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PRACTICAL, POWERFUL LEADERSHIP

IN JUST ONE HOUR

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INTRODUCTION

Learn leadership in one hour? Admittedly, it's a title designed to attract attention, but the truth is that you can learn a lot about leadership – real, practical leadership – in a very short time. It's the execution phase that will take considerably more time as you implement and practice the ideas contained within this eBook.

But, make no mistake, in one solitary hour – whether you read the whole eBook at once, making notes along the way, or you digest the four sections in 15-minute blocks of time – you will have a crystal clear appreciation for leadership that you did not have before.

Practical, *powerful* leadership.

WHAT'S INSIDE:

> MAKE NO MISTAKE, IN ONE SOLITARY HOUR YOU WILL HAVE A CRYSTAL CLEAR APPRECIATION FOR LEADERSHIP THAT YOU DID NOT HAVE BEFORE."

3 UNDENIABLE TRUTHS ABOUT LEADERSHIP

There is so much written about leadership, it's mind-boggling.

Out of curiosity, I used Google to search the word "leadership," and it kicked back almost 98 million results. The word "leader" returned 156 million. And "how to be a leader" generated a whopping 439 million possible links.

It seems there has been a thing or two written on the subject of leadership.

However, despite all that has been written, and all that you could learn from the hundreds of great articles on the topic, there are still significant gaps in the general understanding of leadership. If you want proof, ask a dozen leaders to define the word "leadership," and see how many unique answers you get.

In working with leaders in many different industries, with companies of all sizes, with a variety of job titles, I have observed significant and consistent misperceptions about the roles and responsibilities of leadership, so I offer the following regarding what I believe are three "undeniable truths" about leadership.

1. LEADERSHIP IS NOT ABOUT GETTING THINGS DONE.

No. It is not.

It is about getting things done *through other people.* Which is considerably different.

The problem here is that companies consistently promote individuals to positions of leadership because of their knowledge, skill, or performance. In other words, you are most likely managing a team of people because you were good at whatever you did, but not necessarily because you were a proven or effective leader.

Although being good at what you do is certainly one prerequisite to effective leadership, simply being good at something doesn't necessarily mean you have acquired the skills, the temperament, and the self-awareness vital to be a successful leader.

So you may have all the answers and make all the decisions, and be the very best at what you do, and you may still be abysmally ineffective as a leader.

Need proof? According to the many organizations that research such things, more than 2-out-of-3 employees are anything but engaged. They are disengaged, disconnected, and generally disinterested in pursuing the objectives of their respective companies. This despite the fact that the organization may be loaded with highly capable managers. Well, technically capable, that is.

This problem has perpetuated itself for decades. It is a huge challenge, but few companies have the first idea about how to fix it.

So, here is the first step:

Quit choosing your managers based solely on technical capabilities. Assess their interpersonal skills and leadership potential. Then, provide them with some real, proven leadership coaching and instruction – *before* you place them into that leadership role.

2. IF YOU HAVE AN UNDERPERFORMING TEAM, IT IS NOT YOUR TEAM'S FAULT.

Sorry. It is not.

It is *your* fault. You are the leader.

Need proof?

Answer these three simple questions:

Who hires your people?
Who trains your people?
Who leads your people?

Yes, indeed. You do.

But wait! You're thinking that I'm missing something important, aren't you? Because, after all, you have some rather...uh...bad employees on your team?

I completely understand. So, tell me: Who is responsible for managing your employees' performance? Who is responsible for coaching them up? Or, in some cases, ushering them out as a result of their inability to improve their marginal performance?

You again?

That's right. You hire them, you train them, you lead them, and you manage their performance, yet, when they underperform, you blame them. Which makes absolutely no sense.

Whether you are the business owner, or one of the aforementioned ineffective leaders, you can fix this problem if you are willing.

How? Learn the skills of leadership.

Yes, they are skills, and yes, they can be learned.

3. LEADERSHIP IS NOT ABOUT YOU; IT'S ABOUT THE PEOPLE ON YOUR TEAM.

That may have burst your bubble.

Please forgive me.

However, leadership is an "other people" exercise. It's not a "me" or an "I" exercise.

Leadership, first and foremost, is about your ability to influence *others*, and *others* absolutely will NOT follow you if they don't **trust** you. Consider that trust is defined as the "firm belief in the reliability, truth, ability, or strength of someone."

