

ManagementMatters®

"IT'S ALL ABOUT RELATIONSHIPS"



THOUGHTS FROM THE EDITOR

Think and Plan, Plan and Think

This short, little phrase – “think and plan, plan and think” – should be a key mantra for every manager. They should be repeating it to themselves throughout their day as they try to prioritize, assess, strategize, execute, and build relationships. Managers today simply do not spend enough time thinking about what they’re doing, why they’re doing it, and what’s going on around them. They rush from meeting to meeting, eat lunch on the run, and spend spare minutes catching up on e-mail. Think and plan, plan and think? Who has the time?

Yogi Berra is famous for saying, among other things, “If you don’t know where you’re going, you could wind up someplace else.” One of the keys for managers to truly know where they’re going is to think and plan, plan and think and, as a manager, *you need to find the time to do it*. Even when it seems that you are busier than ever, when it seems like there are never enough hours in the day, it is critical for you to find the time to think and plan, plan and think.

What are the keys to thinking and planning successfully? They are as follows:

1. *Plan to think and plan.* Schedule a time to think and plan; block out the time and put it on your calendar. And don’t cancel on yourself; this is your time and you need it! Close your door, relax in your chair, stare out the window (if you have one), and really think about what you’re doing, how you’re doing, and, even more to the point, what you need to do going forward. If you can’t schedule time during the day, use your commuting time, your time in the shower, or any other quiet time you can find.
2. *Take a step back.* See the big picture. Focus on broader issues and future concerns. Are you happy with the way things are going? If not, why not and what can you do about it? What is keeping you up at night? What relationships do you need to strengthen? What key points do you need to communicate and to whom? Be totally honest with yourself and write down your thoughts.
3. *Play it out.* What will happen if you do one thing versus doing another? What is the impact? What are the consequences? Answering these questions is a key part of thinking and planning.
4. *Prioritize and re-prioritize.* As a manager, your priorities are always evolving, impacted by changes in leadership, new demands on resources, and new issues and concerns. In thinking and planning, make sure you are focused on your real priorities. Keep asking yourself: is this what I should be thinking about and focused on now? Think and plan, plan and think. It’s the foundation for everything you do as a manager and a leader. As Abraham Lincoln said, “If I had eight hours to chop down a tree, I’d spend six sharpening my axe.” **MM**



THE BOOKSHELF

GETTING CHANGE RIGHT: HOW LEADERS TRANSFORM ORGANIZATIONS FROM THE INSIDE OUT

Author: **SETH KAHAN**

Reviewer: **Dr. Dennis Gross, Associate Dean and Director, Master’s Degree and Certificate Programs, Thomas Jefferson University, Jefferson College of Graduate Studies**

Someone once said that change is good but you go first. Writing and consulting about the management of change and transformation in business has become its own industry in much the same way as Six Sigma™ was just a few years ago. That industry spawned a flurry of Black and Green Belt practitioners and books that gave one just enough vocabulary to be reasonably conversant with the methodology. However, at the end of the day most of the tomes ended-up with the same conclusion from a multitude of authors: Hire me or my consulting firm to really explain the process to you and help you to implement the methodology.

That is how I feel about the above-cited book by Seth Kahan. In a way, it was very much like the famous line by Groucho Marx when describing a particular book: “Once you put it down, you could not pick it up again.” Having read articles by Harvard’s John Kotter on change and transformation management, I was looking for additional insight and extensive guidance other than being repeatedly reminded of his background in street theater, which he felt was critical to engaging clients; I am still not sure. That image of

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We welcome your feedback, comments, and suggestions.

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VIEWPOINT

An Interview with...Chris Lowery

1 WHAT DOES IT TAKE TO BE A TRULY EFFECTIVE MANAGER?

Trust comes first. It's the foundation of any relationship. To effectively manage people, there has to be an underlying basis of trust. There also has to be a strong sense of support, the belief that you have the best interests of your people and the organization at heart. You have to be able to put the work of your team members into a strategic context for them so they see how their piece of the puzzle contributes to the overall organizational picture. In doing so, you push people out of the day-to-day tactical trenches into a more strategic realm. Pushing your people from the tactical to the strategic will help them to think more broadly and grow. But trust comes first. With trust, everything else falls into place.

