

Leadership

\$5.75

SPECIAL EDITION!

Transformation

Feature Article

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MY PLEDGE TO YOU

If you embrace the leadership techniques I present to you I guarantee that,

1. Your business or organization will improve.
2. You'll experience a noticeable improvement in employee engagement.

I have certain Guiding Principles that govern how I work.

1. **I work with clients.** It's a collaborative effort which means I will give you my very best, but you must also be willing to think beyond where you are today. Business as usual is not an option.
2. **I will always be honest with you.** I may not always tell you what you want to hear, but I will always tell you what I think you need to know. By the same token, I expect you to be honest with me. Only with that kind of relationship can we succeed in making your business or organization excel.
3. I will never try to sell you on a technique or method that I have not personally found to be successful. **Your business or organization is not a research project.**
4. **I have an inviolate set of values. These are not situational nor negotiable.**
 - a. Integrity – I will not be dishonest and I won't tolerate dishonesty from others.
 - b. Excellence – I put my very best into what I do. If you want to excel, you will too.
 - c. Courage – I'm not afraid to try new things, but I will not compromise my beliefs.

WHAT YOU CAN EXPECT FROM ME

1. **Complete honesty.** I'll never tell you anything I don't know to be true. That also means I may sometimes tell you things that are a little uncomfortable to hear, but you aren't hiring me to tell you what you want to hear.
2. **Confidentiality.** I need full access to give you my best and I'll keep your secrets.
3. **Prompt response.** You can expect me to return your communications as quickly as possible. If I'm traveling or in another presentation it might be a couple of hours, but rest assured, I'm not ignoring you.
4. **I'll be on time.** If I'm not there when I said I would be something serious has happened. If I'm not there and haven't called, you better call an ambulance.
5. **I'll never train or suggest any method that I haven't found successful through personal experience.** I've had more than 30 years to experiment and I've always ended up back at the basics that I now teach.

TOPICS FOR BREAKOUTS AND TRAINING SESSIONS

Why Can't I Motivate My People?

Learn the truth about motivation and leadership. Employee motivation is a subject that gets a lot of attention, but is seldom understood. Leaders are more successful when they understand how people are really motivated. In “Why Can't I Motivate My People?” participants will find answers to questions such as where motivation comes from and why attempts to motivate workers often don't work. “Why Can't I Motivate My People?” will explode the myths about motivating workers and put leaders on a path to employee engagement.

Learn: The secret to employee motivation; where real motivation originates; How needs affect motivation; How leaders can use motivation for success

Got a Problem? What Ya Gonna Do About It?

Often small problems get the better of us and become big problems. Leaders need an effective method to address problems and find the best solutions. “Got a Problem? What Ya Gonna Do About It?” provides an easy to use checklist to help leaders effectively evaluate problems and develop good solutions.

Learn: How to find the real problem; A proven method to arrive at a great solution; Effective steps to better decisions

What's Your Leadership Culture?

Every organization has a culture that defines how they interact with customers and each other. But have you considered the leadership culture? It can often be different and has a critical impact on the organization's ability to develop leaders and conduct real planning. It's important for leaders to understand what that culture is, and how to change it when it becomes unhealthy.

Learn: Different leadership cultures; How they develop; Ways to change them

Bob has brought simplicity to what has previously been a "complicated" process.

*Karen Howard
Enchantment Land CDC*

Workshops are 45—75 minutes.

Call 1-866-243-1682

or

send an email request to rlm@planleadexcel.com

TOPICS FOR BREAKOUTS AND TRAINING SESSIONS

Not Another !@#\$\$% Meeting!

Ever been in one of those meetings that made you want to poke your eye out just to get out of the room? "Not Another !@#\$\$% Meeting!" will present techniques that make meetings effective. Participants will be able to plan and conduct meetings that are effective and people will actually want to attend.

Learn: How to plan and lead successful meetings; effective visual aids; seemingly minor actions that can make or break success

Tips for New Leaders

Supervisors and managers are the leaders who have the most face-to-face contact with workers in any company. To be effective, they need to understand the basics of good leadership. "Tips for New Leaders" provides the most important fundamentals that new leaders need to know to get a good start.