Trust is not intrinsic to any relationship, and that definitely includes the workplace relationship between manager and employee. To create trust, a belief in your reliability, requires that you make a conscious and consistent effort in four critical areas:

- Service – an investment of your time and energy in other people
- Gratitude – your appreciation for the efforts of other people
- Loyalty – your commitment to the welfare of other people
- Humility – considering the interests of other people as important as your own

The level of trust that you create with those you lead will increase in direct proportion to the investment you make in the relationship. The truth is that we trust those individuals who value others and value the work that they contribute.

When people don't feel valued, they don't trust.

Period.

These four areas are critical to leadership – and to trust – because they are reciprocal attitudes. In other words, the principle of reciprocity applies:

- When you serve others, they will usually respond in kind
- When you express gratitude to others, they will usually respond in kind
- When you listen to others and consider what may be important to others, they will usually respond in kind
- When you are loyal to others, they will usually respond in kind

People respond to these things because the leader has demonstrated herself to be trustworthy.

If you are NOT trustworthy – if your actions do not demonstrate your reliability – you

will never succeed as a leader, except by the application of *force*. Yes, you can always rely on your title, position, or authority to compel others to comply.

But that's not leadership.

Actually, that's the reason, according to Gallup, that two out of every three employees are not engaged.

A SIMPLE 3-STEP GUIDE TO GETTING STARTED

The words "leadership" and "simple" probably don't belong in the same sentence. After all, who in their right mind would believe that leadership is *simple*?

Just consider something that I mentioned earlier: there isn't even a standard definition for leadership. In fact, there are dozens of different definitions, and enough variations to keep you completely confused.

Sticking with Google, I searched the term "What is leadership?" and was rewarded with **445 million** hits.

> THERE ISN'T EVEN A STANDARD DEFINITION FOR LEADERSHIP. IN FACT, THERE ARE DOZENS OF DIFFERENT DEFINITIONS, AND ENOUGH VARIATIONS TO KEEP YOU COMPLETELY CONFUSED."

Eventually, I found a *Forbes* article in which the author says something quite surprising:

> *"Such a simple question, and yet it continues to vex popular consultants and lay people alike. I've now written several books on leadership for employee engagement, and yet it occurred to me that I never actually paused to define leadership."*

But it gets worse: the experts can't even decide on the differences between a leader and a manager. Is a manager a leader? Is a leader a manager? Do they overlap? Consider this perspective from a recent Inc. article:

"Leaders have a unique ability to rally employees around a vision. Because their belief in the vision is so strong, employees will naturally want to follow them. Leaders also tend to be willing to take risks in pursuit of the vision.

Managers, on the other hand, are more adept at executing the vision in a very systemic way and directing employees on how to do so. They can see all of the intricate moving parts and understand how to make them harmonize. Managers are usually very risk-adverse."

Which makes absolutely no sense to me.

This suggests that managers are NOT leaders, and shouldn't be! But, if managers have employees working for them and **don't *lead* them**, who does? Are we suggesting that one person manages you and another person leads you?

No wonder employees are confused.

The bottom line? Leadership is anything but simple.

Perhaps that explains why there are (as of July 2016) more than 188,551 books available from Amazon on the topi c of leadership.

LEADERSHIP 101: GETTING STARTED

So, my opinion is that managers who are responsible for other people are definitely leaders. Stepping into that role presents a number of potential challenges, but the very first, and singularly most important challenge is that of **creating trust** with your new team.

In *The Five Dysfunctions of a Team*, author Patrick Lencioni pinpoints the *first* problem of any dysfunctional team as the lack of trust. Indeed, the failure to create trust between leader and follower negates the ability of the leader to have any influence on employees.

The three steps outlined below are designed to provide a simple, effective template to developing that trust, even as you are adapting to your new role and "learning the ropes."

1. MAKE COMMUNICATION YOUR FIRST PRIORITY.

> *"It's amazing how someone's IQ seems to double as soon as you give them responsibility and indicate that you trust them... People are smarter than you think. Give them a chance to prove themselves."*
>
> **Timothy Ferris**

Perhaps you were anticipating something more earth-shattering, but the stark truth is I have yet to work with an organization that

> THE VERY FIRST, AND SINGULARLY MOST IMPORTANT CHALLENGE IS THAT OF CREATING TRUST WITH YOUR NEW TEAM."

doesn't have communication issues.

