

Battle Tested

Leadership

Tried, Tested and Proven Principles To Help You Accelerate
Your Performance, Lead with Confidence, Build Legendary
Teams and Get Results

By

Andreas Jones

Business Strategist and Leadership Consultant

Battle Tested Leadership

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Battle Tested Leadership: Tried, Tested and Proven Principles To Help
You Accelerate Your Performance, Lead with Confidence, Build
Legendary Teams and Get Results

DEDICATION

This book is dedicated to my brothers and sisters, in all branches of the military, who has aspirations to be or are currently in business and whose quest for knowledge knows no bound.

My time in the military inspired me to create this book to be a helpful tool for myself and the millions of other people out there.

Happy reading.

Andreas Jones

ACKNOWLEDGEMENTS

A special thanks to my wife and TC Bradley for helping me create this title. Also acknowledged are other professionals in this field.

I will not forget my many friends and clients, who provided me the opportunity to write this amazing book.

Thank you all, you are appreciated.

Andreas Jones,

#1 Best Selling Author

Business Strategist and Leadership Consultant

LSSGB, CPP and CSCS.

ARE YOU READY TO
ACCELERATE YOUR
LEADERSHIP, BE A
SUCCESSFUL LEADER,
BUILD LEGENDARY
TEAMS AND GET
RESULTS ?

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BATTLE TESTED LEADERSHIP

Contents

DEDICATION	v
ACKNOWLEDGEMENTS	vii
Introduction to Leadership	1
The 10 Characteristics of Highly Successful Organizations	11
Chapter 1: Understanding the Loopholes In Leadership Styles	23
Chapter 2: How to Lead and Influence People	29
Chapter 3: Profiting With Your Leadership	49
Chapter 4: Getting the Most from Your Team	71
Chapter 5: 10 Ways to Be a Better Leader	75
Chapter 6: The Leadership Gene	79
Chapter 7: Becoming a Great Leader	87
Chapter 8: The Power of Emotional Intelligence in Leadership	95
Chapter 9: Build Successful Teams & Relationships	103
Chapter 10: Handling Hard Times & Conflicts Effectively	111
Chapter 11: Fostering the Bigger Picture of MOTIVATION	125
Chapter 12: Integrating Better Process and Theory in your Leadership	137
Chapter 13: Building Employees’ Involvement	149
Chapter 14: Recognizing Achievement	165
Chapter 15: Spread the Positive Energy to Others	179
Conclusion	189
About The Author	191

Introduction to Leadership

Battle Tested Leadership: Tried, Tested and Proven Principles To Help You Accelerate Your Performance, Lead with Confidence, Build Legendary Teams and Get Results, encompasses the main facts you should know if you aspire to be a leader in any realm, work, family, career, politics, military ,or any passion for leadership that you have.

LEADERSHIP

Within these pages you'll learn why leadership matters and why the traits of a true leader can lead you to the success you desire in life, whether you aspire to become a "leader" or not.

You'll learn about the characteristics of true leaders, – some you may recognize and some you may not. For example, being able to attract people who will be loyal and honor you is one key characteristic that a leader must have in order to inspire and motivate others.

Our Laws of Leadership section contains the most important lessons you'll learn about leadership.

The top ten "laws" are listed and thoroughly explained, so that you'll know exactly what your next steps should be if you want to step out into the role of a true leader.

The leadership skills you'll learn may be one of the most important guides you'll ever read.

The information presented can help to build you up and inspire you to become a leader focused on success and the true path to achieve it.

What Is Leadership?

Try and bring to mind some people who excel in leadership and whom you admire for their skills and leadership characteristics. They can be historic figures, fictional figures and/or people you know in real life.

Take a second and really think about them.

When you carefully examine the traits of those people, you'll likely find common threads running through each character – even though their leadership styles may differ greatly.

George Washington, considered one of the “Founding Fathers of the United States,” was also the first U.S. President and led thousands of men as Commander in Chief of the Continental Army in America’s Revolutionary War.

He is considered to be the most significant leader in founding and developing the United States of America.

Biographers of Washington describe his leadership abilities as “visionary, energetic, experienced, charismatic, courageous, charming, good character and temperament.” He was most widely admired for his patriotism – with intelligence mentioned less frequently.

Great thinkers surrounded Washington. His inner circle included people like Ben Franklin, Thomas Jefferson and James Madison, but his genius was in his leadership abilities and character, which was said to be incorruptible.

Another famous example is Winston Churchill. For most people he instantly comes to mind as a great leader of the 20th Century.

He led England through some of the darkest days known to man during World War II as England's Prime Minister. He's considered by many historians to be the greatest statesman of the 20th Century.

Most of us won't reach the heights of leadership displayed by both Churchill and Washington, but we can learn and develop some of the same traits of leadership, transforming us into leaders within our own realms.

We can be leaders at work, home and among friends and family – the “stand-up” person with the characteristics needed to help others, teach and set an example which will inspire, encourage and motivate people.

Leadership is the process through which a leader exerts influence on other members of a group. Also leadership can be said to entail the process by which a leader develops an idea or a vision, sets a mission and core values, and influences others to run with the mission and adopt those core values so as to actualise the leaders vision or idea.

Noel Tichy has studied many outstanding business leaders, and gave this description of leadership;

"Leadership is accomplishing something through other people that wouldn't have happened if your weren't there. and in today's world, that's less and less through command and control, and more and more through changing people's mindsets and hence altering the way they behave. Today, leadership is being able to mobilize ideas and values that energize other people" (Organizational Behavior - Hellriegel & Slocum - 10th ed.)

According to a traditional definition of leadership; Leadership is an interpersonal influence directed toward the achievement of a goal or goals.

Three important parts of these definitions are the terms interpersonal, influence and goal. Interpersonal means between persons. Thus, a leader

has more than one person (group) to lead. Influence is the power to affect others. Goal is the end one strives to attain.

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, characters, knowledge, and skills. Although your position as a manager, gives you the authority to accomplish certain tasks and objectives in the organization, this power does not make you a leader. It simply makes you the boss. Leadership differs in that it makes the followers want to achieve high goals, rather than simply bossing people around.

As a process, leadership is the use of non-coercive influence to direct and co-ordinate the activities of group members toward goal accomplishment. As a quality, leadership is the set of characteristics attributed to those who are perceived to employ such influence successfully.

Leadership and Leader are two keywords combined always, because a leader exists where ever leadership is established and vice verse.

A Leader is the person who exhibits the key attributes of leadership (ideas, vision, values, ethics, knowledge) and influencing others and making hard and tough decisions to be more effective in working to achieve their mutual goals and maintain effective relationships among the parties (members) who are involved in actualizing the vision.

There are several leadership theories, leadership models and leadership styles that can be seen in the world. Remember...leadership is always associated with power, influence and fellowship. Without followers leadership does not exist. (even in self leadership, self following exists.) Many of the leadership qualities could be seen within these leadership models and styles, and the principles of leadership are described in them.

Characteristics of True Leaders

Some leaders are considered to be “visionary,” which means they have a clear and sweeping vision of what an organization, lifestyle or goal-setting should strive for and become. These types of leaders remain constant in their vision and are consistent in setting and reaching goals.

One of the most desired traits in a true leader is high moral standards. To wield influence and trust in others, a person must be trustworthy and honest and carry through with his promises. A true leader walks the walk and talks the talk he advocates, and naturally becomes a role model for others. His high standards set the bar high for those who admire and want to emulate him.

You too can learn to be a leader. The book “Becoming a Boss: Learn How to Lead and Inspire,” presents the true characteristics of leaders and the laws you must observe in order for people to recognize you as a true leader. If you’re planning rise to the heights of leadership in your career, organization or personal life, you need to know how to be effective and focused and provide what is needed to succeed.

Some characteristics of a true leader include:

Leaders are learners – Leaders are constantly learning new and innovative ways of doing things. That also means leaders are open to constructive criticism and changing harmful habits.

Creates momentum – A leader must be moving forward at all times. When you create momentum in yourself and your team, you head people who are poised to reach the finish line to success.

Impeccable ethics and morals – When you apply ethical and moral standards to your methods of leadership, you’ll respect others’ rights and dignity. Those you lead will also develop ethical and moral standards.

Ability to communicate – You can't present yourself as a savvy leader unless you know how to communicate well with others. Communication is a two-way street – people must hear and understand you before you can communicate your views.

Magnet to others – If you want to attract and lead others, become the person who appeals to them through actions, visions and viewpoints. Like-minded people are naturally attracted to each other, so if you project the type of person you want to attract, you'll have a successful team.

Be accountable – Take responsibility for every action you choose and every choice you make. The old saying, "The buck stops here," is true for all leaders, whether you're the coach of a team or the president of a company.

Encourage creativity – When you're leading a group, always encourage members of your team to spread their wings and become a creative contributor.

Have a profound interest in others – Part of becoming a great communicator and being able to lead others means that you must be interested in what other people are all about. Even the person you perceive to be uninteresting might surprise you and teach you something.

Knows how to prioritize – To complete any worthwhile venture, it's important to prioritize and set goals. Without goal setting, projects aren't completed satisfactorily, if at all, and chaos is bound to occur.

Would-be leaders need to study the characteristics of leaders they admire and trust. It may be a family member or a historical figure, but carefully studying the traits you admire in the men and women who inspire you can help your own future leadership abilities.

Main Points of "What is Leadership?"

Leadership skills matter because they can help us reach success on a level we desire and that will help us live a valuable and worthwhile life. Section 1: Why Leadership Matters presents the bare bones of what constitutes a leader and what you have to do to make others follow you unquestionably.

Think about those leaders you admire and write down some of their main characteristics. You'll likely come up with even more traits which can be developed within yourself and help you to live your life to its highest potential.

The Laws of Leadership

There are certain “laws of leadership” which aspiring and current leaders must follow to fulfill the true definition of a leader. These basic laws of leadership embody the very essence of who you are – it’s not enough to talk like you’re a leader – you must also live out leadership.

Your habits, private life, financial dealings and trustworthiness must reflect the spirit of a true leader at all times. People scrupulously watch “leaders” and tend to emulate them.

If others perceive you as one who says one thing and does another completely opposite, they’ll lose respect. Honesty and trust are laws of leadership that a true leader must uphold at all times.

Napoleon once said: “One bad general does better than two good ones.” It takes a moment for the sense of this to register, but it is the same as our modern saying that “too many cooks spoil the broth”. Having one set of instructions, even if they are flawed, is preferable to having two sets of perfect directions that, when enacted together without reference to each other, cause havoc.

This is the principle of leadership in a nutshell. It is all about maintaining focus and creating positive outcomes.

The same can be applied to individuals who strive to become leaders. There needs to be focus and determination. Advice can be given, but does not have to be heeded. History is full of leaders whose beginnings were disastrous, and had they listened to the naysayers of this world, the world would be a poorer place today.

Leadership can be learned. Some people are certainly born with leadership skills, but this is not a prerequisite for becoming a leader. More important is dedication to the art of leadership. Leadership involves understanding how to inspire, influence and control how people behave. It is not a simple matter of shouting, or having a deep and booming voice; or being great in physical stature; Gandhi possessed none of these attributes, but managed to lead a nation and inspire millions around the world.

Sometimes, leadership may be no more than having a poignant message for a receptive audience at an opportune moment. Of itself, leadership is neither good nor bad; the world has known more than its fair share of evil and charismatic dictators.

In the world of business, the perception of leadership has changed from its early days when it largely mirrored the military model of leadership from the top down, with powerful individuals dominating large groups of less powerful people.

Nowadays, leadership in business is far more knowledge-driven. The lowliest employee may end up effectively leading the direction of a vast corporation through his or her innovative ideas. Anyone with critical knowledge can show leadership. This is known as thought-leadership. In other situations, leadership can be about taking a stand for what you believe in, and trying to convince people to think and act differently.

Leadership has been variously described as the “process of influence in which one person can enlist the aid and support of others in the accomplishment of a common task”; “creating a way for people to contribute to making something extraordinary happen”; “the ability to successfully integrate and maximize available resources within the internal and external environment for the attainment of organizational or societal goals”; and “the capacity of leaders to listen and observe, to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision-making, to articulate their own values and visions clearly but not impose them. Leadership is about setting and not just reacting to agendas, identifying problems, and initiating change that makes for substantive improvement rather than managing change”.

Battle Tested Leadership: Tried, Tested and Proven Leadership Strategies To Improve Your Profits, Performance and Productivity contains all the useful information you’ll need to become the best leader in your own realm. The common bond which runs through this book are the ones you should adapt to your own life and business. They include fairness, objectivity, morals, integrity and honor.

When you map your life with the traits and leadership qualities of great men and women in history (and in your life), you’ll be ingraining the qualities you’ll need to become a great leader of others. You can’t let yourself down without also letting others down, so the key to great leadership is to strive for your very best in all you do.

In this book you will learn about other great men and women who built their lives on leadership principles and lived to lead others in magnificent ways. You don’t have to be a great political or military leader to be a formidable leader, but you do have to adapt those qualities.

The 10 Characteristics of Highly Successful Organizations

The best-of-the-best are committed to doing the “work” of business.

When you begin a business it can be easy to be enamored of the idea of running a business. Most people who begin their own business are passionate about what they are in business to do. That is true whether or not the business in question is a bookstore, a tech start-up, a restaurant, a store or the any other type of business. That passion for the object of your business is great. It is what motivates you to go into business for yourself. Well, that and the desire to be your own boss!



However, that passion alone isn't enough to make your business a successful one. What is enough?

The main hall mark of a successful business is the ability to take care of the details. Succeeding in business requires constant attention to a myriad

of boring and/or difficult details. A truly great business leader doesn't avoid the aspects of the business that they don't like. They can handle the tough problems that are sure to occur. A business leader knows that success is an outcome. It is outcome that you can influence, just like profitability. Highly disciplined leadership is an important factor in a successful business. That disciplined leadership allows a business to stand out among all of its competitors. Below we will cover the ten most important characteristics that will create a culture at your company that will lead to business success.

Characteristic Number 1 – Leadership:

It probably will not come as a surprise to you when I say that success starts at the top. Harry Truman faced a daunting job when he became president after the death of Franklin Roosevelt. He had to decide whether to use nuclear weapons (he wasn't even aware the bomb existed) and lead the United States as World War II ended. The country had to transition from war to peace. President Truman famously had a sign on his desk that was inscribed with, "The buck stops here!". He knew that the country's success depended on his leadership. All great business leaders know that is a motto that applies to them as well.

First and foremost, the owner of a successful business functions as a businessperson. That means that the owner of the business is engaged at all levels of the business and is making sure that things are running smoothly. He or she sets the example and demonstrates the kind of work ethic needed for success. Their performance serves as a driving force for everyone else's performance. It is easy to identify business owners who are so engrossed in non-business activities and work that they simply are not paying enough attention to the details of the business. That leads to a business that is free-floating and rudderless. The business lacks direction

and structure. A business simply can't run on automatic pilot. There must be a firm hand at the wheel to steer things.

Characteristic Number 2 – Business Culture:

You must consciously create the culture of your business. You can't just leave things up in the air and hope for the best. Culture permeates a company from the top down. As we covered in characteristic number 1, it begins with the leadership. The leaders of a company set the tone. They set the tone in terms of work ethic, organizational structure, accountability, ethics and the company's personality. That tone is clear at every level of the organization.

Businesses that possess well-defined cultures stand out from the crowd because they're a joy to interact with. A business culture could be one of customer service. Customer points of contact at the front desk, retail areas, and service departments – everything throughout the business feels natural yet orchestrated. You don't see employees that are indifferent and disengaged. Great business cultures require leadership, systems, training, coaching, accountability and commitment.

Characteristic Number 3 – Financial Literacy:

It may seem obvious but financial literacy is absolutely key. You can have a ton of knowledge in your field. You can be a genius in your field. You can come up with a great invention. You can be a people person through and through. None of that can take the place of financial literacy if you want your business to succeed. It doesn't mean that you need to be an accountant or a trained bookkeeper to own a business. You can always hire people for those jobs. It does mean that you need certain financial skills. What are those skills?

Here are some basic skills you need. The owner of a business needs to know how to read and understand the business' financial reports. Moreover, the owner should be able to use those reports to make sound decisions. Another important skill is to be capable of building a cash-flow plan to project service and retail sales goals; complete with a budget to manage expenses. Being able to obtain results in a business that is fiscally solid and has the cash and creating resources to fund growth is a vital skill. What a business can't handle is an owner who is in a perpetual state of financial stress. When a business has trouble paying the bills and retail shelves have more room for dust than they do for product you are in trouble. Cash provides the fuel for a successful business. That is why you need to master these skills in order to be financially responsible and ensure that your business has the cash necessary to achieve your goals and grow your business.

Characteristic Number 4 – Structure and Systems:

Structure provides a skeleton for your business. It is a support on which you can flesh out your business. Imagine for a moment that you do not have a rational and organized system in place for doing business. The result is uncertainty and chaos. It means that your employees and (even worse) your clients don't have a sense of security and confidence. That is bad for business. Businesses need structure to keep generating capital and growing.

It is structure that allows you to grow a dynamic, efficient, quality-driven business. It ensures efficiency, productivity, consistency and predictability. Predictable results attract investors. They also foster consistency in how work is done, compatible agendas, and cooperation. You might hear this structure referred to as leadership, accountability, systems, standards of performance or policies and procedures. All of those things provides the structure that supports your business' success.

Without that structure your business will become mediocre. Mediocrity never wins in business so you need a deliberate and structured approach to your business.

Characteristic Number 5 – Skill development:

What is the best investment you can make? It is an investment in knowledge. Continuing education is crucial in every professional field. You wouldn't want to be treated by doctors who don't continually update themselves on the latest medical techniques. You wouldn't want to be represented by lawyers who don't continually update themselves on the latest court cases. Likewise, you need to update your own skills. Those skills include both the technical skills you need for your field and non-technical business skills. Success is the result of acquiring knowledge and mastering the skills to use that knowledge to the best of your ability.

That commitment to training and education should also extend to your employees. You must invest in your employees. You want highly trained and skilled people working for your company. That kind of skill development is something clients notice and value. It leads to a better first-time retention rate. That is the percentage of first-time clients that return for a second visit within 90 days. In that way, skill development becomes an investment in your brand and in quality assurance. Make sure that skill development is an ingrained company value.

Characteristic Number 6 – Everyone sells:

Why are you in business? You may have a lot of answers to that question. Depending on what led you to your business it may be a passion for helping people, it may be to work on cutting edge development in engineering, it may be a love of building things. It can be a lot of things. Let me make one thing clear. The real reason you are in business is to make money.

Whatever your passion is you can't follow it without the money you need to provide a living for yourself and for your employees. That means one thing. You must be a skilled salesperson and so must everyone working for you.

Selling is an emotionally fraught topic. A lot of people who are engaging and intelligent are not comfortable selling. Even if they love the business and can articulate why it is important, they still might be uncomfortable selling the business. People, therefore, have a love/hate relationship with selling. Some people are natural at selling while others feel their gut twisting when in close proximity to a sales situation. You need for your employees to have training in selling and they should get comfortable selling.

The process of selling is just like producing a hit Broadway show. There are writers, choreographers, set designers, lighting and sound technicians, an orchestra ... and the actors. The applause and success is earned by the collective efforts of all. It doesn't matter what an individual's role is in a company ... his or her paycheck depends on the company's collective ability to sell. Remember that everyone in the company, in different ways, sells your company every day.

Characteristic Number 7 – Work environment:

Nothing succeeds like success. That is a popular saying but it bears repeating. People have long been told that they should dress for the job that they want and not the job they have. That is one example of how that works. You might also say that you should have a business that looks like the business you want to have. Look around at your physical space and evaluate it through the eyes of potential clients.

Success has a “look.” It's common for business owners to ask me, “What's the first and most important thing I can do to turn my business

around?” More often than not, my response is, “Clean it, paint it and refurbish it.” Front door to back door, everything about the facility should communicate success and support its brand identity. Every piece of equipment should work. Lighting fixtures should be functioning. Walls, décor, posters, pictures, bathrooms and dressing rooms should be spotless. Reception areas should look organized and professional. Dress for success applies to your work environment just as much as it applies to you.

Remember that your clients want to have confidence in you. Having a place of business that reflects competence, professionalism and success helps to build that confidence.

Characteristic Number 8 – Compensation:

Pay is a delicate subject. Everyone is curious about how much other people make but most people are reluctant to talk about their pay. Many companies have rules against their employees discussing their pay with others. Oddly, for a such a delicate subject, pay is a crucial component in the success of your business. Why is that?

The basic answer to why compensation is so important to the success of your business can be summed up in one word: motivation. Pay is one of the most important motivating factors for your employees both because of the basic need for money to live and because of what their pay says about their value to the company. So, how should you approach compensation for your employees?

Compensation is one of the most hotly debated topics for owners and leaders. Commission, Team-Based Pay, fixed rate, sliding scales, product/service charges, or independent contractor – there is no one right way that will serve the needs of all. Different forms of compensation

may work better for different companies. But when all the debating is done, a compensation program must achieve three goals:

1. Inspire and reward the right performance and behaviors: If you keep rewarding performance and behavior you don't want to encourage then you continue to enable that behavior. Commission-based pay is notorious for rewarding individual sales while paying for performance and behaviors you don't want.
2. Fit the financial reality of the business: There are only 100 pennies in a dollar. Whenever payroll exceeds a company's financial reality, it instantly initiates a cash crisis that, if left unchecked, can be destructive and even kill the company. The key is that payroll is an important part of your budget and you manage it as such.
3. Provide income growth for employees: Here we are back to motivation. The best companies provide employees with growth paths for income and achieving their full potential. Raises and bonuses can help you retain your best employees, attract new talent and serve as one way to show how much you value your employees. You should work with your employees (and they need to work with you) in order to come to best solution for compensating them.

Remember: "A behavior that gets rewarded gets repeated."

Characteristic Number 9 – Brand Identity:

If you doubt the importance of branding just ask yourself how often you buy things because of their brand. When you go to the supermarket you could buy generic versions of many popular brands such as Coke, Cheerios or Kleenex. Yet, you still often pay a little more because you associate the product with the brand. That is not an accident. It is the result of careful marketing and branding. Obviously you need to give careful consideration to the brand identity of your business.

When it comes to brand identity, businesses fall into one of three categories: 1. nondescript, 2. blends in, or 3. stands out from the competition. Nondescript businesses are just bland places. They are generic and not memorable. There is nothing unique about their facility, signage, logo, print materials, service or personality that makes the “wow” meter show signs of movement. There is not enough effort at branding and marketing with these companies.

Companies that blend in make more an effort at marketing but their marketing still isn’t unique and polished enough to “pop”. Their branding is a bit too reminiscent of branding that other companies are doing. There is nothing overly special there. On the other hand, businesses that stand out from the competition do branding right. Businesses with strong brand identities send the “wow” meter flying into the success zone. It’s the complete package, from web site, print materials and phone experiences to its facility, décor, team personality, execution of work and all those special touches that radiate success.

It is important to note that each of the previous eight success characteristics that we discussed are a part of creating a brand. You need to use each of them as pieces of the puzzle. Leadership is crucial to setting the values that will be part of your brand. Your business culture will be reflected in your brand and how it is perceived by your clients and customers. Your financial literacy will give you the ability to spend money on your branding efforts. Sales and marketing should be part of everyone’s skill development. That translates to everyone selling your brand. Your employees are important ambassadors for your brand. Their skills play a role in that and so does their compensation. Finally, your work environment is a crucial part of developing a brand identity that is perceived as successful. First impressions do count.

