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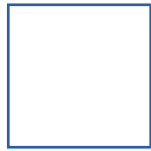
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1.

What is the difference between good management and good leadership?

The Basics

For years, experts have tried to identify the difference between being a good manager and good leader. Generally, managers differ from leaders in several ways:

- The timeframe they focus upon
- How much authority they have
- How much of their work happens inside or outside of the organization
- How much their job deals with making change

Leaders are more likely to deal with long term issues and they usually have more authority in the organization. Leaders are also more likely than managers to handle tasks that happen outside the organization and are often the ones in charge of making changes to the organization.

Although there are differences between the two roles, many of the best employees combine characteristics of both “manager” and “leader,” regardless of their official job title.

Tell Me More

Here is an overview of the common roles of managers and leaders:

Managers:

- Carry out leaders’ directions
- Plan and budget to fulfill organizational objectives
- Put controls into place to assure that the appropriate work is being achieved
- Organize work
- Define staffing and fill positions with appropriate candidates
- Solve problems that arise in their areas of responsibility
- Use problem solving skills to cope with complexities that arise in their areas of responsibility
- Manage and supervise the work of teams

Leaders:

- Set direction for the organization
- Articulate and refine the mission of the organization
- Influence direction of the external business environment
- Influence external perspectives of the organization
- Define and create change
- Align organizational resources to achieve the mission and realize the vision
- Motivate and inspire employees throughout the organization

These lists suggest that managers carry out leaders’ strategy, and that it is the responsibility of managers to interpret how to achieve the leaders’ objectives or goals, and then to teach or train their employees what they need to do to reach the goals. For example, the founder and leader of a furniture company that makes office furnishings may see a new trend in the industry of people wanting desks where they can stand up to work. The leader may decide to expand her company’s products to add these standing desks. The leader would then work with her managers to have them determine how to manufacture, market and sell these new products.

An operations manager may decide that a new work area, tools and employee training will be necessary. A marketing manager may decide that a new advertising campaign should be created. The managers' roles are to figure out how to execute the strategic direction that the leader has set for the company.

Leaders have sometimes been thought of as people who must use their imagination more, who must think more abstractly, creating approaches that are different from and better than those used by the competition.

Excellent managers also use their creativity and imagination to shape their employees' behaviors and beliefs to achieve difficult tasks and innovate new ways of producing goods or delivering services. In the most successful organizations, employees are also expected to use their creativity and imagination to innovate and devise the precise ways of producing goods and delivering services more effectively and more efficiently.

There are additional examples of the changing roles of leaders, managers and employees today. In the past, leaders held responsibility for influencing the external environment and managers focused on the internal workplace. However, today's competitive business environment requires that many managers, supervisors and line workers must understand, interpret and address the needs and desires of their customers. Delivering products and services faster requires shortening the time between imagining and learning how customers' desires are changing and delivering the products and services to match or exceed those desires. Doing that effectively means loosening the distinctions between leaders and managers. As a result, in many organizations, people at all levels are expected to use their abilities to influence how customers see their organization.

Glossary Terms from this Section

Manager - A person who is responsible for administering all or part of a company. A manager often has a staff of people who report to her.

Leader - A person who holds a superior position within an organization and is able to exercise a high degree of command or influence over others.

For More Information Related to this Topic See

- What characteristics do good leaders have? 4. *Leadership*
- What do effective leaders do? 4. *Leadership*
- How can I become a better leader? 4. *Leadership*
- Why and how do I develop strong leaders in my organization? 4. *Leadership*

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2. What characteristics do good leaders have?

The Basics

For many years, leadership experts have tried to identify exactly what makes a good leader. The conclusion is that there is not just one best type of leader. What it takes to be a good leader varies according to the circumstances under which you are leading. Good leaders lead differently in response to the nature of their businesses, the characteristics of their employees, and the demands of the environments where they do business. Although there is not just one best type of good leader, there are some characteristics or traits that are commonly found among good leaders. You probably already have many of these characteristics. They include:

- Being able to understand emotions,
- Having a strong personal character,
- Believing in yourself,
- Being humble,
- Believing in your ability to create good change,
- Intelligence,
- Having the drive to pursue goals,

The good news is that it is never too late for you to build or improve your leadership characteristics.

Tell Me More

Before you hear the list of characteristics, think about an exceptional leader who you know, someone who has led you very well. Think of someone who helped you grow and develop in positive ways. This person may be a business leader whom you have worked with, a successful leader in your community, or a friend or family member who has had strong positive influence on your development. Now, take a moment to consider why this particular leader stands out for you. What exceptional leadership characteristics does he or she have?

As you listen to the list of characteristics that are common among many good leaders, think about the exceptional leader in your life. Which of these characteristics describe her or him?

Emotional Intelligence

Effective leaders understand emotions, both their own emotions and others' emotions. They are skilled at keeping their own emotions under control, even in very difficult situations. They also understand how to influence others' emotions. For example, they succeed at keeping their employees happy and motivated. They also understand how to manage employees who are angry, scared or sad.

High Personal Integrity

People who lead well tend to have strong personal character. When problems arise, they do the right thing, even when they could take an easier approach. They treat others fairly when it is tempting to take unfair advantage of a situation.

Self-Confidence

Good leaders believe in themselves. They tend to be secure and confident about their decisions and actions. Many good leaders are often sociable and assertive individuals. Kamila Sediqi (an entrepreneur and government official) is a woman who faced extreme challenges in establishing her Kaweyan Consulting practice, an

industry historically dominated by males, however, she focused on her strengths and remained confident in her teams' ability to deliver and eventually grew to become one of the most successful female entrepreneurs in Afghanistan.

Humility

It might surprise you that the best leaders are also humble. They accept responsibility for poor results. When things go well, the best leaders are quick to share credit with others. When things go wrong, they confidently look for ways in which they may have contributed to poor outcomes, even if they did not intend to do so. The very best leaders consistently share credit and hoard blame.

Positive Power Orientation

Effective leaders believe in their ability to bring about change and to improve situations. They do not abuse their power for their own personal gains. Rather, they are able to influence others for the welfare and greater good of their organization. They are ambitious for their organization, not for themselves.

Intelligence

Excellent leaders are smart. They are able to process information effectively. They are able to analyze complex options, opportunities and threats.

Drive or Inner Motivation to Pursue Goals

Exceptional leaders tend to be bold. They are determined in pursuing goals. Though sometimes in Afghanistan one must “bite their lip” about a taboo topic, an exceptional leader, communicates their bold opinions, diplomatically.

Glossary Terms from this Section

Emotional Intelligence – the capability of someone to recognize their own and other people's emotions, and use this information to guide thinking and behavior.

Leader - A person who holds a superior position within an organization and is able to exercise a high degree of command or influence over others.

Positive Power Orientation – the ability of leaders to use their power within an organization to bring about positive outcomes.

For More Information Related to this Topic See

- What is the difference between good management and good leadership? *4. Leadership*
- What do effective leaders do? *4. Leadership*
- What are some best communications practices for leaders? *4. Leadership*



3. What do effective leaders do?

The Basics

All individuals who survive as leaders must devote time and attention to what gets done in their organizations. Exceptionally good leaders also focus on how the work gets done. Combining both of these approaches in your leadership role can advance your organization from just getting by to achieving extraordinary success.

Tell Me More

To optimize personal and organizational success, lead with a focus on task (what work gets done) and on process (how work gets done).

Task

To address what gets done, focus on organizing and driving tasks for your teams and your organization. You will succeed in leading task-related behaviors if you consistently do the following:

- Define and structure goals and responsibilities
- Assure adherence to company rules and standards
- Assign tasks to proper employees
- Provide instruction and feedback

Process

To address how work gets done, leaders focus on driving and monitoring effective relationship behaviors in their teams and your organization. You will achieve success in leading relationship-related behaviors if you consistently do the following:

- Support, develop and coach your employees
- Listen to your employees' suggestions
- Support your employees' interests
- Recognize and reward deserving employees for their performance and their positive relationship-related behaviors

The most effective leaders develop their abilities to consistently lead tasks and relationship behaviors, as listed above. When leaders do these things consistently, they build and reinforce task and relationship strengths among their groups, and strengthen their organizations.

Glossary Terms from this Section

Leader - A person who holds a superior position within an organization and is able to exercise a high degree of command or influence over others.

For More Information Related to this Topic See

- What is the difference between good management and good leadership? *4. Leadership*
- What characteristics do good leaders have? *4. Leadership*
- What are some best communications practices for leaders? *4. Leadership*

Additional Tools Available

How to Create Great Teams Worksheet

Getting Help from Others Guide

Creating Effective Goals Worksheet

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4. What are some of the best communication practices for leaders?

The Basics

The most important objective of communication is to convey your message in a way that the other person is able to hear or understand it. Honesty, simplicity and repetition are key to achieving this.

There are five steps to being a better communicator:

- Keep the message simple
- Be a better listener
- Tell the truth
- Share your message often and in different ways
- Read more

Tell Me More

An essential skill for any leader is to be able to communicate effectively with a wide variety of people. Conveying your perspective clearly is important whether you are working with suppliers, customers or employees. These tips will help you communicate more effectively.

Step 1: Keep communication simple. Remember that the #1 goal of communication is to be understood. If people do not understand you, they cannot achieve what you want. To communicate clearly, keep things simple. Do this by thinking through your communication before you begin speaking or writing. What is it that you hope to achieve? What is at the heart of your message? How can you say what you mean simply and directly?

Step 2: Listen better. Most people believe that they are very good listeners. Unfortunately, they are often wrong.

When you are the listener:

Turn your focus squarely on the other person, whether you are the only listener, a part of a discussion group, or a member of an audience of 1,000 people. If you are checking text messages, imagining what you will do later in the day, scanning your email, or watching someone else, you are not listening well and you will not understand accurately what the other person has to say.

When you are the speaker:

Be sure to leave time and space for the other person to respond. Tune in to the other person's facial expressions and body language. Ask questions and contribute relevant ideas. Two-way communication yields better understanding for both people.

Step 3: Tell the truth. The best business leaders are honest, whether they are communicating with suppliers, customers or employees. Lies destroy trust. After trust has been broken, it is always difficult and sometimes impossible to rebuild.

Step 4: Share your message often and in different ways. When you are communicating about important issues, vary the media and repeat the message. Most people need to hear a message at least three times before they actually absorb it. When communicating about issues such as changes to be made, share your message in a variety of ways. For example, you might convey your message in a meeting, send it via email, tell it to an individual one-on-one. Speak honestly and candidly. Give your listeners a chance to ask questions and voice their concerns.

Step 5: Read more. To improve your written and verbal communication skills, read more. Reading improves your knowledge, expands your vocabulary and enhances the ways in which you frame your ideas. If you are not used to reading, create this habit by scheduling time in your day for reading. It may be reading the business news in the newspaper or on your phone or tablet in the morning before work, or having a book on your bed-side table to read a bit before bed.

Glossary Terms from this Section

Suppliers - A person or organization that provides something needed such as a product or service.

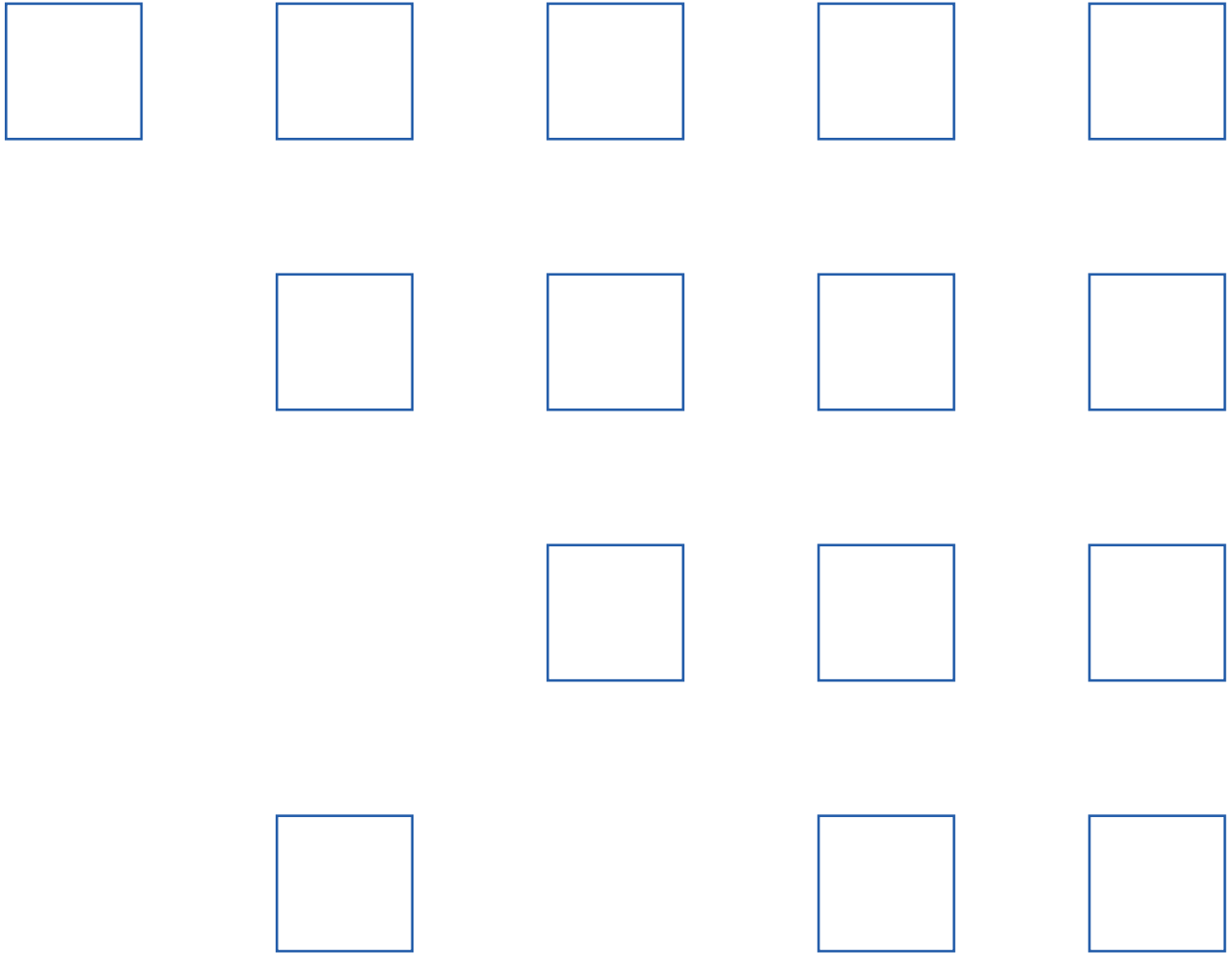
Customers - A person or organization that buys goods or services from a store or business.

