. But executives and managers can do as much, if not more, by inspiring their staff—triggering each employee's inner drive.

When someone is inspired, he or she naturally does the things that need to be done. The individual doesn't need someone or something else to get him or her moving. The person does it because it's what he or she wants to do—not what he or she is forced to do.

How can you inspire your employees?

Inspirational Steps

You can inspire your employees by determining what pressing, unfulfilled needs they have, then using that information to encourage them to do the best

possible job. You need not think solely of financial rewards, although there is nothing wrong with money as one form of recognition.

You have probably seen lists of non-financial rewards that can be used to generate employee

passion in their work—everything from a dinner for two at a local restaurant to movie tickets to a personalized gift. These are nice, but your high-achievers likely would rather have a chance to lead an interesting project or an assignment that is challenging. You might empower your employees, giving them the latitude to do the work as they see fit. You might also want to think how you can support your employees' ambitions by mentoring them, working together to develop career goals and developing plans to achieve them.

continued on next page

How Hard Working Do Employees Want to Be?

32% said they didn't "check out" at the end of the work day.

34% said they would work full time from age 21 to 65+ without a leave of absence.

39% said they wanted to be responsible for their company's profits and losses.

43% said they would work 50+ weeks without being absent more than twice.

76% said they would work 45 or more hours per week.

Source: AMA 2005 Survey on Lifestyle Trade-offs and Careers. For more on this study and other AMA research, visit www.amanet.org.

As a Leader, Motivate and Inspire continued from preceding page

High achievers can be challenged with increased responsibility, access to new assignments, training and job rotation. Look at a high achiever's position and the associated tasks. How can they be changed to make the position an opportunity for growth? Redesigning the work may satisfy the needs not only of the high achiever but also of your organization. Skills improve along with knowledge of the organization, which can stimulate ideas for more efficient or effective operations. Work redesign or enrichment is a particularly appropriate tool for high achievers, since their capabilities can enable them to succeed in assignments that may daunt or overwhelm average performers.

Consider job rotation, where it is feasible to present the employee with more

opportunities to learn. Today's organizations need to provide lifelong learning, and you can supplement this effort by fashioning management development assignments tailored to the needs of the individual.

Assignments outside the organization should also be considered. "On loan" support to the community, for instance, can provide experience not available in the workplace, and also help strengthen community relationships.

Training as a Perk

Based on these assignments, you may discover the employee needs some training. Training is another valuable perk that can inspire your workers.

And don't forget to say "thank you" when the effort deems it. Don't limit this

to your high achievers—use it for average performers as well.

If you wait for a significant improvement in their performance, you may never get a chance to thank them, yet without reinforcement of some small improvement they are unlikely to sustain the behavior change long enough to make a major improvement in their work behavior. So, if the quality or quantity of work justifies it, tell the employee how pleased you are with the improvement. Inspired by the compliment, the employee might well evolve into a high performer.

Florence Stone is editorial director of American Management Association and author of *The Mentoring Advantage*. For more insights into motivating your employees, check out AMA's leadership and management seminars.

Organizational Indifference Quiz

To assess your staff's attitude toward your organization, ask them to rate from 1 to 10 (10 highest) the statements in this quiz from Linda Keefe, CEO of Shared Results International.

- I understand the organization's mission, vision and goals.
- I understand the organization's competitive advantage.
- I know and support the organization's core values.
- I initiate actions that could benefit the organization.
- I respond to customer needs in an exemplary way.
- I know when I have the authority to take action on behalf of the organization—and do it.
- I use the technology we have available in an effective manner.
- I feel and act as if my opinions count.
- I routinely give and receive praise and recognition.
- I enjoy what I am doing.

A score of 90 to 100 means you have a vibrant workforce; 75-89 means you have a positive work environment; 40-74 suggests that complacency reigns; and 1-39 denotes serious problems.

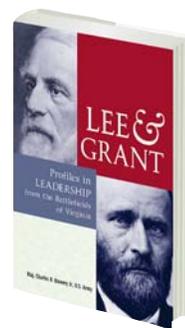
Whatever the scores of your staff, you may want to attend AMA's seminar *The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results*. For details, visit www.amanet.org.

Leadership Lessons from Grant and Lee

Throughout the spring of 1864, Generals Robert E. Lee and Ulysses S. Grant met on the battlefields of Virginia to wage the most momentous and destructive military campaign ever waged on U.S. soil. The Overland Campaign would put each commander's skills and very character to the test, while deciding the outcome of the Civil War. In his book, *Lee & Grant: Profiles in Leadership from the Battlefields of Virginia*, Major Charles R. Bowery, Jr., of the U.S. Army translates battle tactics into leadership lessons for today's executives:

May 4-6, 1864: The Battle of the Wilderness. Grant had a large, seasoned staff and a solid plan while Lee had only three officers to handle the myriad tasks of army command. Grant adhered to the plan even though it led his troops directly onto Lee's chosen battleground. On the other hand, Lee's reluctance to empower a larger staff demoralized his troops. Both generals remained calm under fire, reassessing their situations and, consequently, they survived to fight again.

