

SPRING 2014

ISSUE

Solutions

PRACTICAL PERFORMANCE STRATEGIES TO HELP DEVELOP THE BEST IN YOURSELF AND OTHERS FROM THE CENTER FOR MANAGEMENT AND PROFESSIONAL DEVELOPMENT

This Issue

Don't Accept Bounce-Back Delegation

Page 4

Have a Plan to Avoid Losing Control

Page 4

Communication Tips to Help Make Your Point

Page 6

Getting Discretionary Effort

Page 9

Microsoft Office Tips

TECHNICAL JOURNAL

Page 7

SPECIAL FEATURES

DR. ALAN ZIMMERMAN'S Comment

Page 8

COURAGE from Margie Warrell:

Are You Stuck in Default?

Page 10

For previous Issues of **Solutions** [Click here](#)

FEATURE ARTICLE

By ERIKA ANDERSEN
Used with permission

TIMELESS LEADERSHIP for a New World

Any group, any continent, any time—from the beginnings of the human race till a few hundred years ago:

The moon has risen. You and your family and friends are gathered around the fire, deciding who will be your next chieftain. Your former leader has died in battle, and this is a solemn and important occasion. The adults speak quietly, the firelight flickering over their faces, while the children and adolescents listen to every word.

The elders speak of people who are present in the circle: the whole tribe is here. They discuss one man's thoughtfulness and vision in council. Someone brings up another's bravery in battle, and his willingness to protect others in spite of danger to himself. They speak of yet another tribesman's generosity; when he discovered a rich fishing ground, he shared the knowledge with them all.

This is the most important decision the tribe can make: choose badly and they could all starve to death, or be overrun by an invading enemy. Choose well, and they can hope for safety, freedom, and some prosperity. The discussion continues far into the night.

Fast forward to today: We have always needed good leaders; we still do. Our wiring hasn't really changed, and good leadership is more important now than ever before. Even though our leadership choices are no longer life-or-death (for the most part), unpredictable economies, new business models, shifts in technology and a changing workforce mean that it's critical for organizations to have strong and flexible leaders.

Our sense of what makes a good leader is still there. You can see it every day in how we respond to the leaders in our organizations. Some leaders are merely "appointed": they may have the title and the big office, but people simply don't commit to them. They have employees, but they don't have followers. Then there are what I call "accepted" leaders. Sometimes they don't even have the external signs of leadership—they may not have the top job or the big paycheck, but people gravitate toward them. People want to work for and with them. Teams coalesce around them and achieve great things.

What's the difference?

This article continues on the next page.

STATE OF MISSOURI
Center FOR
MANAGEMENT AND
Professional Development

"We inspire current and potential leaders on their journey to excellence."

www.training.oa.mo.gov

Timeless Leadership for a New World

Continued from Page 1

Stories hold the key. Just as we have always looked for good leaders, we have always told stories. Until relatively recently in human history (and still true in many places), most people couldn't read or write, so stories were the means by which we passed on what was most important: our deepest beliefs, our taboos, instructions for how to be a successful human—and also what to look for in a leader.

In the mid-nineties, when I was first starting to think about all this, my kids were small, and I was reading stories to them every night. I began to notice that many of these tales were about someone overcoming adversity to become a worthy leader. The more I read, a pattern began to emerge: The poor lad (almost always a lad vs. a lass, but we'll overlook that for the moment), generally the youngest and least impressive of three brothers, who makes his way through a very specific and predictable series of trials—and in the process develops (or reveals) a core set of personal attributes that allow him to save the princess and become the wise and just ruler by the end of the tale.

Many of the stories my daughter and son loved best were from a series of books first published in the early twentieth century that included folktales from all over the world. As I read, I noticed that this pattern of attributes essential to becoming a leader was remarkably consistent across time and cultures. It seemed to me that I had stumbled upon an archetype.

I spent about a year clarifying these key attributes. When I felt I had truly cracked the code, I began sharing the model with other leaders I worked with. Almost without exception, they would start to apply the attributes to real leaders in their organizations, and to themselves. This told me that I had indeed stumbled onto something primal, that I had identified those attributes that resonate in our “looking-for-leaders DNA.”

My colleagues have now been using this model for over 15 years to help men and women at every level in organizations think and behave as leaders. We've found that learning these six attributes gives people a useful, practical framework for self-reflection and growth.

I wrote my new book, “*Leading So People Will Follow*,” to share this framework with a wider group of people. I thought it might be useful to offer a kind of “first-aid kit version” of the book, to provide a top-level guide to understanding and using this Accepted Leader model.

Cracking the Code

After reading stories from all over the world, I discovered six attributes people look for in deciding whether or not to fully accept someone as their leader.

The Accepted Leader is:

1. **Far-sighted**
2. **Passionate**
3. **Courageous**
4. **Wise**
5. **Generous**
6. **Trustworthy**

Here's what these attributes look like in the leader folktales.