Learn: Secrets for a new leader's success; tips for getting started; ways to quickly improve leadership ability

How to Grow Leaders

Leadership is a skill that must be developed. Every organization should have a program that provides leaders with the tools they need to be effective. But, to be effective, organizations must have a system in place to identify new leaders and help them develop new skills as they move to more responsible positions.

Learn: Three critical parts of a development program; why leadership development starts at the lowest level; how to integrate the program into your culture

When it comes to leadership, Bob Mason is the total package. He knows how to lead and people respond to his rock solid leadership. He gets the most out of people.

*Hugh Campbell
USAF (Ret)*

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TOPICS FOR BREAKOUTS AND TRAINING SESSIONS

Balancing the Generations

The workplace has become a melting pot of 5 different generations. The differences in those generations have resulted in conflict and many leaders are not well equipped to handle that conflict. One of the biggest problems is most people don't have an understanding of the influences each generation experiences. "Balancing the Generations" looks at 5 different generations, examining what makes them different, and how they can be similar.

Learn: Why 5 generations really matter in the workplace; How leaders can avoid generational conflict; How to be effective in today's multi-generational workplaces.

The Volunteer Leader

Leading volunteers can be a challenge! Though often very dedicated to the organization, volunteers may have different motivations and other, sometimes conflicting priorities to the organization. Fortunately, by applying basic leadership techniques, volunteer leaders can be successful.

Learn: What's different, and the same, about leading volunteers ; Tips for leading people you don't pay; Methods to recruit and train volunteer leaders

Leadership Relations

Effective leaders understand the importance of interpersonal relationships. How a leader relates to and communicates with workers, peers, and their own superiors can significantly impact their own success. "Leadership Relations" will provide leaders with tips and techniques to improve their interpersonal relationships. Participants will also learn some techniques to improve change management through effective communication.

Learn: Better ways to relate to workers, peers, and the boss; Communication techniques to make you more effective; Techniques to manage change

Plan to develop leading pathways to profit with Bob Mason as your guide!

*John Meluso, CSP
Speaker*

Workshops are 45—75 minutes.

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Got a Problem? What Are You Going To Do About It?

I was sound asleep when the phone rang. In my semi-awake haze I heard the boss say something about a problem and a meeting at 7:00 that morning. He didn't say much else, at least I don't think he did.

I was in the Middle East, in command of about 250 terrific, talented men and women who were charged with keeping some very old airplanes flying. Those airplanes provided supplies and food and evacuated sick and wounded. I had learned some leadership lessons in the months I was there and had others reinforced. I was about to be reminded of another technique that not enough leaders truly understand.

The meeting convened with me and all the other commanders present. The subject: graffiti! It seemed that there were some remarks scribbled in the men's bathroom that were, well, less than professional. What a surprise! Don't get me wrong here. The graffiti was inappropriate and should not have been there. The right thing to do was remove it. A better thing to do would be to prevent it altogether. Of course it would have been helpful to stop the wind from blowing too.

What followed was an example of how not to deal with problems. Let's evaluate this situation using a problem solving matrix I've used successfully for many years. I've found this matrix can help focus a leader on the best course of action, preventing a waste of resources and a possible escalation of a small issue. The matrix is simply five questions that, when truthfully answered, will define the problem and begin to shed light on what to do next.

1. What is really the problem?

To start the problem solving matrix answer the who, what, where, when, why, and how. In my case, the problem was graffiti that the boss found offensive. But dig a little deeper. In this case, the graffiti was known to everyone who used the bathrooms; which was everyone but those of us in more senior leadership positions. Only when the boss happened to look around did the issue become known to the rest of us. So, was the problem the graffiti, or our reaction to it?

