



# Leading and Succeeding - Part 2

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**Course #4152A**

**Business**

**2 Credit Hours**

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# LEADING AND SUCCEEDING - PART 2

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In this course you will learn to identify how to report unpleasant news, recall the three Rs of improving a company's efficiency and effectiveness, identify the key to creating a high trust environment, recognize the importance of diligence in the hiring process, recall how to encourage employees to be more thoughtful and creative in achieving the company's goals.

## LEARNING ASSIGNMENTS AND OBJECTIVES

*As a result of studying each assignment, you should be able to meet the objectives listed below each individual assignment.*

### SUBJECTS

**Chapter 1: Masterful Management**

**Chapter 2: Hire And Keep The Best People**

Study the course materials from pages 1 to 46

Complete the review questions at the end of each chapter

Answer the exam questions 1 to 10

### Objectives:

- Recall useful supervision techniques.
- Identify how to report unpleasant news.
- Recall the three Rs of improving a company's efficiency and effectiveness.
- Identify the key to creating a high trust environment.
- Recognize the importance of diligence in the hiring process.
- Recall how to encourage employees to be more thoughtful and creative in achieving the company's goals.

## NOTICE

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## EXAM OUTLINE

- **TEST FORMAT:** The final exam for this course consists of 10 multiple-choice questions and is based specifically on the information covered in the course materials.
- **ACCESS FINAL EXAM:** Log in to your account and click Take Exam. A copy of the final exam is provided at the end of these course materials for your convenience, however you must submit your answers online to receive credit for the course.
- **LICENSE RENEWAL INFORMATION:** This course qualifies for **2** CPE hours.
- **PROCESSING:** You will receive the score for your final exam immediately after it is submitted. A score of 70% or better is required to pass.
- **CERTIFICATE OF COMPLETION:** Will be available in your account to view online or print. If you do not pass an exam, it can be retaken free of charge.

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# CHAPTER 1: MASTERFUL MANAGEMENT!

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## Chapter Objectives

### After completing this chapter, you should be able to:

- Recall useful supervision techniques.
- Identify how to report unpleasant news.
- Recall the three Rs of improving a company's efficiency and effectiveness.
- Identify the key to creating a high trust environment.

*"We're Overled and Undermanaged."*

—HENRY MINTZBERG

Henry Mintzberg wrote in *Business Week* that too many leaders don't see themselves as managers. They believe that their job is "to do the right things," while others are responsible for "doing things right." That may look good in a consultant PowerPoint presentation or academic white paper, but the fact is that the best leaders are, first and foremost, managers. They make things happen. They get results. They organize people, allocate resources, implement strategies—whatever it takes to get things done. In *Execution*, Larry Bossidy writes, "Only the leader can make execution happen, through his or her deep personal involvement in the substance and even the details of execution."

## THE SEVEN ROLES OF THE MANAGER

In any enterprise there are seven key roles of the manager. Each of them is only learned through trial and error and continuous practice. But they are all *learnable*, and they must be learned for you to realize your full potential as a leader.

One of the most important management qualities is *flexibility*. The more different mental tools and skills you have to get the most and the best out of your people, the more flexible and, therefore, the more effective you can be as a manager.

Each role is as important as any of the others. Norman Augustine, president of Martin Marietta, wrote, "The weakest important skill sets the height at which an executive can use all his other skills." Over the years, I have found that a person's weakest key skill determines the height of their income and the level of their success. An executive can be excellent in many areas, but the areas where he is weak will hold him back from achieving everything that is possible for him.

Give yourself a grade from 1 to 10 on each of these key roles. Be honest with yourself. And remember, they are all learnable with practice.

### 1. Planning

Planning is the process of determining exactly what is to be done.

Action without planning is the cause of every failure. Action preceded by thorough planning is usually the reason for every success.

Think on paper. Write down every detail of the goal or objective and every step you will have to take to achieve it.

Get the facts, especially the financial facts. Refuse to rely on guesswork or the hope that everything will turn out all right. Be mentally prepared to abandon the plan and try something else if you learn that it can't be done using the method you started with.

Just as there is an 80/20 rule, there is also a 10/90 rule that says, "The first 10 percent of the time you spend in planning often accounts for 90 percent of your success when you put your plan into action."

In business strategy, the purpose is to increase return on equity, or ROE. The goal of the company is to earn the very most possible on the amount of money invested in the business. In setting personal strategy, your goal is to increase "return on energy," the amount of mental, emotional, and physical energy that you invest to get results.

The true measure of your planning ability is simple: Your plan works. As the result of your plan, you get the results you projected. If your plan doesn't work, you must change the plan until it does. One of the major reasons for failure as a leader is the inability or refusal to change plans from one that is failing to one that succeeds.

Remember the Six P Formula: *Proper Prior Planning Prevents Poor Performance*.

## 2. Organizing

Organizing is the process of assembling the people and resources you will need to fulfill the plan and achieve your goals.

This is a key skill of leadership. People with good organizational skills are invaluable to any organization. Nothing is possible without them.

In its simplest form, organization requires that you make a list of everything you will need to carry out the plan on schedule and on budget. These ingredients include money, people, offices, equipment, and technology. To ensure that you do not forget something essential, your list should be complete before you take action.

*"For want of a nail, a horse was lost. For want of a horse, a rider was lost. For want of a rider, the battle was lost. From the loss of the battle, an empire was lost. Oh what a loss for one small nail!"*

English proverb

Organize your list of requirements by sequence—what you need to do before you do something else, and by priority—what is more important and what is less important. Start on the most vital elements of your plan first. Accept or assign clear responsibility for each task or activity.

### 3. Staffing

You must attract and keep the people you need to carry out the plan and achieve the desired results.

Your ability to hire and keep the right people will account for as much as 95 percent of your ultimate success. Most of your frustrations and failures will be the result of having the wrong person in a key position.

Because this subject is so critical to your becoming an excellent leader, we will discuss it at length in chapter five.

### 4. Delegation

Delegation is the skill of assigning the right job to the right person in the right way.

You always have two choices: You can either do the job yourself, or you can get someone else to do it. Proper delegation is how you make sure that someone else does the job to an acceptable level of quality.

Your ability to delegate effectively is the key to leveraging yourself and multiplying your value to your company. Delegation allows you to move from what you can do personally to what you can manage.

Delegation is one of the most important management skills. Without the ability to delegate effectively and well, it is impossible for you to advance in management to higher positions of responsibility.

Delegation is not only about maximizing your own productivity and value; it is also about maximizing the productivity of your staff. Your job as a manager is to get the highest return on the company's investment in people. The average person today is working at 50 percent of capacity. With effective delegation, you can tap into that unused 50-percent potential to increase your staff's productivity.

Your job as a manager is to develop people. Delegation is the means that you use to bring out the very best in the people that you have.

The first step in delegation is to think through the job. Decide exactly what is to be done. What result do you want?

The second step in delegation is to set performance standards. How will you measure to determine whether the job has been done properly or not?

The third step is to determine a schedule and a deadline for getting the job done.

#### ***Task-Relevant Maturity***

The task-relevant maturity of your staff—how long they have been on the job and how competent they are—determines your method of delegation.

Low task-relevant maturity means they are new and inexperienced in the job. In this case, use a directive delegation style. Tell people exactly what you want them to do.

Medium task-relevant maturity means staff have experience in the job; they know what they are doing.