2 HOW HAS THE CURRENT CLIMATE OF UNCERTAINTY AND INSTABILITY AFFECTED YOUR ABILITY TO MANAGE EFFECTIVELY?

The current uncertainty highlights the need for even stronger leadership. Uncertainty and instability can be a constant distraction that inhibits people from getting the work done. It can slow them down or even paralyze them. You have to exert strong leadership to help people stay focused, to help them keep their head down and do their job. You need real discipline to stay above it all. As a leader, your job is to remind your people to stay away from those ever-constant distractions.

3 WHAT ARE YOU DOING TO KEEP YOUR DIRECT REPORTS MOTIVATED AND PERFORMING AT A HIGH LEVEL?

Communication and transparency are the keys to motivation. I make sure that my people understand the meaning and importance of the work they do. We have open lines of communication. Transparency is important because sharing both the good and the bad re-emphasizes that feeling of trust.

4 WHAT DOES EFFECTIVE COMMUNICATION MEAN TO YOU?

Effective communication requires an open exchange of ideas. You have to really understand other peoples' points of view and make sure they understand yours. In an interaction, both parties have to be receptive to really hearing what the other is saying. Everyone has to really listen and agree on the outcome of the conversation. You can't be so excited or certain about your point of view that you don't hear any others.

5 WHAT DO YOU THINK ARE THE KEYS TO DELEGATING WORK EFFECTIVELY?

Good communication, clearly defined goals, and putting the delegated task in the context of the overall organizational mission are the keys. Then let them go. Have a check back session early in the process, not to check up on them but to make sure that all communication has been understood. Everyone has to be marching in a mutually agreed on direction. The process of delegating is an excellent opportunity to teach. It's not just, "Here's a task – do it;" it's "Here's why this is important to the overall mission of the organization."

6 WHAT DO YOU THINK ARE THE KEYS TO MANAGING CONFLICT EFFECTIVELY?

Again, it's about trust. If you already have a trusting relationship with someone, any conflict with that person will be more easily resolved. Everyone has to feel open and comfortable in expressing their ideas and points of view. You need a strong foundation of open communication and trust that decisions will be made to mutually benefit all parties.

7 WHAT ARE THE CHARACTERISTICS OF AN EFFECTIVE LEADER?

Energy, consistency, trust, a sense of caring, and understanding of a person's professional and personal perspective. You have to take into account who people are as human beings. You have to manage each person differently based on who they are; one size does not fit all. You have to adapt to each person's individual strengths and weaknesses while making your leadership points.

8 ARE THERE ANY PARTICULAR KEYS TO BEING AN EFFECTIVE LEADER IN TODAY'S ENVIRONMENT?

Flexibility is key. Things are changing at lightning speed and you have to be able to adapt to internal and external factors. In a time of change and uncertainty, your direct reports are looking for support, continuity, and consistency. In uncertain times, a leader has to make sense of the change and ambiguity. A leader has to encourage people to stay the course.

"To effectively manage people, there has to be an underlying basis of trust."

9 WHAT DO YOU THINK ABOUT THE IMPORTANCE OF BUILDING AND SUSTAINING WORKPLACE RELATIONSHIPS?

Relationships in the workplace are the foundation for success. You have to build relationships up, down, and across – with senior managers, team members, and internal and external colleagues. Building relationships means building trust and credibility that you can leverage in many important ways.

10 IF YOU HAD A SIGN ON YOUR DESK TO REMIND YOU ABOUT WHAT IT TAKES TO BE AN EFFECTIVE MANAGER, WHAT WOULD THE SIGN SAY?

I actually do have a sign and the sign says, "Why?" It is a constant reminder that, as a leader, you have to continually strive to explain why individual tasks and assignments are important and how they fit into the whole picture. "Why?" means it's not good enough to say "Let's do this" to your team; you have to fill in the blanks and help them to see the context and importance of what they're doing. You have to clarify their roles and tasks so that they are motivated to do their best.