Leader - A person who holds a superior position within an organization and is able to exercise a high degree of command or influence over others.

Media - The main means of mass communication such as broadcasting, publishing, telephone, radio, and the Internet.

For More Information Related to this Topic See

- What Characteristics Do Good Leaders Have? 4. *Leadership*
- What characteristics do good leaders have? 4. *Leadership*
- What do effective leaders do? 4. *Leadership*



**5.
Why should I develop both
personal and professional
networks and how do I do
this?**

The Basics

Successful business leaders have both professional networks and personal networks. Their professional networks provide new opportunities and insights about their businesses. Their personal networks are vital for personal development. Often, strong professional and personal networks may overlap. For example, members of your professional network may become personal friends, or those in your personal network may contribute ideas and feedback that guide your professional decisions and development.

Tell Me More

Today's business environment is so competitive that even the best organizations must find ways to keep their products and services fresh and continuously improving. An excellent way to keep yourself motivated and to stay aware of the changes happening is through your networks. Members of your networks, both professional and personal, can provide new ideas and approaches to help you innovate as a leader. You may also find mentors or access to potential customers through your growing network.

A great starting place for developing your networks is to find individuals and organizations that have interests similar to your own. Look for ways to connect with individuals and organizations that hold new and different perspectives from your own. This type of networking can help you see your business in new ways. These networks can be formed through school, even one's children's school, or other community gatherings.

To develop and expand your professional network, get better acquainted with people whose businesses are located near yours, or people who lead businesses that are similar to your own. Consider enlarging your professional network to include people from whom you buy supplies or services, or frequent customers who you are getting to know. Join the regional business associations of trade associations for your industry, and make time to attend events, conferences, and trade shows.

Consider taking a class. You will find energetic people who like to learn and who share your interest in the course topic. Regardless of the topic you choose, taking a class will stretch your leadership skills and competencies, whether or not they are directly related to your current business. Online courses commonly referred to as "Massively Open Online Courses" or MOOCs are a great place to take courses, sometimes free of charge.

Think about the interests of people you already know. What topics or goals do you have in common with the people you enjoy spending time with? Perhaps they would like to get together with you and others who share these interests. Inviting a small group of friends and acquaintances to tea or lunch is a great way to help people you know get to know each other. You might also encourage them to bring another colleague or friend, so that the circle of participants and perspectives can expand even further.

Glossary Terms from this Section

Mentor - An experienced and trusted advisor.

Networking - Sharing information and ideas with individuals or groups that have a common interest.

Personal Network - A group of individuals that share information and ideas to help personal development.

Professional Network - A group of people/organizations that share information and ideas of a business nature that benefit your business and professional goals.

? **For More Information Related to this Topic See**

- How can I gather more ideas for improvements that I want to make? *4. Leadership*



6. Why and how do I determine my organization's mission statement?

The Basics

Your organization's mission statement is like a compass that will help you steer your business in the direction that you desire. Your organization's mission statement will help you and your employees stay on course and make good decisions. The mission statement will help everyone understand which opportunities to follow and which to ignore. To create the mission statement for your organization, focus on the purpose, products and market you want to serve.

Tell Me More

Your mission statement is the base from which you can evaluate the progress that you are making as a leader and as an organization. Having a mission statement can even make it easier for you to select the right employees, if you choose individuals whose work history, skills, and approaches align well with your organization's mission.

Making decisions or taking action without a clear mission and goals can send you and your organization in the wrong direction. Leading a business without a mission statement is like trying to steer a bus without knowing your destination. Tasks that do not fulfill your organization's mission waste resources, and might cause your organization to lose customers, employees and time.

As the leader of your organization, you hold primary responsibility for creating the mission statement. To achieve this, it is best to create a statement from your first thoughts and then take time to reflect about what you have created. You and your organization will be following your mission statement for a long time, so be sure that it captures your perspective accurately.

A good way to create your mission statement is by answering the questions that follow. Then, discuss your answers with others who know your business desires and are willing to help you think carefully about your statement.

- What is the purpose of your organization?
- What kinds of products or services will you provide?
- Who will be your primary consumers or market?

The very best organizations create very short and focused mission statements. Their missions are straight-forward, simple and direct. They are often just one sentence. The best missions are easy to understand and memorable. Although they are brief, they capture the spirit and core business of the organization.

International examples:

- "To serve individuals and families in the poorest communities in the world." (CARE International)
- "Do no evil." (Google)
- "To connect the world's professionals to make them more productive and successful." (LinkedIn)
- "We save people money so they can live better." (Walmart)

Local Examples:

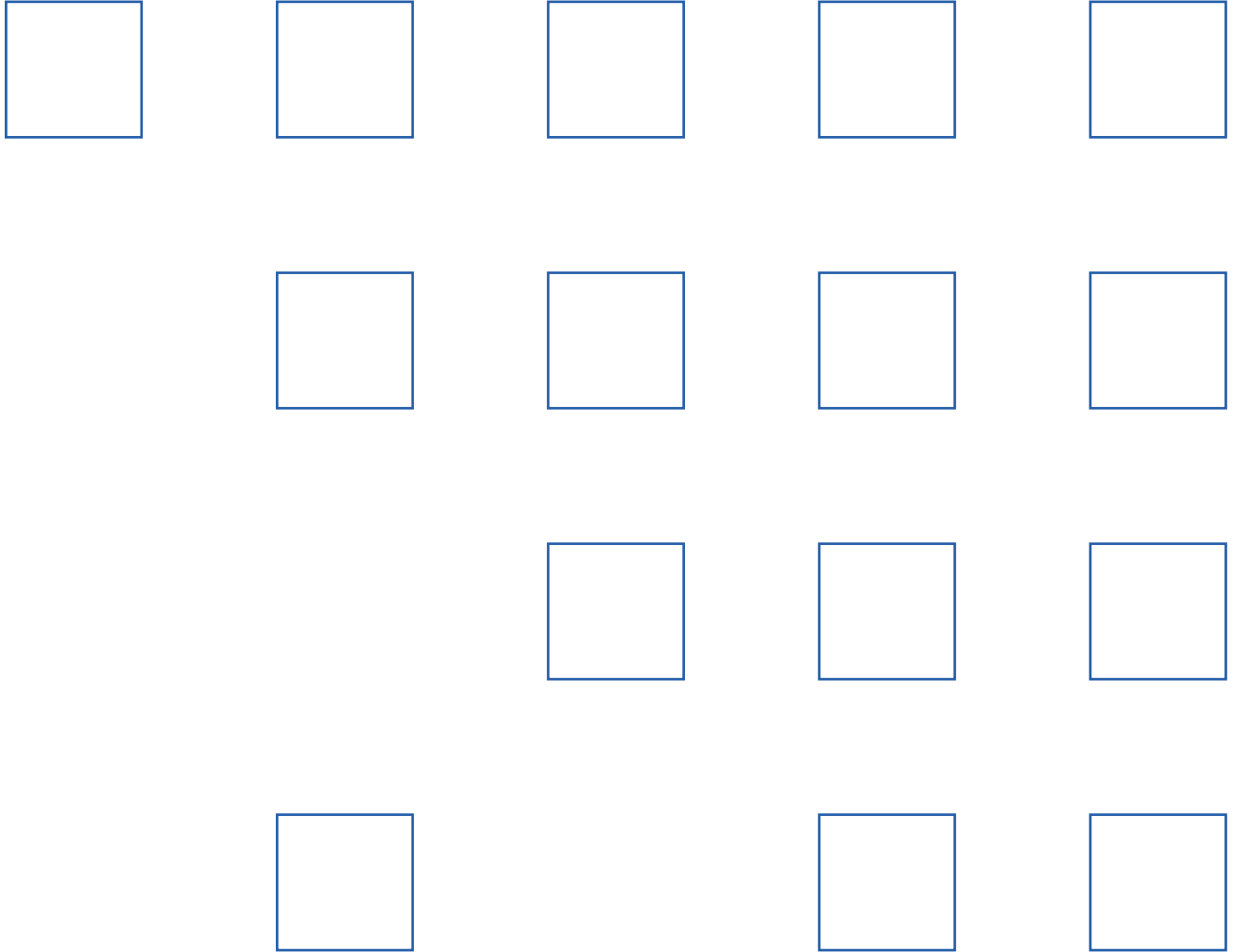
- “To offer simple, affordable, good quality mobile communication services allowing all Afghans to reach their family and friends.” (Etisalat Afghanistan)
- “To foster economic development in Afghanistan, to be a catalyst for growth, and ultimately contribute to the prosperity of the country and its people.”(Afghanistan International Bank AIB)
- “Laman is producing satisfactory products for Afghans and international, through excellent services.”(Laman)

Glossary Terms from this Section

Mission Statement - A formal summary of the aims and values of a company, organization, or individual.

For More Information Related to this Topic See

- How do I determine my organization’s goals? 4. *Leadership*
- Why and how do I create my personal mission statement? 4. *Leadership*
- How do I determine my personal goals? 4. *Leadership*



7. How do I determine my organization's goals?

The Basics

The goals you choose for your organization will help you choose which tasks you need to do to reach your desired future. To determine your organization's goals, begin by thinking big and bold. Identify your desired long-range future, and then work backwards until you have created plans that you can start working on now. Start by writing down one big goal you want to reach in 15 years. Next, write down goals you want your organization to reach in five years. Finally, what are the goals you want to reach in one year? Share these goals with a mentor or advisor for feedback.

Tell Me More

Your organization's goals will drive you to the future you desire. Start defining your goals by answering the following questions:

- What is one very large, ambitious goal for your organization that you want to accomplish in the next 15 years? Think big. Be bold. How do you imagine your organization in 15 years?
- How will you know when you have succeeded in achieving that goal?
- What will be different for your customers? How will you and your employees have succeeded?

As you think about your responses to these questions, focus on the issues that matter most to you. For example, you might have clear ideas about the services you wish to provide to others, or the ways in which you want to innovate products and services. Your goals for your organization might say how you want to lead your employees or how profitable you want your company to be. You may have a clear vision about how you want your organization to improve your community or others' lives.

Be creative and thoughtful in creating your goals. Write them down. Then, test your ideas by discussing them with other people whose opinions you value. Edit your goals based on what you learned from those discussions. What matters most to you as the leader of your organization? What will it take from you and others to achieve that goal?

After you have a clear vision of what you want for your organization in 15 years, turn your view to shorter-term goals. What do you want your organization to achieve in the next five years? What will your organization look like? Who will your customers be? What will you be doing in five years? How will you be leading? How will your organization support your employees' growth and development? Keep writing and editing your thoughts until you have created a clear view of what you want to achieve in the next five years.

Finally, focus in on your goals for your organization one year from today. What will you achieve as an organization by then? How will you lead effectively to achieve this outcome? How will your organization be doing more or competing better one year from today than it does currently?

For example, Nargis owns a coffee shop and her ultimate goal is to have an entire chain of shops all over Afghanistan in the next 15 years. To achieve this, she decides that in the next 5 years, she should have at least three shops opened. And to prepare for having more shops than just the one she owns now, Nargis decides that this year, she needs to focus on training her most senior employee to be able to manage the shop alone.

As you consider 15-year, 5-year and 1-year goals, be as specific as possible. Imagine what those futures will look like, what you'll be doing, who you'll be working with and how. To bring your plans to life, put the appropriate date in the future on each of your 15, five and one year goals. Discuss your goals with your mentors, advisors or others who help lead your organization.

Remember that goals are affected by changes that are both in and outside of your control as a leader. Changes may come from your business environment, or from opportunities or hardships experienced by you or your organization. To reach your long-range goals, keep moving toward that future by reviewing your organization's goals every year.

Glossary Terms from this Section

Feedback - Information provided to someone for the purpose of helping improve or change behavior.

Goal - An observable and measurable end result with one or more objectives to be achieved within timeframe.

Mentor - An experienced and trusted advisor.

Vision - A hopeful description of what an individual or organization would like to achieve or accomplish in the mid or long-term future.

For More Information Related to this Topic See

- How do I determine my organization's goals? *4. Leadership*
- Why and how do I create my personal mission statement? *4. Leadership*
- How do I determine my personal goals? *4. Leadership*

Additional Tools Available

Creating Effective Goals Worksheet

Goal Setting Worksheet



8. Why and how do I create my personal mission statement?

The Basics

A personal mission statement defines who you are and what success looks like to you. Excellent leaders take the time and make the effort to create their own personal mission statements. Begin by thinking about what is most important to you. What means the most to you for your personal growth and development? Consider your strengths and how they could improve your future. Gather data from people who know you well. While it may be tempting to include in this list religious or cultural norms that are common in Afghanistan, try to think more deeply and practically so that the mission statement truly becomes a personal reflection of WHO YOU ARE.

Tell Me More

Achieving what you desire as a person begins by thinking about the values that you hold dear. When you think about your life in very broad terms, what matters most and why? What are your top priorities in life? These may include personally held values like family or achievement, creativity, health or inner harmony. There are no right or wrong answers. What matters most is that you spend time thinking honestly about what matters most to you. A good way to start is simply to list all of the values that you try to live by.

Now choose 5-7 that are your strongest values. You might think back on times when you faced difficult situations or had to make challenging decisions. What mattered most at those times? Once you have your list of your top 5-7 values, write them down. To bring them to life and make them more memorable to you, you might want to share them with close friends or family. These values will drive your mission statement.

