



TALENT JOURNEY

BUILD A TEAM • CREATE A DESTINY

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The Leadership Quotient: Relationship + Competency

Leadership can be a creative expression of the person at the helm. The creativity and variation in one's approach to leadership comes from both skill and style. Those that experience success in their leadership roles are well aware of the continued potential for growth and improvement in these roles.

Leader, Tony Dungy, led the Indianapolis Colts team to superbowl victory in 2007. Whether or not you are a sports fan, Tony's leadership example still rings true. Impressively, the Colts won the superbowl – but something even more significant stands out in my mind. Coach Dungy displayed unusual NFL coach behavior by avoiding the cliché pitfalls of swearing, sarcasm, and put-downs on the field. He was able to creatively challenge and stretch his players without resorting to intimidation and power tactics. Tony Dungy's style is an example of what all great leaders will need to demonstrate in the 21st century. The old direct and correct mentality of the industrial age is obsolete. Tony demonstrates a higher level of leadership that honors people, yielding great results.

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*How Are You
Improving Morale?*

Improve Morale – Give Employees Time Off!

Given the current state of the economy, giving your employees time off is probably the furthest thing from your mind. However, **not** giving enough attention to this subject could come back to bite you later . . . and it might do so sooner than you think!

The reason is simple. There's a good chance that the employees you currently have are anxious and apprehensive at the moment. With layoff figures and unemployment numbers in the headlines

just about every week, it's only natural that they carry some trepidation with them to their job. The problem is that you need them at the top of their game in order to put their talent and skills to the best possible use.

This is why you should ensure your employees take time off, especially their vacation time. If they are well rested and refreshed, then you'll reap the benefits upon their return:

- **Company culture** – A more relaxed atmosphere contributes to a better culture within the company. Employees, like everybody else, are intrinsically drawn to people and/or things that help them to reduce the stress in their lives. Your company could be one of those things.
- **Productivity** – Employees are more productive when they're rested and relaxed, not when they're frazzled and feel worn out.
- **Loyalty** – A relaxed atmosphere, a better company culture, more productivity...it all leads to more loyalty within the ranks.

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When I was a new manager (such a long time ago) I did not know what I now fondly refer to as the Dungy lesson. For the most part, I socialized with people long enough to seem “nice” and then I turned to the more urgent issues, determining what results had been delivered that day or week. I thought success would come by mastering and managing the goals sheet and timeline. I was comfortable with management and eager for explanations if something was late or incorrect. In hindsight, I went into meetings ready to interrogate, anticipating an insufficient response. Instead of taking the time to build my team up, I was managing my team the same way I managed myself. It didn’t take long for me to notice that I was draining their energy, enthusiasm and creativity. They quickly learned to pad timelines and meticulously track the reasons behind any delays instead of putting their talents to work in productive ways.

My “off the mark” management style yielded poor results. This demonstrated to me the need to approach leadership differently – both to meet our goals, but also to salvage my team. I learned that people perform better when supported in two ways. First, everyone needs to be treated with dignity and respect. Second, everyone needs to be developed in knowledge, skills, and abilities. As Max Depree says, “The art of leadership is liberating people to do what is required of them in the most effective and humane way possible. In short, the true leader enables his or her followers to realize their full potential.”

There is great value in knowing the tremendous weight leadership influence has. Leaders have the freedom to enforce their style on the team, or adapt and determine how best to develop staff to maximize results. The dictionary defines influence as follows: “the capacity or power of persons or things to be a compelling force on or produce effects on the actions, behavior, opinions, etc., of others.” Clearly, a leader’s role is to assess, engage, ignite and develop the heart, mind, and hands of the team. This role is easily overlooked in the deadline driven workplace. Influence can not effectively be forced or manipulated.



Continued on next column –

Great leaders creatively challenge performance by earning trust and respect from the team. Trust is a reflection of the authentic ability to care about those you are leading.

Once we genuinely know and build trust among each other, then we free ourselves up to establish common goals and aspirations. As one of my favorite mentors often says, “people want to know you care about them *before* they care what you want from them.” Caring about and for people means that we need to invest in knowing them. What is important to them? What do they like doing? What are they good at? What do they want?

Fundamentally, the level of trust and relationship either drives or caps the degree of success people achieve in their leadership roles. Whether in family, sports, or community-- relationship energy is the fundamental fuel that ignites success.

Alone, relationship energy is not sufficient. Success also requires competence. Have you ever been torn between doing business with someone you really like and someone that is more competent or an expert in their field? Depending upon our personality style, some of us will lean toward relationship and others toward competence when faced with that dilemma. However, one should not have to choose between the two. Competence is the compilation of skills, abilities, talents and commitments to deliver on promises that team members make. Effective and successful leaders creatively and accurately assess existing competencies in the team. They realize that through knowledge, training, and practice or experience the team will be using all its potential. Can you imagine Tony Dungy asserting that that Colts did not need a play book, coach or field time to win? Of course not. So, why would a business leader equip their team with anything less? Great leaders constantly assess, engage, and develop their talent – individually and as a team.