Characteristic Number 10 – Community Service:

Community service is an important part of any successful business. Why is this? After all, as I already pointed out, the point of operating a successful business is to make money. If that is the case then why is giving away money, products and time good for business? How does it lead to success?

To begin with let's go back to branding for a moment. Community service and charitable donations are a good thing for your brand because they generate good will among the public. The true character of a successful company is defined by how it gives back to the community. Community service also instills pride in your employees. It gives them something positive and important to point to when they are acting as your brand ambassadors.

Next let's go on to consider the idea of success breeding success again. Community service comes in many forms, from fundraising to employees donating personal time to a worthy cause. If you and your company can afford to be generous with your time and money that makes you look like you have achieved financial success. That leads to more success because it makes more people want to do business with you.

Next let us consider skill building. Donating time and services allows you and your employees to continue to hone your particular craft and your sales ability.

Finally, from a strictly monetary standpoint, consider your taxes. Your business can get a tax break from charitable donations. That helps your bottom line which, as you know, also helps other aspects of your success such as branding and compensating your employees.

In the end it is also about heart. Business success simply does not appear complete if it's all about making money and generating profit. A business,

no matter how profitable or magnificent, is never truly successful without a warm heart and sincere compassion for the wellbeing of others.

These are the ten characteristics of a successful business.

Laying out the ten characteristics of a successful business provides you with a roadmap. You can look at them and hold them up against your business to see how you are doing. This helps you see areas where you can improve your business in order to ensure success. Do you need to invest in improving the look of your business? Do you need to improve your branding efforts? Could your employees benefit from extra training or the opportunity to take classes? Once you have asked yourself questions like those you can begin to improve. Collectively, these characteristics establish a world-class standard that forward-thinking and business-minded leaders can strive for.

How did your business score?

Chapter 1:

Understanding the Loopholes In Leadership Styles

The dark side of any individual when allowed to go unchecked can create a rigid and dysfunctional personality that stifles creativity, and taints or ruins relationships. When such characteristics are given reign in a leader, a self-righteous and bombastic person can result, who alienates the very people they are meant to inspire.



The Compulsive Leader

A good leader takes a little more than his share of the blame, a little less than his share of the credit

Compulsive leaders feel like they have to do everything themselves. They try to manage every aspect of their business, often refusing to delegate, and cannot resist having

their say on everything. As they lack trust in others, they cannot let anyone else take responsibility, therefore they restrict personal growth in their team.

Compulsive leaders have many other traits. They are perfectionists who must follow highly rigid and systematized daily routines, and are concerned with status. Thus they strive to impress their superiors with their diligence and efficiency and continually look for reassurance and approval. This can lead to them becoming workaholics, and their team is viewed as failing if they don't keep pace. Spontaneity is not encouraged as this bucks the routine.

Despite this appearance of total control, such leaders can be fit to explode on the inside, and this can be the result of a childhood environment where unrealistic expectations were placed on them. Their attempts to keep control are linked to their attempts to suppress anger and resentment, which makes them susceptible to outbursts of temper if they perceive they are losing their grip.

The Narcissistic Leader

Narcissistic leaders are focused on themselves. Life and the world revolve around them, and they must be at the center of all that is happening. Whilst they exaggerate their own merits, they will try to ignore the merits

A narcissist paints a picture of themselves as being the victim or innocent in all aspects. They will be offended by the truth. But what is done in the dark will come to light. After all, time has a mind of its own!

of others, or seek to devalue them, because other people's accomplishments are seen as a threat to their own standing. The worst type of narcissistic leader cannot tolerate even a hint

of criticism and disagreement, and avoid their self-delusions and fantasies being undermined by surrounding themselves with sycophants.

Where possible, they will attempt to use the merits of others for their own advancement, and think nothing of stepping on people to get ahead. Their own feeling of self-importance means they are unable to empathize with those in their team, because they cannot feel any connection. Their only focus is on receiving plaudits that further bolster their sense of greatness. Such an attitude is often the result of a deep-seated inferiority complex, and thus no matter how much they are achieving, they will never feel it is enough.

Some narcissistic leaders take on a sidekick, but this person is expected to toe the line at all times, and serves only to reflect glory onto them and loudly approve of all that they do. Clever sidekicks can subtly manipulate the leader into focusing on the operational outcome of their plans, rather than just their own self-aggrandizement. Ultimately, this type of leader can be very successful if their vision is strong and they get the organization to identify with them and think like they do. Such productive narcissists have more perspective, and can step back and even laugh at their own irrational needs.

The Paranoid Leader

Paranoid leaders are exactly as they sound: paranoid that other people are better than they are, and thus they view even the mildest criticism as

The paranoid leader will be guarded in their dealings with other people because they do not want to reveal too much of themselves in case they display their weaknesses and are attacked or undermined.

devastating. They are liable to overreact if they sense they are being attacked, especially in front of other people. This can manifest itself in open hostility.

This attitude is the result of an inferiority complex that perceives even the most constructive criticism in the wrong way. The paranoid leader will be guarded in their dealings with other people because they do not want to reveal too much of themselves in case they display their weaknesses and are attacked or undermined. They may be scared that their position is undeserved, therefore can be deeply suspicious of colleagues who may steal their limelight or perhaps challenge for their position.

This is not always a wholly negative trait, however. A healthy dose of paranoia can be key to success in business, because it helps keep leaders on their toes, always aware of opportunities not to be missed. It is the opposite end of the spectrum to being complacent, and can make for a very successful venture.

The Codependent Leader

Co-dependent leaders do not enjoy taking the lead, and instead seek to copy what others have done or are doing. They avoid confrontation and would rather cover up problems than face them head-on. Planning ahead is not their forte. They tend instead to react to whatever comes their way, rather than acting to alter outcomes or achieve goals.

Co-dependent leaders do not enjoy taking the lead, and instead seek to copy what others have done or are doing.

Co-dependent leaders, therefore, are not leaders at all. They are reactionary and have the habit of keeping important information to themselves because they are not

prepared to act upon it. This can clearly lead to poor outcomes because all the pertinent facts are not known to those below the leader who may be charged with making decisions.

This type of leader avoids confrontation and is thus liable to accept a greater workload for themselves rather than respond negatively to any request. They are also prone to accepting the blame for situations they have not caused.

The Passive-Aggressive Leader

Passive-aggressive leaders feel like they need to control everything, and when they can't they cause problems for those who are in control. However, they are sneaky in their ploys, and are very difficult to catch out. Their main characteristics are that they can be stubborn, purposely forgetful, intentionally inefficient, complaining (behind closed doors), and they parry demands put on them through procrastination.

Typically, if they feel they are not firmly in the driving seat, they will jump out and puncture the tires when no one is looking, then feign horror and pretend to search around for a tire iron.

This type of leader has two speeds: full speed ahead and stopped. When situations do not go their way, they will offer their full support for whatever has been decided, then gossip and back stab, willfully cause

Dealing with passive-aggressive leaders is thus a draining and frustrating affair that saps energy.

delays, and generally create upset. When confronted, they claim to have been misinterpreted. Passive aggressive leaders are often chronically late for appointments, using any excuse to dominate and regain some control of the situation.

Dealing with passive-aggressive leaders is thus a draining and frustrating affair that saps energy. They are not averse to short outbursts of sadness or anger to regain some control, but are ultimately fearful of success since it leads to higher expectations.

Chapter 2:

How to Lead and Influence People

Leading people has nothing to do with managing them. Too many managers are trying to micro-manage their staff, all the while forgetting to lead them effectively.

If you want to become a strong leader you need to lead by example. This means you have to show your team that you are perfectly capable to set examples. By doing so you will earn their respect and create lifelong devotees who would move mountains to please you.



Conversely, a manager who hides behind his office door while commanding staff isn't going to gain much respect in the work place.

Ultimately the success of any business venture lies in the hands of its

A leader is one who knows the way, goes the way, and shows the way.

employees and NOT the managers. A manager's responsibility is to organize and manage business systems, systems that will

see to the successful finalization of projects.

If your staff are unhappy it will soon show in their lack of productivity. This will influence your bottom line. Chances are customer complaints will start to amass and office gossip will run hot. This is counterproductive to running a well-oiled machine – your business.

It's All About Relationships

No organization can function for very long without the co-operation of its employees. Unfortunately, the necessity in any organization is that there are various levels of status within the team, and this can lead to conflicts if not managed properly.

The effective leader has to realize that the team under them is there because they have to be. Most employees work to earn money, not because they enjoy the daily grind of a nine-to-five.

For this reason, there must be an effort to build healthy relationships, or life in the workplace can become untenable for everyone, and productivity will decline.

Leaders need to make their workplace society function positively, with co-operation and respect. In this way everyone is working for the

The effective leader has to realize that the team under them is there because they have to be.

common good and towards a common purpose. This demands that effective relationships are built upon an understanding of each

other's needs. It is no different to how things should be in the home; no personal relationship will last very long if there is a sense that one or both parties are being selfish.

The most effective way to understand how other people are feeling is to listen to what they have to say. This must be done without judging, and

not as though you are being forced to do so by some higher authority. Very often, teams will have the same goals as their leaders, but may just want to know that they are not seen as automatons that have no creative input.

Quality workplace relationships make people feel happy. One of the major reasons why employees move on from a company is because of relationship clashes with leaders or other colleagues.

Leaders should also make sure that they create the circumstances for understanding within their team, and this means asking questions. Assuming that your team will simply pipe up and express their feelings is not enough; many people will not feel it is their place to speak up unless they are specifically asked to do so.

Listening should be done attentively, not glancing at your watch every couple of minutes or trying not to look bored. This means you listen

Regardless what you end up choosing, the key lies in giving your team a chance to connect away from the daily grind.

without interrupting or fidgeting, and with the correct expression. Your expression, by the way, should be genuine or you will be found out very quickly and the

situation will become worse than had you not asked in the first place.

A great way to foster healthy relationships with your team is by meeting them in a more social environment on regular occasions. Some companies choose to send their staff to regular golfing outings while others prefer to host a monthly BBQ or weekend trips.

Regardless what you end up choosing, the key lies in giving your team a chance to connect away from the daily grind.

Building effective relationships means that neither party must make any assumptions. As a leader, you cannot expect people to understand exactly

what you want and why you want it. Sometimes it is this lack of comprehension that cause problems. As much as you must trust your team members to have intelligence, if they are not party to the goals you are working towards they can become resistant. As far as possible, your team should be conversant with your goals and how their actions are contributing to its successful outcome. Humans are inquisitive and function better when not kept in the dark.

Respect is the key ingredient of any good relationship, and this means respect for yourself as well as others. Genuinely listening and understanding are the ways in which you show that you respect the person you are talking to. Quickly judging based on preconceived ideas or prejudice is the opposite of having respect. Bear in mind that not everyone will respond in 100% perfect fashion to all that occurs in the workplace. Although it is not the leader's job to be a permanent shoulder to cry on, it is important to accept that your team is made up of individuals whose lives may not be as perfect as their coffee-break banter might lead you to believe.

Whilst creating a healthy working relationship is a crucial goal, the smart leader will always bear in mind that conflict is inevitable and must be managed, rather than ignored for the sake of apparent peace.

Relationships can never improve unless problems are identified and confronted.

Relationships can never improve unless problems are identified and confronted. Differences between people are inevitable, and hearing them aired can lead

to some very useful resolutions that produce ideas beyond the expected. The alternative is highly detrimental: to let problems fester and build, and ruin the atmosphere in a workplace, if not productivity levels.

Keys for success in working relationships:

What's more, good relationships give us freedom: instead of spending time and energy overcoming the problems associated with negative relationships, we can, instead, focus on opportunities.

Good relationships are also often necessary if we hope to develop our careers. After all, if your boss doesn't trust you, it's unlikely that he or she will consider you when a new position opens up. Overall, we all want to work with people we're on good terms with.



We also need good working relationships with others in our professional circle. Customers, suppliers, and key stakeholders are all essential to our success. So, it's important to build and maintain good relations with these people.

How good are the relationships that you have with your colleagues?

According to the Gallup Organization, people who have a best friend at work are seven times more likely to be engaged in their jobs. And it doesn't have to be a best friend: Gallup found that people who simply had a good friend in the workplace are more likely to be satisfied.

In this chapter, we're looking at how you can build strong, positive relationships at work. We'll see why it's important to have good working relationships, and we'll look at how to strengthen your relationships with people that you don't naturally get on with.

Good Relationships?

Human beings are naturally social creatures – we crave friendship and positive interactions, just as we do food and water. So it makes sense that the better our relationships are at work, the happier and more productive we're going to be.

Good working relationships give us several other benefits: our work is more enjoyable when we have good relationships with those around us. Also, people are more likely to go along with changes that we want to implement, and we're more innovative and creative.

There are several characteristics that make up good, healthy working relationships:

- **Mutual Respect** – When you respect the people that you work with, you value their input and ideas, and they value yours. Working together, you can develop solutions based on your collective insight, wisdom and creativity.
- **Trust** – This is the foundation of every good relationship. When you trust your team and colleagues, you form a powerful bond that helps you work and communicate more effectively. If you trust the people you work with, you can be open and honest in your thoughts and actions, and you don't have to waste time and energy "watching your back."
- **Open Communication** – We communicate all day, whether we're sending emails and IMs, or meeting face-to-face. The better and more effectively you communicate with those around you, the richer your relationships will be. All good relationships depend on open, honest communication.

- Welcoming Diversity – People with good relationships not only accept diverse people and opinions, but they welcome them. For instance, when your friends and colleagues offer different opinions from yours, you take the time to consider what they have to say, and factor their insights into your decision-making.
- Mindfulness – This means taking responsibility for your words and actions. Those who are mindful are careful and attend to what they say, and they don't let their own negative emotions impact the people around them.

Where to Build Good Relationships

Although we should try to build and maintain good working relationships with everyone, there are certain relationships that deserve extra attention.

For instance, you'll likely benefit from developing good relationships with key stakeholders in your organization. These are the people who have a stake in your success or failure. Forming a bond with these people will help you ensure that your projects, and career, stay on track.

To find out who these people are, do a Stakeholder Analysis . Once you've created a list of colleagues who have an interest in your projects and career, you can devote time to building and managing these relationships.

Clients and customers are another group who deserve extra attention. Think of the last time you had to deal with an unhappy customer ; it was probably challenging and draining. Although you may not be able to keep everyone happy 100 percent of the time, maintaining honest, trusting relationships with your customers can help you ensure that if things do go wrong, damage is kept to a minimum. Good relationships with clients

and customers can also lead to extra sales, career advancement, and a more rewarding life.

Building Great Work Relationships

So, what can you do to build better relationships at work?

- **Identify Your Relationship Needs**

Look at your own relationship needs. Do you know what you need from others? And do you know what they need from you?

Understanding these needs can be instrumental in building better relationships.

- **Develop Your People Skills**

Good relationships start with good people skills. Take our [How Good Are Your People Skills? Quiz](#) to find out how well you score with "soft skills" such as collaboration, communication and conflict resolution. This self-test will point you to tools that will help you deal with any weaknesses that you have.

- **Focus on Your Emotional Intelligence**

Also, spend time developing your emotional intelligence (EI). Among other things, this is your ability to recognize your own emotions, and clearly understand what they're telling you.

High EI also helps you to understand the emotions and needs of others.

- **Schedule Time to Build Relationships**

Devote a portion of your day toward relationship building, even if it's just 20 minutes, perhaps broken up into five-minute segments.

For example, you could pop into someone's office during lunch, reply to people's postings on Twitter or LinkedIn, or ask a colleague out for a quick cup of coffee.

These little interactions help build the foundation of a good relationship, especially if they're face-to-face.

- **Appreciate Others**

Show your appreciation whenever someone helps you. Everyone, from your boss to the office cleaner, wants to feel that their work is appreciated. So, genuinely compliment the people around you when they do something well. This will open the door to great work relationships.

- **Be Positive**

Focus on being positive. Positivity is attractive and contagious, and it will help strengthen your relationships with your colleagues. No one wants to be around someone who's negative all the time.

- **Manage Your Boundaries**

Make sure that you set and manage boundaries properly – all of us want to have friends at work, but, occasionally, a friendship can start to impact our jobs, especially when a friend or colleague begins to monopolize our time.

If this happens, it's important that you're assertive about your boundaries, and that you know how much time you can devote during the work day for social interactions.

- **Avoid Gossiping**

Don't gossip – office politics and "gossip" are major relationship killers at work. If you're experiencing conflict with someone in your

group, talk to them directly about the problem. Gossiping about the situation with other colleagues will only exacerbate the situation, and will cause mistrust and animosity between you.

- **Listen Actively**

Practice active listening when you talk to your customers and colleagues. People respond to those who truly listen to what they have to say. Focus on listening more than you talk, and you'll quickly become known as someone who can be trusted.

Handling Difficult People

Occasionally, you'll have to work with someone you don't like, or someone that you simply can't relate to. But, for the sake of your work, it's essential you maintain a professional relationship with them.

When this happens, make an effort to get to know the person. It's likely that they know full well that the two of you aren't on the best terms, so make the first move to improve the relationship by engaging them in a genuine conversation, or by inviting them out to lunch.

While you're talking, try not to be too guarded. Ask them about their background, interests and past successes. Instead of putting energy into your differences, focus on finding things that you have in common.

Just remember – not all relationships will be great; but you can make sure that they are, at least, workable!

N:B

Building and maintain good working relationships will not only make you more engaged and committed to your organization; it can also open doors to key projects, career advancement, and raises.

Start by identifying the key stakeholders in your organization. These people, as well as your clients and customers, deserve extra time and attention.

Then, devote a portion of your day to laying the foundation of good relationships. Even five minutes a day, if it's genuine, can help to build a bond between you and a colleague. Be honest, avoid gossip, and try to compliment people on a job well done. After all, the more you give in your relationships, the more you'll get back from those around you!

Working with others

We all have to work with others if we want to fulfil our potential and meet our objectives. Even those who are solopreneurs have this requirement. Just because the other people do not work within the same company; it does not mean that we do not have to cooperate with others. If you can work effectively with others, you are already half way towards your goal. When you work effectively with others, together, you achieve more than you could by working only for your own needs. You do not have to like everybody in order to work effectively with others. Just look at some of the world's greatest sports teams; they often contain 2 or more players with egos the size of small countries. Yet they succeed; why? Because they understand that when they work effectively together, they can reap the mutual benefits which will help each person achieve their own personal goals.

We all have to work with others to achieve our goals. There will be some people that you enjoy working with and others that you'd rather not know. However, achieving your goals does not require universal popularity but it does require you to be able to work effectively with others, even those whom you do not like. The following are some tips to make this task a little easier.

1. Appreciate others goals

Being part of the same team does not mean that you all have the same goals. When you understand this, you understand one of the best ways to create positive relationships. Take the time to get to understand the goals and objectives of others and find a way to help them achieve these. When you do that, you will have allies who will want to return the compliment.

2. Set the example

If you want people to work with you in a particular manner, the best way to do this is to provide a clear example of the behaviour that you are looking for. If you want people to improve their time management, then you must be an example of an effective time manager. If you want people to communicate more openly, you must communicate openly. As Gandhi said, 'Be the change you wish to see in the world'. Don't wait for others to work out how you want them to behave; show them.

All it takes is one person to initiate the desired behaviour and the rest are more than likely to follow suit. When you demonstrate how to work effectively with others, they are far more likely to replicate your behaviour.

3. Everyone has a job

Each person has their own area of expertise and their own job. Take the time to get to understand each other's strengths and weaknesses. Also, if there are job descriptions, make sure that you know each other's role. When you do this, you can achieve the following benefits:

- You know what to expect of each other
- It is easier to divide up work

- Delegation is much easier
- You don't offend anybody by asking them to do something which is not their job

You cannot work effectively with others unless you know each other's jobs.

4. Be assertive

When you adopt an assertive communication style, you are better able to work effectively with others. You respect your own rights while also respecting the rights of others. For example, a colleague may ask you to complete a task for them. While you respect their right to ask this of you, you also have the right to say 'No'. An assertive communication style allows you to form better relationships as, even when they do not get their way, people understand that you are not being cruel to them; you are simply doing what is right for you. Assertiveness allows you to set clear boundaries with others, including:

- Your right to prioritise your own tasks
- Your right to decline requests
- Your right to make requests of others
- Your right to privacy and confidentiality

These are just some of the many rights which you are entitled to in the workplace. When you defend your rights and, respect the rights of others, you build relationships based on respect which will reap greater rewards.

5. Display the right attitude

The majority of communication does not take place in the form of words. Regardless of what words you are saying, the message that your body

language is communicating is far more powerful. You may think that you can hide your attitude with fancy words but rest assured that your body language will betray you.

If you want to work effectively with others, your attitude and body language must communicate that. When people see that you genuinely want to build a positive relationship, where you help each other to achieve your goals, they will be more open to the prospect. The following are ways that you can demonstrate your desire to work effectively with others:

- Be willing to trust others
- Be prepared to give the benefit of the doubt when things go wrong
- Rather than complain when things go wrong, offer constructive feedback
- Don't just wait for things to go wrong before you communicate. Every time that someone does something right, praise them with positive feedback
- If you are having a bad day, try not to dwell on it for too long. See what actions steps you need to take in order to rectify it

Effective communication skills are an essential part of working well with others. You can learn more with “How To Talk So Others Will Listen”.

If you want to achieve your goals and objectives, in any area of your life, you must learn to work effectively with others. When you work effectively with others, you harness the power of synergy and achieve more together than you ever could apart. The old ideal of the team, where people sacrifice their own needs and goals, to work solely for the benefit of the team, is no longer relevant. People may be prepared to make these sacrifices for a short period but if a job is not allowing them to fulfil their

own objectives, they are likely to move on, sooner rather than later. Rather than focus on building a team, it is far better to build mutually beneficial relationships where you work effectively with others to achieve better results for all.

Building a co-operative Team

Working effectively in a team environment is crucial for many large and small businesses. It requires skills in effective communication, collaboration, time management, and business acumen. On a team, members share the ownership of meeting the defined objective. By establishing a responsibility matrix, you define who is responsible, accountable, consulted, and informed for each task you complete. Working with a diverse group of people, sometimes in different locations, presents many challenges. Learning to work together effectively in a team environment enables everyone involved to achieve their personal and

Time Management

Team members depend on each other to complete tasks according to the plan so that work flows smoothly from one process or task to the next. Effective time management involves prioritizing, scheduling and focusing on work to maintain productivity. For example, to operate efficiently, team members should assess each task as important or urgent. Important activities typically lead to personal achievement. Urgent activities require immediate attention and may be associated with demands from superiors. By categorizing activities, you can identify distractions and interruptions, and minimize them in your schedule in the future. This helps you focus on work that truly contributes to the overall team's goal as well as your personal career objectives.

Communication

Effective communication ensures that all team members know what is required of them. By conducting regular meetings and sharing information, the project team manager creates an environment where team members can demonstrate their individual contributions to the effort, as well as ask clarifying questions. This minimizes ambiguity and prevents misunderstandings and conflict. To build rapport, an effective project leader conducts team-building exercises to foster good communication. For example, play a survival game by asking your team to identify 12 items they would need to survive on a desert island. This exercise helps the group come up with strategies for conducting productive discussions and making decisions.