Leadership lesson: If you suffer an initial setback, take a deep breath and give your team some time to work it out.



May 9-12, 1864: The Battle of Spotsylvania. Grant faced internal clashes among his high command and Lee faced the reality of a severely wounded lieutenant, and the politics of promotion. Ultimately, both commanders relied on a combination of direct orders and delegation to lead their armies.

Leadership lesson: Leadership depends on a clear understanding of your subordinates and of your own abilities and shortcomings.

May 31-June 7, 1864: The Battle of Cold Harbor. Fraught with communication failures and personnel problems, the Overland Campaign ended with the North's withdrawal. Grant's gravest mistake was underestimating the fighting power of Lee's army. Grant rebounded, however, and moved his entire force south and targeted the vital rail and industrial center at Petersburg, where he ultimately won the war.

Leadership lesson: Beware of overconfidence. Distinguish between reversal and defeat. If you truly believe in the rightness of your plan, stay the course.

For more leadership insights from *Grant & Lee*, visit www.amanet.org/amabooks.

Guidelines for Effective Praising

There are executives and managers who discourage continued excellent performance by failing to acknowledge it when they first see it. Such individuals mistakenly assume that they should be focusing their attention on only sub-par performers. When asked why they don't recognize good work, some use the excuse, "I'm too busy."

Here are some guidelines for effective praising from Dr. Bob Nelson, the author and motivational speaker, writing in the AMA management book *Partnering: The New Face of Leadership* (Lorraine Segil, Marshall Goldsmith and James Belasco, editors). Nelson, head of Nelson Motivation Inc., suggests an acronym "ASAP-cubed" to help executives remember the essential elements of good praising; that is, praise should be done *as soon, as sincerely, as specifically, as personally, as positively, and as proactively as possible.*

As soon. "Timing is very important when praising," he observes. "To be the most effective, a 'thank you' should come as soon as possible after the achievement or desired activity has occurred."

As sincere. Praise should be given only if you are truly appreciative and excited about the other person's success.



Otherwise, it may come across as a manipulative tactic to get more work out of the individual.

As specific. Avoid generalities. Specifics lend credibility to your praise—praisings that are too broad tend to seem insincere. Also, once an employee knows what led to the praise, he or she is more likely to repeat the behavior that gained your attention.

As personal. If possible, the praise should be given in person. This shows that the activity was important enough to you to put aside everything else you have to do, and thank the person.

As positive. Nelson observes a mistake that many managers make when issuing praise: they undercut its value to the individual by concluding with a note of criticism. For instance, they might say to a

worker, "You did a great job on this report, but there were quite a few typos." As Nelson points out, "The 'but' becomes a verbal erasure of all that came before."

As proactive. Don't wait for perfection. Praise improvements and approximately-right behavior. It will trigger future improvements until the level of performance you want is achieved.

For more information about *Partnering: The New Face of Leadership* and other AMA management book titles, visit www.amanet.org.

The Good, the Bad and the Ugly

With a nod to Clint Eastwood, let us share with you what is good about a good leader and what's bad about a bad leader. The "ugly" is made up of two situations that bad leaders can create.

The good from good leaders:

- The team works as a team, not just as a group of individuals.
- The team members work to achieve common objectives.
- Team members support each other.
- The team is prepared to put in extra effort when required.
- Team members aim for excellence, not just to do their jobs.
- Task assignments are clear.

The bad from bad leaders:

- The group is unclear about what it has to do.
- The group is not motivated, so tasks take longer than they should or may not even get completed.
- The individuals don't work as a team and consequently don't perform well as a team.
- The group won't be able to sustain a workload under pressure.

The ugly from a bad leader:

- Time and resources are wasted, and the job may not be done properly.
- Turnover is high, as employees leave rather than stay in such an environment.

From *The Essential New Manager's Toolkit*, Dearborn Publishers.

For more on leadership, check out the AMA seminar *Leadership and Team Development for Managerial Success* at www.amanet.org.

Four Early Warning Signs of Corporate Trouble

The key to good corporate health lies in spotting problems before the damage is done and then coming up with strategies to address them. Here are four warning signs to suggest your business needs nursing:

1. The business's growth is out of sync with industry growth. While the business may not be showing any dramatic fall off, its inability to keep up with the category could indicate future trouble.

2. You learn about your competitors' plans only after they've been implemented. Competitive intelligence gathering is critical to a company's success and should be ongoing. Monitoring the competition allows your company to plan and be ready to implement suitable responses.

