

DO YOUR JOB AND LEAD



The 5 Cs and
7 Skills of
LEADERSHIP

ebook by
Liz Weber

Do Your Job & Lead!

The 5 Cs and 7 Skills of Leadership

By Liz Weber

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Do Your Job & Lead!

The 5 Cs and 7 Skills of Leadership

Being a leader is not an easy job. To be an effective leader, it takes dedication, self-reflection, self-sacrifice, and discipline. If you're not willing to do the work and accept failures along the way, then leadership isn't for you and this book isn't for you either. But, if you are willing to face failure, personal attacks, financial risks, and uncertainty while you lead to achieve your desired results, please read on. This book is intended to provide insights into the personal traits, skills, and the mindset that is required to move oneself from a front-line worker into an organizational leader.

Let's start with what I call: ***The 5 C's of Leadership...***

The First C - Communication

True Leaders Communicate Well

Communication is not one-way: i.e., You telling staff what to do. Your staff has to hear what you say, internalize it, and really understand what you mean. If they don't "get it," you haven't communicated well. If they don't "get it," they can't "do it."

Communication is not one-way.

Communicating well or communicating clearly, whether spoken or in some other form, is important, but communicating period is crucial. Without the organization's leader communicating regularly and providing regular updates to the employee population on what's happening with the industry, the company, and their specific organizational initiatives, every entity runs the risk of the rumor mill controlling employee beliefs and behaviors. As soon as employees are left to find things out on their own, miscommunication, misinformation, and distrust start to rise. The result is a mindset within staff of, "They must be withholding information from us for a reason." As a result, negative assumptions run rampant. On a more individual basis, frustration within individual staff members also increases as staff are often left to determine for themselves what is expected of them when management fails to provide clear direction. The result is that staff members are uninformed, ill-informed, and rightly confused.

Communication is a fuzzy, unwieldy animal. When many of us think of communication, we immediately envision a basic form of communication; i.e., speaking to others. It's a very simple action really, yet one that so many managers and wanna-be leaders don't do well. A key idea I try to share with every client is simply this: communicate whatever will help keep your team Motivated - Connected - and Performing. What would make them happy or energized? Share it. What does someone need to hear to feel a part of the team and not "left out"? Share it. What does the team need to know to ensure they can continue to perform? Share that too.

Communicating well is more than simply speaking to others. Communicating well is ensuring an understanding has occurred when information is shared.

**Communicate whatever will keep your team:
Motivated - Connected - and Performing.**



Communicate Well: Be Fair and Share

As a leader, are you being fair with your managers? Are you sharing critical information with them in a timely manner? Are you developing performance standards for them and the company and then not sharing those standards with them? If you answered, "Yes, Yes, and No" that's great. But stop and really think about your answers. You'd be surprised at how many business owners and managers are not being fair and are not sharing critical information with their own managers – and don't realize it. Why? We forget what we know. We forget what we had to learn ourselves. We ignore what we appreciated learning years ago because it's now "old" information – even though it's still a fundamental skill and insight we now "just know."

I started working with a client recently who wanted me to facilitate his company's strategic plan update session. They'd been through this process several times before but this year the owner thought it might be useful to have a consultant facilitate the process.

For some reason, the management team's performance had stalled in the past year. As soon as we started this year's process, I understood why they'd stalled. No one knew the plan. When I started the session, I simply asked the entire team, "To ensure we're all focusing on the same thing, what is your company's vision?" I was met with the proverbial deer-caught-in-the-headlights look from the entire team (except the two managers who were rifling through their files trying to find a copy of the vision).

You'd be surprised at how many business owners and managers are not being fair and are not sharing critical information with their own managers - and don't realize it.

The owner of the company grunted as he looked at his team in frustration. So I asked him to share his company's vision. He did share a vision, but it wasn't the one he'd provided me that was developed in the prior year's planning session. When I said that I'd seen a different vision, he clarified that he'd revised the vision a few months ago to make it more attainable. However, he'd not yet released it to the management team; he wanted to wait for this planning session to formally release it. The owner had been waiting for an event in order to share critical company information with his senior team. He was waiting to share.

As we continued, I was amazed to learn that the company hadn't stalled in performance more than it had. When I asked the managers to provide updates on the corporate goals they'd been working on over the prior year, I again was presented with looks of fear, several variations of confusing goals, and sadly, comments such as "I've never seen those before." The owner had not been fair with his managers. He had not taken time to ensure that each of them understood clearly what the company was working towards and specifically what goals the company was

working on to move forward. He'd obviously not spent time throughout the year working with his team on the strategic plan's implementation; yet he somehow thought it would get done. He'd also apparently changed some goals and not shared the revised goals with everyone; yet he expected everyone to perform and complete the same plan. That's not fair.

If you think this scenario sounds extreme, it happens more often than you may believe. Your organization's lack of sharing and being fair may not be as prevalent as what I presented here, but it may be happening. To test your organization's fairness and willingness to share, all you need to do is ask five to ten managers at random what the company's vision is and what three company goals are. Their ability to quickly and accurately provide a response is telling – and it should tell you if you need to be a bit more fair and share more information.

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Another ramification of poor to no communication is a disconnect between the management ranks and front-line staff. This disconnect creates an us versus them mentality and environment. In employee surveying data, a hospital learned that many of the hospital employees had no idea who the CEO was. The majority of the employee population had never seen him, much less talked with him – and he'd been with the organization for over four years! Needless to say, employee morale was tanking as was patient satisfaction and revenues. Shortly after the survey results were revealed, that CEO was replaced by another who, among other things, has conscientiously worked to create an environment more conducive to two-way communication. Through several simple but effective moves, the new CEO is making himself known to staff and allowing them to get to know him. First, he simply acknowledged and thanked the employees for their input to the most recent employee satisfaction survey. Second, he's shared with all employees that he and a change team were reviewing the employees' comments to determine what to address and in which order to provide the most positive impact. Third, he's communicating bi-weekly – in a variety of very brief, very easy formats – with all employees. He's not wasting productive employee time by calling system-wide or facility-wide meetings; he's simply providing brief system updates, holiday wishes, and policy change explanations via video blogs, emails, and – through informal one-on-ones. Fourth, he schedules time on his calendar every day to be accessible in the hallways of one of the various system facilities. And, fifth, he's working with his leadership team to ensure they, as a team, have and communicate a clear, consistent leadership message and plan. Needless to say, the employees have responded with excitement – and gratitude. Employee morale is up and as a result, so is patient satisfaction. It's a win-win.



Whose Job Are You Doing?

I had a coaching session with a client who wanted to discuss what to do with his General Manager who has been micro-managing his Operations Director and other staff. The General Manager's micro-managing has caused three key staff members to resign and the Operations Director has threatened to do so too. What was my client, the company owner, to do?

After I'd gotten more background on the situation, I asked my client to identify the top five responsibilities of both his General Manager and Operations Director. What are the top five things each position is accountable for as he, the company owner, has stated to them and expects of them?

My client had to stop for a few seconds, but then he identified four items for each of the positions. He couldn't immediately identify a fifth item for either position. As he identified the responsibilities for each, I wrote them on the whiteboard under the respective position heading. When he was done, I simply sat down and asked him to review the two lists. What did he see in the two lists of responsibilities for the two different positions?

If you don't do your job & lead, manage, or supervise, it makes it difficult for anyone who works with you or for you to do theirs.

What he saw was that both lists included three responsibilities that were exactly the same for both his General Manager and Operations Director. That insight immediately helped him see one possible cause for his General Manager's "micro-managing" of the Operations Director: they're both being held accountable for the same things.

Next, I asked my client, of the responsibilities each position is held accountable for, how effective is either person in fulfilling their responsibilities? Out of a potential 100%, what percentage of their assigned responsibilities are they each fulfilling? For both, he said, "55%." Given that, my next question was, "So what are they each doing with the other 45% of their

time? Whose work are they doing if they're not doing their own work? Whose jobs are they doing?"

My client again, had to sit back and think. But then he said, "I can see now they've each been doing the work of the key team members who have left. They've been doing someone else's job because I've confused responsibilities for them. I've also not held them accountable to do their own jobs. I've allowed them to do things their staff members should be learning and doing themselves. Because they've not done their jobs, their staff hasn't been able to theirs. I've not done my job as the company leader and that's caused this domino effect of confusion."

Bingo! He got it. That was the point. If you don't do your job & lead, manage, or supervise, it makes it difficult for anyone who works with you or for you to do theirs. So before you get too frustrated with your staff, make sure you're doing your job first.

Whose job are you doing?

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Communicating well also requires listening well. Now I know, that's so, so easy to say, but not easy for many of us to do. However, as leaders, we need to listen, especially when others say things we may not like.

Communicating well also requires listening well.



Communicate Well: Listen Critically

Here is an example of communicating well. I had a difficult experience this past week: I had to practice what I preach. I had to listen to someone share her criticisms, suggestions, and proposed new procedures for an organization I have been heavily involved with for the past five years. And here's the tough part, I had to force myself not to interrupt her. Every time Susan

said something I disagreed with I had to struggle to control my knee-jerk reaction and say "But you don't understand...", "But we've tried that before", "But..." I had to listen critically.

Luckily for her, me, and this organization we were discussing, I had just completed updating materials for a client's training program on Critical Thinking. In doing so, I'd obviously spent a good bit of time thinking about the importance of critical thinking and listening. During my research, I'd found a good definition of critical thinking on About.com: *Critical Thinking involves developing some emotional and intellectual distance between yourself and ideas – whether your own or others' – in order to better evaluate their truth, validity, and reasonableness ... Critical thinking does not guarantee that we will arrive at truth, but it does make it much more likely than any of the alternatives do.*

Force yourself to think and listen critically.