Chris Lowery is Vice President and Chief Security Officer of Teva Pharmaceuticals – Americas. He is an accomplished leader with more than 25 years of experience in security and is acknowledged as a champion in developing, executing, and leading a wide range of security services and support functions. Prior to working at Teva, Chris worked for Kraft Foods, Nabisco, and SOS Security.

etc.

MANAGEMENT MATTERS MISCELLANY

Wishing for a different career...

In the November 2011 issue of Money magazine, the "Big Question" in their CNNMONEY.COM poll was: "Do you wish you had a different career?"

The responses were as follows:

No. I love the one I have:	18%
I'm happy but wonder about the path not taken:	34%
I'm seriously thinking about a change:	40%
I'm making a change or I've already switched:	8%

Other interesting stats from the poll:

- 33% of workers say that they are seriously considering leaving their current organization
- 49% of workers are satisfied with their job security vs. 55% in 2008
- 34% are unhappy with their level of job stress
- 53% of workers are satisfied with their pay, down from 58% in 2005

Notes: Online poll of 14,029 respondents conducted in September 2011 in New York City.

Google, the wildly successful search engine, has provided its organizational perspective on management. Here are "Google's Rules:"

To engineer better managers, Google pored over performance reviews, feedback surveys, and award nominations, correlating words and phrases as only a data-driven company like it can do. Here is an edited list of the directives it produced – in order of importance – as well as a few management pitfalls it found.

Eight Good Behaviors

1. Be a good coach
2. Empower your team and don't micromanage
3. Express interest in team members' success and personal well-being
4. Don't be a sissy: Be productive and results-oriented
5. Be a good communicator and listen to your team
6. Help your employees with career development
7. Have a clear vision and strategy for the team
8. Have key technical skills so you can help advise the team

Three Pitfalls of Managers

1. Have trouble making a transition to the team
2. Lack a consistent approach to performance management and career development
3. Spend too little time managing and communicating

Source: Google

Secondary Source: New York Times, March 12, 2011



REAL MANAGEMENT PROBLEMS WITH REAL SOLUTIONS FROM REAL MANAGERS

What Would You Do?

You are the Director of an important technology organization in a major global company. You have just found out that one of the senior managers in your organization has “insulted” a small group of his foreign staff members. The manager was only recently put in charge of the group that has a long history of badly underperforming. In making the manager responsible for the group, you told him to get them to “shape up,” to do better work or “steps would have to be taken.” Unfortunately, in his first discussion with the group, on foreign soil, the manager went a bit too far in explaining the situation, telling the group that they “obviously don’t know what they’re doing” and that they were very close to being “out the door.” The manager was obviously very direct but also raised his voice, showing little basic respect and even less concern for the appropriate protocol of managing foreign staff members. In addition to raising his voice, one staff member told you, the manager “wagged his finger at me” and “violated my personal space.” The manager also told the group that everything he was saying was being said with your approval.

This is not the first time that this particular manager has been somewhat overzealous in his approach to dealing with a problem. Now, word of the incident has spread throughout your group and Human Resources is getting involved.

What would you do and how would you do it?

Solution #1:

I would touch base with Human Resources and review my plan for handling this issue to ensure they are on board. I would then schedule a meeting with my direct report ASAP. I would ask how he thought his staff meeting went and what his feedback was. I would then explain what I heard about how the staff felt and what their perception was regarding the meeting.

This employee SHOULD have had appropriate training in the customs of the staff with which he was going to work and I would review this with him again, indicating areas where there were lapses. We would discuss his performance and how he interacts with people and the best way to approach staff. He may need assistance in preparing a plan to deal with poor performers and may also need development himself. I would work with him to create a strategy to use moving forward.

