

MANAGING
TO
MAKE
A
DIFFERENCE

HOW TO
ENGAGE, RETAIN, & DEVELOP TALENT
FOR
MAXIMUM PERFORMANCE

LARRY STERNBERG
KIM TURNAGE

WILEY

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Cover design: Wiley

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Published by John Wiley & Sons, Inc., Hoboken, New Jersey.
Published simultaneously in Canada.

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ISBN 9781119331834 (cloth); ISBN 9781119331827 (ePDF);
ISBN 9781119331780 (ePub)

Printed in the United States of America.

10 9 8 7 6 5 4 3 2 1

Praise for *Managing to Make a Difference*

“Larry Sternberg has delivered several training programs for AMC managers over the years, and he has truly made a positive difference in our company. I am pleased he has written *Managing to Make a Difference* because I know he helps managers grow.”

—**Jeff Portman**, President and Chief Operating Officer, AMC, Inc.

“Around the year 2000, I worked with Larry Sternberg to develop a management training program for Marietta Memorial Hospital. Like *Managing to Make a Difference*, the program went beyond theory, emphasizing implementation in the workplace. That program played a key role in helping our managers improve their effectiveness. What Larry teaches works.”

—**J. Scott Cantley**, President and CEO,
Marietta Memorial Hospital & Memorial Health System

“I have had the pleasure of working with Larry Sternberg twice in my career, at two different companies. He’s the real deal—a transformational mentor who unfailingly follows the suggestions in his book and manages teams that consider their experiences with him to be extraordinary. After having the good fortune of joining him on the executive team at The Ritz-Carlton, Tysons Corner, I modeled my leadership style after his and truly believe his guidance has positively impacted thousands of employees. If you strive to become an effective, compassionate manager—one who truly makes a difference—this is a book you won’t be able to put down.”

—**Marie Minarich**, Director of Human Resources,
The Jefferson Hotel, Washington, DC

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PREFACE

It is entirely possible to accomplish business goals and earn promotions without making a positive difference in your employees' lives. We wrote this book for managers who do want to make that kind a difference, as it adds a powerful source of meaning and satisfaction to their work lives. In fact, when managers intentionally focus on making a positive difference, it becomes easier (and more fulfilling) for them to achieve business goals and progress in their careers.

We want this book to serve as a guide to help you grow as a manager. Not only do we provide a series of lessons, we also suggest a set of practical "experiments" that enable you to put the principles into action and learn from your own experience.

Not only are our recommendations supported by research, but over the course of his career, Larry Sternberg has put into practice every recommendation in the book. These recommendations work in the real world.

More than one reader pointed out that the strategies and tactics we teach can be used with family and friends to make a big difference in their lives. We invite you to keep this in mind as you progress through the book.

ACKNOWLEDGMENTS

Larry wishes to thank the following people for their contributions to this book:

My wife, Salli, whose unconditional love, belief, and support lift me up in everything I do.

My coauthor, Kim Turnage, who improved the final product far beyond what it would have been without her. Kim, I love working with you.

My boss, Kimberly Rath, for her unequivocal and generous support of this book, without which it would not have happened at all.

Carolyn Weese, for her proofing, formatting, and many other important contributions in getting this work submitted to our publisher.

Raschelle Casebier, for her contributions in getting this work submitted.

Sigi Brauer and Horst Schulze, for teaching me and giving me opportunities to grow as a manager and leader.

Vicki Denfield, Steven Freund, Jim Horsman, Marie Minarich, Fadi Ramadan, and Eric Swanson—the executives at The Ritz-Carlton, Tysons Corner, who taught me and supported me in my leadership journey. Each of you has made a big difference in my life.

Keith McLeod and Steve Marx, whose early critique helped us make major improvements to the book.

Doug Rath, whose teaching and support over the years has helped me grow.

Kim wishes to thank and acknowledge:

Larry Sternberg, for trusting me to help make his dream of this book a reality.

Larry, I love working with you, too. What's next?

My husband and best friend, Rick Turnage, who has kept the promise he made 26 years ago to grow with me and help me grow, and who also happens to be one of the very best managers I know.

My dad, Wayne Guthrie, who was my first example of a manager who makes a difference and whose positive influence lives on in the hearts and minds of all those he left behind.

My first and most constant teachers and mentors, my mother, Chris Guthrie, and my grandmother, Verlene Schoen.

