

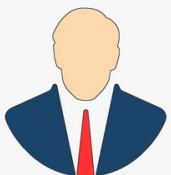
A collection of articles that will help you grow in your personal as well as professional life

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E-Book on

# LEADERSHIP DEVELOPMENT

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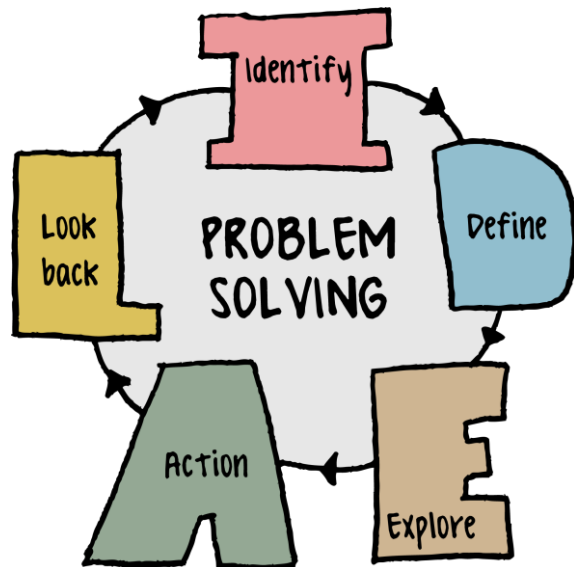
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# Extinguish Fires Calmly and Effectively

The most productive individuals are those who master the art of taking care of emergency situations, unexpected and unplanned, that require immediate attention to prevent serious consequences. “Firefighting” is the usual term for handling a crisis. “Firefighting” ranges from such relatively simple problems as soothing an unhappy customer to solving a major emergency production or personnel problem. Even the best planning and training fail to prevent an occasional unanticipated situation that must be handled on the spot. When vital machinery breaks down, key people are sick or hurt, or outside circumstances affect your work, adjustments must be made. When a crisis occurs, minimize lost time by following these suggestions:



1

## Stay calm

The existence of a crisis implies that something is out of normal control. If, in addition, you lose control of your emotions, it becomes difficult to make rational decisions that meet the needs of the moment. Tell yourself, *“I’ve solved harder problems under pressure. I can solve this one, too.”* Your calm, matter-of-fact acceptance of the situation and the assumption that it can be handled keep both you and other people calm and able to bring the situation back under control.

2

## Isolate the major consideration.

When a crisis arises, something will probably be lost because of the situation – either time, money, or materials. Decide what loss can be tolerated and what loss must be avoided. Isolate the root problem so you can immediately respond to the real issue. Your objective is to solve the problem and regain control without a critical loss. For example, perhaps a breakdown occurs that will cause a delay in the production of a component needed to fill an important order. You realize that a time delay would represent a substantial loss for this important client. Failure to meet your obligations to this customer is a loss you cannot afford. You would be well advised, therefore, to authorize overtime for repairs and production, or to shift the critical component to another production line and delay work on a less critical job.

3

## Return conditions to normal as soon as possible.

The objective in crisis management is to take personal charge of the situation for only as long as you are needed. Suggest, take the action, give the instruction, and then step out; let the person who is normally in charge complete the job. Offer only the necessary help and trust your people to carry through.

4

## Learn something from each crisis.

The handling of each crisis should make a direct contribution to future crisis prevention. After the excitement is over and the situation has returned to normal, hold a debriefing session to discuss the crisis with those involved to determine how a similar emergency can be avoided in the future. Make this a training opportunity and a planning experience – not a “place-the-blame” session. The more all team members learn about crisis management, the more capable they will be to handle future emergencies and the less you will be required to become involved yourself.

# Effective Delegation

Effective Delegation can help take SMEs to next level

Most SMEs are incorporated as a proprietorship or a partnership. As an entrepreneur, in the beginning you handle almost everything yourself. However, as the organization grows in size and complexity, you cannot manage everything and need to focus on where you can add maximum value.

You need to hire staff and delegate jobs to them. The skill of delegation comes into the picture here. It leads to high productivity among motivated employees and also lets leaders focus on strategy and taking the organization to the next level. Why, then, in spite of the proven benefits, do so few of us practice delegation and what do we need to do to delegate more and delegate better?

Let us first understand what delegation entails. Delegation is the transfer of responsibility of a job to the subordinate, along with authority and resources so that the subordinate can do the job effectively.

Then, with minimum effort from your side, the employee will continue to do that job. Remember that you can delegate responsibility and authority, but final accountability rests with you as owner or manager of the business. You are “delegating”, not ‘abdicating’!



However, there are a few habits most people have, which lead to sub-optimal delegation:

1

## A “perfectionist attitude”

When you transfer the job to your subordinate, be prepared that her initial efforts may not be meeting your high standards that you set as a perfectionist. If the job is done well enough, accept it. Else you will likely never be satisfied, leaving you with a demotivated employee, as well as doing the job yourself, just because no one can meet your standards.

2

## A “loss of control”

Someone who is used to directing others, telling them how to do their job may feel insecure when people around them start doing their jobs themselves. Sometimes, when these employees do the job better than in the past, the feeling of insecurity may actually increase. This will need to be closely managed otherwise such bosses can quickly derail all the good work of delegation.