Regarding the underperformance of his staff, I would encourage him to take the time to assess his personnel and see if some need more help than others or if there are individuals that need to be removed. We would set a time to touch base weekly until the situation is under control and seemed to be going in the correct direction.

The last thing I would discuss with him is that he is never to say that whatever he is saying is coming directly from me. While he reports to me and is responsible for carrying out directives I set, he should speak only in his own voice.

He will need to meet with the staff, apologize for his delivery in the initial meeting, assure the staff he is there to work with them and ensure that everyone has the *opportunity* to succeed.

Finally, I would follow up with Human Resources, reviewing my discussions and letting them know that I will continue to follow up to ensure that the situation resolves itself.

Sylvia Schlegel ~ Animal Husbandry and Facility Operations Manager ~ Lab Animal Program ~ Purdue University

Solution #2:

The manager has shown a lack of respect for the employees and an inability to manage his group. He was given this assignment in order to strengthen the area and instead, he has set things back. He has also shown he cannot be trusted, by falsely telling the employees that everything he said met my approval.

As such, replacing this manager is the best solution. He has not shown the ability to successfully handle the assignment, and he is operating on his own in a foreign country. I would move quickly to get a more competent person in place. The new manager must be someone that has respect for people, especially those from a different culture.

The new manager and I would develop plans and take actions to win back the trust of the employees and show them that they are respected. In addition, I would take actions to demonstrate to the employees that they have my support and that I did not agree with the harsh treatment that they had received.

The first manager has had performance issues in the past. If I retained him in another capacity, I would, at a minimum, place him on a perfor-

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mance improvement plan. His interpersonal skills, judgment, and communication skills would need to be improved, through coaching and monitoring of his performance. If this didn't work, more severe action, up to and including termination, may be warranted.

Some organizational assessment is also needed to determine how and why this individual was given such an important assignment. Questions such as how the selection was made and who was involved should be answered to insure that the process is sound and future similar problems can be prevented.

Dean Wallace ~ President ~ Applied Facility Solutions, Inc.

Solution #3

The Manager certainly stated the truth of the situation, but he stated it in a manner that was culturally inappropriate and lacked sensitivity to the performance concerns. If the Manager is to remain in the role, an immediate discussion with the Director and Manager and then the Director with the team needs to take place. During these meetings an assessment of the Manager's fit for the role needs to take place. If it is deemed appropriate for the Manager to stay in charge of the group, then another meeting is necessary.

A meeting with the Manager and team together, mediated by the Director, will give an opportunity for the Manager to rectify the situation. Given the details above, the Manager should be properly trained on the cultural differences and protocol of the foreign workplace prior to the group meeting. Ongoing professional development for the Manager is crucial to the future of the Manager. In all the conversations, honesty is critical to ensure that proper actions are taken going forward.

Craig Single ~ HR Recruiter ~ Elko & Associates Ltd

(*The Bookshelf, continued from page 1*) the street performer still kept flashing a vision in my mind of a mime on Union Square in San Francisco or in London's Covent Garden. I am just not convinced that is the background for change management engagement. Managing change is a staged process that takes time and a different type of engagement than that posited by Kahan. He was simply too focused on managing events. Change and transformation are a process not an event. The costs are too great to engage in transformation initiatives without fully discussing the actions needed and being very cognizant of the downsides if the action items are not handled well. With the flat world of Thomas Friedman, business as usual is not usual and firms need to do an extensive tactical and strategic assessment. There are unique pitfalls to each stage of transformation and I do not get the sense that Kahan's approach can prepare a firm for those stages. You may leave one of his very well organized team meetings feeling good about your team but the next steps seem to be lacking.

