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Airpark News

Feature *Valentine's Day*



What Do *Valentine's Day* and Leadership Have In Common?

They both involve letting the people we care about personally and in business know what they mean to us and providing them support to achieve their goals.

In a recent conference of business people, Lou Weckstein, my former boss, was honored for his years of leadership in the hotel industry. The presenter of the award asked everyone in the room to stand who had been mentored by him. Half of the room stood up; there were about 500 people in the audience.

What lessons can we learn from this leader who affected so many? How can we have this kind of positive impact?

1 PROVIDE CLEAR END RESULTS BUT DON'T MICRO-MANAGE HOW TO DO IT. Provid-

ing clear expectations for each team member is one of Weckstein's "secrets." Once goals are established, he lets you work things out but is there if you need him. Schedule time to meet with one team member each week to identify his or her "High Payoff Activities." High Payoff Activities are the six most important tasks or activities he or she personally should do on the job. Set specific goals for each task with a simple metric or scorecard the employee maintains to know daily if he or she is winning.

2 ALWAYS LET PEOPLE KNOW HOW THEY ARE DOING. You never have to guess where you stand with Weckstein. He respectfully and directly tells you. As difficult as it is to find time to provide planned, proactive feedback to employees, it is some-



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thing most employees crave as much as money. Good communication is key in any relationship. Schedule time to meet with one team member a week to review the status of goals, provide coaching feedback and agree upon what to keep doing and what to change.

3 BALANCE BUSINESS RESULTS WITH THE PERSONAL SIDE. Weckstein is like many leaders in that he is fast paced, focused and bottom line oriented. However, like the best leaders, he genuinely cares about his people and finds time to get to know them. It doesn't take a lot of a leader's time to learn about the personal side. Just listen, ask a few questions about the weekend or the family and allow work to accommodate personal goals as much as possible.

4 BELIEVE IN AND EXPECT THE BEST FROM PEOPLE. Weckstein gives people several chances to win and is loyal to them. You do a good job for him and he will take care of you. Believe in the potential of people to change, grow and achieve challenging goals. Encourage them. Help each identify at least one area to develop. Provide training and development opportunities.

5 DEVELOP LEADERSHIP IN OTHERS. Frustrated with

achieving challenging goals with people in the field, I complained that because they didn't work directly for me, it was hard to get things done. These were Weckstein's words of wisdom, "No one can give you the personal power you want, it has to be earned." Although our authority may come with the job or the role at home; the power to use it doesn't come automatically. Give clear direction, follow up and help others grow and achieve their goals. This is the source of real leadership power.

6 MANAGE TIME AND PRIORITIES. Leaders must maintain leadership over their own time and priorities. We can't do everything on our "to do list," at least not today. Identify your own business and personal "High Payoff Activities" and schedule them in before other tasks take over your day. Eliminate, delegate or simplify one low priority task you are now doing that takes ½ hour a day. This will free up twenty-two eight hour days a year, al-

most a month of time. You can use that time for developing and coaching your people or with your loved ones at home.

We must become the change we want to see in our business and in our lives. What one habit will you develop this year to make you a more effective and caring person at work and at home? Schedule in a half-hour a week to let others know you care, and support them in achieving their goals. Remember, what gets scheduled, gets done.

During this month, when it is traditional to let others know we care about them, remember what Valentine's Day and Leadership have in common. Maybe one day, half the room will stand in recognition of the positive impact you had on them or, more importantly, maybe it will be your children! **SAN**

Linda Tennant is President of Attainment Inc., a 40-year-old franchise of Leadership Management Inc. (LMI). Using a proven Behavior Change Process, we help leaders make behavior changes in the areas of leadership, productivity, communication, teambuilding, coaching and sales. For more leadership tips, visit www.attainmentinc.com or call (602) 615-4163.