

Do You Consider Yourself A Great Leader?

Why should they follow you?

People follow leaders because they trust you and believe in you. They also have the confidence in you to take them to the next level.

However, it only takes one incident to break the trust and have people looking for leadership in others and not in you.

Also leaders are expected to:

Rate yourself in each area from 1 to 5. (5 being the best)

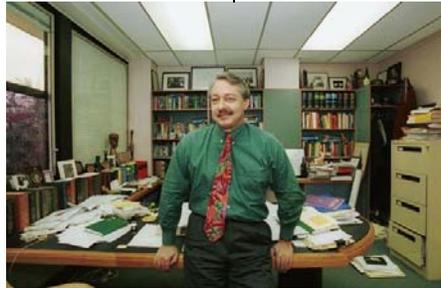
Hire the best most qualified people. People want to work with other top performers on teams and in departments. A good leader has the ability to bring out the best in everyone.

1 2 3 4 5

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Are you a great Leader?

Six Steps To Overcoming Resistance To Change

There may be people who will resist change because it is different or new. Resistance to change is a common and universal malady. Therefore, understanding

some of the barriers to change may help in creating and implementing successful growth strategies.

Some common barriers to change and innovation are:

- ♦ **Lack of data makes decision making difficult**
- ♦ **Personal goals conflict with professional goals**
- ♦ **Management behavior discourages implementation**
- ♦ **Employees don't understand or really want to make the change**
- ♦ **Poor communication of vision, values, and mission**

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Motivational Quotes

"Leaders aren't born, they are made. And they are made just like anything else, through hard work."

– Vince Lombardi (1913-1970) football coach

"When you have to make a choice and don't make it, that is in itself a choice."

– William James

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Not be controlling. Leaders of the “old” school have a need to control everything. Today’s most effective leaders set the pace, vision, and direction and then get out of the way. They don’t stop the momentum or interfere with the positive things that are happening.

1	2	3	4	5
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Provide the direction. A great leader knows the value of creating a vision and direction that everyone understands and can follow. But without communicating that vision and direction you are destined to fail. A great leader makes sure everyone in the organization knows, understands, and has a sense of what part they play in the overall vision and direction.

1	2	3	4	5
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Build a strong leadership team. Great leaders surround themselves with a strong team of leaders. A great leader does not have to know every aspect of a job or situation; they need to be able to find the right talent for every job, aspect, or situation. They have strong leaders around them with the strengths that they lack. Leaders of the “old” pick non-threatening people to serve as leaders. And their results have been seen over and over!

1	2	3	4	5
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Empower your people. Great leaders give their people the ability to make decisions, take risks (for the company’s sake), direct others, and feel they control their destiny. Even knowing they will sometimes fail, extraordinary leaders understand the benefits that come in the long run.

1	2	3	4	5
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Are you a great leader? Are you worth following?

Overall score:

1	2	3	4	5
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– Gary Sorrell, Sorrell Associates, © 2003

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- ♦ **Recognition and appraisals are inconsistent with attaining goals**
- ♦ **Unwillingness to develop new goals**
- ♦ **Lack of process and structure**

Addressing resistance to change becomes a major focus and an integral part of a unified implementation strategy.

To successfully implement change, several issues must be addressed:

First, the organizational vision must be compelling enough to generate the excitement needed to propel people through the chaos of change.

Second, your formal structures must support the behaviors you are looking to develop and extinguish the behaviors that no longer serve your organization.

Third, your behavior and the behavior of all management must match the words. Learning new skills and improving existing skills must be encouraged.

Fourth, employees must understand and really want to make the change.

Fifth, recognition and appraisals must be frequent, supportive, and consistent with the vision and values of the organization.

Sixth, communication strategies and programs must be developed and implemented in all areas. Regular updates on progress and milestones reached must be provided.

This is the first article of our *Transforming The Organization Series*. In our next issue we will discuss “*Leading During Times Of Change*”

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POWER WORDS

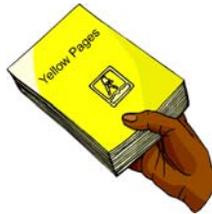
Polemic (puh LEM ik) n. – a powerful argument often made to attack or refute a controversial issue.

Example: The book was a convincing polemic that revealed the fraud at the heart of the large corporation.

Philistine (FIL i steen) n. – a smugly ignorant person with no appreciation of intellectual or artistic matters.

Example: The novelist dismissed his critics as philistines, saying they wouldn't recognize a good book if it crawled up and bit them on the nose.

Web Site Of The Month!



Reverse lookup directories allow you to find individuals and businesses by entering an area code and phone number. Popular directories include: AnyWho, InfoSpace, Switchboard, and White Pages.

All the directories can be accessed from one location. Check it out at: www.dir.yahoo.com/Reference/Phone_Numbers_and_Addresses/Reverse_Lookup_Directories/

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ONE MINUTE IDEAS

Look For Search Dialogs

Many sites have search dialogs that allow you to search the site for any words you wish. For example, go to the top of a web page, enter a word and select "This Site." Clicking on the "Search" button next to the search dialog will display all the pages on that site that have the "word" in them. If you can't find something you're looking for, look for a search dialog and give it a try!

Dragging Links

Do you know that you can click and drag links on a web page to other browsers, and even your desktop? In many Windows browsers, you can click on a link, and while keeping the mouse button down, drag that link to another browser window to view the linked page in that browser. You can also create a desktop shortcut for that link by dragging to the desktop.



Making The Most Of Meetings

Meetings can be very effective for maximizing time, or they can be tremendous time wasters! More than 11 million business meetings take place each day in the U.S. and many, as you know, either go longer than necessary or are not needed at all.

If you are in charge of a meeting, here are some ways to make it more productive for all involved:

1. Always have a written agenda with copies for all attendees.
2. Spend time in preparation.
3. Define and write up topics to be discussed and distribute your notes a day before the meeting, along with a short memo asking others to come along prepared with discussions and solutions. Clearly identify the meeting's purpose and objectives.
4. Set a time limit and stick to it. Also, start promptly.
5. A good follow-up tool is to have someone take notes during the meeting with the details of who is going to do what, by when. A summary of the meeting and future action to be taken should be submitted to all who attended.
6. Make summarizing statements throughout the meeting, (anyone can do it!)



– Arnie Rintzler, AWR

Schedule Of Public Courses



The following courses are offered, by Harmony, through the University of Memphis Office of Continuing Education. To register online, go to www.coned.memphis.edu.

Course Title	Date(s)	Time
Affirmative Action & Equal Employment Opportunity	July 16, 2003	1 - 5 pm
Essential Training Techniques	July 15, 2003	8 am - 4:30 pm

For additional information on the courses check out my website or send an e-mail to info@harmonycc.net requesting a copy of the Program at a Glance.



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