

JEFFREY MAGEE

The  
Managerial  
Leadership  
Bible



Second Edition

Learning the Strategic,  
Organizational, and  
Tactical Skills  
Everyone  
Needs Today

# **THE MANAGERIAL LEADERSHIP BIBLE**

**Learning the Strategic,  
Organizational, and Tactical  
Skills Everyone Needs Today**

**Jeffrey Magee, PDM, CSP, CMC**

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# Course CPE Information

## Course Expiration Date

AICPA and NASBA standards require all self-study courses to be completed and the final exam submitted *within one year from the date of purchase as shown on your invoice*. No extensions are allowed under AICPA/NASBA rules.

## Field of Study

Management Advisory Services. Some state boards may count credits under different categories—check with your state board for more information.

## Course Level

Intermediate.

## Prerequisites

There are no prerequisites.

## Advanced Preparation

None.

## Course Description

The traditional top-down style of management is proving to be less and less effectual and efficient. This four-part course gives you the tools you need to succeed as a manager and a leader and tells you how to apply them to get the most out of the people around you. Some of the topics covered include mission statements, organizational structures, and management intervention styles; steps to tactical leadership; how to improve communication, develop good habits, and convert negatives to positives; and leadership pitfalls to avoid.

# About the Author



**Dr. Jeffrey Magee, PDM, CSP, CMC**, has been called one of today's leading leadership and marketing strategists. Jeff is the author of more than 20 books, including two college textbooks and four bestsellers, and is the publisher of *PERFORMANCE/P360 Magazine* ([www.ProfessionalPerformanceMagazine.com](http://www.ProfessionalPerformanceMagazine.com)). He also is the former co-host of the national business entrepreneur program on Catalyst Business Radio and human capital developer for more than 20 years with [www.JeffreyMagee.com](http://www.JeffreyMagee.com).

Raised on a farm, Jeff started his first business at age 15 and sold it before going to college. By age 24, he was recognized by American Home Products, a Fortune 500 company, as its top salesman in the nation, while at the same time becoming the youngest certified sales instructor for the Dale Carnegie Sales Course. After experiencing downsizing in 1987, he went on to work as a sales associate for the nation's largest educational and youth advertising/marketing firm, Target Marketing, and was promoted to vice president of sales and chief operating officer within two years.

Magee's credentials are significant. He is a certified speaking professional, a certified management consultant, and a certified professional direct marketer. He has been recognized as one of the Ten Outstanding Young Americans (TOYA) by the U.S. Junior Chamber of Commerce and twice selected to represent the United States at the World Congress as a leadership speaker (Cannes, France, and Vienna, Austria). Magee is a three-term president of the Oklahoma Speakers Association and was twice awarded its Professional Speaker Member of the Year. Today, the chapter's outstanding member of the year is awarded the Jeff Magee Member of the Year Award. Jeff served for four years as an appointed civil service commissioner (judge) for the city/county of Tulsa, Oklahoma, before relocating to Montana.

Today, Magee is the author of the nationally syndicated “Leadership” column appearing in local business newspapers. His books on leadership, performance, and sales have been translated into multiple languages. In fact, his text, *Yield Management* has been a #1 selling graduate management school textbook with CRC Press, while *The Sales Training Handbook* published by McGraw-Hill was an instant bestseller and has been translated into more than 20 languages. His newest books *It! How to Find It, Get It, Keep It, and Grow It* and *Performance Execution* are currently bestsellers as well, and *The Line: Your Trajectory Code* is being released January 2015 by John Wiley.

Many Fortune 100 firms today use Jeff for Performance Execution® in the areas of managerial-leadership effectiveness, human capital performance, and sales training and coaching. He also been invited to be the keynote speaker at many major associations in America and to speak at West Point Military Academy on leadership.

Magee was commissioned to design, train, and present a new series of national leadership and sales recruitment programs for the more than 5,000 professional sales recruiters and sales managers with the U.S. Army National Guard. For this he has subsequently received the prestigious Commander’s Coin of Excellence.