2. Who's responsible for the problem?

This isn't a witch hunt. Rather, it's an attempt to find out who is involved and who has responsibility for the area affected. This may actually be a much more complicated question than it first appears. In my case, the boss quickly made it clear that we were responsible for the problem, though time would prove that though we might have been charged with fixing the problem, we weren't the ones initially responsible. In fact there were several factors responsible for the graffiti. Young people were away from home for a long time, some came from environments where this was accepted practice, and frankly they were working very hard and had little opportunity to blow off a little steam. All this

This isn't a witch hunt

made it very difficult to determine who was really responsible. In a case like this, when it's hard to determine who really has come from environments where this was accepted practice, and frankly they were working very hard and had little opportunity to blow off a little steam. All this made it very difficult to determine who was really responsible. In a case like this, when it's hard to determine who really has responsibility, it falls to the leader. So, while we in the leadership were not responsible in the sense

respective groups. This is sometimes a little difficult for leaders to accept and I admit, I had a little trouble with it too. But it's one of the burdens of leadership. It also makes the next two questions even more important.

3. Why is the problem a problem?

This is related to question #1. When you understand what the problem is, it's important to also understand why it's a problem. Is the issue a problem because of the affect on the organization, the customers, the workers, or is it a problem because it bothers you? Sometimes you can stop the problem solving matrix right here. I once was in the process of changing the entire shift scheduling procedure for several hundred people. They rotated shifts about every month and I thought that was going to become a source of discontent. Several of them came to me and explained that they liked it that way and asked if I felt the current process was reducing efficiency or causing an issue with their work. I had to admit it wasn't and stopped trying to make a change. Sometimes the problem is only a problem because the boss is bothered. I believe this was the case in our graffiti example.

4. What happens if you don't take any action to solve the problem?

This is a very important question to ask. Sometimes problems are temporary and sometimes they will actually work themselves out. A corollary to this question is, to ask what might happen if I mention what I perceive as a problem and then watch what happens. That's actually a pretty good leadership technique when time permits. In a well led and efficiently running organization, that may be all that is necessary. In the graffiti example, if the boss had not taken

any action, the graffiti would still be there. Interestingly enough, shortly after the bathrooms were painted, the graffiti began to re-appear.

5. What is the root cause of the problem?

This may seem a little redundant, but it isn't. Once you've asked the initial four questions, you will be ready to start evaluating some solutions. Before you do that though, it's important to understand the root cause. Have you ever noticed that a child will continually ask "why?" That's normally because they're trying to understand something that is most likely beyond their experience. That childlike curiosity serves us well in problem solving. The Toyota Management System uses this method with instructions to "ask why 5 times."¹ The first time you ask, you'll get a very high level answer that is seldom very useful. Each subsequent "why" will bring you a little closer to the root cause. By the fifth question, you'll probably have a pretty good idea of what is really causing the problem. Then you'll be ready to find a solution.

You may be thinking, "I don't have time for all this. I've got to handle the problem and move on quickly." But that can cause a bigger problem than the one you first set out to address. How many times have you seen leaders address a problem and end up causing a bigger problem than they started with?

These 5 questions are the fastest way to effective problem solving. It doesn't take very long at all to run through these 5 questions. It certainly doesn't take as long as fixing a problem you've made worse by not using them.

¹The Toyota Way by Jeffrey Liker. McGraw-Hill, New York, 2004, pp. 252-257.

Is the issue a problem because of the affect on the organization...or is it a problem because it bothers you?

What is Bad Leadership Costing You?

“I can’t afford to pay for leadership training.”
 “We just don’t have the time for that.” “We need to concentrate on customer service training.”

Statements like these baffle me. They show those leaders don’t understand what bad leadership really costs.

Customer service is a great example. Good customer service is a combination of several factors and training employees to provide that service is important. But, no amount of customer service training can overcome the attitude employees develop when they endure bad leadership. That attitude is transparent to the customer — and it isn’t helping you.

Production and quality are also areas directly affected by leadership ability. Areas led by leaders who understand leadership fundamentals will have better day-to-day production than those who don’t. That’s because they know how to efficiently lead the people responsible for that production. Employees respond to good leadership.

Turnover is probably one of the least understood costs a company has. Each time an employee has to be replaced, there’s an expense. There’s the cost of termination, the expense of hiring and training, and the expense of other workers covering until a new person is hired, to name a few.

Several studies have shown that much of the turnover in American companies is the result of issues that leaders either caused, or could have fixed. The actual cost of turnover varies widely, ranging from 50% to 150% of a workers annual salary.

Try this simple exercise. Fill in the top of the chart below to determine what turnover is costing your company. Then complete the bottom part to see where that money is coming from.

