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ESSENTIALS

The Standard of Global Leadership Development

» 01.2016

Vol.33 No. 01

Essentials of leadership development, managerial effectiveness, and organizational productivity

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16 ways to do it

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Leadership Excellence

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Few ways to accomplish it successfully



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And finally its year 2016! New hopes, expectations, aspirations, goals...we have a whole year to plan our journey ahead. But, can we do something to bring about a change? How can we be the change? Sounds exciting? We offer you the perfect opportunity.

We all understand and admire a few truly inspired companies or individuals who have big dreams and do great things. But what can we do as individuals to inspire ourselves and the people around us? Welcome to LEAD2016. An event by HR.com that will bring leaders from across business, industry and education together to exchange with one another and witness life-changing inspirational speakers. On February 3rd, 2016, 13 speakers will be broadcast live from this event via high definition web stream technology. If you want to be part of this exciting and inspirational leadership event, visit [LEAD2016](#).

We did promise to bring you the latest developments and discussions in the field of leadership this year. To start with, this month we have Marlene Chism, International Speaker and Author of *Stop Workplace Drama* and *No-Drama Leadership* on the cover. Her article, **Elevate Your Leadership In 2016** offers sixteen ways to elevate your leadership, with the emphasis on who you need to "BE" in order to achieve the simple but often neglected "to-dos." A perfect article to start your New Year!

Kristen Koh Goldstein's article **Fostering Team Collaboration** is yet another interesting read we have for you. Fostering collaboration through tools enables efficiency and reduces the risk of human error. Equipping team members for robust participation is a great starting point in revamping any company culture to focus on collaboration. Kristen offers 5 five tips to foster team collaboration in your organization. Go for it!

As teams and organisations plan 2016, take a moment to be still. In the space created by leaders to be still, insights are generated, says Renée Gendron in her article **Release The Possible**. According to her, to be productive doesn't always mean running at full speed and to be effective doesn't always mean being overworked. Resources aren't always used optimally and there is always room for being innovative. Create the space for these conversations by hitting the pause button. To a fearful manager, work may seem to grind to a halt. To a fearless leader such times of stillness unleash the potential of the possible. An offbeat article, again worth a read!

Denise McClure's article **Why Entrepreneurs Fail** is yet another interesting article that discusses about why businesses flop. It is almost too simple a concept to mention, but it is surprising the number of businesses fail because they simply don't understand their customers. More often than not, the entrepreneur is so focused on the product or service they want to sell that they neglect to consider what it is their potential customers are looking for. She offers 3 tips to help future entrepreneurs. Don't miss it.

Apart from these articles, we also have a good number of other leadership and related topics in this edition of Leadership Excellence Essentials. We hope you enjoy reading all articles and do send your feedback! Next month, we will bring you the list of the proud winners of Leadership Excellence Awards 2016. Stay tuned!



Regards,

Debbie McGrath
HR.com

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Write to the Editor.

Editorial Purpose:

Our mission is to promote personal and organizational leadership based on constructive values, sound ethics, and timeless principles.

Leadership Excellence Essentials

(ISSN 8756-2308) is published monthly by HR.com, 124 Wellington Street East Aurora, Ontario Canada L4G 1J1.

Internet Address: www.hr.com

Submissions & Correspondence:

Please send any correspondence, articles, letters to the editor, and request to reprint, republish, or excerpt articles to LE@editor.hr.com

Customer Service/Circulation:

For information on products and services call 1-877-472-6648 or email: LE@editor.hr.com

Leadership Excellence Essentials

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Elevate Your Leadership In 2016

16 ways to do it

 By Marlene Chism



When writing [No-Drama Leadership](#) which was published in 2015, I had the privilege to interview one of the greatest leaders of our time, Francis Hesselbein, former CEO of Girl Scouts of the USA. Frances defines leadership as a matter of *how to be*, not *how to do*, saying, *"We have spent half of our lives learning how to do, and teaching other people how to do. But we know in the end it is the quality and character of the leader that determines the performance—the results."* My January article offers sixteen ways to elevate your leadership, with the emphasis on who you need to "BE" in order to achieve these simple but often neglected "to-dos."

1. Build Trust

In order to build trust you must be trustworthy. This requires a habit of doing what you say you will do. You keep your word. You don't say, "Let me get back to you" lightly. You speak truth kindly.

You are careful not to give undeserved praise just to make someone feel good nor do you use honesty as an excuse to express your anger. Building trust takes a high degree of awareness and intentional actions.

2. Master your Thinking

We human beings think over 60,000 thoughts every day and over 70% of those thoughts are either repetitive or negative. When you think negatively and focus on what's not working, you create new neurons for the purpose of negativity! To master your thinking requires the will to be a positive force.

3. Use Powerful Language

As a leader your language either makes you and others weak or makes you and others strong. What do you talk about more: what's working or what's not working? What's possible or what's impossible. What you want or what you don't want? Using powerful language



requires practicing new habits of talking, which also require new ways of thinking.

4. Set Appropriate Boundaries

One of the four reasons for relationship drama at home and at work is due to the inability to set appropriate boundaries. The key to setting appropriate boundaries is to let go of people-pleasing and pay attention to your emotions. If you find yourself feeling overwhelmed or resentful, chances are you have a boundaries issue, and you are sacrificing your own productivity and needs to make others happy.

5. Connect and Communicate

Leaders who connect know that it's impossible to multi-task and listen to someone's concerns. You have to listen. You have to pay attention. You have to have a dialogue. You have to carve out the time. The benefit is that connecting actually saves you time in the long run because you build trust, you get it right the first time, and you build loyalty.

6. Promote Empowerment

You don't have to have all the answers, but you do need to ask good questions. Leaders who promote empowerment are willing to trust their people and mirror back to them that they are smart; they have answers, they are resourceful. When you find your choice you find your power. Leaders who promote empowerment stop rescuing others and instead, help others find their choices.

7. See the Entire Picture

The entire picture is different from the big picture. The entire picture includes all the parts and pieces, from shareholders, employees, vendors and customers. The shareholders want to get to the treasure chest on the island, the leaders want everyone to row harder and faster, and the rowers (employees) want a bigger seat cushion on the boat. And the vendors? They are there to sell you the key to the treasure chest and the better seat cushion to make the journey more pleasant. When you understand all viewpoints, you see the entire picture.

8. Invest in Yourself

Leaders who invest in themselves don't wait for the company to pay for it. They read. They listen to [podcasts](#). They even attend conferences and pay for coaching even if it has to come out of their own pocket. Investing in yourself requires an attitude of personal responsibility rather than an attitude of entitlement.

9. Dial Up Certainty

Dialing up certainty keeps everyone calm and productive. A leader can dial up the certainty factor through constant communication and keeping everyone updated on progress and upcoming changes. Too much uncertainty breeds gossip and the tendency to protect one's turf. Leaders who want productive employees keep them updated regularly.

10. See More for Others

Leaders who see more for others also expect more from others. Leaders who see more for others are careful not to keep people in a box, for example, he is just a cashier, she just works in house-keeping. Speak to the vision of what is possible and inspire the employee to desire reaching his or her potential.

11. Model Course-Correction

Course-correction is as simple as admitting a past mistake, or owning the part you played in whatever problem is being experienced. Role-modeling constant public course-correction allows your employees to fully embrace personal responsibility and a learning mindset. The outcome is employees who are willing to accept responsibility and become accountable without fear of judgment.

“

“We have spent half of our lives learning how to do, and teaching other people how to do. But we know in the end it is the quality and character of the leader that determines the performance—the results.” - Francis Hesselbein, former CEO of Girl Scouts of the USA .”

12. Avoid Ping Pong

Leaders waste a lot of productive time getting distracted by arguments, innuendos and assumptions. Games of “Yes you did; No I did not,” why something is not fair, or who is to blame is a game of ping-pong with no real winner. Enlightened leaders know how to re-direct the energy to speak about the desired end result, while cleaning up any misunderstandings or past errors.

13. Eliminate Defense Mechanisms

We human beings are either in growth mode or protective mode. Evidence of protective mode include the observable behaviors known as defense mechanisms. Defense mechanisms include passive-aggressive behaviors such as eye-rolling, using sarcasm to make a point, and giving the silent treatment. Course-correct your own defense mechanisms first, set the expectations of the desired change, and then question those who exhibit these same behaviors.

14. Declare Your Values

Sometimes a leader's personal values clash with corporate values. Knowing in advance what you hold dear will help you in times of change to be courageous and take a stand.

15. Create a Learning Environment

When people feel the freedom to learn they are more likely to take full responsibility and actually seek accountability. When perfection is valued over learning and over course-correction employees eventually learn how to beat the accountability system to ensure job security.

