

LMI Journal



Provided by Donna Craig, Leadership Resources

P.O. Box 12425, Overland Park, KS 66282-2425 (913)599-4511, Email: donna@leadershipresourceskc.com, www.leadershipresourceskc.com

Making the Most of Authority and Power

By Paul J. Meyer

To maximize your effectiveness as a leader and to increase the resources available to you in your position within the organization, make the most of your power and authority. The goals you are pursuing in your career are highly important, and they are advanced through the authority and power you exercise. Be sure that your career goals include specific goals for personal growth and development. Authority and power are derived directly from your personality and competence, and are enhanced by your personal growth.

Authority and power, wisely used, are never dissipated. They are enhanced by practice and personal growth. A leader who uses authority and power skillfully finds that team members are less likely to resort to personal power plays or to develop opposing blocks of power. Instead, team members are motivated to work cooperatively with others.

Both authority and power are most effective when they are least evident. In fact, authority has failed when power must be used to enforce it. When your authority is respected and fully recognized, you are able to function without invoking the use of power. By your authority, you can give a direct order, but if instead you make a request accompanied by an explanation, you build a reserve of goodwill and respect. Team members then feel inclined to follow your

suggestions and honor your requests without the need for an overt exercise of your authority.

When team members demonstrate substandard performance, you can use your authority to fire them, or you can use your power to train and coach them until their performance is acceptable. The latter course capitalizes on true leadership. Activate your personal resources, and as a result you will enjoy increased power, respect, and loyalty. The less you exert your authority, the more you build your power!



The areas where your authority and power are most visibly called into play are discipline situations and enforcement of rules and policies. As a leader, you stand between your team members and top leadership. You also stand both for the organization and for your team members. Your team members look to you to interpret the purpose and desires of the organization. When you respect the policies of your organization and enforce them, you are showing positive regard and esteem for your organization. Your attitude enhances the respect your team members have for the organization

and for you. As their respect increases, motivation grows and productivity soars.

When team members know that their leader supports the organization and is backed by the organization, their respect for that leader increases. In contrast, leaders who lack a

– continued from page 1 –

strong organizational backing are viewed as weak and unworthy of the power they possess. The feeling seems to be that a leader worthy of organizational backing is worthy of power; and by extension, a leader unworthy of organizational backing is unworthy of team support. Those leaders who enjoy the support of their organization's top leaders have earned it through their knowledge of the business and their competence or expertise. The most effective leader uses his or her power fairly and with a "soft touch." But effective leaders also are decisive, as a result, the number of occasions calling for the use of power are minimal. Effective leaders possess ample power, but use it sparingly.

Sharing Power with Team Members

The best use of authority and power is to motivate team members and to help them grow. Your authority gives you the right to work with people in ways that will enhance their contribution to the organization as a whole, while your power enlists their cooperation. As you help team members identify their own personal goals, you can demonstrate to them that increasing their productivity will enable them to move closer to their personal objectives.

Authority and power work best when you establish a personal relationship with team members. A personal relationship allows you to know and understand team members' goals, interests, abilities, and dreams. You can never order people to grow, to become more productive, or to change attitudes – and some people have no interest in improving themselves. Your authority, however, gives you the right to discuss these issues with them. The dynamic qualities you develop through the judicious use of authority and power attracts the interest of your team members; they listen to what you suggest and follow your leadership. The ultimate goal of sharing power with team members is to move toward empowerment — delegating certain levels of power and authority to team members.

Some leaders believe their position entitles them to command unquestioned obedience from team members. They assume an autocratic, dictatorial manner. Surprisingly, some team members actually prefer to work for such a person! These individuals may feel a sense of security in knowing exactly what is expected of them, and they are relieved from what they view as a burden of independent decision making.

Certainly, autocratic leadership can get things done more quickly, largely because it allows neither time nor opportunity for discussion. But because dictatorial leadership styles do nothing to enhance the power of the leader or

“Ultimately, your goal should be for every team member to become a leader.”



develop the potential of the team members, they are best used in situations where other methods have failed to produce results.

Once you establish a relationship of trust with team members, you enjoy the increased power of their respect – not merely an increased measure of respect, but increased power as well. When you help team members to grow and improve, and then you show interest in their achievements, your enhanced authority and power give you the ability to build a team spirit that carries your part of the organization over, around, or through all sorts of obstacles. Every member of the team then becomes eager to participate and enjoys contributing to the achievement of the work group's goal.

An Organization of Leaders

Ultimately, your goal should be for every team member to become a leader. You want all team members to be leaders in their area of expertise and responsibility. This means that each team member takes complete responsibility for his or her role in the organization, as well as for the results that are produced.