Collaboration

Working in a team environment typically involves collaborating with others to solve problems and develop innovative solutions. Behaving collaboratively includes valuing the contributions of others, brainstorming ideas with team members, and sharing tasks to get work done efficiently. For example, using social media technology, team members can debate alternatives to problems by contributing to wikis, blogs or forums.

Business Acumen

To work effectively on a team, members need to know their role and the overall project objective. Then, they can analyze situations that arise, diagnose the problem, and propose solutions that help the collective team work more effectively towards reaching the goal. This might involve managing a budget, handling risks, making policy decisions, or managing change. To develop skills in business acumen, conduct team-building

exercises that present scenarios to your team members, and give them the opportunity to participate in role-playing activities.

For example, divide your team into pairs. Present a challenge relevant to your business, such as dealing with an angry project sponsor who provides funding to the project. Have one person play the role of the sponsor and explain his concerns over an issue, such as a cost overrun. Instruct the other person to play the role of an employee and respond to the issue, such as why the project requires additional resources and funding. This exercise helps employees practice communicating clearly to demonstrate that they truly understand how the business works.

1. One party at least should value the relationship – This may start off as a one-way street, but this can lead to a meeting of minds later on.
2. Listen effectively, without judging – Listening in this way will promote mutual understanding and mutual respect.
3. Have informal chats – Chatting over a coffee can encourage a more open exchange of views than meeting officially with a desk between you.
4. Create an open culture – Your team should know they can speak freely, no matter if that is to express happiness, joy, contentment, anger, irritation, sadness or fear. Negative feelings that are hoarded cause significant problems.

Changing Mindsets by Empowering Others

Leaders must take responsibility for their team's performance, which means leaders must be happy that the direction of their team is one which the leader thinks is best. Although it is useful to have creative sessions with team members to bat around a few ideas, the overarching goals that

the team must fulfill are most often set by the leader, or some authority above the leader.

The challenge is therefore to get the team “onside” with the given aims, even when some team members may wholeheartedly disagree with them, or balk at the idea that these have been imposed on them from above.

The overarching goals that the team must fulfill are most often set by the leader, or some authority above the leader.

Despite the accepted hierarchy of any workplace, for a team to work most efficiently, its members – especially higher level ones – may want to feel they are contributing

more than the spade work; they may like to feel that they have chosen where some of the plots should be dug.

The answer is by empowering your team, as far as possible.

This presents a challenge for the leader who cannot just let his or her subordinates have free play. The team must be made to feel involved and

motivated. Or perhaps the situation is worse, and your team is beginning to show a little disobedience. How then to provoke a positive response in them?

The answer is by empowering your team, as far as possible. Short of handing over the reins and heading off home, the motivational leader must be able to create a sense that their team is actively involved in the process and contributing in a real sense to the overall outcome of the project. This can involve learning how to make your suggestions appeal to them. This may mean you solicit their opinions and take the best ideas on board. Or you may have to convince them that your goals are shared and that their futures are tied to your overall success. It may be a simple matter of making an employee understand that their job will be safer if

they perform well; reminding them that they are working for themselves and their family, and not just for a company.

However, empowering others does not just mean employing tactics that persuade other people to your own opinion or goals. It can also mean demonstrating leadership qualities that inspire others to act at their very best, no matter what is asked of them. Such leadership qualities would be most in evidence in the armed services, where the end result of potentially being killed is rarely going to elicit a whoop and a cheer. Soldiers are empowered to greatness by the examples set by their commanding officers.

Sometimes, it is just a matter of being an admirable and inspirational human being. Of course, some are born with more of these qualities than others, but we can all strive to lead by example, so that others will feel empowered to make great things happen.

Chapter 3:

Profiting With Your Leadership

Employees do not quit jobs or companies – employees quit their managers. This is quite a provoking statement, which gives food for thought. Especially if you consider that up to 45 % of all managers do an insufficient job in the eyes of their team, as a recent survey conducted by a US consulting company reveals.



Leading people is often seen as a side activity and taken for granted with some people being more talented than others, which is unfortunately still a widespread opinion in many organizations. Indeed, there are huge differences in the quality of leadership. But why is that?

Very often, a team member is promoted to a leading role based on proven technical skills. This way, the best sales person often automatically

gets promoted to head of sales. However, someone who's technically brilliant doesn't necessarily possess the skills to lead a team: such a change of role often almost equals a change of profession. The new set of skills required for the leading role is often not recognized and in consequence not systematically developed. The statement that is often heard, "Just do it, you'll be fine!" shows how much the requirements of a leading role are often underestimated. In the worst case you lose the best technical specialist and gain an average leader who struggles along and becomes more and more frustrated and discontent. Let alone the impact on employee satisfaction and engagement.

Obviously, someone who got promoted into a leading role under these circumstances will hardly become a charismatic and passionate leader and will barely be accepted as a role model with followers who want to follow rather than having to do so. The latter is only possible based on a good and trustful relationship between leaders and followers, as this is a proven key element for employee satisfaction and engagement. This being said, systematic development of leadership competencies should be at the top of the list. Fortunately, an increasing number of organizations is beginning to understand this. Especially in high-performing workplaces, as opposed to organizations in which productivity and profitability are below average, statistics show that leaders are not only allowed to lead but also have the ability and willingness to do so, because they feel empowered and possess the necessary competencies. Out of these various elements, the ability of a leader to understand people's motivators, hopes and difficulties and to create the right circumstances and support mechanisms to allow people to live up to their full potential has the greatest correlation with profitability and productivity.

This indicates that outstanding leadership not only calls for the ability of a leader to build and preserve relationships and the ability to use a broad

set of leadership methods adequately and effectively; it also calls for leaders with a stable personality, who know their own strengths and limitations and who deal with them in an authentic, relaxed and open way. Coaching is among the most effective and lasting development measures for achieving these qualities.

Maximising Profit with leadership

At a gut level we know that leadership is important and necessary.

Turns out leadership isn't just a feel good thing. It drives the bottom line. Two interesting findings came from a study by Dr. Rob Cook from Human Synergistics International. He measured the correlation between profit margin and how constructive the culture of the organization was.

A constructive culture is one where there is a sense of achievement, challenge, growth, encouragement and humanistic relationships.

The first conclusion was that organizations with a constructive culture had sustained higher profit margins. In fact the more constructive the culture, the higher the profit margin and the more stable the profit over time.

The second conclusion was that aggressive cultures (very task/numbers driven without support/encouragement) had the most erratic profit margins. Some years it would go way up and other years it would come crashing down. You know the story... being aggressive can yield short term gains but in the long term, people burn out and leave and the numbers drop, often costing the aggressive manager his or her job.

As outside observers we see obvious links between operational outcomes and the strength or weakness of the leadership. It shows up in sales, customer complaints, scrap/rework, project delays, supplier relations,

grievances/complaints, past due orders, waste, excess overtime, cost and profit. Share your thoughts with me.

How constructive is the leadership culture in your organization?

When you consider the managers and supervisors in your operation, is there a link between those with weak leadership skills and poor results?

Action Items

- To get buy in from senior level decision makers, link leadership issues to the bottom line. Ask questions such as, “How much of that problem can be linked to leadership?” or, “It’s no wonder Bill is struggling, did we ever give him training on how to be a good supervisor?”
- Confront the unacceptable leadership behaviors and offer either training or coaching. Only a small number of leaders are unsalvageable. Most can be turned around.
- Measure your existing culture versus the ideal culture and develop a game plan to be more constructive.

The late Milton Friedman, a long time economic advisor to American Presidents, stated: "the sole purpose of business is to maximize profit."

The impact of this leadership paradigm is strikingly clear today. Today, we see 12 million Americans walking out of their homes, their savings gone, and retirement impossible. We are witness to a profound loss of hope, and a loss of belief and confidence in long standing leadership paradigms. As it turns out, greed, and its underlying "power-based model of leadership," is not good for the people, or for leading countries or corporations.

Power to Value Based Model of Leadership

Leaders, all types of leaders, CEOs, Vice Presidents, Managers, Project Managers and people at all levels of a business have power, the power to influence people or events. That power, or energy, can be used wisely or misused, for good or for harm, for service to others, or for power over others. The present conditions in our world today are a "wake up call" to use power wisely, for the people and the planet.

The power based model of leadership is based on "making people do things," how to manipulate power to get what you want, how to win, the use of clever strategies. Power is an end itself and who gains more power vs. who accomplishes the most for the organization is the definition of success. The result we too frequently experience is conflict between power, people and groups. Not surprisingly, these same leaders call in "experts" to train their people in collaboration, conflict management, communication, handling stress and countless other programs designed to alleviate the very problems they have created. What the leaders are not honestly dealing with is that the people in the organization are only modeling the leadership behaviors they see and experience every day.

What is required today is a shift in our leadership paradigm, from a power based model of leadership to a values based or service model of leadership. Values based leadership is characterized by a commitment to be of service, to meet the needs of others. Such companies have clearly stated values that demonstrate that commitment. And these values are not just "post-it" note values, or some poster on a wall that people no longer really see, or "talk the talk, but not the walk." Instead, the vision of the company is clear, compelling, and it inspires people to higher purpose. It is a picture of "how the world could be...let's turn it to everyone's' advantage."

The intention is on using power wisely by serving others, based on a clear vision and meaningful values—values that are visibly reflected in both the talk and the walk of the leaders in positional power. Power is a means, not an end; it is one tool to help people. Listening and coaching are the leaders' most important tools. Success is measured in how each of us has grown as people and how the organization has grown as a result. The results are cooperation and collaboration between power, people and groups, and the focus is on problem solving and creating opportunities to see results.

Values Based Leadership is leadership that has a moral basis, an intention to lead for the sake of others. Values Based leaders inspire hope in others. They encourage the imagination, resourcefulness and creativity that lies within each person. They help others help themselves, and equip others so that they can transform themselves into values based leaders.

Creating Influence through Leadership

Pittacus, one of the Seven Sages of Fifth Century Greece, said "the measure of a man is what he does with power." In history, and in all sectors, we see countless examples of values based leadership. Examples such as Martin Luther King, Ghandi, Mother Theresa, Jimmy Carter, Nelson Mandela easily come to mind but examples abound in all social, government and private sectors. What most characterizes values based leaders is their ability to unite people in a common vision of a better world; they provide a moral base for that vision, the intention to be of service to others. Stop and think of the leaders in your life, people who have influenced you to become your best and most creative self. Think of the values they "lived" and modeled for you, how they influenced and shaped your life.

Leadership is an influencing process. Any time you seek to influence the thinking, beliefs, or development of people in their personal or professional lives to unleash their power and potential so they can impact the greater good, you are taking on the role of a leader. You are continuously influencing others around you, your children, your family members, your colleagues and co-workers, your boss. And if you take a moment to reflect, your foundation for effective influencing is based on your personal values, beliefs that you hold, what is critical to being a person of worth, a person who uses power wisely, and for the benefit of others.

The Real Deal

People want to feel connected to their companies, not only at the intellectual level but also at the emotional level. When a company's vision is inspiring, seeks the greater good, and the leaders actively seek to connect others to that vision and demonstrate how shared values can guide every action, then a strong bond—a strong identity is formed—and people are motivated to give their best.

"All of this is very nice," you might be thinking, "but if it doesn't get bottom-line results; it will never sell." You'll be pleased to know that there is a clear ROI for using power wisely, for values based leadership. Many companies are on the journey, increasingly so. American Express conducts feedback reviews on their leaders based on how they demonstrate the company's values in their every day actions. Other companies have even transformed their leadership paradigm from "values based" into "servant led." Southwest Airlines, Starbucks, Chick-fil-A, TD Industries, Men's Warehouse, and Toro are examples of "servant led" companies that consistently produce positive bottom-line results. In fact, these companies outperform S&P 500 companies (10.3%)

and Jim Collins' "Good to Great" companies (17.5%). Their ROI is 24.2%.*

The term "Servant Leadership" was first coined by Robert Greenleaf, the director of management research, development and education at AT&T for thirty-eight years. Retiring in 1964, he founded the Center for Applied Ethics (now the 'Robert K. Greenleaf Center') to promote research and public understanding of leadership excellence. Greenleaf's key message was: "the great leader is seen as servant first, and that simple fact is the key to his greatness." By combining two seemingly contradictory terms, "servant" and "leader," Greenleaf asks us to reconsider the very nature of leadership. Increasingly, this message is reaching American corporate leaders and is the foundation for changing their corporate culture.

The Leader: Is in You

"Anybody can be great because everyone can serve," said Martin Luther King. So values based leadership is not about your formal position, or your place on the organizational chart. It is not limited to your job description, it is not a communication "style." It is, however, a way of seeing, a way of putting on a special lens that helps you lead toward something, a vision of a positive future that inspires hope for a better world, and an intention to be aware and responsive to the needs of others. It is the contribution you make each day. A commitment to making a difference one action at a time, one person at a time. It is also a competency developed over time; it becomes part of who you are and is practiced throughout the life.

What To Do

- Read current and seminal books on values based or servant leadership. Learn whether it reflects your own beliefs and experience of what kind of leadership is required in today's world.
- Seek to be a person of influence in your organization, wherever you are on the organizational chart.
- Identify your own values. Define how you seek to "live your values" in your everyday actions.
- Examine your organization's vision and values. How closely are they "lived," how are they used as guides in communications and decision making? One CEO said, "if it doesn't fit with our vision and our values, it's not the right decision."
- Work in your sphere of influence, one to one, team, group, department. Encourage conversations about culture, leadership, vision and values. Build connection and alignment to a defined vision and set of values.
- Develop trusted relationships at the senior level of leadership. Seek to influence senior level conversations that re-visit, re-vitalize, or freshly create a commitment to a culture that inspires a vision for the greater good and that demonstrates its values in everyday action.
- Be willing to be an organizational "change agent" that helps build a coalition of other change agents, sponsored by the CEO, who will create a clear set of actions for strengthening your leadership culture.

Other great Tips

1. Know yourself and seek self-improvement – By properly evaluating your own weaknesses/strengths and looking to improve those areas daily, you will continually improve your ability & performance – Make sure your staff follows this also.
2. Be technically and tactically proficient – Keep current with the latest technical developments in your field of expertise and know how to deploy your resources for the maximum return on investment – another great development principle for your employees.
3. Develop a sense of responsibility among your subordinates – Drive accountability down to the base level among your staff – Make sure they are aware that you will hold them accountable for their actions and assignments.
4. Make sound and timely decisions – Make sure that your decisions are well thought out and take into account all relevant information – Don't act rashly or out of anger, desperation or any other emotional state.
5. Set the example – Lead from the front – make sure that your staff sees you as the role model Be visible in your daily activities – hold yourself to a higher standard – this will motivate subordinates to improve themselves.
6. Know your people and look out for their welfare – Only by demonstrating that you are interested and concerned for their welfare will you win their loyalty. A good leader is a compassionate listener and understands what motivates his/her staff.
7. Keep your people informed – Information is the life's blood of any organization and only good if it is shared across the widest possible

spectrum. Share your ideas and knowledge with your staff – this will make them feel included and valuable.

8. Seek responsibility and take responsibility for your actions – Be prepared for your next assignment and take charge of all areas of responsibility – if a mistake is made, stand up & take the heat. By doing so, you will demonstrate a key principle of leadership – We all make mistakes, we are all fallible but it is how we respond to our mistakes that separate the professionals from the pretenders.
9. Ensure assigned tasks are understood, supervised, and accomplished – You need to trust your people but verify – Trust your employees to do their job but verify it has been done to your standards. By doing so, you will make sure that you are involved, accountable and creditable with your superiors.
10. Train your people as a team – Have your staff work together as a team and cross train on each others responsibilities. This allows them to utilize each other's strengths and to feed off of the team synergy. Teamwork develops a sense of shared responsibility and commitment to the objective.
11. Employ your team in accordance with its' capabilities – Know the limitations of your self, your people and your department. Don't look to take on more than you should. By knowing your limitations, you'll know when to call in the reinforcements.

Incorporating Leadership with Human Resources

Creating effective leadership in organizations is by no means a new topic, but it is one of increasing importance. More and more research points to leaders' vital role in organizational performance, health and effectiveness.



The media is also highlighting the disastrous impact of failures in leadership in fields such as banking.

This focus on the importance of effective leadership provides an opportunity for HR to really make a difference in their organizations. If HR can nurture good leadership, they can become instrumental in securing the future of a functioning workforce.

In our review of leadership and its implications for HR for the CIPD , my colleague Rachel Lewis and I identified four elements to the role that HR needs to play in creating effective leadership in their organization:

- defining what good leadership means
- developing leaders' skills
- creating systems, processes and policies that support good leadership
- creating the conditions in which the value of leadership is recognized

1. Defining what good leadership means

One of the problems with leadership is that there are so many different definitions of the term and different ways of looking at it. Every individual in your organization is likely to hold their own, generally implicit, model of leadership.

But HR professionals are in the ideal position to create an explicit explanation of what leadership means in their particular organizational context.

This can take the form of a set of behavioral indicators and descriptors that set clear expectations and provide a common language about leadership for both leaders and followers. It can also clarify that leadership is distributed across the entire organization and not purely the responsibility of a small group of executives.

2. Developing leaders' skills

Another problem with leadership is that people are often promoted into leadership positions without being given the support and development they need in order to fulfill their responsibilities as leaders.

To address this leadership skills deficit, HR professionals need to first understand current levels of capability in their organization. Then they need to create leadership development programs that build the skills of both those already in leadership roles and those who are the leaders of the future.

In order to bring about sustained changes in leadership capability, development programs need to take a long-term approach that not only builds skills, but also develops individuals' identity as leaders. Thus, coaching, mentoring and support over an extended period of time may be more effective than short training programs.

3. Creating systems, processes and policies that support good leadership

Learning and development is just one of the systems that HR professionals can use to support good leadership in their organization. Processes such as recruitment, promotion and appraisal are also ways of embedding positive leadership.

Recruitment and promotion systems can ensure that only those who have leadership capability, or the potential to develop such capability, are put into positions that involve leading others. Those who are technically excellent, but will never have the people skills to be good leaders, may need to be given technical promotion routes to recognize their contribution without compromising the quality of the organization's people leadership.

Appraisal and performance management can support both the messages about what is expected of the organization's leaders and the measurement and development of leadership capability. Other policies and processes such as organizational development, culture and values exercises, job design, team-working and employee engagement can all be used to underpin and emphasize good people leadership.

4. Creating the conditions in which the value of leadership is recognized

To achieve effective leadership and investment in leadership development, it is vital to have buy-in from all levels of the organization and particularly from the very top.

HR professionals can generate this buy-in by:

- championing leadership,
- articulating the business case,
- influencing the agenda, and
- showing how important effective leadership management is for dealing with the complex, dynamic world in which all organizations are now operating.

They may need to challenge those at the top and at all levels of management to role-model good leadership, authenticity and values.

Make leadership coherent across the organization

These four areas intertwine and support one another. If HR professionals can do all four things, they will allow leadership to be considered in a coherent way across the organization. This approach benefits not only leaders but also employees, the organization and, ultimately, HR itself.

HR leaders

HR leaders can emerge at any level. Whether they are an entry-level recruiter with a strong ability to hire unique talent, a tenured training manager who has a knack for building employees' skill sets, or a mid-level employee relations specialist with a unique skill for enhancing employee engagement, remarkable HR leaders impact their workplaces in positive ways.

Every day we witness HR leaders who find great talent in the midst of a skill-set shortage; devise competitive pay strategies to retain their top performers; coach managers to build their leadership effectiveness; create training and development programs that engage and grow their talent;

design recognition programs that motivate employees; and so much more.

When you routinely interview HR leaders in the community, It's found that many highly effective and respected HR leaders and professionals share certain attitude. Here are the Skills.

Passion.

Great HR leaders love and are passionate about what they do, where they work, their industry and most importantly about talent - finding it, empowering it, engaging it, and developing it. They truly enjoy what they do, whether it's specializing in a certain area of HR, being a generalist, or managing the function.

Communicator.

Highly effective HR leaders are strong communicators and influencers. They are able to provide guidance on a range of HR issues and influence new ways of doing things to improve the organization's operations. They communicate with ease to employees and managers, and are also able to effectively facilitate change. They listen to their employees and build relationships with them over time.

Care.

HR leaders have integrity and instinctively care about people. They always put the needs and interests of their employees first. Their caring nature and emotional intelligence guide smart but compassionate policy making, and establish positive and healthy employee relations.

Forward-thinking.

They plan for the future of their workplaces, identifying potential threats and opportunities for attracting and retaining their top talent, as well as ways to make positive changes to their organization's culture. They

ensure that they are prepared for challenges to protect their organizations and stay ahead of the curve.

Innovative.

HR leaders design creative approaches to attracting, managing, and developing talent with the understanding that to be competitive, they have to stand out from other employers and use different approaches. They are supporters, promoters, and designers of unique world-class talent initiatives.

Strategy.

They don't operate in a vacuum. Instead, outstanding HR leaders understand their organization's strategy, take an interest in its vision, and align their work, projects, and goals with the needs of their business. They know what high performance means and how to elicit it through talent management.

Problem-solver.

HR leaders are problem solvers and impeccable crisis managers. HR lends itself to a number of unforeseen and complex legal, employee, and management problems. Great HR leaders help prevent those, deal with them, and significantly mitigate adverse effects on the organization.

Ethical.

Because they handle a great deal of confidential information and sensitive issues ranging from employee medical conditions and performance problems to legal matters, great HR leaders are trusted, ethical compasses of their organizations. They don't just do what's standard or required by law - they do what's right for their people - even if a higher cost or greater time investment is attached.

Technology-minded.

Great HR leaders vet, leverage, and use new technology to make their departments more efficient and accurate in their day-to-day operations. They aren't afraid to embark on new technology to improve their systems and processes.

Life-long learner.

Last, but certainly not least, extraordinary HR leaders never stop learning and networking to build their skill-sets and leadership as well as to gain new ideas. They are always trying to find ways to improve their own effectiveness, and thereby, their organization's success.

These are just some of the many qualities that can make an HR leader successful, but the bottom line is that remarkable HR leaders deliver exceptional achievements and results to their organizations by balancing the needs and interests of employees and the business.

What To Have As A HR Leader

Organization

HR management requires an orderly approach. Organized files, strong time management skills, and personal efficiency are key to HR effectiveness. You're dealing with people's lives and careers here, and when a manager requests help with a termination or a compensation recommendation or recognition program, it won't do to say, "I'll try to get to that if I have time."

Multitasking

On a typical HR day, an HR professional will deal with an employee's personal issue one minute, an intermittent leave question the next, and a recruiting strategy for a hard-to-fill job the minute after. And that's to say

nothing of social media, wage/hour, engagement, retention, and a whole host of other things, every one critical to someone.

In HR, if it's not one thing, it's another. Priorities and business needs move fast and change fast, and manager A who needs someone hired doesn't much care if you're already helping manager B who needs someone fired. You need to be able to handle it all, all at once.

Dealing with Issues

A surprisingly large percentage of the issues HR managers face are in “the grey area.” Is it discrimination? Is it harassment? What's a “reasonable” accommodation? How far over backward do you have to lean to approve intermittent leave? HR managers have to be able to act with incomplete and “best available” information, and they have to know when to seek the professional help of colleagues, attorneys, and other experts.

Negotiation

Along with grey comes the need to negotiate—there are often two or more opposing views, and the successful HR pro can find an acceptable middle ground. Remember, the goal of negotiation is to end up with two parties that are satisfied with the outcome, and that's not often easy to achieve.