16. Be the Change

Give what you want to receive. If you want more peace, be peaceful. If you want more respect, be respectful. If you want to be acknowledged acknowledge others. Your way of being will inspire the changes you seek. **LE**



Marlene Chism is an executive educator, consultant, and author of [Stop Workplace Drama](#), (Wiley 2011) and [No-Drama Leadership](#) (Bibliomotion 2015). She works with executives, and high-performing leaders who want to transform culture in the workplace. Email marlene@marlenechism.com Connect [Marlene Chism](#)

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4 MUST-READ RESOURCES FOR LEADERS



**Fostering Positive Emotions
in the Workplace** [white paper]



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Resentment** [manager's guide]



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Workplace** [manager's guide]



**Performance Reviews That
Motivate** [quick tips guide]

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How Leaders Kill Collaboration

Even when they say they want it

 By Carol Kinsey Goman

The executive came in wearing a designer suit, white shirt and a power tie. He checked the time on his Rolex wristwatch and placed his elegant briefcase on the table. He exuded authority, power and status, and would have been perfectly dressed for a Board of Directors' function. But that wasn't the kind of meeting he was chairing.

He had assembled a multi-level, multi-functional group – a diagonal slice of 30 people from across the organization and had taken them off-site for two days to co-create the necessary steps for achieving the company's new strategic plan. The hope was that collaboration and knowledge sharing would begin at this meeting and expand from here into every department. It wouldn't be easy. The theme was “we're all in this together” – already a touchy subject as the employees knew there would be cut-backs in spending and employee numbers (and few expected that “together” meant that executives would also be asked to cut costs and reduce their ranks).

But despite some initial reluctance on the part of the attendees, the first day had gotten off to a good start. Told to come dressed comfortably, most people were in jeans or slacks with polo or tee shirts. Consultants hired to facilitate the event had done a good job warming up the group and helping them begin to bond.

Then he came in to lead the meeting. And from the moment he walked into the room, all hope for collaboration flew out the window. Not only was he making a late entrance (instead of arriving earlier that morning with the rest of the group), he didn't look like one of the team. He looked like a “suit,” a hierarchical leader who would ask for input only as a rubber stamp for decisions he'd already made.

I'll never know why he chose to make that impression. Maybe he had a business appointment with an important client later that day, maybe he thought that this was the way an executive should always dress, or maybe he just didn't think it mattered. But as anyone who was there that day could tell you, it not only mattered, it was pivotal.

If I could have caught him before he entered the room, I would have told him to take off his jacket, loosen his tie and roll up his shirtsleeves. (I'd also have advised him to remove the Rolex and leave the Gucci briefcase on a chair in the corridor.) But, instead, all I could do was sit there and watch as resistance and skepticism built and rippled through the assembled group.

In addition to dressing like you “have all the answers,” a leader can unintentionally sabotage collaboration by sending the wrong body language signals. Because it really doesn't take much to make people feel left out. The nonverbal signals that make someone feel unimportant are often slight: letting your gaze wander while he or she is talking or angling your shoulders even a quarter turn away. Trivial actions if they happen only infrequently, are most likely not going to demoralize your team. But if you are continually off-handed, neglectful or unresponsive to certain individuals, your behavior will not go unnoticed.

If you appear to play favorites by using more positive nonverbal signals with some people than with others, if your body language excludes only some individuals, and especially if those exclusions result in hurt feelings, it can be seriously destructive to any collaborative effort.

Team members who feel that they and their ideas are being ignored will simply withdraw and stop contributing, and the sense of unease created by that withdrawal will broadcast itself subliminally to the whole group.

On the other hand, if you use inclusive, pro-social, body language (equally) with all team members, you create an emotionally rich environment that supports collaboration and high performance.

For example, a genuine smile not only stimulates your own sense of well-being, it also tells those around you that you are approachable, cooperative, and trustworthy. A genuine smile comes on slowly, crinkles the eyes, lights up the face, and fades away slowly. By way of contrast, a counterfeit or “polite” smile comes on quickly and never reaches the eyes.

And since collaboration depends on participants' willingness to speak up and share ideas and insights, try using your head – literally. Research shows that you can increase participation by nodding your head with clusters of three nods at regular intervals.

Head tilting is another signal that you are interested, curious and involved. The head tilt is a universal gesture of giving the other person an ear. As such, head tilts can be very positive cues when you want to encourage people to expand on their comments.

One of the most powerful motivators to encourage participation is eye contact, because people feel that they have your attention and interest as long as you are looking at them. As a leader, you set the tone for the meeting. If you want people to speak up, focus on whoever is talking to make sure that he or she feels you are listening.

When talking with someone we like or are interested in, we subconsciously switch our body posture to match that of the other person – mirroring his or her nonverbal behavior. When you synchronize your body language with members of your team, you signal that you are connected and engaged.

Also, face people directly. Even a quarter turn away creates a barrier (the “cold shoulder”), signaling a lack of interest and causing the speaker to shut down. Physical obstructions are especially detrimental to the effective exchange of ideas. Take away anything that blocks your view or forms a barrier between you and the rest of the team. Close your laptop, turn off your cell phone, put your purse or briefcase to the side.

And if you think it makes you look more efficient (or important) to be continually checking a laptop or cell phone for messages, I'd advise you to think again. As one member of a management team recently told me, “There's this senior exec in our department who has a reputation of being totally addicted to his Blackberry. He is constantly on the machine during internal meetings. When he finally focuses on others, peers make jokes about his ‘coming back to earth.’ We know he's not tracking the conversation because he keeps asking questions that have been already responded to. The result is that when he does contribute, he has no credibility.”

The bottom line is that it is important to align your non-verbal behavior with your leadership goals. If you really want to build a collaborative team, make sure you look like you do! **LE**




Carol Kinsey Goman, Ph.D. is the author of “[The Silent Language of Leaders: How Body Language Can Help – or Hurt – How You Lead](#).” The impact of body language on leadership effectiveness is a topic she addresses in keynote speeches and seminars on “The Power of Collaborative Leadership.” Email Carol@CarolKinseyGoman.com Visit www.carolkinseygoman.com

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Why Entrepreneurs Fail

3 tips to help future entrepreneurs

 By Denise McClure

There is an old cliché, quite often used to motivate athletes, that hard work will beat talent when talent doesn't work hard.

It is a sentiment that also applies away from the arena or stadium, especially in the world of small business. Starting your own company can be a daunting task, and it takes much more than just a great idea to make a successful run at being your own boss.

Trying to monetize that great idea is akin to navigating an obstacle course of unknown challenges and hardships laying in wait to trip you up. And just like in sports, it is the entrepreneur who is willing to put in the time, effort and hard work who is more likely to succeed over the new start up that thinks the idea is enough and simply sits back and waits for the business to take off.

As disheartening as this may be for the failed entrepreneur, each business that comes up short did so for a reason, and understanding those reasons is a key for people who are interested in investing the time, energy and money into building their own enterprise.

As these hard workers work their way through the obstacle course to success, they can learn lessons from the failures that line the path.

Know your customers

It is almost too simple a concept to mention, but it is surprising the number of businesses fail because they simply don't understand their customers. More often than not, the entrepreneur is so focused on the product or service they want to sell that they neglect to consider what it is their potential customers are looking for.

It is great to love your own idea, but you need to be able to disassociate yourself from your genius and take the time to consult with consumers. Find out if they are ready to buy your item as is, or if you need to make adjustments. You most certainly want to have the answer to this question before you invest too much time or money developing an idea that does not capture the interest of your customers.

Don't be afraid to seek out help

Forging out on your own can be intimidating, but while the business (and money invested in it) may be yours, you are not alone in this venture.

Almost every municipality offers resources to help small businesses and entrepreneurs at all stages of developing their idea. Entrepreneur centres not only offer valuable connections in the local business community, but they also offer experience and expertise that can help grow your business.

If you feel like you're struggling, seek out these organizations and ask for help.

Know when to pivot

Building a business from scratch is not a linear process. As mentioned before, it is like winding your way through an obstacle course. When you set out, you may have thought you had a bulletproof idea, but reality is proving otherwise.

While self-assessment and critique is difficult, it is worthwhile to take a step back, assess your approach to date and determine if you need to change course and try a different approach. This could mean running your business differently or radically changing your business model to take advantage of one element that is achieving success.

It may be a humbling exercise, but when your results are falling short of your targets and you are losing money, it is a worthwhile one.

When fostering your entrepreneurial spirit, keep these failures top of mind. They can help safeguard your great idea from landing on the scrap heap of unrealized potential and guide you towards the successful path through the obstacle course. **LE**



Denise McClure is the manager of the City of Brampton Entrepreneur Centre. Denise has over 16 years of progressive marketing experience in consumer and small business marketing. Before joining the Brampton Entrepreneur Centre in 2013 as the Manager of Entrepreneurial Services, Denise launched the successful City of Brampton Economic Development brand, B...more. Denise is a partner in a successful family business. Connect [Denise McClure](#)

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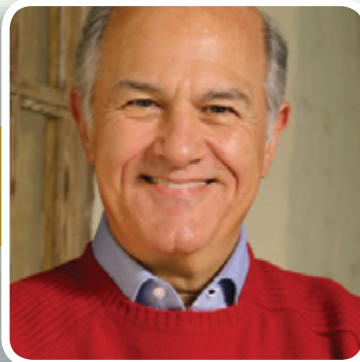
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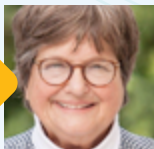
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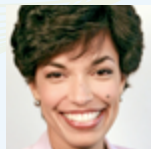
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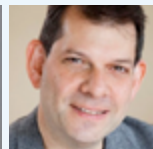
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Fostering Team Collaboration

Top 5 ways to do it

By Kristen Koh Goldstein

What do the The Fantastic 4, X-Men, The Avengers and The Expendables all have in common? They are teams of individuals utilizing their combined talents to achieve a common goal.

