

The Total Leader®



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Reach Dreams by Setting Priorities

Successful people take action in a logical, reasonable, and organized manner to attain the results they have identified as important to them. They set goals, and they make certain all their actions and activities contribute to the achievement of their goals. Successful people increase their productivity through controlling their priorities.

Setting Priorities in All Areas of Life

You are a complex, unique individual. Part of your complexity stems from the fact that you fill many roles in life and possess numerous needs and desires that grow out of your unique potential. Your needs and desires are best fulfilled by using your potential to be as productive as possible in your business pursuits. However, you will be more productive over a long period of time and find greater satisfaction in your accomplishments when you establish priorities in all six areas of life: financial and career, physical and health, family and home, mental and educational, spiritual and ethical, and social and cultural, and set priorities in each one:

◆ **Financial and Career.** Exercise the same careful watch over your personal financial affairs as you demand in your business. Consider the effect of fi-

nances on your ultimate career goals and priorities.

- ◆ **Physical and Health.** Successful people take care of themselves physically; they know a healthy body supports an active and creative mind and turns stress into a motivating force for achievement. Set a high priority on eating nutritious meals, exercising, and getting enough rest to be as productive as possible.
- ◆ **Family and Home.** Make your family and home life more rewarding by giving to it some of the energy you save through better organization at work. Spend quality time to maintain meaningful relationships with all members

of the family. Exhibit the same caring for them that you do for the members of your team at work.

◆ **Mental and Educational.** Continue to grow in knowledge of your career field and knowledge of the world in general. Read something every day that stimulates you to think about important ideas.

◆ **Spiritual and Ethical.** Give attention to becoming the kind of person you want to be and to the values you want to demonstrate in your life. Give back to others some of the rewards and blessings of life that have



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been yours. Find some cause greater than yourself and support it with your time, money, and influence.

- ◆ **Social and Cultural.** Your relationships with people make life worthwhile. Develop a broad circle of friends with whom you have mutual interests. Remember also that the most successful people know how to get along well with others. In addition, they enrich their own lives and the lives of others by participating in cultural activities.

Your God-given potential gives you the right and responsibility to choose goals and set priorities in all areas of your life. No one else knows which goals are most appropriate for you, and no one else should dictate your priorities. The influence of your actions on other people should, of course, be considered when you set goals. But you alone are personally responsible for your life and what you do with it. You lose control over what happens to you if you allow decisions to be made for you by someone else. Make a commitment now to yourself and your future to take charge of your life and to establish priorities that will enrich your life and the lives of those around you.

Establishing priorities saves time, trouble, and effort. Life is a constant process of decision making. In the course of picking and choosing among options, you may have to select from several positive alternatives. At times, you may be forced to choose between two circumstances, both of which are less satisfactory than you desire. At other times, a choice may involve setting a timetable or allotting a reasonable portion of your time to each of several goals. In other words, priorities involve more than merely “doing first things first.” You may find in some situations it is impossible to take the most important action first because intermediate steps must be accomplished before the most important objectives can become reality. You may, for example, aspire to a certain position in your current organization. Before you can reach that goal, you must acquire certain skills, knowledge, and experience. These lesser steps must assume a high priority that leads to your ultimate goal.

Sometimes there is simply no easy choice. But identifying goals and establishing priorities enable you to make the best choice possible in every situation. A well-thought-out list of priorities helps you to overcome conflicts in advance. Priorities give you a sense of direction when it is

time to determine where you want to go next. When a decision-making situation arises, you know more quickly and more clearly what the decision must be because you already know which of the alternatives has the highest priority.

Another important principle applicable to priorities is that they must reflect your goals. Never establish priorities to reflect what you think others want to see. Priorities must be your priorities; otherwise, they will not be “priorities” at all. When you set goals and establish priorities, you maximize your strengths and bring out the best within you. You avoid allowing what others think or do to influence you inappropriately. Comparing your achievements with those of others is, after all, irrelevant. The public notice of accomplishments says nothing about their value. What others think about your accomplishments does not count. The real question is whether you have achieved what you want to achieve — whether you have used a worthy portion of the full potential within you.

Achieving many of your personal goals depends upon your success in achieving challenging goals in your career and business life. Reaching many of your personal goals requires money, and success in your career enables you to earn that money. The satisfaction of your personal needs, in many instances, bears a direct relationship to excellence in your career. Because you spend more of your waking hours on the job than in any other activity, it is natural to expect to satisfy many of your basic needs in that setting. Your personal needs and your business goals are inseparably related.