Communication

HR professionals have to communicate up to management, over to managers, out to potential employees, and down to all levels of current employees. And they have to do it in writing, while speaking to large and small groups and, increasingly, through social media. They have to be convincing, caring, and believable.

Ethical

HR professionals are the conscience of the company, as well as the keepers of confidential information. As you serve the needs of top management, you also monitor their actions toward employees to be sure that policies and regulations are followed. You need to be able to push back when they aren't in order to keep the firm on the straight and narrow. Not an easy responsibility!

Of course, you always handle confidential information appropriately, and never divulge it to any unauthorized person.

Focus

Employees expect human resources professionals to advocate for their concerns, yet you must also enforce top management's policies. The HR professional who can pull off this delicate balancing act wins trust from all concerned.

There are times you must make decisions to protect the individual and other times when you protect the organization, its culture, and values. These decisions may be misunderstood by some, and you may catch flak because of it, but you know that explaining your choices might compromise confidential information. That's something you would never do.

Conflict Management and Problem Solving

News flash! Everyone doesn't always get along with everyone else. High productivity demands that people work together at least civilly. HR has to find ways to allow that to happen. And that's to say nothing of the myriad other problems that hit HR's in-box—you can't be effective without problem-solving ability.

Change Management

Most companies today are in a constant state of flux. Task forces, matrices, and teams spring into being, do their jobs, and disband as others form. Hierarchies have been squashed, and companies have four or five generations working side by side. A lot of people are freaked out by what's going on. HR has to help everyone cope with the constant changes.

“Never think of HR in isolation,” “Because if HR professionals think of themselves as ‘just HR,’ that’s what the rest of the organization will think, too.”

Chapter 4

Getting the Most from Your Team

Start right

When a staff member joins your team, give them time to become fully acclimatized to your company. The sooner they settle, the sooner you can start to reap rewards. It will help if you complete an induction and a detailed contract of employment, which outlines what you expect from them.



Create expectations

Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations.

Strange as it may sound, some employees do not have a clear sense of their role. Such confusion can cause arguments, or even duplication or omission

of tasks. This is clearly bad for productivity. Your team needs to know their job and responsibilities; a job description will help.

Stand back

Part of empowering your team is trusting they can get on with the job without you peering over their shoulder every fifteen minutes. If you want staff members to flourish, they should be allowed to get on with their job. Of course you need to keep a watchful eye, but there is a happy medium where they know you trust them. Your team is more likely to over-perform if they feel good about what they are doing. Motivated staff work harder. Money is often not the prime motivator. They want to know what is expected of them, and then they want to be allowed to get on with it. This is far easier if the right people are employed in the first place.

Communication

Effective communication is the lifeblood of any organization, regardless of its size. That may mean face-to-face talks or pinning notes on a board. Provided your team knows what's going on, you are being an effective leader. Try asking your team how they prefer communication to happen. This helps to empower them.

Try asking your team how they prefer communication to happen. This helps to empower them.

Keep communicating

It can happen that there is a sincere intention to improve communication, and it all starts off positively: team briefs, newsletters; intranets, etc. Then things start to slow down. As a leader you should not let this happen. It may mean important information is not imparted, or you are viewed as not bothered about how the team is getting on.

Be honest

Communication is not much use if your team believes it is not getting the whole picture. Bad news is still news, and you must trust that your people are mature enough to handle it, or you may find they are insulted and no longer believe what you tell them. This does not mean shouting every piece of office gossip from the rooftop, but it does mean keeping your team abreast of all that is pertinent to them.

Consultation

Asking for their opinion is not weak; it is sensible, and it serves to empower that team member.

Effective consultation is a vital tool to improving performance. Your team members have specific roles. Your collective

overview may be more knowledgeable, but there may be team members whose specific knowledge is greater than yours. Asking for their opinion is not weak; it is sensible, and it serves to empower that team member. The more facts you have, the easier and more effective your decision-making will be. Getting the most out of your team is greatly aided by effective consultation and it demonstrates respect from you to them.

Training

Training is a boon if it is relevant to the team members receiving it. You are guaranteed to alienate staff by sending them on courses that bear no relevance to their role. Training for the sake of training is counter-productive. You need to ask: Will the training help the business? Is it geared to the priorities of the business? Are the right individuals and teams within your organization receiving the training? How can I quantify any improvement?

Training must be organized and delivered effectively or you should not commit to it in the first place. Ensure that the agreed priorities are met. Once this happens, think of how you can help individual team members in their personal development. This can be a real aid towards improving performance and motivation.

When the training is over, try and evaluate its worth. Where do you expect to see improvements? If you evaluate effectively, you can judge where further investment in training will pay off.

Organizations of all sizes invest in their people through effective training. Your team is your most valuable asset and their performance has an impact on the company's bottom line.

Staff Appraisals

All companies should review performance of their staff on a regular basis. When staff appraisals do not work, it is for the following reasons:

When a team outgrows individual performance and learns team confidence, excellence becomes a reality.

There is no system in place for undertaking reviews on a regular basis; there is no paper trail to follow so people don't know where to start; they are used

purely to air grievances and so have become a negative thing; the appraiser isn't trained to appraise so the results are unreliable; there is no follow-up so improvements are missed.

Chapter 5:

10 Ways to Be a Better Leader



1. Ask to be judged

Finding out what others think of your leadership skills can really help you change for the better. Sometimes leaders can be so wrapped up in appraising others, that they do not seek appraisal from below, only from their own superiors. Your team is the best source of feedback, because they are on the receiving end of your “skills” every day. Honesty should be encouraged, but bear in mind that it may only be anonymous feedback that holds the truth if your team believes you are going to use it against them, or become defensive about what they say. If you have created a trusting and open environment, this should not be a problem.

2. Don't abuse your power

Your team may not agree, but they should know why a situation is how it is.

If people are questioning why certain things are done, or the logic of decisions, never pull rank in response. Your team should feel

empowered, if only by you taking the time to explain the rationale for any decisions that have been made. Your team must be on your side. This will not happen by you telling them that the decision is the right one because you are the boss. Your team may not agree, but they should know why a situation is how it is.

3. Your team is intelligent and can be trusted

Your team should be allowed to take actions and make decisions. Trust is a vital component of leadership skills. If you can't trust people to do their jobs, then you have the wrong people, or you're not managing them properly. Let them do what they are there to do without peering over their shoulders every fifteen minutes, asking what they are doing with their time.

4. Listen

Truly listening to your team is one of the greatest leadership skills. Good listeners come across as genuinely interested, empathetic, and concerned

All great leaders have great communication skills.

to find out what's going on. All great leaders have great communication skills.

Unhappy team members can only exist where their problems have not been aired. Create an environment where problems can be discussed so that solutions can be found.

5. Stop being an expert on everything

Leaders often achieve their positions by being proficient in a certain area, and thus will have an opinion on how to fix problems. They believe it's better to tell someone what to do, or even to do it themselves, than give their team the opportunity to develop their own solutions, and therefore exercise their creativity.

6. Be constructive

Negativity breeds negativity. How you communicate has a profound effect on your team, as a whole and individually. Criticisms will always need to be made by leaders, but try to make them constructive, and deliver them without emotional attachment.

7. Judge your success by your team's

The true success of a leader can be measured by the success of the people who work for them. You cannot be a successful leader of a failing team, just as you cannot be a successful general of a defeated army. Your focus should always be on building your team's skills and removing obstacles in their way.

Your focus should always be on building your team's skills and removing obstacles in their way.

8. Don't be a narcissist

Nothing is more annoying for team members than leaders who make their decisions based on how good it will make them appear to their superiors. A key leadership skill is integrity. Integrity is about doing the right thing, and allowing praise where praise is due, even if that is not at your door.

9. Have a sense of humor

People work better when they are enjoying themselves. The work itself may be dull, but the environment does not have to be. Stifling fun also means stifling creativity. Team members love it when the leader joins in and has fun. This does not have to create a flippant atmosphere; on the contrary, this is a tenet of team-building.

10. Don't be too distant

Without revealing your innermost secrets, it is possible for leaders to

Without revealing your innermost secrets, it is possible for leaders to show a more human side.

show a more human side. If mutual respect exists, this should not be seen as vulnerability, rather a sign that you are a sentient human

being, just as your team members are. Only when your team gets to know the real you will the true foundations of good leadership be properly established – trust and respect.

Chapter 6:

The Leadership Gene

The matter on leadership and genetics has been discussed and researched on for as long as the concept of leadership was created. Research efforts have been poured into exploring the link between the two. Are leaders born or made? This is going to sound cliché but until now, genetics is still considered a big factor in determining the formation of leaders.

There is no single factor that will determine the person's ability to lead.

But not everyone thinks the same way. There could be some truth to it but factors such as experiences and social dynamics are also important in leadership. There is no single factor that will determine the person's ability to lead. Each factor is important up to a certain extent.

Some scientists feel strongly about genetic and biological factors and their link with leadership. The interest in the link between genetics and leadership are sparked by people from the same family that assume leadership positions in society. The Kennedys and the Bush family are two examples. More than genetics, science is also looking at biological and physical traits that leaders possess. There are studies that show how genetics contribute to the physiological and psychological functions of a person. These will eventually affect the person's cognitive and behavioral traits, which determine if the person is fit for leadership. Hormones and chemical changes in the body affect a person's cognitive functioning, a very important aspect of leadership.

When it comes to leadership, it's always a question about nature vs. nurture. However, both are intertwined with each other and cannot be separated. Leadership cannot be discussed without considering both at the same time. Case in point would be chemical and hormonal changes in the body that will affect the disposition of the person. The disposition will affect the attitude and behavior, which are huge factors in leadership.

An example would be a person that is suffering from a bipolar disorder. People with bipolar disorder tend to exhibit very drastic mood swings, easily switching from euphoria to depression. There are several causes of bipolar disorder, including neurotransmitters that are hereditary. Their

In fact, the greatest leaders in the world were reportedly bipolar

bipolar tendencies will affect their personality, which will affect their leadership style. This is not to say that bipolar people are not capable

leaders. In fact, the greatest leaders in the world were reportedly bipolar (e.g. Abraham Lincoln, Winston Churchill, and Napoleon Bonaparte). Their drastic mood swings, however, may have negative effects on their leadership and establishing trust with their followers.

As said earlier, you cannot rule out the external factors (nurture) in leadership. The Kennedys may be a family of leaders but take note that the members are exposed to the same environment and values. They are exposed to almost the same group of people and circumstances. Even if genetics played a big part in their leadership streak, you cannot take away the fact that they thrive in a common environment. They were exposed to the same kind of experiences and brought up by the same set of people who share the same values as well. They are also bound to develop similar opinions on important issues and perhaps, develop the same leadership style.

There are certain environments that are conducive for molding leaders. The environment plays a huge role in shaping the ideals, opinions, and values of a person. If young children are brought up by parents that promote pro-social behavior, the children will grow up overcoming unreasonable aggression and form healthy relationships with their peers. Role models account a lot for the formation of leadership traits in a person. When a child is surrounded by people with strong leadership attributes, the child will most likely imbibe these attributes as well. Likewise, children surrounded with aggressive role models will most likely turn out to be aggressive.

Aggression and social skills are very important in leadership because to be an effective leader, the individual must be adept in dealing with people. Leaders have to establish rapport with their colleagues and subordinates.

In general, many leadership attributes are shaped by external factors.

In general, many leadership attributes are shaped by external factors.

Even if there are claims that leadership qualities are inherent in a person, the fact remains that a person will continue to develop for

as long as he or she is alive. Some traits will be more developed by others. The attitude and personality of the person will be influenced by the people around him or her. Other environmental factors that affect the person (e.g. political atmosphere, economic conditions, life-changing events) will also determine the set of leadership traits he or she will possess. Such are the formative experiences that can possibly produce a leader.

Related to the formative experiences are the social dynamics that the person is subject to. For instance, a certain female may have good social-skills and strong conviction but her leadership qualities may not shine to its full potential if she is in a society where males are always considered the alpha figure. She may have the leadership potential but if she thinks

**Leadership qualities
may be enhanced
along the way.**

that males are always the rightful leader, she will not be able to exhibit her leadership qualities to their fullest. The position in the family is also an example

of the impact of social dynamics on leadership. Many first-borns are usually molded to become leaders, although not all turn out to be good leaders.

Social dynamics are huge factors to a certain extent, similar to genetics and formative experiences. All three contribute to the development of a leader. Some people may or may not have inherent leadership qualities but experiences and relationships in life will affect the attitude of the person.

Leadership qualities may be enhanced along the way. One's growth and development is certainly crucial in determining if the person is fit to be a good leader.

Leadership styles vary but surely, there should be common qualities that are common among great leaders. The attributes will gauge if the leader is doing a good job in serving his or her purpose.

Good leaders make a good first impression not because of their skills and achievements. Although these are important, these aren't the first things that their people notice. People are drawn to leaders that are oozing with charisma. Charisma is a very attractive and inspiring trait that many great leaders possess. Identifying charisma is not easy because it cannot be articulated instantly.

Charisma is a combination of many things – the way a person stands, moves, speaks, etc. Charismatic leaders have a vision (which will be discussed later) and the ability to articulate this vision. They should also have the ability to communicate with as many people as possible in an emotional level. Charismatic leaders make other people feel that they are able to relate with their plight, something that's not very easy to do. Some people think that charisma is something that cannot be learned.

For them, it is an inherent trait in every person. You either have it or you

Charismatic leaders make other people feel that they are able to not only understand their situation, but also relate to it as well.

don't. But modern thinkers beg to disagree with this mindset. They think that people can eventually learn to be charismatic, starting

with being courteous, polite, and respectful. The point is to be “likeable” and “relatable” to other people.

Charismatic leaders make other people feel that they are able to not only understand their situation, but also relate to it as well. Not all have this ability but some are able to build charisma through age and time.

Leadership requires good people skills and sensitivity to others' needs, also building blocks of charisma. After all, leadership would not exist if there are no people to lead. People skills are built on the small things that people don't forget. For example, they appreciate it when new acquaintances remember their names even if they've only met a few times. Charisma can eventually be developed, as long as the person remembers to make other people feel comfortable and important.

Leadership starts with a focus and vision. Leaders are not required to be all-knowing individuals but they should completely know the purpose and vision of the organization they are spearheading. It is only by having a focus that a solid commitment and responsibility can be formed. Also,

a leader must have the competence required in his or her field. Again, he or she need not to be all-knowing but sufficient knowledge in the field is required to make sound judgment calls.

No leader can withstand the challenges of leadership without courage and strength in character. Of all the members in the organization, individuals holding leadership responsibilities cannot be swayed by just anything and anyone. The leader must remember the purpose and vision of the leadership in any decision-making process. The leader must have enough courage to stand up to anything or anyone that threatens to undermine that vision. Good leaders are also assertive in getting the job done and upholding the organization's vision. He or she must be assertive enough to get people to fulfill their duties.

Good leaders should always arm themselves with creativity and resourcefulness because some situations will require them to think outside the box. Not all problems can be solved by textbook formulas and tried-and-tested solutions. They must have enough courage to veer away from the conventional in order to find better ways of doing things.

Finally, a good leader should have loads of passion and a sense of

Not all problems can be solved by textbook formulas and tried-and-tested solutions.

servitude. Leadership is no easy feat and if a leader attempts to fulfill his or her duties devoid of any passion,

he or she might not endure the challenges. Leadership is a rollercoaster experience and without passion, the leader might find it difficult to accept the difficulties. As for the sense of servitude, leaders cannot lead if they do not know what it is like to serve. Besides, the leader's purpose is to serve the organization and not just to order people around.

**As for the sense of servitude,
leaders cannot lead if they do
not know what it is like to serve.**

The following chapters will delve into what makes a great leader and how one can achieve the status, despite the challenges. They will also help the reader improve their existing leadership skills and give them a peek of what is in store for them as leaders.

Chapter 7:

Becoming a Great Leader

Different leaders have different leadership styles but all of them need to learn how to deal with human nature. This is not such an easy task considering the diversity of human nature. Great leaders have the ability to understand and work with different attitudes and personalities. To be an effective leader, one must develop fine social skills in order to relate with different kinds of people. The people skills are crucial in empowering people, which is a primary task in leadership.



Great leaders have the ability to understand and work with different attitudes and personalities.

The author has chosen two main factors to discuss when it comes to empowerment. The first one, empathy, is crucial in establishing open communication lines among people in an organization. The second one, motivation is important in getting a team to be productive.

Empathy

A good leader must learn how to empathize with the people he or she will work with. Empathy is a person's ability to show concern and understanding of other people's perspectives. Empathy should not be confused with sympathy. When you are sympathetic with others, you identify with them to the point of agreeing with the person's actions and plans. Empathy is not agreeing with a person. Empathy is being able to put yourself in another person's position and understand their thoughts and feelings.

Empathy does not mean agreeing with the person all the time. Empathy only entails understanding one person's point of view, even without giving advice. An effective leader needs to exhibit empathy towards other people.

It is crucial in building trust and strengthening relationships among people. Productivity increases when the people working together share a healthy relationship. Empathy allows leaders to dig deep into the root cause of poor performance without being judgmental. By putting themselves in the shoes of other people, they can make better changes in people's lives.

Empathy plays a huge role in empowering people. You don't have to agree with each and every viewpoint but as a leader, you have to let the people around you realize that you understand them and know where

Empathy plays a huge role in empowering people.

they are coming from. When reaching out to people, don't let your thoughts be clouded by judgments right away. Showing empathy takes time because it

is not always easy understanding why people think and feel the way they do. By creating an environment where people feel that they can be

comfortable expressing their opinions and thoughts, you can open yourself to empathic listening.

**Listen to the speaker
with an open mind
and heart.**

When talking to people, assure the speaker that he or she has your undivided attention. When people are about to confide their problems, they feel more comfortable when they are assured of full attention. Listen to the speaker with an open mind and heart. Resist the temptation to pass judgment. This can be difficult at first because biases are almost unavoidable but the awareness that you have your own set of biases should help you keep yourself from making judgments right away.

Avoid interrupting the speaker at all times, even if you feel strongly about something. Don't be afraid of moments of silence. After the speaker has aired his or her thoughts, a short pause would allow him or her to make sense of the situation and come up with his or her own solution. While the speaker is talking, don't just listen to the words that come out of the mouth. Make sense of the emotions attached to those words. More than the words, you should be able to respond to the speaker's emotions.

Ask relevant and sensible questions to assure the speaker that you are interested and that you want to understand him or her. Oftentimes, the speaker will feel more at ease just by the mere effort and gesture.

Motivation

Good leadership certainly entails superior motivational skills. Part of empowering people is to be able to motivate them and get them moving. As a leader, it is important to know what motivates the people around you. Needless to say, motivation goes hand in hand with empathy. Each person has different aspiration, dreams, and interests. A good leader

needs to tap into these in order to get each member of the group moving. People work for many reasons – income, self-fulfillment, growth, etc.

The leader must make an effort to talk to the members of his team individually to get to know each person’s source or sources of motivation. The common misconception of most leaders is that all members of the team are motivated by the same factors. Some members can possibly share the same aspirations but it does not always apply to everyone. Motivation can be very personal, making it difficult for inexperienced leaders to motivate each and every member of the team. When it comes to motivation, there is no such thing as “one size fits all”.

The most common forms of motivation come from oneself, otherwise known as internal motivation. Motivation comes from within, which is why leaders should maintain good communication lines with their members to determine what motivates each member of the team. There

The common misconception of most leaders is that all members of the team are motivated by the same factors.

are external factors that motivate a person but these factors also have to be harmonized with the internal

motivational factors. In an office organization, the most common motivation would be salary but good leaders know that something more profound than money motivates people.

For example, why are people looking forward to earning money? Do they have a family to support? Are they saving up to go to school? These motivations are something that a leader can explore when they dialogue personally with the members of their team. People are motivated when they establish very personal goals, aside from the goal that should be achieved in the organization.

Human beings are not static. They thrive in constant challenges and stimulation. People should be given tasks that increasingly get difficult

but stay attainable. Their tasks should make them feel proud of themselves for having conquered challenges, whether they are small or big. Their tasks should be challenging but possible. Make sure to give them constant feedback on their performance to give them a sense of fulfillment and a glimpse of their performance. One of the easiest sources of motivation is praise and recognition. People are more energized to work when their achievements and efforts are given due recognition. However, be careful with recognition. Acknowledge the achievements of one person but don't do it in such a way that will spark envy and unhealthy competition among colleagues.

In relation to challenges, another source of motivation for many people is a task that quenches their thirst for knowledge. People need to be exposed to an environment where their curiosity is satisfied. Make their working environment more interesting to arouse curiosity and encourage learning as well.

A leader needs to constantly figure out what motivates the members of the team, as a group and as individuals. Good leaders don't just bluntly ask their members what motivates them because not all people realize them right away. Rather, good leaders should explore each individual values. This gives you a more personal glimpse on their lives, which will make it easier to dig into to what motivates them.

You can also use group work or team work as motivational factors.

Allow each member of the team to set his or her own goals, only reminding them once in a while to design their goals according to the

collective goal of the organization. This will give them a sense of control over their lives, which is a highly motivational factor for many people. Allowing them to set their own goals will give them a closer look of how their actions will affect their own goals.

You can also use group work or team work as motivational factors. These

Good leaders also know how to facilitate a competitive environment to motivate people.

are effective for people who like to work in groups. This will enhance cooperation and relationships in the team.

Also, people are more likely to be motivated when they know that their own actions will affect the welfare of other people. Cooperation will get more things done and strengthen relationships among members.

Good leaders also know how to facilitate a competitive environment to motivate people. This tactic is used in almost any kind of organization. A healthy competition will arouse the productivity of people because winning a competition gives a person a sense of accomplishment.

Effective leaders will learn how to use competition to motivate all the members of the team.

As much as possible, leaders should encourage each member to compete against their own performance (even if they are competing with other people). Leaders should also ensure that the competition is worth joining even at the face of defeat. Leaders should be careful not to engage their team in a power struggle where each member becomes manipulative of others just to win a competition.

As mentioned earlier, different people have different motivations. Therefore, you have to cultivate a personal relationship with each employee in order to test different factors that might motivate them. For instance, some people are motivated by competition while others do not work well under pressure. It could be a hit-or-miss process but eventually, you will find each person's motivation. Keep lines of communication open so that you know how each individual responds to motivational factors. Get feedback regularly and see the members of your team are motivated.

It's also important to monitor your members to check if they are exhibiting signs of de-motivation. Clear the office space of any de-motivational factors as much as possible. Keep a healthy relationship between you and your members. You should also make sure that the members sustain harmonious relationships with each other.

People are more productive when they have a good relationship with their leaders and their colleagues. Finally, ensure that the collective and

**Keep a healthy
relationship between you
and your members.**

individual goals are met. Leadership and empowering people is all about understanding their deepest desires and helping them set goals that are also aligned with the organization's collective goal. It is very important for a leader to assure their members that they belong to an organization where even their personal goals and aspirations are highly valued.



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BATTLE TESTED LEADERSHIP

Emotional intelligence is a person's ability to acknowledge and deal with his or her own emotions, as well as the emotions of other people.

Gone are the days when pure intellect was quickly equated with good leadership potential.

Emotions can fluctuate due to hormonal changes, stress, and unexpected situations that arise but the right amount of

emotional intelligence will help the person deal with emotional changes effectively.