3

## Micromanaging

Trying to micromanage every element of the job will again leave you doing all the work and result in a confused and demotivated employee. Be prepared that while the employee will try to do the job as best as she can, however it will not be exactly as you want it to the last detail.

4

## “I don’t have the time to delegate”

Especially when you start the delegation process, you may need to invest more time in training and coaching the employee, giving them the necessary skills, tools and measures to do the job properly. Be prepared that initially you may need to invest more time with them.

5

## Accountability

Avoid the habit of taking the credit when things go well, and blaming the employee when mistakes are made. Remember, you are still accountable for the results. You chose the task to delegate, the person to delegate it to and the checks and balances to ensure that the job is performed consistently to the required standards of quality.

6

## Trust

Remember the cost benefit of the delegation exercise, the benefits are much more than the costs of employee attrition. Delegation, if done right, is shown to increase the morale and motivation of the team, effectively making employees more loyal to their organization. It is a competitive advantage and that too without paying extra for the same.

### *Tips on effective delegation*

First decide what you would like to delegate: Choose those jobs which are routine and operational in nature, are detail oriented and consume a high proportion of your time, without having consequent benefits or value add to the organization, for example, planning the duty roster of your teams.

Some jobs are not in the range of your skill set and probably take more time than it would one of your employees, example, making company presentations, marketing brochures, or scheduling the availability of the conference room. And finally, there are jobs which may not suit your temperament. Remember, these jobs may be boring for all, so do make it a point to delegate a mix of interesting jobs as well.

**Decide who you would like to delegate these jobs to:** There are people who love to take responsibility. Inexperienced employees may need more monitoring and a longer handover time. More experienced employees can handle greater freedom and the delegation process can be fast. There are other employees who have vast experience in their field as well, but may not be willing to take up additional roles

without knowing “what is in it for me”? To such people you may have to sell the concept of delegation and show how they will benefit from taking up additional tasks and roles.

And lastly there are those who avoid responsibility, and to such people you may choose to delegate later or not at all. They will realize over time the blessings of delegation bestowed on their colleagues who have more formal and informal power, authority, resources, empowerment, motivation, appreciation, job security and the many other benefits of delegation. When assigning tasks, consider each person’s skills, interests, and availability.

**Start the process of delegation:** Sit with your employee and take the time for her to understand what you are proposing. Take their point of view about the exercise, remember delegating, not directing, and not delegation is a participatory process. Give them the necessary training, tools, resources for them to do their job. Only responsibility, without the necessary authority or resources is setting them up for failure.



Let them do a couple of runs with you where you mentor them through the process, encourage them to do it themselves, and look over their shoulder without interfering on a minute-to-minute basis. Resist the urge to jump in and do their job for them. Set up certain transparent standards and performance indicators, so that they (and others) can view their performance and know where they are lacking and can take self-corrective actions.

Finally, reduce your support and take the back seat: Once the person is relatively good at the job, leave them to do it themselves, enjoy the extra time you get and use it for constructive, strategic, and value-added jobs to grow your business. Appreciate when they do the job well, celebrate the times when they exceed expectations and



validate the trust you placed in them! Let them know that they can always get back to you if they need help. Monitor their performance, ensure corrective actions are taken before things go out of hand but largely leave them to operate on an independent basis.

Do not hesitate to take back the job, if the job is not being done right in spite of all your best efforts. Not all delegation exercises will meet with success but do learn from your delegation failures as well. You are on your way to becoming a good ‘Delegator’, and as you enjoy the fruits, you are further enthused to take the process to the next level - after all, who wouldn’t like to run an organisation which runs by itself, has a motivated team who do all your routine jobs, and leaves you free to use your time as you deem fit.

*By*

*Mr Rahul Jain & Mr Rohit Nayar*

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# Motivate Team to Grow and Develop

*People grow personally and become highly productive in a climate that is conducive to personal and professional development.*



Maintaining a motivational climate sets the scene for maximizing the talents and abilities of the individuals who make up the entire organization. People who are motivated, who maintain a positive attitude toward the organization and their role in it, and who are enthusiastic about their work, always look for opportunities to grow and develop. They want to grow in personal effectiveness, in career standing, and in job productivity. The most effective impact a leader can make on the “bottom line” – the place where all productive effort must eventually be evaluated – is to help team members develop and use more of their full potential. People grow personally and become highly productive in a climate that is conducive to personal and professional development. Growth is further accelerated in a work environment that offers the freedom to try new ideas, to fail and try again, and to learn from experience. Career growth is a lifelong process. But the organization cannot afford to wait 20 years or longer for employees to mature to their top professional capacity. Maturity in one’s career never arrives just by merely waiting for it. Today’s fast-paced business world warrants immediate action. It makes sense, then, to fully use each person’s existing strengths. The organization gains the immediate benefit of high productivity, and the employee gains the experience of success. Discovering everyone’s best qualities can be a complicated process. Talents and abilities are sometimes unrecognized even by

the one who possesses them. People – like their attitudes, skills, and interests – are never static. They either grow and develop or stagnate and deteriorate. A person who is productive today will be producing substandard work in a few years or even months unless regular and continuous learning takes place. This is true for people at every level of the organization. As a leader of the organization, you have the responsibility to provide adequate opportunities for continuous improvement. Team members need to consistently grow in three key areas to increase their productivity and use more of their full potential.