Also at the core of your personal mission is knowing who you are now. Consider your current strengths. Write them down. Ask others who know you well what they see as your personal strengths. Most people believe that they know what they are good at, but they are often wrong. Gathering information from others whom you trust can help you build a more complete picture of who you are and how others see you at your best.

Do not try to change yourself. Success comes from focusing on your strengths. Build excellence from what you are already good at.

Now focus on your desired future. How do you want to use your strengths to create your ideal future? What actions or purposes do your values inspire? When you think about your distant future, who do you want to have an impact on? Why? How? What is one spectacular contribution or achievement that you want to make in your lifetime? Your answers to these questions can help you create your mission statement.

Keep your mission statement simple. Describe the effect that you hope to have on others in the future. Discuss your responses to these questions with close friends or family members. In discussion, your own ideas may become clearer to you. Also, others' perspectives may stretch and sharpen your view.

Continue to work on your ideas about your mission statement that align with purposes that your values inspire. Most peoples' personal values will tend to remain the same throughout their lives. Your personal mission statement may shift as opportunities and challenges affect your life. Review your mission statement and update it to reflect the general direction in which you are heading. Making the time to reflect, discuss and edit your perspective can reinforce your personal growth and development, which will enhance your success, your happiness and the positive impact you have on others.

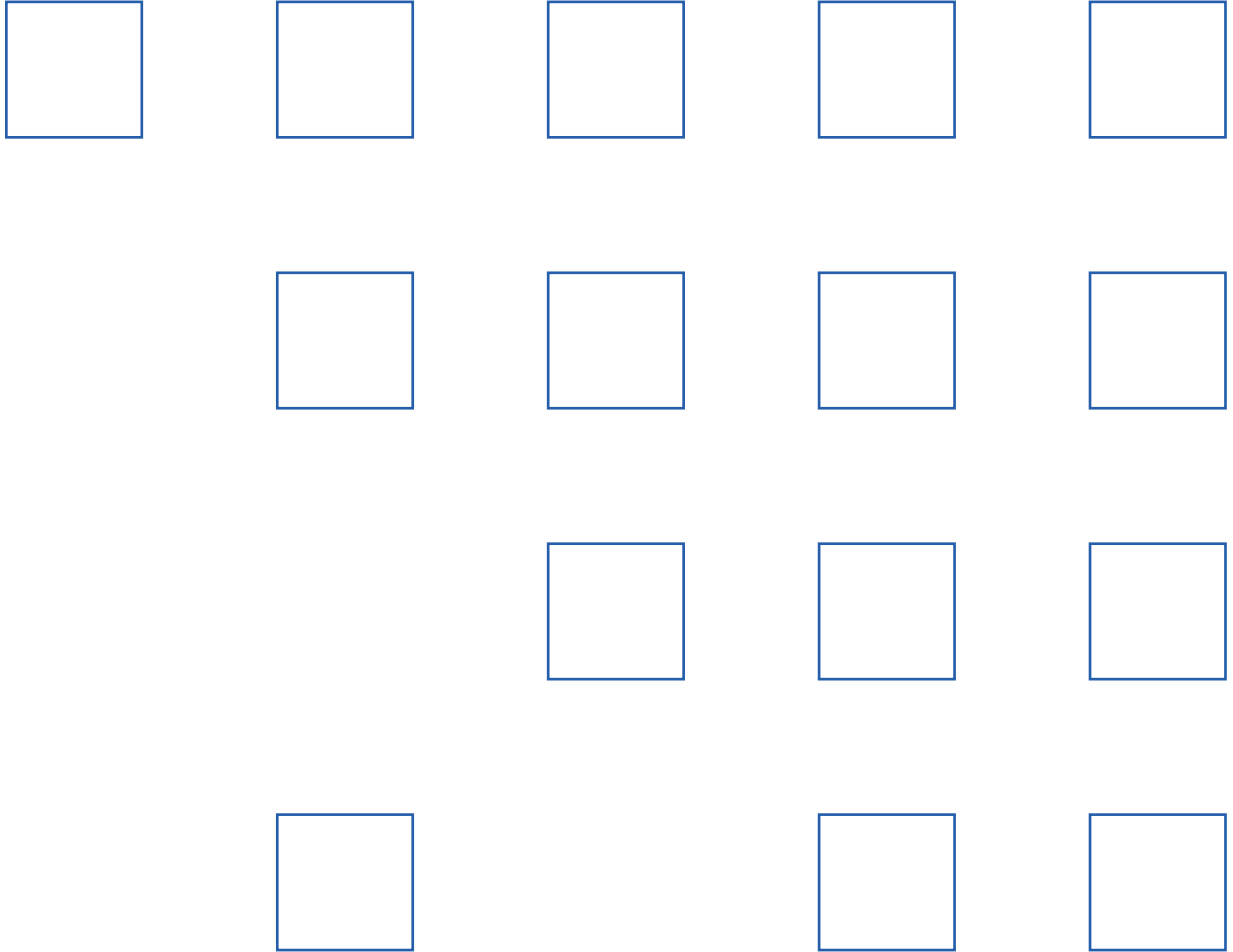
Glossary Terms from this Section

Personal Mission Statement – A short statement that defines who you are and what success looks like to you.

Values - A person's principles or standards of behavior; an individual's judgment of what is important in life.

For More Information Related to this Topic See

- How do I determine my personal goals? *4. Leadership*
- Why should I develop both personal and professional networks, and how do I do this? *4. Leadership*
- How can I become a better leader? *4. Leadership*
- Why and how do I create my organization's mission statement? *4. Leadership*



9. How do I determine my personal goals?

The Basics

Creating personal goals will help you achieve your desired future. Set your personal goals by starting with what you want to achieve 15 years from now. Next, think about what you want to do in five years. Finally, think about what you want to accomplish in one year. Having personal goals that are long-term, mid-term, and short-term will create a path of goals that reach from today to the future you desire.

Tell Me More

To set the course for your long-term goals, think about what you want to be doing, with whom, where and how in 15 years. Reflect on your strengths and how you might use those strengths to achieve your long-term goal. Write your ideas and then discuss them with people whose opinions you value and who might help you realize your goals. What do you hope to accomplish in the next 15 years? If you have a personal mission statement, use that as a starting point to help you envision what you might achieve in the next 15 years. Think big. Be bold about your long-term personal goals.

Once you have a clear sense of where you would like to be personally in the next 15 years, start to think about what you will need and want to achieve 5 years from now. These are classified as mid-term goals. What goals for the next 5 years will move you closer to achieving your goals for 15 years from today? What do you want your life to be like in five years? What will you be doing? Who will you be doing it for or doing it with? How will you be improving your own life and others in the next five years?

Now focus in much more closely. Think about what you want your life to be like one year from today. These are short-term goals. What will have happened in your organization? What successes will you and your employees have achieved? What path will you take to achieve those results? Of course, many factors may occur that change your plans, but it is best to have a plan. What can you do in the next year? What can you do in the next month? How can you start your progress along that path today? For example, Sediqa has been passionate about healthy living her whole life. Her nutrition and exercise studio is very successful, but she would ultimately love to be seen as a national expert on wellness 15 years in the future. To create that success, Sediqa thinks that she should write a book about her ideas in the next 5 years. And to prepare for writing a book, she sets a goal for this year to start doing research and decide on the topic of her future book.

Identify some details to create your immediate goals by answering these questions:

- When will you begin?
- Who can help you?
- How long are you willing to work on achieving your goal?
- What kinds of challenges are you likely to encounter along the way?
- How will you know when you have succeeded?
- What will you do to reinforce your accomplishments?

Your goals may change quite a lot as you grow and develop personally as a leader. New opportunities may open for you and your business, or you may face challenges that you did not anticipate. Revisit and revise your goals annually to reflect changes in your environment, your business and you. Make the time to reflect, discuss and edit your perspective to enhance your personal development, your personal success, your happiness and the positive impact that you will have on others.

Glossary Terms from this Section

Long-term Goals - Goals that can be achieved in about fifteen years or more.

Mid-term Goals - Goals that can be achieved in about five years.

Personal Goal - A Goal set by an individual that focuses a person's direction/efforts on something they personally want to achieve.

Personal Mission Statement - A short statement that defines who you are and what success looks like to you.

Short-term Goals - Goals that can be achieved in about one year or less.

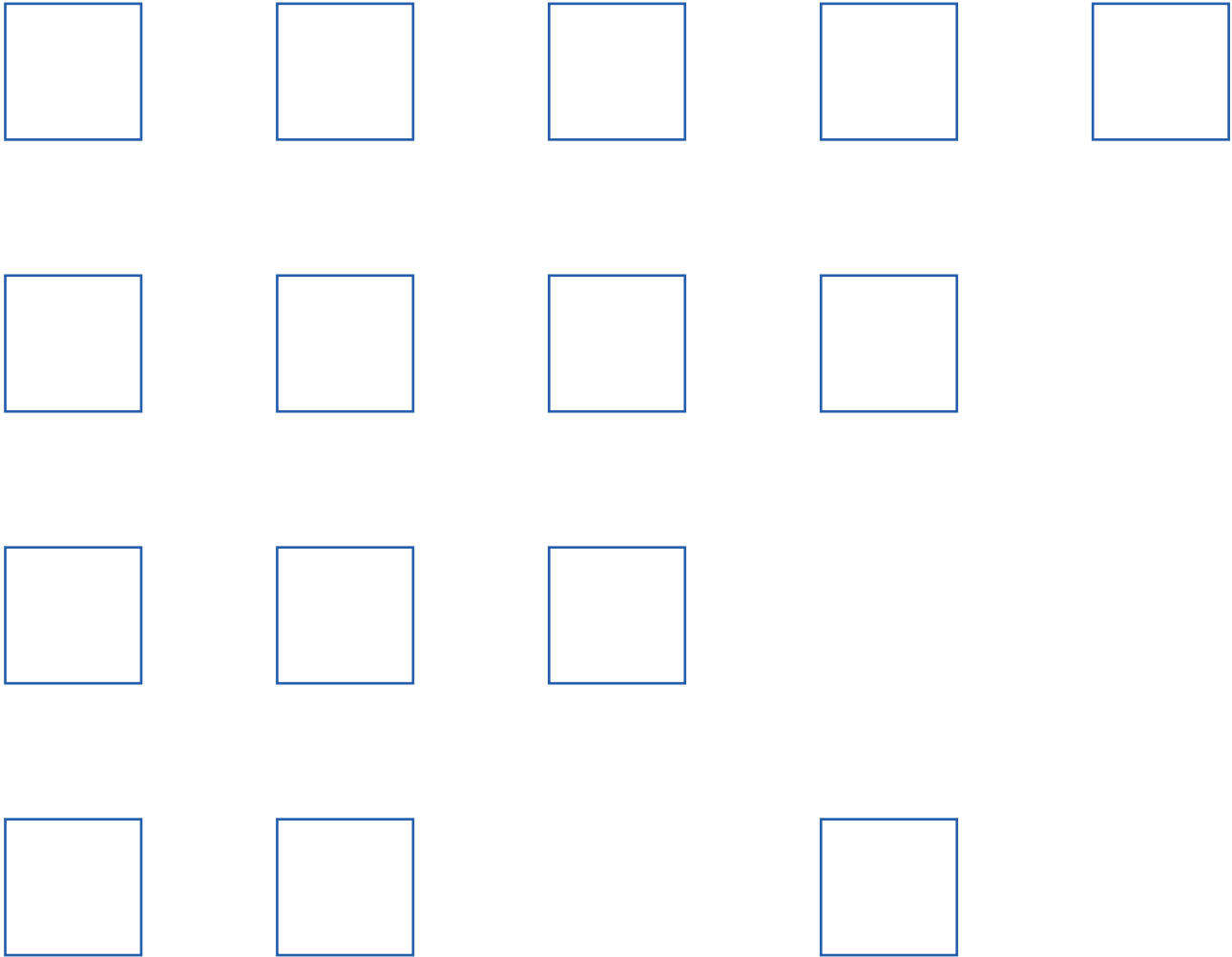
For More Information Related to this Topic See

- Why and how do I create my personal mission statement? 4. *Leadership*
- Why should I develop both personal and professional networks, and how do I do this? 4. *Leadership*
- How can I become a better leader? 4. *Leadership*

Additional Tools Available

Goal Setting Worksheet

Creating Effective Goals Worksheet



10. **Why and how should I empower my employees?**

The Basics

Today's business world holds so many challenges that all successful leaders must find ways to let go of some of their tasks. By giving your employees power to make some decisions on their own, you will be able to give some of your tasks to them to do. This is called delegating. Delegating frees your time and energy so that you can focus on the most important things, such as long-range planning and business innovation. An additional benefit of empowering employees is that empowered employees tend to be more satisfied, which means that they will work better and that they will be less likely to quit.

Tell Me More

Why Should I Empower My Employees?

The most effective leaders create the expectation of high performance in their employees. Less effective leaders fail to develop high expectations or they develop low expectations of their employees. When expectations of employees are low, productivity and satisfaction suffer.

What you expect of your employees and how you treat them will determine their performance and their growth. There is no question that people do what they believe others expect them to do. This means that, if you hold high expectations of your employees, they will do their best to meet your expectations and perform to their best. It might surprise you that the opposite is also true. If you hold low expectations of your employees, they will also work to meet these low expectations and will perform poorly.

To achieve high expectations from your employees, do two things:

Step 1: Set stretch goals that will lead your employees to do their very best. Stretch goals are goals that are challenging but reachable. When you are setting stretch goals, seek ideas from your employees whose performance you are trying to improve. Employees can be very helpful in defining stretch goals that they might enjoy and be able to achieve, and that would improve your business.

Step 2: Provide positive feedback when employees achieve stretch goals. Many leaders give too many suggestions to employees on how to change their behavior and not enough comments on things the employees are doing right. Providing effective positive feedback is more than just giving compliments. Instead, describe exactly what the employee did that deserved positive recognition and that contributed to job performance. For example, "you are a good worker" is positive feedback, but it is not about specific behavior or job performance. A more effective example might be, "I appreciate that you always say, 'welcome to our shop,' when customers enter."