People have different personalities, needs, and preferences. Likewise, people have different ways of dealing with situations and expressing their emotions. It takes sound emotional intelligence to deal with different personalities.

People may feel different emotions at the same time and more often than not, the challenge is to be able to deal with people's different emotions without sparking conflict and straining relationships.

When a person has sufficient emotional intelligence, he or she is able to recognize his or her own emotions and how they affect the people around. Emotional intelligence is also the ability of a person to understand how another person feels. Needless to say, emotional intelligence is needed in managing relationships.

In an organization, the people that stay longer usually have a high emotional intelligence. In fact, high emotional intelligence is more preferred than people with high IQ but with low emotional intelligence.

People with high emotional intelligence are easy to work with, compared

People with high emotional intelligence are easy to work with, compared to those with low emotional intelligence.

to those with low emotional intelligence. High emotional intelligence enables people to accomplish things by nurturing

good relationships. They can sustain level-headedness even in stressful situations. Emotionally intelligent people are not immune to agitation or stress. However, they can easily get a grip of the situation and look for a solution in the calmest manner possible. Therefore, they are bound to make sound decisions because they manage their emotions well in the decision-making process.

Because emotionally intelligent people are level-headed, they don't think too highly or too lowly of themselves. They know their strengths and weaknesses. They utilize their strengths whenever needed but they do not show it off excessively. Likewise, they are humble enough to look at themselves honestly and recognize their weaknesses. Emotionally intelligent people don't succumb to criticism easily. They can take the criticism objectively and use it to enhance their performance.

Emotionally intelligent people are good team players because they focus solely on their own success. People with high emotional intelligence look out for the success of the whole group and are willing to modify their own interests and whims for the whole team. They are good empathic listeners with the ability to read people's emotions and feelings. They don't judge right away as well. They try to put themselves in the situation of other people before they come up with a resolution for a conflict in relationships.

The attributes mentioned above make emotionally intelligent people good at leading people and relationships.

Emotional Intelligence and Leadership

Leadership is a social activity.

Surely, fine abilities and exceptional skills are valuable assets in an organization. It's hard to ignore a person with unabashed brilliance and

shining talent. However, the criteria for a good leader go beyond skill and talent. In order to stay in an organization, a person needs a lot of emotional intelligence. This is very true, especially if the person aspires to lead an organization one day. The leader carries a lot of responsibilities that need more than just skill and talent. All the responsibilities attached to leadership can only be carried out well if the leader is equipped with emotional intelligence.

Leadership is a social activity. Leaders need to nurture their emotional intelligence continuously in order to be able to deal with different kinds of personalities in an organization. Emotional intelligence is usually equated with “people skills”. Emotional intelligence is not just entirely about people skills, although a lot of emotional intelligence is needed to sharpen one’s people skills. Leadership requires forming and maintaining relationships with various personalities.

Only a leader with high emotional intelligence can forge solid relationships with his or her team and maintain them. High emotional intelligence will enable a leader to relate with diverse personalities and still motivate each member of the team to meet the organization’s goal.

Leadership requires emotional intelligences, especially in times of conflict and pressure. Conflict and problems arise from all sorts of angles.

A good leader should be able to put things in perspective instead of succumbing to emotional outbursts.

Internal conflict can arise from people in the organization squabbling with each other. To be able to handle such problems, a leader needs emotional intelligence to keep emotions in check. In times of extreme pressure, leaders must be able to avoid explosive outbursts. A good leader should be able to put things in perspective instead of succumbing to emotional outbursts. Handling a

team of diverse personalities is manageable when a leader has the right amount of emotional intelligence.

An empathic leader that is considerate to all the members of the team has enough emotional intelligence to confront problematic members of the organization without severing relationships. Emotional intelligence on the side of the leader will enable him or her to help the problematic member to express feelings in a healthy way.

Decision-making is another leadership task that requires immense emotional intelligence. There are going to be many factors affecting a leader's decision, including external factors, critics, and unforeseen situations. A leader with emotional intelligence will have enough level-headedness to weigh the pros and cons of any situation before coming up with a decision. Emotionally-adept leaders have enough capacity to make quick and well-thought of decisions.

Leaders need to be emotionally intelligent in order to be independent decision-makers, not swayed by unnecessary factors. It takes emotional intelligence to clearly and objectively look at strengths and weaknesses, especially one's own. Leaders need a good glimpse of their assets and weaknesses in order to come up with a decision and eventually follow-through.

Exercising and Enhancing One's Emotional Intelligence for Leadership

Emotional intelligence can be developed and improved over time. One

Emotional intelligence can be developed and improved over time.

of the first steps to take would be to practice self-awareness in handling stress. Acknowledging the various emotions felt when under pressure and stress will make it easier to address the issue. By being aware of the

various emotions running inside a person's head, the person will easily understand the emotions before the emotions rule over their thoughts, words, and actions. Self-awareness is all about recognizing one's feelings and thoughts, but to develop it, you can enlist the help of other people.

Seek the feedback of the people around you – supervisors, colleagues, etc. It's also important to get the feedback of other people in order to recognize the impact of your emotions and actions on other people. This is important in enhancing the dynamics and relationship of each member. If the leader can practice self-awareness, he or she can set a good example to the entire team. Part of self-awareness is knowledge of your strengths and weaknesses. You cannot be too humble to downplay your strengths; this is merely false humility.

An emotionally intelligent leader needs to understand the importance of recognition for efforts without showing off. On the other hand, one cannot be too arrogant with achievements and strengths. A thorough

If the leader can practice self-awareness, he or she can set a good example to the entire team.

self-evaluation of strengths and weaknesses requires courage and honesty. In relation to self-awareness, you can also start

improving your emotional intelligence by self-reflection. Observe how you react to certain situations, especially the stressful ones. Do you easily burst into a fight? Do you easily snap at your colleagues? These are the things that you need to assess because they are all part of your emotional intelligence.

Improving your emotional intelligence means extending your threshold for stressful situations, whether it be internal conflict in the organization or a big pile of workload. These things really have their way of taking its toll on a person, but they're actually things that determine the emotional intelligence of a person. A leader lacking of emotional intelligence will

storm away and succumb to these challenges. In the midst of all these challenges, don't just wave your white flag right away. Do not give up on stressful situations without thinking them through. Learn to be aware of your own thoughts when faced with these situations and get a grip of them. Sort out your emotions and distance yourself from them so that you can put things into perspective. Ask yourself, "What can I do and what can't I do?" Look at the problem in terms of the solutions you can provide and let go of the things that have no solutions. Focus your energies on things that can be remedied.

In dealing with problematic colleagues and workers, do not let your emotions lead your decisions and actions. More often than not, a career is usually destroyed because of faulty relationships with co-workers and subordinates. Don't lash out personal tirades against the person. If you

Do not focus too much on the person. Instead, address the wrongdoing.

have the propensity to blow-up right away, walk away from the problem first and blow off some steam without lashing out at the person. Which part of the problem is the person's fault?

Is there anything that could have been done on your part? Are other people involved? Do not focus too much on the person. Instead, address the wrongdoing. When you have put things in perspective, talk to the person but hear out his or her side first. Hear out their viewpoints with no biases, judgments, and stereotypes. Empathy is very important at this point.

It is important as a leader especially when you make decisions concerning your team members involved in the conflict. Even if one of the team members is at fault, it is your job as a leader to ensure that the one at fault will recognize his or her faults without feeling judged. This is a gauge of how much emotional intelligence a leader has.

Chapter 9:

Build Successful Teams & Relationships

If you want to build successful relationships with your people, you have to be able to project yourself as more than just a person with authority. People need to respect you, not fear you. In the previous chapter, empathy and emotional intelligence were discussed lengthily. You are going to need to employ these two in order to establish a stable foundation for your relationships with your team members.

A leader is not an administrator who loves to run others, but someone who carries water for his people so that they can get on with their jobs.

It also starts with having a good relationship with yourself. This means getting to know yourself, strengths, weaknesses, potential for

improvement, and how you react in various situations. Once you familiarize yourself with your personality, dealing with other people's personalities would be manageable.

Also, part of building a successful relationship with your team is to find out what motivates each one of them so that they can be more productive and ultimately find growth and self-fulfillment for themselves.

One of the leader's duties is to make the whole organization constantly productive. Productivity is undoubtedly important in an organization seeking a competitive and successful edge. Productivity relies on

individual and team effort, both of which can be addressed by team building. Team building is supposed to produce a group of individuals that work together to execute different tasks. Trust and strong team dynamics are needed in executing these tasks.

What makes a team strong? A solid team must have a common goal. A

Productivity is undoubtedly important in an organization seeking a competitive and successful edge.

team can be comprised of members performing different functions but they must always have one overriding goal to be

able to call themselves one team. The team members are supposed to do their assigned tasks but they should be dependent up to a certain degree on the other members in order to attain the common goal. They will help each other if necessary to realize common goals. Even if they have individual goals, their individual goals must be aligned to the common goals. Cooperation should be ingrained in each team member at all times.

Team building sessions should establish the team goals, recognize issues that hinder the team from achieving those goals, and come up with ways for the whole team to reach those goals. There are guidelines in setting up team building sessions but how each session is designed still depends on the size and nature of the organization. For example, project-based teams usually change in composition constantly.

Given these circumstances, team building activities should focus on the skills of each person that will enable him or her to become an effective team member. In a team where membership is relatively permanent, the focus will shift towards how each team member relates with each other. Relationships of the team members with each other will have a direct impact on their productivity. Thus, the nature of the team should be examined before designing a team building session.

The goal of your team building planning should make each team member realize the gravity of their tasks. Each member should also know why they are participating in the organization. By the end of the team building, they should be reminded of their purpose in the organization.

When planning team building activities, make sure that there are activities that are related to the tasks that the people undertake on a normal basis.

It does not have to be a completely technical skill but activities that

Team building activities should also focus on conflict resolution.

facilitate team dynamics while employing their skills. For example, marketing executives can participate in a team building

activity where they are organized in teams and given a certain amount of money to purchase particular things.

They have to make the budget fit without compromising the quality of their items and the time constraints. In the end, the participants have to realize that they have to think like their customers.

Also, working on this activity in groups will encourage productive brainstorming.

Team building activities should also focus on conflict resolution. Although a chapter will be allotted for this, it is worthwhile to discuss conflict resolution in terms of team building. Different kinds of conflicts will plague the team members and threaten their relationship. Each member must be equipped with the necessary skills in handling conflicts in order to secure a harmonious relationship amongst themselves, their leaders, and the people they deal with on a regular basis.

Conflict is not totally a bane in an organization. It can facilitate the generation of brilliant ideas and strengthening of relationships, as long as the conflict is handled well.

One of the most sensible ways to manage conflict is to improve the communication lines among members of the organization. You may want to divide your team into pairs and let each pair position themselves back to back. One person should be holding a piece of paper and pencil while the other one holds an image of a shape (definite or abstract).

The person holding the picture should describe the shape to the person with the pencil and paper, giving out as much details as possible. The pairs are given a time limit. Once the timer goes off, the pairs are supposed to compare their depiction to the original shape. How did the person with the picture describe the shape? Was it described well? Did the person with the paper and pencil draw the image accurately enough? Were there any communication problems? These are the questions that conflict resolution should tackle.

Conflicts usually stem from the lack of trust, a major team spirit killer. If you are conducting a team building seminar in a huge space, you can perform this activity. To do this, scatter obstacle objects (e.g. cones, chairs, boxes, blocks, tables) around the room. Again, assign the team into pairs.

Conflicts usually stem from the lack of trust, a major team spirit killer.

As a leader, take note that this activity is geared towards fixing trust issues. So, you may want to group two people who are having a difficult time trusting each other. Blind fold one person and keep the other person out of the “obstacle area”. Put the blindfolded person in the middle of the area and let the other one give instructions to the blindfolded person

on how to get out of that area. The blindfolded person cannot talk or speak under any circumstances. The blindfolded person must avoid the obstacles on his or her way out. Let each pair strategize for a few minutes before beginning, but only on how to communicate during the game. Don't let them see the area.

Leaders should facilitate solidarity, even outside team building sessions. As a leader, you should be able to identify if there are any barriers that

The blindfolded person cannot talk or speak under any circumstances.

are hindering people from working together as a team. Some teams, especially the big ones, tend to split into small cliques and teams.

Leaders should be able to keep track of these things and recognize the cause, whether petty or serious. Sometimes, the cause can be as petty as different dress codes per department. If this is the cause of conflict, there should be one dress code imposed on all the team members.

This phenomenon is very common in large organizations (e.g. the marketing department getting into a conflict with the human resources department, one branch complaining about the head office, etc.). Leaders with managerial positions would be tempted to host a corporate social function in order to eradicate these boundaries but this plan can backfire if not planned properly. For example, in a casual corporate picnic where all employees are invited, they might still seek their friends and resort to cliques. Worse, this can possibly start a fight since all of the employees are in one venue.

If you want to improve the relationships among members or co-workers, you can start by identifying the barriers or the markers that divide the people before gathering them together in a team building session or a social function. List down the specific conflicts amongst the team and

work them out with the people involved. For example, cliques in the office could be caused by language and cultural barriers. If this is the case, you can occasionally group people of different races for certain tasks.

Encourage transparency and honesty in different but very highly technical departments too. Sometimes, the rift gets bigger when two diverse groups are assigned to work with each other but one of them uses jargon terms when speaking to non-experts. Discourage this attitude from the employees, especially the technical personnel.

Team members are more likely to have strong relationships with each other if they have a good relationship with their leader. While your team is building relationships, guide and monitor them accordingly. Knowing that they have a leader they can consult and who can understand will make them feel secure and confident in forming relationships with their co-members.

Team building is a continuously ongoing process. Determining its success is not done in one sitting. And, any organization that seeks to stay in top shape should always seek to fortify their teams. This cannot

Team building is a continuously ongoing process. Determining its success is not done in one sitting.

be done by just one team building session. In the end, leaders should remember that team building is a long term process. People usually join an

organization with the hopes of staying as long as possible, seeking growth and self-fulfillment.

With this in mind, the leader should make it a point to establish team building as a continuous and ongoing process.

It is futile to set up a teambuilding process only to return to normal activities as if no teambuilding activities ever took place. As time progresses, team building activities should be modified according to the members' competencies, strengths, and weaknesses. Team building

There should never be an assumption that successful team building does not stop with one session.

activities should be planned in relation to the fruits of previous team building sessions. There should never be an assumption

that successful team building does not stop with one session. Organizational teams and relationships need to be nurtured constantly if they are to remain progressive and stable at the same time.

Chapter 10: Handling Hard Times & Conflicts Effectively

Even the best leaders are bound to encounter obstacles along the way. In fact, leaders do not have it easy because their position puts them under constant public scrutiny. Every mistake they make is magnified and at times, leaders will feel like they are being pulled in all directions. Mistakes are inevitable because leadership is a learning process. One makes mistakes, learns from them, and rises above them.



Have you ever had a disagreement with a co-worker? You probably have at one time or another. Workplace conflicts are very common; there are very few offices where all the employees get along. Because of this,

conflict resolution is a necessary component of the workplace, and those in a leadership position must be skilled in conflict resolution techniques.

When conflicts go unaddressed, they can have a negative impact on productivity and teamwork. Using conflict resolution strategies in the workplace will help maintain a healthy work environment. Conflict resolution requires specific leadership skills, problem solving abilities and decision making skills.

Conflict is an inevitable part of work. We've all seen situations where people with different goals and needs have clashed, and we've all witnessed the often intense personal animosity that can result.

The fact that conflict exists, however, is not necessarily a bad thing. When you resolve it effectively, you can also eliminate many of the hidden problems that it brought to the surface.

There are other benefits that you might not expect, such as:

- **Increased understanding.** Going through the process of resolving conflict expands people's awareness, and gives them an insight into how they can achieve their goals without undermining others.
- **Better group cohesion.** When you resolve conflict effectively, team members can develop stronger mutual respect, and a renewed faith in their ability to work together.
- **Improved self-knowledge.** Conflict pushes individuals to examine their goals and expectations closely, helping them to understand the things that are most important to them, sharpening their focus, and enhancing their effectiveness.

But conflict can also be damaging. If you don't handle it effectively, it can quickly turn into personal dislike, teamwork can break down, and talent may be wasted as people disengage from their work and leave.

Conflict Resolution Strategies

Consider the following conflict resolution techniques to help resolve issues in your office:

Listen, Then Speak Out

Believe it or not, just listening to an employee's issue is the first and most important step in resolving conflict. You should simply listen to all parties involved to completely understand the nature of conflict, and then start troubleshooting solutions.

Gather the Group

As a leader, you'll need to arrange a meeting with all involved parties to discuss the issue. Give everyone a chance to speak; this is a good opportunity to hear all sides and gain a full understanding of the conflict. Having a group meeting may also expedite a resolution that will satisfy everyone.

Be Impartial

Don't take sides! In a leadership position, you shouldn't display any sort of opinion that favors one person over another. If you are partial towards one person, try to access the situation from all sides to come up with a fair and reasonable solution.

Do Not Postpone Conflict Resolution

Address the conflict immediately. Otherwise, the situation could escalate and could affect employee performance. Just make sure not to address the situation too quickly or without careful consideration, as your decision will directly affect the demeanor and performance of your staff.

Promote Teamwork

Encouragement and motivation are powerful. Remind your staff of successful projects that required teamwork to complete. This is one of the most effective conflict resolution techniques and will really make the employees think about the importance of working in a team.

Broadcast Praise

As stated above, the power of encouragement and motivation can be multiplied when it is spread to recognize those who are modeling the teamwork and cooperation that is desired within any conflict. Try to give suitable models in these instances because behavior modeling can be risky if there are elements in the model that are undesirable.

It's important to note that while resolving workplace conflicts, you need to consider your company's regulations and policies. With the right conflict resolution training, you'll have the tools and techniques necessary to keep harmony among your team!

It's important to note that while resolving workplace conflicts, you need to consider your company's regulations and policies.

It is always good to prepare yourself when you get into something – hobby, career, activity, etc. Leadership is no different. In leadership, there

are a few points that you have to remember in order to prepare yourself in facing the pitfalls.

One of the obstacles that leaders should avoid is the lack of focus. Leadership does not mean that you take on all of the tasks or that you are required to know everything. As a leader, it is your job to motivate your team and streamline all activities in order to meet a common goal. It is your job to lead your team to the right direction. Your team will look up to you and rely on you for direction.

You can ask them to do some things on their own but it is your duty as a leader to provide them with a direction. It is easy to lose sight of the goal because as a leader, you are going to undertake a diverse set of tasks. More often than not, it is easy to lose focus in the midst of all these tasks. Leaders should always remember that before executing a task or facilitating an activity, they should make sure that they are aligned towards the common ultimate goal.

The second obstacle is a dangerous one. Many aspiring leaders start out with the promise of serving instead of being served and putting the

Leaders enjoy privileges and prestige.

welfare of others ahead of theirs. But staying up there is difficult in terms of handling power. Power can get a leader drunk. Leaders enjoy privileges and prestige. When you are at the top, you can easily sneak in your own agenda and put it above the whole group's.

Leaders should avoid this trap because even if it seems glamorous at first, it will eventually be destructive to the whole organization. When the organization crumbles, it is the leader that usually takes the first blame. Putting yourself first in your priorities is especially tempting during hard times. Corrupt politicians fall into this trap. However, they do not usually enjoy a happy ending. There is a lot of servitude in leadership. Always put your organization and your cause above your personal agenda.

Good leaders have hawk-like eyes when it comes to details. They ensure that all loose ends are tied and the minor kinks are ironed out. This is unquestionably a good trait but if this goes too far, there could be a tendency for the leader to micromanage the smallest and most unnecessary things. As mentioned earlier, leaders are not supposed to do all the tasks for their teams. In fact, there may be some technical things that the leader or manager may not be aware of.

Sometimes, a leader has to let some things slide in order to focus on more important things. When leaders focus too much on the unnecessary details, they lose sight of the bigger picture. This will also put them at the risk of losing focus, which brings you back to the first problem. Leaders need to learn what the important things are in order to know what to focus on.

Leadership is a learning process.

Because leaders are supposed to guide the entire team, there is a notion that leaders are infallible. Sometimes, it gets to the head of some leaders. Whenever they make a mistake or a bad judgment call, they can take it personal or refuse to recognize it. Both reactions are not healthy because in reality, leaders can still make mistakes.

Leadership is a learning process. Not everything you initially know will apply to your context. You have to make adjustments to your judgments. Sometimes, you only realize this when you make mistakes. Mistakes should naturally be avoided but once it is there, it has to be acknowledged. Leaders should accept their mistakes in order to learn from them and make better decisions next time.

Leaders will encounter problems that they may not have encountered before. Some of these problems may just be slight variations of the problems that they normally encounter. Others are completely different, something that they may not have immediate solutions to. However new these problems are, leaders should always be ready to adapt to any situation for their organization's survival. Lectures, seminars, and workshops will only get one far.

These will not, however, provide you with solutions to every problem. Great leaders have the ability to cope with the unpredictable circumstances that befall them. The ability to embrace change is every

leader's essential weapon in steering the organization towards the right direction, even if it loses sight of its path along the way.

Leaders need common sense, creativity, and resourcefulness in order to adapt to unpredictable circumstances. Also, part of adapting to changes is to let go of ineffective mindsets. Good leaders rely on the conventional for structure but they also know when to let go of it when it does not work for certain circumstances. Leaders should be critical of old and new mindsets alike to constantly seek better ways of doing things.

Miscommunication is another common problem that leaders will encounter. Even the experienced ones are not spared. New leaders encounter communication problems because they are still familiarizing themselves with their teams. Experienced leaders may still encounter communication problems when they get too complacent and refuse to hear out their team, thinking that they already know how to handle matters.

The success of an organization heavily relies on the interaction of its

The success of an organization heavily relies on the interaction of its members.

members. Given the changing times and unpredictable circumstances, the surefire way to handle the dynamics of an organization is to

keep communication lines open and unbiased as much as possible. Leaders should make it a point to establish to their team that even if they may not always agree with all their members, they are still approachable and amenable to communicative dialogues.

A strong and respectable leadership does not mean that challenges and obstacles do not come its way. It simply means that the leader has the right skills to overcome these obstacles. In fact, it is these obstacles that determine whether the leader is deserving of the privileges and responsibilities or not.

Handling Conflicts/ Conflict Management

In managing conflicts, open communication lines are your reliable preventive medicine and remedy. Even before conflicts arise, leaders must already create an environment where everyone is free to express his or her mind in the most appropriate and respectful way. Leaders should encourage healthy discussions during meetings and even in casual conversations. This encompasses all the members of the organization, regardless of age, gender, race, and rank.

Even if there are disagreements, respect should not be lost in discussions. Everyone should be encouraged to adjust to each other's differences.

When the conflict is already there, the leaders should take the first step in identifying and understanding the root of the conflict. No harsh

In conflict resolution, leaders should be cautious about playing the blame game.

judgments should be passed until all sides are heard. The leaders should also emphasize that the goal of understanding the conflict

is to resolve it, not to make it big. All parties involved should be encouraged to set their sights towards resolution, not a bigger conflict. Encourage a healthy resolution of conflict to improve and strengthen group dynamics, enhance mutual respect, and get a better perspective of the company's common goals.