1

## Knowledge and information.

Every field is changing. New methods, technologies, and approaches are being developed daily. It is now predicted that the amount of information in the world doubles every five to seven years! Valuable information you possess today can become obsolete tomorrow. Information and knowledge are abundant. There are literally millions of different sources and suppliers of information. Although knowledge and information are critical for team members to be productive, they are the most easily obtained. The difficult task is to locate and identify the right information at the right time. The key is to clarify the specific information and knowledge each team member needs and then make it readily available to him or her.

2

## Skills and behavior

Management, communication, sales, and time management are personal effectiveness skills that can be sharpened by appropriate training. Training may be informal or formal. It may take place in brief segments or a long, connected period. It may be on-site or at another location. It may be conducted by a leader, by an organizational training department, or by an outside specialist. The type of training should fit the needs and personalities of the people involved.



### 3

## Goals, attitudes, and motivation

Organizations spend enormous sums of money on teaching new information and upgrading skills through training for their employees. Unfortunately, most organizations neglect the most important area of personal growth – the goals, attitudes, and motivational factors of team members. People may have access to unlimited amounts of information, they may have received training in every conceivable skill, but if their goals are faulty or unclear, if their attitudes are negative or unproductive, or if their motivation is lacking, the huge investment of time, energy, and money will be for nothing. Information and skills are only the tip of the iceberg. Just like an iceberg, as much as 90 percent of a person's potential lies beneath the surface, hidden from view. Ultimately, a person's success is determined by his or her focus on clearly defined goals, an enthusiastic attitude, and compelling motivation. A person who has these qualities will always find the information and develop the skills necessary to succeed. Without these qualities, a person's knowledge and talents deteriorate and waste away just like an unused muscle becomes weak without consistent and regular use. Personal and professional development is most effective when planned around the requirements of the organization and when carried out according to a carefully devised plan of action. Maintain a specific, ongoing development plan for each person under your leadership and evaluate the effectiveness of each team member's effort. When you know where growth is needed and what results can be expected, you can realistically plan for its achievement. A systematic development program brings several benefits

to the organization. A primary benefit is that well-trained, knowledgeable, goal-directed, and motivated people are always available to complete the needed tasks. Morale remains high because people know they are appreciated and considered valuable to the organization. An even better benefit of a systematic development plan is that individuals become more productive, resulting in the overall growth of the organization, and ultimately bolstering the bottom line! What Makes Up a Successful Team? What exactly is meant by the word “team?” A team can be defined as “a small group of skilled people who work together toward a common goal or purpose.” The most effective teams are those that consist of no more than 20 people. If a team grows larger than that, it becomes increasingly difficult to get everyone in agreement to work toward a common purpose and goal. A team also is composed of skilled people. If you think of a sports team, the most obvious example of teamwork, the coach strives to place the most skilled players in the appropriate positions. A person whose skills are insufficient for that position is either moved to a more suitable position or is removed from the team altogether. An effective team also works together. Interdependence among individuals is a key characteristic of successful teams. If a group of people don’t need to work closely together and they don’t depend on one another to complete a task or reach a goal, then there really isn’t a need to form a team. A team’s success is largely determined by the team members’ ability to work interdependently. A key hallmark of a high-performance team is that all the members work toward a common goal or purpose.

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# Develop Your Leadership Skills

*Leadership is a relationship. Leadership is about people. You don't lead things, you lead people.*



Tomorrow's business environment will be characterized by more complex problems, even faster rates of change, increased global competition, and the commoditization of most products. It will become more and more difficult for organizations to develop and maintain a unique advantage over competitors. What worked in the industrial age, or in the technology, information, and communications age will no longer be sufficient.

The motivational leader of the future will have to develop in these areas:

1

## Leadership is a relationship

Leadership is about people. You don't lead things, you lead people. You lead people through the relationship you have with them. Only when you are able to build positive, trusting relationships with team members will you be able to effectively lead them. You can only develop trusting relationships by spending time with people, interacting, dialoguing, and sharing experiences. When you have relationships based on trust and experience, you know you can depend on each other no matter what the future holds.

## 2

### Lead through goals and values

As organizations move from commanding and controlling employees to empowering them, it becomes even more important to have clear goals and values that are understood by everyone. It is no longer feasible to count on the leader for all the answers. We must trust team members to act on their own, to make their own day-to-day decisions. It is now impractical to try to manage and control everything people do. How, then, do you guide and influence the behavior of team members? The answer is to have crystal clear goals and values that are shared throughout the organization. If everyone is pursuing the same goals and acting consistent with the same values, it is not necessary to control what they do. When team members know the goals and are committed to the organization's values, they will almost always act in ways supportive to the organization. The key will be the leader's ability to crystallize the organization's goals and values and effectively communicate them to team members.

## 3

### Balance your work

It is possible for a leader to do too much – or not enough. The failure to delegate traps executives under the pressure of too much paperwork, too many details to handle, and too little time for creative planning and leading. Attitude is the key to avoiding this trap. Believe in people, train and develop them continuously, and give them the opportunity to accept responsibility for significant achievement. Just as devastating as the failure to delegate is overdoing delegation. Giving too much of your own authority and responsibility to others who are not adequately trained, who do not share your goals, or who are overworked means that you will soon be out of touch with the operation and will lose the insight you need to influence the direction the organization is moving. Avoid this trap by maintaining a written delegation plan that details what you plan to delegate and to whom, with a schedule for implementing your plan.