When thinking of teamwork in any organization, consider collaboration; building and investing in a team is vital to its success. One of the best acronyms for team is: Together Everyone Achieves More. Fostering collaboration through tools enables efficiency and reduces the risk of human error. Equipping team members for robust participation is a great starting point in revamping any company culture to focus on collaboration.

Here are the top 5 five ways to foster team collaboration in your organization.

1. Communicate company expectations. Collaboration should be a minimum standard. Defining the roles and responsibilities of the team is critical to avoid cross orders. Each team member should also understand their position and the responsibilities required of them. An environment that allows each team member to take responsibility for a good or bad outcome supports transparency. At Scalus, we have designed a workflow product that empowers employees, ensuring the success of the teams by providing streamlined collaboration in every department.

2. Setting team goals. Measurable goals that can be reviewed on a weekly, monthly quarterly or annual basis gets the team to focus on individual efforts, aligning the desired outcome within the team and gives them all a common goal to achieve. At times, the goals set may need to be re-evaluated, but always make sure the goals set are attainable. Setting up a team to fail is never good for company morale. Publishing the outcome and celebrating the wins while learning from the failures, keeps the team accountable and motivated.

3. Encouraging creativity. Allowing team members to brainstorm and question in a non-judgmental environment gets the creative juices flowing. Encouraging the team to look at any obstacle as conquerable will only build innovation for the business and set you apart from the rest. Nurturing a “can do” attitude within the team and asking why, or why not, regularly is a good leadership trait. Cultivating a creative atmosphere also encourages character development and shows your valued employees that you believe in them and invest in their future with the organization.

4. Building cohesion. Workflow software is great for building cohesion; each team member can arrive to work each morning, open an email that is their daily digest and see exactly what their tasks are that need to be completed that day. The days of sifting through a full inbox to prioritize work and check to see what your other team members have completed are over. Workflow collaboration tools provide a dashboard of status updates and every project is lined up with tasks assigned to the relevant team member. When one task is complete, the baton is handed to the next team member who is automatically notified that it's their turn for the next task and when it's due. This allows each team member individually to be successful, as well as being accountable for their part, and the team as a whole to achieve the common goal, efficiently. No more blame game, finger pointing or pieces falling through the cracks.

5. Leveraging strengths. Positioning each team member for success is vital to retention of quality staff. So when building a team, make sure to assign them the tasks each team member will be successful in. Giving incentives to individuals and team accomplishments should be done to celebrate and recognize the wins. **LE**



Kristen Koh Goldstein is the CEO of Scalus and Chairwoman of BackOps. She founded BackOps in 2010 to enable skilled moms to work from home while their children are at school. In 2013 with institutional backing from several investors including Sherpa Ventures, eVentures, Google Ventures, and HVF Labs, BackOps gave birth to Scalus, software to manage a remote distributed workforce. Prior to Scalus and BackOps, Kristen was an investment analyst for Goldman Sachs and Credit Suisse covering the software industry. She was also the CFO of Loyalty Lab (now Tibco) and Director Finance of Epinions (now eBay).

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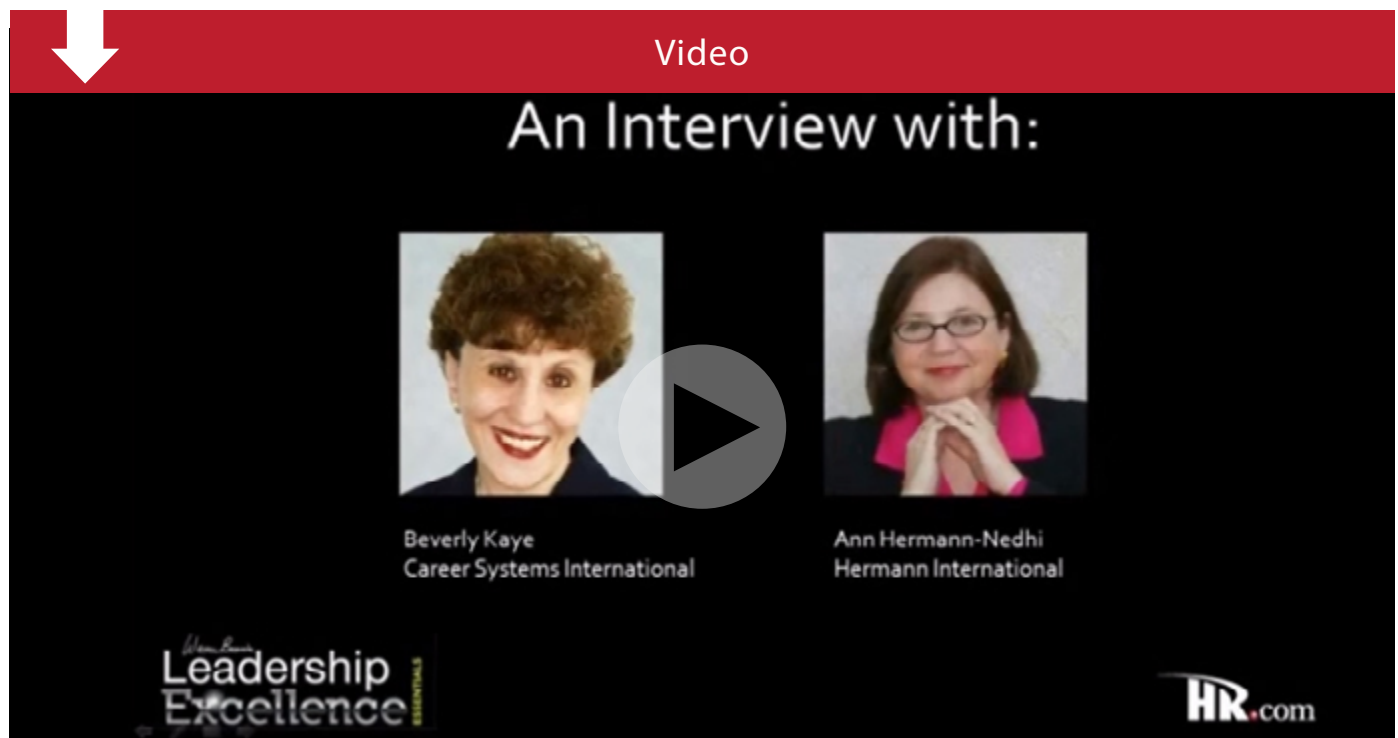


Excellence in Practice

A reflection on leadership

This short video features one of HR.com's industry experts and Leadership Advisory Board member **Beverly Kaye** (*International Best-Selling Author, Speaker and Founder of Career Systems International*), interviewing professional executive coach **Dr. Ann Herrmann** (*CEO at Herrmann International, co-author *The Whole Brain Business Book 2nd Edition**) who has shown exceptional innovation and leadership in her chosen field.

There are so many factors that go into effective Leadership. If you could give a young, aspiring leader one suggestion or idea that would help them to become an even better leader, what would that suggestion be? Ever came across such situation? This video gives you a real-world insight into different Leadership programs and the leaders themselves. **LE**



Beverly Kaye

Author of "Up is Not the Only Way;" co-authored the best-selling "Love 'Em or Lose 'Em: Getting Good People to Stay," as well as "Love It, Don't Leave It: 26 Ways to Get What You Want at Work", "Designing Career Development Systems" and "Help Them Grow or Watch Them Go: Career Conversations Employees Want" which was released September 2012.



Dr. Ann Herrmann

I am passionate about helping thinkers, thinking teams and thinking organizations get better results and performance through better thinking and learning. As an author, thought leader, keynote and researcher, my work is specialized on the practical application of neuroscience, learning and ongoing thinking research using our HBDI database of over 1.1 million thinkers from around the globe.

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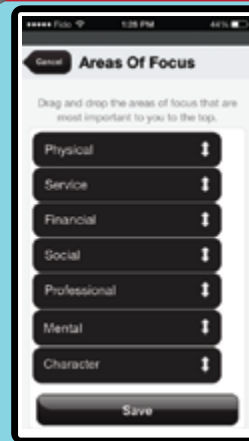
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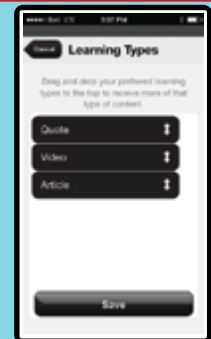
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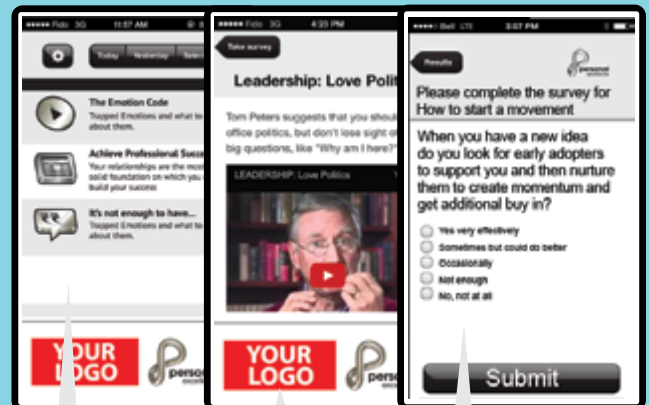


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Release The Possible

The role of stillness

 By Renée Gendron

It seems that a leader is always busy – evaluating their internal environment to ensure that they are aware of the influence of their emotions and thoughts on their behaviour and monitoring the state of their team, their emotional and psychological well-being as well as addressing harmful conflicts. Leaders are also responsible for scanning the horizon to detect and adjust to changes in the environment, to see the big picture and to tweak the strategy.