With this knowledge lingering in my mind, I sat and listened to Susan. I needed to learn what she really thought. In doing so I struggled with my desire to interrupt her when she used words and terms I didn't like. I forced myself to stop wishing I had a remote control because I wanted to click her "Off" when she presented opinions with which I didn't agree. And, I had to struggle to determine what she was really trying to communicate versus what she was simply saying. It was hard, but as a result, I learned a lot about myself and a lot about Susan. I realized she wanted many of the same things I had wanted to see happen with the organization too – yet she was simply saying them differently. She was using terms that were "wrong" to me, but her ideas were "right." I'd had to listen critically so we could both think critically to benefit this organization.

Do yourself, your employees, your organization, and your customers a favor. Force yourself to think and listen critically. Avoid the knee-jerk desire to click "Off" opposing views and opinions. When you do, you may be amazed at what you will learn.

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Finally, a leader needs to clearly and concisely communicate the vision of the organization so every employee – and I mean every employee – understands it. If the vision isn't clear enough and simple enough to be understood by every employee, it needs to be revised or reworded so it is easily understood. All employees need to understand how they fit into the overall plan. They need to understand what role they'll be expected to play. That's part of communicating the vision. That's part of being fair. That's communicating well. And, that's part of being an effective leader.



» **Key Points for Communicating Well:**

- Communicating clearly, whether spoken or in some other form, is important, but communicating period is crucial.
- Communicating well means a leader understands what to share to keep the team Motivated - Connected - and Performing.
- Without the organization's leader communicating regularly and providing regular updated to the employee population on what's happening with the industry, the company, and their specific organizational initiatives, every entity runs the risk of the rumor mill controlling employee beliefs and behaviors. As soon as employees are left to find things out on their own, miscommunication, misinformation, and distrust start to rise.
- Another ramification of poor to no communication is a disconnect between the management ranks and front-line staff. This disconnect creates an us versus them mentality and environment.
- Communicating well also requires us to listen critically.



The Second C - Character

@LizWeberCMC says: What you do off-the-job does matter. You're a representative of the organization no matter where you are.

True Leaders Model Their Character

Being a person of integrity while on the job is a given. However, true leaders behave with integrity off-the-job as well. They realize they represent the organization no matter where they are or with whom they interact. They "are" the organization, and for true leaders it's a comfortable fit no matter where they may be.

Peter Drucker believed leaders needed to be able to self-regulate to earn the public's and their customers' trust and thereby avoid the introduction of unnecessary government regulation. However, for that to occur, it requires personal control and accountability. As a leader, you are by default a role model. Whether you like it or not, that responsibility comes with the title. As a leader, it is imperative that you do your job and work for your organization's success. However, you must also personally exhibit day in and day out, the types of behaviors and attitudes you expect of your employees. Your employees follow your lead – or they follow what you allow. If you exhibit true excitement about your customers, products, and organization – your employees see it, feel it, and can be enveloped with that same excitement. If you exhibit negativism, greed, or deceit – your employees see it too, and they may be enveloped with disdain for those behaviors. Worse yet, if they see those negative behaviors, they may mimic them. If they distance themselves from their jobs or the organization – or worse, mimic unethical behaviors – your poor behaviors are now being duplicated throughout your organization. So don't be surprised when you see productivity numbers drop, employee turnover costs jump, and employee and customer dissatisfaction skyrocket.

If people don't trust you, they tend to not to want to do business with you.

What you do, off the job, matters also. Many in management don't want to face the fact that no matter where you are, as an employee – and especially as a member of the management or leadership team, are a representative of the organization 24/7. When I've raised this issue with less experienced managers, I often hear the retort, "What we do off the job is our business."

Sorry. It doesn't work that way. Regardless of where you are: home, work, places of worship, community events, or nightclubs, individuals who know you in your professional world, relate elements of your behavior exhibited elsewhere to your professional capabilities. If you doubt this, imagine that after a three month search, you are convinced you've found the right candidate to be your new Vice President of Finance. The night before you plan to offer him the job, you see your candidate in the lounge area of your favorite restaurant. He has obviously been drinking for quite some time. He's boisterous and rude to the staff. He's also just insulted a member of the restaurant staff – who happens to be your VP of Marketing's daughter. Will you still offer him the job? I admit this example is extreme. So let's pull it back a bit to be more realistic, would you still offer him the job if he had sat in the lounge, quietly by himself having a second or third cocktail by himself? For some you would say, "Yes," others "No."

Don't misinterpret what I'm saying here, I'm not trying to insinuate that you not hire individuals who drink alcohol. Heck I enjoy wine and other alcoholic beverages myself. What I am trying to help managers and leaders understand is that you are being watched and judged all the time – and most of the time when you're completely unaware of it. So it's important that you understand the additional responsibility you have to the organization. As long as you take a paycheck from the organization, or otherwise represent the organization, you are by default a representative of the organization. You need to be aware that your actions on - and off - the job matter. Your actions could affect your organization's ability to hire and fire staff or to take advantage of select strategic opportunities – simply by your character. If people don't trust you, they tend to not to want to do business with you.

Your character on the job is also a key determinant in how your team views you. What you do on the job matters. Are you someone to be trusted? Do you do what you say you will do? Can others count on you for the little and the big things? Are you "there" for your team when they need you? It's all a matter of relationships. **Business is a network of relationships. Relationships are built and maintained by the integrity and personalities of the individuals involved.**



Model Your Character: Show Up

One of my clients had started a program in which every manager was to be part of a team to help less-experienced staff learn basic project management techniques. Each team was to

identify and work on a project collaboratively. The overall intent was to not only enhance the project management skills of the less-experienced participants, but to also identify and implement efficiency enhancement opportunities throughout the organization. This process would enable more employees to take lead positions on future projects, to develop their individual skills, and to obviously support the company. Terrific right? Well in theory it sounded great. However, in application it wasn't so great. Why? Management wasn't showing up.

Due to their never-ending series of management meetings to discuss the latest crisis or new corporate initiative, the managers did not attend any of the meetings with their project teams. When project team meetings were scheduled and held, invariably the managers were stuck in a management meeting and couldn't break away. Or the management meeting ran long, so when it did finally end, the managers didn't want to interrupt the project meetings, so they just went back to their offices.

In spite of it all, the project teams identified projects and worked on them to benefit the organization. From the managers' perspective, they were proud of their teams for figuring out how to assess, plan the projects, and "take ownership of the projects." However, in talking with the project teams, their level of frustration with their managers' lack of interest, lack of commitment, and lack of support was growing rapidly. The project team members were quickly becoming more disenfranchised with the management team as a "We/They" mentality took stronger hold. The project team members all knew the managers were busy people and generally meant well. However, the managers' continued "absence" indicated they apparently didn't care enough to organize themselves to better control their own schedules so they could be there for their new project teams. Meaning well only went so far.

When I raised this issue with the management team, their deer-in-the-headlights looks clearly indicated they knew exactly what I was talking about. Now it's just a matter of time to see if the managers care enough to show up for their teams, for their organization, and for themselves in the future. If they really want to develop others to be able to take over some of the project leadership opportunities, it's time to show them how a real project leader behaves. Real leaders make the effort to show up.

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» **Key Points for Modeling Your Character:**

- Being a person of integrity while on the job is a given. However, true leaders behave with integrity off the job as well. They realize they represent the organization no matter where they are or with whom they interact.
- What you do, off the job, matters also. Many in management don't want to face the fact that no matter where you are, as an employee – and especially as a member of the management or leadership team, you are a representative of the organization 24/7. Regardless of where you are: home, work, places of worship, community events, or nightclubs, individuals who know you in your professional world, relate elements of your behavior exhibited elsewhere to your professional capabilities.



The Third C - Consistency

@LizWeberCMC says: *No one likes to work for someone whose emotions and behaviors are always in flux. It's too hard.*

True Leaders are Consistent

What you think you do and what you really do are often two very different things. To lead effectively, consistency of behavior, consistency in focus, and consistency in accountability are crucial. Consistency of those three traits rewards those who live them.

Have you ever worked with someone whose erratic behavior caused you to be on perpetual alert around them? This may be the person staff avoid working with because one never knows what mood will surface or who her next victim may be. This may be the individual who jumps from project to project or major initiative to major initiative – always busy but never getting the big jobs done. Or this may be the individual who is ready to blame the team for their lack of engagement, responsiveness or open communication, but who fails to realize that her own failure to lead and communicate effectively is causing the team's breakdown.

What you think you do and what you really do are often two very different things.

What I'm talking about here is what Peter Salovey and John D. Mayer shared in their 1990 article "Emotional Intelligence," and which Daniel Goleman subsequently made popular in his books on the same topic. Salovey and Mayer defined Emotional Intelligence (EI) as "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions." They identified four different factors of emotional intelligence: the perception of emotion, the ability to reason using emotions, the ability to understand emotion, and the ability to manage emotions. Daniel Goleman described these four factors as: Self-Awareness (the ability to realize when you're getting stressed), Self-Management (the ability to control yourself and your emotions), Social Aware (the ability to read the emotions of your team), and Relationship Management (the ability to create productive, positive working relationships).

So why am I introducing emotional intelligence here? Over the years, I like you, have had the opportunity to observe ineffective leaders operate inconsistently and fail to recognize their failings or to be accountable for their emotions and behavior. As an example, Sharon was the board chair for a professional membership organization. Even though she had tremendous ideas for enhancing member services and public relations, she completely failed to appreciate and fulfill her obligations as board chair. Instead of focusing consistently on leading the board and the organization, she'd regularly insert herself in member services or marketing committee - related projects or initiatives. Month to month, her focus would shift depending upon which project was visible to the membership. Needless to say, committee members started to quit and others became frustrated with her undisciplined actions: she'd be heavily involved with a project one month, but then she'd move on to something else the next. The team was tired of chasing after her and her ever-changing interests, so they stopped.