## 4

### Focus on strengths

It is easy to drift along allowing people to do the same work they have always done and assuming that is all they can do. People are the greatest under-utilized asset in business today. Study people; learn their strengths, their personal goals, and their desires. Then give them opportunities to develop new abilities and learn new skills that will make them more valuable as team members and more fulfilled as individuals. When people grow, the whole organization benefits. Everyone has both strengths and weaknesses. It is the leader's responsibility to put team members in the right role to best utilize their unique talents and abilities.

## 5

### Multiply your leadership

If you want to move up in the organization, the quickest way to make that possible is to develop someone else to do your job. Then you are available for new assignments and responsibilities. If you are already at the top, developing someone to take over is even more important. If no one is ready to succeed you, the organization may well die when you are no longer there to lead it. That would be a tragedy for those who have invested a large part of their lives in it. The ultimate measurement of a leader's success is how many other leaders they have developed. Organizations succeed in direct proportion to the number of leaders they have. With only one or a few top leaders, organizations must resort to a hierarchical bureaucratic structure to manage and control the actions of employees. This structure is destined to fail in a fast-paced, ever-changing business world. The ideal goal is to develop leaders.





# Energize Your Persuasion Skills

*You, as the leader, are responsible for bringing a consensus. The tool for accomplishing this purpose is the power of persuasion.*



As a leader, a primary responsibility is to gain your team's commitment and support to the organization's vision and goals. Getting total agreement from each team member on how to reach those goals is not always possible. But if a team is to work together, there must be some consensus on how to proceed. The first step is to get team members to put aside their personal preferences and agree to the specific goals they want to achieve, as well as agree on the methods to achieve them.

You, as the leader, are responsible for bringing about such a consensus. The tool for accomplishing this purpose is the power of persuasion. Accepting the role of leader ethically binds you to use authority, influence, and logic in leading others to act in the best interests of the organization. Persuasion is clearly the preferred choice of the effective leader.

Consider these techniques for becoming more persuasive:

1

## Build a solid reputation.

Establish a reputation for honesty and integrity. The ancient philosopher Aristotle recognized the importance of character when he said, “Character is the most effective agent of persuasion.” Character is best observed in attitudes and actions. Character is demonstrated by doing what you say you will do. Character is the Golden Rule of persuasion. Strengthen your character, and you strengthen your power to persuade.

2

## Create a climate of mutual trust

In addition to establishing a reputation for honesty and integrity, do all you can to create a climate of mutual trust. Be a team player, be patient, be fair, be objective, be tolerant, be forgiving. Distrust in an organization creates game playing, blaming, “politics,” and other destructive behaviors. But when everybody in the organization knows they can trust what you say and what you do, they tend to model their behavior after yours, and they are more likely to follow your leadership.

3

## Listen attentively

Most people will only open their minds to your ideas after they feel you have listened to them and acknowledged their opinions. When associates feel understood, they are much more willing to consider your ideas. Careful listening is often more persuasive than polished speaking. In addition, you gain many good ideas that may not have occurred to you. Be willing to compromise and incorporate some of the ideas of others as long as your objectives can still be met. Achieving the goal is your purpose — not imposing all of your ideas about how to achieve it.

4

## Prepare to persuade

Have all the facts and issues clearly in mind before attempting to persuade. Anticipate possible objections and prepare for them. Be supportive if defensiveness or hostility surfaces in the reactions of team members. Be sure that you are right most of the time. If you customarily speak before you are fully informed, people soon begin to react defensively to everything you say. Prepare your case and present it with brevity and clarity.

5

## Demonstrate positive attitudes

Plan every action with the intent to produce the best possible results for the organization, for your peers, and for team members. For persuasion to be effective, it must be beneficial for all. When you adopt a positive attitude toward your own responsibility as a leader, every action you take benefits the organization and creates goodwill with your coworkers.

The ability to persuade works best when you sincerely care about your team members. True concern ensures that your persuasive powers are directed toward mutual benefits for both individual employees and the organization.



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# Meet Challenges with Confidence

*Anything you can visualize is yours, money, power, prestige, acclaim when you meet challenges with confidence*



Personal leadership is the self-confident ability to crystallize your thinking and establish an exact direction for your life, to commit yourself to moving in that direction, and then to take determined action to acquire, accomplish, or become whatever you identify as the goal for your life.

Personal leadership involves the development of a positive self-image that gives you the courage and self-confidence necessary to make a conscious choice of a specific course of action that will satisfy your needs, to follow that path, and to accept responsibility for the outcome. Personal leadership demands conscious assumption of control over your own destiny through the establishment of personal goals that give depth and meaning to every action.

When you possess personal leadership, you can write your own ticket to success; you can name your own price for fame. Anything you can visualize is yours — money, power, prestige, acclaim — when you meet challenges with confidence and demonstrate true personal leadership.

Every instance in which you act out of self-confidence through a sense of commitment of purpose or from desire to fulfill your own personal needs is an expression of your personal leadership. Doing what you know is right and productive for you regardless of obstacles or the opinions of others is the essence of personal leadership.

While everyone practices personal leadership to some extent, few of us have developed our personal leadership abilities to their fullest potential. As a result, the personal leadership we exhibit is often inconsistent because we have not been adequately trained in its art. Besides of the lack of instruction, another principal reason for not using personal leadership is the lack of experience. Inexperience makes us reluctant to act for fear of making mistakes. As a result, we fail to gain the fundamental experience in personal leadership that would assure success.

