

A New Collection of Wisdom & Inspiration BRUCE HYLAND MERLE YOST



#### McGraw Hill, Inc.

New York San Francisco Washington, D.C. Auckland Bogotá
Caracas Lisbon London Madrid Mexico City Milan
Montreal New Delhi San Juan Singapore

Sydney Tokyo Toronto

#### Library of Congress Cataloging-in-Publication Data

Hyland, Bruce.

More reflections for managers / Bruce N. Hyland, Merle J. Yost.

p. cn

Previous ed. published under title: Reflections for managers.

ISBN 0-07-031785-2

1. Industrial management . 2. Psychology, Industrial. I. Yost,

Merle J.. II. Hyland, Bruce N. Reflections for managers.

III. Title.

HD31.H95 1995

95-33419

658---dc20

CIP

#### McGraw-Hill



A Division of The McGraw-Hill Companies

Copyright © 1996 by The McGraw-Hill Companies Inc. All rights reserved. Printed in the United States of America. Except as permitted under the United States Copyright Act of 1976, no part of this publication may be reproduced or distributed in any form or by any means, or stored in a data base or retrieval system, without the prior written permission of the publisher.

1234567890 DOC/DOC 90098765

ISBN 0-07-031785-2

The sponsoring editor for this book was Philip Ruppel, the editing supervisor was Bernard Onken, and the production supervisor was Suzanne Rapcavage. It was set in Palatino by Terry Leaden of McGraw-Hill's Professional Book Group Unit.

Printed and bound by R. R. Donnelley & Sons Company.



This book is printed on recycled, acid-free paper containing a minimum of 50% recycled, de-inked fiber.



To the people who accept the enormous responsibility of making a difference in other people's lives.

And to the people who have made an enormous difference in our lives.

### **Preface**

In this second book in the Reflections for Managers Series, we invite you to join us as we continue our exploration of management. We call this our journey because we believe that we, even as the authors, must join you as we explore ourselves, our organizations, and our society in search of better and better ways to work together.

Being a manager is alternately exciting, depressing, challenging, boring, fun, scary, fulfilling, and lonely. It is, at the least, a very enlivening career. Whether you've found your way here by plan (attending the best MBA schools) or by accident (being promoted because you were a good worker), your destiny is the same.

You are the person your employees look to for guidance and the person your organization looks to in order to make it a success. How you respond to that challenge and responsibility will determine your destiny.

In our management, consulting, and counseling careers we have experienced every one of these emotions. We've felt the weight of responsibility, the sting of failure, the joy of seeing individuals and teams come alive, and the ultimate thrill of success. In experiencing these we learned better ways to handle the responsibility which was entrusted to us.

We also continue to ask executives, managers, supervisors, and employees for their insights. We would certainly not be so arrogant as to believe that we have all the answers. By listening, carrying on an exploratory dialogue, and sharing our insights, we find ways to improve our managerial skill. *More Reflections* brings you the latest insights we have gathered as we continue this adventure.

This time we offer several more themes in management: Professionalism; "People" Development; Working with People; Increasing Productivity; Understanding and Motivating the Team; Making It Work; Creativity and Innovation; The Big Picture; and Managers Are Human, Too.

This is a journey that can be a lot of fun. We invite you to explore that part of the journey with us as well. If you spend a career in management and retire without saying that it was fun, then you got lost along the way. Perhaps in some small way this book will show you how to have fun and enjoy your work. We hope so.

Come now and explore with us the continuing journey of management.

Bruce N. Hyland Merle J. Yost

## **Contents**

### The Fine Art of Being a Professional

1. Accept Your Responsibility	2
2. Learn from Others	4
3. Develop Real Power	6
4. Act OpenlyThere Are Very Few Secrets in an Organization	8
5. The Leader Goes First	10
6. Make Your Word Gold	12
7. Lead by Example	14
8. Make the Tough Decisions	16
9. The Leader Sets the "Tone" of the Organization	18
0. Be on Time	20
"People" Development	
1. Know the Value of Your People	24
2. Provide Education and Training	26
3. Hold on to Top Talent	28
4. Educate Your Workers on the Economics of Business	30
5. Performance Reviews Must Mean Something	32
6. There Is No Such Thing as an Organization—There Are	
Only People	34
7. Develop People by Giving Them a Chance	36
8. Surround Yourself With the Best People Possible	38