There is also a tipping point where productivity ceases and busyness begins. Outwardly active yet inwardly stalled, some teams, projects and entire organisations are occupied with numerous tasks, meetings and processes yet are not making progress towards their goals.

Consider the team where the manager is involved with incessant meetings that discuss the same topics over and over and over again. A decision that is made in Monday's meeting is reversed in Friday's. As another example, a team restructures when there is a new manager, which seems to happen every 6-10 months. All of their schedules are full. Most of the employees feel stressed and overworked. Production is falling behind. Everyone is busy but there is no advancement towards the goal.

Leaders have a critical role to play in such circumstances. They need to recognise the value in stillness, the benefit of taking a few steps back to evaluate. When teams and organisations are busy without being productive, they often believe that they are productive. Staff will point to shortages, bottlenecks, and deadlines. Managers will show overtime hours worked, delays in supplies, and meetings to sort out the mess. And for all of their hectic days, leaders need to point out that very little, if anything at all, is accomplished. More to the point, leaders need to call for stillness.

Leaders use stillness in the sense of creating a space to pause and reflect. Taking a few moments to nurture the realisation that if things go on the way they are, the precious finite resources of morale, patience, money, credibility (internal and external), and time will be squandered.

A leader's call to act is to be still to reflect on where the team and organisation want to go and why it wants to go there. In this sober analysis, in the moments of inaction, colleagues can reconcile what they are doing with what needs to be done to achieve their goals. Some coworkers seem to relish in the fact that they are busy and not productive. Difficult conversations need to be had to sort through employees that want to contribute and employees who want to be busy. The pause in action, the slowing down of mindless forward movement creates the space necessary for these conversations.

The ability to create space also enables leaders to simplify. Procedures, processes, policies, and other rhythms of organisations start off as easy things to follow and tend to become more challenging, burdensome and cumbersome with time. Forcing people to slow down, obliging them to do some deep thinking of what they are doing and why, brings clarity to the complexity.

As teams and organisations plan 2016, take a moment to be still. In the space created by leaders to be still, insights are generated. To be productive doesn't always mean running at full speed and to be effective doesn't always mean being overworked. Resources aren't always used optimally and there is always room for being innovative. Create the space for these conversations by hitting the pause button. To a fearful manager, work may seem to grind to a halt. To a fearless leader such times of stillness unleash the potential of the possible. **LE**



Renée Gendron is a speaker, trainer, mediator and researcher. She applies her skills in support of individuals, entrepreneurs and organisations. Renée is keenly interested in helping individuals and firms become more resilient and responsive to rapidly changing market conditions.
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Nurturing An Entrepreneurial Culture

Few ways to accomplish it successfully

 By Maria Black

Doug Conant, a former president and CEO of Campbell Soup, had a winning recipe for success.

“To win in the marketplace, you must first win in the workplace,” he said.

Today, if you ask small business owners what makes their organization a true contender, many will answer that it’s their entrepreneurial spirit. When starting a business, owners pride themselves on their entrepreneurial culture using innovation, persistence and ingenuity to break down barriers and excel. As companies grow, however, it’s important for business owners to be proactive and focus on keeping that special entrepreneurial culture alive.

As a leader of 389,000 co-employees who work for thousands of TotalSource client companies, I’ve had the opportunity to see a whole host of company cultures. Through that lens, I’ve learned that leadership and culture will ultimately define whether or not an organization will be successful. This is why it is so critical to pay close attention to your company’s culture and treat it with the same level of importance as your bottom line.

Creating and nurturing a successful entrepreneurial culture can be especially difficult for a small business because the average owner likely got into business to do something he loves, or with the aspiration to be an entrepreneur. This person, however, may not have the HR expertise or “know-how” to drive an engaging and successful company culture as the business grows without some help from the experts.

Additionally, a culture of entrepreneurship doesn’t just happen. It needs to be grown from the roots of your firm and be closely managed to keep your company nimble and your employees on top of their game. Here are a few ways I’ve seen organizations accomplish that:

Ensure your employees feel supported: Encourage employees to take risks, and let employees know that failure is a valuable part of the innovation process. If it were easy to get things right every time, we’d all be robots! It’s also important to ensure that employees and managers both feel that they have a relationship that is based on trust. The best manager I ever had always made me feel like he had my back, even if I made a mistake. That kind of support helped me grow in confidence to take on ever-bigger challenges over time.

Eliminate the bad apples: It’s imperative to weed out any bad cultural traits that may be festering within your organization. If left unchecked, attitudes like “it’s-not-my-job” syndrome and lack of respect for the contribution of others on the team can wreak havoc on an organization. Don’t let any bad apples spoil the bunch! Eliminate these issues as soon as possible through company-wide discussions and even one-on-one communication, as needed.

Build the right team: Hiring the right employees to contribute to your company culture is critical to maintaining it. Do you

have a top performer who embodies flexibility and collaboration? Who are your role models to highlight to others? Take some time to determine what traits you’ve seen work well in your business and ensure you think about that as part of your selection criteria during your talent search.

“

When starting a business, owners pride themselves on their entrepreneurial culture using innovation, persistence and ingenuity to break down barriers and excel. As companies grow, however, it’s important for business owners to be proactive and focus on keeping that special entrepreneurial culture alive.”

Foster collaborative thinking: Encourage your employees to work together to solve problems, especially across organizational boundaries. This can help to bridge any cultural gaps that may have begun to exist within your organization, ensure your employees feel that all opinions matter, and that anyone has the opportunity to bring their ideas to life. Helping people think more broadly about your company – and its success – will help the organization as a whole, and possibly let employees see contributions they can make elsewhere in the business as they manage their careers.

As a leader, nurturing a culture of entrepreneurship starts with you. To stay ahead of the competition, you need to keep employees’ creative juices flowing with calculated efforts to promote teamwork, innovation, and ingenuity, key ingredients for any successful culture. **LE**



Maria Black leads ADP TotalSource®, the largest Professional Employer Organization (PEO) in the U.S. It provides human-resource outsourcing, payroll, benefits administration, and overall human capital management (HCM) solutions to small and mid-sized U.S. businesses. She is responsible for all aspects of the business unit, including marketing, strategy, service, operations, product, finance, and HR.


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Management Ethics

Making the right choice

 By Richard B. Secord



Leadership comes from experience, training, practice, observation and if you are fortunate, a good mentor. The Webster's dictionary describes ethics as: "an area of study that deals with ideas about what is good and bad behavior." Most of us have experienced a variety of directors that demonstrated a style of leadership we admired, respected or in our opinion did not portray admirable qualities.

What do you do when you have entered a position under a director that you and several members of the staff only respect the title the director has achieved but not the individual? A good manager/director should always lead by example with their focus on fairness, equality, good ethics and rational judgment. If the leader does not demonstrate most of the aforementioned characteristics, there are a few choices you need to make. Should you report the unethical behavior or lack of leadership skills to the human resources department or should you focus on your own goals and production? Setting the latter choice as a priority may be the best path to take in the short term and it is a decision you have to make. There are several different elements that will enable you to base your decision upon whether you want immediate change or you are working for a long term position within the current organization/corporation.

A quick decision on your part is often not the right choice. This is often times based upon emotion and may backfire on you. I recommend weighing all of the aspects of your long term career goal and how this will benefit you. A poor leader, from my experience, also educates me on the judgments I make in the future when I am leading or mentoring staff members. If we only have great leaders how do we compare from an ethical perspective. Learn from all leaders whether good or bad and look for methods you want to embrace that will strengthen your own value as a director as you move up the ladder of success.

To quote Stephen Covey: "I am not a product of my circumstances. I am a product of my decisions." Make the decision that works best for you personally. Reporting the unethical

management decisions performed by the director to the human resources department or upper management may not help your situation. However, at the time it may be the right path to take and could generate more discussion in upper management. The criteria of the behavior may be reoccurring and could have been aired by other associates. The choice is a tough one and certainly depends upon the specific behavior performed by the director who is displaying poor judgment below ethical standards. Examples of this may be alcohol or drug abuse; harassment; physical abuse; or other major infractions. In these instances, it is my recommendation to report the circumstance immediately.

Each associate joins the organization/corporation with various concepts of good behavior and bad behavior in the office environment. Therefore the unethical management behavior is judged from a plethora of backgrounds that are brought to the table. You may judge a behavior as appalling and your fellow associate may turn a blind eye to the behavior. Keep this in mind when considering contacting upper management or human resources. Educate yourself on what is acceptable behavior as it may vary with different cultures and in other geographic regions.