In the 21st century, organizations cannot afford a hierarchy of people who supervise or watch over team members. It is now critical that every team member be able to supervise, manage and lead themselves. When your organization is comprised of motivated, self-managed, self-led team members, it is no longer necessary to waste time and resources to watch over them. An organization of leaders is the ultimate lean, effective, innovative, flexible, and responsive business.

You cannot, however, become an organization of leaders simply by eliminating supervisors. Team members must be developed to learn how to motivate, manage, and lead themselves. Empowerment through delegation is the core process to help team members become leaders.

As you use the empowerment process, you will discover that team members will grow in their ability and confidence to make decisions. This growth will allow you to empower them to take on greater and greater responsibility. The most important element is to start empowering your team as quickly as possible. There is almost nothing an empowered team can't accomplish.

Utilize Feedback Successfully

Feedback is most effective when it deals with a specific situation, action, or decision. Focus on the result of an action or decision rather than on the person. For example, you may tell a manager, "I never know what's going on in your department. You are not an effective communicator." The manager may then adopt a new reporting system that will be even less satisfactory.

A better approach would be to say, "The production report you gave me does not always provide the information I need. Let's go over the last one and agree on a form and schedule that gives me the information I need to coordinate your work with that of other departments." Focusing attention on the report instead of the manager not only produces a change in behavior, but increases the likelihood that the new behavior will be closer to what you desire.

When team members know immediately whether their behaviors are adequate or lacking, they more quickly establish the desired habits.

Table of Contents

Page 1-2:	Guest Author: Paul J. Meyer <i>Making the Most of Authority and Power</i>
Page 3: Communication	<i>Communication: A Coaching Tool</i>
Page 4: Organizational Leadership	<i>Delegating to Others with a Purpose</i>
Page 5: Supervisory Management	<i>Managing Your Time for Productivity</i>
Page 6: Personal Leadership	<i>Exercise the Power of Visualization</i>
Page 7: Staff Development	<i>Attitudes for Two-way Communication</i>
Page 8: Strategic Development	<i>Bridging the Gap Between Potential and Performance</i>

Communication: A Coaching Tool

Coaching people – mentoring, teaching, encouraging – instead of mandating or manipulating is the most effective problem-solving approach because it is based on the basic principles of human behavior. These three principles offer insight into why people behave as they do and what motivates them:

1. behavior is caused;
2. people act on feelings more than logic; and
3. people act for their reasons, not yours.

Apply these principles in a spirit of coaching and teamwork. When you coach people in problem solving and help them think for themselves, you help them become capable of handling critical situations on their own. Their need for attention is satisfied because you are coaching them for future success. More important, their needs for recognition and achievement are satisfied by their enhanced skills and abilities, their increased self-confidence, and their increased productivity. The next time they need attention, they seek it by striving to successfully handle problems instead of creating a new problem.

When you coach people and help them improve their skills, they give you the loyalty and respect you could earn in no other way. This is the kind of respect you earn when you effectively coach people in your work setting and help them reach their professional and personal goals. In addition, their self-esteem and self-confidence increase more than they would if they were told what to do, how to do it, and when.

An effective opening for a coaching session is this statement: "There seems to be a problem. Tell me about it." Then say nothing more until you have listened to everything the other person wants to say. This approach accomplishes several goals: The other person senses that you care; you learn about the feelings and emotions, attitudes, and values of the one you are coaching; you gain insight into what caused the problem and how it can be solved. Most important, it helps the other person identify the causes and possible solutions.

A coaching approach builds positive relationships by encouraging people to become emotionally independent. This principle works with team members at work and with family members at home. Coaching others for success and independence cements relationships and opens doors to a higher level of satisfaction and a greater sense of achievement than you can attain in any other approach. You grow the most when you are helping other people develop and use their potential to reach their personal and professional goals.



Delegating to Others with a Purpose

For most leaders, time is the commodity in shortest supply. The quickest way to solve the time problem is by delegation. Delegation saves time and relieves stress. More importantly, delegation is the best technique available for helping team members develop and utilize more of their full potential.

Many leaders avoid delegating because they fear that others will think they are not needed since efficient and productive employees seem to be doing most of the work. Actually, delegation enhances the leader's value to the organization. A leader who delegates has more time for planning, tracking productive output, and preventing crises. Innovative, creative ideas blossom and grow only when routine detail does not demand constant attention. When you have, through wise delegation, taught essential elements of the work to others, you are available for promotion or assignment to new, more important projects.