Being Consistent: Avoid the Moth Effect

Too often, we leaders fail to clarify for our employees how OUR actions tie into and align with the overall plan. Often, to our employees, our actions tend to have, what I call, The Moth Effect. Have you ever tried to catch a moth that's flitting around a light bulb? There's absolutely no pattern to its flight path. It bobs and weaves all over the place, so catching it becomes a true, and tiring challenge. Often I just want to let it go.

When we, as leaders, project The Moth Effect, our employees see us as unfocused, scattered, and out of control. They see no pattern to our actions; no connection to the overall organizational goals. As they chase after us trying in vain to follow our "lead" and to support our latest priority, they tire. Not surprisingly, through sheer frustration, our employees "let us go." They detach from us; they detach from their jobs; and they detach from the organization. That's the ultimate in leadership failure. You can't be a leader if no one wants to stay connected to you and to follow you.

You can't be a leader if no one wants to stay connected to you and to follow you.

To keep your team members engaged and connected, clarity and alignment in your role, as well as theirs, is important. You need to ensure that the employees know the organization's plan,

their department's plan, their individual part in the plan, and what YOUR part as the leader will be. The fewer chaotic actions, the fewer poorly aligned actions, the fewer chances there are for confusion, lost productivity, and disconnected employees.

Avoid the Moth Effect. Let your employees know what you're doing to help the organization succeed. Hold yourself to the plan; hold yourself accountable; hold yourself up as a leader.

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Let me share a story about being consistent. Shari, an Emergency Room (ER) Director told me following a Leadership Training program that she'd completely lost her temper with the ER nurses the week before. She'd been in her position for just over nine months but had been working with the entire team to enhance accountability, improve communications and teamwork. However, the cattiness and bickering among staff persisted. During a team huddle, Shari apparently "went off" on the ER nurses and basically told them to grow up, stop talking about each other, and stop the bickering. She apparently yelled at them which wasn't consistent with her typical professional behavior. After she'd "let 'em have it," Shari's assistant who was accompanying her to her next appointment even said, "Boy you're really mad aren't you? You really lit into them. That's not like you." Shari knew she'd messed up but didn't know what to do. When she shared this story with me, I simply told her to be a leader and apologize. It's what she'd expect of any one of her nurses. So, she did. She called the ER nurses together when she returned and simply said, "I apologize for getting upset last week. That wasn't right. I am sorry. However, the pettiness, gossiping, and hurting one another has to stop. We can't be our best for our patients if we continue to hurt one another."

I told Shari that by her basic but honest apology, she'd probably gained more respect from her nurses than by all of the other professional acts she'd done in the ER up to that point. That apology demonstrated to them she was human, she'd make mistakes, but she'd own up to them when she did. That apology showed her emotional intelligence by identifying her inappropriate emotional outburst, correcting it, and then returning to "normal." Shari had owned up to the mistake and re-stabilized herself and her team. That's what she as a leader did, and that's what they each needed to do too.

When you are consistent and accountable, others tend to be drawn to you. They want to work with you because they know you'll stay focused and achieve results. Even when things get hectic, chaotic, and potentially dangerous, solid leaders stabilize those around them.

A few years ago, during a spring thunderstorm, a small regional airport lost electrical power. As a result, the radio control tower lost its ability to communicate with the airplanes set for take-off and those wanting to land. Luckily, there was a construction crew working on one of the airport taxiways. My husband, Bob, the lead engineer for the project happened to be on-site. When he heard of the power loss and its subsequent impact on the control tower, he immediately had the construction crew take their truck with one of the construction generators and electrical extension cords to the base of the control tower. In less than 5 minutes time, with the help of the extension cords and the construction crew's gas generator, the airport's air traffic control tower had power and was able to regain communication with the airplanes. Later the airport manager told me, "That Bob. He's so....solid. I don't know how long the tower would have been out of commission if he hadn't taken control and provided direction." It wasn't a crisis situation. But I have no doubt who the airport manager will want working with her the next time there is a project on-site. Do you?

Leaders are consistent, focused, stable, and able to steadily guide those around them.

» **Key Points for Being Consistent:**

- Effective leaders demonstrate consistency of behavior, consistency in focus, and consistency in accountability of themselves and their teams.
- When we, as leaders, project The Moth Effect, our employees see us as unfocused, scattered, and out of control. They see no pattern to our actions; no connection to the overall organizational goals. As they chase after us trying in vain to follow our "lead" and to support our latest priority, they tire. Not surprisingly, through sheer frustration, our employees "let us go."
- Effective leaders demonstrate their emotional intelligence by consistently modeling focused, stabilizing behaviors in themselves and for their teams



The Fourth C - Change

"Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible." St. Francis of Assisi

True Leaders Initiate Appropriate Change

For many, dealing with change is a reactive measure. However, as true leaders, you often initiate change as you anticipate where your industry is headed and what your organization needs to start or stop doing. When you initiate or respond to changes, you do so and measure the change against your existing plans and adjust the plans as necessary. When you initiate changes you do so to allow yourselves, your teams, and your organizations to remain flexible, stay engaged with your customers, and ensure you're capable of becoming the type of organization you need to be in the future.



Initiating Appropriate Change: Fish in the Right Ponds

I heard a story recently that I found valuable because of its simplicity and truth. When the storyteller, Greg, was young, he loved to fish. As he grew older, life got in the way of taking time to fish until one day he made a conscientious decision to restart his childhood hobby. He started fishing again in his favorite pond. However, now as an adult, he didn't seem to be as lucky. He caught very few fish. One day, as he was unloading his car after another disappointing day on the pond, his elderly neighbor was also returning from a day of fishing. However, Greg's neighbor unloaded his truck and had a cooler filled with fish. Greg asked the man how he was able to catch so many fish. "Well," replied the neighbor, "I only fish in ponds where there are lots of fish."

It's time to identify the markets that will provide sufficient opportunities to allow you to achieve the level of success you deserve.

This simple tale struck a chord with me, because I've heard some of my new clients bemoan the fact that their sales are dwindling or they're off from last year's numbers. Others are frustrated because competitors seem to be thriving, while they're struggling. What should they do?

Why not fish in ponds where the fish are instead of fishing where you've always fished? This is easy to say and hard to do. I know. I've been there. It's hard to accept the fact that the customer base that has been the bread and butter of your business for years is no longer the right target market for you. Even though you've had great relationships with them, you've shown mutual loyalty, and you've helped each other grow and succeed, things have changed. They no longer need or can support your current or future products and services.

It's time to go fishing. You need to realistically – and quickly – look elsewhere to find new opportunities. It's time to stop reminiscing about how great things used to be and start focusing your efforts on the new ponds you want and need to fish: The ponds with the fish that can and will support you into the future.

If you're continuing to pound away at your traditional target markets with limited results, why do you continue? Why, as the saying goes, are you doing things the same and expecting things to change? Accept the fact that your traditional market isn't right for you anymore. It may be right for another business, but not yours. It's time to move on. It's time to identify the markets that will provide sufficient opportunities to allow you to achieve the level of success you deserve. It's time to start fishing in the right ponds.

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Initiating change can be incredibly difficult especially when you realize that for the long-term good of the organization, you may need to stop doing various things you still do incredibly well. Perhaps you need to drop a much-loved product that no longer has the market share to sustain itself, or perhaps you need to consolidate divisions and re-align staff, even though no one has done anything wrong. However, as the leader, you have to focus on the long term and not simply short-term success of the organization.

Initiating change is not only when you change a target market, it can also be a change in how staff is led. After being in his position as the new CEO for approximately nine months, Ted started making changes. He'd been brought in by the board to turn things around and get the company profitable again. He used his first few months on the job to orient himself to the organization, its employees, customers, vendors, and region. Employees had had years to develop resentment towards the former CEO who did not demonstrate personal accountability. The staff was sure Ted would be more of the same. However, Ted told the employees individual

and term performance and accountability were non-negotiable. He also shared that there would be changes in staffing. The company needed to become profitable and efficiencies needed to increase. Employees knew this meant widespread layoffs. However, Ted started holding senior staff accountable before anyone else; they were supposed to be leaders. He eliminated executive and senior staff positions that were redundant or ineffective. He reorganized select departments to more effectively share resources. He promoted mid-level managers who had histories of effectiveness, and who, according to staff, were themselves models of professionalism and openness. Ted was initiating organizational change, but he knew he needed to change the people and their beliefs before he could change the organization.

» **Key Points for Initiating Appropriate Change:**

- True leaders initiate change as they anticipate where their industry is headed and what needs to start or stop to ensure their organization's future success.
- Changes are measured against existing plans and are not blocked or created because of them.
- Changes are initiated to allow teams and organizations to remain flexible, to stay engaged with their customers, and to ensure the organization is capable of becoming the type of organization it needs to be in the future.
- Effective leaders realize they need to change their teams' beliefs and the culture before they can really change the organization.



The Fifth C - Courage

"How would the person I'd like to be do the thing I'm about to do?" Jim Cathcart

True Leaders Demonstrate Courage

The need for courage in a leader is fundamental, yet so many leaders don't see their lack of it. Leadership courage is really quite basic. It's setting a challenging vision for your organization, and then being willing to be held personally accountable for reaching it. It's confronting those who are not supporting the organization's vision, even when they're your golf partners. It's listening to all team members, even those who don't agree with you. It's doing what is right for the organization, even when it's terribly difficult.



Demonstrating Courage: Fear and "Difficult Conversations"

It's been happening more and more. Clients are complaining about their managers' inappropriate behaviors, their lack of management skills, and their manager's inability to take on greater responsibilities. Yet, when I ask what they've done to discuss the problem areas with their managers, I'm told, "It won't do any good. They know this. I talked to them about this years ago and they never changed."