In sports or business, success depends upon developing both relationships and competency. The degree to which there is a gap in relationship energy or competency deployment reflects untapped potential. At talent journey, we help organizations identify and bridge this gap by providing solutions and tools that generate sustainable change. We help you successfully navigate the sea of talent potential in your organization to achieve great results.

— Diane Brown, *Talent Journey*. Copyright 2009

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- **Retention** – This is the ultimate payoff. One day, the economy is going to turn around and some employees might be tempted to sample what they believe might be greener pastures. However, they'll remember your investment in their peace of mind and resist temptation.



During tough economic times, improving morale is often difficult to accomplish. However, by focusing your efforts on helping your employees take the time off they need, you'll not only improve morale, you'll also improve productivity.

That's a combination that's tough to beat!

If you have any questions about this article, or if you'd like to know how we can help you with your current hiring needs, contact us at: *Talent Journey* 760-471-2703 or E-mail: diane@thetalentjourney.com

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Accept challenges, so that you may feel the exhilaration of victory.
~ George S. Patton

Be on the Lookout for Coaching Moments

Coaching isn't appropriate for every situation. Sometimes, staffers want to work on their own, uninterrupted by the boss.



To spot employees ready for coaching, pay attention to when things aren't going well or when they could use an extra hand on a tough project. That's when they'll be eager to work with you.

On The Lighter Side

The Boss Moral

A Sales rep, an Administration clerk and their Manager are walking to lunch when they find an antique oil lamp. They rub it and a Genie comes out in a puff of smoke. The Genie says, *"I usually only grant three wishes, so I'll give each of you just one."*

"Me first! Me first!" says the admin clerk. *"I want to be in the Bahamas, driving a speedboat, with out a care in the world."* Poof! She's gone.

In astonishment, *"Me next! Me next!"* says the sales rep. *"I want to be in Hawaii, relaxing on the beach with my personal masseuse, an endless supply of pina colodas and the love of my life."* Poof! He's gone.

"OK, you're up," the Genie says to the manager. The manager says, *"I want those two back in the office after lunch."*

Moral of the story: Always let your boss have the first say.



ONE MINUTE IDEAS

Leadership Lessons from the Ant

(Proverbs 6:6-8)

Do you want to make a difference? Then pay attention to the metaphor of the ant. It's amazing that one of the smallest of God's creatures can become one of His greatest teachers. The lessons the ant teaches us can be summarized this way:



A – Attitude of Initiative

Ants don't need a commander to tell them to get started.

N – Nature of Integrity

Ants work faithfully and need no outside accountability to keep them doing right.

T – Thirst for Industry

Ants work hard and will replace their anthill when it gets ruined.

S – Source of Insight

Ants store provisions in the summer.

If we consider and learn from the ways of the ant, we can grow wise.

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Time Management Tips

Moving Paper

Paper...it comes in the mail, on the doorstep as news, in our "in" baskets. We buy magazines and books. We even find paper flying from our windshield wipers as we approach our cars in the parking lot.

One way to keep paper to a minimum is to do something with it the first time you handle it. If it's not important, throw it away right now. If it's something you need to give your attention to, put a note on it, and file it in one of your four organizing files: **Immediate**, **This Week**, **Next Week**, or **When I Have Time**. This way you'll be sure to take action on it later. If it is to be read and passed on, move it as quickly as possible.

Make it a habit to be systematic when going through your mail. Set aside a specific time to prioritize your mail. Touch each item only once before Delegating, Dumping, or putting it in the appropriate To Do file.



Make a decision on each piece of paper you handle. Throw things out immediately if you don't feel you have a need for them. Good examples are junk mail, catalogues, and advertising circulars. Even important papers such as meeting announcements can be tossed after you transfer the information to your daily planner and/or file system.

Source: Time Strategies, Resource Associates Corporation. Adapted with permission

When one door of happiness closes, another opens; but often we look so long at the closed door that we do not see the one which has been opened for us.

~ Helen Keller

The Spirit of Leadership Column

Developing Confidence

Confidence is a critical ingredient to your growth and development. You develop self-confidence by creating success. Through your goals you can provide for frequent successes. Set short term goals in the beginning.

Experience often the satisfaction of moving a 'Short Term Goal' to the 'Goal Accomplished' area of your daily planner or other tracking device. People who have well-defined goals in life develop confidence through achieving those goals. Thus, they are always better prepared to confront new situations, and achieve higher goals. As you achieve goals, and feel the satisfaction of achievement, your confidence in your abilities is enhanced as is your potential to achieve more and higher goals.

Lack of confidence also stems from our inability to visualize successfully doing whatever it is we want to do. Careful planning, specific action steps, and affirmations help you clearly plan exactly how and why you can achieve your goals. It focuses your imagination on the positive rather than the negative.

Confidence is the key ingredient to any plan. It is part of the solution to every obstacle you have identified in your goal. Fortunately, confidence is a limitless resource; the more you use of it, the more there is to use. However, there is a price to be paid. To 'use' confidence requires involvement: only through involvement (and consequent testing and confrontation) are boundaries pushed back and fears overcome. To take goal setting seriously guarantees that you will need to increase your confidence. To take goal setting seriously also guarantees that you will increase your confidence.



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