How Should I Empower My Employees?

To lead empowerment effectively, you must take all four of these actions:

Step 1: Share power. If you want to empower your employees, you must actually give them additional power. Your employees must be allowed to make decisions and take actions that enable them to stretch and increase their roles and responsibilities. To understand the importance of this, think about very bad experiences that you have had as a customer. For example, have you ever tried to get help from someone who seemed unwilling to work with you to fix your problem? He or she probably was responsible for talking to you, but did not have the power or authority to actually do anything that would help you. Adding responsibility without adding authority leads to unhappy customers who will spend their money elsewhere, and unhappy employees who will look for better jobs.

Step 2: Provide the skills and information your employees need in order to succeed at their newly empowered responsibilities. Train and coach the employees that you empower. Let them know what you expect them to do. Be clear about the power they will have, and what they will not have the power to do. Provide clear examples of how they might use their new power. Help them build the skills and competencies to succeed on their own, so that they will not need to ask you to verify what they should do or whether they should do it. You may worry that if you share too much information with your employees, they will “steal” your ideas and go set up their own business. It is possible that an employee may decide to quit and start her own business, but you cannot limit the success of your own business by being worried about what someone else might do in the future. In the end, if you are empowering your employees, not only will your company be successful enough to withstand threats from competition, but you will likely create an environment where employees want to stay and work for you.

Step 3: Provide knowledge about the organization. Help your empowered employees understand the big picture of how your organization works. Rather than just completing their new job tasks, they should be able to evaluate their decisions and actions based on the organization’s mission, objectives and strategies. This knowledge will help empowered employees make better decisions and take actions that make sense for your organization.

Step 4: Reward empowered employees when they perform their new tasks well. Failing to reward deserving employees is the most common error that leaders make when they attempt empowerment. They assume that having more power is enough reward in itself. It is not. Remember that you are asking employees to step up to greater responsibility and authority. Reward the advances that they are making. All rewards need not be financial. Rewards might include more time and counsel with you, the ability to set their own hours or work from home occasionally, or to adjust their job in some other desirable and appropriate way. Be creative about the rewards you provide. Ask your employees what they would value as a reward for their newly empowered achievements.

If you are not willing to commit to and follow through on all four of these actions, you should not attempt to empower your employees. Your efforts will fail.

Glossary Terms from this Section

Delegating - Trusting someone else to do something for you.

Stretch Goals - An objective that cannot be achieved by small improvements but requires extending oneself to the limit to be reached and is significantly beyond the individual’s or organization’s current performance level.

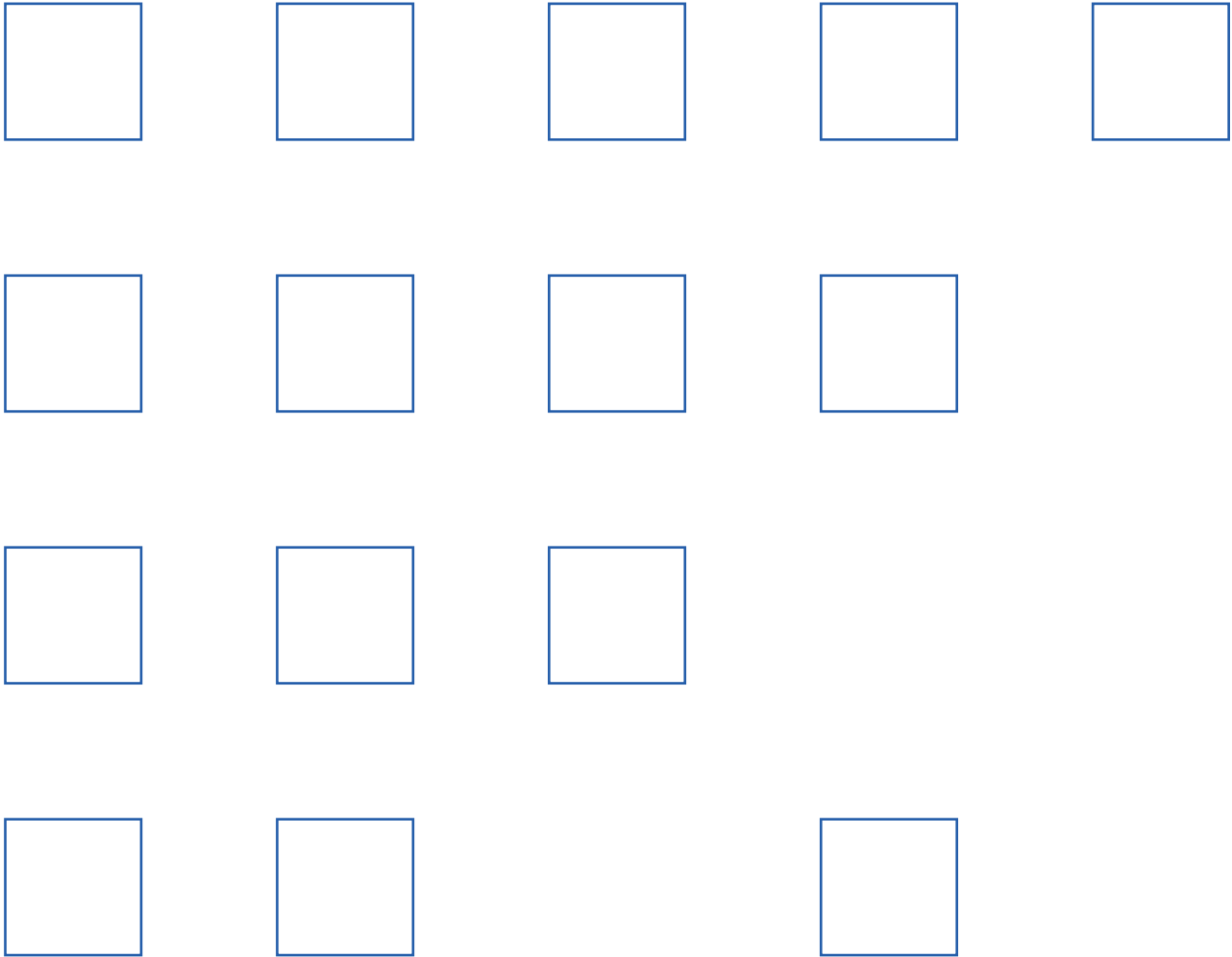
Empowerment - The authority or power given to someone to do something themselves.

For More Information Related to this Topic See

- How can I change an individual employee’s behavior? *4. Leadership*
- What do I do if employees are not willing to follow the change? *4. Leadership*
- How should I give feedback? *4. Leadership*

Additional Tools Available

Team Effectiveness Evaluation



11.

How can I change an individual employee's behavior?

The Basics

One of the most important responsibilities of a leader is to match their employees' behaviors to the needs of their organization. Often, this requires motivating employees to change their behaviors. This is not an easy task. It helps to remember that there are only three ways to change another individual's behavior. Once you know these approaches, you can choose and apply the most appropriate approach for the individual and the situation. They are:

- Using reason to convince someone to make a change
- Providing a reward if a change is made
- Punishing someone if a change is not made

Tell Me More

There are three ways to change another individuals' behavior: Reason, Reward and Punishment. The key to success is knowing their impacts and choosing your approach or approaches to change accordingly. Each of these approaches has benefits and costs, which are described here.

Approach #1, Reason

Reason requires convincing the other person that she or he should make the change.

Benefits:

- The greatest benefit of reason is that it is the most enduring of the three approaches. If you truly convince an individual to change, that person will continue the new behavior on her or his own, without any further prompting from you.
- If your reasoning is successful, you will not have to do anything more.

Costs:

- The greatest cost of reason is that it is the slowest way to bring about change because you must convince the other person to make the change you desire within themselves and thus possibly change their own habits.
- Sometimes, it is not worth the investment of your time and effort that will be required to convince someone to change.
- Sometimes, the change must occur more quickly than can be achieved through reason.
- Some people are very resistant to change, even if you provide very important reasons. No matter how much you try to convince someone, reasoning simply may not work. There are a number of causes for this. The other person may not care what you think is best. She or he may not agree with your perspective. Or, the person whose behavior you are trying to change may have a more important reason to not make the change.

Approach #2, Reward

Using rewards means providing something of value when the change is made, or making a promise for something of value that will be provided sometime after the change has occurred.

Benefits:

- Motivating people with rewards is generally quicker and easier than reasoning with them.
- Rewards can help to shape desired behavior by moving the individual closer to the desired change in small steps.

Costs:

- You must have a reward that the other person values.
- If you stop providing the reward, the new behavior will stop or revert to the old behavior, sometimes even more drastically.
- Change that is motivated by reward does not last as long as change that is motivated by reasoning.
- Over time, people may become used to receiving a reward whenever they are asked to make a change. If you do not offer a reward, they may resist making the change or return to the bad behavior.
- Often, the reward loses value to the individual over time. If this happens, you will need to provide greater and greater rewards so that the individual will keep doing the new behavior and this may be unsustainable.

Approach #3, Punishment

Using punishment means that, if the change is not made, you will impose something that is undesirable or you will take away something desirable. Punishment can be done immediately or threatened to occur sometime in the future.

Benefits:

- The benefit of punishment is that it is the fastest way to change another person's behavior.

Costs:

- People tend to associate punishment with the person doling out the punishing. Therefore, if they dislike the punishment you use, they will dislike you.
- Punishment focuses on what not to do. It does not shape or reinforce the new behaviors that should be done.
- Punishment requires you to be a warden. You must watch for violations of the new behavior, focusing on what the individual is doing wrong, rather than what he or she is doing right. When the punishment is stopped, the corrected behavior will stop.
- If you threaten punishment, the person whose behavior you are trying to correct must believe that you have full control of the punishment and that you will actually use it if the old behavior does not change.
- Remember, only use punishment in those situations when safety or legal compliance is at stake. The most effective leaders use punishment very rarely and only for extreme situations.

Carefully match your choice of reasoning, reward or punishment to the individual whose behavior you are trying to change. Knowing your employees and understanding what works best for each of them individually is key to effectively leading change. For large scale change, you may achieve the best outcomes by using a variety of these approaches in a variety of ways. For example, you might use Reason by carefully explaining to employees what the change will require and what you expect them to do differently. Then, you might add Reward by praising them for carrying out the new behaviors effectively.

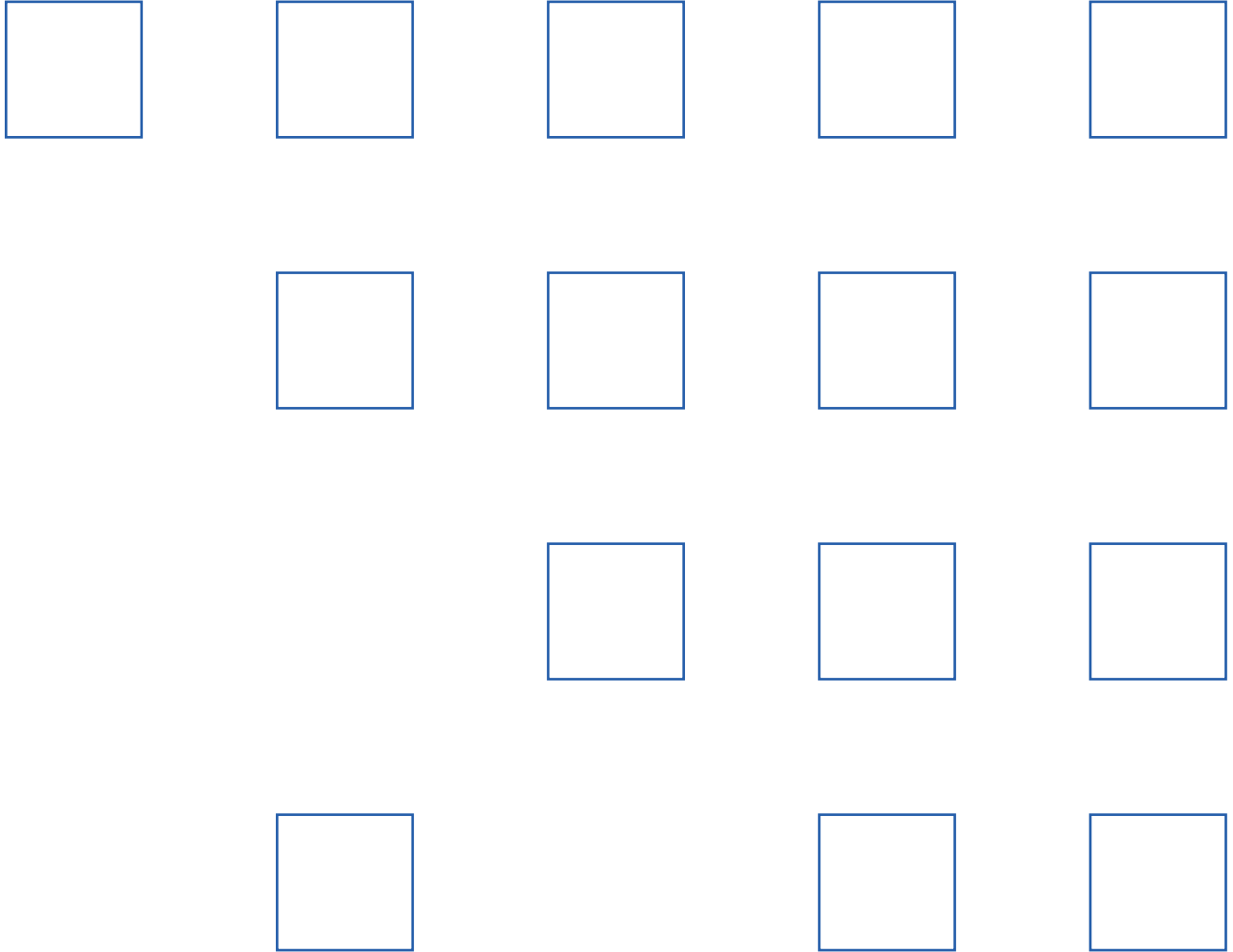
Glossary Terms from this Section

Benefit - An advantage of profit gained from something.