In 2010 while merging his business Jeff Magee International (Tulsa, Oklahoma) of 20 years with WesternCPE (Bozeman, Montana) he simultaneously was recognized with the U.S. Small Business Commerce Association (SBCA) 2010 Best of Business Award in the Lecture bureau category.

In 2011 Magee unmerged from WesternCPE to continue with his own firm JeffreyMagee.com (Leadership Training & Technology/What You Need To Succeed!) and has been a regular content provider to AICPA, WesternCPE, Boomer Consulting, iShade, CPELink, and many Fortune 500 firms and government agencies, as well as appearing regularly at major conventions and conferences around the world.

Today, Magee is the architect and lead facilitator of the Leadership Academy of Excellence managerial leadership series, which engages leaders and executives for a 12-month intensive program to elevate their business knowledge around strategy, operational, and tactical skill abilities. For the past 20 years the federal government, the United States Army National

Guard, Fortune 100 firms, entrepreneurial organizations, and the CEOs of billion dollar businesses have sought out Jeff and his managerial-leadership acumen for their use.

To reach the author, go to [www.JeffreyMagee.com](http://www.JeffreyMagee.com) or email at [DrJeffSpeaks@aol.com](mailto:DrJeffSpeaks@aol.com)

# Preface

**Bi-ble, n.** A book held to be authoritative in its field.

**Lead, v.** To direct the performance or activity of; to be ahead or at the head of.

**Man-age, v. i.** To direct or carry on business affairs; to achieve one's purpose; to exercise executive, administrative, and supervisory direction of a business.

A company's ability to gain a marketable and manageable advantage in today's business environment is critical to both its survival and its growth. This book, *The Managerial Leadership Bible*, focuses on how individuals within organizations manage resources and develop leadership skills to lead people on their teams and within their spheres of influence.

It is about three forces that can be understood and leveraged for constructive gains, and if misunderstood and ill-utilized will spell organizational chaos:

1. Strategy
2. Operations
3. Tactics

At the end of the day, as managers, leaders, and executives, it is about your ability to understand these three elements and how they work and serve an organization, the marketplace, and the individuals within them for sustained success. These three must ebb and flow and serve as the architectural framework from which everything takes place.

Sadly, most organizational leadership and business texts, business schools, and graduate-level courses in management still profess the ways of days gone by. This may be due in part to the fact that many of the individuals professing to know the business climate today have never signed the front of a paycheck!

**Strategy**—Having the strategic focus driven by the key stakeholders' and the organization's values and vision to drive what an organization is and is not is the essence and foundation of the organization. Strategy provides the direction of how an organization enters the marketplace or remains relevant within a marketplace. Strategy is the framework that dictates the trajectory of all resources—every endeavor, every action, and the final essence for why

an organization is what it is. Strategy directs what one must adhere to in administrating a business enterprise. Strategies serve as your GPS system.

**Operations**—In the context of this book, having the operational systems to bring strategy to life is critical to everything you do. The operational systems, processes, and architecture from a proprietary perspective to any individual organization is not what this book addresses. It addresses operational systems from the perspective of the human capital component to your organization and as the managerial-leader. The operational systems should be appropriate to ensure that individuals and business units are at all times trending in the trajectory necessary for the health and wealth of the enterprise. These ops serve as the dashboard in essence to allow you to calibrate in real-time, 24/7, every human capital factor to know when you are or are not on trajectory for return on investment (ROI). (The trajectory model concept is discussed at the end of this book.)

**Tactical**—The tactical actions, behaviors, and engagements necessary to fulfill the operational systems that are born out of the strategies to generate the multiple levels of ROI for an organization and that the managerial leader needs for success will be addressed. How one does what he does is tactics. The tactics of individuals can also be benchmarked to ensure that the trajectory of success is in fact being executed or to discover whether an individual is going rogue and actually steering an entity off the desired trajectory for success and actually on a trajectory toward disaster.