In summary, reporting unethical behavior is a judgment decision you have to make. Weigh all aspects of the situation and decide what is the best path for you at this juncture. Ask yourself: Will this affect my career growth; will it change the director's behavior; should I just focus on my work and production; is it best for the corporation if I report the behavior? Use your experience, training and your own values to make the right choice. **LE**



Richard B. Secord has over 25 years of management experience with a primary focus in the hospitality industry. He is the former President of the Greater Charleston Hotel/Motel Assn. and a US Army War Veteran. Richard is currently a contract consultant and freelance writer. Email liveforsuccess@aol.com
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To train or not to train?

A stylized illustration on a dark gray background. On the left, a white hand emerges from a dark sleeve, holding a white briefcase. To the right of the hand is a large, bright green arrow that starts at the bottom left and points diagonally upwards and to the right. The arrow has a stepped, staircase-like appearance as it ascends. The entire graphic is composed of simple geometric shapes and a limited color palette of white, green, and dark gray.

More often than not, the first approach investigated to increase leadership capability is training. *Disclaimer: from board members to front line supervisors, I have trained thousands of individuals to improve their leadership capabilities, but training is only as effective as the reinforcement that follows.*

Safety is not alone in the over-abundance of programs of the month. When results aren't quickly recognized, they are discontinued, furthering the, "This too shall pass," and "Wait and see," attitude. In general, initiatives rarely fail in theory, they fail in

application. Moreover, projects do not fail in the end, they fail in the beginning because the identification of what will work to support and what will work against is omitted.

Consider past training or even leadership development initiatives if you are not getting the desired performance outcomes, why? Addressing performance challenges are not as simple as providing new skills or retraining. Thinking of past efforts, consider answering the following questions:

1. Did the individuals see the rationale in the training objective?
2. Did the training provide immediate recognition of value-add to the individual or were only the organizational benefits outlined?
3. How much creative input did the targeted audience (or at least a representation of) have in the development of the training and expectations of outcome?
4. How were the individuals that participated in the training proactively and positively held accountable for what was expected following the training?
5. How were the systems, performance management/review approaches and measurement aligned to support and reinforce the change?

If answers to the above questions were not captured previously and great results were obtained, congratulations; you are luckier than most. One of the first principles in navigating a journey is to determine your starting point.

Management is often defined as getting things accomplished through other people. Leadership is inspiring people to do more than what they think is possible, and more than what they feel they need to do to keep their job. If your goal is to develop leaders, prior to searching for training and workshops, first assess and recognize the starting point of not just your targeted level in the organization, but of all of those in a leading position.

It is common knowledge supervisors are often in a difficult position, juggling hyper-competitive priorities, changes in leadership and pressure from the employees. Many organizations will help first-line supervisors improve their leadership skills, as this is seen as the greatest and potentially most transformative opportunity. I tend to agree; however, the performance and capabilities of the supervisors are a direct result of the current or past management team. Supervisors are either being developed and held accountable for their increase in capabilities or are assured that what they are doing is accepted, reinforcing the belief that how they are currently leading must be working well.

If a group's performance is viewed as undesirable, do you know what went wrong? Were they the wrong people placed in that role, were they not provided the skills to be great leaders, or were they not being proactively and positively held accountable for the leaders they need to be?

Starting with the supervisory level first can potentially be a mistake if the organizational layers above are not going to be playing from the same sheet of music. The reinforcement, vital for sustainability, will not occur. Consider the different layers of management in your organization and answer the following questions:

1. What percent of each level inspire and drive change?
2. What percent of each level maintain the status quo?

3. For levels below CEO or most senior executive, who does each of these individuals report to, a driver of change or maintainer of status quo?

Mapping this out has been helpful to many clients to determine development opportunities, at group or individual levels. This approach often indicates the best opportunity to shape leadership might not be with training. Desirable leadership styles, beliefs and an interest in more effective approaches might already exist with some individuals, but are being suppressed by a boss that isn't a driver of change.

“

Management is often defined as getting things accomplished through other people. Leadership is inspiring people to do more than what they think is possible, and more than what they feel they need to do to keep their job. If your goal is to develop leaders, prior to searching for training and workshops, first assess and recognize the starting point of not just your targeted level in the organization, but of all of those in a leading position.”

Most people are more than happy to improve their capabilities and become leaders. Rather than first searching for training to motivate behaviour, outline and neutralize the current demotivators to desirable leadership performance. Consider gathering a cross representation of individuals from the different levels in your organization and pose the following three questions:

1. Level by level (executive, manager, supervisor, etc.), what would you see someone doing or saying that lets you know they are one of the best leaders this organization has?
2. What currently motivates someone in a leadership position to be the best leader they can?
3. What currently demotivates someone in a leadership position from being the best leader they can?

Questions similar to these have been very effective with many clients to identify the starting point, what the end results of excellence will look like, and prioritize a path to fill the gap. My military experience taught me it was a bad idea to start down a path prior to identifying the potential snipers nests, landmines and ambush points. Leading for business success is no different. **LE**

**Originally published in Canadian Occupational Safety magazine (November 2012).*



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Creating Impactful Culture

A view of NUMMI from the inside



 By Russ Elliot

Executive overview

During my formative working life I was very fortunate to be able to work at the NUMMI plant for six years. For those not familiar with NUMMI, the joint-venture was born in an old General Motors Fremont, CA, plant. GM wanted to understand the effective Toyota Production System, and Toyota wanted to see how that system could work with U.S. workers.

I realized while I was working there that the experience was the equivalent of a second Master's degree. It was clear to me that there was something unique and amazing going on at NUMMI. So rather than pursue an additional degree, I dug my heels in and decided to learn on the job.

I learned many lessons during my six years there and implemented many of the concepts during my subsequent tenure in Human Resources.

In this article I want to share with you some of those lessons that can be applied to improve a company's culture and have a meaningful impact in any organization.

Although each of these lessons can be implemented independently, a culture "system" becomes much more effective when all the pieces are heading toward a common goal or vision. Clarity and intention, or consciousness, are the keys to furthering any organization's culture.

What can be learned from the NUMMI experiment

At NUMMI, prior to the launch of the Tacoma truck line, I was hired to work in the Human Resources department. I started in the training and development department of HR and then moved to the labor relations department, doing a final stint back where I started in the training and development department. During my tenure, I was privileged to help develop and build the Problem Solving Circles program (a name we used for the quality circle program).

NUMMI was operating in the same plant as before, with the same workers, and the same union, but everything else was different. The quality was outstanding and consistently recognized. For example, the Corolla was ranked "Best Compact Car in North America" in 1999, 2001, 2002, 2004, and 2006. The Tacoma was ranked "Best Compact Pickup in North America" in 2002 and 2007. The plant was an effective machine.

I have been reflecting on the lessons that can be used today from what I learned working at NUMMI during its "experiment" of sorts. This article draws some conclusions and presents what I think are the most important points to review and consider as people in business strive for continuous improvement, effective communication and decision making.

This is both a complex and simple story. The complexity is related to all of the different pieces that create the perception and feel of simplicity. The autoworkers had so much clarity on the job that it felt simple for them to perform effectively. It took great thought by management to be able to communicate what their jobs were and what the proper training and tools were

needed for them to be successful.

The following components led to the company's well-thought-out system.

Clearly understood and expressed values

At the center of the culture were clearly expressed values of mutual trust and respect, teamwork, equity, and involvement. There are many tangible and visual symbols that reinforced these values every day at work.

The four values or cornerstones as they were named at NUMMI are listed here. They are not meant to be independent of each other, but rather are completely dependent on each other. It is easy to see the links between teamwork, involvement, equity and mutual trust and respect. It is one of the examples of brilliant simplification. The challenge of all organizations is to determine values that truly describe who they are, which then encourages behavior that will make the organization uniquely successful.

Mutual trust and respect – This was probably the most important value at NUMMI. It showed up at work in many different ways. One of the more visible examples was the "andon" cord, a cord that could be pulled at every workstation. If an employee pulled the cord, the line stopped. To understand the impact pulling on this cord had, nearly every employee was forced to be idle until the line started up again. About 2,000 employees were placed in waiting mode. The "andon" cord symbolized that each employee had a critical role in ensuring that every car passing by his or her workstation met with the level of quality expected. The employees had both the power and obligation to contribute toward that goal.

Teamwork – The plant was set up in teams and groups. A team consisted of about five employees with one team leader. A group consisted of three or four teams with a group leader. Team members, as they were called, were expected to learn all the jobs in the team. To reduce boredom and injury, team members rotated every 2 ½ hours. This required not only cross training, but it also resulted in a balanced workload. Rotation added to the feeling of being a member of the team and the importance of teamwork.

Equity – One vivid example of equity was the open office. Every employee had the same size desk in one of several large rooms. The only exception was the president who had his own office. To fully understand the significance of this, the vice president of manufacturing who had thousands of employees under him was seated several feet away from his direct reports. And he faced all of their direct reports in the same open area. When I attended a meeting in his area, I passed his desk only a few feet away from the walkway. This strongly symbolized the equity concept.