And in the absence of good communication — you can *trust* me on this — employees rapidly lose confidence in leadership. Research indicates that clear, consistent communication is vital to organizational health, yet it might be the most consistent challenge in any organization regardless any size.

So, how do you make communication a priority?

First, make sure you *think* about communication every single day. You should consciously ask yourself these questions:

- Did you communicate decisions that were made recently?
- Who does this decision impact?
- Who needs to be apprised of new developments?
- What changes were made? Who needs to know?
- Does everyone that needs to know have a clear understanding of the issues and the answers?
- Do employees know "why" decisions were made or changer were implemented?

Good communication is a product of habit and discipline, so you have to consciously develop those habits before you can unconsciously practice them. Take nothing for granted when it comes to communication — *think about it* every day.

Second, create one-on-one meetings with your direct reports and communicate with them face-to-face.

Clearly, the most reliable form of communication is not email, voice mail or texting. The only way to create a really effective dialogue with someone is to communicate **one-on-one**.

My preference, and my practice, for many years has been a weekly 1-on-1 Meeting™ which I describe in my book, *1-on-1 Management: What Every Great Manager Knows That You Don't*. It is a meeting that is designed, first and foremost, to communicate with the employee - not to direct or correct.

The purpose is to create a sincere, coaching dialogue that provides meaningful feedback and the opportunity for the employee to provide input.

Too many managers perceive communication as telling people what to do, correcting their actions, and solving their problems, but *real* communication is derived from a dialogue with input from both individuals.

One-on-one meetings, done well, will create that dialogue.

Third, give your employees a voice.

New leaders have the sense that they have to know everything. Solve every problem. Make every decision. And, in most every way, be perfect.

But employees know better. You make mistakes. You don't know *everything*. And making every decision independently will never help you develop trust with your team.

So, an important aspect of leadership is to encourage your employees to provide input. Good leaders know that their employees typically know what is working and what isn't working. They should, they do the front line work every day. They hear the complaints from customers. They see the limitations of the current methods.

Unfortunately, most managers don't LISTEN. They don't see the value in co-opting each employee's ideas and opinions. Usually

> TOO MANY MANAGERS PERCEIVE COMMUNICATION AS TELLING PEOPLE WHAT TO DO, CORRECTING THEIR ACTIONS, AND SOLVING THEIR PROBLEMS."

because they think the boss has to have all the answers.

So, while it may seem counterintuitive, one of the consistent traits among effective leaders is the habit of asking questions of their people. Actually, it's asking the *right* questions.

Because the *wrong* questions can easily sound accusatory:

- "Why did that happen?"
- "Why did you do that?"
- "What were you thinking?"

Those qualify as questions, but they bear no resemblance to the kinds of questions that create trust. They sound more like this:

- "What are we doing that prevents you from doing your best work?"
- "What can I do to help you?"
- "What do you think would work best in this situation?"

There are few skills more valuable in leadership than knowing what questions to ask and asking them consistently. So, when you feel compelled to solve a problem or make a decision, think about *asking* instead of telling.

2. ENSURE THAT YOUR EMPLOYEES FEEL VALUED.

> *"The deepest craving in human nature is the craving to be appreciated."*
>
> **William James (1842-1910)**

The quickest route to disengagement for most any employee is to feel unappreciated. Which is a real shame, because it means one of two things: either the manager is lazy or the manager doesn't care.

Seriously, what does it take to make someone feel appreciated? In most cases, it's just a little bit of time and a genuinely sincere comment. If you care about your people, but don't make them feel valued, you must be lazy. Don't tell me you don't have time. You choose how you use your time, and encouraging someone takes very little of it.

And if you just don't care about your people enough to make them feel valued, then you have no business in a leadership role.

3. GIVE YOUR EMPLOYEES PURPOSE.

There is a significant difference between simply going to work to do a job, and working with purpose. The first creates a functionary; the second results in an engaged employee.

It is *purpose* that ignites passion in people. Functions and tasks do not. But managers often fail to create a sense of purpose on the job. Instead, employees are told to "just do your job" without any sense of plan or purpose or meaning.

Which is a really bad idea. Savvy leaders understand intuitively that people always work more effectively when they have something clear to focus on and believe in.