Even though some of your business goals involve your personal activity and productivity, many of them will be goals of the overall organizational team — goals that are meaningful to you and the entire organization. To enjoy the desired sense of accomplishment in your job, you must identify ways to contribute to the organization’s goals that also meet your need for achievement and success.

Once priorities are determined, you will be able to picture the desired results so vividly that you know how it will feel when they are achieved. With clear pictures, the result is comparable to that obtained with a camera or with a telescope that is precisely in focus. When your camera lens is focused, the resulting picture is distinct and life-like. When you have a clear-cut mental picture of the results you desire, you are able to move confidently toward them. As a result, you enjoy the rewards of a balanced and productive life.



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Guide Others by Your Attitude

As a leader, your responsibility is to create a learning environment by your attitude toward innovation and change, and by how you communicate to your team members your estimate of their potential and worth. Your attitudes establish the receptiveness to behavior change.

The attitudes of people toward training are almost always a direct reflection of your own attitude. If you're fearful of employee development, if you fear change, or if you see training as a step toward enabling employees to "get out of hand," the general feeling of those you work with will reflect these attitudes.

The success of a training and development program is determined by the extent of the behavior change it produces. Trainees must believe that a change in their behavior is appreciated. If the new behavior goes unnoticed, people quickly revert to the old, more comfortable behavior. Encourage people to grow and use more of their potential.

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Encourage Your Team's Growth

At the heart of a positive motivational climate is open, constructive communication. To maximize its effectiveness, remember that communication is always a two-way street. Listen to your people. Listen with your ears, your eyes, and your emotions. Not only do you discover the personal needs that motivate people, you benefit from hearing their valuable ideas. When you listen to people, they feel comfortable about sharing ideas and information.

Another important factor in establishing a motivational climate lies in your attitude toward mistakes and failures. When you constantly encourage your people to accept new responsibilities, to risk personal growth, and to increase their productivity, it is inevitable that they will make some mistakes, miss some goals, or make an occasional bad decision. If they never make mistakes, they are not trying anything new; they are merely going around and around in the same old rut. When mistakes occur or obstacles arise, choose to coach – not punish – the person involved. Use setbacks or missed goals as opportunities to teach better methods, improved thinking, and more effective procedures. Then allow time and opportunity for the team member to make adjustments and to restore the work to schedule.



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Establishing and maintaining a motivational climate in the workplace requires a great deal of sensitivity to individual differences and a great deal of creativity in structuring work assignments to maximize overall productivity. Because individual needs differ, how you lead people must differ. At the same time, the necessary procedures connected with the organization's needs must be met.

Some of your people are highly structured. They want to do things "by the book." They want an explicit process to follow in every situation because this helps them feel safe. Give them training that makes it possible to do their jobs accurately and promptly, but do not burden them with the responsibility for making decisions in unusual situations. They will follow your instructions to the letter with a minimum of supervision. Others, however, like more freedom to devise their own work plan; they want to feel that their judgment is trusted and that they are free to exercise initiative.

It is to your advantage to encourage team members to use as much of their creativity as possible as long as it is focused narrowly on productivity. Your responsibility is to direct creativity toward appropriate targets and demand conformity in the type of situations where no deviation can be tolerated. The ethical policies of the organization, for example, are so vital to its existence that conformity must be maintained. No "creative" deviations can be allowed. Safety regulations must be followed to the letter. But many other areas easily lend themselves to experiment.

Encourage your people to grow and to develop. When one person in the organization grows, the whole organization benefits. Set the example by following your own program of personal growth and development. People will catch your enthusiasm and begin to use even more of their potential for success and achievement.

Entrust Your Team with Delegation

Many managers and team leaders fail to delegate or share responsibility because they fear that the quality of the work will suffer. They complain, “If I want it done right, I’ll have to do it myself.” If you’re tempted to put off delegating, remember that at some time in your career you didn’t know how to do what you can now do easily. Someone invested the time to teach you. Admittedly, training someone may involve a considerable amount of time and effort now, but weigh this against the long-term permanent savings of both time and effort that will be yours when the training is complete.