The leader-to-be can see beyond his current situation (young, poor, despised, etc.) to his ultimate goal (save his father, win the princess, kill the monster), and can express that vision in a compelling and inclusive way, especially to those whose help he needs to achieve it. He can hold to that vision and share it clearly even when others lose sight of it, believe it's impossible, or ridicule him for trying. **He is Far-sighted.**

Moreover, the leader-in-training doesn't just go through the motions. He is deeply committed to his quest. His every action is directed toward achieving it. Nothing dissuades him, even the inevitable setbacks and disappointments that are part of any quest. He may not be loud about it, but he is relentless. **He is Passionate.**

Throughout the story, he is confronted with difficult situations. He may be afraid and lonely; he may feel like running away, longing for the comfort and safety of home. He often faces situations that are particularly trying for him personally. But he doesn't turn aside; he doesn't make the safe and easy choices. **He is Courageous.**

He's not a cardboard action hero, though. His brain is tested, and he must be able to learn from his mistakes. In many versions of the story, he doesn't initially follow the advice given him (“don't look back”; “don't let go”; “don't touch this on your way out”), and his mistakes create more complexity and danger. The next time a similar situation arises, he behaves differently and succeeds at his task. He doesn't deny or whine or blame—he improves. Finally, he uses his powers of discrimination to think through difficult choices and arrive at the best and most moral solution. He is thoughtful, appropriately humble, clear-headed and curious. **He is Wise.**

Along the way, the future leader meets people in need, and he helps them or shares with them. He does so even though his own supplies are low, even though helping them takes him out of his way or slows him down. And later on, when he is king, his people are prosperous and happy because he rules with an open hand—the leader is not stingy, or selfish. **He is Generous.**

Finally, and perhaps most importantly, his word is his bond. If he tells his dying father that he will find the magic potion to cure him, you know that he will. If he tells the princess that he will come back to marry her, she can send out the invitations. When some creature says to him, “If I help you, you must free me,” you know the creature is as good as free. The hero does not equivocate or exaggerate. **He is Trustworthy.**

This tale survives and thrives in almost infinite permutations because it is satisfying; it feels right to us. We are hardwired to expect and require our leaders to have these attributes. If we don't see these qualities clearly demonstrated, we won't follow wholeheartedly; it feels dangerous to do so.

Of course, we're not stubbornly insistent about this; we know that no real, living leader is perfect. If we are asked to follow someone who has four or five of these qualities, we will do it, all the while watching to see if he or she is working to add the missing or less developed qualities.

This article continues on the next page.

Timeless Leadership for a New World

Continued from Page 2

Timeless Leaders Today

What do these qualities look like in the workplace today? How do people decide whether or not to accept someone as their leader? Here are some of the “markers” or behaviors that help people to decide whether or not someone is worthy to lead.

Far-sighted. People want leaders who look beyond today. They want to have the sense that there is some master plan to carry them through short-term trials and tribulations. They look to the leader to articulate, in a compelling way, a clear and positive future toward which they can direct their efforts. When leaders focus only on the current crisis or this quarter’s numbers, they seem more interested in maintaining the status quo than in finding innovative ways to improve things. They are not seen as leaders.

People also look to see whether the leader’s far-sightedness is based on a deep sense of what’s necessary, right and good for the business (i.e., the tribe) or only what’s expeditious, popular, or self-serving. Those around him must feel that the leader’s “far-sight” is focused on the greater good; that his vision promotes the group and not just his own interests.

A truly far-sighted leader envisions in a way that is inclusive. When employees or potential employees hear about the vision, their instinctual response is, “Yes, I want to go there, too.” This is not to imply that the visionary leader simply goes for the easy win, the thing to which people will most easily commit. True visionaries often see possibilities where others see difficulty and dead ends.

Most people in the first part of the 20th century saw motorcars as a fad for the rich, a frivolous and uncertain fancy that would never replace the dependability of the horse. Henry Ford’s vision of a nation where every family would have an automobile seemed laughable, impossible, and even dangerous. Only the clarity of his vision and his consistency in moving toward it brought the support from others that he needed to make his vision a reality.

This brings up a critical point about far-sightedness. The leader must not only articulate her vision, she must live it each day. People must see the vision serve as the leader’s compass. She must use it as a screen for strategy and action; and to offer people real clarity and direction.

A clear and compelling vision can drive extraordinary business results—it provides a clear focus for people’s decisions and actions, and it creates that feeling of “tribe” which most people find so necessary and motivating.

Passionate. What is passion in a leader? It’s not just volume, or manic energy. Many executives have pizzazz, yet aren’t accepted as leaders. Passion can be soft or loud, enthusiastic or quietly determined. Passion is not an obsessive focus on some idea or outcome to the exclusion of other alternatives. It is a pure, abiding commitment to something meaningful – a cause, a principle, or a set of beliefs.

People who work with a passionate leader don’t wonder what she stands for or whether she will abandon her principles when the going gets tough.

Passion, however, does not mean being inflexible. A truly passionate leader invites and encourages dialogue. She wants others to share in her passion, not simply tolerate or be railroaded by it. The passionate leader doesn’t simply say, “This is true (or credible, or necessary) and we must all do it.” She says, “I think this is true (credible, necessary). If you think so, too, how can we do it together?” A passionate leader enlists people. She is able to speak about her passion in a way that’s inviting and compelling, prompting people to feel challenged and included at the same time.