In conflict resolution, leaders should be cautious about playing the blame game. They can do this by separating the person from the problem. A person may cause a problem but this does not give anyone (not even the leader) the right to accuse the person of being the problem. Leaders that can separate problems from people will avoid making permanent relationship damages.

Listening is a primary component in conflict resolution. The leader must understand where each side is coming from. They must be given the right

Listening is a primary component in conflict resolution.

to defend their own position without offending the other party. In the process, the leader must facilitate in setting the facts straight. Objectivity is

required from the leader as a facilitator. At the same time, he or she must hear out the interests of each side. This will give a better view of why the parties involved are taking such sides.

Once all the sides are voiced out, the leader should consolidate all the information presented and clarify all the facts presented to everyone. No resolution can be formed if not everyone agrees on the facts. Summarize the statements of each side and clarify their sentiments.

Once everyone has agreed on the problem, everyone can brainstorm for possible solutions. Leaders should keep in mind that there are different ways of solving a problem. Most of the time, all parties involve have to compromise to meet halfway. There are times when the other party's stand really has to be rendered unpopular, especially if that stand steps on anyone in any way.

Leaders have their own styles of solving conflicts.

There are also solutions that give all the parties what they want without the risk of another conflict. Leaders have their own styles of solving conflicts. There

are leaders that try to avoid conflict altogether while there are some that face the problem head-on to put an end to it. Whatever style it is, it must also adjust to the problem at hand.

When the resolution has been negotiated, the leader and the parties involved must come up with ways to prevent the conflict from happening

in the future. This should also build stronger relationships among colleagues.

Leaders should not be scared of conflict, as it can present opportunities for reassessing goals and strengthening relationships. As long as the leader is armed with sound conflict management skills, it should not be a harmful source of tension.

Proven Tips To Handle any Conflict

Make Good Relationships Your Priority

As a manager, your priority in any conflict situation is to take control early and maintain good relationships within your team. Make sure that everyone understands how the conflict could be a mutual problem, and that it's important to resolve it through respectful discussion and negotiation, rather than aggression. Make it clear that it's essential for people to be able to work together happily, effectively and without resentment, so that the team and organization can function effectively.

You might facilitate a face-to-face meeting with them to clarify the importance of good relationships and to identify the main problems. Tell them that you respect their points of view, and that you appreciate their cooperation and desire to resolve the situation. You should also make it clear that everyone needs to work together to build and preserve relationships that allow the organization to achieve its goals.

Differentiate People From Problems

At this point, it's important to let team members know that conflict is rarely one-sided, and that it's best to resolve it collaboratively, by addressing the problem rather than the personalities involved. The problem is caused by neither person, but they do need to work together to resolve it.

The problem is whether the organization can afford the new equipment.

Listen Carefully to Different Interests

It's important that everyone understands each party's underlying interests, needs and concerns. So, take a positive stance, keep the conversation courteous, and avoid blaming anyone.

Ask for each person's viewpoint, and confirm that you need his or her cooperation to solve the problem. Ask your team members to make an effort to understand one another's motivations and goals, and to think about how those may affect their actions.

Encourage everyone to use active listening skills, such as looking directly at the speaker, listening carefully, nodding, and allowing each person to finish before talking. By following these guidelines, everyone will be able to hear and understand one another's positions and perceptions. Focusing on listening will also help to prevent the conversation from becoming heated and getting out of hand.

Once everyone knows that their views have been heard, they are more likely to be receptive to different perspectives.

Listen First, Talk Second

Encourage each team member to listen to other people's points of view, without defending their own position. Make sure that each person has finished talking before someone else speaks, emphasize that you want to resolve the situation through discussion and negotiation, and ensure that listeners understand the problem fully by asking questions for further clarification.

Be sure to focus on work issues, and leave personalities out of the discussion. You should also encourage everyone to:

- Listen with empathy, and to see the conflict from each participant's point of view.
- Explain issues clearly and concisely.
- Encourage people to use "I" rather than "you" statements, so that no one feels attacked.
- Be clear about their feelings.
- Remain flexible and adaptable.

Once you've listened to everyone's needs and concerns, outline the behaviors and actions that you will or won't tolerate, and gain the opposing parties' agreement to change.

Set Out the "Facts"

This sounds like an obvious step, but different underlying needs, interests and goals can often cause people to perceive problems differently. You'll need to agree the problem that you are trying to solve before you can find a mutually acceptable solution, and you should agree the facts that are relevant to the situation.

Sometimes, people will see different but interlocking problems. So, if you can't reach an agreement, you should aim to understand the other person's perception of the problem.

The "facts" are that a new machine would improve the production department's output, meet customer demand, and increase sales. But it would cost so much that it would impact the company's profitability.

Explore Options Together

By this stage, you may have resolved the conflict. Each side will likely understand the other's position better, and the most appropriate solution might be obvious.

However, you may also have uncovered some serious differences. This is where a technique like win-win negotiation can be useful, so that you can find a solution that satisfies everyone. Or, you might need to take action to change the fundamental circumstances that have caused the conflict.

By asking each team member to help generate solutions, you ensure that everyone feels included and that they're more likely to be satisfied with the outcome. Brainstorm ideas and be open to all suggestions, including ones you might not have considered before.

Conflict in the workplace can destroy good teamwork. When you don't manage it effectively, real and legitimate differences between people can quickly get out of control, which can result in an irretrievable breakdown in communication.

Chapter 11:

Fostering the Bigger Picture of MOTIVATION

You can't lead without anyone following you. You can't bring success to your business without motivated employees.

The vital key element of many successful companies, business, and organizations are their highly motivated employees. A company with motivated employees flourishes more. They get better leads and generate more sales.



Influential leaders and managers in today's world aim to exercise leadership where their people feel motivated and empowered to make right decisions, be assertive and cooperative as well as be

Motivation is the most powerful emotion and PUSH that employees bring to work.

engaging with trying out new things and sharing important information for the company. Employees or the future leaders will see the value of motivations and find empowerment within themselves to be responsible and creative with their tasks. If future leaders have the wisdom to learn from their present leaders and if present leaders have the wisdom to build an environment that empowers people, both will share in the benefits.

Motivation is the most powerful emotion and PUSH that employees bring to work. Every manager's commitment to motivating employees through shared vision and communication is the fundamental skill that great managers bring to the workplace. Employees with clear strategies and direction can work for you without much questions asked.

Companies with motivational problems results in time to low performance issues that may cause the business to experience losses worth thousands of dollars each year. A lack of motivation can lead to

A lack of motivation can lead to delays in the employee's completion of work and simple but expensive mistakes.

delays in the employee's completion of work and simple but expensive mistakes. By supporting and encouraging involvement, you are helping

employees create a sense of connection that extends across departmental boundaries.

Goals and objectives of an organization whether a business or a team can only be fully achieved with the participation of active motivated efforts of the people. In order to do that, your people should be fully motivated and excited to give their very best. However, as we all know, people are quite different from each other.

What motivates him might not motivate her at all, therefore, a manager or a leader should be open minded and understanding at all times as

much as feasible so he can and be able to understand each and every member of his team or workplace.

Managers and leaders must strive to get the best of each person on their team or work group, which requires motivating different members in different methods while also motivating the whole team or group as a whole. A motivated positive work environment factors on how you can motivate them. A trusting and cooperative working environment together with management and other personnel are required to create the environment for motivating people. The HR manager – along with other managers – has an important role to play in developing and maintaining a good work environment.

Motivated employees that are top grade professionals are quite hard to retain in companies because of today's cut-throat competition across industries and companies, and a broad range of choices and offerings from companies and business, a high attrition rate is seen where employees will not hesitate to change jobs quick.

Creating a positive environment is imperative for their well-being and also nurtures their talent.

retain in companies because of today's cut-throat competition across industries and companies, and a broad range of choices and offerings from companies and

It's no wonder that a lot of companies are fighting hard to keep their employees stay within them while also pushing them to provide better performance.

Nowadays, even filling their pockets with healthy salary is not enough to retain them and keep them motivated and happy working at your company. Creating a positive environment is imperative for their well-being and also nurtures their talent.

Motivation may be essential to boost employees performance better, but there is more. Having motivated employees can aid the growth and performance of an organization for the better.

Keeping employees motivated is vital for any business whether start-up, small or big successful businesses and franchises. Motivating your workforce means you can get highly productive and hardworking staff. This will help your business to achieve your goals and its target. This should be a main objective in your organizational and business plan.

Creating a motivational strategy will help you focus and strategically find effective ways to motivate your people, individually and as a whole but before you do this you have to understand or KNOW what drives your employees to perform well.

What motivates them to their peak performance will better help you develop programs that both motivate and retain the best employees for your business.

Remember as mentioned before, what motivates you might not motivate other people, but creating a list of effective key motivating programs can help. Your plan can include everything from salary incentives, rewards and recognition, building programs that support work-life balance to simply creating a fun relaxed office environment. The opportunities are endless and the reward substantial.

One of the most popular methods is incentive programs. Any company can easily use this to promote motivation on the workforce, but don't worry. Not all methods require overall monetary solution. Small businesses usually suffer in this as having a tight budget, but the end results are the same; employees become more motivated when they are recognized and rewarded for good work.

Programs without high monetary incentives are quite common and they include not just bonus pools but also recognition like "Employee of the Month", to spotlighting employees on corporate websites or internal intranets.

**Not all methods
require overall
monetary as solution.**

Things like these will make employees feel connected, important and part of the success of the business.

You can also leave feedback for their annual reviews alone; it all depends on what motivational structure you'll use that will be effective. Just like any person, your employees would also feel the need to be recognized and appreciated, and even just passing by and taking time out to give a simple "thanks" or "great job" is another strong employee motivator. Frequently acknowledge good work.

They would want to feel appreciated for their good works and efforts.

**They would want to feel
appreciated for their
good works and efforts.**

Your employees want and sometimes subconsciously seeks face-to-face feedback from their managers. This should also include constructive criticism needed to address issues and help employees perform their jobs more effectively. While conducting formal reviews should be part of your ongoing strategy, periodic reviews and impromptu sessions will provide your employees with the feedback they need to succeed.

In their bestselling book on employee retention, *Love 'Em or Lose 'Em*, Beverly Kaye and Sharon Jordan-Evans ranked the top reasons employees remain where they as:

1. Career growth, learning, and development
2. Exciting and challenging work

3. Meaningful work, making a difference and a contribution
4. Great people
5. Being part of a team
6. Good boss
7. Recognition for work well done
8. Fun on the job
9. Autonomy, sense of control over my work
10. Flexibility, for example, in work hours and dress code
11. Fair pay and benefits
12. Inspiring leadership
13. Pride in the organization, its mission, and quality of product
14. Great work environment
15. Location
16. Job security
17. Family-friendly employer
18. Cutting-edge technology

Encourage Feedback. Your employees need recognition. Giving them feedback from time to time makes them feel and see that they are being heard within the team. This will help them feel that their opinions matter and they have a role in defining the success of your business.



Be POSITIVE.

Be POSITIVE. By the end of the day, what makes a company motivated and hardworking is the manager. It's your job and responsibility to create a

positive environment for your employees. This can be accomplished by employing simple techniques from asking your receptionist to greet everyone with a smile, to encouraging employees to express their ideas openly.

The importance of employee motivation cannot be ignored or downplayed. Ultimately when employees are motivated this increases productivity, lowers turnover and improves overall performance.

Why is employee motivation important?

The answer to "Why is employee motivation important?" is because in today's economy, it's more important than ever to have a motivated workforce rather than larger pool of employees.



The reason is quite simple: it's like having two new employees versus one professional employee. Though, with two heads, they might not be able to be as good and as productive as a professional. Likewise, a motivated employee is a productive employee. Productive employees are more profitable and professional. Unmotivated employees tend to be less productive and creative making them less of an asset and loses their

Likewise, a motivated employee is a productive employee.

usefulness for a company. Now more than ever, we need motivated employees! Motivated employees are essential to all businesses.

What is Motivation?

Let's take motivation in a psychological perspective and understand it. Motivation in all sense has different definitions and meaning which mostly relates to how businesses or managers or leaders employ it. Motivation is generally what energizes, maintains, and controls behavior; it acts as a stimulus for desirable actions. Motivation results in goal-directed behavior that results to a positive way of using energy and skills toward a preferable outcome. The importance of this from a professional standpoint is enormous as much of what employees do is specifically delegated to capture present or future value for their company.

How important motivation is for a workplace is obvious and straightforward but can't be measured at all. Figuring out how a level of high motivation can result to higher productivity is difficult to pinpoint as what drives an individual is similarly difficult to measure. However, it is widely accepted and proven that motivated employees generate higher value and more substantial levels of achievement.

The management of motivation is, therefore, a critical element of success in any business, allowing the input of human resources to be maximized in regard to fulfilling the potential output expected.

Salary was once believed to keep an employee working for a company, but it does not mean that you are able to expand and use their abilities to its full potential. Herzberg's theory emphasizes that, while salary is enough to avoid dissatisfaction, it is not necessarily enough to propel employees to increase their levels of achievement.

Simply put it, understanding and knowing both internal and external motivations and also knowing the “needs” section is what can be valued.

Employees that are not motivated beyond the incentive of salary and benefits tend to decline in output over time.

Furthermore, employees that are not motivated beyond the incentive of salary and benefits tend to decline in output over time. This fact

lends strength to the argument that motivated employees are a critical aspect of a successful team or company.

“Actively disengaged employees erode an organization's bottom line while breaking the spirits of colleagues in the process.

Within the U.S. workforce, Gallup estimates this cost to be more than \$300 billion in lost productivity alone. In stark contrast, world-class organizations with an engagement ratio near 8:1 have built a sustainable model using our approach. As organizations move toward this benchmark, they greatly reduce the negative impact of actively disengaged employees while unleashing the organization's potential for rapid growth.”– GALLUP

You can conclude that an “engaged” and “motivated” employee is a person who isn’t just simply there to work but also a person who is fully involved in the company. They are excited about their work and will act and provide better performance for their organization’s interests. According to Scarlett Surveys,

“Employee Engagement is a measureable degree of an employee’s positive or negative emotional attachment to their job, colleagues and organizations that profoundly influences their willingness to learn and perform at work.” (Scarlett, 2011)

Thus, engagement is a distinctive form of employee satisfaction, motivation and organizational culture.

You might think that motivating people is easy as some may make it

Engagement is a distinctive form employee satisfaction, motivation and organizational culture.

sound like, but in reality, it's quite hard and challenging. It needs clear thinking and hard work.

Therefore, having the clarity of goals and expectations complemented by rewards, both tangible and intangible, motivates people to achieve organizational goals.

Desire to be great

- People have a great desire to contribute to something lasting and get motivated naturally when they feel that they are working on something important, rare and marvelous.

Motivating by caring

- Showing genuine concern towards employees goes a long way in inspiring them. Whether it's spending on their ailing parent, sending a child to school or meeting their healthcare concern, it creates a sense of loyalty in the employees and thus helps in retaining them.

Motivating people at different levels

- Different people could be motivated at different motivation levels. This can also be based according to their skills. Some may want stock shares while others will only ask for bonuses depending on their contribution and position.

Motivating by setting difficult goals

- Difficult goals stimulate greater effort and greater performance. This linear relation could be explained by the following equation: Job performance = f (ability + knowledge) (Motivation). The abilities of a person could also be enhanced by the right motivation. This could be done by constantly exploiting the strengths of a person and ignoring his weaknesses.

**Job performance = f
(ability + knowledge)
(Motivation).**

performance = f (ability + knowledge) (Motivation). The abilities of a person could also be enhanced by the right motivation. This could be done by

constantly exploiting the strengths of a person and ignoring his weaknesses.

Motivating problem people

- Understanding human nature becomes very critical in this regard. To motivate a problem employee, one should know what drives him. Then identify blocks to his drives and try removing those impediments.

More evidence supports that motivated employees provides the following:

- Finds better ways to do a job.
- They are quality oriented.
- And of course, they are more productive and efficient.

While most people have a fair idea of what leadership is, there is some disagreement about the meaning of motivation. For much, motivation is the method used to get people to work. For others, it represents higher salaries, fringe benefits and improved working conditions. Still others view it as a management exercise.

**Motivating people to
take a risk can be truly
challenging.**

disagreement about the meaning of motivation. For much, motivation is the method used to get people to work. For others, it represents higher salaries,

fringe benefits and improved working conditions. Still others view it as a management exercise.

Overall, as stated many times, having motivated employees gives you high level innovation while they provide you with better higher quality of work at a high level of efficiency. Though the benefits are quite broad, they are also quite vague. That goes back to the argument that motivated employee's costs less and has no downsides. You can say that motivating employees cost NONE if the method you'll use requires no capital at all to coach managers to act as effective motivators.

Motivating people to take a risk can be truly challenging. This can be done by having a frank discussion on the chances of success, making roles & responsibilities clearer, spreading risk across the team and organization and by supporting the initiatives irrespective of the chances of success.

Effectiveness of people at the workplace depends on how their work will fit into the grand vision of organization and what the future holds for the organization and to them.

With the combination of recognition along with tangible rewards, the way motivation works is thus progressive and cumulative.

However, if this system is considered as a panacea, motivation may suffer badly. A suitable mix of rewards, incentives, and recognition augmented by a series of employee engagement activities must be integrated to retain people and encourage them to remain in the organization.

The most important factor in this mix should be "change". Therefore, excitement and fun and the thrill of new challenges keep the ball of motivation rolling. Even the best performance can be improved!

Chapter 12:

Integrating Better Process and Theory in your Leadership

Many different things and factor can motivate a person in the workplace, but there are also different factors that can also motivate conflict and inflict stress in the workplace. One key factor is stress management, how the person handles stress is what will make or break a working relationship.

One key factor is stress management, how the person handles stress is what will make or break a working relationship.

There are three main key theories that suggest how people reacts and pushes people to have the initiative or motivation or drive to do

their job well and better while also relieving stress on the workplace.

Before we tackle the different theories of motivating employees in the workplace, let's find out why it is important to emphasize and create a process of motivation.

Every organization flourish with employees. It's the most important part for any organization. Without them, there's is no one to do the selling. Managers have been long known to device creative ways to keep employees motivated and hard working. Making sure they come to work regularly and energetic and continuously providing work that are positive contributions for the company.

When these steps are taken, the business will be able to save up and cut costs while being able to make more profit, which is the goal of any business or organization built.

Unmotivated employees are what you can say are a bit of a challenge to

Unmotivated employees are what you can say are a bit of a challenge to handle.

handle. Though they are qualified to their work, they are less likely to work on it. They are not willing to do well in their jobs or sometimes organizations will even require

hiring other people to do different jobs that sadly results to high operating costs and reduction on profit which are not in favor for the company as well as the employees.

According to an article entitled „Need-based Perspectives on Motivation” by Moorhead and Griffin, job performance depends on three main factors: Motivation, Ability and Environment. In order for an employee to reach a higher level of performance, he/she must “want to do the job (motivation), be able to do the job (ability), and must have the materials, resources, and equipment to do the job (environment)”.

“Performance = Motivation + Ability + Environment”

As stated above, within those three factors, motivation is simply the hardest and most difficult factor to manage and apply. This is basically due to the fact that a person's attitude and behavior are simply too complicated. It's filled with complexities and fallacies thus making it hard to categorize and to manage.

While the other two factors – Ability and Environment – are things the employee understands that he/she has been recruited for and is fully aware that he/she has the skills and capacity needed to perform the tasks as well as the fact that resources are readily available and if a manager

sees that an employee lacks certain aspects of the job, he or she can provide training programs to learn that particular skill so that the employee can be more efficient for the company.

**Performance =
Motivation + Ability +
Environment**

If, however, an employee isn't suitable for the job or lacks thereof, the knowledge and ability for the job, there are other jobs that he/she can do, but if other resources are not available (the environment factor) the manager can take action to ensure that they become available.

For example, if an employee needs a photocopier, he/she can formulate a request to the management team and ask for one. For this reason, it is quite clear that the most challenging job for every employer is how to motivate their employees to strive their best to work for the organization.

REPEATED - [But if other resources are not available (the environment factor) the manager can take action to ensure that they become available. For example, if an employee needs a photocopier, he/she can formulate request to the management team and ask for one. For this reason, it is quite clear that the most challenging job for every employer is how to motivate their employees to strive their best to work for the organization.]

Intrinsic Motivation Theory

Intrinsic Motivation Theory is used by "management teams" to motivate people with intrinsic rewards. Under this theory employees desire to do a good job because they are proud of what they are doing, and want to be a part of something good. For example, a Disney Imaginer feels satisfaction when he or she creates a new ride. The feeling of being a part of something so spectacular motivates him or her to do a great job.

Theory of Scientific Management

The Theory of Scientific Management has a unique view on how workers are motivated. It suggests that workers are motivated by what they produce, on their productivity while Intrinsic Theory suggests that they are motivated to do a great satisfying job. It states that workers aim to

To put it simply, workers are paid more if they are more productive.

produce a lot of products in a specific period of time. To put it simply, workers are paid more if they are more productive. This

theory is often used for businesses since they require high productivity and mass production. However, overuse of this theory also conclude that employees will soon feel they are machines rather than co-workers which in turn result to dissatisfaction which is why the Intrinsic theory promotes a happier workplace than the Scientific Management Theory.

Motivation-Hygiene Theory

Similar to the Intrinsic Theory, the Motivation-Hygiene Theory suggests motivation through pride but rather than result-oriented, this theory talks about employee's pride through proper hygiene and appearance. Though this theory is still not completely proven to motivate employees, how they look and how they manage their hygiene in fact, does help increase self-esteem and also helps for better performance. The best motivator though is the pride an employee takes in a job well done.

Employees that are too stressed out results to lower quality and productivity. Stress can also result to illness which can either be physical, like fatigue, or mental like anxiety and tension. However, a certain amount of stress is required to keep employees motivated. If things run too smoothly, employees can become inattentive and bored to do their work.

The Expectancy Theory

In this theory, both Maslow's and Herzberg's motivation theories presents that motivation is triggered by expectations. Though this is true in some points, by generalizing it both theories are criticized. It is obvious

Expectancy“ refers to the subjective probability“ that one thing will result in another

with many other recent researches that „the same people are motivated by different things at different times and that different

people are motivated by different things at the same time. Therefore, there is no certain category of motivation. Expectancy “refers to the subjective probability that one thing will result in another”. Individual perception is, therefore, an essential part of the Expectancy Theory.

With this theory, an expectancy model was designed and here determined that one's motivation is strengthened as their perceived effort-performance and performance-reward probabilities increase. It may seem quite complicated, but we can discuss it through examples.

For instance, how strong can you be motivated to study if you expect to score poorly on your tests no matter how hard you study (low effort-performance probability) and when you know that the tests will not be graded (low performance-reward probability)? In contrast, your motivation to study will increase if you know that u can score well on the tests with just a little hard work (high effort-performance probability) and that your grades will be significantly improved (high performance-reward probability).

Employees and staffs are no different from students or any other people. They are simply motivated to do and work harder if it will give them better and more valuable rewards.

With this, an employee's contribution is determined on their rewards expectation. With this said, managers and leaders can create strategies to try to push them to work harder by making favorable expectations for their employees. When people can expect personally valued rewards, they will undoubtedly work harder to try to accomplish their tasks.

This is one quality that managers must have that will help; listening. One must listen to his/her employees, remember what they experienced as an employee and discover what rewards certain employees value. So the manager can potentially enhance their employees' willingness to put more efforts into their work.