The cost of production also varies, but studies have show that a better leadership approach can lead to a 20% increase.

What is bad leadership costing? More importantly, what are you going to do about it?

Cost of Employee Turnover	
Average Salary	
Number of Employees	
Turnover Rate	
Cost of Turnover	\$ -
<p>This is the cost of your employee turnover based on a very conservative 50% of annual salary. Now, how are you going to pay for that?</p>	
Profit Margin	
Additional Sales Needed to Compensate for Employee Turnover	

- The average of a section or company’s salaries
- Number of employees in that section or company
- Turnover / # of employees
- (# employees * Turnover Rate)*(Avg Salary *.05)

- Your reported Profit Margin
- Cost of Turnover / Profit Margin

LEADING FOR DOLLARS!

Your first-level supervisors, team leaders, and managers are the ones who make it happen for your company. They have more day-to-day, face-to-face contact with your employees than anyone else in the company. When they don't understand the fundamentals of leadership, it costs you money!

Your supervisors and managers need Leading for Dollars! This two-day course is for supervisors and managers who are new to their leadership position, or who have never had any leadership training and includes 7 modules.

\$ Module 1 Getting to know yourself.

The transition to leadership and how to prepare to be an effective leader

\$ Module 2 Leadership theory.

No, this isn't a boring theory lecture! Leaders will begin to understand their leadership role, motivation and how to enable workers own motivation.

\$ Module 3 Relationships.

How to relate to bosses, peers, and followers. Leadership styles and ideas for leaders faced with difficult workers.

\$ Module 4 Time management.

Ideas to help leaders effectively manage the time that's available and techniques to help leaders chair efficient meetings.

\$ Module 5 Communication.

Ways to communicate more effectively, change management from a new leader's point of view, and counseling that avoids legal pitfalls

\$ Module 6 Delegation, problem solving, and decision making.

Ways to make delegation effective and a little less scary and techniques to effectively solve problems and make decisions

\$ Module 7 Diversity and generations.

How to work with diverse groups of people and still get results. Includes a discussion of unions and a leader's responsibility in a union shop

* All participants receive a workbook, the Life Styles Inventory™ by Human Synergistics, and 6 one-hour coaching sessions (phone or email) with Bob Mason.

* This course can be tailored to a specific organization. Call 1-866-243-1682 for more information or email rlm@planleadexcel.com

* 12 CEUs awarded for this workshop

Bob made the information simple, relative, and easy to understand. Great use of examples helped me understand.

John White

Principle, Fundamental Fitness Concepts

Bob Mason Leadership Development 1-866-2431682 rlm@planleadexcel.com
PO Box 50984 Albuquerque, New Mexico 87181-0984

LEADING FROM THE MIDDLE

Leadership development doesn't stop with new leaders. When they reach mid-levels of leadership, leaders most likely have a future in the company. They'll be leading increasingly larger and more complex teams and handling more difficult issues.

Higher levels of responsibility require more advanced training.

"Leading from the Middle" emphasizes techniques for leading leaders, larger teams, groups of teams, and dealing with more complex leadership issues.

Participants will learn:

- ▶ Module 1 Picking and developing new leaders
Ways to recognize potential leaders, test to ensure they are the kind of leaders you're looking for, and start developing them
- ▶ Module 2 Communicating with and through subordinate leaders
How communication can be different when leaders communicate with their subordinate leaders, and tips for successful communication
- ▶ Module 3 Needs and motivation
How to recognize individual needs and use them to enable motivation
- ▶ Module 4 Delegating responsibility
Techniques to help leaders overcome the natural fear of delegating
- ▶ Module 5 Leading and managing teams
Techniques for forming, tasking, and leading successful teams
- ▶ Module 6 Problem solving and decision making
Advanced techniques to make these tasks easier
- ▶ Module 7 Introduction to strategic planning
An introduction to the proven RLM Strategic Planning Model

*All participants receive a workbook, the Life Styles Inventory II™ by Human Synergistics, and 6 one-hour coaching sessions (phone or email) with Bob Mason.

*This course can be tailored to a specific organization by adding or removing modules. Call 1-866-243-1682 or email rlm@planleadexcel.com for more information.