Oh, I know some managers are hard-core. They make their companies tons of money and never stoop to messing with that *touch-feely* stuff. Some companies make that choice; nothing I can do about that. But talk to the people that work for those managers and tell me what you hear. Tell me what the turnover rate looks like in that department. Tell me what that culture feels like. Tell me how long it takes before something goes very wrong.

Culture is created by the manager (leader). When that culture does not create a sense of value in employees, it will become toxic over time.

Guaranteed.

Make sure your people understand the 'Big Picture' and know how they contribute to success (which, as a side benefit, helps them to feel valued as well). Create clear and compelling objectives that your team can strive for. Define a purpose — internally or externally — that people can invest in.

Peter Drucker drilled this point home in his book, *The 5 Most Important Questions You'll Ever Ask About Your Organization*. Note the theme of these five questions:

1. What is our mission?
2. Who is our customer?
3. What does the customer value?
4. What are our results?
5. What is our plan?

Note that these five questions define very clearly what you do and how you intend to reach your goals. All that is missing from this formula is a statement or a set of values that define your purpose — what Simon Sinek calls your "why." For a great explanation of this idea, view Sinek's magical TED talk, "How Great Leaders Inspire Action."

Whether you lead a small department, a small company, or serve as the CEO of a major corporation, this is a powerful principle. Create a focal point - a clear objective - and get everybody rowing in the same direction at the same time toward that objective.

CONCLUSION

Without question, **trust is the currency of leadership**. As a new leader, spend much of your time accumulating as much of it as possible.

You will likely make a lot of mistakes in your leadership journey, but those mistakes will be fewer and less costly if you get started down the right path.

3 THINGS EFFECTIVE LEADERS MUST DO TO IMPROVE EMPLOYEE PERFORMANCE

"The first thing that I learned was results matter. At the end of the day, no matter how much somebody respects your intellect or your capabilities or how much they like you, in the end it is all about results in the business context."

Nancy McKinstry, CEO,
Wolters Kluwer

Human nature is fairly predictable when it comes to failure.

When people fail, the overwhelming tendency is to attach blame to something or someone – or some combination of the two. But, in analyzing someone else's failure, we typically identify something negative about the individual – laziness, for example – and attribute the reason for failure to them directly. In fact, this is so common that psychologists have a label for it: *fundamental attribution error.*

Here it is in a nutshell:

When I fail, I blame something or someone else.

When you fail, it is clearly your fault -no excuses.

Sound about right?

Of course, we could discuss the merits of failure, and why a little bit of failure can be a good thing in terms of teaching and personal development and all that, but that's not the point of this discussion.

> WHEN PEOPLE FAIL, THE OVERWHELMING TENDENCY IS TO ATTACH BLAME TO SOMETHING OR SOMEONE – OR SOME COMBINATION OF THE TWO."

What I want to discuss is the role that leaders play, usually unwittingly, in creating and facilitating failure.

Yes, you heard that right.

As a manager, you can easily be guilty of creating the circumstances where employees fail, and, at the same time, provide the built-in excuses for the employee to use for the failure.

So, let's look at three specific concepts managers MUST practice to create better employee performance.

1. FIRST, ELIMINATE THE COMMON EXCUSES THAT PEOPLE CAN USE WHEN THEY STRUGGLE OR FAIL.

> *"One of the most important tasks of a manager is to eliminate his people's excuses for failure."*
>
> **Robert Townsend, former CEO of AVIS**

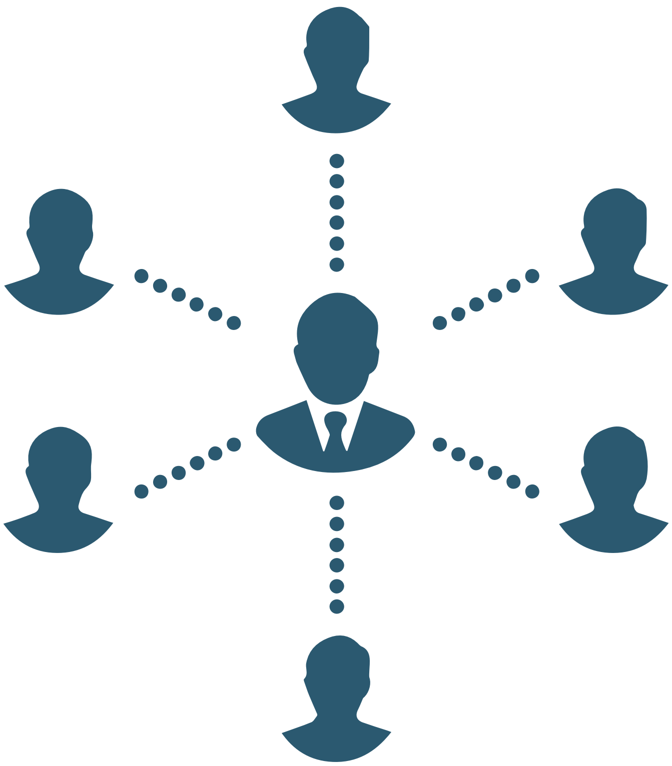
Townsend's quote (above) is one of my favorite leadership quotes of all time. It implies – accurately, I believe – the significant role that leaders play in the way employees deal with failure.