Involvement – One of many examples of involvement was the suggestion program. More than 70 percent of the employees provided at least one suggestion, while many provided more than one suggestion. With more than 4,000 employees, there



were literally thousands of suggestions that were submitted and reviewed each year. Many of them were implemented. This encouraged employees to use their minds to create continuous improvement in the auto plant.

Make company mindset a critical component

In addition to having clear values, it is critical to have processes, systems and policies that support the intended culture. This is a key part of a conscious culture.

The examples presented in this section are just some of the ideas worth noting regarding how a mindset can be created to further an organization in defining its culture. These ideas and actions truly brought NUMMI forward in a defined and intentional way. Combining these mindset ideas with organizational values bring clarity, focus and simplicity to organizational effectiveness.

Kaizen – This is the Japanese term that means, in essence, continuous improvement. It was NUMMI's belief that survival in a competitive industry required continuous improvement. This philosophy showed up in many ways, including the suggestion system, improving efficiency in the workplace and in the Problem Solving Circles (or quality circles). Kaizen accurately reflects the mindset or way of being at NUMMI.

Muda – This is another Japanese term that helped employees understand waste. One of the keys to being a successful auto plant is to reduce different kinds of waste. Employees understood the five different kinds of muda and would work towards reducing all aspects of waste. For example, if there was a way for each worker to spend five seconds less on a process, it reduced the waste of time. Employees were rewarded when their ideas improved efficiency or effectiveness.

Nemawashi – This is a third Japanese term that speaks to the mindset of effective communication and decision making. There are different levels of nemawashi, and I am sharing a high-level example. The top executives met on a regular basis to make significant decisions on the plant. The meeting often lasted only 15 to 30 minutes. The reason the meetings lasted for such a short time was that all of the conversation and changes to proposals occurred outside the meeting. This allowed for meaningful dialogue instead of a debate of egos in the room. Presenters of proposals spent one-on-one time with all leaders to understand any concerns they had. Leaders were given ample time to reflect on any proposal. Changes were regularly made to any proposal before it went to the nemawashi meeting. Although this took more time, it led to strong buy in by all and long-term success. This mindset of nemawashi occurred at other levels in the plant.

A3 – This is the concept of ensuring that all proposals and ideas shared needed to be clear, concise and well thought through. A3 refers to the size of the paper in the paper tray (11" x 14"). All proposals, no matter how complex or expensive, were required to be submitted in a specified format on the front (and possibly back) of an A3. This level of discipline ensured new proposals or programs had great consideration before making it in front of the decision-making body. It was required that all problem-solving efforts be completed using the A3 format.

Problem Solving Circles – I had the privilege of being the lead on this critical program. PSCs started with five pilot circles. Eventually, there were more than 400 circles meeting each week to work on problems for their teams.

One of the key concepts I want to share with you is that the primary purpose of this program was not solving problems, but in fact, team building and leadership development. Each time there was a meeting, the discussion led to solving a problem within the scope of the team's control.

After team leaders received training in facilitating and leading meetings, and team members along with team leaders received training in problem solving, each circle met once per week for an hour to follow the problem-solving process.

We then had an annual plant-wide competition to select the best example. It was set up as a big event for everyone to see the other examples. I was honored to bring the winner of the NUMMI competition to Japan to compete with the best of each Toyota plant.

A side note of truth is that there were two competitions in Japan: one for the auto plants in Japan and one for the plants outside of Japan. This was only fair because the skill sets and problem-solving levels of the Japanese plants were significantly greater than non-Japanese plants. It would not have been a fair competition if all plants were judged in one contest.

Job titles – All of the manufacturing jobs, about 4,000, fell under one of three job titles: team member, team leader or group leader. This idea is consistent with the values of equity and teamwork. Most U.S. companies would struggle to limit the number of job titles to three for thousands of employees. Each role was clear and the path to move toward team leader or group leader was well-defined.

Job security – There was specific language in the labor agreement that spoke to job security. The essence of it was that employees would not be laid off unless there were severe economic conditions that threatened the long term viability of NUMMI. Before laying off any single employee, other actions, like reducing managers' salaries, would take place first. This clearly sent a message that everyone was in the same ship rowing in the same direction. This was extraordinarily meaningful to employees.

On a personal note

I hope some of these ideas have you thinking about the systems, processes and values you have in place or you can put in place to support your company's desired culture.

You can look at your organizational values, examine processes that can support the mindset, provide training and promotion methods that teach cultural behavior, or modify the hiring process to reduce hiring the incorrect fit. Take a deep look at what will you do to help shape your culture and create the high-performance company that you desire. **LE**



For more than 30 years, **Russ Elliot** has developed strong expertise in human resources, organizational development and coaching having worked in organizations including Toyota, NUMMI, Texas Instruments and Bridge Bank. From a place of deep commitment to creating conscious and sustainable organizational cultures, Russ believes that designing high-performing, engaging cultures is critical to organizational success. Russ, SPHR, is currently the Senior Vice President, Human Resources Director at Bridge Bank. Email Russ@ConsciousCultureGroup.com
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Challenges Of Globalisation

Leading yourself, your team and organisation to success in a VUCA world

 By Prof. Sattar Bawany

Increasing global competition and changing economic realities are forcing businesses to find new ways to survive in a VUCA World. Today profits are even harder to maintain, let alone increase. Mergers, acquisitions, downsizing, new technologies and restructuring are continuing rapidly, as organizations struggle to reduce costs and increase productivity.

In essence, the heart of the leadership challenge that confronts today's leaders is learning how to lead in a VUCA World which includes situations of ever greater volatility and uncertainty in a globalised business environment, allied with the needs to deal with scale, complexity and new organisational forms that often break with the traditional organisational models and structures within which many have learned their 'leadership trade.' So the basic assumption that past experience is the key for future leadership success is more open to scrutiny than ever.

The nature of the challenges business leader face today operating in a globalised economy is increasingly complex. In recent years the world has continued to undergo a series of transformational shifts. In the toughest economy the world has faced since the Great Depression, it would seem that while the global financial crisis and its after-effects appear to have subsided, the magnitude of other significant global issues continues to increase in scale and scope, such as jobless growth in certain geographic regions and income inequality. In the Asian region, the economy is likely to experience a slowdown.

The major challenge facing business owners and managers today is how to build and sustain a viable, successful operation in the face of this rapidly changing and competitive environment. There are a number of global trends that are having an irreversible impact on the way businesses and people work. Not only how they work today, but also how they will work in the future.

As senior managers, business leaders and professionals, we need to understand these trends and ensure our workforces are flexible and responsive, in order to meet and anticipate the rapid changes in market demand.

Globalisation

Today, what happens in Asia, America or Europe has a direct and immediate impact on customers, wherever they may be in the world. As a result, there is not only increasing competition domestically, but also internationally. There is an ongoing struggle to balance the need to think globally and demonstrate local expertise.

As a business owner, leader or manager you need to consider:

- Are you thinking about the implications of operating globally? For example, on your business cards, does your phone number start with the country code or local prefix?
- Do you know how many competitors you have globally? Who are they? Are you competitive in the world market? What barriers do you face?

Cultivating knowledge

With rapid changes and increasing competition, the source of

economic wealth lies less in the production of material goods and more in the creation and manipulation of information, knowledge and ideas. The traditional competitive edge held by products and technology only is now short lived, as within six months your products or technology can be copied. However, people cannot be copied, and as a result their knowledge and professional skills can become your competitive edge, and significantly enhance your corporate capital.

To compete, organizations need knowledge workers - employees whose talent and experience create the reasons customers come to you instead of your competitors.

The challenge is to ensure you have the capabilities to find, assimilate, develop, compensate and retain such talented individuals. Consider how you value knowledge and develop it for competitive advantage. Have you lost your knowledge base through downsizing?

“

In essence, the heart of the leadership challenge that confronts today's leaders is learning how to lead in a VUCA World which includes situations of ever greater volatility and uncertainty in a globalised business environment, allied with the needs to deal with scale, complexity and new organisational forms that often break with the traditional organisational models and structures within which many have learned their 'leadership trade.'”

Organisational structure redesign

In an effort to enhance competitiveness, effectively manage core business processes and maintain flexibility, organisations have flattened their structures, eliminated layers of management and are utilising teams.

Flatter structures can reduce costs, improve customer response time, foster strategic agility and create more with less. Traditionally defined jobs are being transformed into continuously evolving sets of competencies that may be structured in an infinite number of ways and change for each new project.

This enables organisations to be flexible and respond rapidly to changing business requirements and customer needs. Project teams are producing better, cheaper and faster results than the traditional hierarchal management structures. It also enables employees to build on their skills as they develop their experience through each new project. They are continually re-skilling and up-skilling.

The need to cut operating costs and streamline operations is resulting in practically everything that is not strategic being outsourced.



Temporary workers are no longer confined to low-level administrative functions. Highly skilled workers, both technical and managerial, are now part of the contingent workforce. In particular, finance, marketing and sales, and information technology functions are experiencing increased employment opportunities due to outsourcing.

Increasingly, talented people are being brought into organisations on contract to complete specific projects. This provides management with greater flexibility to deploy resources, when and where required.

Changing demands of customers and shareholders

Customers worldwide are demanding and getting what they want, when they want it, at a price they deem acceptable. Creating shareholder value is a key performance objective of boards, CEOs and all employees. Companies that are not up to the challenge are being eliminated quickly.