The Goal Setting Theory

Another theory is the Goal Setting Theory wherein as stated and developed both by Lotham and Locke in the year 1979 that a certain level of motivation and performance is higher when the individual has specific

Feedback is also vital to maintain the employee's motivation, especially when targeting even higher objectives.

objectives established and when these objectives, even with a high level of difficulty, are accepted and

are offered performance feedback. The employees must participate in the process of goal setting in order to obtain their approval when setting higher and higher targets and the human resource personnel can help them to understand the consequences of these targets over their entire activity. Feedback is also vital to maintain the employee's motivation, especially when targeting even higher objectives.

Adams' Equity Theory

Categorized as one of the "justice" theories, The Equity Theory which was first developed and studied by John Stacey Adams claims and states that through satisfying the needs of fairness and equality brought upon by managers comes a drive that brings out the best results from his/her employees. Equity theory places value on fair treatment.

An individual will consider that he is treated fairly when he feels that the he receives the amount similar to his output and it is the same to other people around him. In this case, it would be acceptable for an employee who has much more work experience and who is a more senior colleague to receive higher compensation/salary for his/her job.

Equity theory places value on fair treatment.

However, if an employee feels that another individual who is as skillful as him and provides the same effort and output but earning more recognition or compensation, he will feel he's treated unfairly and thus perform at a lower level on his tasks.

An employee who feels he is over-compensated may increase his effort, but, he may also change the perceptions of his inputs and feel a sense of superiority, which may lead to him decreasing his efforts instead.

Theories of Motivation:

How to Use it on Practice

From theory to actual practice, motivation strategies are important. Though, applying which theory to use is quite tricky, however, practicing each varies depending on its application and to whom you are applying it with, in this case the employees.

Do they respond to praises and appreciations? Do they tend to respond on relaxed hours and a relaxed dress code? Do they respond to structure and advertised perks related to performance?

Try understanding each theory by applying it to the workplace. You can try testing them all out and see which theory best works for the workplace and the employees within it.

Have an effective Reward System

Rewards are a great way to reinforce motivation in an employee's behavior and productivity. A reward is a work outcome of positive value to the individual. It's common for many organizations and companies to have a reward system given to those employees who exerts excellent performances, accomplishing great deals that are proving worth for the company's ideals. There are two types of reward system.

Extrinsic rewards are rewards and motivators that are received "externally". These are rewards given to employees when one's outcomes are perceived as great and best and usually given by managers or supervisors. Examples of extrinsic rewards are pay bonuses, promotions, time off, special assignments, office fixtures, awards, verbal praise, and so on. In all cases, the motivational stimulus of extrinsic rewards originates outside the individual.

Extrinsic rewards are rewards and motivators that are received "externally".

Intrinsic rewards refers to something that comes from the "inside". These are rewards that make a person feel "special" or "high" after completing a job. That person feels good because he/she has a feeling of competency, personal development, and self-control over his/her work.

In comparison with extrinsic rewards, intrinsic is not compelled by actions of other people.

Redesigning Jobs

Though jobs and employment are important, people who go to their work every day doing the same thing makes the job seem mundane and boring. According to some individuals who experience this, it is called "burnout". This is common to any company either small or large companies, but a smart manager can handle this situation if he knows what he's going to do.

people who goes to their work every day doing the same thing makes the job seems mundane and boring

The concept of job redesign, which requires understanding for the human qualities people bring with them to the organization, applies motivational theories to the structure of work for improving productivity and satisfaction.

When redesigning jobs, managers look at both job scope and job depth. Redesign attempts may include the following:

Job Enlargement

Job enlargement isn't adding more tasks but simply setting up lists of varieties of tasks that are included in their employment. It doesn't increase the job nor the quality and even the difficulty but instead decreases boredom and monotony of the tasks at hand. With this, it helps decrease inactivity and increase work quality of productivity.

Job rotation

This method allows people to experience different tasks in the company. This is, however, not permanent but rather allows employees to be exposed on the company's other jobs and also add variety and decrease boredom on employees. Job rotation can encourage higher levels of contributions and renew interest and enthusiasm. The organization benefits from a cross-trained workforce.

Job enrichment

This is also called vertical job loading but beside adding or giving a variety of tasks to an employee it also includes added responsibility and more authority. If the skills required to do the job are skills that match the jobholder's abilities, job enrichment may improve morale and performance.

Creating flexibility

Personal Time: An employee also requires this and fights for it. They need it for many reasons such as family time and emergencies. The traditional nine-to-five daily work schedule may not work for many

The organization should benefit through lower absenteeism and improved performance.

people anymore. That's why you should give "flextime". This gives employees the choice to set and control their own working hours.

It's a sure method for any company to be accommodating to his employees. Here are some other options organizations are trying as well:

A compressed workweek is a form of flextime that allows a fulltime job to be completed in less than the standard 40-hour, five-day workweek. Its most common form is the 4/40 schedule, which gives employees three days off each week. This schedule benefits the individual through

more leisure time and lower commuting costs. The organization should benefit through lower absenteeism and improved performance. Of course, the danger in this type of scheduling is the possibility of increased fatigue.

Job sharing or twinning occurs when one fulltime job is split between two or more persons. This often happens when there are employees working for half day, but it can also be done on weekly or monthly depending on sharing arrangements decided. When jobs can be split and shared, organizations can benefit by employing talented people who would otherwise be unable to work fulltime. For example, parents or mothers who need to take care of their children or their elders, that are willing to work half-day. Although adjustment problems sometimes occur, the arrangement can be good for all concerned.

Telecommuting, sometimes called flexi place, is a work-arrangement that

Although adjustment problems sometimes occur, the arrangement can be good for all concerned.

allows at least a portion of scheduled work hours to be completed outside of the office, with work-at-home as one of the

options. Telecommuting frees the jobholder from needing to work fixed hours, wearing special work attire, enduring the normal constraints of commuting, and having direct contact with supervisors. Home workers often demonstrate increased productivity, report fewer distractions, enjoy the freedom to be their own boss, and appreciate the benefit of having more time for them.

Of course, when there are positives, there are also negatives. Many home workers feel that they work too much and are isolated from their family and friends. In addition to the feelings of isolation, many employees feel that the lack of visibility at the office may result in the loss of promotions.

There is no limit to the different options on how to motivate your employees at the workplace. A manager's responsibility is to understand his employees' needs and find effective ways to relieve their stress and make their daily working lives more relaxed and comfortable. All of these things will make for a pleasant and more productive workplace.

Chapter 13:

Building Employees' Involvement

Put yourself in your employee's shoes, or just remember the time when you're not the manager. When your work isn't noticed or appreciated you feel that you're just a disposable employee of the company whom they can replace at anytime.

If that's the case, then that's a workplace you'll definitely want to leave anytime.



This is not the type of working environment we or any managers want to implement and encourage at the workplace since the main goal is to

Put yourself on your employee's shoes, or just remember the time when you're not the manager.

motivate and retain professional employees and them providing excellent results. So, as managers, one of your main responsibilities is

creating a positive working environment wherein your employees will feel valued and appreciated. An environment wherein they can feel they are needed and contributing to the success of the company.

In today's modern employment system, you can easily find new employees either fresh graduates or professionals, however, getting them working while being involved for the benefit of both the company or organization and themselves can be quite a difficult task. That said, when an employee feel that he/she is contributing to the welfare of the company or business, they are likely happier with their position and will stay loyal to the company, producing more and higher quality of work.

Creating change to employee initiative and motivation can be quite hard especially when your employees have already settled down with the environment and the system the company uses. Shifts in marketing and sales strategy, management structure, workplace technologies or other areas can alter a business drastically.

Changes in the company whether small or fundamental may change how

Change can also add stress; Psychological stress.

your employees will handle their responsibilities requiring them in some cases to learn new skills to remain productive. Change can also add stress.

Psychological stress can build up as employees and staff must compromise and adjust to the changes and meet the needs of the company. For all these reasons, it's vital to inspire employees to work for change rather than against it.

Studies show that high-involvement work practices can develop the positive beliefs and attitudes associated with employee engagement. These practices also show that it also generates different kinds of discretionary behaviors that lead to enhanced performance. Simply put, employees who conceive the design and implement workplace and process changes are engaged employees.

Employee involvement is crucial in motivating them while creating an environment wherein people have an impact on decisions and actions that affect their jobs.

However, getting employee involvement isn't a goal or a tool for companies and organizations but rather a philosophy. It's a leadership and management philosophy on how people responds and contributes to continuous improvement and the ongoing success of their work in an organization.

It can be critically important to competitiveness in the contemporary business environment. Employee engagement was positively associated with performance in a variety of areas, including increased customer satisfaction, profitability and productivity, and reduced employee turnover. The breadth of employee involvement was substantial. About 2/3 of the business units scoring above the median on employee

There are 3 main related components when it comes to employee involvement: a cognitive, an emotional, and a behavioral aspect

engagement also scored above the median on performance, while only about 1/3 of companies below the median on employee involvement scored above the

median on performance (Harter, Schmidt & Hayes, 2002).

There are 3 main related components when it comes to employee involvement: a cognitive, an emotional, and a behavioral aspect.

Cognitive Aspect –concerns employees' belief about the organization, its leaders, and working conditions.

Emotional Aspect – concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders.

Behavioral Aspect – it concerns the value-added component for the organization and consists of the discretionary effort engaged employees bring to their work in the form of extra time, brainpower and energy devoted to the task and the firm.

Getting employees to be involved when it comes to the company's welfare such as decision making is important to continue the improvement and success of the business. Using strategic methods like employee's suggestion systems, manufacturing cells, work teams and events, you can imbibe involvement into employees. Other methods can include (continuous improvement) events, corrective action processes, and periodic discussions with the supervisor.

"Being good in business calls for being good at being human," Petzinger concludes after studying the turnaround of Rowe Furniture Company. Rowe, which had been a very traditional manufacturing company, identified the need to utilize the brains and talent of its employees. Charlene Pedrolie, its manufacturing chief, truly believed that the people doing the work should design how the work is done.

With the assistance and consultation from a much reduced management team and engineers, workers redesigned their work. They moved from an environment in which each person handled part of a work process to fully cross-trained manufacturing cells producing a whole product.

**Being good in business
calls for being good at
being human**

From standing at an assembly position all day long, they created work which allowed some freedom and movement. They eliminated the formerly "deadly dull" jobs. At the same time, the flow of information they received, which allowed them to know exactly how they were performing, increased dramatically.

The new sense of personal control, according to Petzinger, "bred a culture of innovation in every corner of the planet..." It reveals the creative power of human interaction.

It suggests that efficiency is intrinsic; that people are naturally productive; that when inspired with vision, equipped with the right tools, and guided by information about their performance, people will build on each other's action to a more efficient result than any single brain could design.

Employee Involvement Model

As mentioned, there are different methods to apply to instill employee involvement. Different models can be used. One of the best tried, and tested model was developed from research theories by Tannenbaum and Schmidt (1958) and Sadler (1970). They suggest that through continuous proper leadership plus involvement increase, the chance of employee's

The key to a successful consultation is to inform employees

motivations will make them take more roles willingly and decrease the role of supervisors with the decision process.

Tell: the supervisor makes the decision and announces it to staff. The supervisor provides complete direction.

Example: Useful when communicating about safety issues, government regulations, decisions that neither require nor ask for employee input.

Sell: the supervisor makes the decision and then attempts to gain commitment from staff by "selling" the positive aspects of the decision.

Example: Useful when employee commitment is needed, but the decision is not open to employee influence.

Consult: the supervisor invites input into a decision while retaining authority to make the final decision.

The key to a successful consultation is to inform employees, on the front end of the discussion, that their input is needed but that the supervisor is retaining the authority to make the final decision. This is the level of involvement that can create employee dissatisfaction most readily when this is not clear to the people providing input.

Join: the supervisor invites employees to make the decision with the supervisor. The supervisor considers his/her voice equal in the decision process.

The key to a successful join is when the supervisor truly builds consensus around a decision and is willing to keep his/her influence equal to that of the others providing input.

Delegate: the supervisor turns the decision over to another party.

Using Leadership skills to foster employee involvement

There are multiple drivers of employee Involvement, from pride in working for the company to having a voice in the way things operate. However, the impact of the relationship with the direct manager is a constant. Research by Dale Carnegie uncovered that 80 percent of employees who were dissatisfied with their direct manager were disengaged. In essence, they reported that “employees don’t leave organizations, rather they leave people.”

Corporations care about employee Involvement because it directly impacts their bottom line. Research performed by Gallup shows that engaged employees “doubled their odds of success” compared to disengaged employees. However, they also report only 13 percent of employees worldwide are actually engaged at work. This means that things such as retention, performance, productivity and customer satisfaction are all adversely impacted. Simply put, employee Involvement drives results.

The best leaders understand the critical importance of Involvement and the competitive advantage it creates. Below are six Tips leaders can use to drive Involvement with their teams.

Form High-Performing Teams Built on Trust

Employees who work in teams where there is a high degree of trust typically outperform individuals and teams who lack solid relationships. Great leaders are effective team builders. They bring together individuals to foster an environment built on trust and collaboration. Building trust between team members is the foundation for effective team building. It presents a sense of safety and allows team members to take risks for the achievement of the team.

Show Employees They Are Valued and Empower Them to Succeed

Everybody likes to feel appreciated for their contributions. Successful managers pay close attention for opportunities to offer recognition and praise for a job well done. Appreciation and recognition are powerful tools. The simple act of a “thank you” or the sharing of positive recognition makes people feel valued and is a sign from their manager that they have faith in their abilities.

Hold Themselves Accountable to Their Employees

Great leaders hold themselves accountable for the level of Involvement exhibited by their team. They spend time with their employees to ensure they have meaningful goals to practice in their day-to-day experiences and then rigorously track their progress. They weave Involvement into daily interactions and activities so it becomes part of the culture.

Foster Meaningful Relationships

Great managers inherently care about the well-being of their employees. They invest time and energy in getting to know each individual, both personally and professionally. They hold regular, scheduled one-on-ones to check in on accomplishments. They genuinely seek to identify areas of strength so as to provide opportunities to use these strengths on the job.

Provide Employees with the Autonomy to be Successful

Most adults value control over the flow and pace of their job. They want to feel like they have a voice in what and how they perform their job responsibilities. Successful leaders consult with their employees to pinpoint the level of interaction they need as a way to empower the employee. They set the parameters of what is acceptable, but offer choices within them. For example, it may be perfectly acceptable for employees to set their schedule as long as they are available when clients or the team needs them.

Ask for Feedback and Make an Effort to Change

Successful leaders are open to receiving feedback from their team members, leadership, peers and customers. Feedback from others helps leaders to understand the impact (positive or negative) they have on others. A study on the Harvard Business Review blog network clearly showed a distinct link between leader effectiveness and their willingness to routinely ask for feedback.

Employee Involvement is critical to an organization's success and leaders play a defining role in shaping the level of Involvement employees have.

Employee Satisfaction Research

In a study, *The Impact of Perceptions of Leadership Style, Use of Power, and Conflict Management Style on Organizational Outcomes* by Virginia P. Richmond, John P. Wagner, and James McCroskey; the researchers developed an instrument to measure employee satisfaction using this continuum (tell, sell, consult, join).

Their research discovered, "the supervisor who wishes to generate a positive impact on satisfaction with supervision, satisfaction with work, solidarity and to reduce communication anxiety should strive to get her/his subordinates to perceive her/him as using a more employee-centered (consult-join) leadership style." At the same time, however, the supervisor cannot be seen by employees as abdicating responsibility for decision-making.

Supervisor cannot be seen by employees as abdicating responsibility for decision-making.

The authors further concluded, "We believe there is a relatively straightforward explanation of this finding. Leadership styles, this approach; the employee-centered (join) end of the continuum, increases the degree to which subordinates are asked to participate in making decisions and/or make the decision themselves. When this approach becomes excessive, the supervisor may be seen as abdicating her/his responsibilities-the laissez faire leader-or even deserting the subordinate. The subordinate may feel that they are given more responsibility than their positions should require and, thus, are overworked or underpaid for the work expected.

Such reactions could be expected to be reflected in negative outcomes of the type observed in this study. We conclude that while the supervisor should attempt to be perceived as employing an employee-centered

leadership style (consult-join), he/she must maintain a supervisory role and avoid being perceived as abdicating responsibility."

Leadership and Employees' satisfaction

A good leader values employee happiness. A great leader values the employee engagement that results from that happiness. That is what employee engagement is, after all -- the degree to which an employee's feelings about their job (and boss) influences their willingness to learn and perform at work.

While small perks such as a ping-pong table and free food can help contribute to employees' satisfaction levels, their engagement level stems from a company's leadership, above all else. According to the Canadian edition of Deloitte's Human Capital 2015 Trends report, leadership tops the list of concerns amongst 90 percent of more than 100 survey respondents, followed by culture and engagement (86 percent).

What's more, employees who are supervised by highly engaged leadership teams are 39 percent more likely to be engaged themselves, according to a Gallup's 2015 State of the American Manager study of 2.5 million manager-led teams, Leaders set the tone for engagement in the workplace.

Here are five Tips to a great Employees' satisfaction

1. Give employees something to reach for.

Engagement starts with having something to work toward. An employee who doesn't have clear work goals will have a difficult time engaging in their daily tasks. Goals drive us, and without them, we'd be hard pressed to get anything done.

The process of setting employee work goals isn't a one-person job, however. Ideally, it should be a joint effort between employer and employee. Not only does collaborative goal-setting ensure that goals are SMART (specific, measurable, achievable, realistic and timely), it also helps employees better align their goals with the company vision.

Heather Stockton, human capital leader at Deloitte, explains that "Leadership and culture work in tandem. The decisions, attitudes and behaviors of leaders shape an organization's culture. When an organization's values and business goals are aligned, its culture tends to drive better employee engagement, customer experience and financial performance."

2. Embody the company vision.

A company's vision statement does more than just inform -- save that for the mission statement. A vision statement should inspire, motivate and align employees toward a common goal. It should outline where the company is going -- in both the near and distant future -- and how it's going to get there.

Embodying this vision is the key to engaging employees. After all, simply directing employees to follow can lead to a stale workforce -- inspiring employees to follow leads to increased engagement. Lead by example, and serve as a constant reminder of what the company is working towards and how to make it happen.

3. Get involved in the company culture.

A company that plays together, stays together. And a leader that's present and sets aside time to get involved with various company culture activities is a leader that inspires and engages employees.

Playing an active role within the company culture not only helps create a more engaged and enthused workforce, it also helps leaders further

embody the company vision and values. For instance, volunteering together helps demonstrate the value of making a difference within the community.

Taking time to connect with employees is a great way to engage them. Whether it's building houses, enjoying a meal or serving on a sports team together, employees will appreciate leaders that care about who they are both inside and outside of the workplace.

4. Use transparency to inspire.

Employees need to see and understand what's happening within their organization to be able to tailor their individual work goals accordingly. Do they know and understand company-wide goals? Do they know how well (or not well) the company is doing? Do they realize the challenges and opportunities that the company faces? They should.

Employees who are kept in the loop and can see how their work contributes to the overall success of the organization will be that much more motivated to achieve their individual work goals. Foster greater transparency at work by updating employees on both formal and informal matters, meeting with staff on a regular basis and, if you want to be radically transparent, consider sharing company financials with employees.

Being able to clearly see the role they play in overall company success (or lack thereof) helps create a better sense of ownership. Real engagement comes from thinking and acting like owners.

5. Fake it 'til you make it.

Business has its ups and downs. As a leader, it's important to keep employee morale up even when business is down. Sometimes that means adopting a "fake it 'til you make it" mentality.

Employees look to leadership for guidance during difficult times, which is why staying positive and optimistic -- even when the company's leadership feels anything but -- is essential to keeping morale and engagement levels up. After all, employees are only as engaged as their leadership team.

Employee Involvement for Effective Change Management

Create a plan for involving as many people as possible, as early as possible, in the change process.

Involve all stakeholders, process owners, and employees who will feel the impact of the changes, as much as possible, in the learning, planning, decisions, and implementation of the change. Often, in change

Create a plan for involving as many people as possible, as early as possible, in the change process

management, a small group of employees learns important information about change and change management. If they fail

to share the information with the rest of the employees, the remaining employees will have trouble catching up with the learning curve.

If a small group makes the change management plans, employees affected by the decisions will not have had needed time to analyze, think about, and adjust to the new ideas. If you leave employees behind, at any stage of the process, you open the door in your change management process, for misunderstanding, resistance, and hurt.

Even if employees cannot affect the overall decision about change, involve each employee in meaningful decisions about their work unit and their work.

Build measurement systems into the change process that tell people when they are succeeding or failing. Provide consequences in either case. Employees who are positively working with the change need rewards and recognition. After allowing some time for employees to pass through the predictable stages of change, negative consequences for failure to adopt the changes, are needed.

The key is to know, during your change management process, when to say enough is enough

You cannot allow negative-minded people to continue on their path forever; they sap your organization of time, energy, and focus, and eventually, affect the morale of the positive many. The key is to know, during your change management process, when to say enough is enough.

Help employees feel as if they are involved in a change management process that is larger than themselves by taking these actions to involve employees effectively in change management.

So just how do you get employees more involved in company decisions?

Increasing COMMUNICATION is one of the best ways to do so. Suggestion boxes are a popular method. It works best since they are named anonymous, and whether it's a simple suggestion or not feasible, it is recognized. If an employer does not address every suggestion then participation will taper, and efforts will be futile. Employee surveys help gain feedback and involvement.

These surveys should ask probing questions that invite employees to give feedback rather than just bubble in a meaningless "strongly agree." A final way to open communication is to talk to employees.

You can implement annual reviews as a formal evaluation of the employee's work. This includes everyone. Just as employees are told what

they can do better, employees should be invited to tell managers what improvements they would like to see. Nevertheless, as managers continue to open up communication to one another, a great shift of improvement that values feedback will in turn make employees naturally motivated to be involved and work harder.

Self-management is another method to make employees involved. Nobody likes being micro-managed, or even hearing suggestions as to where their priorities should be. Some companies do this by allowing

Managers are required to listen and trust his employees

employees to manage their own time (depending on the nature of the job). They don't need to work at strict 8 hours of continuous job but instead get

breaks or early day offs without informing managers.

It not only decreases stress, but it also allows work-life balance. It is important for the self-management system to note that employees are well aware that they are not an island. Allowing employees to work in this way automatically encourages them to be more involved in day-to-day operations.

Other methods for employee involvement are emphasizing COMMUNICATION and TRUST. A Manager is required to listen and trust his employees on how they handle their works, of course, with guidance. The next time they are asked for feedback they will be willing to give it because managers will have proven that they value it. So have a little faith, try a little more hands-off guidance, and you may be surprised at how willing people are to step up and be involved.

Chapter 14:

Recognizing Achievement

Theories and research suggest and it has been proven that not giving out praise and recognition to employees are one of the main reasons they leave certain companies and organizations.

Though increasing salary and adding bonuses are already important motivators, companies must also recognize employees' achievement for the company at least once or twice a year. You can do this in different ways. Events and celebrations showcasing and awarding achievement of employees or teams are one way to do it or give added rewards for their achievement.



Leadership and motivation works and comes together when it comes to handling employees. As mentioned in Chapter 1: Focus on the Bigger

Leadership and motivation works and comes together when it comes to handling employees

Picture, motivation isn't something that you can easily obtain without proper leadership since it is essential to an understanding of motivation.