Why do people want passion in a leader? We want to feel we’re making the right choices in life. When a leader has passion, he or she emanates strength and confidence, a sense of being grounded in something important, that invites faith—both in the passion and in the leader—and brings out our best effort.

Of course, this can be dangerous if the leader lacks wisdom or trustworthiness. History is littered with the unfortunate followers of such incomplete leaders. Passion in a leader, when balanced by the other accepted leader qualities, inspires people to do important things well.

Courageous. We typically think of courage in the physical sense – a soldier storming a bunker with bullets flying by, or a firefighter pulling a child from a burning building. This particular sort of courage is rarely needed in the workplace, but thinking about physical courage offers clues as to the essential nature of the quality.

When a firefighter goes into harm’s way to save a child, he is demonstrating a number of important capabilities: he has made a difficult choice quickly in the face of incomplete data (he has no way of knowing exactly how dangerous his task will be); he has put himself at risk; he has acted in spite of his fear and hesitation. This third point is particularly important. We tend to think of courage as a state of fearlessness, but true courage involves acting on our beliefs and decisions in spite of our fears.

In the context of the workplace, a leader may often be faced with choices his team is divided on. However, if he has courage, he will make the best decision of which he is capable at the moment – regardless of incomplete data, personal risk and his own fear – and commit to it fully.

A leader who lacks courage will either refuse to make a decision, which with time-sensitive issues is a decision in itself, or he may make a decision to which he is not fully committed. This lack of commitment can take many forms, the two most popular being, “I never said that,” and “The other guy really made the decision (and I knew he was wrong all along).”

The truly courageous leader is also courageous in personal ways. He admits mistakes and apologizes, even if it’s uncomfortable or feels risky. He confronts people when it’s necessary. He does so courageously: face-to-face (directly and not through others), privately (not with the support of a “gang”), and respectfully (taking the time to listen and respond to concerns and distress).

“The most important skill of managers and leaders in the years to come will be conversation.”

Alan Weber

This article continues on Page 5.



Just a thought...

Don't accept "bounce-back delegation"

Unfortunately, your involvement in a task that you delegate may not end when you assign it to an employee. Even when you've given the employee what you're sure is adequate information and guidance, he may subtly try to give the job back to you by asking for help or an opinion – and leaving the problem on your desk. To avoid the "bounce-back" trap:

Trace the source of the problem.

Ask how the ideas and instructions that you supplied aren't holding up. Often you'll discover a misunderstanding you can fix on the spot.

Build the employee's confidence.

Even when your preparation was good, the employee may still try to bail because she fears failure or criticism. Talk to her privately and point out the strengths that make her the right person for the job.

Require a solution. Don't let employees leave you a problem without also providing a recommendation for solving it. Send them back to the task. Be willing to listen, but not to do their work.

Review the message you send when you delegate. Delegating can be difficult for managers who don't trust their employees, who want to feel needed or important, or who don't want to risk being "tough." Remember that making decisions in only half the job. You also have to back them up.

Used with permission from *The Manager's Intelligence Report*

Have a plan to avoid losing your cool

It's tough to respect a leader who's always losing his cool. Good or bad, not everyone's emotional self-control is the same. Some folks can seemingly stay in complete control no matter what comes their way, but eventually, anyone can hit a rough spot. If you ever feel your self-control slipping, here are a few ways you can minimize the potential damage:

Use your fuel gauge. Pay attention to when your emotional gas tank is full, and reserve those times for conversations that require significant emotional self-control. Take note of when your tank is nearly empty too. It's acceptable to negotiate time for a quick recharge: "Sam, we do need to talk about this. I'm just finishing something now. I'd like to take a quick break so I can switch gears and give you my full attention. How about meeting in 10 minutes?"

Heed the warning signs. What are the situations that trigger a less-than-positive response from you? For example, a manager may have a pet peeve about a particular phrase. When she hears people say, "it's not our job to ..." it angers her, and causes her to tune out the remainder of the message. It's not a rational reaction, and she misses some important information by allowing herself to focus on that phrase rather than hear out the speaker.

When you learn to spot your self-control triggers, you'll be better prepared to head outbursts off at the pass.

Even when you're feeling your best, you still need to recognize the factors that may contribute to a loss of emotional control. The occasional outburst shows you're human. Anything more than that and you risk losing the respect and trust of your team.

Advertisement

NEW! A perfect option for self-study application, or to reinforce current learning initiatives.

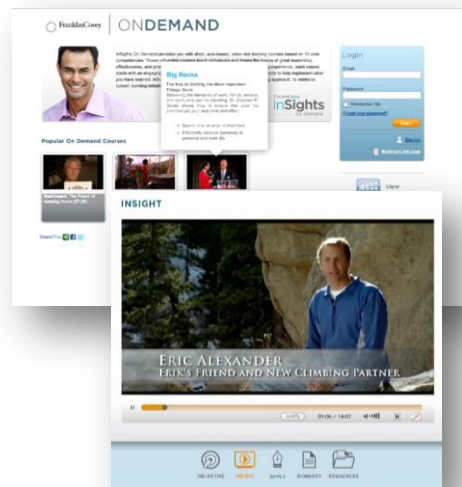


InSights ONDEMAND

InSights On Demand transforms award winning leadership lessons from Franklin Covey training programs into **over 60 self-paced "on demand" web-based courses** for individuals looking to build or reinforce the critical skills of great leadership, productivity, and effectiveness.