Although you personally experience the first visible benefit from delegation, the most important, long-term benefit is the growth experienced by team members. Delegation encourages — sometimes even forces — individuals to stretch and develop new skills. Careful planning is required to make sure the team member successfully completes the delegated tasks. **Consider these factors when delegating:**

1. *Match the responsibility to the person.* Carefully choose the particular responsibility — task or area of work — to delegate. Also choose the person who, from your observation, seems most likely to perform acceptably and who would benefit most from the experience. Evaluate the time required to perform the task and adjust the individual's workload if necessary. If you are not sure how the delegated responsibility will be received, talk informally with the person you have targeted for the work. You might say, "I am considering delegating a particular portion of the work to someone, perhaps even to you. What do you think about it?" The response reveals whether the choice has a good chance of working.
2. *Coach for confidence and mastery.* Proper training at the beginning ensures a successful start. One procedure that works well is to begin by working along with the

team member on the project or task. When understanding seems adequate, ask the person to do it alone. Offer to be available for help if there is a question. Then check the results. Finally, give the team member full responsibility. Of course, you are always available to help if some new situation arises.

3. *Inspect what you expect.* Delegation is not something you do to shift responsibility to someone else. Yes, you want the team or team members to take full responsibility for the work, but you are still responsible for the outcomes. Consequently, it is critical to follow up to see how the work is going. This allows you to evaluate progress, offer praise for work well-done, coach areas that need improvement, and catch problems early before they become costly to the organization.

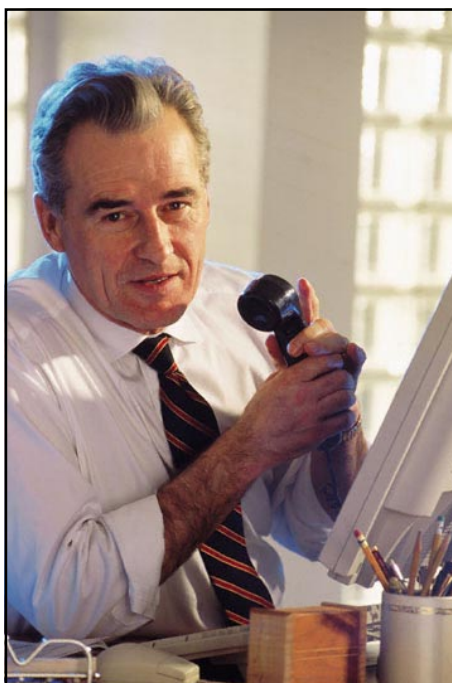
Follow-up will depend on your past experience with the person you delegate to. If it is the first time you are delegating a new responsibility to this person, your follow-up should be done in short intervals. Alternatively, if the person has shown success with a number of previous responsibilities, your follow-up can be spaced out over longer time frames.

When a particular part of the work is delegated, give the employee full credit for a job well-done. Offer praise, appreciation, and thanks. If other leaders in the organization compliment the work, give credit to the individual who did it.

The employee gains confidence and is encouraged to attempt other delegated responsibilities. Giving credit also helps the team member develop a reputation for productivity that makes future promotion possible.

Remember the other side of the coin: You are still responsible for the success of the work. If the employee fails or makes a mistake, you cannot avoid responsibility by saying the work was delegated. Since the total output is your responsibility, you must accept any negative consequences when something goes wrong.

Giving credit for success to the employee, but accepting the consequences for mistakes may seem a little unfair. The long-range benefits, however, are worth it. Both tactics help the employee grow. Receiving the credit for success enhances a team member's self-image. Being protected from criticism or reprimand gives employees who make mistakes the confidence to try again.



Managing Your Time for Productivity

Certain time management methods have proven effective in all types of organizations and at every level. Use these time management methods to increase your personal productivity and the effectiveness of your work group:

1. *Set priorities based on high payoff activities.* Priorities determine the activities that fill the day's schedule. The most successful individuals are those who carefully identify their priorities and use them as a basis for making decisions, preventing problems, facing and resolving challenges, and planning the day's activities.

People who give little thought to setting priorities frequently try to excuse their failure to set clear priorities by reasoning that their activities are controlled by the needs of the work each day. On the surface, this rationale sounds realistic and reasonable. But it falls short in producing long-term results, and those who operate in this manner spend too much of their time in crisis management. Expending time and energy on obstacles after they arise rather than preventing them in the first place – or at least being prepared – forces managers to make quick decisions with too little information.

When you know what the organization wants from you and spend a reasonable amount of time planning how to do it, you can identify the activities that are high priority both for yourself and for those whose work you are responsible for monitoring. You can anticipate obstacles in advance and plan how to prevent them or to overcome them without resorting to snap decisions in a time of crisis.