Some managers also fail to delegate because they fear that strong, well-trained employees may replace them. Actually, this possibility should be welcomed – not feared. When you have trained people to do your work effectively, you are available for promotion – not replacement. Even when your organization does not have promotion opportunities immediately available for you, the benefits of training other team members are still valid. In addition to maximizing your effectiveness, you increase overall team effectiveness. Not only do you increase your team or department’s flexibility in responding to needs because of the cross-training you’ve encouraged, you also enjoy the benefits of working with more highly-qualified, competent, and experienced colleagues. The person who develops the talents and abilities of others and increases their productivity becomes one of the organization’s most valued assets.

Increase your effectiveness as a delegator by making a specific plan for delegation. List all the various tasks you perform. **Your activities will fall into several categories:**

- ◆ Tasks that could be eliminated. You may be surprised to find that some tasks that clutter your work day are actually unneeded. When tasks don’t add value to the results you’re responsible for, the best thing to do with them is to eliminate them. Determine whether the reports you make are actually used. If not, cut them out. Ask to be removed from distribution lists of paperwork that don’t help you in your work. Direct members of your

work group in a similar study of their own activities. If they can eliminate useless tasks and simplify others, they have more time to accept additional delegation.

- ◆ Tasks that you must do personally. The tasks that you must do personally are the most vital, high-priority responsibilities connected with your job. They demand your expertise, your more extensive knowledge of the organization and its goals, and possibly confidentiality.
- ◆ Tasks that you can delegate. Some tasks that fill your time could be done by others. A few of these can



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be entrusted only to the most gifted and talented people on your team. Others could be done by anyone in the organization with only a few minutes’ explanation. The easier the task is to teach, the more important it is to delegate it.

- ◆ Tasks that could be simplified. Some of the tasks you currently do may involve more detail than required. Analyze all tasks to find ways that you might simplify them. Doing so may allow you to train others to take over these tasks.

Now, review the written list of various tasks you do. Take immediate action to eliminate unnecessary tasks. Then concentrate your attention on the items you could delegate to others. Make a specific plan for teaching these procedures to someone else and delegating the responsibility for them. Get started immediately on this important strategy for success.

After you’ve delegated some tasks, look back over your task list at the items you’ve identified as your personal responsibility. Estimate how much time you actually spend on these tasks. As the most important elements of your job, they should fill the major portion of your time. Once you’ve delegated or eliminated less important items, you can give more time to these vital high pay-off activities and still have time left to accept new responsibilities.

As a leader, set a goal to spend 70 to 80 percent of your time on high pay-off tasks and new responsibilities. High pay-off activities will result in high pay-off success.

Evaluate Your Processes for Efficiency

The strength of efficient procedures lies in the fact that, once established, they become automatic. Well-planned procedures for paper flow, for processing orders, and for other routine matters save time and increase the productivity of everyone. Ongoing evaluation and adjustment of procedures is the responsibility of the entire work group. Whether in a group or on your own, as you look for ways to save time through efficient procedures, consider the following four major steps.

Identify routine activities.

Evaluate any routine activity that occurs with relative frequency and according to an established pattern. For example, most orders from the sales department are routine. The supervisor or manager reviews orders only to approve credit for a new customer or to handle some unusual feature of an order. Examine the various activities performed by your department and determine where a time could be saved by revising an existing procedure.



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Study existing procedures.

Look at the procedures now being followed to accomplish a particular task. Ask pertinent questions like these:

“Who does the work?”

“When is the work done?”

“Where is the work done?”

“How is the work used after it is completed?”

Learn everything about the purpose, the people, and the procedures involved in the task. Ask questions about each activity. Is it necessary? Many reports and procedures can be eliminated entirely or combined with other activities. Be willing to question all procedures in the interest of responding rapidly to changing needs.

Develop a new method.

Once you understand the need and know exactly who has been doing the work and how, develop an improved method for achieving the task in a time-efficient manner. Eliminate obsolete tasks. Combine several routine activities that can be done by one person. Place vital information

on the computer network for immediate access by the appropriate people who need to make efficient, timely decisions.

Rearrange the order in which work is accomplished. If, for example, the shipping department complains that it does not receive sales orders soon enough to ship on time, consider rearranging or simplifying the order in which sales are processed. Distribute multiple copies of orders or cut time by directly entering orders on a computer information system so everyone receives order information sooner.