Each course starts with an engaging video, followed by powerful thought provoking questions that can be answered and then printed or emailed back to the learner, the learner's manager, or others to share in the learning process. Learners can also review and print-out the key principles and ideas presented in each course and download goal setting tools tied to the content of the course for additional thought and action.

The program allows learners to track which courses they have completed—while providing the option to view the course again—as often as needed.



Help your organization take action for increased performance with

InSights ONDEMAND

Obtain a *1-year subscription for \$85.00

*1-year from the date of activation

Subscription includes 4-hours of Management Training Rule Credit

STATE OF MISSOURI
Center FOR
MANAGEMENT AND
Professional Development

Office of Administration, Division of Personnel

NANCY JOHNSTON, Director,
Division of Personnel

ALLAN FORBIS, Manager,
Center for Management and Professional Development
Editor and Layout

Contributing Staff:

EVE CAMPBELL LAURA MERTENS
LORI GILMORE DENISE OSBORNE
NICOLE KLATT TERESA SHERIDAN
KELLY LEVY

Timeless Leadership for a New World

Continued from Page 3

He also has the courage to hold to an unpopular but correct course of action, and to explain to others the rationale for his commitment, rather than simply hiding behind the mantle of his position. At the same time, he has the courage to change his mind in response to new information, and to take full responsibility for both his initial position and his new one.

Courage in a leader is a unique blend of toughness, decisiveness, humility and resilience, combined with a willingness to overcome one's own limitations. It involves making difficult business and personal decisions, overcoming fear and risk to act on those decisions, and responding to the outcomes of those decisions in a responsible way.

People need courageous leaders in order to know that someone will make the tough calls and take responsibility. They need to know, to paraphrase Harry Truman, that the buck really does stop here.

Wise. Wisdom is the ability to reflect, to share the understanding that arises out of that reflection, and to grow from it. The wise leader is deeply curious. She wants to create the most complete picture possible so that she can act properly, provide useful insight, learn and improve. To do this, she takes the time to think about important issues – and to ask for others' perspective, help or counsel.

Wisdom has a strong moral component too. The wise leader, therefore, thinks not only about what will be the most effective thing to do, but how it might be accomplished, and whether or not it is the right thing to do in a moral sense.

Think of a situation where an organization or work team is suddenly showing poor results and the leader must decide how to respond. A wise leader would look at all the data in an objective and systemic way to try to understand the root causes of the problem. She would think about possible alternatives, considering not only their long-term effect on the organization, but on the employees, the customers, and the organization's reputation as well.

She would invite the advice and insight of those she trusts and respects, and reflect on her experiences in similar situations.

She would look for a course of action that made sense to her intellect, to her gut, and to her heart, and act. Then, having made the decision, the wise leader would stay attentive to the outcomes of her chosen course. And if the course she chooses turns out not to have been the best, she would reflect on her own process and experience to learn from the mistakes.

Wise leadership gives people the confidence that important decisions will be given the thought they deserve, and that their work lives will not be dealt with lightly, or disrespectfully. The wise leader makes people feel secure, even in times of great change.

Generous. We tend to think of generous people as those who share their wealth: who give to charity, buy expensive gifts, or take the in-laws out for dinner. In business, we assume the generous leader is one who ensures her people are paid fairly. However, truly generous leaders "share the wealth" on many levels beyond these most obvious ones.

For example, they are quick to give others credit for their good efforts and new ideas. They are also generous with their knowledge, both by sharing critical information with those who need it, and by teaching others around them how to do what they themselves do well. They are generous with their faith in people. They tend to assume best intent (although they are not naïve), and they believe people are generally innocent until proven guilty.

Perhaps most importantly, they are generous with power. The generous leader, having provided the information necessary to succeed, gives her people the authority and autonomy to act on that information. She shares both the power to make decisions – and the responsibility for dealing with the consequences of those decisions. She shares the resources necessary for her people to succeed, and the insight and support necessary for them to recover from mistakes and failure.

Finally, she is generous with feedback. She takes the times to notice what her staff is doing well or not doing well, to think about how they can improve, and to share her observations with them.

This article concludes on the next page.

"I believe in getting into hot water; it keeps you clean." G. K. Chesterton

Advertisement

It's **NOT** the Study Hall you remember from school, but these "study-on-your-own" lessons can make a big difference in your success as a leader.

THE STUDY HALL

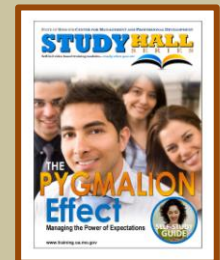
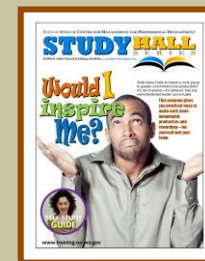
SERIES

Self-led training modules...
ready when you are!