Cost - The price paid to acquire something you want/need.

For More Information Related to this Topic See

- How can I change my organization? 4. *Leadership*
- What do I do if employees are not willing to follow the change? 4. *Leadership*
- How should I give feedback? 4. *Leadership*



12. How can I change my organization?

The Basics

One of the most important roles of a leader is the ability to bring about change. Making changes to your organization will keep it growing and help you keep customers happy as their needs change or the business environment shifts. This is especially important today, when customer demands a lot and changes are happening rapidly. Succeeding at leading change requires careful planning and being committed and flexible.

Tell Me More

Some years ago, John Kotter, a leadership expert, created a practical eight-step framework for leading change. His guidelines are still used successfully today by leaders around the world. Regardless of the change that you seek, these ideas will help you succeed in leading change. For example, let us consider a local bakery which wants to improve its customer service due to negative customer feedback in the store that was provided directly to the manager.

Step 1: Establish urgency. Achieving change is hard work. Most people resist changing. To overcome their resistance, it is important that you as the leader personally bring your own energy and drive to the need for change. You must convince people why it is essential that they make the effort to achieve the change. The local bakery owner and management must inform the employees that large numbers of orders and thus lots of revenue is being lost due to customers who experience poor service going to a competitor around the corner of the street.

Step 2: Get the help of your supporters. A commonly held perspective about change is that when you decide to do things differently, about 1/3 of your employees will be champions who will help you achieve the change, about 1/3 will go along with the change, neither energizing nor blocking your efforts, and about 1/3 will actively resist the change. Early in the change process, identify those employees who are ready to help you make the change. Provide them with resources and time to help you get the change going. Choose your most powerful supporters. They may hold powerful job positions or they may have strong personal skills for getting people on their side. Reinforce their opinions and their actions that support the change. While the Managers of the bakery may agree poor customer service is a major problem, perhaps the cashier and the team that helps customers find their baked goods are not as convinced, so maybe sharing stories about poor feedback or the results of an in-store survey will convince others with the help of the Managers.

Step 3: Create a vision. Get very clear about the change target that you are aiming for. Develop a brief, focused statement that describes the change simply. Refine your vision of the change until it is so clearly and simply stated that anyone who hears it will understand where you are heading. The local bakery needs to decide what will be the new form of customer service and what “good customer service” would look like in the store and thus how would customers experience that “good service”.

Step 4: Communicate the vision. An important guideline for leading change is, “communicate, communicate, communicate.” Many change efforts fail because leaders believe that they have told everyone what they want to achieve, but their followers are still confused or uncertain about the change. To overcome this problem, take every opportunity available to tell people what your vision is and how you will get there. Use a variety of methods: speak about it, write about it, let you employees know through email, and have their supervisors tell them about it. The bakery could begin by announcing the change at an all-employees meeting with a handout in all appropriate languages describing the new policy of better customer service. Communication to customers may also be valuable as far as informing them what they can expect.

Step 5: Empower others to act on the vision. To activate the change, give others information about what the change will do for the organization and for them. Share information about why you are making the change. Help them build the knowledge and skills to achieve and contribute in the newly changed organization. Give them the power to take action and make decisions that will support the change. And, remember to recognize and reward them for their new efforts. A brief one page summary can be placed where customers can also see the type of good customer service they can expect at the bakery.

Step 6: Plan for and create short-term “wins”. As soon as possible, find ways to demonstrate how the change will benefit employees. Identify opportunities to take actions that support the new way of doing things. Ask your supporters for their suggestions on what kind of results will be seen positively by most employees. Even small positive changes can add great positive energy and motivation for achieving large-scale change. Lastly a weekly reminder and real-life examples from the bakery that week can be provided to show how the new vision is being implemented and adding value to the bakery, both in terms of happy customers and revenue.

Step 7: Build on improvements to make more change. As you begin to see some movement toward the desired change, communicate about the improvements. Find ways that early improvements can lead to additional improvements. Ask employees for their suggestions. Keep the change progressing forward. Get feedback from the bakery employees and customers on further suggestions that can help to improve the customer service provided by the bakery team.

Step 8: Make the new approaches the new normal practices. When the changes you desire are coming into place, make your organizational practices reflect these changes. Establish the new ways of doing things as the new standard for your organization. Do this by using your new approaches consistently as guidelines for recruiting, selecting, hiring, orienting, training, and rewarding your employees. The bakery can begin to incorporate customer service score in determining raises in salary, vacation time, work schedules and lots of other ways to normalize good customer service so it is perceived as a foundational aspect of the service the bakery provides.

Glossary Terms from this Section

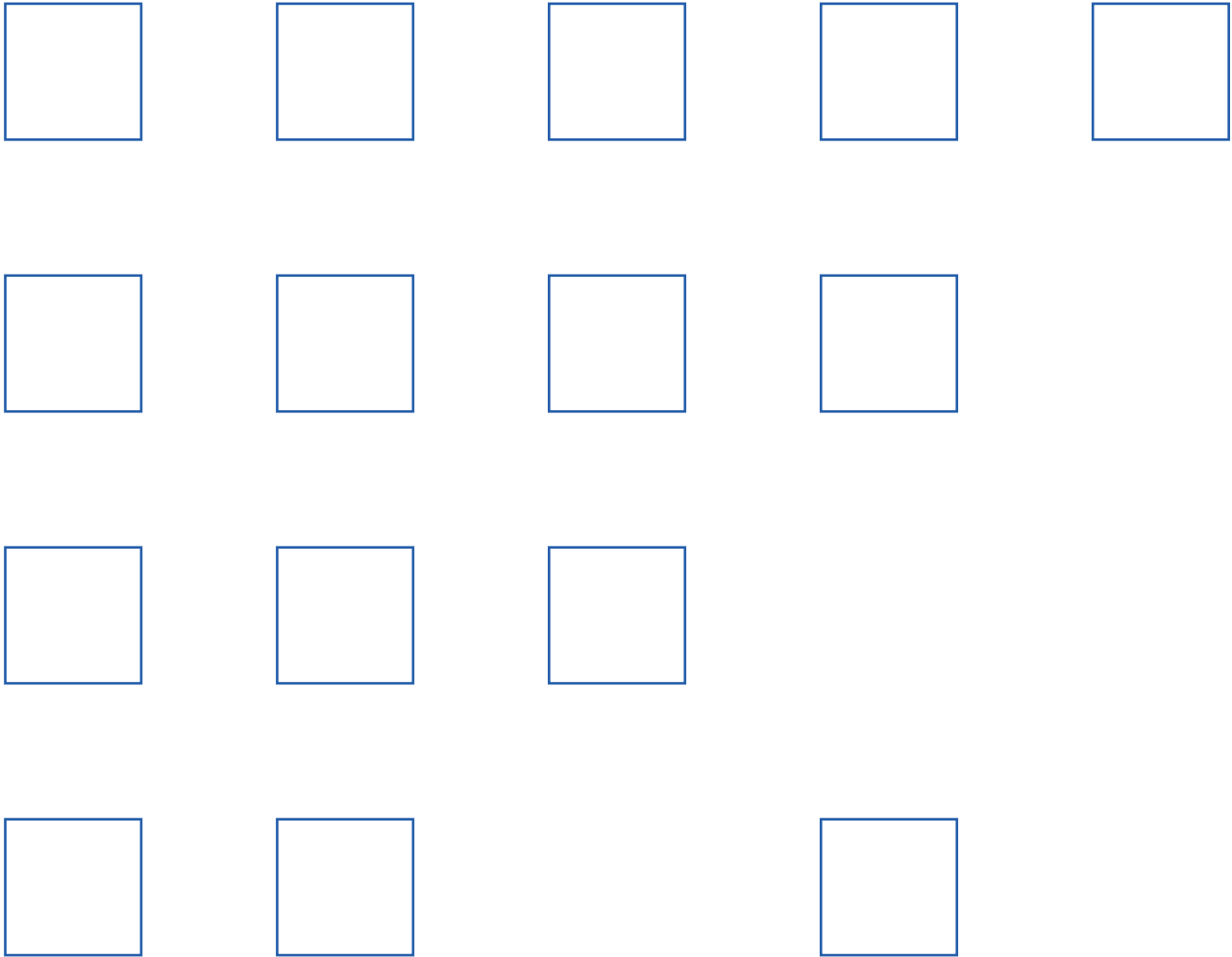
Customer Service - All the activities carried out to satisfy customer’s expectations before, during and after a purchase.

Feedback - Information provided to someone for the purpose of helping improve or change behavior.

Vision - A hopeful description of what an individual or organization would like to achieve or accomplish in the mid or long-term future.

For More Information Related to this Topic See

- What do I do if employees are not willing to follow the change? *4. Leadership*
- How can I gather more ideas for improvements that I want to make? *4. Leadership*
- How Can I Change an Individual Employee’s Behavior? *4. Leadership*



13.

What do I do if employees are not willing to follow the change?

The Basics:

Most people resist change. As human beings, we tend to like what we already know. Most people prefer to continue doing their jobs in ways that they have always done them. However, to survive and grow, organizations must change. The very best leaders know how to bring about change, even among followers who are most afraid of change.

If employees are resisting the change because they are afraid, the leader must try to reduce that fear by communicating, inviting employees to get involved and avoiding surprises. If employees are resisting the change because they do not agree with it, the leader should explain why the change is necessary and may consider using rewards. In extreme situations, the leader may have to replace employees who refuse to change.

Tell Me More

Fear is the main reason why people resist change. For some people, fear makes them resist by slowing down their efforts. They may attempt to slow or stop the change with their criticism and low energy.

For others, fear results in paralysis: they fear that they will not be able to achieve required changes and that fear creates so much concern and anxiety that they are not able to perform effectively.

To overcome resistance, the best leaders know how to get their employees ready to face change. They push through their employees' individual fears with the following objective: the fear about not changing must be greater than the fear about changing, but not so great that it causes paralysis.

If resistance comes because employees have too much fear about making the change. Most people's fear of change will be too high. For them, the best approaches will reduce the amount of fear about the change that is going to happen. To reduce the fear of change, lead with these approaches:

- Be a perfect role model. Speak and act in ways that clearly show a positive attitude and movement toward achieving the change.
- Avoid surprises. Let employees know what kinds of changes will be happening. Tell them honestly about how their tasks or responsibilities will be affected by the changes that are coming.
- Invite ideas and feedback from all employees. Let them have their say about what is working about the change and what is not. Listen carefully to their suggestions. Take action from their ideas and concerns about the change that seem most important and helpful.
- Communicate, communicate, and communicate! Share information throughout your organization. Do so repeatedly. Use all variety of methods, from meetings that include all employees, to meetings with small groups or individual employees. Post signs about the change. Share details by email. Use all of your communication tools to describe the change and keep your employees informed.
- Accept that there will be mistakes. Recognize that you will probably make mistakes while you are leading the change. When mistakes happen, correct them without anger or disappointment.
- Manage the timing of changes. Don't keep making lots of small changes. Determine what you want to do differently and make the larger target clear to everyone.
- Ask supervisors and other employees to help you. A few supportive employees can help you determine how best to make the change. They can also make it easier by providing their own supportive words and demonstrating their commitment to the change through their actions.

If resistance comes because employees do not believe that they have to make the change You may find that some employees will resist strongly. They may slow down or stop working on the change. They may openly criticize the change or stall their efforts, rather than moving in the new direction. For these employees, as their leader, you must increase the pressure to make the change. To do that, use the following approaches. Be sure to carefully and thoroughly communicate your intention regarding any of these actions that you choose:

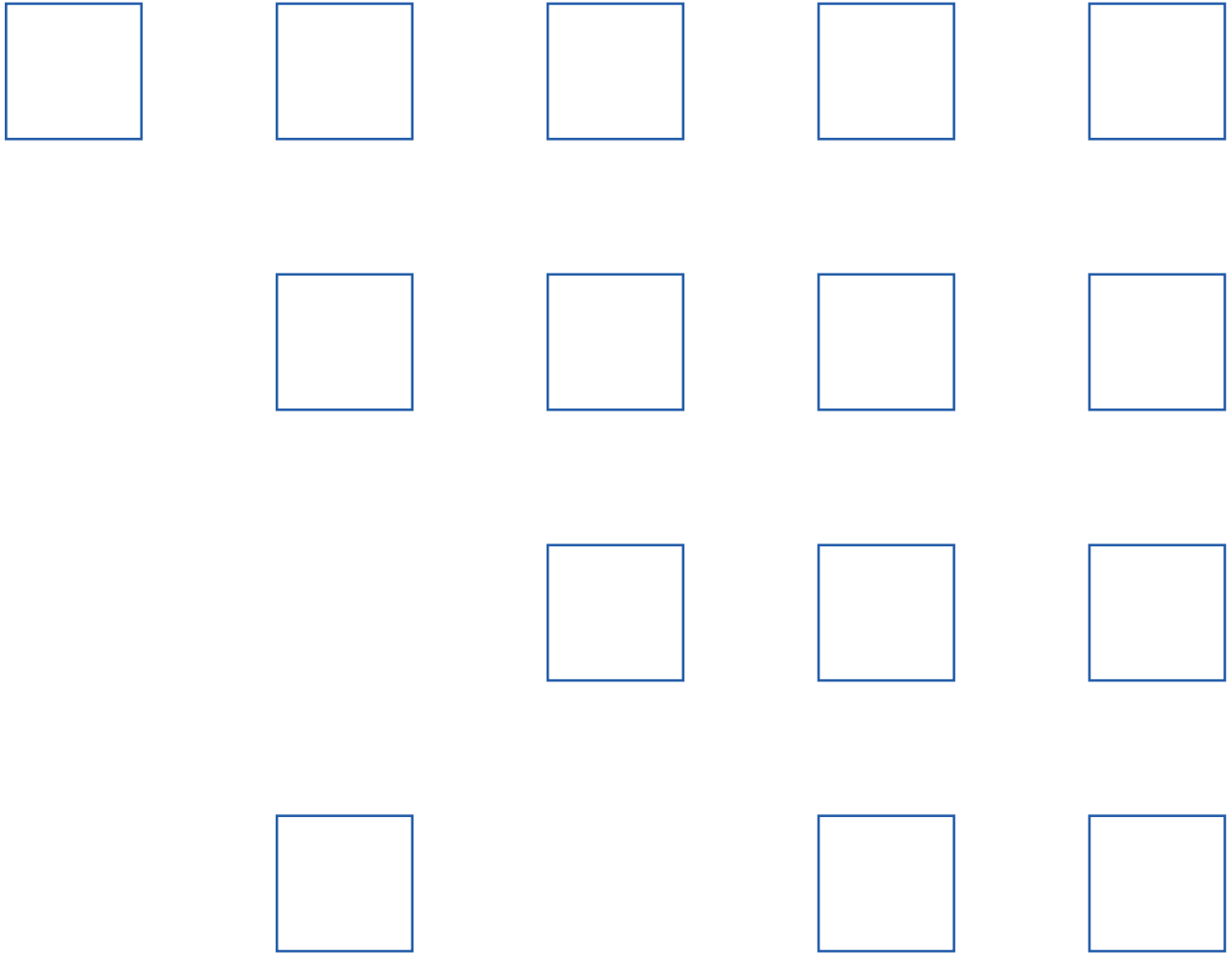
- Tie support of the change to the objectives and plans for your organization. Make it very clear that achieving the change is an objective which everyone in the organization must support.
- Tie the change to the employment cycle. If you are hiring during the change, select employees whose job history, skills and abilities will help you achieve the change. Train employees (new and continuing) how to do the tasks that will be required so that they can succeed in the new organization. Reward employees based on their support and performance related to the change.
- If you use bonuses or other financial rewards, increase them for employees who help achieve the change and reduce them for employees who block the change.
- If an employee is extremely resistant, blocking the change at every step, and refusing to change her/his efforts, counsel her or him. Discuss the personal costs of resistance, including the possibilities of losing job benefits or of being replaced. If none of these efforts work, evaluate the harm that the resistant individual is causing. At the extreme, if the behavior is effectively blocking the change, carefully evaluate the pros and cons, and then let the employees know that their behavior may mean that they will be replaced. If the blocking behavior still does not change, follow through on this action.