And experience has shown that there are a couple of common excuses that people often use to explain away their responsibility for failure; excuses that are made possible by things that *leaders* fail to do.

Here are two of the most common:

> **"I didn't know."**
>
> **"I didn't know how."**

But, consider that if an employee doesn't know, then clearly the leader has not communicated well.



And, if someone doesn't know how, then clearly the employee hasn't been trained effectively.

And who exactly is responsible for employee communication and training?

In the military environment, where the impact can range from minor all the way to the extreme (loss of life), failure in any given task is attributed to one of four major causes. Those four causes are as follows (adapted from the US Military Academy):

> **Standards are unclear, impractical, or nonexistent (a standards failure).**
>
> **Standards exist, but are not known (a training failure).**

> **Standards are known but not enforced (a leadership failure).**
>
> **Standards are known but not followed (an individual failure).**

In the military, the objective is to make each and every failure in any task something that is created by the individual rather than the system or its leadership.

The reason is simple: if the system or the leader is at fault, a built-in excuse for failure exists.

As a result, there is no focus on the individual's role in the failure, and it is difficult to dial up an improvement in performance.

First, then, let's eliminate some of the common excuses for failure. Here's how:

Ensure that employees have the resources they need to do their jobs successfully; otherwise, the lack of resources becomes an immediate excuse for failure.

Ensure that employees are trained to do their jobs well; otherwise, a lack of training becomes a convenient excuse for failure.

Ensure that clear, well-defined objectives exist for the task or project; otherwise, the lack of clarity becomes an easy excuse for failure.

By doing these three things, a leader eliminates common excuses for failure, improves the system as a whole, and guarantees that performance will improve.

2. COMMUNICATE AND MEASURE SPECIFIC PERFORMANCE EXPECTATIONS.

> *"It is an immutable law in business that words are words, explanations are explanations, promises are promises, but only performance is reality."*
>
> **Harold S. Geneen**

People can promise results, or they may make excuses for their lack of results, but

> IN YOUR MISSION TO IMPROVE INDIVIDUAL AND TEAM PERFORMANCE, A CRITICAL FACTOR IS COMMUNICATING CRYSTAL CLEAR EXPECTATIONS."

in the final analysis it is only the actual performance that really matters.

In sales, for example, actual orders count. Everything else is just talk.

In the world of sports, there are plenty of players that talk a good game, but other players, as announcers like to say, simply let their performance do the talking.

In your mission to improve individual and team performance, a critical factor is **communicating crystal clear expectations**. A team's objective can be clear enough, but each individual on the team should have specific performance standards.

More importantly, individual performance must be measured against that standard and reviewed consistently.

A great example of this concept is provided by almost any sports team. These teams have clear objectives – to win, to score a certain number of points or limit the opponent to a certain number of points, or to achieve other key performance standards.

But what about individual players? How do they contribute to those objectives?

At the professional level, every player knows exactly what is expected and how his/her play contributes to the team's ultimate objective of winning the game. More

importantly, those things are measured and reviewed consistently.

If each employee doesn't have specific individual expectations for performance, they will find it easier to hide and/or explain away sub-par performance.

Especially if the team as a whole is doing well.

> *High achievement always takes place in the framework of high expectations."*
>
> **Charles F. Kettering**

3. CREATE A PERFORMANCE MENTALITY AMONG YOUR TEAM MEMBERS.

If employees see themselves as simply doing a "job" every day, and don't have a sense of purpose or mission, they will rarely create superior results. So, to create a "performance mentality," you must first create a compelling vision (or purpose) for your team. Who are you? What do you want to be known for? What sets you apart from everyone else?