I truly felt that the book was a constant reminder of his street theater background and the work he performed at the World Bank. While it may not be the fairest comparison, the Kotter article on *Leading Change* in the Harvard Business Review (January 2007 Reprint R0701) in 9 ½ pages did a superb job of helping to put the idea into practice by addressing eight critical steps. Kahan's treatise was too focused on guidelines, templates and bullet points that seemed to have been pulled directly from a PowerPoint presentation he gave in his role as a transformation consultant. In a way, I feel he made the transformation process too formulaic when it should be more flexible as the downsides of it not being handled well are devastating to a firm's human capital. I had significant problems moving from one chapter to the next, as they seemed to be very disjointed. One chapter was well written with many pithy comments and guidance while the next was a series of anecdotes that did not capitalize on the previous material only to be followed by a chapter that seemed to be just bullet points with some text as a segue from one "slide" to the next. In the end, Groucho Marx was right. **MM**



RECOMMENDED READING FROM THE EDITOR

Harvard Business Press Pocket Mentor Series



This series of brief, concise books on key management topics is a welcome addition to the management literature. Focusing on subjects such as leading people, leading teams, persuasion skills, executing innovation, negotiating outcomes, managing difficult interactions, and managing projects, the series uses a consistent format to provide practical tips and insightful perspectives. Each book has a substantive analysis of the topic with useful self-assessment tools mixed in. Each book also has sections called "Tips and Tools," "Test Yourself," and "To Learn More." These sections provide excellent supplementary information. The books are all easy and quick to read, primarily because of sharp, concise writing and some obviously good editing. In all, the Harvard Business Press Pocket Mentor Series is responsive to a time when people are just too busy to read long, wordy tomes on management. These books are definitely worth reading.

Harvard Business Review Press: HBR'S 10 Must Reads Series



This is a new series of six compendiums of classic articles from Harvard Business Review. According to the publisher, these are the most essential HBR articles on the following topics: change, leadership, managing people, managing yourself, and strategy. There is also a compendium called "The Essentials" that takes a broader perspective on management and leadership. Every article in every compendium may not be of interest; still, each compendium will doubtless have several well-written, thought provoking articles that will provide valuable insights you can use in the workplace. They are certainly worth perusing in your local bookstore; you'll probably buy at least one.

"Change and transformation are a process, not an event."

LEADERSHIP AT THE MOVIES

If you're looking for some good movies that offer excellent examples of effective leadership, try these:

"The Adventures of Robin Hood" (1938)
 "Twelve O'Clock High" (1949)
 "The Bridge Over the River Kwai" (1957)
 "Twelve Angry Men" (1957)
 "The Guns of Navarone" (1961)
 "Glory" (1989)

"The Adventures of Robin Hood" is particularly good. Robin Hood is played by Errol Flynn in the best performance of his career. Robin is a visionary, inspiring, motivating leader and there are many examples of his excellent leadership in this classic film. **MM**



MANAGER'S COMMENTARY

From Manager to Individual Contributor – Making It Work Through Influencing

by Leslie Monopoli

I recently made a transition from a Management position to the individual contributor role of Change Agent and Coach. I figured that, as an experienced manager, this new role would be an easy slam dunk. Unfortunately, I was unprepared for the serious adjustment I was about to make.

The first unexpected, yet truly jarring, eye-opener was to watch my daily intake of email drop from record highs to record lows. I went from being in a perpetual state of volley, amidst the communication cascade, and inside every daily crisis loop, to being suddenly frenzy-free. It left me wondering, "Am I really needed here?" There were other eye openers on the bumpy road to success as an individual contributor but I eventually reached my destination. The question is "How?" How do you achieve success and satisfaction as an individual contributor when you no longer possess managerial authority? More importantly, how does your agenda get the attention it deserves when the targets of that agenda have to become part of someone else's priorities? My answer to overcoming such barriers was to focus on my ability to influence.

Here are some things that have worked for me:

Leverage the relationships: Establish relationships at all levels. Consider the main targets of your influence, and relate to them, as well as their management and their employees. Always ensure that everyone knows why you are there and what you intend to do. Work as many relationships you can on

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COMMUNICATIONS CORNER

by Ilana Eden Esposito

Effective Listening

Listening skills are just as critical as rhetorical abilities — if not more so — for excelling as a communicator. But isn't listening simple? Don't we do it every day?