* 8 CEUs awarded for this workshop

Bob has brought simplicity to what has previously been a "complicated" process.

Karen Howard

LEADING PEOPLE IS AN ON-GOING CHALLENGE.

No matter how much you study leadership or how diligent you are in applying basic fundamentals, there will still be problems you didn't anticipate or aren't sure how to handle.

That's why I offer consulting and coaching. I've had leadership responsibilities for more than 30 years and survived those challenges because of the example and great advice of leaders who I've worked for.

Let me help you with your leadership challenges. Call or send an email and let's talk about how I can help you, and your company or organization, excel.

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Does your company develop leaders? Do you have a program that new leaders off to succeed?

You must have a culture of leadership success. Leadership isn't something new managers just know. To build great leaders, and reap rewards those leaders bring, companies must provide on-going training and development.

A good training program has three stages.

1. Basic fundamentals for new and emerging leaders
2. Advanced leadership techniques for mid-level leaders
3. Executive leadership training for the company's senior level

There are also **two critical principles** that make leadership development work .

1. Leaders mentoring and counseling leaders is what makes a development program successful. Seminars and workshops are important, but it's day-to-day issues that provide a practical laboratory for learning.
2. Leadership development must become part of an organization's culture. A development program must survive changes in senior leadership and shifts in the company's fortunes. It must become so ingrained that no one would ever consider not having such a program.

If you don't have a development program like this, give me a call. **I want you to excel with great leaders!**

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PO Box 50984 Albuquerque, New Mexico 87181-0984

More free articles!

Get articles free every week at [Bob's-Blog](#)

Also you can go to the [Article Archive](#) to see over 170 articles to help you become a better leader.

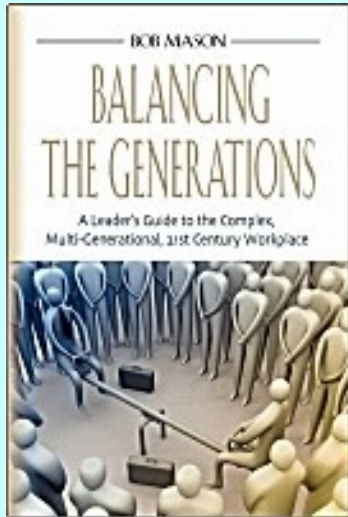
Subjects include:

- Developing leaders
- Motivation
- Problem solving
- Strategic planning
- Values
- Mission and Vision
- And much more

I have personally attended professional management training at Stanford University, Thunderbird International School of Management, Kellogg School of Business at Northwestern University, and INSEAD in Fontainebleu, France among others and I can say that the quality and level of information of Bob's presentation is on a par with instructors at these institutions. I would recommend Mr. Mason to anyone seeking to gain insight into the two workshops that he presented for the SC SBDC.

*Ted Trujillo - Director
Sandoval County SBDC
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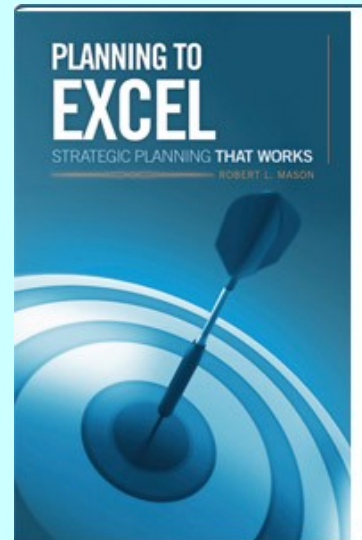
Two books that will give you tools to be a better, more effective leader.



Balancing the Generations: A Leader's Guide to the Complex, Multi-Generational, 21st Century Workplace examines each generation, dispels the myths, and gives leaders tools to build a more effective organization

If you were born between 1900 and 2000 and are in the 21st Century workplace, you need to read this book!

[Get the book now!](#)



Planning to Excel: Strategic Planning That Works is a concise manual to guide leaders in developing a basic strategic plan that will be the road-map for success.

A handbook and workbook, it presents a model that's been proven in many organizations over 20 years. Focused questions and insightful worksheets provide everything the organization's leadership team needs to develop a great strategic plan.

[Get the book now!](#)