Each on-demand lesson includes a video you'll watch online and a study guide to help you put the information in the video to good use. The questions in the study guide will encourage you to think about how you're leading your team today—and what you might want to do differently tomorrow.

Working at your own pace, each lesson takes about an hour to complete.

AND... each lesson includes the **OPTION** to discuss a specific section you complete in the study guide with the Center for Management and Professional Development.



Take any lesson for \$20, or all four for \$75.
Each lesson provides one hour of Management Training Rule credit.

**Go ahead.
Take your seat.**

Timeless Leadership for a New World

Continued from Page 5

Trustworthy. Trust is the bottom line. An untrustworthy leader is not a leader for long. In the past, when leadership was a matter of survival, trusting one's leader was literally the key to safety and life. We still hold that in our collective memory, and we want to do everything possible to make sure we're following someone who won't sell us down the river, metaphorically or literally.

Trustworthiness is also the simplest element. The trustworthy leader tells the truth and he keeps his word. He speaks the whole truth (sometimes omission is as much a lie as an outright misstatement). He even tells the truth about not being able to tell the truth. For example, he might say, "I can't talk about that right now because of confidentiality issues. As soon as I can speak openly, I will."

The trustworthy leader follows true speaking with true action. He does what he says he's going to do. In the rare instance when he is unable to keep his word, he apologizes as soon as possible and lets people know what he's going to do to rectify the situation. He doesn't tell people what they want to hear, he tells them what he believes to be true, and what he actually intends to do and is capable of doing.

Trustworthiness inspires loyalty. When a leader is worthy of her people's trust, they reward her by being worthy of her trust. Trust is the essential bond between a true leader and her followers.

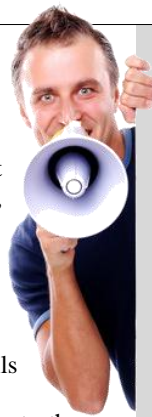
Being (or Finding) the Worthy Leader

Most people long for worthy leaders – those they believe embody these powerful and noble characteristics. Organizations with this kind of leadership have an enormous practical advantage over those without. Their members are far more likely to be aligned and inspired, and to feel valued and capable.

In your own work, look for such leaders. When you find one, support that person in words and action. Help him or her become even better by offering honest feedback. If this is a real leader in the making, he or she will probably be open to hearing how to improve.

If you aspire to be this kind of leader, I offer this advice:

Becoming a true leader requires drawing on your own wisdom and courage to reflect honestly — alone and with the help of trusted confidantes — on your strengths and weaknesses in all these areas, and to address those areas where you are lacking. This honest self-assessment may well be the most difficult, the most necessary, and the most valuable aspect of your growth to leadership.



Communication tips to help make your point

"The definition of effective management and leadership is "getting work done through the actions of others." This means every manager and leader must motivate, inspire and communicate their thoughts, vision and ideas to their team to get results. However, some managers can struggle to articulate themselves in a clear, confident manner.

One common mistake managers make is to express only their own ideas and thoughts, with little or no two-way communication. This can be frustrating to employees who feel the boss doesn't understand their problems, or what is important to them. To get your point across, a good tip to remember is to start talking from your employee's perspective. This opens the communication channel and lowers the tension.

Another sure method is to simply state the facts. People who have their facts straight are more convincing, persuasive and overall influential. When you state facts, do so to make a point and then give a reason. Without giving a solid reason after you state a fact, you may not really be making your point, or eliciting the desired action you need.

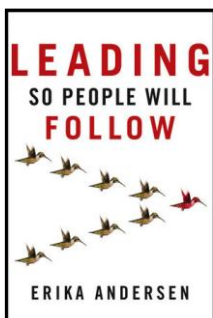
Here are a few more practical speaking tips to help you get your point across:

- Listen first before you speak. The more you can be informed by asking the right questions about a situation or issue, the better your response will be.
- Use simple words that will not confuse your audience. Clear communication is essential to ensure everyone understands exactly what you are saying.
- Try to make fewer points with more information about each point. A personal story will help you explain yourself easier, and then make the point.
- When you want to explain something more complex, use an analogy that everyone understands to help them relate to what you are trying to say.
- Don't let team members come to their own conclusion about the message you're trying to send. A great technique to help you explain yourself clearly is to make a point and then to say: "which means..." This will help you avoid any confusion.

By Trevor Ambrose, changingtools.com

It is no use walking anywhere to preach unless our walking is our preaching."

St. Francis of Assisi



About the Author

ERIKA ANDERSEN is founding partner of the consulting firm Proteus International and the author of *Leading So People Will Follow*; *Growing Great Employees: Turning Ordinary People into Extraordinary Performers*; and *Being Strategic: Plan for Success, Out-Think Your Competitors, Stay Ahead of Change*, which she adapted into the public television show, *Being Strategic* with Erika Andersen. She also blogs at blogs.forbes.com/erikaandersen and at erikaandersen.com.