While we all know that communication inherently involves "give and take," many of us are more focused on the former than the latter, negatively affecting our interactions. We may be so busy thinking about what we want to say next that we don't fully pay attention to what is being said to us. Alternately, other thoughts such as what to make for dinner or all the things we still need to do during the day may intrude and affect our listening.

Additionally, new technology has increased the amount of messages that bombard us while decreasing the amount of time we have to process it. It often becomes necessary to mentally block out the noise. Such techniques train us to purposely not listen.

"I remind myself every morning: Nothing I say this day will teach me anything. So if I'm going to learn, I must do it by listening."

— Larry King



Realizing that we may have developed some of these bad habits is the first step in becoming a better listener. Once you become aware of behaviors that are impeding your ability to listen effectively, even in the middle of a conversation, you can

stop them. Figure out your particular listening roadblocks (i.e., where am I directing my attention instead of towards the person speaking?), then check in with yourself at regular intervals to see if you are letting them get in the way of being attuned to the speaker.

Further, show interest by asking questions. While the speaker answers, don't look at that time as an opportunity to plan your response; withhold your own conclusions until the other person has finished making his or her point.

Everyone acknowledges the importance of listening but we must do more than pay lip service to it if we are to truly communicate. After all, to paraphrase an old saying, we were given your two ears and one mouth for a reason. **MM**

Ilana Eden Esposito is an experienced communications professional for a major financial institution.

"I only wish I could find an institute that teaches people how to listen. Business people need to listen at least as much as they need to talk. Too many people fail to realize that real communication goes in both directions."

— Lee Iaccoca

The Lighter Side of Management

The New CEO

A company, feeling it was time for a shake-up, hires a new CEO. This new boss is determined to rid the company of all slackers. On a tour of the facilities, the CEO notices a guy leaning on a wall. The room is full of workers and he wants to let them know he means business!

The CEO walks up to the guy and asks, "And how much money do you make a week?"

A little surprised, the young fellow looks at him and replies, "I make \$300.00 a week. Why?"

The CEO then hands the guy \$1,200 in cash and screams, "Here's four weeks pay, now GET OUT and don't come back!"

Feeling pretty good about his first firing, the CEO looks around the room and asks, "Does anyone want to tell me what that goof-off did here?"

With a sheepish grin, one of the other workers mutters, "Pizza delivery guy from Domino's."

One Small Leap...

A man was walking along the beach and found a bottle. He looked around and didn't see anyone so he opened the bottle. A genie appeared and thanked the man for letting him out.

The genie said, "I am so grateful to get out of that bottle that I will grant you one wish. But, I can only grant one."

The man thought for a while and finally said, "I have always wanted to go to Hawaii. But, I've never been able to go because I cannot fly. Airplanes are much too frightening for me. And on a boat, I see all that water and I become very scared too. So I wish for a road to be built from here to Hawaii."

The genie thought for a few minutes and finally said, "No, I don't think I can do that. Just think of all the work involved. Consider all the piling needed to hold up a highway and how deep they would have to go to reach the bottom of the ocean. Imagine all the pavement needed. No, that is just too much to ask."

The man thought for a few minutes and then told the genie, "There is one other thing I have always wanted. I would like to be able to make my hierarchical organization agile and flexible. I want to know what to do to make people feel involved and empowered, how to make us focus on our customers and key suppliers instead of just pretending to. And how to make our work count so that we don't have to spend all our time working on pointless reports and sitting in boring meetings."

The genie considered for a few minutes and said, "So, do you want two lanes or four?"

The Five Best Things to Say if You Get Caught Sleeping at Your Desk

5. "They told me at the blood bank this might happen."
4. "Someone must have put decaf in the wrong pot."
3. "I was testing my keyboard for drool resistance."
2. "Why did you interrupt me? I had almost figured out a solution to our biggest problem."
1. "I wasn't sleeping, I was meditating on the mission statement and envisioning a new paradigm." **MM**



"Words are loaded pistols."