As a business manager, do you know what your customers and/or shareholders need and want? How are you addressing these needs and wants?

In considering these trends it is clear that the most prominent trend of all would have to be diversity. As the workforce becomes increasingly global, it will also become more diverse.

Diversity involves managing different cultures, different age groups, mixed genders, managing full-time and temporary workers, and managing these differences to create the most positive outcome for all. Today's world demands an understanding of how to use diversity to create competitive advantage.

To capitalise on diversity in your business, have you considered such things as?

- Do you know the secondary skills and experience of your workforce? You may be sitting on a gold mine. Perhaps members of your staff speak another language or have had experience in another industry that can help you work better with clients, suppliers or distributors.
- Have you conducted a skills audit of the talent in your organisation? Finding out the qualifications, experience and skills of your people will help you to maximise the value employees can contribute.

This exploration of global trends is by no means a finite summary. It is intended to highlight the most prominent trends, of which we as business leaders and managers need to be aware. The trends have changed the world of work, and we need to consider the impact on our employees and our businesses in order to succeed and capitalise on the opportunities and build sustainable organisations.

The impact of all these changes can result in such emotions as anxiety, confusion, anger and fear. If not managed in the work place, the organisation is likely to experience significant costs, such as increased turnover and replacement costs, loss of productivity, reduced credibility of management and lowered morale.

In Conclusion

Organisations have a role to play in helping employees understand these changes and develop a mindset that enables them to remain flexible, adaptable and responsive to market needs. They need to support individuals by providing tools, learning opportunities, information and feedback to the employee.

The new flatter organisational structures have meant the



minimisation of the traditional hierarchy. Employees are expected to be more self-reliant and also answerable to, customer and shareholder demands. Success used to be measured by the number of steps you made up the corporate ladder, whereas today success is measured by the alignment of individual values, goals and competencies to those of the organisation. An individual's competencies must match the business needs.

As global competition and change increase rapidly, we must develop strategies in our businesses and for our employees that look to the future and anticipate change. If we don't do this, the outcome is clear, simple and inevitable - our organisations will not be around to compete in the future! **LE**



Prof Sattar Bawany is the CEO & C-Suite Master Executive Coach of Centre for Executive Education (CEE Global). CEE offers human capital management solutions for addressing challenges posed by a multigenerational workforce including talent management and executive development programs (executive coaching and leadership development) that help leaders develop the skills and knowledge to embrace change and catalyse success in today's VUCA world.

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Modern Leadership & Management

The importance of emotional intelligence

By Connor Mooney

Many modern professionals in managerial or team leader roles often find there can be a fine balance between the social elements of managing a team and the managerial responsibility of delivering results (Dansereau, et al., 1975). This can lead to developing managers, coaches and leaders to swither between “being liked” and “delivering results”, many believing there cannot be common ground between the two (Maslow, 1943).

The Leader-Member Exchange (LMX) theory explores this balance in more detail, suggesting that relationships between managers and team members falls on a spectrum. This can range from low quality exchanges which are largely justified through pay, reward and transactional leadership (Eagly, et al., 2003). To high quality examples where social elements such as trust and respect are more evident and suggest a more transformational leadership approach (Duckett & MacFarlane, 2003).

The difficulty aspiring managers seem to face is the development of their emotional and social intelligence (Emotional Intelligence & Social Intelligence) and finding which leadership approach suits their environment best (Bawany, 2015).

Having had recently carried out research on the effects of Emotional Intelligence development within Halfords (the U.K.s leading retailer of Leisure and Automotive goods) it was found that managers who have had Emotional Intelligence development have higher performance figures and leadership indexes than those who have not.

The research carried out explored Halfords Aspire Programme, which is an internal development course which trains aspiring managers to assistant and store level management, in an effort to understand the impact Emotional Intelligence development has on management.

The Aspire programme develops elements of empathy, subordinate recognition and reward, internal communication clarity and a focus on personal strengths, which are all elements typically associated to the development of emotional intelligence (Frese, 2008) (Wong & Law, 2002).

The research observed the Sales vs. Target figures of 151 store managers, which at the time was 33% of the store manager workforce, and found that managers who have had Emotional Intelligence development had higher performance than those without. But interestingly it was also found that when managers have a poor leadership index (who have a poor social relationship with their team) there is no negative impact on sales performance.

Table 1–Top Ten Sales Vs. Target Stores and their Emotional Intelligence Development

Store Name	Store Number	LI	Aspire Training	Sales Vs. Target
Belfast Connswa	695	94%	Yes	12.8%
Dufermline	773	98%	Yes	12.1%
Cork	146	94%	Yes	11.0%
Barnsley	864	93%	No	9.8%
Scunthrope	595	95%	Yes	9.4%
Longford	142	82%	Yes	8.7%
Castlebar	143	69%	No	8.3%
Wallasey	453	95%	Yes	8.1%
Portlaoise	165	94%	Yes	7.6%
Galway	167	82%	Yes	7.1%

Table one on the left shows the top 10 performing stores in the division, of these 10, only two of the managers had not received the Aspire emotional intelligence training from Halfords:

Based on the findings of the research it was concluded that through the development of emotional intelligence the managers’ team performances increased and the managers Leadership Index Score (given to them by subordinates) also increased.

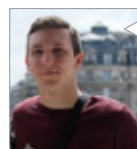
It was found that you don’t need to be “liked” as a manager to lead a highly performing team, but by developing a managers emotional intelligence they become more efficient, better liked by the team and the overall team performance improves.

The research had some important findings for Halfords and retailing managers, however the study also supports the social aspects involved in leadership and management. It’s important for leaders to understand their team and a large part of understanding that is through empathy, this is an element of Aspire that Halfords has built into their training programme that colleagues need to attend to further their career or step into a management role.

I would suggest to aspiring management and future leaders that, based on the research I have conducted, alongside the wider academic and professional body of literature that Emotional Intelligence is a key element to understanding your team, inspiring others and should be at the very core of leadership. **LE**

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Manners Matter

The first principle of effective leadership

 By Tom DeCotiis



“*The opposite of good manners isn't bad manners; it's meanness.***”**

Freedom of choice and social tolerance are a significant part of my personal philosophy, but with a major sticking point: freedom of choice comes with the obligation to face its consequences – no safety net provided. My philosophy has changed little over my lifetime, while my intolerance for incivility has grown.

We are sliding toward increasingly mean-spirited, rude, and self-centered behavior coupled with reluctance to calling others out for their rudeness¹. We have political leaders who take pride in their boorish behavior, others who hold us in contempt if we disagree with them, and still others who feel no obligation to answer the questions asked of them. Recently, testy campus protesters have reappeared on the scene clamoring for “safe spaces” to protect themselves from the “micro aggressions” of the day – often, by invading the safe spaces (i.e., offices) of deans and other college administrators. Then there are the ongoing public debates about important issues such as climate change, gay marriage, and abortion where each side talks past the other

and treats it with disdain. These things are not about institutionalized intimidation or political correctness, but the loss of everyday civil behavior along the lines of treating others as though they too matter.

I had been thinking about the state of American civility and civil ineffectiveness, when I was honored by an invitation to speak to a group of students in their second year at a major university's MBA program. They had signed up for a course titled – *Principled Leadership for Business and Society*. That's an important topic, one that aligns with my interest, and something that I thought I might have thoughts and experience to share that would interest the students.

After all, who wouldn't want to be a principled leader or to have the pleasure of working for one? According to the syllabus, one of the questions the course answers is along the lines of: *What inclines us to follow some people and not others?* Given the title of the course, an implicit assumption is that being principled is a plus when it comes to being an effective leader; i.e., *someone who earns the loyalty of committed, competent, and enthusiastic followers.*



One of these principles has to deal with leader decorum. If for no other reason, good manners on the part of a leader are important because of the power difference between leader and follower. Good manners on the part of a leader signals to followers that they are respected which is a first step toward earning their trust.

Manners in Perspective

What I am talking about is politeness: the largely ignored lubricant of a positive and productive relationship. As philosophers will tell you, it's the purest and, at the same time, the most artificial of all virtues. It's artificial in the sense that there is no difference between seeming to be polite and actually being polite. In a nutshell, *good manners are the choice to show respect and protect the dignity of another person*. This makes it hard for me to understand why anyone would choose bad manners over good manners; especially, when a positive relationship means a better result for all concerned.

Nonetheless, bad manners are not only increasing, but increasingly accepted. I have wondered why this shift downwards in personal standards of decorum has bothered me and, more importantly, what difference it makes. After all, manners – bad or good – don't really tell you much about a person. Nonetheless, manners may matter more than you might think. *A dying culture invariably exhibits personal rudeness* – observed influential science fiction writer Robert A. Heinlein. There is truth behind his observation: researchers find small acts of rudeness can quickly escalate to increasingly harmful events.² Because I am committed to a prosperous United States of America and, not incidentally, to preserving its culture, I'm more than a bit sour on the prospect of the decline and potential demise of something that I love makes me think. I wonder if our loss of civility isn't partly to blame for the bunker mentality on political and social issues and the “gotcha” attitude of public discourse. It stands to reason that if someone's manners put you off, it will be that much more challenging to appreciate their position and, thereby, to actually solve a problem.