All the teachers, coaches, mentors, and managers who invested in me and helped me grow, most especially Larry Meyer, Greg Olson, Doug Rath, Ray Myers, Gwyn Bagot, Nan Fullinwider, Gary Pepin, and my teacher, mentor, and friend of 27 years and counting, Calvin P. Garbin.

My children, Connor, Arin, and Peyton—individually and together, you have been my greatest teachers about the power of discovering and nurturing the strengths and talents that make each person unique.

INTRODUCTION

What is managing to make a difference? Ask the next five people you see to tell you about a manager who made a difference in their lives, and see what you hear. Here are some responses we got when we asked that question:

“She was supportive and highly in tune with my strengths. She consistently looked for ways to maximize my potential, always recognized my work, and helped me realize how much value I added to the organization. She was a mentor and coach but, most importantly, a friend.”

—*Jess Karo describing her manager,
Trisha Berry*

“I had a manager on the police department who would inspire us before the DWI detail we had every year during the month of December. He would plan a theme for the month. His squad was called the South West Weasels. The first year was ‘Weasels in Wonderland.’ He brought New Year’s confetti poppers and sparkling grape juice to our kickoff. We drank to our success and sang songs. (Think of that—45 macho cops singing together!) He would then carefully assign people to various job tasks. The traffic oriented cops went out to stop cars. The more warm and fuzzy cops took calls for service. The burly ones were assigned to break up wild parties. Everyone was assigned to the jobs they were most successful at and gravitated toward. Job satisfaction was very high, and he played to people’s strengths. Plus, everyone knew Mike had our back. No other brass would mess with Mike’s squad. He was supportive, empathetic, the most creative person I have ever met, and he was all about our success and development. Additionally, he was a great resource and one of the best police officers I had ever seen. When I got promoted to Sergeant he mentored me. The first thing he told me was, ‘Always come down on the side of your cops. No one else will stick up for them so you have to. They always get the benefit of the doubt.’ Words cannot convey how formative he was for me.”

—*Kent Woodhead describing his manager,
Mike Siefkes*

"I would thank her for being a positive moving force in my life. Our days would get very busy, and she worked alongside us to ensure we all met the goal together as one team. My manager was appreciative, supportive, gracious, and a dear friend. We don't work together anymore and I wish we did. Still friends today, she continues to shape my life and future for good."

—*Makenzie Rath describing her manager,*
Renuka Ramanathan

"He had two main gifts: seeing gifts in people that they didn't even know were there (and encouraging them to use those gifts!), and having a clear vision and goals, but at the same time making everyone around him feel like they were an important part of it all."

—*Matt Schur describing his manager,*
Larry Meyer

Try it yourself. This book is full of experiments, so make this your first one. Seriously. Ask the next five people you see to tell you about a manager who made a difference in their lives. They will not tell you about the business goals those managers achieved or the processes they improved or the awards they won. They will tell you about how those managers saw something in them, fanned a spark into a flame, and helped them grow. They will use words like trust, mentor, coach, grow, inspire, listen, empathy, potential—and friend. Those are the managers who make a difference—the ones who make people their highest priority and, as a bonus for that investment, achieve more, and perform better.

We wrote this book for managers who want to make a positive difference in the lives of the people they lead. We designed it as a kind of handbook. Each chapter stands alone so you can, if you like, open the book at random and start anywhere. But we also put the chapters in an order that allows them to build on one another as the book progresses. In this book, we provide real-life stories along with a series of lessons. We also suggest a set of practical "experiments" that enable you to put the principles into action and learn from your own experience.

Not only are the recommendations in this book supported by research, but over the course of his career, Larry Sternberg has put every single one into practice in his own work as a manager and leader. These recommendations work in the real world, and our experience tells us that, as you strive to be the kind of manager who makes a difference, you will not only improve engagement, performance, and retention among your team members (which translates to better results for your organization), you will also find a greater sense of fulfillment and meaning in your own work.

As you incorporate the lessons and experiments in this book into your daily work as a manager, you will increase your capacity to make a difference in the lives of the people you manage. The strategies you learn in this book can also carry over into your interactions with family and friends so that you make a bigger difference in their lives, too. And if someone asks a person you have managed, "Tell me about a manager who made a difference in your life," the manager he or she describes could very well be you.

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SECTION I

CULTIVATE POSITIVE RELATIONSHIPS