If you are using your time on items with a low payoff, plan some concrete actions to take immediately to start forming new habits of time management. Schedule time for planning the activities of each day and each week. Give time also to long-range planning for the achievement of annual goals and a long-term plan of your department or work group.

2. *Work every day from a written plan based on your priorities and goals.* Use a calendar system that works best for you. Make a list of all items of work you must complete during the day to meet a deadline or to prevent some serious consequence. For items like meetings or appointments that have a specific time, record the appropriate time block next to these items. Quickly scan the list of remaining items and number them in a priority order. This

is your "Imperative" list.

Next, make an "Important" list. Write down all of the work you could profitably do today, but could finish any time in the next two or three days without causing serious problems. Assign each one a priority.

Tackle the high priority items on the "Imperative" list first. Give concentrated attention to them. As each item is completed, go to the next. When all "Imperative" items are completed, move to the "Important" items.

Your daily Imperative/Important list helps you concentrate on your most important high payoff tasks. This list also helps you adjust priorities when unexpected requests occur. If a "rush job" surfaces, you can determine its real importance by looking at your list and asking yourself, "Is this item more important than my priorities for the day, or should it wait until I have completed these jobs?" When you force yourself to answer this question, the so-called "rush job" often loses much of its sense of urgency.

3. *Set challenging but reasonable target dates for every project.* Recognize and respect the value of deadlines and target dates. There is a saying that work expands to fill the time available. Without deadlines

and target dates, your own work and that of your work group or department may be stretched out over too much time.

Deadlines push you to move forward. Without a deadline, you may allow work to pile up while you wait for more information, find enough time to tackle the job all at once, or get in the mood to work on it. A challenging but reasonable deadline creates psychological alertness and triggers your body chemistry to the need for concentrated effort and helps you avoid procrastination.

4. *Establish written policies and procedures for routine teamwork and company rules and regulations.* Encourage team members to look for answers to their questions in these written policies and procedures. Clear written guidelines allow quicker, more responsive decision making and encourage team members to assume responsibility. In addition, written guidelines reduce the number of decisions that get passed off and/or lost in the maze of organizational hierarchy.



Exercise the Power of Visualization

Visualization is exercised by successful, high achievers in every profession. The visualizer clearly and distinctly “sees” the results that will come from the persistent pursuit of goals. When you see a vivid picture of yourself in possession of your goals, the picture stimulates desire, sparks creativity in planning action steps, and fuels motivation to take action. In the majority of situations, vision gives more accurate knowledge than any other sense. This truth is reflected in the fact that we customarily think in pictures; in other words, we visualize.

- ◆ An inventor visualizes when mentally picturing a new device to accomplish a specific job.
- ◆ An advertising executive visualizes when planning a graphic layout to present the unique quality of a product or service.
- ◆ An artist visualizes by mentally forming the completed picture before the brush ever touches the canvas.
- ◆ A salesperson helps the prospect visualize by painting word pictures of the benefits a product or service provides.



You can, by conscious practice, refine your skill in visualization and turn it into a forceful habit that improves your personal productivity. Practice the creative ability to visualize, and support your visualization with concrete action. Once you begin to use visualization regularly and according to a plan, you will find it one of the most helpful tools you have ever used for harnessing the power of your imagination. Visualization affects every part of the goal-setting process. Consider the following:

- ◆ *Visualization focuses your attention on your goals.*
You achieve a goal only when you know exactly what it is you want. Visualization is the tool that brings a goal into sharp focus so you take only actions that move you in the right direction.
- ◆ *Visualization increases desire.*
When, through visualization, you experience how it feels to be in possession of your goals, desire grows by leaps and bounds. Without desire there is no life nor

excitement in your goals program. Enthusiastic desire sustains motivation throughout the entire process of setting and achieving goals.

- ◆ *Visualization intensifies beliefs and commitments.*
The saying, “Seeing is believing,” has more than just a grain of truth. When you visualize yourself in possession of a goal, you believe in your ability to achieve it. You know what it looks like, how it feels, and what you must gain in the way of knowledge and skill to possess it.
- ◆ *Visualization sharpens concentration.*

Because visualization shows you the exact path to your destination, you are not distracted by outside circumstances or the urging of others to leave the path you have selected. You move directly to your chosen goal.

- ◆ *Visualization relieves stress.*

Anxiety and stress creep in when doubt, uncertainty, and fear are associated with the future.

Visualization prevents and relieves stress by providing believable information about the future.