Gaining a better understanding of what does and doesn't work requires neither an advanced degree nor a high-profile celebrity consultant. It only takes eyes open to success and an avoidance of patterns that have led others to bankruptcy. Whether your business is local market centric or global, virtual or traditional brick-and-mortar, you must keep a *globocal* (global and local) perspective to everything you do as the managerial-leader.

Take a look at the stewardship of leading businesses around your community, across the nation and globe to gain valuable best practice clues.

Some firms, and some managers and leaders, though, are steadfast in their resistance to change. Instead, they expect others to change to fit and meet their styles and needs. This resistance to change compounds stress, anxiety, and failures that otherwise could be avoided within work environments. Consider some large firms and their styles of management—and the executive-level influences that mentally support the negative behaviors. These behaviors ultimately may have led to the collapse of institutional leaders: command-and-control style; layered, hierarchical structures. Witness the migration

of some of the fired CEOs of Fortune 500 firms in the past decade. Many serve/served on one another's boards of directors. It is just now becoming an operational trend for better corporate governance to actually give a capability test to a candidate before placing him or her on a board.

Passage of new corporate governance laws (by the federal government) to ensure better administrative reporting and board membership has merely made the complexion of boards adhere more to an EEOC checklist of acceptability, rather than a competency checklist for success. Succession planning is more about succession management at every level within an organization to remain market ready and market creators.

Let me use a horrific leadership example from my early days of being a human capital development specialist to illustrate my point. A great example of this is the post-9/11 airline industry. Many in that industry use this tragic date's events as the reason for their financial collapse, as if to say that on September 10, 2001, they were profitable!

What's amazing is that in each of the past four decades the signposts to managerial leadership ineffectiveness seem to repeat themselves.

In the technology world, Amazon.com, in the first decade-and-a-half of its existence, created enormous wealth for its founder and CEO yet never reported a profit. Or consider a more traditional business of the last century, such as aviation. American Airlines/AMR illustrates the good-old-boy network and old-school mindset that this book exposes. This book shines a light on what works—as well as what doesn't. A look at the AMR board in 2004 reveals something more like an EEOC checklist for “nice-nice” than a board of individuals in tune with present-day realities and profitable business practices. In some alarming cases, a review of the board would reveal individuals who, while personally “nice,” are professional case studies in how not to do business.

In 2004, Southwest Airlines had just posted its fiftieth consecutive quarter of profitability (*Wall Street Journal*). AMR, in contrast, had just posted a \$1.8 billion debt, while publicly saying things were getting better (see *Risky Business: A Primer on Wise Organizational Decision-Making at the C-Level, How Smart People Make Them and What Happens When Dumb People Try!* by Jeffrey L. Magee and Leland Harty, Performance Publishing, 2004). A critical component to Southwest's sustained success is the No Policy that Herb Kelleher (founding CEO) and his early president Howard Putnam created and instituted and which to this day influences their managerial

leadership styles—most business management consultants and authors are unaware of this, and that, too, illustrates lack of leadership acumen.

*Imagine the level of performance output individuals and organizations could yield, if only capable individuals were involved.*

—Jeff Magee

Truly successful individuals and leaders recognize that they cannot always have the answer themselves and that it is unrealistic for any one person to be the expert on everything. Truly great leaders, though, understand that they may not have to be the answer themselves. They merely need to be the catalyst for others to generate the answers, as well as to create a safe culture and environment for such energies to come forth. Leaders ask questions; answers will reveal themselves. Thus they serve as a conduit to harness the collective spirit and energies of their organization for a common goal.

How can you identify signs of a decaying organizational structure and leadership? How can you initiate change patterns and institute winning management ways?

I have purposefully chosen many examples, writings, and subject matter experts from the past 50 years as a beacon for our next 50 years. These all have a direct footprint ROI on every person and organization today to the learned mind. In doing so, on purpose I've tried to avoid the more popular cultural options that many in management may be familiar with and subsequently could be grossly misguided to what really makes for ROI!