Glossary Terms from this Section

Paralysis - The inability to act or function usually due to fear.

For More Information Related to this Topic See

- How can I change an individual employee's behavior? *4. Leadership*
- How can I change my organization? *4. Leadership*
- How should I give feedback? *4. Leadership*



14. How should I give feedback?

The Basics

Successful leaders shape their employees' behaviors. Providing effective feedback is very important for helping others do their jobs better. Feedback can help employees improve their skills and knowledge, and develop as individuals. When leaders provide useful feedback, their organizations benefit. Most everyone could be better at providing feedback. Fortunately, there are guidelines that can help anyone improve.

The most important thing to remember about giving feedback is that the other person must be able to understand and act on your feedback. Make it as easy as possible to listen to your suggestions, and to change behaviors as you suggest.

The error most leaders make when giving feedback is that they spend too much time talking and too little time listening. Effective feedback should include two-way communication. Listen to understand your employee's perspective and questions. If you are providing corrective feedback, listen very carefully for the circumstances that surrounded the bad behavior. Very often, when good employees behave in a way that does not meet your expectations, something may have happened outside of their control.

Tell Me More

To provide feedback effectively, whether it is positive or corrective feedback, follow these useful guidelines:

Be Sincere

Remember that your goal is to help your employee. Even when mistakes have been made, always treat your employee respectfully.

Be Realistic

When you are giving feedback, consider your employee's limitations. Be careful that you are not expecting more of any employee than he or she is able to provide. Doing so will lead to disappointment for both of you.

Focus on Behavior

Excellent leaders provide feedback about what an employee does. Workplace feedback should focus on employees' actions, not their personalities, nor their character.

Provide Specifics

Describe the behavior as specifically as possible. This will help the employee understand and remember the feedback that you provided. For example, rather than telling an employee, "Good work today!" provide a more detailed account that is linked specifically to the behavior that was done well. You might say something like, "When you helped your customer find just the right color shoes today, it showed how much you value our customers. That's the kind of behavior that keeps our customers coming back." Providing details about what needs to change is the best way to give corrective feedback, too. Rather than saying, "you need to work harder," describe what was wrong and how behavior should change. For example, you might say, "when you left early for lunch today, and didn't fill the orders for the afternoon, our customers were disappointed. In the future, please be sure to complete the afternoon order before you go to lunch. Thank you."

Check for Understanding and Agreement When You Give Corrective Feedback

If your employee does not understand the behavior you are describing, he or she will not be able to meet your expectations. Ask the employee if he or she has any questions about the feedback. If you must provide corrective feedback repeatedly for the same mistake, ask your employee to verify that he or she understands and agrees to do what you have requested.

For Corrective Feedback, Provide an Opportunity for Follow-up, as Needed

If an employee's behavior must change, set a date when you will discuss her or his achievement and progress.

Don't Take Very good Performance for Granted

Many leaders miss a fine opportunity by giving too little positive feedback. There is great power in reinforcing employees' best behaviors. Praise that is well deserved can build employee confidence and help them stretch and grow on their own.

Good leaders rise to the challenges of giving corrective feedback that their employees can understand and apply. Excellent leaders also remember to provide detailed positive feedback frequently to deserving employees.

Glossary Terms from this Section

Benefit - An advantage of profit gained from something.

Feedback - Information provided to someone about their performance for the purpose of helping them improve or change behavior.

For More Information Related to this Topic See

- What do I do if employees are not willing to follow the change? *4. Leadership*
- How should I receive feedback? *4. Leadership*

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15. How should I receive feedback?

The Basics

Feedback can be a very important tool for personal and professional improvement, whether the feedback is positive or corrective. However, the higher you rise in an organization, the less feedback you will receive. This may mean that you do not truly understand your own strengths and weaknesses. To overcome these problems, get better at welcoming and accepting feedback.

Feedback is essential information for effective leaders. It is easy to hear a compliment, but much more difficult to listen to and act on feedback that is critical or aims to correct something you are doing. Everyone likes to hear that they are doing great work, especially when they are leading. Exceptional leaders pay close attention to the feedback they receive, whether it is positive or negative, complimentary or critical.

Tell Me More

To make the most of feedback that you receive, whether positive or corrective, consider these helpful suggestions:

If You Want Feedback, Ask for it

Because of your powerful role as a leader, you will receive much less feedback than your employees. To correct this problem, ask those whose opinion you trust to share their perspectives of your leadership strengths and weaknesses. When you receive feedback, remember to treat it like a gift so that people will continue to provide feedback to you. Sometimes it helps to allow the feedback to be anonymous, so your employees can feel confident that their honest (and hopefully productive) feedback won't result in a punishment for them.

Repeat the Feedback to Make Sure You Understand

A great response to feedback is to summarize and then briefly restate what you have heard. This lets the person who provided the feedback know that you have listened and understood what he or she said. It also makes the feedback a two-way interaction and creates an opportunity for continuing the conversation.

Ask for More Details or Examples

If you do not understand what the feedback means or why the other person sees things the way he or she does, ask for more information. If you still do not understand, request specific examples that the other person has seen or heard. However, do not use this as a method to defend yourself or to argue about why you disagree. Arguing will make others less likely to provide feedback to you in the future. Over time, it may shut down everyone's willingness to provide honest feedback to you.

Evaluate the Feedback That You Receive

Unfortunately, not all feedback is well-intended. Sometimes, even well-intended feedback is inaccurate. If you doubt that the feedback you have received is accurate, talk with others whom you trust. Ask them to be candid and to tell you whether they believe the feedback describes you accurately.

Frequently Seek Feedback

Frequently providing feedback will help the skill become a process or habit and not just a one-time activity.

Say, "Thank You"

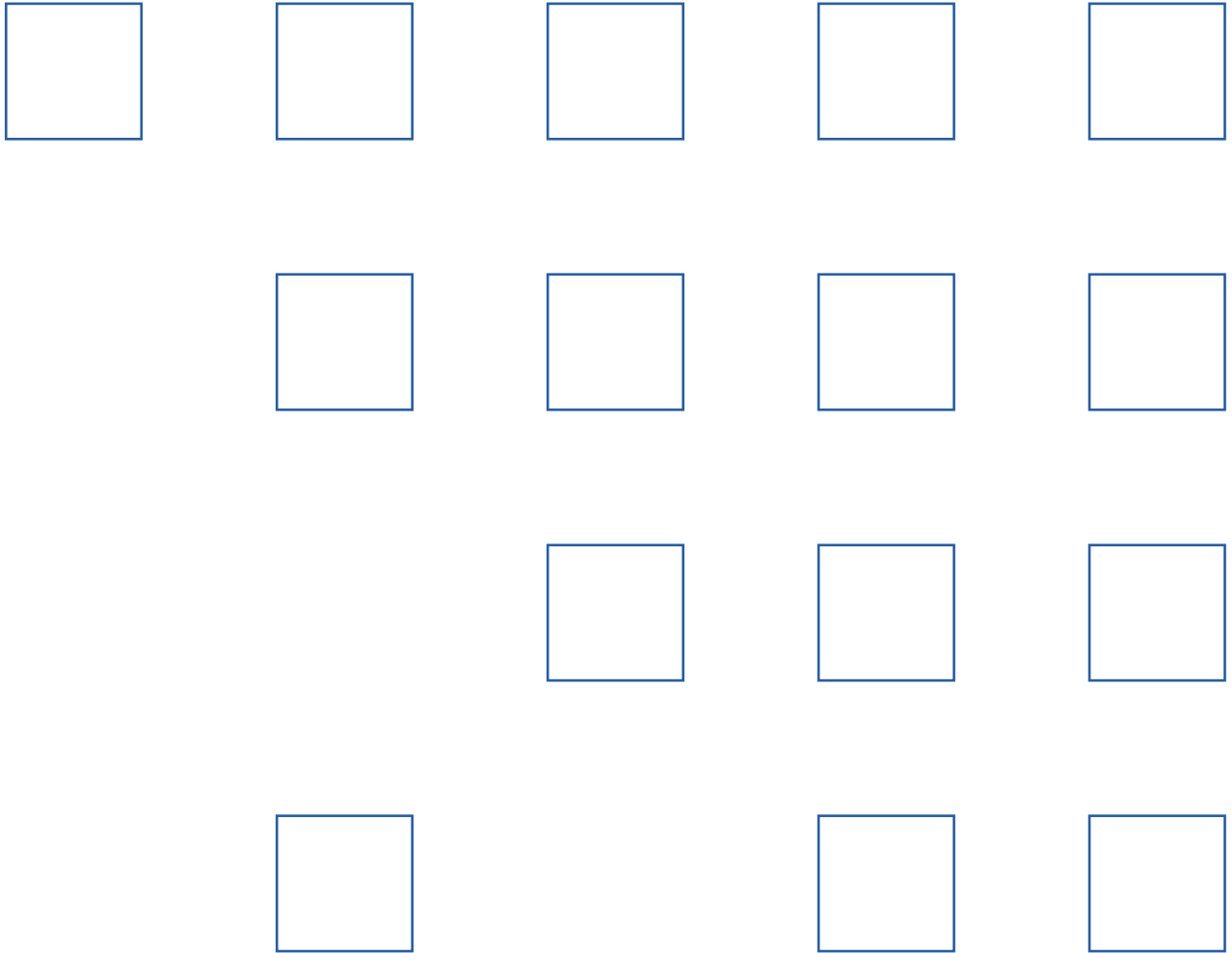
Feedback is a gift. Thank the person who is taking the time to give you feedback. Recognize that they may consider it a risky behavior. Note that it takes courage to provide feedback, especially when attempting to give feedback to a more powerful person.

Glossary Terms from this Section

Feedback - Information provided to someone about their performance for the purpose of helping them improve or change behavior.

For More Information Related to this Topic See

- How should I give feedback? *4. Leadership*
- How can I gather more ideas for improvements that I want to make? *4. Leadership*
- How Can I Gather More Ideas for Improvements That I Want to Make? *4. Leadership*



16.
How can I gather more ideas for improvements that I want to make?

The Basics

On-going improvement is important to leadership success. To make effective improvements, focus on the future rather than the past. Seek ideas that will help you achieve the improvements that you want to make. There are five easy steps to doing this:

- Start by identifying one of your behaviors that you would like to improve.
- Describe the change you want to make to someone else and ask for suggestions.
- Ask for 2 suggestions for the future.
- Listen fully.
- Say, “Thank you.”

Tell Me More

Marshall Goldsmith, a renowned executive coach, developed a clever new approach for gathering ideas to improve your own behavior. He calls the approach “Feedforward.” There are a number of differences between Feedforward and feedback. These differences make Feedforward much more fun to do and they will increase your motivation to achieve your desired outcome.

Feedforward is focused on the future, but feedback looks back in time. Feedforward focuses on opportunities for change, whereas feedback is focused on behaviors that have already happened and issues that have already passed. You choose the behavior for which you want Feedforward, while behavior targeted for feedback is usually the choice of the person providing the feedback.

To achieve Feedforward, do the following:

Step 1: Start by identifying one of your behaviors that you would like to improve. Write it down. Work on it until you have described your goal so clearly that anyone would understand it. Try to write it as just one sentence. Here are some examples: “I would like to be more patient when my employees make mistakes,” “I would like to be less distracted by my phone,” “I would like to finish my work earlier so that I don’t have to work at night.” After you have written your goal, carry it with you so that you will have it at hand whenever you encounter someone who might be willing to make some suggestions.

Step 2: Describe the change you want to make to someone else and ask for suggestions. Ask for suggestions from anyone you meet who seems willing to help. You could ask friends and family for recommendations. Also, consider less likely people, perhaps neighbors or other acquaintances. Start by telling the other person what you want to improve (remember, this is the brief, clear goal that you have already written and have at hand). It is perfectly fine to read the goal aloud to the other person.