- ◆ *Visualization fuels motivation.*
Visualization generates intense interest and a sense of urgency that keep motivation at a white-hot heat. Procrastination, inertia, and indecision disappear. You are energized and eager to keep moving toward the accomplishment of your goals.
“Take charge of your life. You can do with it what you will,” said the Greek philosopher Plato. These words are still true today. You can do with your life whatever you will when you make the most of every minute. Take responsibility for your productivity by managing your time more effectively. You will be astonished at the results!

“Whatever you vividly imagine, ardently desire, sincerely believe, and enthusiastically act upon must inevitably come to pass.”

Attitudes for Two-way Communication

Various techniques are valuable tools in the communication process, but constructive attitudes are the foundation. Constructive communication attitudes form the strong skeleton while skills add the flesh and muscle. Attitudes play an important role in a number of specific communication areas. Here are some of the areas:

1. *The process of communication.* Effective communication is a two-way process – receiving as well as sending. Regardless of how eloquent the commentary, if no one receives or pays any attention, the two-way process of communication is incomplete. Both sender and receiver are essential. Until a change is made – in attitude, behavior, or both – the loop is not complete. For effective communication, complete the loop!

2. *Mutual understanding.* Try to understand the other's point of view, or, as the wise old saying expresses it: "Don't judge others until you walk a mile in their shoes." Mutual understanding demands treating others with respect, listening to what they have to say, and acknowledging their feelings. Mutual understanding involves gathering information as well as giving information.

3. *Relationship building.* Communication serves as the medium of exchange for working and living together to reach professional and personal goals. Regardless of what issue is at stake, positive relationships depend upon the open and accurate exchange of ideas leading to better understanding. Since goodwill and mutual understanding are indispensable to positive human relationships, intelligent, sensitive communicators work toward building trust and understanding in all their communication, written or spoken.

4. *Consideration of others.* Successful communication and positive relationships depend on consideration of others. If you want to be treated courteously, exhibit courtesy. If you want others to listen to you, listen to them. Make thoughtfulness a habit. You will value people more, they will treat you with more regard, and you achieve better all-around results – professional and personal.

5. *Expressing versus impressing.* Seeking to express your ideas or thoughts clearly and accurately rather than to impress others is a powerful means to achieve more effective communication. Expressing rather than impressing demands that you be yourself and avoid using big words or studied mannerisms. Whether your audience consists of one person or one thousand, you get better results when you

reflect a sincere, genuine attitude and concentrate on your message – the facts, ideas, or proposals you are trying to get across – instead of on yourself and the impression you are making.

6. *The constancy of communication.* As long as you live and breathe, you will never not be communicating. You smile, frown, fold your arms, slouch, or look right by another person. All of these nonverbal cues communicate. Doing nothing even conveys a powerful message. Plan your communication carefully to convey the message and image you want to project.

7. *The total message.* Communication involves more than simply comprehending what is spoken. Feelings, movements, facial expressions, personality, and myriad other factors make up the total message. Physical, mental,

or emotional fatigue may critically affect communication. Take into account all the factors in a situation so you can tailor your sending and receiving efforts appropriately for the most constructive total message.

8. *Timing.* Awareness of how timing influences communication and willingness to schedule for appropriate timing are invaluable attitudes for communicating ef-

fectively. Selecting the right time communicates a high level of respect for others. Observe speech, facial expressions, body movements, and gestures to determine whether the time is right for an exchange. Beware of waiting too long to communicate. Sometimes, the time to act is now, no matter what else is going on. Like waiting, immediate action is another timing tool that communicates powerfully.

9. *Built-in filters.* All people listen to a message with their own filters of personal experience and self-interest. They listen with built-in filters, rose-colored glasses, or preconceived notions. As the old saying puts it, the message often goes "in one ear and out the other." Only what people want to hear is likely to get through. They subconsciously shape everything they hear or read, and the subconscious is always asking, "How does this affect me?" Recognize this fact about human nature and ask for and provide feedback. Feedback helps you "check out" levels of understanding and is the basis for making appropriate adjustments in the communication process. Always be aware of possible filters. Use feedback to reach mutual understanding as you strive to reach important goals with others.



Bridging the Gap Between Potential and Performance

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

The LMI Process™ ...

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

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

- Awareness
- Planning

LMI® tools and processes have been making a difference in organizations and individuals for 40 years in more than 60 countries.



The *LMI Journal*™ is published for Leadership Management Institute™ by Rutherford Publishing, 7570 FM 1123 #19B, Belton, Texas 76513, 1-800-815-2323, E-mail: rpublish@rpublish.com. Website: www.rpublish.com Copyright © 2009 Rutherford Publishing. All rights reserved. Material may not be reproduced in whole or part in any form without the written permission of the publisher.

Publisher: Ronnie Marroquin

Managing Editor: Kimberly Denman

LMI Editor: Staci Dalton