The answer is not as difficult as some would have you believe. Consider some of the following warning signs and note which ones sound like an organization you know, have participated in as a customer, or have worked in during your past career, or even, perhaps, in your present environment.

## **Warning Signs of Decaying Managerial Leadership Effectiveness**

- Only senior management can call meetings.
- Only senior management initiates new policies, procedures, and directives.
- Only senior management initiates training and educational development.



- Senior management initiates training programs for staff and doesn't participate themselves.
- A tendency to deny problems or unpleasant situations exists.
- There is an excessive need for controls.
- A tendency exists toward secrecy and mid-level manager controls on information and access to materials necessary for successful development, unless managers are involved.
- Compulsive behavior is rampant.
- Autocratic leadership and thinking dominates.
- Inconsistent moods (mood swings) and emotions are evident.
- An overriding loyalty to the organization leads to maintaining the status quo at all costs.
- Employees exhibit the inability to successfully address critical issues.
- An overriding tendency to involve emotions in issues stalls communication.
- A protective attitude guards against discussing certain topics.
- Strict lines of authority and power abide. Little vertical or horizontal movement occurs.
- Defined lines of bureaucracy and layers of management may outweigh workers on the staff.
- Layers of mid-level managers may equal one manager for as few as 5-to-20 rank-and-file workers.

Did you note several signs present in your environment? Whether your management style resembles anything in the previous chart, alternative managerial leadership styles can be used to instill self-confidence in individuals for performance improvement within your organization.

Reflect upon the changing environment in which you live and work. Consider the chaos the market stimulates, and you in turn have to operate in. With changing markets, increased competition (locally, regionally, nationally, and internationally), and changing needs among the players on your team, your ability to manage with alternative styles and techniques is fundamental to your success and ability to provide world-class products or services to your internal and external customers.

## Why This Book, *The Managerial Leadership Bible*? The Answer Is Easy!

Today, literally hundreds of management and leadership books are on the market, yet none of these new gospels arm individuals with the actual strategies, operational direction, or tactical ideas, techniques, formulas, and actual how-to tools necessary to attain and sustain peak performance. Many books by some of today's leading authors don't even offer the educated reader anything more than the current litany of existing leading business names and a profile of what these individuals are either doing or have done. There are no step-by-step tools, maps or chronological strategies, operational systems, or tactical interactions in these books. And yet, it doesn't take a rocket scientist to search for, identify, and profile today's excellent companies!

*The Managerial Leadership Bible* is your field book, your playbook, and your blueprint for building your success behaviors and those of others. This book looks at organizational dynamics unlike any text before it. First, it focuses on ideas, methodologies, and strategies that impact strategic planning (SP) activities and efforts. Next, the foundations of managerial leadership illustrate the nine immediate application techniques necessary for organizational development (OD) to become your daily success reality. Consider this section your playbook on how to engage and stimulate maximum performance from everyone within your realm or sphere of influence. Then the managerial leader moves beyond the nine commonalities of any and every great leader and what each will continually be absorbed in on a daily basis. Tools for articulating, measuring, and addressing the operational challenges are detailed. Finally, the book details the legacy a managerial leader creates, nurtures, and leaves.

The design of these four parts requires that successful leaders and management personnel incorporate ideas from the first two parts through individual efforts, and then apply them as detailed in the last two parts.

Today's business environment emphasizes both organizational and corporate cultures (what some may call the organization's DNA) and the evolutionary changes companies are experiencing. In an attempt to design environments that foster and promote dynamic interactions and growth, this book explores numerous ways in which success and effective interactions can be attained. *We are no longer in a professional marketplace of "heads" versus "hands" management mentality.*

To be successful, today's management leader must enable people to feel powerful rather than helpless. This book shows how to become a value-added leader with alternative management skills.

As Aristotle said, we are what we repeatedly do. Excellence, then, is not an act, but a habit.