Step 3: Ask for 2 suggestions for the future. After you have stated (or read aloud) what you want to improve, ask for two suggestions. Recommend that the person providing suggestions can simply tell you whatever they think of first. Any suggestions can be helpful. You might let the other person know that even if their first thoughts seem unusual, they may help you open your mind to new ideas.

Step 4: Listen fully. Listen very carefully to the suggestions. Write them down. Do not interrupt. Do not tell the other person why the suggestion will or will not work. Do not critique or judge the suggestions. Simply write the suggestions down, no matter what you think of them initially. Some ideas may not seem practical when you hear them, but they may contain some things that will be useful, or they may help you imagine possibilities in new ways.

Step 5: Say “Thank you.” Whether the suggestions seem useful or not, remember that they are a gift and that a sincere “thank you” is your appropriate response.

Glossary Terms from this Section

Feedforward - To provide individuals, teams, or organizations with suggestions for the future to help them achieve a positive change in behavior.

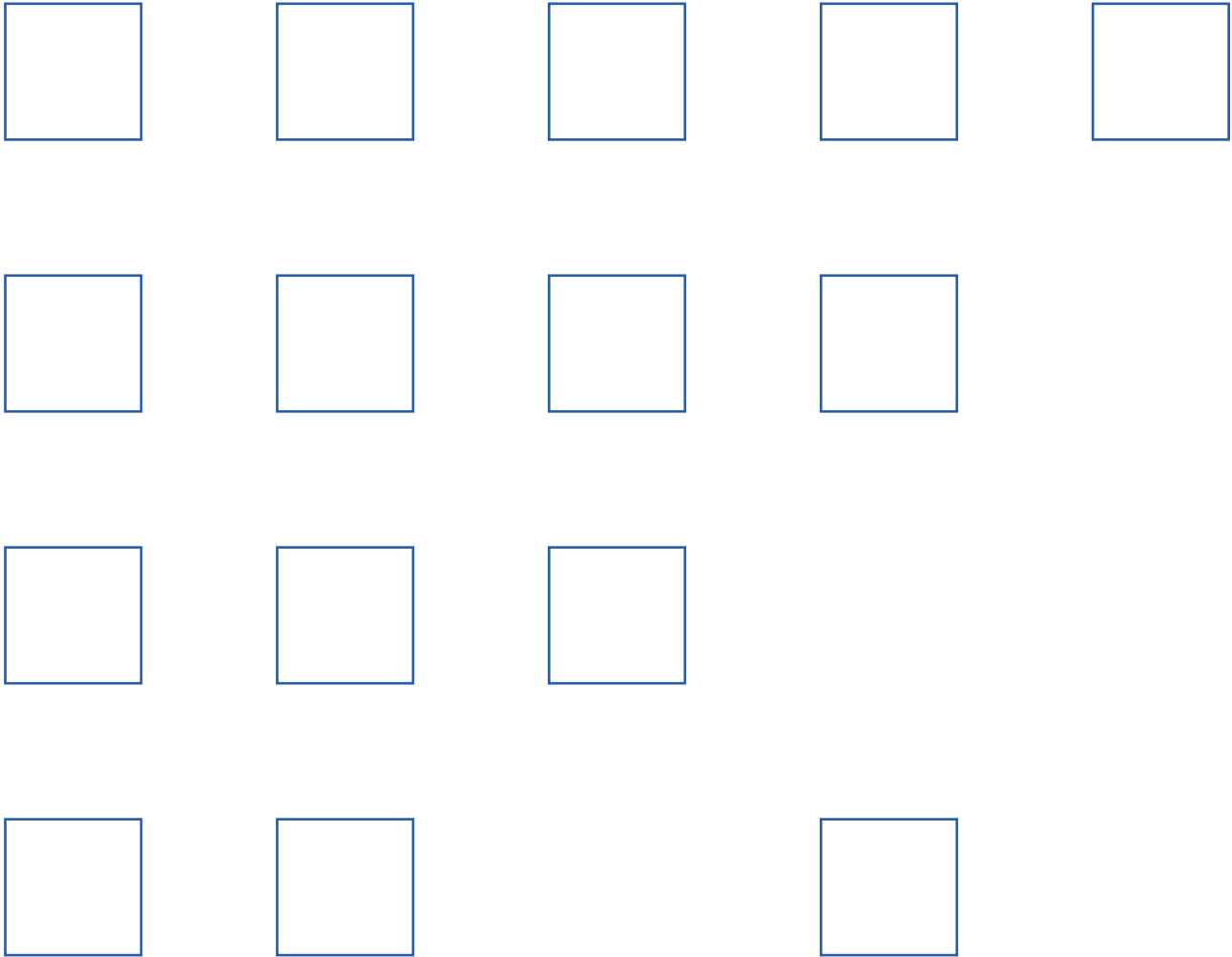
For More Information Related to this Topic See

- How should I give feedback? *4. Leadership*
- How should I receive feedback? *4. Leadership*
- Why should I develop both personal and professional networks, and how do I do this? *4. Leadership*

Additional Tools Available

Getting Help from Others Guide

How to Create Great Teams Worksheet



17. How do I develop successful teams?



The Basics

Great teams are the engines that power excellent organizations. Teams make better decisions than individuals when:

- The team's task is new or complex
- Team members are committed to solving the task
- More than one member of the team has knowledge or skills to help solve the task
- Team encourages open discussion
- There is enough time for the team to work and to consider other solutions

Teams can make people more productive and inspire others to put forth their best efforts. Being on successful teams can increase employees' satisfaction. Leaders play a significant role in developing and sustaining successful teams.

Tell Me More

When the team is being formed, effective leaders do the following things to help teams achieve the best results:

- Select team members who are not all alike. Look for people who will bring different skills to the team.
- Provide a common purpose for the team and then identify the major goals that will support the common purpose.
- Encourage team members to commit to how they will work as a team.
- Make the whole team responsible for achieving the team's goals.

When teams are working well, individual members are productive, and so is the team as a whole. Members want to be on the team and they enjoy working together. The very best teams pay close attention to what is accomplished as well as how the work is accomplished.

All good teams pay close attention to “task,” or what is accomplished by the team. To achieve this outcome, they are careful about the decisions they make, and they stick to appropriate activities needed to achieve their team's purpose and goals. If these task-based approaches are going well, the team will achieve high productivity.

Fewer teams pay close attention to process, or how the team accomplishes work. Paying attention to the team's process makes the difference between a good team and a great team. Teams that pay attention to process also make sure that each individual member of the team is satisfied with how the team works together, including how they complete their individual roles. Focusing on process also assures that the team is gaining satisfaction from working as a team. Teams that pay attention to process issues enjoy working as a team, and they contribute strongly to the team's efforts because of that.

Leaders who want to create outstanding teams make sure that team performance addresses both “tasks” and “process.” The following actions can help any team be successful:

Spend Time Together as a Team

Once a team is formed, most teams start working immediately. Great teams spend time getting to know each other before they start working as a team. This can be as simple as each team member telling the group something about herself or himself that others do not already know. Or part of the first team meeting might be spent

by each member describing how he or she hopes to contribute to and benefit from being on the team. Knowing one another makes it easier to understand all of the team members' individual strengths and weaknesses. Getting to know each other personally makes it easier when things go wrong (for the team or for an individual member). Others will be ready and willing to step in to help and keep the team moving forward.

Create Realistic Goals Early

As a team, discuss the objectives and consider what the team can reasonably accomplish, including stretch goals. If the team has been given too large a task, discuss how you might talk to leaders or what you will need additionally to complete the task.

Determine How You Will Work as a Team

Consider the following "process" questions as a team: How often will you meet? How will your team's work be allocated? How will you keep your teammates aware of the progress you are making on team-based tasks? What will the team do when people are not completing their tasks as agreed upon?

Challenge Each Other

One of the most rewarding outcomes of being on a team is learning new skills and exchanging new ideas. To do that well, agree to aim for the very best outcomes as individuals and as a team. Some teams find it very helpful to give members roles that will keep the team on track. For example, the team may have a team leader. This role may be held by the same team member for the whole time, or the leader's role can change to someone new from meeting to meeting. Another useful role is someone who is responsible for looking for potential flaws in ideas and approaches as they are being considered by the team. This valuable role can save time and resources by alerting the team to potential problems that could occur. Another useful role is "gatekeeper," someone who makes sure that the team meetings and discussions are staying on track for topic and timing. This valuable role can keep the team from wasting time and energy on issues that do not relate to team tasks and goals.

Recognize and Reward Each Other

Find opportunities to acknowledge the good work of the team members and the team at large. Most people receive far too few compliments. Sharing deserved praise within the team can help build team spirit and recognize best efforts from individual members and the team. After the team's assignment is completed, but before your team is disbanded, be sure to consider what went well and what you might do differently in the future and then celebrate your accomplishments.

Glossary Terms from this Section

Process - The stages of how something is accomplished.

Productivity - A measure of how effective something is.

For More Information Related to this Topic See

- What is the best way to evaluate and improve team effectiveness? 4. *Leadership*
- How can I become a better leader? 4. *Leadership*
- Why and how do I develop strong leaders in my organization? 4. *Leadership*

Additional Tools Available

How to Create Great Teams Worksheet

Team Effectiveness Evaluation

Creating Effective Goals Worksheet

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18. **What are the best ways to evaluate and improve team effectiveness?**

The Basics

Working in a team can be very challenging. Strong leaders must look for signs that teams are working well or are not working well together. A team that is working well together is getting work done and they are accomplishing more together than they would alone. Team members want to be on those teams and they enjoy working together. They always show up to meetings and they contribute.

In teams that are struggling, one or only a few members are doing the work and making the decisions. Team members may be angry, not show up to meetings, or think that the work is a waste of time. Team members may quit.

Leaders must look for these signs and if a team is not working well together, they must communicate with team members to identify the causes for the trouble and work to fix the issues.

Tell Me More

Unfortunately, some teams never work well together. In the worst teams, individual members feel strain and stress and the team accomplishes little or nothing of value. Of course, many teams do accomplish the goals that they were tasked with, but some of them experience little or no satisfaction in doing so. The very best teams achieve their goals while also learning and growing in the process, both as teams and as individuals. How can you tell which type of team you're leading?

Signs of Effective Teams

When teams work well together, the following signals are common:

- They achieve more as a team than they would by working alone.
- The members and the team get work done.
- Members want to be on the team. (Sometimes, even people who are not on the effective teams wish that they were.)
- Members enjoy working together.
- Members always show up for and contribute to team meetings.

Signs of Ineffective Teams

Any of these actions may be signs that a team is not working well together:

- Work is done by just one or a few members.
- Decisions are made by just one or a few members.
- Anger develops among members.
- Members arrive late or they do not show up at all.
- Members think the team is wasting their time and taking away from more important things.
- Members don't want to go to team meetings.
- Members quit the team.

How Can a Leader Improve Team Effectiveness?.

To improve team performance, excellent team leaders encourage open communication. They watch the amount and quality of participation across the team. When they find that individual team members are not contributing well, they check to see what the causes might be. They encourage people to share their thoughts

and opinions at each meeting. If participation is always low or contributions are made by only one or a few people, leaders discuss this with individual team members or with the team as a whole. The goal is not to blame anyone, but to support what is working well and identify ways improve what is not going well. Strong team leaders also teach and encourage the team to often review how team members feel and what work is getting done.

The following questions are useful for the team to consider. These questions can be asked of individual team members or discussed with the whole team:

- Do you feel like a team, that you are working together in a positive way?
- As a team, are you satisfied with the work you are getting done?
- As a team, are you satisfied with the way that you are getting the work done?
- As individual members of the team, are you satisfied with the tasks you are achieving?
- As individual members, are you satisfied with the way you are achieving those tasks?

And, finally, this is a very important question that you might not have anticipated...

Are you having any fun?

No team accomplishes its tasks effectively and efficiently if teamwork is all fun. But, every team, no matter what its assignments, no matter how serious its tasks, should have some fun. If the team is not having some joy from working together, it is your responsibility as the leader to address that shortcoming quickly. Provide an opportunity for the team to get together to do something that is not related to the team's tasks. Excellent ways to do this include sharing a meal together, organizing a special team outing, or celebrating a special occasion. Focusing on having fun and fellowship together from time-to-time can reinforce relationship bonds and turn a good team into a great team.

Glossary Terms from this Section

Leader - A person who holds a superior position within an organization and is able to exercise a high degree of command or influence over others.