TECHNICAL JOURNAL

Office 2007 Tips

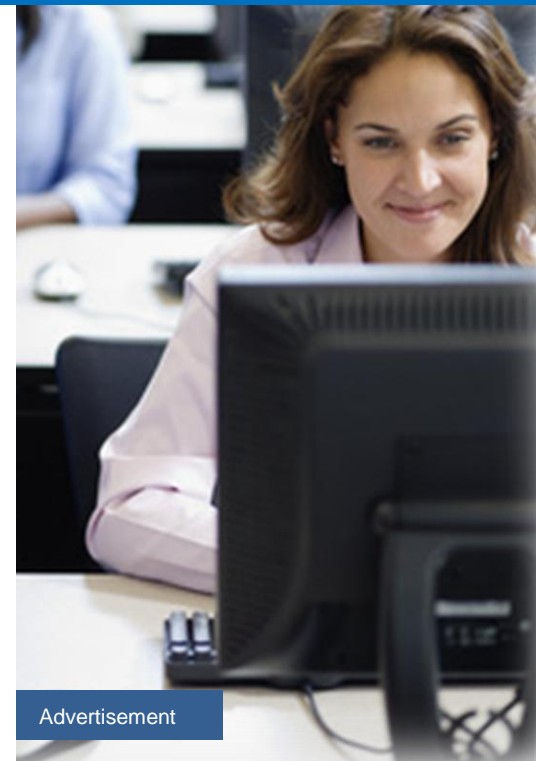
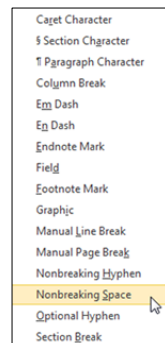
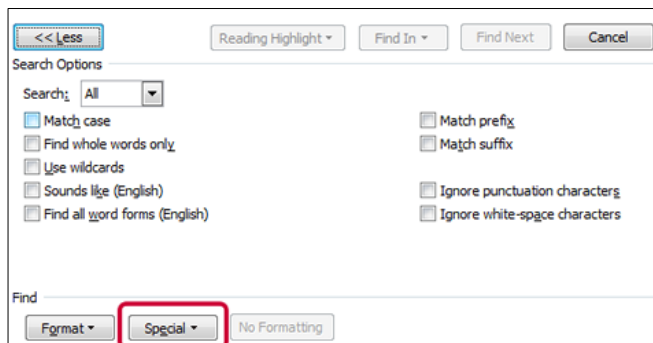
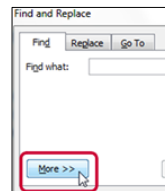
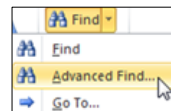
From the Center for Management and Professional Development's
Computer and Technical Skills Training Team

Searching for Special Characters in Word

In Microsoft Word, the **Find** and **Replace** feature will locate not only text but formatting characters as well. These characters include items like paragraph symbols and the non-breaking spaces that sometimes appear when you copy text from a Mac.

To find and replace these special characters:

1. Click on the **Home** tab.
2. Click on the drop-down arrow next to the **Find** button in the **Editing** group and choose **Advanced Find**.
3. In the **Find and Replace** dialog box, click the **More** button in the lower left corner. This will open additional search options.
4. Click the **Special** button at the bottom of the dialog box.
5. Select the special character that you would like to search for in your document. The code for that character will be added into the **Find what:** line of the dialog box.
6. You can then move to the **Replace** tab to complete the process.



Advertisement

OPEN A WORLD OF POSSIBILITIES With Information Technology and Computer Skills Training

Find the training you need at affordable pricing!

Learners can attend Microsoft Office Desktop Classes that include: Access, Excel, Outlook, PowerPoint and Word

Other software application programs and E-learning sessions are available too!



Other training providers can also use our classrooms to offer specialized training in:

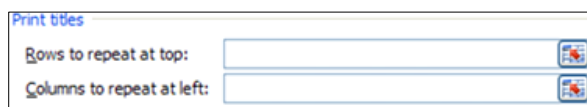
- Server Applications and Administration
- Web Applications/Development
- .NET Programming

For more information contact:
573.522.1332

Print Excel Title Columns and Rows

When you have a document that spans multiple pages, you might want your column titles/headers to be repeated on each page. Print Excel title columns and rows with these instructions.

1. Click the Page Layout tab
2. In the Page Setup group, click Print Titles
3. In the Print titles section, place your mouse cursor in either the Rows or Columns fields (depending on which you want to repeat when printed)



4. Click then drag-select the cells that contain the rows or column headers you want to repeat on each page

Dr. Alan Zimmerman, author, national speaker and President of Zimmerman Communi-Care Network has spoken to more than a million people. The Center for Management and Professional Development is proud to offer Solutions readers the opportunity to benefit from Dr. Zimmerman's expertise and his solution-focused approach to leadership and personal enrichment.



DR. ZIMMERMAN'S COMMENT

What you get is what you see.

When you read this phrase, you're probably thinking, "Of course. I've always known that. You get what you see."