Why do so many of us fear having "difficult conversations" with members of our staffs? Why do we choose to not address poor or inappropriate performance? Are we afraid of the potential conflict? Are we afraid we might hurt someone's feelings? Are we afraid someone might cry?

Whatever our reasoning for not addressing poor performance, we need to remember just what our jobs - as managers - are. As managers, our responsibility is to ensure the work gets done. And that it's done correctly. I hate to sound cold now, but if a piece of equipment started to malfunction and kick out parts that were not acceptable, would we simply stand by and let it continue to spew defective parts? No. We'd shut down the unit, determine the cause of the

malfunction, and then fix it. We'd also probably stand by the machine to monitor it as it restarts production to ensure the parts are being produced correctly again. We may even continue to interact with and tweak the machine until it was operating the way we knew it could and should without our support. So why don't we do the same thing with people?



Why don't we support and retrain employees as well as we restart a piece of equipment?

Our fear of potential conflicts, hurt feelings, tears, or some other potential reaction holds us back. By not having the difficult conversations (or as I prefer to call them: Necessary Conversations) we're allowing poor performance to continue, less-than-acceptable products or services to be produced, as well as decreasing morale to exist and grow. And that's simply not right.

So, how do you have a Necessary Conversation? Be clear on what you will be addressing with your employees. You'll be addressing a fact: poor performance. Don't let yourself become consumed with the potential reactions you may or may not be confronted with. Your employees may appreciate that you are now asking them to work with you in developing a mutually agreeable plan of action to correct the issue. Yes, on the other hand you may have to deal with anger, hurt feelings, or tears, but that wasn't your intent in having this conversation. Your intent was to address performance – and that's what you need to reiterate to your employees. Your intent was not to hurt feelings; your intent was to make your team member aware - right away - that he's performing in a way that will cause problems and is not acceptable. Clue him in. Tell him now so he can correct what he's doing wrong. Have a conversation with him. Treat this as a "let me clue you in" conversation to simply make the employee aware and clarify what may have been unclear expectations or standards before. Also, be clear on when the behavior needs to change and when the standards need to be met. Finally, be clear on what the consequences are if the changes aren't made as discussed. Put the employee in the driver's seat to change or not. The employee's actions then direct your next set of actions - follow-up and praise the employee, or implement the consequences. A simple clarification with an upset employee is often enough to help refocus their behaviors. Try it. That's part of your job.

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» **Key Points for Demonstrating Courage:**

- Leadership courage is setting a challenging vision for your organization, and then being willing to be held personally accountable for reaching it. It's confronting those who are not supporting the organization's vision, even when they're your golf partners. It's listening to all team members, even those who don't agree with you.
- A simple clarification about performance expectations (i.e., Necessary Conversation) with an upset employee is often enough to help refocus their behaviors. Try it. That's part of your job.



Section 2 – Do You Have the Essential but Elusive Seven Leadership Skills?

"Discipline is the ability to do what needs to be done even when you don't feel like doing it." Mark Sanborn

We've covered ***The 5 C's of Leadership*** so now it's time to focus on ***The 7 Skills of Leadership***.

As a leader, your primary obligation is to ensure the long-term health of the organization over the short-term profits many seek. Therefore, as a leader you should be spending most of your time operating in Stages 3-5 of The Five Stages of Focused Leadership Development™, Leading, Mentoring, and Moving On. To do any of those effectively, there are at least seven skills that need to be in play throughout those three stages.

These skills and their resultant behaviors are somewhat innate and most assuredly strengthened with practice over time, but they're all essential to being a leader others want to follow.

1. Thinking strategically
2. Identifying opportunities
3. Developing infrastructure
4. Understanding the finances
5. Building effective professional networks
6. Developing the brand and goodwill
7. Developing others



The First Skill - Thinking Strategically

"I expect people to read, to watch the news – not just because it makes them more interesting but because what happens in the world affects what happens to us, to our marketplace, and to our competition." Larry Bossidy

Leaders Think Strategically

Effective leaders understand it's their responsibility to ensure the company is viable into the future. To do this, effective leaders must develop and use their ability to think beyond the here and now and override the natural tendency to focus on the operational difficulties proposed business strategies may cause. Effective leaders think, "In spite of everything, what do we need to do to ensure our success 3, 4, 5, 10 or 15 years from now?"

The inability to think strategically can kill morale and motivation. It can also cause an organization to fall prey to short-term and not longer-term thinking. During an initial strategic planning work session with a hospital system, the CEO was quick to counter various stretching initiatives proposed by other planning team members. His repeated retort to their strategic ideas was: "We can't do that until we get 200 more physicians and we need them within the next three years." Even though his comment highlighted a very real physician staffing concern, it became a ready roadblock for almost every initiative discussed. The CEO was using this retort as a means to prevent any additional changes or strategic initiatives. He didn't want to take on any more, until as he put it, "We solve the real problem." In order to address the CEO's "sticking point," the team quickly reviewed numerous short-term initiatives already in play and in the pipeline to enhance physician recruitment and retention. We then were able to refocus the discussion back to the strategic issues facing the organization; issues that would ensure the system's competitiveness and its attractiveness to patients and physicians for years to come. By doing so, we had to clarify the importance of strategic thinking: *In spite of the numerous and pressing near-term challenges facing the organization, what do we need to do to ensure this organization's success 3, 4, 5, 10, & 15 years down the line?*

Effective leaders understand it's their responsibility to ensure the company is viable into the future.

This CEO's concern was valid and real. Without the proper level of qualified physicians, many of the needed strategic services could not be provided. But without the services, the future of the hospital system was in question as patients would seek the desired services elsewhere. Without providing a culture and facilities conducive for physicians who provide the desired services, it

would be hard to attract and retain them. It was a dilemma that could spin in circles with no resolution or forward movement. However, the team couldn't get stuck and stop when one piece of the puzzle became difficult. They needed to evaluate all sides of the puzzle and work on the issues they could most directly impact and which would cause movement. In this case: impact and enhance the organizational culture, equipment, and facilities and they would increase their leverage in recruiting the desired types of physicians. They had the mindset of: If we build it, they will come. If they created a culture and organization physicians wanted to be a part of, the physicians would be more inclined to migrate to it. However, if they don't change the current culture and organizational make-up, the physicians won't. It would be virtually impossible to recruit the desired physicians if they didn't change anything and continued to say, "We can't do anything until we get more physicians." A key to strategic planning is to keep your eye on what changes you can make and actions you can take to make your future a reality.

Peter Drucker said, "The best way to predict the future is to create it." Leaders need to think holistically as well as strategically. They will need to ask, "What is right for the entire organization going forward? What needs will it be meeting 5, 10, or 15 years down the line? What will society need or expect?" Another client had the good fortune to have as CEO a man who regularly thought 5 to 25 years ahead. The first day I met this CEO, he knew where he wanted to take the company. He studied the industry and regularly anticipated changes to it and its suppliers into the future. He was very clear in that in spite of industry challenges his company would be an industry leader in 25 years and a dominant player in various complementary businesses they would acquire over the years to support their own supply chain. His favorite saying to his executive team was, "I don't know yet how we'll put all the pieces together, but I know we need to do it – so we will." Now that's a strategic thinker.

» **Key Points for Thinking Strategically:**

- Leaders who can think strategically focus on the future and tell themselves and others: In spite of the numerous and pressing near-term challenges facing the organization, what do we need to do to ensure this organization's success 3, 4, 5, 10, & 15 years down the line?



The Second Skill - Identifying Opportunities

"A window of opportunity won't open itself." David Weinbaum

Leaders Identify Opportunities

Effective leaders understand organizations are dynamic and need to be agile so they can adjust as needed to the world around them to survive. Effective leaders are constantly scanning for opportunities to enhance their current strategy to secure the organization's future. Effective leaders regularly assess innovation business development, acquisitions, sales, mergers, product line enhancements, service line adjustments, etc. Effective leaders do not sit comfortably in status quo for long.

The owner of a small company had been grooming his heir apparent for just over one year. The company had grown over the years, but continued to operate much as it has over the past 20 years – successfully but never truly efficiently or financially strong. I'd been telling my client for several months, I don't believe his candidate, Scott, had the right leadership skills to lead the organization into the future. Scott was a good manager, but he'd not demonstrated strong leadership skills yet. During one of our group planning sessions, the company owner and executive team members were discussing an acquisition opportunity that had recently been presented to them. It would dramatically increase their field of operations and more than quadruple their staffing. Yet the opportunity was highly complementary to their current core service lines and would provide immediate additional revenue streams. However, it would, without a doubt, stretch the current organization and management team over the next five years.

As the discussion continued on the current and potentially enhanced organization, Scott simply leaned back in his chair and crossed his arms. He said, "I don't see why we're even contemplating this. Why don't we just focus on doing what we currently do better than anyone? If we do that, we'll be fine. Besides, then we'll all be able to enjoy our weekends and not work crazy hours for the next five years." I simply looked at the business owner. His face was a mix of astonishment and frustration. His heir apparent didn't have a desire or interest in opportunities that could dramatically enhance the financial stability and industry position of the organization – which is what the owner wanted. Scott didn't share the owner's vision. Scott didn't appreciate the various new revenue streams this opportunity would provide the company as the owner did. Scott was content to focus on a single service line and become the best at it. However, that's not what the board, owner, or planning team and Scott had been discussing for years. Needless to say, Scott is no longer the heir apparent.



Identify Opportunities: If Zoop® is Valuable, Why Aren't You?

I attended a conference and had the opportunity to hear Mark Sanborn give the closing keynote. Mark is an internationally acclaimed business speaker on leadership. During his speech, Mark provided a number of techniques for dealing with this difficult economy. One story he shared, however, really struck a chord with me.