Working with People		
19. Create Relationships	42	
20. Don't Kill the Messenger	44	
21. Compassion Is a Business Asset	46	
22. See the Positive Side of Conflict	<b>4</b> 8	
23. Different Situations Demand Different Leadership Styles	50	
24. Set Clear Expectations		
25. Don't Violate Confidences	54	
Increasing Productivity		
26. Decide What Really Makes a Contribution	58	
27. Destroy Barriers and Roadblocks	60	
28. Focus on Performance, Not Personality		
29. Have a Destination		
30. So You're Doing Things Right: Are You Doing the Right Things?	66	
Understanding and Motivating the Team		
31. Raise the Fun Quotient	<i>7</i> 0	
32. Fear Kills Productivity	72	
33. Be Fair, Lest You Face Contempt and Overthrow	<b>74</b>	
34. Don't Play Games With People's Pay	76	
35. People Need Roots	78	
36. Encourage Involvement	80	
37. Make Sure There Is a Payoff for People	82	

Making Things Work	
38. Keep It Simple	86
39. Silence Isn't Golden	88
40. Learn From the Past, But Don't Live in It	90
41. Don't Make Unnecessary Decisions	92
42. Run Technology; Don't Let It Run You	94
43. Do Reality Checks	96
44. Always Have a Backup Plan	98
Creativity and Innovation	
45. Avoid Group-Think	102
46. Value the Alternate Opinion	104
47. Ask the "Dumb" Questions	106
48. Innovate	108
49. Seek Understanding, Not Just Information	110
50. If It Doesn't Work One Way, Try Another	112
51. Look Right in Front of You	114
Getting the Big Picture	
52. See Your Business from the Customer's Point of View	118
53. Be Socially Responsible	120
54. The Sound You Hear in the Distance Is Your Competition	
Coming	122
55. Be Aware of Symbolic Value	124
56. Accept Risk	126
57. There Is No Such Thing as Job Security	128

### Managers Are Human, Too

58. Mood Impacts Management	132
59. Conquer Your Ego	134
60. Build in Downtime	136
61. See and Feel Yourself as a Leader	138
62. Don't Get Lazy	140
63. Use Drugs and Lose	142
64. Smile	144

## The Fine Art of Being a Professional

## 1 ACCEPT YOUR RESPONSIBILITY

You're the boss. You are ultimately responsible. You cannot abdicate that. When you accept your responsibility, you claim your power and earn people's respect.

#### In More Depth

To accept your responsibility might sound redundant. After all, you are the boss and you are responsible, right? So far so good, but this rule goes further. To accept your responsibility means to fully accept it: no blaming, no passing the buck; being committed to do whatever it takes to make sure the job gets done, and actually accepting the reality that it is up to you. It is the very act of fully accepting responsibility that gives you great power.

You have certain influence by the mere fact of being the formal boss. Don't assume that the title conveys full power. You earn full power when you behave professionally in a manner that says you have not only formal power but also personal power, because you know in your bones that you accept your responsibility. Somehow, some way, that message comes across to employees.

Certainly you can delegate your power, and should. Ultimately, however, you must accept responsibility. By being fully responsible and yet sharing power with those whom you assign responsibility, you earn the respect and sometimes the admiration of the people who work for and with you.

#### The Idea in Action

Pamela was director of marketing for an international architectural firm. She had a habit of not accepting full responsibility for the division. When problems arose, she would frequently find reasons that were "not my fault." She would point to the economy, lack of support from the tech team, the foul-up by an employee, or the activities of the competition.

Word got around that she was not a responsible leader. Pamela wasn't a bad person. She simply did not accept full responsibility for her position or her professional behavior.

One day the vice president told her he was unhappy with this pattern. She initially tried the same old behavior, blaming everything and everybody. "Stop," he said. "Certainly there are things that happen, but all that is your responsibility to deal with. I don't expect you to be able to control some things; but I do expect you to be responsible enough to see it as a part of your job to deal with. Stop blaming."

She was very upset and thought of quitting. Fortunately, she didn't. Instead, she accepted her responsibility, faced the issues squarely, and stopped the blaming.