Now, learn how to use alternative styles of management with each interaction to attain maximum results and stimulate maximum performance from each person you come into contact with as a leader. Here is your *Managerial Leadership Bible*, your step-by-step management-to-leadership user's guide to serve as the skill development map for emerging leaders. Become a manager and leader for tomorrow, today!

Dr. Jeffrey L. Magee, PDM, CSP, CMC

*What lies in front of you and what lies behind you, pales in significance when compared to that which lies within you.... Unless you try to do something beyond what you have already mastered, you will never grow.*

—**Ralph Waldo Emerson**

## Ground Zero, All Factors Being Equal

---

*Management today is reactive behavior. You put your hand on a hot stove and yank it off. A cat would know to do as much.*

—W. Edwards Deming

*The operational mindset of “heads” versus “hands” in an organization can no longer be allowed to exist. Every “hand” within an organization has a “head,” and all players have to be cultivated and empowered to take ownership and use their heads while using their hands to make things happen!*

—Jeff Magee

### Learning Objective

After completing this section of the course, you will be able to discuss changing leadership styles to match contemporary business needs.

**T**raditional business school doctrine for decades professed lines of authority and responsibility, layers of bureaucracy, and lines of top-down accountability. Upper management layers were reserved for analysis and direction. Lower levels of management needed the hand and guidance of upper management; likewise, rank-and-file workers needed the hand and guidance of middle managers for productivity, implementation, and success.

In today’s climate, the managerial leadership style needed to be effective must be fluid, one of strategic collaboration yet decisive execution. This flexibility allows organizations to adapt to changing business cycles; the influx of differing genders, generations, ethnicity, education, and professional backgrounds; variances in individuals’ socioeconomic backgrounds,

lifestyle, and personal aspirations; and elasticity within ethics, morals, standards-of-excellence, values, vision, and cultures. This flexibility, coupled with the following three forces, can be understood and leveraged for constructive gains, and if misunderstood and ill-utilized will spell organizational chaos:

1. **Strategy**—The where we are going and why factors
2. **Operations**—The who, when, and what factors
3. **Tactics**—The how factors

The style of management that worked or appeared to work for decades across the globe, especially during the post-World War II era that gave rise to the industrial complex and then to the information age, no longer works in today's service and technology world. The old models of management and leadership actually stifle growth and productivity in workers today. Studies of traditional management styles and hierarchies—bureaucratic and autocratic—that are imposed (“heads” versus “hands”) show them doing more damage to overall organizational growth in the long term today than alternative styles of managerial leadership.

To illustrate this management trend, consider that the traditional and “old school” management styles resemble a pyramid. Front-line workers and entry-level positions are at the bottom of the pyramid (typically closest to daily realities and customers). Mid-level managers and supervisors are in the middle (typically facing daily operational issues and becoming removed from the daily pulse of reality). Finally, senior-level managerial leaders or executive-level functionaries are at the top (typically concentrating on the future direction of the organization and industry and, unfortunately, extremely removed from the actual daily realities of the front line). At the top of this model place a large letter “M” as your symbol for where “management” is located. Does your organization resemble this model?

The Wharton School of Business studied this traditional format and organizational structure and found a wide range of awareness levels among individuals and their ability to pinpoint the challenges and problems facing an organization.

They found that the rank-and-file workers could identify roughly 44 percent of the challenges and problems facing an organization on a regular daily basis.

Upper layers of management break down dramatically. Middle and upper levels of management could identify roughly 14 percent of the challenges

and problems facing an organization. Senior management could identify roughly 4 percent.

Traditional organizational structure breeds contempt, apathy, and lower levels of participation. It also stifles communication of upward ideas and concerns. The lines of authority were/are well defined, and individuals are often in a position of seeking permission to be real implementers of success.