You have the potential for personal leadership. To at least some degree, you have already developed your ability; and what you have learned in part, you can master and perfect. Personal leadership is not created by situations but by your response to them. Nothing restricts your personal leadership potential except the artificial limitations you place on your own mind.

The proper beginning points for developing more effective personal leadership is with the strengths and abilities you have now. Using them with courage builds your self-confidence and your belief that you can achieve your most challenging goals. Developing personal leadership is leading yourself along the path to success. It is applying self-motivation to realize and use more of your God-given potential.

You need no tools other than those you already possess. The development of personal leadership uses those talents and abilities you already have. Follow these procedures to prepare for personal leadership:

- ✔ Recognize and believe in your own untapped potential.
- ✔ Understand yourself and develop a strong self-image.
- ✔ Learn how to generate on a consistent basis an unlimited supply of self-motivation.

- ✔ Become a practitioner of goal setting.

### *Rewards of Leadership*

Personal leadership is the ability to obtain maximum joy from life, whatever meaning that expression may have for you. It is knowing what you want to do and having the confidence to do it. It is the realization that the essence of life is found as much in the giving as in the getting. Each person has a private world to conquer and a unique contribution to make. You are given a blank canvas, and all the color of the spectrum are on your palette. You can create masterpieces comparable to those of Rembrandt, Michelangelo, and DaVinci; or you can merely splash the canvas with the dull gray of mediocrity. You conduct life's symphony. You can allow the tempo to drag and keep the volume low and unobtrusive, or you can revel in all the variations of tone, tempo, and harmony that bring vibrant excitement to life. Personal leadership is certainly within your reach if you learn to use more of your potential.

The exercise of personal leadership brings to your life the rewards you most desire:

- ✔ The freedom to choose your own path to success
- ✔ The confidence that you are following a life plan that is right for you
- ✔ The elimination of confusion and frustration that come from trying to please others when that means denying your own goals, and
- ✔ The challenge and excitement of developing all of your potential.



You live in a rich and abundant world that provides more opportunities than you could possibly pursue. You were created to be a striver and a goal seeker — to be forever unsatisfied. Not content merely to grow, to live, and to reproduce, you must find purpose to life. When working toward goals and ideals, you are unsatisfied

but not dissatisfied. The poet Robert Browning understood this distinction when he wrote, “Ah, but a man’s reach should exceed his grasp, else what’s a heaven for?”

Along with the desire to achieve goals and to find purpose and meaning in life, you were given the means for reaching your goals. You are equipped with a vital reserve — an untapped potential — equal to your needs. Recognizing your untapped potential is the first step to preparation for personal leadership. The scientists who study human behavior agree that few people ever use more than a small portion of their potential. We all have infinitely more talents and abilities than we ever use.

Because your potential is virtually unlimited, success must be defined in terms that allow for stretching your limits to reach new heights. Here is a definition of success that is broad enough to include all of your dreams yet specific enough to produce belief:



Success is the progressive realization of worthwhile predetermined personal goals.

The principal reason many people do not find success is that they look for it by comparing themselves to others. If you evaluate success through comparison of yourself to others, then the more people you know, the less likely you are to feel successful. Life will be one big disappointment after another. On the other hand, you may be more successful than a neighbor, a brother or sister, or your parents and still be a dismal failure if you fall far short of your capacity for success. The only valid comparison you can make is to

compare what you are to what you have the potential to become. You will be successful only when you resolve to develop your untapped potential and measure your success in the progressive realization of worthwhile predetermined personal goals.

Three tools are available for use in developing more of your personal leadership potential:

1

### Believe in your potential.

Once your potential is put into action, it grows and gains momentum. Like an avalanche crashing down a mountainside, it sweeps every obstacle from its path.

2

### Exercise self-reliance.

You are the only one who can discover and use your potential. Trust your ability.

3

### Act with initiative.

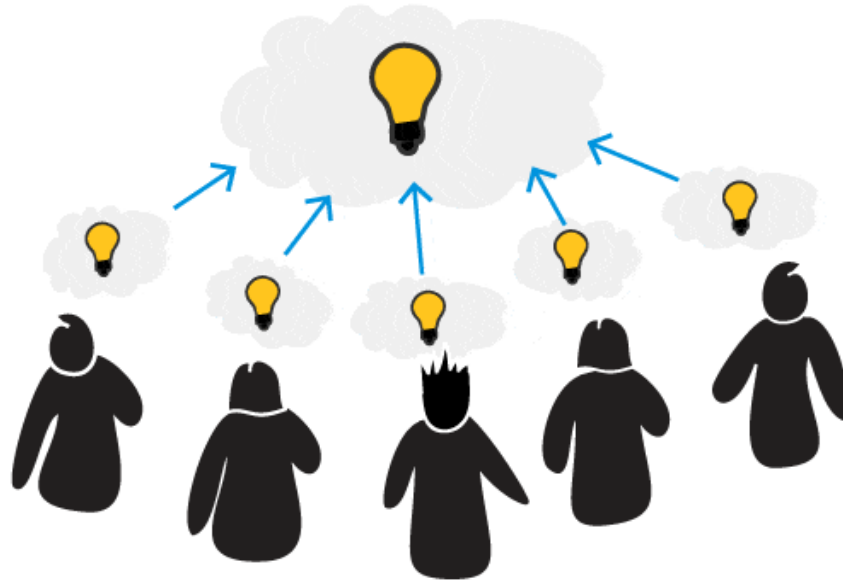
Be decisive. Refuse to wait for someone to tell you what to do.