Imagine, for example, a football or basketball game where no one keeps score and no one cares who wins. Will players play at the very highest level throughout the entire game, hoping to achieve their very best?

Unlikely.

And yes, by the way, there is a time and place for simply playing a game to have fun without any regard for performance.

The workplace, however, is not that place.

"A" players typically find great personal satisfaction in achievement or learning new skills or tackling more difficult projects. Find out who they are and set high expectations for them. Given the opportunity to push the envelope, they will often surprise you with what they are capable of doing, especially if their compensation is tied to excellence.

Of course, the opposite is true. If employees who yearn for the opportunity to get better, move up, or tackle more difficult assignments don't get the opportunity, they will slowly disengage as they look for opportunities elsewhere.

Make no mistake, the manager is the team's leader, and he or she is the one who determines what kind of environment the employees experience. To create the very best team performance, a manager must create a workplace environment that leads to a "performance mentality."

To create the very best team performance, a manager must *create* a workplace environment that leads to a performance mentality.

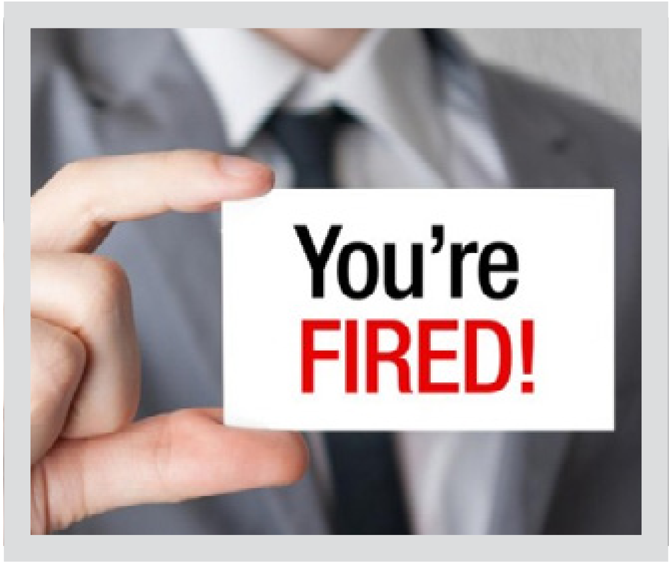
3 REASONS WHY YOU SHOULD BE FIRED

After hundreds of client meetings, I've come to an inescapable conclusion.

Management is the problem.

And I'm not talking about *really* bad managers – the tyrants, the blowhards, the bullies, and the completely inept. Those managers are bad enough, and (sadly) there are way too many of them in the workplace.

Instead, I'm referring to managers who make the same basic mistakes over and over again, but miraculously seem to escape scrutiny as long as employees don't revolt or call the whistleblower hotline. These managerial mistakes create a cultural malaise that frustrate the company's best employees, and lead to general disengagement and mediocre performance.



And, sadly, the leader often knows that he/she is making these mistakes. They will even admit that they should make some changes, but [*insert common excuse or blame here*]. Instead of serving as leaders, they simply occupy the position and hope things miraculously improve.

For most employees, this scenario isn't a revelation. They've been raising concerns to anyone that would listen for a very long time. The problem is that, in most companies, no one is freaking listening.

Three "Potential-Stifling" Leadership Failures

Keep in mind that the issues below bubble up from employees themselves. In conversation, they will tell you these about these problems in detail, and tell you how they impact the company. But the owner or GM or CEO isn't paying attention. They will admit they "don't have time" to solve – or even consider – the issues below.

Too bad. It is killing performance.

ISSUE NO. 1: POOR PERFORMERS ARE ALLOWED TO STICK AROUND

It boggles the mind to hear companies complain about poor performance, and then to watch as they keep sub-par performers on board for months on end. Years, sometimes.

There are lots of reasons (or excuses) why managers fail to address performance. For example, many managers will claim they simply don't have time to interview, hire, and train a new employee – a situation made far worse after that person is fired and the department is now short-handed.

For others, a fear of conflict prevents a meaningful discussion regarding performance. And some managers are just compassionate to a fault, not willing to put someone out on the street to whom they have become emotionally attached.

Understandable. And tough to deal with. But that's what leaders do – if they are leaders. Anyone can come to work and simply maintain a type of status quo that doesn't require, or strive for, excellence. But the leader who keeps marginal performers cannot possibly preach "high performance" to employees. Everyone on the team knows who is capable and who is not.