#### For Reflection

How do you send signals to your employees that you accept responsibility for your functional area?

In what way do you demonstrate personal and professional responsibility? What area of your job do you have trouble taking responsibility for?

## 2 LEARN FROM OTHERS

Great ideas are as close as the people around you. There are good ideas everywhere. Learn from them. Learn from competitors, employees, colleagues, enemies, friends, teachers, mentors, children, and people on the street.

#### In More Depth

Adopt an attitude that everyone has something to teach you. With that attitude, you will be amazed to discover just how true it is. We tend to think that we learn primarily from our professors, our bosses, or "outside experts." That's true. But there are many others who may teach us just as much.

The first step in learning from others is to be open to learning, to admit that we do not already have the answers. Then we must bring some focus to learning. For example, when we're just having a conversation to be polite or pleasant, we can ask for another person's perspective on something that interests us. We must also listen with the intention of learning. This means that we must pay attention to what someone is telling us, to see what value lies there.

Yes, there are gold mines all around you. You simply must decide to go exploring and mine them.

#### The Idea in Action

Emily was the creative director of an advertising agency. For years the agency had won awards for advertising. Then, it just seemed to lose its vitality and magic.

Emily was very distressed. The creative types still did good work, but their pool of ideas seemed to dry up. They found themselves recycling older ideas in new ways. Emily tried motivational speeches, threatening speeches, beach parties, brainstorming exercises, and more. Nothing seemed to work. They were in a rut, and she knew it.

At the end of the day Emily hailed a cab. The cabby asked her how the job was going. She replied, "Awful." We're in a rut and I don't have any new ideas." He smiled. "So you need new ideas? Just ask me. I've got lots of ideas." She was annoyed at his flippancy. "OK, what's a new idea for selling a bar of soap?" He smiled again. "Forget talking about how clean it makes you; sell it for how much fun you can have in the shower with it. My wife and I enjoy our soap," he said with a wink.

She knew that she had found her answer. She had stopped learning from people. She and her staff had fallen prey to believing that they were the only ones with ideas. Emily and her team vowed to learn from others. They asked, listened, observed, and generally opened themselves up to continuous learning.

Today the awards are back.

#### For Reflection

How do you learn from others? What were the two best ideas you got from someone last week? What do you think stops people from learning from others?

# 3 DEVELOP REAL POWER

Real power comes when people willingly help you and the organization achieve your goals. In reality, power is an illusion—it must be given, not demanded.

#### In More Depth

Power is one of those concepts that we all think we understand, yet find difficult to define. That's because power is more than just being named the boss. Real power is much more difficult to attain and carries with it an enormous responsibility. To become a great manager, it is important to develop real power.

When people see you as powerful, they want to have you manage and lead them. You are vested with a power which supersedes any formal authority. Just imagine the difference. Think of someone you have enjoyed working for and went that extra mile to help. You gave that person your best. Then think of someone you have worked for and did not like. Did you go the extra mile for that person? Did he or she get your best? That's the difference between formal power and real power.

When your employees respect your use of power, and you use it fairly and with good intentions, you will be rewarded with the real thing. They will respect you and go that extra mile.

#### The Idea in Action

Mona was elected president of the local PTA. Mona called the board members together and gave them their objectives for the year. She asked that they report to her every month and to consult her before they made any decisions. Several were quite annoyed with her authoritarian approach.

Behind her back, the board members began talking. "Power sure has gone to her head! She used to be helpful and anxious to work with us, but now that she is president she rules like a tyrant." As a result, they engaged in no progressive work, since they "were not given the authority by Madame President" (as they had taken to calling her).

When Mona thought about running for another term, she polled each board member. She thought they were 100 percent with her. To her surprise, she found that almost no one wanted her to run. She was hurt and angry. She cornered the board members and demanded to know why.

"If you must know, you hog all the power. You're obsessed with power," they told her.

Mona was shocked. She had the best of intentions, but she had to admit that power had gone to her head. She decided to forget about reelection and mend her ways. The board members were so impressed that by the next month they were saying she should run again.

#### For Reflection

How do you define and use power?

What excuses have you heard from other managers for not sharing power? How would your organization respond if power were given to people—the power, responsibility, and authority to achieve?