Peter Drucker said that leadership is that quality of examining work to ensure that effort is not placed where there are no results.

According to this definition, leadership is the skill of establishing priorities and marshaling resources to achieve worthwhile goals. While some may disagree with this definition, few will argue that Drucker's view is unreasonable.

Supervisors have the difficult and primary task of determining what is important in their organization. Drucker advises them to forget about yesterday's services, to maintain today's breadwinners and, as managers, to emphasize and nurture tomorrow's objectives. Indeed, a fundamental rule of leadership is to delegate yesterday and undertake tomorrow.

Motivation isn't something that can easily obtain without proper leadership

Those expensive experiences in management ego, in developing and maintaining services and collections long after analysts have revealed their failure, and must be avoided. Leadership is the art of recognizing the mistake, even one's own, and correcting it before it bleeds the institution.

The leader is also the person who must ask himself and the members of his administrative team to redefine the purpose and role of their institution regularly. The leader must clarify the institution's goals and objectives and remind his team of those ends. To be successful, the leader must ensure that the team knows both the goals and strategy. (Excerpt from SUPERVISION OF EMPLOYEES IN LIBRARIES: Leadership and Employee Motivation by Donald J. Sager; page 45- 46)

Leaders today must learn and master new skills adding up to the traditional leadership methods to lead their teams and employees into the success of the company. Continuously mentioned in this eBook is that motivating employees is imperative and is thus a skill any leaders must acquire. It can be quite costly but with the right usage of tools can be

advantageous for all and most organizations. Leaders must employ these tools and resources properly to achieve their goals.

When it comes to motivating employees, one leadership trait to have is the ability to infuse inspiration to each member/staff or employees. Besides sharing ones' vision and directions, asking for opinions and ideas is a great way to build trust and relationship as well as inspire each other. It can be called "successful leadership relationship" and must be effortless when it comes to inspiring employees. Following an effective leader, people accomplish and achieve more than they may ever have possibly dreamed.

The foundation of this successful relationship is the leader's ability to make people feel important. So, effective leaders need to demonstrate these practices.

The foundation of this successful relationship is the leader's ability to make people feel important.

Pay attention to people using common courtesy. Simply saying "Good Morning" or replying to each courtesy will inflict positive

feedback. Asking how their weekend was or their family is a powerful simple tool to practice in order to build relationships toward your people.

Listen to your people. Rather than leading and them listening only to you, the leader, start listening to your employees/staff or members and give full attention when needed. Set meetings to listen to their needs better. Moreover, you can hear more of their ideas and opinions regarding the organization and oversee which and what is working for their comfort. You make people feel special when you listen to them without distraction

Positive, powerful languages. A simple "Thank you" or "Great Job" is a positive and powerful phrase to say to your employees that can impact their daily lives into positive ways. It encourages them to work harder

and better for the company's and their welfare. Other phrases can include but not limited to, "Your contribution saved the customer for the company." "We couldn't have accomplished the goal without you."

Put praise in writing. A "thank you" note to the employee, with a copy to her file, magnifies the impact of the recognition.

Keep true to commitments. Make sure never to cancel except in a true emergency. Promising raise or bonus? Never fail it. Do not make promises or commitments you can't meet.

Give credit to employee contribution. Remember suggestion boxes and meetings. When a great idea is presented, give credit to the one who made or suggested it.

When fulfilling responsibilities as a leader, it is quite obvious that most

**Give credit to
employee contribution**

are no longer willing or motivated to work. This is not necessarily either good or bad. Employing cheap and

willing labor is no longer easy like what most companies are used to. Even employing student labor isn't as many as before and commonly most students are no longer willing to work extra and do mundane work such as categorizing and shelving files and books.

They will work, but prefer to do so in areas where they can gain useful experience for their own careers.

"Too often the solution seems to be a higher salary, but this is not necessarily so."

Most people and even companies think that money is already a good motivator for employees to stay in their companies. Others simply pretend so, but if you change the reward, you can change people's behavior.

Some researchers argue that to motivate employees you should be able to give them happiness. However, Duke Psychology Professor Dan Ariely argues that both happiness and money are both motivators and simply categorizing them based on money and happiness will oversimplify things and miss out the important factors on what motivates people.

Many people think that, in the end, motivation is all about money, for all that people pretend otherwise. If you change the reward, you can change people's behavior.

Others argue that it's all about finding happiness. Duke psychology professor Dan Ariely argues that both play a part but that those explanations wildly oversimplify things, and miss out on what truly motivates people.

In a recently posted TED talk, he points to finding meaning in work, and being able to see progress as extremely important motivators.

It's about remembering workers are humans, not machines

This means managers play a huge role in the quality and quantity of someone's everyday work, and that they have to be very conscious of

their behavior. "Ignoring the performance of people is almost as bad as shredding their effort in front of their eyes," Ariely says.

Nothing destroys people's confidence and motivation more than busy work, and nothing gets them going more than constantly seeing their progress and caring about it.

In an experiment, Ariely had participants build a series of Lego figures, paying them successively less for each one. Group A had their finished figures put under the table and were told they would be broken down later. Group B had their work broken down right in front of them, and

had the disassembled pieces given back to them if they chose to build another one.

The difference in meaning was small. Both figures would end up being broken down. It made a big difference in people's motivation and willingness to work. The Group A built 11 figures on average, and Group B, 7.

Not only that, the latter condition made even people who loved building Lego dramatically less productive.

This translates directly to the workplace. Ariely once spoke at a Seattle-based software company, to a team that had been given the task of innovating the next big product for a company. A week prior to Ariely's visit, the CEO canceled the project.

Acknowledgment is essential, and even the briefest notice and attention makes a huge difference. It's about remembering workers are humans, not machines.

Money is a powerful lever, but it's not the only one. The best managers and companies figure out how to use everything.

Recognize Employees

One method that most leaders and managers often forget is to recognize

Employee recognition goes a long way toward increasing and maintaining achievement.

the efforts and achievement done by employees. Employee recognition goes a long way toward increasing and maintaining achievement. Studies show that when employees feel valued or

recognized with their achievement and the contribution, they are more likely to strive more and desire to contribute more for the success of the company. Managers who never thank their employees can cause a decline

in motivation. It's not important to give extravagant gifts, but rather just the thought of being recognized is motivation enough.

Other ways to recognize employees include a paid day off, a card expressing gratitude and flexibility in work schedules. Moreso, employee recognition is better and more effective when it is done with sincerity, and if you are giving them fair wages rather than just increasing their salaries.

Quality of Life

Having a comfortable working environment and understanding employee needs has shown increased productivity with higher results. It's

Incorporating quality- of-life strategies in the workplace allows employees to remain focused on completing their duties

a common issue and problem for employees to manage and balance both work and personal lives that may negatively affect their morale and work

performance. Managers and leaders can give a comfortable working place by implementing flexible working schedules/hours or the schedule to be able to work home. Incorporating quality- of-life strategies in the workplace allows employees to remain focused on completing their duties.

Provide Personalized Coaching

It's normal that not all employees already know and understands how the company system works and this may demotivate them. Implementing coaching and seminars can improve their skills and increase their performance that will give higher results. A primary way to help employees improve their performance is to offer feedback. Rather than after they complete a task, provide feedback before the completion of

theirs task. Managers should provide feedback based on actual performance and not biased opinions. When employees can sense biased opinions, they begin to lack motivation and work less. When providing feedback, an employer should listen and address the employee's concerns.

Monetary Incentives

Though non-monetary methods are good and effective methods to motivate employees, monetary incentives have been long known to play a huge part on one's motivation. Monetary incentives, such as profit sharing and performance bonuses, motivate employees to render quality products, high levels of productivity and innovative and creative processes.



With monetary incentives, it's proven that many companies and businesses benefit highly since it motivates employees to be more productive and efficient impacting the whole company's profit. However, relying solely on money incentives isn't enough to motivate employees. Using other methods will in a short time inspire motivation and employees will work harder and better.

Relying solely on money incentives isn't enough to motivate employees.

Here are some tips to remember when it comes to employee recognition. Make sure to establish certain criteria for what you believe

in as high performance and contribution wherein it is deemed rewardable whether behavior or tasks for the company.

All employees must be eligible for the recognition.

The recognition must supply the employer and employee with specific information about what behaviors or actions are being rewarded and recognized.

Anyone who can perform at the level or standard stated in the criteria receives the reward.

The recognition should occur as close to the performance of the actions as possible, so the recognition reinforces behavior the employer wants to encourage.

Reduce using selective employee recognition methods. It is viewed as a form of "favoritism" which can decline employee involvement and trust. This is why processes that single out an individual, such as "Employee of the Month" are rarely effective.

Attaching "true" accomplishments and goals to recognition and rewards

Recognition and reward system are both beneficial for managers and employees.

in accordance to your set criteria decided through meetings, and performance development is something that organizations,

whether small or large-scale should not overlook and simply choose.

Creating criteria and goals for either teams or individual employees and member accomplishments should be viewed through a series of processes for it to be a success.

Sometimes you can make quick simple recognition that can either be unique and random at some times. What matters is the element of surprise employees will receive.

Simple things like giving free meals sometimes a week is great but be careful as some might take advantage of it or rewarding beset decorations for the holidays.

Recognition and reward system are both beneficial for managers and employees. Plan out what you'll give as rewards and what to recognize.

Avoid the employee recognition traps that:

Single out a few employees who are mysteriously selected for the recognition.

Plan out what you'll give as rewards and what to recognize.

Strengthen the morale of the many who failed to understand the criteria enough to compete and win, and Sought votes or other personalized, subjective criteria

to determine winners.

Here are some 9 methods to reward employees that as well show that you are seeing and recognizing their hard work and achievements.

Reward #1: Money

- Give raises (equity, retention & reflection of work performed)
- Re-class or Promote (equity, retention & reflection of work performed)
- Give bonuses (Example: Up to \$200 in state funds per employee per year can be awarded for recognition purposes)
- Pay the same salary but decrease FTE

Reward #2: Recognition

- Nominate for awards
- Give Awards
- Extend personal congratulations for a job well done.
- Write personal note or letter of thanks (particularly from Deans & Chairs) and place in personnel file
- Recognize individuals/teams at staff meetings or publicly in other ways
- Hold meetings to celebrate successes
- Throw parties for special events (i.e., Service Awards, Goodbyes, Accomplishments, Awards)

Reward #3: Time Off

- Professional Staff can be given up to 6 days discretionary leave off on an annual basis
- Flex time (working core hours and work 8 hours/day but come in from 8 – 8:30 and leave from 4 – 4:30; not appropriate for all jobs)
- Telecommute Days (not appropriate for all jobs)
- Alternative Work Schedules (9/80s and 4/10s)
- Release time for classes (as viable)

Reward #4: A piece of the action

- Ask staff their opinions and ideas – individually and in meetings
- Encourage their feedback

- Have staff participate on committees and in meetings
- Recommend individuals to others as a resource or Subject matter expert (SME)
- Assign staff projects which draw on their ideas & creativity
- Have staff committees plan celebrations & holiday events
- Listen (be available & accessible to staff)

Reward #5: Favorite work

- Recognize staff's talents when assigning work projects
- Let staff cross train on other functions
- Assign staff to do some committee work
- Rotate interesting projects among staff
- Allow for some expansion of job duties (not necessarily an increase in complexity – which could lead to a re-class) which may break the monotony of a position and lead to greater job satisfaction

Reward #6: Advancement

Reclassify positions as appropriate

- Provide tools and growth so that staff can advance
- Talk to staff about their career goals and try to incorporate some into the job as appropriate and relevant
- Empower staff to make decisions about their jobs and allow them to grow

Reward #7: Freedom

- Allow for flexibility in work hours (staff should work core hours and 8 hours/day but come in from 8 – 8:30 and leave from 4 – 4:30). This may not be appropriate for all jobs
- Allow for freedom to work independently (not micromanaged)
- Understand that there are many different ways to accomplish tasks.
- Encourage their feedback
- Have staff participate on committees and in meetings
- Recommend individuals to others as a resource or subject matter expert (sme)
- Assign staff projects which draw on their ideas & creativity
- Have staff committees plan celebrations & holiday events
- Listen (be available & accessible to staff) differences/creativity (focus on your expectations for the final outcome and timelines)

Reward #8: Fun

- Provide lunches (pizza)
- Have other food items at meetings, or for little gatherings (10 minutes):
- Ice Cream Socials
- Doughnuts
- Bagels
- Cake

- Throw parties (for goodbyes, to celebrate service awards, for Staff Appreciation Day, etc.)
- Provide opportunities to laugh and socialize

Reward #9: Prizes

- Fun inexpensive prizes related to holidays are fun
- Contests for teams or individuals who are working on finishing major projects, or eliminating backlogs
- Lunch with someone in leadership position

Chapter 15:

Spread the Positive Energy to Others

Try making a simple survey by asking random people, let's say around 50 people, and ask them if they are fully engaged and motivated when working. Sadly, research shows that only less than 50% of them are not fully engaged. This obviously shows how employee talent and potential are gone to waste.



When employees are not fully engaged with their work, it means they are not enjoying the working environment and simply can't give their 100% for every task given to them. The organization's performance remains a meager fraction of what it could be. This impact of disengaged employees on organizational performance will only increase as we move further towards a knowledge economy driven by human capital.

**Spread the Positive
Energy to Others**

Promoting employee involvement as mentioned in Chapter 3: Building Employees' Involvement and inspiring positive attitudes in the working environment is one feat that leaders and managers wish to achieve to retain productivity up and going.

If spreading positive attitude in the workplace is successful then it decreases turnover, minimizes employee complaints and creates a positive working team that every member is excited to contribute.

Energy is everywhere around you. It can either be positive or negative energy, but it sure does define whether it will be to your success or promote your demise.

Everything you involve yourself in is a result of the energy you contribute.

Everything you involve yourself in is a result of the energy you contribute. How well you act and contribute as a professional is also as important on what you contribute. You may be a professional, with higher knowledge and sets of skills and history of success, but if you approach a new job or a team or your boss or even your customer with negative energy then you should take full responsibility to the worse consequences of this action.

Experts claim that energy is neither negative or positive, and this is always neutral and will only be either positive or negative depending on which form we want it to be, which is in fact true when it comes to the working environment and/or other places or organizations.

Negativity comes in many forms especially in the workplace (or anywhere for that matter).

Here's a list of negativity in many forms:

- Complaining (this is huge)
- Putting others down
- Talking about people behind their back
- Highlighting other people's mistakes (pointing the fingers of blame)
- Focusing on / expecting the worst

The truth is, as leaders and managers you have the power to exert and control your energy and how you let other perceive it. also we must learn to receive and understand other's energy whether positive or negative. Sometimes it is easy to see how others affect you, but many times you may not even realize the effect others had on you. Being aware of how people react to a certain situation and how they feel will decrease negative energy and promote positive energy.

As a manager, your energy is what determines the success of your team whether in meetings or on actual working hours. If you have an employee or co-worker who is struggling, have you considered how much responsibility you have in their performance?

Negative energy is contagious.

If you were chosen to become the leader or manager or supervisor for other employees and members, your responsibility is to know how you'll manage your own energy, as well as the negative energy from the employees.

Negative energy is contagious. It may seem as if when dealing with negative people, it is easier to ignore them but their energy affects other people without them knowing it. Therefore, your negative employees may be consciously or sub-consciously expanding their negativity and influencing the behavior of others.

Managers and leaders look on what is happening. Are you contributing positively to the welfare of your company? Is your energy affecting both your personal and professional life? How do you handle your employees? Do you do so professionally while being responsible? Are you POSITIVE when it comes to your work? Does your workplace have a POSITIVE environment, comfortable for working?

Start with Yourself!

Inspiring positive energy in the workplace starts with one's self. When questioning whether you are positively on the right direction in the workplace try asking yourself these following questions:

- Are you generally a positive or negative person?
- Do you have a high or low energy level?
- How do others respond to you; relaxed or tense?
- Do you find yourself being judgmental of others or open and accepting diversity and new ideas?
- Do you harbor anger rather than letting these feelings go?
- Do you feel mostly happy or sad and frustrated?
- Are you a nice person?

Be Aware of your Energy

Being aware of how you emit your energy at the workplace is the key to improve the workplace energy. Managers and leaders should aim to create a positive working environment to keep employees motivated and engaged at their works. That's why by simply taking the time to observe others both your employees and staff,

**Be Aware of your
ENERGY**

you may create a new awareness of the type of energy that is most common in your department or company.

Negative Energy, Stay Away!

How you handle your energy and how well you observe your employee's energy can be determined by how well your employees perform. Since employees work their whole day almost in the workplace, they will want to feel comfortable and relaxed even with the workload. Figuring out who has negative energy in the workplace won't be easily determined by their turnout but with how they socialize while working. In order to start creating a positive working environment, begin with one's self, affect others for better. However, if you identify a negative employee who is not supporting the environment you are expecting to create, it is critical to deal with this behavior.

Take necessary steps to help the employee feel comfortable in order to improve but if this employee refuse to be more positive and effective, then you can't simply ignore it. Allowing this employee to continue contributing negative energy will quickly infect the energy of other employees and you.

Set Expectations

Have your own management style and see if it works well with your employees. It should be able to create positive-minded employees with supportive and rewarding process. Reward the positive improvements and mentor the employees who are not exceeding expectations. It's great to reinforce positive energy continuously so as to build and maintain productivity momentum to reach your goal quicker with better results.

It's great to reinforce positive energy continuously

Energize you TEAM!

Working every day and doing almost the same things bore your employees and sap out their positive energy. Find fun great ways to boost them up even while doing meetings, meeting deadline and finishing projects. This can be as simple as frequent short breaks, laughter, creating a very open environment where fresh ideas and creativity is rewarded.

Find fun great ways to boost your TEAM up

The relationships you align in life reflect who you are. You are defined by your relationships in your personal life and most certainly within your professional career. If you find the majority of your employees are tired, or your team is experiencing difficulty with exceeding expectations and creating momentum, seriously consider evaluating the energy flowing within your company.

Do not wait for others to create the positive, rewarding, motivating environment since you already have that power to do so. A positive environment is a healthy environment.

As a manager or a leader of a team, it is your responsibility to take the initiative role to encourage positive energy in the workplace. It is a worthy investment of time and energy as it gives better results and productivity. Remember that to spark initiative and positive energy takes one or two persons to start it. You: managers and leaders, should be the first persons to take the initiative.

Here are some ideas to spark positive energy and encouragement:

Showing Gratitude

Inspiring positive energy and encouragement can start by recognizing their contribution to the company. Simply saying "thank you" to each person can set a powerful builder motivating them to work harder and improve their work-life.

Focus on their skills

Improve yourself and others by focusing on one's skills and also incorporate them to each person's daily lives. You can also help them learn new skills needed for their task.

Balance negative energies

We are all people. We will and often times dwell on our negative energies.

Balance negative energies

Most of the time, we tend to focus on goals and projects we haven't fulfilled or fear of the unknown future of projects. Build your

inner resilience by refocusing your energy on successes when you are faced with disappointment or stress.

Practice "flexible" thinking

When receiving new projects and challenges, instead of thinking of what might go wrong, embrace the new possibilities and potential obstacles with positive thinking. Manage them effectively and face the unexpected events without any problems.

Acknowledge steps to success

Large projects and tasks are often intimidating. Make it easier and fun by planning steps and dividing it to easy-to-handle tasks for employees and make goals achievable to maintain focus and balance energy.

TEAM Support

Leading and managing your employees requires supporting and trusting them with their skills while leading them to ensure productivity and quality.



Communication is important! If you feel less confident about them, they can sense it with your energy and often times will lead to negative energy and discouraged employees. Help them develop.

Now, here are some quick tips that you can **DO NOW** to promote positive energy to others. (Excerpt from *5 Ways to Create a Positive Workplace Atmosphere* - Harriet Meyerson)

Greet everyone today with an enthusiastic “Hello” and a smile and good eye contact. You will get some smiles back creating a positive connection, and positive energy.

End every phone call and email with, “Have a great day.” Your positive energy will come across, and both of you will feel energized.

Give everyone a compliment

Give everyone a compliment. It’s easy to say something nice about what they are wearing. Even better, a compliment, such as “You are so creative and detail oriented and dependable, etc... that it makes my day so much more ...pleasant, exciting, and enjoyable,” etc.”

Try baking some chocolate chip cookies and pass them out. Homemade cookies say, “I cared enough to take the time to make them.” However, they are easy to bake because you can get the pre-mixed ones in squares at the grocery store, pop them in the oven, and in a few minutes you have a delicious cookie.

Conclusion

Sun Tzu, writing in the 5th century BC in *The Art of War* said: “What enables the wise sovereign and the good general to strike and conquer and achieve things beyond the reach of ordinary men is foreknowledge.”

This is an as-yet-unmentioned attribute of a great leader – the ability to predict. No matter how many managerial and people skills the business leader possesses, they will all be jeopardized if he or she cannot anticipate the effects of the plans they put in place, and the actions they take. In this respect, it may be that their age and experience must take precedence over consultation with the “troops”, who may not properly understand the ramifications of what is about to take place.

This is where the genuine leader comes to the fore and truly claims their title. When all around are scratching their heads and reluctant to make a decision, old-style leadership must come into play. The modern leader may utterly fail in this scenario for lack of guts and an over-familiarity with their team.

As Sun Tzu says: “Some leaders are generous but cannot use their men. They love their men but cannot command them... These leaders create spoiled children. Their soldiers are useless.”

How we understand and think about leadership may have evolve over the years, but it is still, at its heart, about influencing.

About The Author

Andreas is the Founder and CEO of Battle Tested Leadership Inc, #1 Bestselling author of *Business Leader Combat*, Business Strategist, Leadership Consultant, Contributor at Forbes, The Huffington Post CEOWorld MagazineLifeHack.org, BizCatalyst360.com and Army Combat Veteran.

Andreas works with Business Owners and Leaders to help them implement profitable habit systems and processes to start, run and grow their business without stress, overwhelm and burnout.

With over 12 years of experience in Leadership, Entrepreneurship, Business Planning, Operations, and Decision Analysis, Andreas has the breadth and depth of experience needed to quickly understand businesses and craft the most suitable solutions.

Service in the US Army forged Andreas's character. It tested him, tested his endurance, faith, and internal fortitude. He describes it as "a trial by fire" and remains profoundly grateful for it.

Before founding Battle Tested Leadership in 2012, Andreas served in the US Army. Andreas has held various leadership positions in Fortune 50, 100 and 500 companies, most recently as Vice President SunTrust Bank, focusing on new business development, strategy, Strategic Sourcing and Global Procurement. He is recognized by Forbes Magazine as top business and leadership expert coach and consultant and is a member of the Forbes Coaches Council.

Andreas has taken his hard-won Army lessons into the world of business, continuing to learn new skills and insights to provide solutions to issues businesses are facing today. Each fresh challenge, project or position has helped him grow into the individual he is today.

Andreas's favorite quotes:

*Everyday VALUE People, BELIEVE in People and
UNCONDITIONALLY LOVE People.*

– John C. Maxwell

*Eliminate the time between the idea and the action and your dreams will
become your reality.*

- Andreas Jones

Battle Tested

Leadership

Tried, Tested and Proven Principles To Help You Accelerate
Your Performance, Lead with Confidence, Build Legendary
Teams and Get Results

By

Andreas Jones

Business Strategist and Leadership Consultant

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SUCCESSFUL LEADER,
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