He relayed the story of how the Denver Zoo had minimized its third highest operating expense: removing and treating animal waste. Creative minds at the zoo identified its potential value to customers. So they branded it (i.e., Zoop®), packaged it, and started selling it in the Zoo's gift store. People flocked to buy exotic animal manure for their gardens and compost piles. The Zoo's creative strategy for minimizing costs had in fact become a small profit-center. They'd found value in "stuff" they'd previously paid someone else to take away!

Listen closely to your customers.

As I listened to this story, I started thinking about one of my clients who was struggling to re-define his company in this new economy. He had lost most of his customers to foreign suppliers. His firm had been a machine fabrication shop for over 20 years. However, the past few years had been devastating as one after another customer started sourcing overseas.

Harry had tried several things to regain lost clients, but he kept losing fabrication jobs to lower priced, foreign bidders. Yet, the customers still called him in to bid jobs. As was typical, they'd show him the production line that would require the new piece of equipment. Harry would then share how a different production layout, with his new machine, could meet and exceed their quality and production needs. However, when they'd review his bid for the fabrication work, they'd award it to a lower bidder overseas. Harry's company would again be out in the cold. When we discussed why these clients kept calling, what questions they were specifically asking him on the phone, and what they specifically asked on-site, I realized they no longer valued his company's fabrication work; they valued Harry's production engineering and production flow design skills. On-site, he would quickly identify causes for production problems the customers' internal quality and production engineers couldn't, and THAT was what they wanted from his company. They valued "stuff" he was giving away free.

When we changed his company's focus from a fabrication firm that could also design, to a production engineering and design firm that could also fabricate, clients were charged for, and started paying for, his production design services.

By listening to what his clients really wanted, we were able to refocus his company's services, restructure his marketing efforts, and re-build a customer base.

Listen closely to your customers. What opportunities are opening up for you? What problems are they presenting to you? Why not ask them, "How does my company help you the most? What is most valuable to you when you deal with us?" Their answers may not be what you expect. But they may be the most valuable words you'll ever hear.

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Identify Opportunities: Great Struggles Result in Great Opportunities

I have to admit, many of my manufacturing and government clients are biding their time as the economy continues to surprise and concern many. Even with these segments of my client base slower than normal, I'm having more fun and enjoying what I do more than ever. I've been able to enter new markets, reach new clients, and create alliances with complementary businesses. Now this is the embarrassing part: I did this by simply looking for new opportunities.

As things started to a few years ago, my advisory team and I confirmed that our foundation services (i.e., strategic planning, succession planning, and leadership coaching / development) were still right for our client base well into the future. We then asked ourselves, "What additional types of clients were going to be right for us and our expertise going forward? What types of industries, client demographics, locations, etc., would keep us excited, learning, and challenged? What type of client will keep our expertise sharp?" I know myself and my team well enough to know that if we're not constantly learning with and being challenged by our clients; we tend to "get comfortable." And as I always say, "Comfortable means slow." We slow down in our drive for learning; we slow down in our commitment to continued business development, and we slow down in how we challenge our clients. Getting comfortable doesn't help us and it certainly doesn't help our clients.

Will you have struggles to fight or opportunities to pursue?

We researched and then reached out to new industries and markets. We targeted tangent market segments we'd not pushed into before. We put ourselves in positions to have access to dynamic, growing, and challenging clients. We've also been streamlining our processes and business infrastructure to use technology more effectively. We've worked to make our client inter-face points more user-friendly. As a result, we have become more accessible to a wider and more diverse clientele.

We're learning, growing, and being challenged. As a result, we're challenging and more effectively serving our clients. Who'd have thought that by "slowing down," we'd speed up? What could have been viewed as a real struggle has become a series of great opportunities.

So how are you doing? It's all in how you decide to face your business' future. Will you have struggles to fight or opportunities to pursue?

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» **Key Points for Identifying Opportunities:**

- Effective leaders are constantly scanning for opportunities to enhance their current strategy to secure the organization's future.
- Effective leaders are willing to reassess and reposition their products and services to best meet their clients' needs
- Effective leaders focus on identifying opportunities to pursue instead of struggles to fight.



The Third Skill - Developing Infrastructure

"There is the risk you cannot afford to take, and there is the risk you cannot afford not to take." Peter F. Drucker

Leaders Develop Infrastructure

Effective leaders know a solid organization needs a solid infrastructure of systems, procedures, protocols, equipment, facilities, etc., to effectively handle current operations, as well as future more sizable work volumes. The infrastructure needs to be enough to support growth but flexible enough to accommodate physical and systemic changes as needed. Leaders cannot get stuck in the mindset of: We've always done it this way and it's worked. Infrastructure development is a delicate dance of not over acquiring and creating too much overhead while still ensuring growth to accommodate increased demands in the future. Effective leaders will ask, "*What do we really need to get us to our vision?*"

A classic example of this leadership trait is the former CEO of GE, Jack Welch. Welch's vision for GE was to be the global force in their respective industries. However, to provide clarity to his team, so he "simplified" his vision to:

Number 1 or 2; fix, sell, or close.

Welch knew he needed to focus on and solidify the infrastructure of GE's various business units. When this was accomplished, they'd have established the necessary foundation needed to enable them to make the next push towards becoming global leaders in each industry.

Many small organizations fail to enhance their infrastructure due to a misguided belief by the leadership team that cost control, sometimes at all costs, is the wisest move to ensure an organization's viability. As stated above, *Infrastructure development is a delicate dance of not over acquiring and creating too much overhead while still ensuring growth to accommodate increased demands in the future.* By failing to appreciate the value of select expenses and infrastructure investments, many organizations put themselves in operational peril, if not out of business.

During an initial facilities tour with a potential client, we passed numerous work stations. Duct tape seemed to be one of the primary supplies provided to the workers to hold equipment parts together to keep machines operational, hold materials during manufacture, as well as provide padding for tool handles and chairs. When asked how often the duct tape needed to be

replaced on one piece of machinery, the company owner said, "Oh a few times a day." When I then asked how cost-effective it was to have that much down time by each of the machinists repairing the equipment, his reply was, "I can't afford to buy new equipment." This was a clear example of a business owner not appreciating – or investigating – the real cost of employee down time or the real cost of equipment. He assumed there was only one way to acquire efficient equipment – direct purchase of new equipment. He had never investigated the potential to lease or rent new or refurbished machines. He had never investigated the potential to lease, rent or buy used, though much newer, equipment. Most importantly, and most dangerously, he had never investigated or calculated the true cost of his employees' down time repairing old, worn out machinery.

Infrastructure development is a delicate dance of not over acquiring and creating too much overhead while still ensuring growth to accommodate increased demands in the future.

Another client has regularly taken advantage of slow economic times to upgrade equipment, facilities, and enhance employee training. This organization intentionally runs a bit cash rich to ensure they're liquid during uncertain business cycles. As a business dip starts to occur, the leadership team specifically meets to review facilities, equipment, systems, and employee efficiencies. They discuss industry-leading trends to determine what, if any, upgrades to equipment, software, or facilities are needed and appropriate, and what, if any specific training all or select employees should pursue to ensure the company is positioned as an industry leader when the business cycle swings positive again. This infrastructure review process has enabled the company to create an incredibly efficient, lean, and flexible organization. They can ramp up or down operations fairly seamlessly. They have clear systems and communication processes in place so all staff are aware of business and company operational trends. And, they have an employee population that realizes: their ability to be flexible, well-trained, and efficient, enables them to maintain operations in tough times while others fall by the wayside.



Developing Infrastructure: Go Where Your Customers Are Going to Be

When asked what helped him become the great hockey player he was, Wayne Gretzky replied, "I go where the puck is going to be." Because of that simple philosophy, he would be at the right place at the right time - before his opponents - so he could get the puck and score. When he retired in 1999, Gretzky had scored 2857 career points. Not bad for just anticipating where the action was going to be.

That same practice is crucial for us in business. We've got to constantly ask ourselves, "Where are our customers going to be in 12, 18, 24 or more months? What do we need to do NOW to position ourselves to meet their future needs?"

If we start planning and acting NOW to meet our customers' future needs, who will they want to work with 12, 18, or 24 months from now? Us of course! We will have the facilities, products or services, and capabilities ready and available to meet their needs. We won't have to scramble to develop the products they want. We can provide what they need when they need it.

This simple strategy has another benefit. It "forces" us to constantly communicate with and monitor our customers. We need to regularly communicate with them to learn what THEIR forecasts are indicating. We need to watch THEIR industries. This tight communication pattern enables us to build strong relationships and partnerships with our customers. In times when so many other organizations can provide basically the same products or services we do, we've got to take advantage of EVERY opportunity to build a relationship with our customers. We need to help THEM grow their businesses. We all know if we can help them grow – we'll help ourselves grow as well.

It's time to ask ourselves, "Where are our customers going to be in 12, 18, or 24 months, and are we ready?"

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» **Key Points for Developing Infrastructure:**

- Effective leaders know a solid organization needs a solid infrastructure of systems, procedures, protocols, equipment, facilities, etc., to effectively handle current operations, as well as future more sizable work volumes.
- The infrastructure needs to be enough to support growth but flexible enough to accommodate changes as needed.
- Leaders communicate regularly with customers to learn what THEIR forecasts are indicating. Leaders ensure they are watching THEIR customers' industries to determine where industries are headed and what infrastructure adjustments may be necessary going forward.



The Fourth Skill - Understanding the Finances

@LizWeberCMC says: *Running your business without understanding the numbers is like driving your car blind-folded.*

Leaders Understand the Finances

Effective leaders understand what their organizations' numbers are telling them in terms of where they were, are, and where they're going. They understand the basics of cash flow, profit and loss, and balance sheets. However, effective leaders also understand how the business' actions and inactions cause the direct and indirect shifts in the numbers. They know how to enhance the overall capital strength of the organization through revenues adjustments, acquisitions, divestitures, etc. Most importantly, effective leaders know *smart* growth is more important than growth for growth's sake.