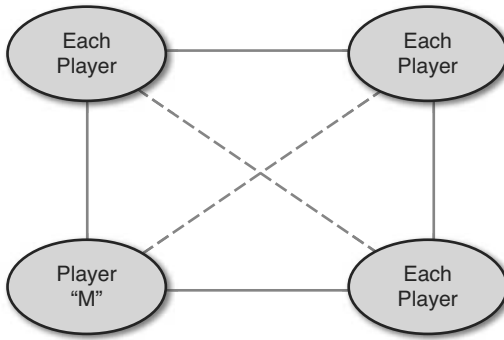
A study by USA Today and Gallup also revealed in the workplace today that the demographic breaks down into three influence groups as well, and any organization can experience this manifestation if it is not consciously engaged 24/7:

- Fifty-six percent of workers indicated that they are “disengaged” today—that is, complacent. Managerial leadership effectiveness can address this.
- Fifteen percent are “actively disengaged” and are so bitter and narcissistic that they poison the efforts of others and can derail an entire organization, further eroding culture and the foundations of survival.
- Twenty-nine percent are “engaged” and serve as the catalyst to daily return on investment (ROI) and actually produce the work that job description and job expectations indicate.

How can a company turn around or redirect this flow of percentages and stimulate inner activity among players for greater success and rewards? Consider the new view of organizational culture and climate, or the DNA of dynamics. Consider the need for each of the previously mentioned layers (senior management, mid-level management, staff) as still relevant to an organization, but imagine four circles on a page, connected with lines indicating their fluid ability to interface with one another, as needed for ultimate organizational effectiveness and success.

What the new view of organizational structure (whether called teams, work groups, self-directed work groups, total quality management, empowerment, strategic business units, and so on) advocates is an image of team and player equality with respect to the need for profitability of the organization. This image sends the visual message of player equality. The traditional diagram of organizational structure holds that an individual is equal only to his colleagues' level and subordinate to those players above him (see previous discussion). Many times this is a challenging situation, due to age, tenure, skill level, and accomplishment differences of individuals, even at a similar function level.

To illustrate this new managerial leadership effectiveness model, consider four simple circles on a sheet of paper (or computer screen) placed in a manner that forms a square, as shown in Figure 1.1. In essence, the new view allows for an equal-sized circle for each player. Notice that the need for management is still present; therefore one of the circles could have a letter “M.” Only now you are telling players that “management” has the job of ensuring results and that a manager will assist players in performing their functions. However, management will not be ultimately responsible for a player’s position. Old-time traditional management sent that message, which is why many times at the end of the day, workers would be gone and management would still be there—completing others’ jobs!



**Figure 1.1** New management model

The new view of management sends the signal that all players in a winning and thriving organization are accountable and responsible for both their own actions and the performance of the team overall.

If the team wins, each player wins. If the team loses, ultimately each player loses. Characteristics of the new view of organization imply that some of the following ingredients are present:

- Each player is accountable to one another and to himself or herself, with ultimate authority still going to the one player who is responsible and leads the team in a mutually agreed upon direction. But specific key performance indicators (KPIs) must always be identified and assigned.
- Cross-training and functional awareness are both initiated at all levels and fostered among all players and the now-flattened hierarchical layers.

- Interactive and nonconfrontational communication occurs among players and teams (of departments, units, layers, regions and geographies, vendors, customers, and players), both internally and externally in an organization, in a fluid manner.
- Interdependence develops among players so they become proactive and not reactive.
- Vertical and horizontal movement and advancement occur within the organization between the players and the management team.
- Lateral, vertical, and horizontal synergy and development occur on a regular basis.
- Teams (departments, lines, and so on) are lean, yet they generate a high yield factor.
- Everyone understands that his or her operational center must be highly effective and efficient, and thus must be a stand-alone profit center for the organization as well (whether a not-for-profit business or a commercial enterprise).
- Management and labor are blended, and no one is allowed to excuse away low or poor performance.
- The rule book is constantly being written and revised for success. No one is allowed to justify slow performance or apply excessive man-hours (personnel) to any one task simply because the book says they must do so.

Ultimate advancement of an organization focuses on management ground zeros. An organization today cannot afford to have its marketable advantages rest on traditional business-school organizational resources: structure, financial budgets, and products/resources. Management by these three factors alone will lead to “dead zones” far more often than any other single factor.