For More Information Related to this Topic See

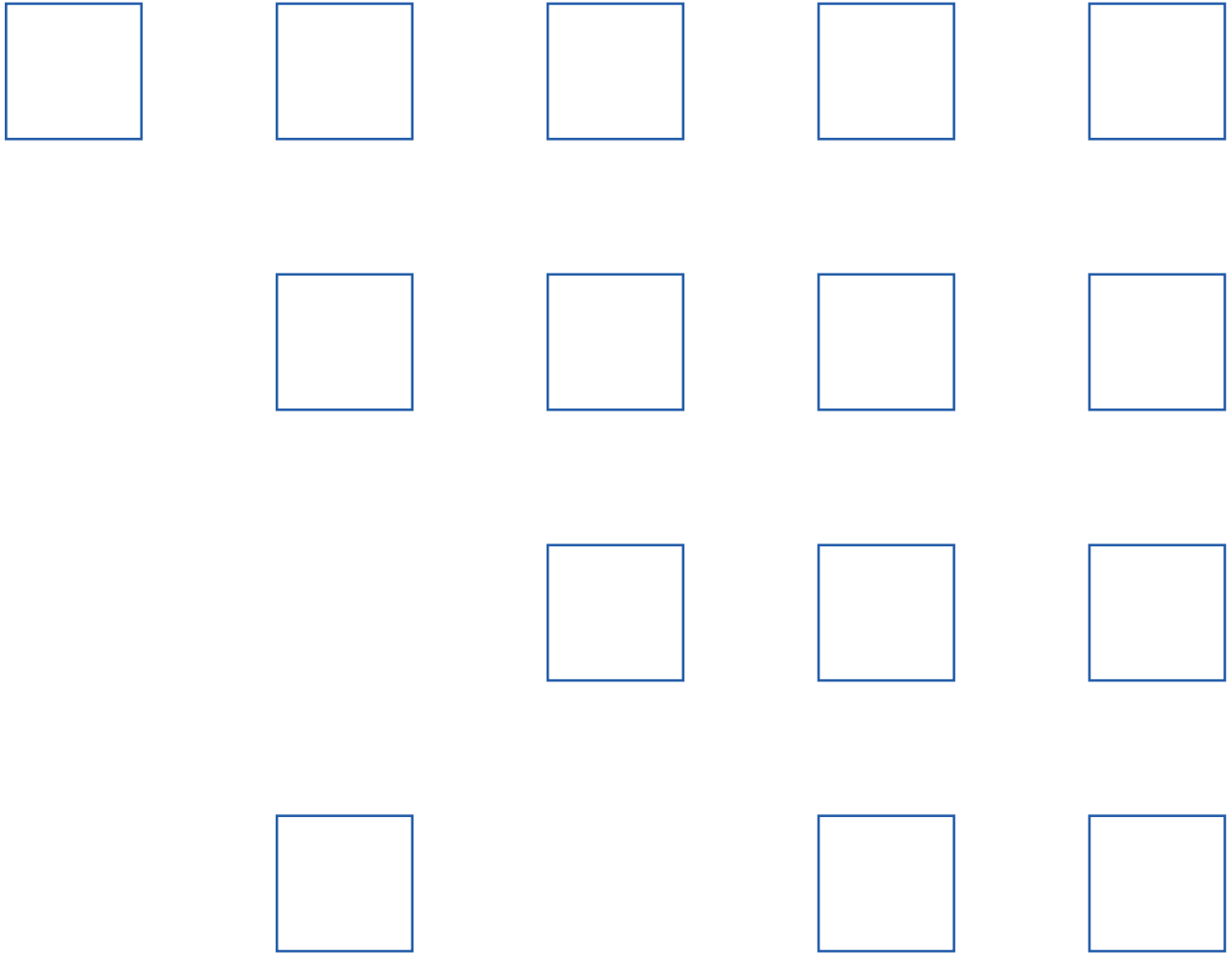
- How do I develop successful teams? 4. *Leadership*
- How can I become a better leader? 4. *Leadership*
- Why and how do I develop strong leaders in my organization? 4. *Leadership*

Additional Tools Available

Creating Effective Goals Worksheet

How to Create Great Teams Worksheet

Team Effectiveness Evaluation



19. How can I become a better leader?

The Basics

Leaders tend to be the least likely members of any organization to receive additional formal training. The most successful leaders create on-going opportunities to continue their learning that extends beyond their workplaces, throughout their lifetimes.

Several ways that leaders can continue their learning are:

- Look for opportunities to experience new things.
- Reflect on your leadership achievements and goals.
- Talk to business, community and family leaders whom you admire and see what you can learn from them.
- Ask for feedback about your leadership.
- Seek out new information by reading and listening to experts.

Tell Me More

A natural way to make learning and personal growth a lifelong effort is to start paying closer attention to your experiences and the lessons they may hold. This means being a more careful observer. Tune into the details of your surroundings and your interactions with others. For example, pay closer attention to the individuals that you are with. Use all of your senses when you encounter a new situation. Listen and watch carefully. Pay attention to what is happening around you, but also stay alert to things that are happening in the background.

Visit new places. An unfamiliar location, even if it is in your own neighborhood, can open your mind to new ideas. Visiting new places in your own town, a nearby city or a new province can change the way you look at and think about your business, your goals and your achievements.

Take a new perspective to improve your observation skills. Focus more sharply on the people, or the buildings, or the modes of transportation that you see and hear. Aim to see things in a new way. Try new foods and music. Let new experiences help clear your mind. Through them, you may gain insights to questions or challenges you are facing. At the least, new experiences will restore and recharge your leadership energy.

Make time to reflect about your leadership achievements and goals. What have you accomplished in the past year? In the past month? What goals are still fitting for your future and which should be revised to achieve your desired outcomes?

Think about leaders you have worked with. Which characteristics or behaviors did you admire in the best leaders that you have worked for? In what ways do your leadership characteristics or behaviors match theirs? How could you improve your own leadership characteristics or behaviors to be more like them?

Even the worst leaders you have worked with can improve your leadership skills. What sorts of things did they do that made you dislike working for them? How are you careful to lead differently? What did you learn from their mistakes or shortcomings?

Try to surround yourself and spend your time with the best role models you can find. When famous business leaders talk about keys to their success, many say that they have always surrounded themselves with the very best employees, including people who were more talented than they were. This means that you have to have the courage to hire experts and the good sense to pay attention to what they can teach you. How are you achieving that? How could this shape your goals for the future?

Talk to business, community and family leaders whom you admire. Compare ideas about leadership styles and approaches that work well for each of you. Ask them for suggestions for things that you would like to improve. Visit their workplaces and watch them work, if they are willing. See what they do well. Think about how you could benefit by using their behaviors in your organization.

Ask for feedback about your leadership. What do others like about what you do? What would they like to see you do differently? Listen carefully to their ideas. Avoid being defensive about what they say. Thank them for their suggestions.

Read more. Improve your knowledge and your reading skills by reading more. There are many, many excellent books and articles that explore how to lead better. Also, consider reading biographies of current or historical leaders can to inspire your leadership development. Even reading about topics that are not related to leading can open your mind to new ideas that you could adapt in your style or in your organization. If you do not read well, look for audio books or find podcasts online or YouTube videos, on your phone or on a tablet computer. Investing the time in continuous learning is guaranteed to make you a better leader.

Glossary Terms from this Section

Benefit - An advantage of profit gained from something.

Feedback - Information provided to someone for the purpose of helping improve or change behavior.

Goal - An observable and measurable end result with one or more objectives to be achieved within a timeframe.

For More Information Related to this Topic See

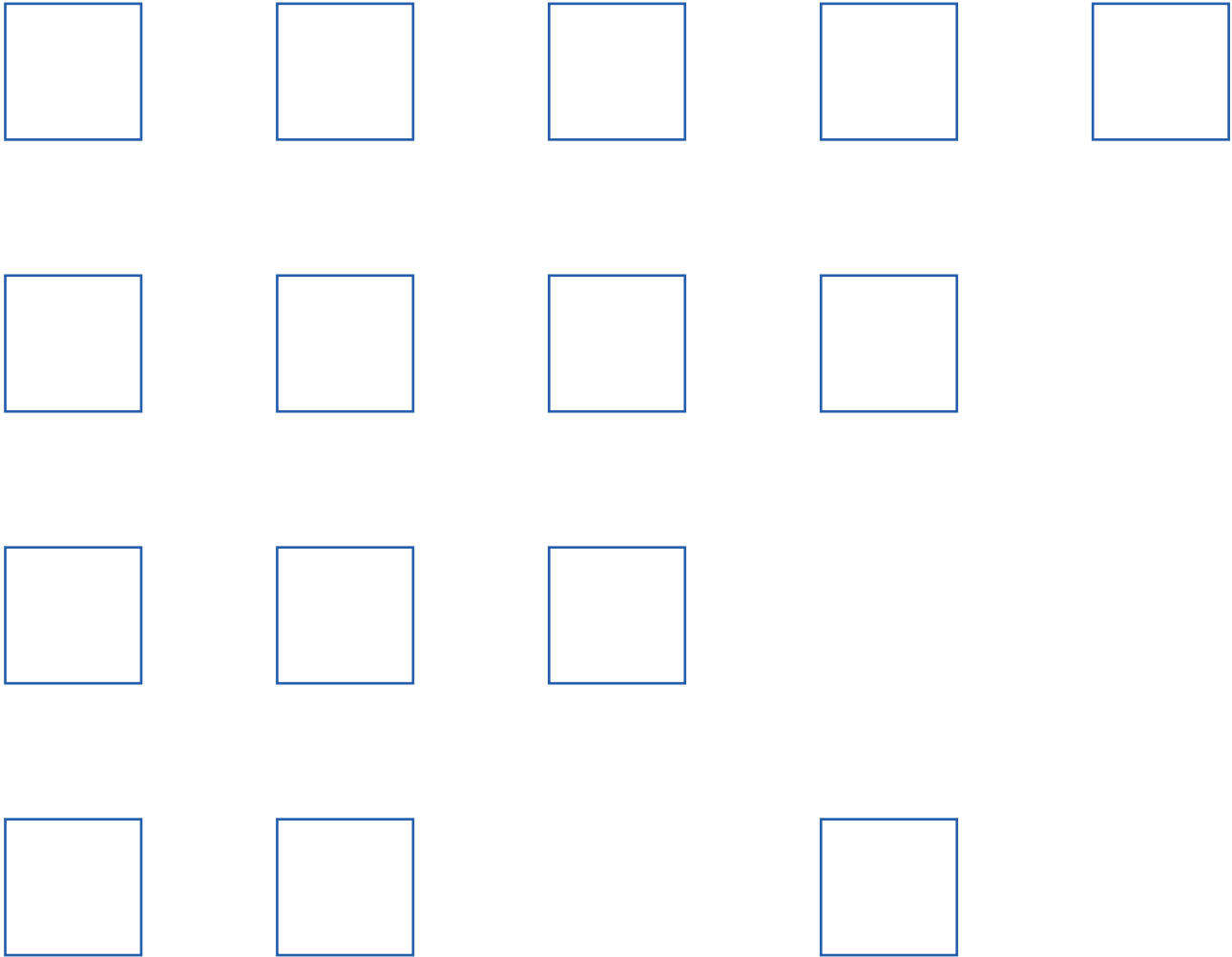
- What characteristics do good leaders have? *Page 6, Leadership*
- What do effective leaders do? *Page 9, Leadership*
- Why and how do I develop strong leaders in my organization? *Page 61, Leadership*

Additional Tools Available

How to Create Great Teams Worksheet

Creating Effective Goals Worksheet

Getting Help from Others Guide



20. **Why and how do I develop strong leaders in my organization?**

The Basics:

Smart leaders invest in building their best performers' leadership skills. Doing this is very practical. When your employees take on more responsibility and authority, it frees you to focus on the essential leadership tasks that only you can fulfill. Also, employees who are given the opportunities to build, practice and reap rewards for assuming leadership skills are much more satisfied in their jobs. High satisfaction leads employees to do better work and to stay with you, rather than taking a job in another organization.

To build strong leadership throughout your organization, take five important steps:

- Be careful who you hire.
- Include your current employees when you interview for new employees.
- Train your employees to behave like leaders.
- Help your employees build confidence to develop themselves.
- Treat people well.

Leaders of highly successful organizations invest their time and other resources to develop strong leaders among their employees. They encourage all of their employees to contribute their best efforts and skills. They know that doing this helps everyone meet and exceed the needs of their organizations, their customers and their communities.

Tell Me More:

How do you develop strong leaders in your organization?

Step 1: Be careful who you hire. Start by taking great care to hire the right people into your organization. Look for employees who want to learn and grow. Hire people who can live up to your organization's mission and goals. Perhaps that includes being willing to work hard and contribute generously at work, or to take special care when dealing with customers. When you are recruiting and selecting employees, ask them to give you examples about their previous job performance. Listen carefully for evidence that they will attempt to do their best and serve your organizational objectives well. Ask for references and then check their references, asking questions about the applicant's ability to do the type of job that you need. When possible, also reach out to your own contacts who may know your applicant, or may be able to connect you to someone who else who knows your applicant. Sometimes you may be tempted to hire a family member or close relative because you feel that you can trust them to be honest with your finances. However, if that person does not have the skills to do the job, you may be creating a bigger problem for you both; you won't have the skills you need, and the family member may become frustrated in a job that they cannot do well. It is important to make sure that whomever you hire is the best fit for the job.

Step 2: Include your current employees in the interview process. During the applicant's interviews, include people who will work directly with the applicant, such as supervisors and teammates. Seek input from all of your employees who had contact with the applicant during her or his visit to your organization. What did they like about the applicant? Why do they believe that the applicant would or would not be a good fit with your organization? The best organizations today include team interviews of job applicants so that a variety of people can listen to and interpret how the applicant responds to interview questions. Listen carefully to their responses and include them in your overall evaluation of the applicant.

Step 3: Train your employees to behave like leaders. Encourage them to seek more responsibility and authority. Teach them new skills. Share tools and instruction that will allow them to achieve their best performance. En-

courage them to ask questions and to offer suggestions, and provide a positive response when they do. These approaches will help them grow and stretch into their leadership capabilities.

Step 4: Help your employees build confidence to develop themselves. When employees attempt to take on new responsibilities or share new ideas, accept that they will make some errors. Provide prompt and honest feedback with a positive perspective. Keep in mind that you are trying to help them improve. Remember that those you are grooming for leadership are taking initiative to grow personally and to take more risks so that they can contribute more to your organization. When they fail, do not criticize them too harshly or expect too much improvement too quickly. When they succeed, acknowledge their extra efforts and build their confidence with specific praise.

Step 5: Treat people well. Recognize and reward your employees at all levels for stretching beyond their minimum job requirements. You will create an organization of high performing employees. Treating people well helps employees grow into the roles of managers and leaders. Along the way, they may develop new and innovative ways to provide your goods and services cheaper, faster and better. With greater skills and recognition, your employees at all levels will have the confidence to help your organization better serve your customers' and community's needs.

Glossary Terms from this Section

Customers - A person or organization that buys goods or services from a store or business.

Feedback - Information provided to someone for the purpose of helping improve or change behavior.

Risk - Taking a chance when you don't know how things will turn out.

Stretch - To take the risk to attempt more challenging tasks and to provide larger contributions than minimal job requirements.

For More Information Related to this Topic See

- How can I change an individual employee's behavior? *4. Leadership*
- Why and how should I empower my employees? *4. Leadership*
- How can I become a better leader? *4. Leadership*

Additional Tools Available

Team Effectiveness Evaluation

Creating Effective Goals Worksheet



Tools