The demise of various global organizations provides clear examples that understanding the organization's finances is a basic principle many leaders fail to appreciate. However, much smaller organizations can learn from the mistakes of the big guys. By not understanding what your organization's numbers are telling you, you are leaving yourself open to unnecessary cost over-runs, fraud, and most often – insufficient cash to pay bills. As the saying goes, "Cash is king" and tough economic climates forcefully remind organizational leaders of that fact. Without cash, you're out of business. You don't have to be a financial wizard to understand a few key numbers. You just need a desire to understand what the numbers are telling you. If you just learn to listen, they'll tell you a lot.

Effective leaders understand what their organizations' numbers are telling them in terms of where they were, are, and where they're going.

According to a survey conducted by the Business Literacy Institute in 2009, a majority of U.S. managers were unable to distinguish profit from cash, and many didn't know the difference between an income statement and a balance sheet. I can attest to this financial illiteracy. I attended a client's board meeting and observed the CEO present his quarterly report to the board. He'd been presenting his reports each quarter for the past year. However, after this latest presentation, two new board members asked questions about select metrics. After the CEO had explained the metrics, two of the veteran board members basically said, "Oh, I'm glad you asked that. I didn't know what those meant either!" The veteran board members had been

"reviewing," and approving the same report format for over one year -- without understanding what they were reviewing or approving. More importantly, the board members had not understood the ramifications of various unauthorized expenditures. In and of themselves, each of the expenditures seemed insignificant, but their combined total equaled 32% of the organization's budgeted net revenues! Successful business owners, leaders, and managers need to understand basic measures of success.

Scott was a nice guy who considered everyone a friend. However, as the owner of a small technology firm, Scott was never able to fully grasp the importance of cash flow and basic financial management. He was quick to anticipate cash flow shortages, but he was slow to mitigate their negative impacts on his company. He continued to provide overly generous salaries and commissions to long-time employees to keep them on board. He didn't turn excess office space into revenue-generating commercial rental space, and he allowed numerous variable expenses to become fixed by getting locked into long-term service contracts with vendors. Needless to say, after almost 15 years in business, the business was strapped for cash. The company had had great technological expertise and tremendous client relationships. However, being good and being nice wasn't enough to succeed in business. The company leadership also needed to more keenly understand and then manage its finances.

By understanding the meaning and management of cash flow and cash management, leaders are better able to determine appropriate ways to spend precious cash and minimize "unproductive" expenses.

On the flip side, Jon, the president of a small Original Equipment Manufacturer (OEM), is so attuned to the cash flows and finances of his company; he anticipates subtle cash flow shifts by simply walking through the facilities. By gauging shifts in the level of the machining noises, his gut gives him a fairly accurate sense of what the production numbers for the shift, day, and week will be. He uses this obvious cue of production throughput and production efficiency to also clue in the team members as he talks with them of potential up or down swings in profit-sharing. Jon regularly reminds the managers and team members to pay attention themselves to the production throughput and anticipate its relationship to profits. This insight and foresight enables all team members to be better prepared when business decisions are made concerning hiring, scheduling adjustments, and production runs.

By understanding the meaning and management of cash flow and cash management, leaders are better able to determine appropriate ways to spend precious cash and minimize "unproductive" expenses. Effective leaders can identify what will benefit the organization in the long-run versus what are "Gee, it'd-be-nice-to-have" expenses.



Understanding the Finances: Is Leadership Training More Important Than Flowers?

Let me give you an example of understanding finances. In an initial phone call with a prospective client, I learned they had serious employee and management retention issues. They had few managers with the right skills to be effective managers, let alone develop into effective leaders. They had a multitude of staff with less-than-effective front-line customer service skills. They were in an industry that was growing by leaps and bounds, and their reputation for less-than-stellar service was starting to spread.

So why were they calling my office? They wanted my company to take over their leadership training program from their current provider. Their current provider had used a series of trainers with no continuity between programs, no effective reinforcement of training concepts, and less-than-effective program content. This training was mandatory for all supervisors and managers and it hadn't been effective. Senior management was not happy. I couldn't blame them.

However, when I asked what their training budget looked like for a revamped training and management performance program, I was told, "We'll probably be able to find some money, but we've already spent a lot of money on this." [Excuse me, but were you expecting my company to provide these services free?]

Well, Liz being Liz, I had to ask, "Just out of curiosity, what do you think your company spends annually on the fresh flowers you put throughout your facilities and on the dining room tables each night?" After a confused silence, the client replied, "I don't know, but it's a lot I would anticipate!" I replied, "What do you think is more important to the long-term profitability of your organization: pretty flowers or a well-trained management team?"

I only share this story with you so you can ask yourself a similar question: When it comes to spending your company's hard-earned money, what makes more sense: investing in your employees to ensure they are better able to serve your customers now and into the future or investing in "flowers" your customers may not even notice?

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» **Key Points for Understanding the Finances:**

- Effective leaders understand what the organization's numbers are telling them in terms of where they were, are, and where they're going. They understand the basics of cash flow, profit and loss, and balance sheets. However, effective leaders also understand how the business' actions and inactions cause the direct and indirect shifts in the numbers.
- By not understanding what your organization's numbers are telling you, you are leaving yourself open to unnecessary cost over-runs, unproductive expenses, fraud, and most often – insufficient cash to pay bills.
- You don't have to be a financial wizard to understand a few key numbers. You just need a desire to understand what the numbers are telling you.



The Fifth Skill - Building Effective Professional Networks

@LizWeberCMC says: *Effective leaders don't need to know everything; they just need to know who does.*

Leaders Build Effective Professional Networks

Effective leaders build strong reliable networks of professional advisors, colleagues, competitors, associates, and friends to provide support, insight, and feedback as respected peers and sounding boards. These networks and associates are outside the organization and are there to provide straight answers and insights internal staff members often don't see or are afraid to share.

I had just started to work with a new client on their strategic planning process when it became apparent, the company leadership didn't understand the value of a professional network. During the work session, I asked the planning team to identify their various professional networks from which they gained information on things such as changes in the industry, current economic data, regulatory changes, and supply chain shifts. The majority of the team initially simply stared at me. Then, they slowly started to name a few local business contacts and suppliers they talked with in the course of their regular business operations. After they had identified a handful of local connections, I asked them:

- Who do you contact to discuss various business strategies and challenges you're facing with the company?
- What publications, blogs, websites, or other sources do you reference to stay current on business and industry issues?
- Where do you go to learn of regulatory issues potentially affecting your business?
- When was the last time you attended a conference or educational event for your industry?
- How do you keep abreast of what's happening with your customers, their industries, and your own industry-changing trends?

After hearing these questions, they started to better appreciate where I was headed with my comments. They hadn't attended a conference in years. The last conference attended by Warren, the owner, had really been a vacation for him and his wife. It was no wonder the company was using outdated equipment and software, and less-than-efficient operational processes. The "leadership" team had fallen into the common trap of simply relying on courtesy conversations with vendors and customers as a way to "keep their pulse" on the industry. These conversations are helpful, but they are in no way enough to keep an organization on-top of critical business and industry information.

Outside professional connections and advisors not only help the leader, they by default help the organization.

Professional associations, professional organizations, academic institutions, and other entities amass industry data from numerous sources. The key for leaders is to determine which professional groups provide truly relevant information and do not simply provide “fluff” as a cover for a resort-based conference get-a-way. Leaders need a broader network of resources to gain insights from, share information with, and debate issues among. Leaders need to not only seek out information from select, appropriate professional organizations and associations, but they also need to keep current by means of developing peer professional relationships with other leaders who have been there and done it. These professional peers will be able to provide insights and suggestions. These professional networks also provide an outlet for the leader. As we’ve all heard, the top spot or spots in an organization are often the loneliest because there is no one within the organization that has the leader’s job and therefore understands the leader’s pressures. Creating outside professional relationships provides this outlet. Outside professional connections and advisors not only help the leader, they by default help the organization.

During a coaching session, Todd, a young manager at a fairly large organization, shared his frustrations of his boss. This vice president was apparently attending the quarterly program sponsored by the industry association. Todd’s comment was, “I just don’t see the value in traveling there and spending an entire day.” In discussing the industry association further, Todd revealed it was the premier provider of industry trends, best practices, and vendors. However, from his perspective, the vice president really didn’t need to attend a meeting to get that information – it was available on the association’s website and in their publications. That may be true. However, as I shared with Todd, what the vice president may be finding value in at the meetings, was the professional relationships and connections. They, in addition to the industry information made available, are what allow him and others to make key organizational decisions. They provide insight and information a website alone cannot.

This idea was also reinforced for me by Peter, a top investment manager. I was meeting with him to support his organization’s leadership succession program. When I asked what non-traditional education or exposure he had gained through the years that had allowed him to be as effective as he had become, his answer was amazingly insightful. Peter simply said, “Without the various professionals I’ve gained exposure to over the years, I wouldn’t be able to do my job. Because of my initial expertise in the industry, I was asked to sit on a few minor industry committees. However, through the years, as my professional networks grew, my expertise grew. I was subsequently asked to sit on more prominent industry boards and councils. I’m at the point now, where I can pick up the phone and call any one of the top 10 industry leaders and discuss issues with them. That’s powerful. That’s information not available to most other people or organizations.” Peter smiled and then added, “It’s also free.” That’s the power of a professional network.



Building Professional Networks: Advisors Advise – Directors Direct

One way a small business owner can expand his or her professional network and gain access to 'outside' perspectives, is to start an advisory board. An advisory board provides 'outside' perspective to small business owners when they're not yet comfortable with the idea of creating a board of directors for their company. People often believe boards of directors and advisory boards are one-in-the-same and they use the terms interchangeably. In reality, advisors and directors are very different entities. Both are valuable, but they wield different levels of power.