3. Customers are turning to other organizations to satisfy their needs. If so, you need to find out as quickly as possible the nature of the problem. What else do your customers want?

4. There is a decline in the percentage of high-level sales prospects. Don't blame the economy for the shrinkage until you've looked at the marketplace to see what changes have taken place.

The secret to keeping a business healthy is early diagnosis and intervention. Don't wait until your operating statements reveal a problem—too often, it can be too late.

AMA offers seminars on competitive strategy and strategic planning at www.amanet.org.



Here's what you'll find on the
AMA Members-only Website www.amamember.org

LEADERSHIP

Brian Tracy on Learning from Your Mistakes. Surprisingly, studies show that 70% of all decisions we make will be wrong. Management guru Brian Tracy comes to the rescue with his seven-step process for recognizing, rectifying and learning from any mistake.

Cheering for Your Team. Can you imagine your team members getting as excited about work as they do about a big pro football game? It's not a pipe dream; all it takes is effective coaching and a positive attitude.

MANAGEMENT

Everything You Always Wanted to Know About Micromanagement. From the new book, *My Way or the Highway*, here are the

five defining behaviors of a micromanager. See if any of them sound like your boss or—even more shocking—yourself!

HR/TRAINING

Creating a More Diverse Executive Suite. Our workforce has become more diverse but, unfortunately, the presence of women and minorities in upper management has not kept pace. Here are some steps to help turn the situation around.

PROFESSIONAL DEVELOPMENT

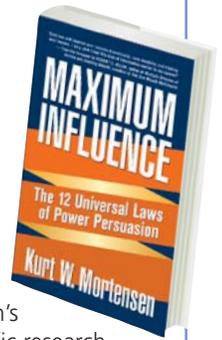
Looking Beyond Today's Job. The world is changing all around you—and if you're not working on a personal development plan right now, others within your organization may move ahead while you're left behind.

Book of the Month:

Maximum Influence: The 12 Universal Laws of Power Persuasion, by Kurt W. Mortensen (AMACOM, 2004).

Many people don't realize how much their success depends on their ability to persuade, motivate and influence others. Mortensen's strategies, based on scientific research and real-world case studies, will benefit anyone who wants more control over his or her income, job and personal life.

For more about this book and other AMA books, visit www.amanet.org/amabooks.



AMA Conferences/Special Events Calendar

MARCH 18, WEBINAR • The Instant Manager. You'll find that the tools and tips discussed in this one-hour interactive Webinar will help you polish your skills and improve your management style. 11:30 am-12:30 pm, EST. Members \$25/All Others \$50.

APRIL • AMA-"Apprentice" Lessons Learned Forums. Half-day programs featuring just-fired contestants in Atlanta (4/15), Jacksonville (4/19), Cleveland (4/21) and Tulsa (4/22). Members \$95, Nonmembers \$125, Students \$25.

APRIL 25-27, TORONTO • 6th Administrative Professionals Conference—Acquire practical knowledge, tools and techniques for work and life at Canadian Management Centre's popular event. For details and to register, go to www.cmctraining.org.

APRIL 27-29, RHODES, GREECE • 37th Global HR Conference "The Impact of Globalization on Human Capital"—Sponsored by Management Centre Europe. Go to www.mce.be for details.

JUNE 10, SCOTTSDALE, AZ • Current Issues Forum: Doing Business in Today's India—Experts will discuss the opportunities and the pitfalls. Sanctuary on Camelback Mountain. Members \$1,195, Nonmembers \$1,395.

SEPTEMBER 18-21, SAN DIEGO • 13th Annual Administrative Professionals Conference—Dynamic keynoters, valuable skill-building sessions and learning from peers. Manchester Grand Hyatt. Go to www.apcevent.com.

SEPTEMBER 29-30, LAS VEGAS • Corporate Branding 2005—Leading marketing profes-

sionals share leading-edge branding strategies and insights. Caesars Palace. Special earlybird prices. Call 1-800-262-9699.

OCTOBER 14, NEW YORK • 4th Annual China Forum: Doing Business in Today's China—Intelligence professionals share insights on the world's largest and fastest growing economy. Members \$1,195, Nonmembers \$1,395.

OCTOBER 20-21, LAS VEGAS • Sales Leadership 2005—Explore the role of leadership in building and strengthening your sales force. Caesars Palace. Special earlybird prices. Call 1-800-262-9699.

For details and to register for any AMA event, go to www.amanet.org or call 1-800-262-9699.

110375

Executive Matters
 Member Newsletter
 March 2005 Issue

1601 Broadway
 New York, NY 10019-7420



Nonprofit
 U.S. Postage
 PAID
 American Management
 Association International