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# Sharing Your Vision with Others

*The greatest leaders mobilize others by uniting people around a shared vision.*



If people only see their job as completing a simple task, or blindly following someone's orders, they will be filled with apathy and boredom. If, however, people see their work as an important and integral part of helping the team or organization accomplish a worthwhile objective, their work takes on an entirely different meaning. The key to this difference is for everyone to have the same clear vision for the team or organization.

A vision is simply a picture of a desired future. In other words, a vision is a vivid description of where you want to see the organization at some point in the future. One of the primary characteristics of all high-performance teams and organizations is a clear and shared commitment to a specific objective or vision for the future.

One of the best metaphors to help understand this concept of vision is a puzzle. A puzzle is a picture that is cut into several pieces. Imagine each team member as one piece of the puzzle. It's impossible to see the total picture just from seeing one piece. In fact, it's difficult to even guess where the piece would fit in the puzzle without being able to see the whole picture.

Only by being able to view the entire puzzle is each person able to understand where he or she fits in the total picture and in what role in the organization. The clearer the picture of the completed puzzle, the easier it is to put the puzzle together by placing the various pieces in the correct position. The clearer you make the vision for your team or organization, the easier it will be for team members to work together toward completion of that vision.



Great leaders are totally focused on their vision. They think of it by day and dream of it by night. Continually focusing on the vision induces action. Both organizational leaders and team members need to understand and internalize the vision of the company. What separates effective leaders from mediocre leaders, or from no leadership at all, is a clearly defined vision and sharing that vision with members of the organization.

It is crucial that all team members feel the emotion and the potential of the vision and be totally committed to it. The leader's role is to develop in associates a zeal for the organization's vision. When team members fully grasp and share the vision, they dedicate the full power of their potential to the company's future. Vision is the gift of clearly seeing the possibilities. Vision expands our horizons.

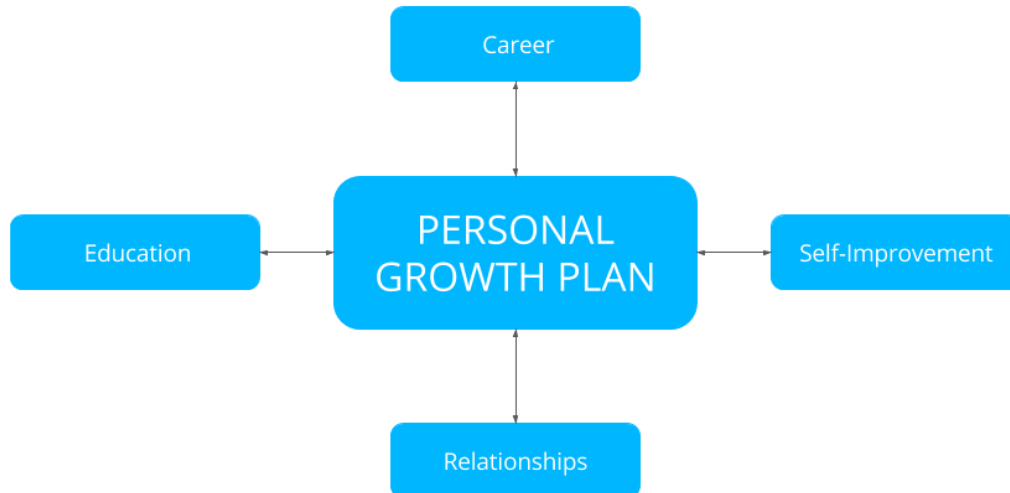
As competition in the world of business heats up, organizations are confronted with constant change. One significant change is the unlayering, downsizing, and flattening of organizations. Companies realize they can no longer afford managers and supervisors whose only job is to watch over workers. In today's world, team members must perform and produce results without being closely managed or supervised.

To compete successfully in the 21st century, leaders must create ideas that lead and guide people instead of constantly watching over them to make sure they're working. This all starts with a clear, exciting, and inspiring vision for the organization.

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# Looking for Ways to Grow and Develop

*The growth and development of people is the highest calling of leadership*



Having a motivational climate builds the foundation for maximizing the talents and abilities of the individuals on your team. People who are motivated, maintain a positive attitude toward the organization and their role in it, and are enthusiastic about their work look for opportunities to grow and develop. They want to grow in personal effectiveness, in career standing, and in job productivity. The most effective impact a leader can make on the “bottom line” – the place where all productive effort must eventually be evaluated – comes through helping team members develop and utilize more of their full potential.

People grow personally and gain in productivity in a climate conducive to personal and professional development. Growth is further accelerated in a work environment that offers the freedom to try new ideas, to fail and try again, and to learn from experience. Individual team member results are maximized through intelligent supportive leadership.

Discovering everyone’s best qualities can be a complicated process. Talents and abilities are sometimes unrecognized even by one who possesses them.