> "IT BOGGLES THE MIND TO HEAR COMPANIES COMPLAIN ABOUT POOR PERFORMANCE, AND THEN TO WATCH AS THEY KEEP SUB-PAR PERFORMERS ON BOARD FOR MONTHS ON END."

Unfortunately, the weak leader typically compounds the problem by piling extra work on top of the employee(s) who gets things done.

That employee is taken for granted. And she is not happy.

ISSUE NO. 2: EMPLOYEES DON'T KNOW EXACTLY HOW THEY ARE EVALUATED

"I haven't had a performance review in three years."

I hear that from employees fairly often. Not that annual performance reviews are worth the time wasted on them.

They are a disaster.

In case you think this antiquated practice has any value whatsoever, read this. And this from HBR. And this from Fast Company.

But let's set aside the discussion on annual reviews.

The real problem is that most employees don't have the first idea what the boss *really* thinks about them. Feedback is sparse, vague, or even nonexistent. There are no metrics or performance indicators that provide guidelines for performance. Most employees only hear from the boss when they make a mistake, and that criticism is rarely balanced with recognition or encouragement.

Every employee should know exactly what it takes to perform acceptably, and he/she should also know exactly what it takes to be the best in the building. But they don't. And morale suffers.

Think that's impacting performance?

> *"Fifty percent of high performers say they expect at least a monthly sit down with their managers, but only 53% say their manager delivers on their feedback expectations."*
>
> **"What High Performers Want at Work." Karie Willyerd (HBR).**

ISSUE NO. 3: TRAINING IS NON-EXISTENT

For most employees, one of the most significant drivers of workplace engagement is the training and development they hope to receive as a part of their employment. They hope to develop new skills, grow as an individual, take on more responsibility, and advance along a defined career path.

With a specific training and development plan in place – one that is tailored to the needs and motivations of the individual employee – not only does performance improve, but morale improves as well.

So, what's not to like about training?

Well, as it turns out, the answers are these: time and money. Managers don't feel as though they have *any* time to spare when their plates are full of projects, paperwork, and meetings for days. And companies typically allocate few funds to corporate training budgets.

Unfortunately, the lack of training and development is sending many talented employees out the door looking for something better down the street. And the problem is magnified when you include managers themselves in the discussion. A recent HBR article observed the following:

"Dissatisfaction with some employee-development efforts appears to fuel many early exits. We asked **young managers** what their employers do to help them grow in their jobs and what they'd like their employers to do, and found some large gaps…But they're not getting much in the way of formal development, such as training, mentoring and coaching – things they also value highly."

So, instead of training and development, employees get hired and handed a job description, an HR manual, and a warm welcome that sounds something like this: “Good luck.” And within six months they’ve already started to disengage.

If employees aren’t growing and developing new skills, the company will never leverage the potential of those employees. Regardless of position or compensation level, managers should treat each employee as a vast pool of potential, and should collaborate with that employee to create a development plan.

If they’re important enough to hire and pay, aren’t they important enough to train?

CONCLUSION

Although I suggest in the title that you should fire managers with the issues I described above, that was mostly for shock value. **What managers really need is training!**

The average department manager is offered absolutely no leadership training (which actually makes the manager a victim of of No. 3 above), and he or she typically has no idea what they are doing wrong or how to fix it.

Once trained, however, if they can’t or won’t change the way they lead their people, *then* you should fire them.

Your employees deserve better. Oh, and as a nice side benefit, performance results ALWAYS improve under effective leadership. So you get things like increased productivity and profits, and less employee turnover.

If that’s important to you.

ABOUT THE AUTHOR

A highly acclaimed platform speaker, Kelly is recognized as a dynamic thought leader in the fields of leadership, sales development, and strategic planning. He is a business performance coach for executives and companies throughout the United States, working with organizations that range in size from $3 million to over $5 billion in annual sales revenue.

A national award-winning sales representative and sales manager, Kelly has spent the last nineteen years teaching and training organizational leaders in sales and executive management.

He has written two books: *1-on-1 Management™: What Every Great Manager Knows That You Don't* (2008), and *Quit Whining and Start SELLING! A Step-by-Step Guide to a Hall of Fame Career in Sales* (2013).

For more information, visit www.BizLockerRoom.com.