Solicit feedback from those who will use a new procedure. Although you cannot use every suggestion, you can use some of the best. But always be sure to respond in some way to all suggestions. Responding to the suggestions of people gains their commitment and belief in the organization. People give even more to an organization in which they feel their input makes a difference.

Apply the new procedure.

After designing the new procedure, put it into operation. Institute adequate training. Be sure all your people know where they fit into the new procedure. Explain their duties and responsibilities, and ask for their commitment.

While a new procedure or work method is being implemented, watch it closely. Question people about how well it is working and ask for their comments about improvement. Once you are satisfied that the routine is well established, turn supervision over to someone else and free your time for other work and future productivity.

Procedures are merely formally established habits. Habits – both good and bad – develop through repetition and become fixed through reinforcement.

Reinforce desirable actions through appropriate praise and recognition, and discourage bad habits through immediate correction. When given constructive feedback, people quickly develop the desired habits for handling routine matters.

The result? *Efficient procedures that lead to effective productivity and overall success.*

Bridging the Gap Between Potential and Performance

Since 1966, Leadership Management® International, Inc. has been bridging the gap between potential and performance by helping organizations and individuals evaluate their strengths and opportunities through implementation of the unique and proven LMI Process™.

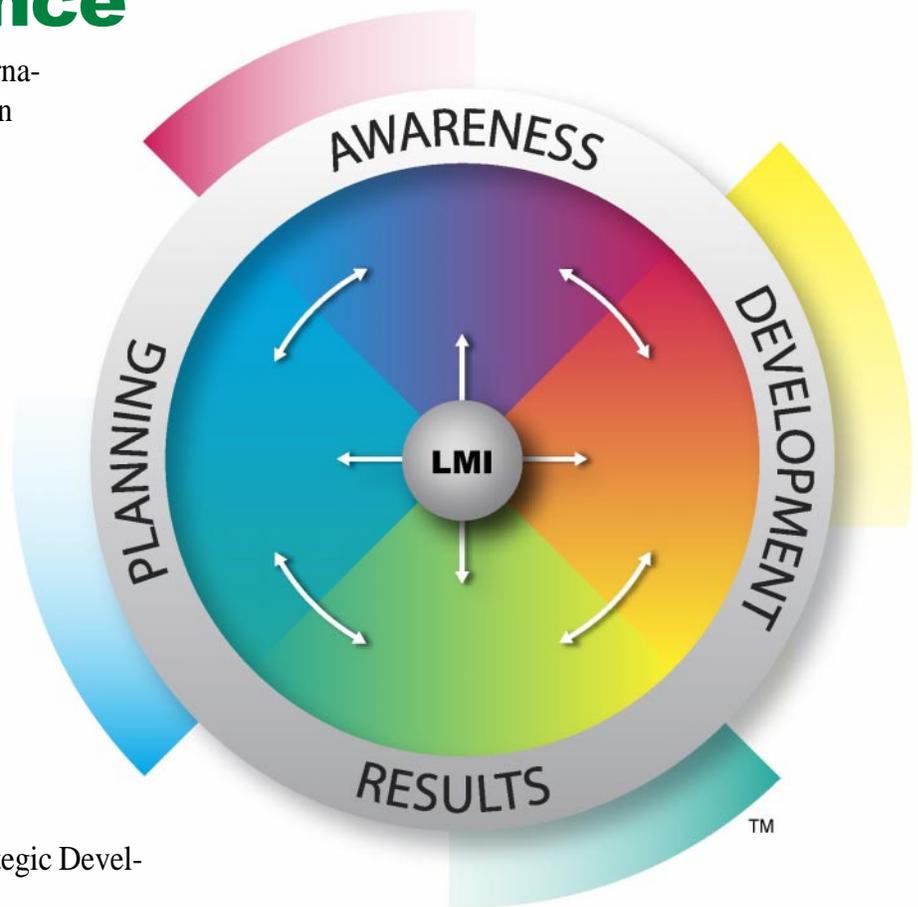
The LMI Process™ ...

- Develops leaders who, in turn, empower their people to use their untapped talents and abilities.
- Identifies key areas the organization should focus on in order to reach the next level of success.
- Gives direction to an effective solution and delivers measurable results.
- Practices a 93 percent effective leadership model.

The LMI Process™ is designed around a Strategic Development™ model with four vital components:

- Awareness
- Development
- Planning
- Results Management.

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