Remember: Advisors advise. Directors direct.

Boards of directors are typically elected by the shareholders or members. These boards are comprised of interested individuals from disparate backgrounds and industries that, theoretically, represent the organization's customer or membership base. A board of director's responsibility is to guide the overall direction of the organization and to be the ultimate decision-making authority on strategic matters facing the organization. The company president or CEO reports to the board. The board of directors has voting power and has full authority to override the decisions of the President or CEO. The board can hire and fire key staff – including the President and CEO. A board of directors, through the President/CEO, directs the actions of staff and of the organization.

Unlike their more commonly-known cousins, the boards of directors, advisory boards are simply advisors. They may be comprised of individuals who individually may be providing counsel to the business owner. Advisory board members are typically respected individuals with relevant professional expertise or insights such as retired business executives, attorneys, accountants, business consultants, human resources specialists, marketing professionals, industry experts, or government affairs specialists. Each may provide expertise and guidance to the business owner separately. However, an advisory board provides a way to pull these various advisors together on a monthly, quarterly, or semi-annual basis. Then, as a group, they can discuss the issues facing the company and can often determine quick solutions to strategic company issues. They may also be asked to serve a specific function: Be a key "technical" advisor on one of the company's strategic goals; Advise us on how best to enter the market segment within which the advisor works or had worked, etc. These advisors are not elected and they have no voting

power. They are asked by the business owner to serve as a member of the advisory team. Advisory board members are often paid for their services on the advisory board as the board is usually a continuation of their current services. When comprised of retired business executives, the advisory boards may offer their services free as a type of mentoring. At times, advisory board members may receive compensation in the form of percentage of a project they helped through successful implementation. In any format, the job of the advisory board is simply to advise.

Remember: Advisors advise. Directors direct. Determine what's right for your organization. Then let them help you lead your organization to success.

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» **Key Points for Building Effective Professional Networks:**

- Leaders need to understand the value of professional networks.
- Professional networks and contacts provide leaders with information to answer such things as:
 - Who do you contact to discuss various business strategies and challenges you're facing with the company?
 - What publications, blogs, websites, or other sources do you reference to stay current on business and industry issues?
 - Where do you go to learn of regulatory issues potentially affecting your business?
 - How do you keep abreast of what's happening with your customers, their industries, and your own industry-changing trends?
- The key is to determine which professional groups and networks provide truly relevant, sound information and do not waste your time.
- Professional relationships and connections, in addition to the industry data, allow leaders to make key organizational decisions. They provide insight and information a publication or website alone cannot - and they're free.
- Remember: Advisors advise; Directions direct



The Sixth Skill - Building the Brand and Goodwill

"If you lose dollars for the firm by bad decisions, I will be understanding. If you lose the reputation of the firm, I will be ruthless." Warren Buffet

Leaders Build the Brand and Goodwill

Effective leaders understand that without a solid reputation, the organization's value diminishes. Every sale becomes harder. Every employee recruitment and hire takes longer. Every meeting with colleagues becomes uncomfortable. Effective leaders know protecting and strengthening the organization's name, reputation, and value is paramount. Building a brand that is recognized is essential for an organization's success. Building the goodwill, that intangible element of respect the brand, company, and management team have created, requires understanding, focus, and time.

A set of managers in a small family-owned firm learned this lesson the hard way. Like many family businesses, the owner's children, one son and two daughters, are also employed by the company. The parents are well-respected members of their community, and the children have worked their way up through the ranks. However, now that they were either division directors or department managers, the community and employee rumor mills were spreading: *As long as you were a family member, you were protected. The rules didn't apply to you. You didn't have to treat vendors with respect. You didn't need to pay attention to your tab at the club, and you didn't have to follow the same company rules as other staff. You were family. You were special.*

Effective leaders understand that without a solid reputation, the organization's value diminishes.

When James, the owner and father, became aware of the rumors, he was stunned. He was angry. But he took action. He talked to each family member individually and then as a group. James reiterated the values upon which the company was founded. He clarified that, just as their family name had earned respect and the trust of the community, the company name had to be protected so it too could continue to deserve the employees', customers', and community's respect. There were several hundred people who relied upon the credibility and viability of their company for their incomes. It was incumbent upon them, the family members, more than anyone else, to protect and enhance the company name. If any one of them could not or would not do that, they would have to leave the company. Family or not. James was not shy about clarifying the importance of protecting the brand and good will of the company.

Building and clarifying your brand and creating goodwill also helps differentiate you from everyone else.

I've been able to work with one government agency repeatedly throughout the years and it's always a pleasure. This particular agency isn't like most government agencies. The agency's culture clearly focuses on providing the most efficient and professional services to its customers it can. As you observe the staff, it's easy to forget you're in a government setting. The employees behave as if they're working in a fast-paced corporate environment. This culture has developed and has been refined throughout the years. Many of the senior managers have worked diligently to cultivate this environment. A "typical govern employee" comment of, "We can't. We're government" is not allowed here. The agency director tells all staff when they hit a budgetary wall or some other roadblock: "Think. Be flexible. Get creative." As a result, the staff is flexible and views change as "normal." They seek out and push for the latest technology, technical training, and staff development opportunities to ensure they are able to continue to provide their ever-growing services with constricted staffing, budgets, and resources. New employees line up to work for this organization, simply to be a part of the culture, to be challenged and to be respected. However, often new employees, who are veteran government employees from other agencies, find it challenging to fit into this culture, the mindset and the pace needed to effectively work here. Multi-tasking is the way it is. Doing just enough to get by and hoping no one notices doesn't work here. Coming to work and not learning isn't accepted. To work here, you have to want to work, learn, and grow. That's the brand they've built, and applicants are lining up to be a part of it.

Building and clarifying your brand and creating goodwill also helps differentiate you from everyone else.



Building the Brand and Good Will: Why You?

Why do your customers come to you? Why do they pay you money for your products or services instead of another organization? Why you?

It's a short, two-word question, but the answer could transform the way you operate and market your business. You see, the answer is what sets you apart from everyone else. It's your brand. It's your unique differentiator. It's your top-of-mind awareness pitch. It's all of those and every other nifty marketing term out there which indicates what benefit you provide your current customers. It also helps potential customers determine whether or not you can help them too.

So how do you find the answer? Listen to your customers. Listen to what they say when they thank you for your products or services. Specifically, what do they appreciate? How did your product help them? Did it save them time, money, effort, or re-work? What value did they realize from your services? Did your services solve a problem quickly or did you simply provide much needed information? What did you do or provide that helped your customer move forward?

» **If you still aren't sure what they value, be daring: Ask them. Ask your customers directly:**

- How did we help you?
- What do you like about our products or services? What don't you like?
- How do they help you? How do they frustrate you?
- How did working with us make your life a bit easier?
- What would you like us to help you with going forward?

Some businesses benefit their customers by always having what their customers need when they need it; for others, they're the low-cost providers; for others, they're the "experts" – no one does it better. The list goes on and on. The point is that the benefits I just identified were not snazzy, flashy terms. They were basic. Not once did I say: Comprehensive, Full-service, Multi-Disciplined, or some other grandiose, non-specific descriptor. Most customers won't refer to you as a full-service provider anyway. Instead they'll say something like "There's nothing you guys don't know about widgets." That's quite a compliment and a nudge towards making you the "Widget Experts."

Whatever the answer to "Why you?" is, it will help you target your marketing activities towards other prospective customers who have similar needs. We all know we can't be all things to all people, so be the answer to those customers who will benefit the most from your products and services. By knowing your customers consider you the "Widget Experts," you can now focus your marketing and sales efforts toward those who need the help of a widget expert. You could even adjust some of your marketing materials to help others understand how you can help

them resolve their problems: Have problems with your Widgets? We can help. We're the Widget Experts.

Your customers want to move forward and not deal with issues, headaches, and frustrations any longer than necessary. They want help and they'll pay for it. So why not be the answer they're seeking? Why you? Why not you?

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» **Key Points for Building the Brand and Goodwill:**

- Effective leaders understand that without a solid reputation, the organization's value diminishes. Every sale becomes harder. Every employee recruitment and hire takes longer. Every meeting with colleagues becomes uncomfortable. Effective leaders know protecting and strengthening the organization's name, reputation, and value is paramount.
- Respected brands and solid organizational goodwill causes others to line-up in the hopes of becoming a member of that organization's team.
- Building and clarifying your brand and creating goodwill also helps differentiate you from everyone else. It makes it easier for customers to pick you to help them. They'll know why they want you.



The Seventh Skill - Developing Others / Developing Future Leaders

"I start with the premise that the function of leadership is to produce more leaders, not more followers." Ralph Nader

Leaders Develop Others

Effective leaders understand that sharing knowledge and developing skills in others is crucial to their organization's long-term success. Effective leaders challenge themselves and all staff each day to learn something new, think critically, and share skills so others can learn and grow. Effective leaders know that unless each and every employee continuously learns, develops, and grows, the entire organization will not.

There's a great statement Bill George, the former CEO of Medtronic made about CEO's and successors. He said: "As CEOs, we don't design anything, make anything or sell anything. Our job is to create the strategies for building the business and to create the kind of positive environment that enables our employees to do these vital jobs." He continued, "We need to spend more time developing the next generation of authentic leaders within our companies. Failure to develop outstanding successors has forced far too many boards to look outside for the next chief executive...We should be developing leaders who have the character, values, wisdom and depth to lead our organizations in the future."

Wow. That's a tall order to fill, but boy is it a true statement. Most people who have been educated, groomed, and trained in leadership do a pretty good job. However, a person who has been educated, groomed, and trained in the ways of leadership – and – who knows your organization's environment, industry, customers, employees, vision, mission, values, and goals can do things an outsider can't as quickly accomplish.