Politeness: The Mother of Virtue

Politeness is an important first step on the path to moral development.³ Morality, at first, is only good manners and compliance with the rules of etiquette. Politeness (“One doesn't do that.”) comes before morality (“One shouldn't do that.”). Through practice, politeness becomes intentional, habitual behavior. Keep this chain in mind as I review my experience with the MBA students and their leaders (i.e., the professors).

Although my public speaking chops had dulled from the lack of use, I accepted the speaking invitation with considerable enthusiasm and looked forward to interacting with students who were learning the foundations of principled behavior, including the principle of decorum. Because the class was an introductory one, it came as no surprise that the students were heavy on theory and light on practice. What did surprise me in a course intended to teach values, ethics, and morality to budding leaders, was the students hadn't learned the *first* ingredient of principled leadership: the choice to be polite. (A legitimate explanation for this omission is that their professors do not share my theory of leader character and how it is developed.)

Manners are taught by someone in a position of authority such as a parent or teacher who insists upon their practice rather than waiting for it to somehow magically appear. I can't count the times that my parents explained their direction to my sister and me with: “Because I said so!” After all, we don't come into the world principled about anything except wanting what we want; instead, we learn to be prin-

cipled first through forced compliance (“Because I said so!”) and then through the intent to be better and exposure to better ways of being. At first we pretended to be polite (It was easier to say please and thank you than to suffer that “look” from my mother) and were acting as though we cared about another person. This is usually insisted upon by your parents or some other teacher.

Because the students lacked sensitivity learned through experience of hearing impaired people and, therefore, awareness that they should to sit closer to the front of the classroom (doing otherwise leaves an uncomfortably large social space between speaker and audience), their teachers should have told them to do so. In a class meant to teach the value of virtue, it was up to the professors (teachers) to impose “Because” to set the stage and the standard for welcoming a guest by insisting the students to move forward. By not doing so the professors missed an easy opportunity teaching-wise about the formation of a leader's principles.

Layer onto this missed opportunity that I set the students up for a show of politeness by telling them in a nice way (and, I thought, with some humor) that I am severely hearing impaired. (People with normal hearing typically do not understand that accommodating impaired hearing is rarely about turning up the volume; rather, it's about clear and *close* diction that allows the hearing impaired person to “see” what is being said.) So, I had to deal with an uncomfortable social gulf as well as the distraction of having to scamper around the classroom in order to see what the students were saying.

While I was well-prepared for the class, I had the impression that my talk was not as well received as I would have liked. Since the students were required to evaluate guest speakers, it would have been nice to have had my impression confirmed by a thumbs-down or, less likely, corrected by rave reviews. This, of course, was bad manners on the part of the professors rather than the students. I had asked to see the evaluations, but did not receive them. Finally, since I chose to give the talk gratis, a thank you note – or even a thank you email – from the professors would have been an act of good manners on their part.

“You Like Me?”

The question mark says all there is to say about the morality of good manners; that is, politeness is neither moral nor immoral, neither confirming nor disconfirming of another person. That's also why my classroom experience is a useful example: The students showed up and I did my job the best that I could, no one had bad intentions and information was exchanged, and life goes on. In short, in the scheme of things – the students' lives and my life – the class was of little consequence, except for being a perfect learning platform for an often overlooked virtue: being pleasant and easy to be with.

The importance of politeness is the choice to be (possibly) better than we are. Its sole intent is to *appear* to have regard for the dignity of another person. And like any other state of character, it arises from practice to become habit and to reveal the purpose of being polite: *To put people at ease and, therefore, make them more approachable, less defensive, and easier to deal with.*

Stand this outcome in contrast to the bullying and demeaning nature of bad manners. In this sense, good manners are a crucial first step to setting the table for better and more genuine things to come such as the practice of true values such as humanity and justice. Bad manners do nothing except to tap into that uniquely human vice we experience as meanness and its purpose of intimidating, disregarding, and harming others.

So What?

It's important to remember that there are no natural virtues: We are born with none, can learn them all, and change whichever ones we want to change. All virtue is learned through education and experience and perfected through intentional practice. Politeness is a pain-free practice of being virtuous. We act as though we cared until we actually do care, fake just acts until we are just, and so forth. In this sense, being principled is an act of discipline before it is an act of habit. Of all of the virtues, politeness may be the easiest one to learn and set the pattern for learning others. Which brings me full turn to my fixation on leadership and answering one of the questions posed by the leadership class: *What inclines us to follow some people and not others?*

I am convinced that good manners are part of influence; if only a small part. Leaders show they care about the dignity of their potential followers which contributes to the approachability of the leader and the sense on the part of followers that the leader just might care about them. While followers have many needs, one that seems common to all of them is the need to feel as though they belong and have significance. The belief that we matter is a powerful motivator for what leaders crave in their followers: teamwork, productivity, and loyalty. These gifts from follower to leader often come free of charge with the simple act of good manners.

For those of us with less than thick skin (i.e., most of us), bad manners can obliterate these feelings, and in doing so destroy or seriously limit a leader's ability to attract and retain followers. This is a particularly damaging outcome as the best followers are always volunteers in the success of their leader and can rarely be compelled to be enthusiastic, perform at a high level, or stay.

“Of all of the virtues, politeness may be the easiest one to learn and set the pattern for learning others. Which brings me full turn to my fixation on leadership and answering one of the questions posed by the leadership class: *What inclines us to follow some people and not others?*”

Lie Until It is True

In view of the above discussion, one of the first lessons the wannabe leader needs to learn is the lesson of *constructed respect*. This is the skill of convincing people that you care about their comfort and well-being, regardless of whether you actually do. Even a faked smile is still a smile if it is well faked and, in my experience, good leaders are good actors. They can feign interest in the comments of someone even when a root canal would be a preferred way of spending their time, show interest when they have none, and generally put people at ease when what they really want to do is to pound them on the head. Before you go ballistic on me about the “authenticity” thing, there is no faking when it comes to good manners: you are well mannered or you are not and, in the nature of this virtue, it does not matter whether you have to fake it. What matters from a leadership perspective is that good manners pave the way for what every leader needs to be able to do: connect with his or her followers.

Advice on the need for and skills of connecting with and engaging employees, customers, and other stakeholders has become a profitable industry, supplemented by countless “how to” and “why it's important” speeches, workshops, articles, and books. What they exploit is an insight as old as the first tribal culture: without a meaningful connection there is no trust and without trust there is no enthusiasm or sense that one belongs and has significance.

While I'm not up to speed on all the available advice on how to connect, none of the ones I am familiar with say: “Step One: Engage the person by showing interest and practicing good manners.” This sensible advice seems to be largely ignored even though the *intent* to be polite precedes all acts of good manners. A simple explanation for this lack of attention to Step One is that leaders often fail to recognize the necessity of “wooing” one's stakeholders or anyone else they want to connect with and *influence* (the core verb of leadership).

So, back to my classroom experience of indifference to my impairment and the apparent failure to appreciate my donation of something that cannot be replaced – my time: What I experienced is not the result of intentional impoliteness. Rather, it is the result of the failure to intentionally be polite and to ask oneself just what that might look like.

Perhaps business leaders are shooting too high; it could be that they need to abandon the tactics of connecting (e.g., “learn five new names per day”) and rethink their commitment to meaningless things such as exceeding customer expectations (most enterprises, but not all, have no way of knowing what individual customer's expect). They could emphasize the skills of politeness to be learned in the event that an employee did not learn them at home. That is exactly what the United States Air Force Academy and some universities (e.g., UCLA) are doing in order to teach their emerging leaders how to pave the way to potentially connecting with whomever it is that they may want to influence. If they want a deeper dive, they could teach the process of virtue (principles in the lingo of the class) assimilation. My sense is that in raising our children and developing our leaders, we have emphasized “how” at the expense of “why.” It is as the German philosopher Schopenhauer reminds us: “. . . a wise thing to be polite; consequently, it is a stupid thing to be rude. To make enemies by unnecessary and willful incivility is just as insane a proceeding as to set your house on fire . . . politeness is like a counter – an avowedly false coin, with which it is foolish to be stingy.” **LE**

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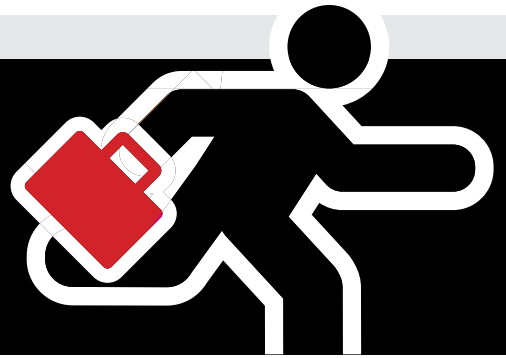
Tom DeCotiis, PhD co-founded Corvitus in 1985 to provide a range of innovative, science-based measurements and services that tie a company's culture and core values to talent processes. Throughout his 40-year career, Tom has worked with organizations - from start-ups to Fortune 500s - to help them grow and succeed through a rigorous focus on company mission, values, business basics and stakeholder promises.

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