But do you really know what that sentence means? Most people don't. Most people "assume" they "see" the same thing the same way, so they obviously "get" the same result. That's not true.

Study after study makes it clear that two people can look at the same thing but "see" it very differently. One person "sees" a business failure as a reason to quit, while the other person "sees" it as a great lesson for the next time around.

The lesson is simple. To a large extent, how you "see" something determines the result you will get. And nowhere is this more evident than in the field of motivation.

If you are convinced that your coworkers are jerks, if you really can't stand them, it will be very difficult to motivate them. Even if you have great communication skills, if your attitude towards your coworkers is consistently negative, if you expect them to be stupid, dull, and incompetent, that's how they'll probably behave. You'll get what you see.

Zig Ziglar made that clear in one of his stories. He talked about a classroom filled with boys who had become such a discipline problem that no one could handle them. They had behaved so badly that they had driven away seven teachers in six weeks. Finally the principal, in desperation, called on a retired teacher – an elderly lady who had years of experience and a formidable reputation – and asked if she would consider taking the class, if only for a short time.

The old lady was excited by the challenge. "I'd love to. Let me teach them," she said. "I can start on Monday."

The principal was surprised and delighted by her enthusiasm. But then, in all fairness, he explained that the problems in the school had escalated since she retired. Perhaps, if he hired a guard to stand in the back of the room, she would be able to handle the classroom temporarily.

"Let me look at that roster," the teacher challenged him. "I've always liked boys. Always worked well with them."

She read the list: John Anderson, 156; Tom Brown, 145; Joe Carter, 147, and so forth. She was excited by what she "saw." The principal didn't understand her excitement, but was grateful to have her for the class.

The new teacher refused his offer for an armed guard. She assured him that she'd never had any problems with any of her students. So the principal said that she could try the class alone for a little while.

By the end of the semester, it was obvious that all was going well. The boys stopped skipping school. They did their homework, and they scored higher on their achievement tests than any of their peers in the school. The year was so successful that everyone gathered for an end-of-the-year banquet in honor of the elderly teacher.

After dinner, the testimonials began. They marveled at her success in a situation where everyone else had given up.

After a few more speeches, the old lady stood up and demanded to speak. "I do appreciate this," she said. "But the real praise should go to the principal. He was wise enough to put all of those gifted young men in the same room where they could learn from each other. I knew the moment I read the class roster – John Anderson, 156; Tom Brown, 145; Joe Carter, 147 – I would never have another chance to work with students with such high IQ's."

The embarrassed principal didn't know what to say. "Didn't I tell you? Those numbers by their names were not their IQ's. Those were their locker numbers."

The numbers could just as well have been the IQ's. After all, that's how the teacher "saw" them. The teacher treated the boys as if they were super intelligent, and the boys performed accordingly. She got what she expected.

And the same is true for you. To motivate people to be their best, you've got to believe in them. You've got to avoid negative self-fulfilling prophecies. If you see an employee as a pain in the neck, as not having a great deal to offer, if you don't expect very much, then chances are better than average that you won't get very much.

In business it's called "**The Pygmalion Effect.**" What you believe about a person influences how that person behaves. So you need to believe positive things about people because it impacts the other person's motivation and achievement.

Action:

Make a conscious effort to place a positive self-fulfilling prophesy on someone at work or at home.

- Believe in the person.
- Believe in the person's potential.
- Expect good things from the person.

You have very little to lose and a lot to gain.



Behind every great leader stands an extraordinary team

Getting Discretionary Effort

It's a term all too commonly used — discretionary effort. Some may even call it discretionary performance. Generally speaking, we understand enough to know that when it comes to employees delivering it, we need as much of it as we can get. But what is discretionary effort, and why do so many leaders struggle to get more of it?

Simply put, *discretionary effort is the level of effort that people can choose to give above and beyond what is expected or required.*

According to the [2013 State of the American Workplace Report](#), only 70% of employees say they give their "all" at work; and some believe that number may be closer to 60%. Regardless, discretionary effort can make a big difference in any team's success.

So what about managers...what role do they play in obtaining discretionary effort from employees? The answer is that they are most *directly in control* of what employees do or don't do at work. What managers say and do, whether intentionally or not, directly relates to employee performance.

While most managers do not intend to negatively reinforce employees, to bring about lasting, positive change, managers should try the following:

Take note of your actions. Take some time to reflect on your interactions with employees. How do you typically respond to suggestions and input? Do you recognize and reinforce employees who do more than they are asked or required?

Identify what works. When it comes to reinforcement, one size does not fit all. For example, some people like public praise, some don't. Be sure you understand and apply the right reinforcers for each individual.

Go ahead, make their day. Positive reinforcement is contagious. If you can establish yourself as someone who recognizes and acknowledges the good work of others, you will find that reinforcement will become a part of who you are as a manager, and the good performance of your employees will grow exponentially.

Go out of your way to reinforce good work. When you see people perform well, reinforce it! One of the best ways to do this is to ask them how they have done something or have them tell you more about what they did. When you encourage others to talk about the good they have done, they will naturally be reinforced, and will be more likely to deliver the discretionary performance again.