— **Jean-Paul Sartre**

"Three may keep a secret, if two of them are dead."

— **Benjamin Franklin**

"The leader of the past was a person who knew how to tell. The leader of the future will be a person who knows how to ask."

— **Peter Drucker**

"If thou thinkest twice before thou speakest once, thou wilt speak twice the better for it."

— **William Penn**

"The deepest principle in human nature is the craving to be appreciated."

— **William James**

"One cannot manage too many affairs. Like pumpkins in the water, one pops up while you try to hold down the other."

— **Chinese proverb**

"It's always the people stuff."

— **an old stickball player from Brooklyn**

(MANAGER'S COMMENTARY, Continued from page 6)

an individual level. Ensure that goals are well understood, shared and accepted.

Build trust: I may be stating the obvious but building trust is vital to success. Communicate openly, simply, and plainly. Follow through on commitments; walk the talk. It is also important for you to be knowledgeable in your area of expertise to sustain credibility and display confidence. Allow others to share openly and never judge.

Be there: Do all that you can to be present and available. Seize opportunities to contribute, when your schedule allows (without over-committing). Be persistent – you will lose momentum if you drop off the map.

Display Positive Energy: Show enthusiasm and passion around your work. Be engaging, ask questions, and listen. Share benefits. Show how you can help. Communicate a vision of positive outcomes. Use genuine praise and positive reinforcement.

Manage the risks: You may not be the primary consequence provider in this situation but, if things aren't going well, you'll need to highlight the risks. If you need to raise issues to the next level, do so in a collaborative and constructive fashion. At a minimum, ensure that everyone knows your plans – give them an opportunity to respond.

Integrate your agenda into larger stakeholder goals with care and understanding: Be realistic about where you fit in, and know your boundaries. Know when to back off and remain neutral. Winning in all situations is not as important as preserving the relationship for the next time.

Achieving success through your ability to influence can be a rewarding experience. You may soon find yourself as the go-to person once again.

Leslie Monopoli, Master Black Belt, Global Facilities Management, Merck & Co., Inc.

ManagementMatters®

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THE MANAGEMENT MATTERS METHOD

A practical, common sense approach to achieving success in:

MANAGING YOURSELF

THE "TO DO" LIST

- ✓ "Know thyself" (as Socrates said; know your strengths and weaknesses).
- ✓ Stay healthy.
- ✓ Think and plan; plan and think.
- ✓ Manage your time effectively.
- ✓ Prioritize – then re-prioritize.
- ✓ Maintain an appropriate work-life balance.
- ✓ Manage stress effectively.
- ✓ Keep lists; you can't remember everything.
- ✓ Manage your emotions (anger, frustration, etc.).
- ✓ Keep things in perspective; see the big picture.
- ✓ Keep your eye on the ball; stay focused.
- ✓ Be positive and optimistic.
- ✓ Be poised and confident.
- ✓ Keep learning.
- ✓ Accept change.
- ✓ Accept mistakes (yours and others').
- ✓ Pick your battles carefully.
- ✓ Understand that you can't win them all.
- ✓ Persevere, persevere, persevere (when you are knocked down, get up!).
- ✓ Choose your words wisely and with care.
- ✓ Disagree appropriately and constructively.
- ✓ Celebrate your successes.

SOME FINAL THOUGHTS

- "No sense being pessimistic; it wouldn't work anyway."
- seen on a bumper sticker
- "...you'll need to cultivate a deep understanding of yourself – not only what your strengths and weaknesses are but also how you learn, how you work with others, what your values are, and where you can make the greatest contribution. Because only when you operate from strengths can you achieve true excellence."

- Peter Drucker, "Managing Oneself," Harvard Business Review, January 2005 **MM**

Maintain an appropriate work-life balance...Manage stress effectively...Be positive and optimistic...Accept mistakes (yours and others')...Celebrate your successes