Effective leaders understand that sharing knowledge and developing skills in others is crucial to their organization's long-term success.

When you groom leaders and particularly leadership successors internally, you create several operational advantages for them and for your organization. First, they don't have to spend time getting to know your industry, organization, products, employees, customers, or vendors. They can continue implementing the strategic plan they've helped create. If they choose to modify the plan, they've got the organizational and industry knowledge to justify a modification.

Second, they don't have to spend time proving themselves to your employees, customers, vendors, or industry. They've got name and character recognition already. Now they've just got to prove their leadership capabilities as they get on with the business at hand.

Third, they don't have to spend time learning the inner nuances of your organization, its departments, divisions, and companies. The likelihood is that new leaders have worked and led a few of them already. They've already experienced the inner workings and non-workings of your organization and know where to focus their energies.

However, even if we're not necessarily talking about filling the top one, two, or three spots, effective staff and leadership development throughout the organization is critical.



Developing Future Leaders: Developing Others Isn't Just HR's Job Alone

Many executives still believe the human resources department (HR) is primarily responsible for developing leaders and the organizations' succession plans. That's just wrong, and the longer executive management continues this limited mindset, the further behind their organizations will be in developing their future leaders and their organizations' succession plans. You see, it's not primarily HR's responsibility to develop the organization's succession plan for future leaders; it's theirs. And that scares the heck out of many executive managers.

Create an organization that believes in solid leadership development and succession planning.

Succession planning and leadership development are more than just lining up recruits for vacancies. Solid leadership planning and development requires you to create an organization that has a number of junior and mid-level managers ready to step up and take over for a number of your department heads when the need arises; whether they leave through planned attrition or for unanticipated reasons. This requires input and planning by management, as well as by human resources professionals. However, HR's role is to find the appropriate avenues to develop each employee (i.e., training, mentoring, or other special programs.) HR then works in conjunction with the managers in determining the most effective means to help them develop their department's future leaders.

So how do you, as an executive, develop a solid future for your organization by developing solid leaders? I suggest two basic, but hefty steps:

1. Create an organization that believes in solid leadership development and succession planning.

How do you create an organization that believes in the value of developing future leaders and succession planning? It can only work if it comes from the top. Your senior management must believe or no other managers or employees will. Once senior management believes in the necessity of planning, you're ready to help others believe too. To do that, you need to help all of your employees see the future. You need to help them see what your organization will look like. You need to help them see what future leaders of your organization will be responsible for. You need to create a clear, concise vision for your organization. If you can help them see the future, you'll start to create greater understanding in your managers, and potentially your entire employee population, of the need to develop future leaders.

Create leadership development and succession planning systems that work.

Once you've provided a vision for others to see and understand, you then focus on creating an organization that believes in your vision. How do you do that? Create a strategic plan to outline how you'll accomplish the vision. The vision, if created properly, will by default touch every department of your organization. Therefore, every department must do something to help attain the vision. If your vision is far-reaching and forward thinking, every department will be tasked to assert its skills, talents and energies to new levels to help you reach the vision. When each department starts to understand and plan what it needs to do to help attain the vision, by default, they will need to address staffing, leadership, training, project management, and other leadership development and planning issues. You've now set the foundation to have HR work in tandem with every department to develop depth and "bench strength" within, not only every department, but throughout the entire organization.

2. Create leadership development and succession planning systems that work

This is where the expertise of Human Resource professionals kick into high gear. As indicated above, HR's role is to work in conjunction with other managers to create systems to develop individual employees' skills to allow them to compete effectively for and fill various positions within the agency or without. To do this however, (in conjunction with a consultant if necessary) HR needs to be the primary architect of the overall organization's development and succession plans. Using HR's expertise in identifying competency requirements and skill development needs, HR can take the first step in helping managers grapple with developing others now and for the future.



» **HR, in coordination with other department managers, must focus on coordinating and then matching development needs with prospective solution sources. These solutions include such things as:**

- Revising position descriptions/job tasks to ensure performance management concepts focus more on results and less on tasks.
- Guiding managers in coaching, training, and supporting their employees in performance management and skill development techniques.
- Creating and guiding the formation of a management development council — a dedicated group of managers selected from across the organization that meets regularly to discuss and monitor only the development of staff and future leaders to ensure the organization continues to develop staff skilled at moving the organization toward its vision.
- Developing mentoring programs to enable more experienced staff (old or young) to team up and work with other staff members to enhance skills throughout the organization.

An integrated system allows an organization to feed and sustain a culture of development and planning. HR is a critical player. HR must often take the lead to establish a partnership with the executive and mid-level managers to put the internal development systems, training, programs, projects, mentoring opportunities and management review teams in place to make solid leadership development and planning a reality.

An integrated system allows an organization to feed and sustain a culture of development and planning.

Leadership development and succession planning are not just HR's responsibility. But if you want your organization to face it and embrace it, HR must guide and coordinate the plan.

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» **Key Points for Developing Others/Developing Future Leaders:**

- Developing leaders and successors throughout the organization is not a responsibility to be left for human resources alone.
- Leadership has to initiate the development process by first clarifying what type of organization future employees are expected to support, manage, and lead. This is done by creating a clear vision and strategic plan.
- Human Resources orchestrates the employee development process by coordinating various training and learning opportunities with managers. HR orchestrates the process; leaders lead it.

Wrapping It Up

So, do you have what it takes to be a leader? If you've read this book, assessed yourself against the 5 C's and 7 Skills, you probably *do* have what it takes to be a leader - and a good one too. Why? Because you've shown a desire to learn, a willingness to objectively assess your leadership strengths and weaknesses, and a willingness to learn more about and enhance the necessary skills. You're willing to do yourself what you ask of others. You're willing to better yourself so you can be better for your teams and your organization. You realize, the better a leader you become, the better able you are to help others. And that's what a leader does.

You realize, the better a leader you become, the better able you are to help others.

This book was intended to provide insights into the personal traits, skills, and the mindset required to move oneself from a front-line worker into an organizational leader. I'd say you're well on your way.



About Liz Weber

In the words of one client, "***Liz Weber will help you see opportunities you never knew existed.***"

Known for her candor, clear insights, and straightforward approach, Liz Weber is a sought-after strategic leadership expert, executive coach, and speaker. She is one of fewer than 100 people in the U.S. to hold both the Certified Speaking Professional (CSP) and Certified Management Consultant (CMC) designations – the highest earned designations in two different professions.

As experts in strategic planning, succession planning, and leadership development, Liz and her team are based near Harrisburg, Pennsylvania, and work with leaders to take their organizations:

- From no business strategy to enterprise-wide focus and clarity
- From no succession or workforce plan to enterprise-wide depth
- From a weak leadership team to a respected leadership team

Liz has supervised business activities in 139 countries and has consulted with organizations in over 20 countries. She has designed and facilitated conferences from Bangkok to Bonn and Tokyo to Tunis. Liz has taught for the Johns Hopkins University's Graduate School of Continuing Studies, as well as the Georgetown University's Senior Executive Leadership Program.

Why not bring the power and insights in this book to your group or team?

Liz provides content-rich, interactive, skill-building presentations to groups large and small.

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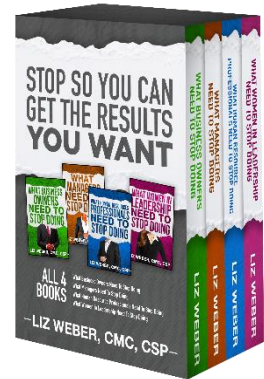
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STOP SO YOU CAN GET THE RESULTS YOU WANT

In this set of our eBooks, Liz takes you by the hand and tells you what you need to Stop doing and what you need to Start doing to realize the leadership success you want!

Each book contains ten thought-provoking and business-changing insights, including:

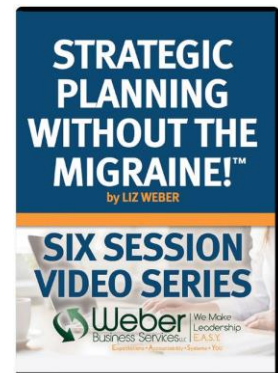
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- What Human Resources Professionals Need to Stop Doing
- What Women in Leadership Need to Stop Doing



Video Series:

STRATEGIC PLANNING WITHOUT THE MIGRAINE!™

In this six-session video series, you will be guided through Liz's Success Planning Pyramid™ process of strategic planning. Liz shares numerous examples and tips to help you develop a solid, workable, focused plan – without the migraine! A great resource for small businesses and non-profits!



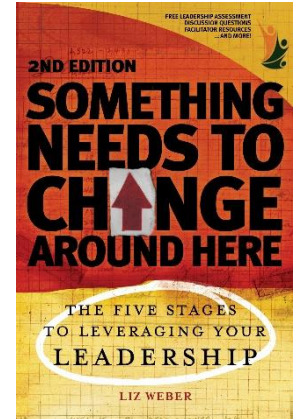
This series includes:

- Create a Clear Strategic Plan: How to Keep it Simple & Aligned
- Conduct a SWOT Analysis: Identify Your Realities & Opportunities
- Clarify Your Mission: Why Do You Exist?
- Determine Your Vision: What Does Your Future Look Like?
- Create the Values: What Are Your House Rules?

- Create Goals to Make “It” Happen: What Do You Need to Do — Specifically?

Something Needs to Change Around Here *The Five Stages to Leveraging Your Leadership*

- Are you tired of working 50, 60, 70 or more hours a week?
- Are you frustrated by what your team members don’t do and can’t figure out for themselves?
- Do you come in early and stay late just so you can get things done?
- Would you like to get your life back?



IF YOU ANSWERED YES TO EVEN ONE OF THESE QUESTIONS, YOU NEED THIS BOOK!

If you walk around complaining about your team or muttering to yourself, “Something needs to change around here,” you’re right. And it’s probably you.