In summary, if you're a manager, recognize that discretionary behavior comes from a response to your actions. If you find yourself blaming employees for not doing their best, remember that it often is a result of what the manager does, or doesn't do. Focus on positively reinforcing the behaviors that fit the mission, vision and values of your organization. If you spend more time on this than on what people do wrong, you may see results not only in your own effectiveness as a manager, but also in the amount and consistency of discretionary performance employees deliver.

Getting to the top often requires strong technical skills, honed communication techniques, and the ability to envision goals and develop brilliant strategies. But throughout history, the greatest leaders have not made their marks through individual prowess. Their achievements have resulted from their ability to create extraordinary teams and to inspire people to do their best.

Consider these examples:

- Steve Jobs, often thought to be the lone genius behind the Apple Macintosh computer, was supported by a large team of technical experts who put in the 100-hour weeks necessary for the success of the project. It was his friend, Steve Wozniak, who was the technical mastermind.
- Walt Disney, whose vision transformed the entertainment industry, relied on a team of skilled and creative animators and designers to make his ideas a reality.
- J. Robert Oppenheimer successfully created the team of 2,500 scientists who developed the atomic bomb for the Manhattan Project, yet Oppenheimer himself was not among the most technically able members of the team.

As globalization steadily increases and business and technology become more complex, leaders must rely on their teams now more than ever. While most people remember great leaders for their speeches and writings, their strategies and technical abilities, it is their behind the scenes efforts that yield enduring works. Though it may be tempting to focus your energy on developing your individual skills, if you fail to devote the resources necessary to form and sustain an extraordinary team, your results will be minimal.

Adapted from *Organizing Genius: The Secrets of Creative Collaboration*, by Warren Bennis and Patricia Biederman.

"Behold the turtle. He makes progress only when he sticks his neck out."

James Bryant Conant



"What if, and I know this sounds kooky, we communicated with the employees?"



Are you stuck in “default?”

Why agility is crucial in the bigger game of life

By Margie Warrell

Used with Permission

Last night I went to the Australian Open. It was inspiring to see top seeded players like Victoria Azaranka and Andy Murray move about the court. Their strength, speed, agility, determination, their sheer endurance!

One thing that has always struck me about the world’s best tennis players (and frankly, all top athletes) is their masterful repertoire of strokes and maneuvers. Not only do they serve brilliantly, but they must also slice, smash, lob and volley brilliantly. Sure, they each still have their favorite shots, those they can execute better than any other player—but they know that a brilliant backhand or killer serve isn’t enough. To be competitive on center court against their top-ranked opponents, they have to be strong across the board.

While most of us don’t aspire to being a professional tennis player (I decided after last year’s open to take it off my list), the same principle applies to winning in the bigger game of life. The more options you can draw from in how you respond to the curve balls that come your way, the better outcomes you will ultimately create.

Indulge me for a moment if you will. Try crossing your arms right now as you read these words. Then try crossing them the opposite way. Harder than you thought, isn’t it? We’re all wired with automatic reflexes, responses and decision-making strategies when faced with seemingly familiar information or stimuli. This enables us to be more efficient. However, you can become too reliant on the same default ways of responding.

We all have our default style and approach of getting things done, solving problems and adapting to new circumstances. Responding with flexibility and agility in our rapidly changing world requires an ongoing trade-off between your naturally preferred way of responding to a challenge and a way that isn’t as easy or comfortable.

As I wrote in *Stop Playing Safe*, “For every strength you possess, there’s an opposite strength or trait that balances it out. But if you always approach your problems and challenges in the same default way, you won’t always approach them in the best way.” Sometimes you will respond to them outright ineffectively. Agility and flexibility is the name of the game.

Just as there is not just one way for Novak Djokovic to respond to the serve of Andy Murray, there is not just one way for you to respond to your challenges and opportunities alike. There are many. It’s just that some will produce far better results than others. So the greater number of options you can draw from, the better your chances of producing an optimal outcome versus an ordinary one.

Look at the most successful people you know and you’ll notice that when it comes to change and challenges, they aren’t stuck with a single default way of handling it. So, if you’re feeling some grief right now, while it’s comfortable to approach your challenges in the same way you have done so many times in the past, if you’re finding yourself with a recurring challenge, consider how approaching it in a different (albeit less comfortable and familiar) way may produce a better outcome, open up more opportunities, and ultimately, help you get ahead with less angst and more fulfillment.



An intrepid Australian, **Margie Warrell** draws on her background in business, psychology, and executive coaching to help people live and lead with greater courage. The bestselling author of *Stop Playing Safe* (Wiley 2013), and *Find Your Courage* (McGraw-Hill 2009), Margie is also a keynote speaker and the mother of four noisy children.

Connect with Margie on [Twitter](#), [Linked In](#), [You Tube](#), or join her Courage Community on [Facebook](#). For more ‘courage-building’ resources and information, visit www.margiewarrell.com

Purchase a copy of *Stop Playing Safe* (on Amazon or elsewhere) to register at no cost in Margie’s 8 week Stop Playing Safe video coaching program. Details at www.margiewarrell.com/stopplayingsafe