Develop a variety of techniques for discovering individual strengths:

1

## Tests.

Some qualities can be measured by tests, but others can be discovered only in practice. For example, a test can show whether prospective administrative assistants can spell, but not whether they will be at work on time every day. A performance test can show whether machinists can correctly set up and operate a drill press, but not whether they will consistently remember to wear safety glasses. It is fairly easy to test objective knowledge and skills, but much more difficult to test such intangibles as attitudes, judgment, and motivation. Tests are valuable in identifying individuals with the foundation or training needed as a starting place for development of the special skills required by the organization. Tests, however, must be clearly designed to produce specific information, and they must be given and interpreted by a qualified administrator.

2

## Interview.

An employment interview is just the first of many possible interviews. Asking questions about job experience is an excellent tool for discovering what a person does best and enjoys most, as well as what new skills that individual might be able to learn. Periodic performance reviews are excellent opportunities for finding out more about people, inquiring about their desire for advancement, and hearing their ideas. Reviews indicate the direction of the team member's personal development. Informed, perceptive listening is the key to learning about people. Interviews may range from a few odd minutes standing in the hallway to a structured meeting discussing a current project.

3

## Observation.

The most accurate tool for discovering the true qualities of people is observation. Watch what people choose to do first, which items are always completed on time, and which ones are always late. Notice what causes one person's eyes to light up with interest while others groan audibly. See what people do with pride and care, and notice which projects are thrown hurriedly together. Observe personal

interactions to identify natural leaders. Using each person's leadership potential may call for some reorganization. It may demand reshuffling duties, areas of authority, and accountability. Some individuals will initially dislike the changes that trickle throughout the organizational structure when such realignment takes place, but the final result is profit – profit through more productive people, through systems that operate more smoothly, and through bottom-line impact.

## 4

### Plan for Growth and Renewal

Even though a team member has been selected and initial orientation provided, the task of training has just begun. People – like their attitudes, skills, and interests – are never static. They either grow and develop or stagnate and deteriorate. A person who is productive today will be producing substandard work five years from now unless regular and continuous learning takes place. This is true for people at every level of the organization.

As a leader of a learning organization, you have the responsibility to provide adequate training for continuous improvement in these areas: • Knowledge and skills. Every field is changing. New methods, ideologies, and approaches are being developed daily. Be sure training addresses new knowledge and skills. • Personal effectiveness. Time management, communication, and goal setting are personal effectiveness skills that can be sharpened by appropriate training.

A systematic training program brings several benefits to the organization. Well-trained, knowledgeable people are always available for needed tasks. Morale remains high because people know they are appreciated and considered valuable to the organization. And individuals become more productive – personally and as a group.

## 5

### Develop a Motivation Plan

Since motivation depends on individual needs and is developed internally, any effort you make to encourage the development of motivation must be done on an individual basis.

How well do you know the people you count on to get your work done? Could you read the list of names and say with certainty what each person needs to be better satisfied on the job? Resist the temptation to say, “They all want a raise.” Of course, not one in a thousand would turn down a raise, but some employees might be less satisfied after the raise – not better satisfied. To be self-motivated, people must feel worthwhile and productive. A raise is not a motivator when it is awarded merely because the employee has managed to stay on the payroll for another year. Such a raise is seen as a function of the passing of time – not as an indication of individual merit. Use some of these techniques to encourage the development of self-motivation in employees who have a need to feel productive:

- ✓ Delegate a task, clearly stating your confidence that the individual can successfully accept this new responsibility.
- ✓ Take note of some action demonstrating initiative and express your appreciation for that action.
- ✓ Find ways to let the rest of the organization know who is doing a good job; post the name and/or picture of the person on a departmental bulletin board or print an accolade in the monthly newsletter.
- ✓ Make it a point to speak personally to those who have been absent as a result of illness or vacation. Tell them how glad you are to see them back and how their presence contributes value to you, the client, and the organization.
- ✓ Ask team members for their suggestions about how to solve problems that arise. Even though you cannot use all suggestions, you communicate respect when you ask for suggestions and seriously consider them.
- ✓ Learn about the families of your team members. Compliment them on the achievements of their children when you see reports in the newspaper or inquire about the health of a family member who has been ill.

Use visual reminders to build pride and cooperation among the members of the team. For example, if you are in sales, hang a poster that tells how many days the team has met or exceeded the sales quota. Whatever the goal is, a way to track progress can be devised which will encourage the development of self-motivation.

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# Create Alignment with Good Communication

*Communication works for those who work at it*

## Good Communication



Communication is the process of developing shared understanding. If only one side understands the message, communication has not taken place. Only when verbal, written, or physical messages are understood by both sender and receiver does communication actually occur.

What is required for communication to occur? First, someone must send the message. Second, someone must receive the message. Third, the best words must be chosen for relaying the message, and the best method for delivering these words must be selected. If one of these three elements is missing, communication cannot take place. For example, suppose you send a message, but no one receives it. Or, you may have a receiver and a message, but a poor sender. In either case, communication cannot take place. Alternatively, you may lack a message altogether.

Good communication assigns each element a unique role or responsibility. Good communication is defined as developing appropriate, shared understanding through

verbal, written, or physical messages. The role of all three elements must be clearly defined:

1

### Sender:

The role of the sender is clarity. The responsibility of the sender is to identify the goal of their message and to formulate it with words that best accomplish that goal.

2

### Receiver:

The receiver's role is to understand the message through careful listening, asking probing questions, or seeking detailed explanations. Unfortunately, the role of the receiver is often overlooked or minimized, but understanding the message is essential for effective communication.

3

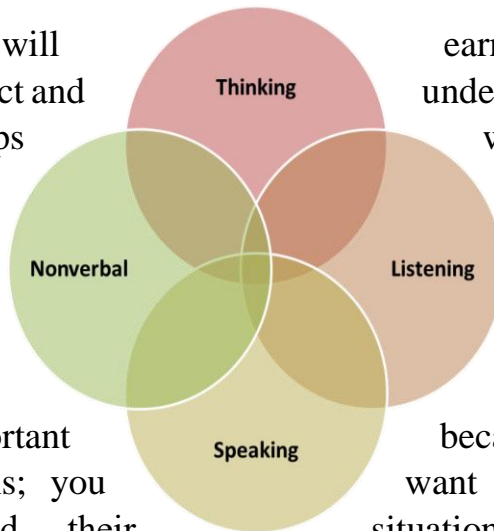
### Delivery method and choice of words:

An appropriate, successful message embodies the right words and appropriate delivery. Often, the choice of words depends upon how the message is to be delivered. Give close attention to the best words to use and the most satisfying delivery method for sending them.

Each of these three elements has a responsibility; when one of the elements gives up or fails that responsibility, communication breaks down. To be successful, or, in other words, to get the desired results, the message must be put together with thought and skill. In addition, the most appropriate delivery method for the particular message must be selected.



When you learn elements skillfully, you will including increased respect and improved relationships and friends, the your job better, and so communication and never come looking for becoming a better



to use these three earn untold benefits, understanding from others, with coworkers, family, satisfaction of doing on. Improved success, of course, you. You must work at communicator.

Communication is important act on your suggestions; you person's feelings and their understood. Communication is the ultimate method for conveying or securing information.

because you want people to want to understand another situation; and you want to be

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# Working Smarter and Not Harder

*From a personal perspective, productivity enables you to earn your income.  
Overall, productivity means making more from your available resources.*



A basic part of human nature yearns to achieve, to accomplish, to attain – to do better in the future than in the past. Through the ages, philosophers, poets, heads of state, commanding generals, businesspeople – leaders of all types – have tried to light the fires of enthusiasm and kindle the flame of motivation to glimpse the heights they might reach, the happiness they might enjoy, and the depths of reward they might gain from using more of their potential.

The term, productivity, captures the essence of this human pursuit of becoming better and doing better. Productivity, in fact, has earned recognition as the key to personal and business progress, success, and survival.

## *Productivity Defined*

Since improving productivity is vital in today's competitive world, a clear understanding of the term productivity is essential. Productivity is defined by some from an economic standpoint. Others take a management viewpoint, while yet others look at productivity from other perspectives. A simple definition that applies to all businesses and individuals is that productivity is the measure of how efficiently goods and services are delivered. Productivity in a broad sense is concerned with the

overall effectiveness of getting things done. In a narrower business sense, productivity is doing what it takes to make more money.

From a personal perspective, productivity enables you to earn your income. Overall, productivity means making more from your available resources; it means investing time in tasks, activities, or responsibilities that provide a high return to your organization and you. Productivity is determined by working on high payoff activities, and high payoff activities mean spending time doing the right thing, in the right way, at the right time, and for the right length of time. When you spend your time on high payoff activities, you will be more productive. You will be working smarter, not harder!

A firm is doing its job when it increases the bottom line, not just operational efficiency. Regardless of your particular business, profession, or career – whether you make a product, sell a product, or provide a service – improving your productivity is the force that propels continuous improvement. Continuous improvement adds to your sense of personal accomplishment, professional success, and pride in a job well done.

### 80/20 Pareto Principle

The familiar 80/20 operates in time use productivity.

20 percent of the results  
80 percent of the tasks  
20 percent of your tasks  
80 percent of the results



Pareto Principle and personal productivity. Approximately 80 percent of the results you obtain stem from 20 percent of the tasks you perform. The other 80 percent produce only 20 percent of the results obtained. It makes sense, then, to identify the most productive activities in your daily schedule and devote more time to these high payoff activities – activities you perform that bring you closer to achievement of your goals. High payoff activities are specific to each individual, so giving examples is difficult. In other words, because different people in various businesses, organizations, or situations have different goals, their high payoff activities will be different. Simplify, delegate, or eliminate other low payoff routines and activities that absorb too much of your time. This common-sense approach frees you for productive work on high priority items.

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Benefiting from the Pareto Principle may require changing some patterns of behavior. And change may be perceived as risk. But remember, success is often built on a series of events all of which involve a certain degree of risk. One who never risks never achieves. One who lives by the principle that “It is better to be safe than sorry” is likely to be both unsafe and sorry, left behind by progress and regretting opportunities missed.

Risk, however, must be carefully assessed and planned. With deliberate use of the Pareto Principle, eliminating activities can be worth the risk. Anticipating risk can even fuel your enthusiasm and motivation to overcome and conquer.

### What Is Productivity to You?

Improving personal productivity is never an accident; it begins with precisely defining productivity in your particular situation. Only when you know what productivity means to your business, can you increase it. You can take deliberate, purposeful steps toward improving your productivity when you learn to measure it.

Base lines for productivity differ according to the business you are in; consequently, you must be the one to formulate your base line and express it in terms most useful to you. Generalizations are helpful in gaining an overall understanding of productivity, but you must identify measurable factors specific to your situation.

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# Contact Us

CONTACT US



We'll be happy to solve  
your doubts and queries!



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