Let’s back up and look at some historical facts with present-day implications. As Peter Drucker warned in his 1973 classic *Management: Tasks, Responsibilities, Practices*, in a ground zero market, any of these three major resources can be attained, refined, and even expanded upon by your organization. Yet a competitor can—and many times will—attain and deliver better on these three than you. Many times a traditional management structure works to protect these three factors at the expense of the customers—the people on the team on the inside and those on the outside who make your existence possible.



Therefore, the only truly marketable and lasting advantage point is not just how you enter a marketplace with your “deliverables” or what “distribution channels” you deploy to reach and own a market, it is the unique leveraging and unleashing of your “people factor” today.

As some entrepreneurs and business leaders evaluate other market entrants or leaders to discover what their secret sauce to success is, the reality is that it is always based within the following:

- **Strategy**—Driven by core stakeholders’ values and vision to set the direction of opportunities
- **Operations**—The systems for advancing that strategy and the inter-linked KPIs and more importantly accountability mechanisms to attain and measure success
- **Tactics**—The actual behaviors and actions in motion to make your market actualize

The basic theme of Jim Collins’s popular book *Good to Great* is “Get the right people on your bus, the wrong ones off, and then put people in the right place,” regardless of other temptations to place people into positions of incompetency. This is known as the Peter Principle, whereby some individuals rise to a level and position beyond their skill set and beyond their will to perform, thereby becoming a derailment to others’ effectiveness and organizational success. This book focuses on developing and maximizing that resource—the “people” factor.

Given the need for flexibility in the midst of the chaos and professional challenges facing you daily, you must have immediate alternatives for improving employee interactions and for leading the company to greater efficiency and profitability. Cutting staff and making only gradual quality improvements as a business map to greater profitability and growth is a dangerous road to travel.

Let’s look at what happened during the late 1990s and first quarter of the new century on the American and the global marketplace. In 2000, the dot-com “phantom” industry arrived, only to implode as fast as it came.

We could study business phenomena such as KODAK, Krispy Kreme Donuts, Starbucks, Southwest Airlines, Google, Facebook, Amazon.com, Howard Johnson’s, Alibaba, Tesla Motors, Holiday Inn, and a host of others. The historical trends of these brands—some alive and thriving and others dead and gone—all provide the managerial leader of today with powerful clues from yesterday to set a trajectory for tomorrow.

The examples of global businesses, national businesses, regional businesses, and even your own business can be seen within the pages of this text; my examples don't matter. Success leaves clues and so too does failure. Recognize, analyze, learn, and chart your course for sustained success.

In almost every business failure, the key factor management fails to pay attention to is the people factor.

Jack Welch at GE taught the world in the last century the science of and necessity for leadership development as well. By designing the on-boarding process, career pathway development track, and talent management environment, Jack Welch build a leadership development system and machine.

The ability to strike when opportunity knocks is critical to management and organizational success. To empower themselves and those within their organizations to take calculated initiatives and to advance causes, the front-line leaders within an organization (managers, supervisors, team leaders, work group facilitators, executive staffers, owners, and so on) have to understand what the organization is about and how the players fit into that picture. Individuals placed in leadership and management positions need to realize there are a lot of techniques and strategies to be incorporated in people management.

Traditional management focused upon the effective use of resources in its environment to accomplish desired results. For management to do this, there has to be new vitality within the leadership of an organization. Traditional management and traditional management-school ideology taught that management's function in an organization is to maintain primary participation in *five key areas*:

- Controlling
- Coordinating
- Directing
- Organizing
- Planning

From the traditional, five-key management responsibilities, management today must focus on additional factors and empower those around it to assume both responsibility and accountability for the preceding five areas, as well as other directional maps. Among these interaction maps (habits, styles, techniques, strategies, purpose, values, mission, culture, generationally influenced approaches to work, and so on) is the need for developed and

understood mission statements. The fastest way to growth and productivity is a well-defined mission statement. Within organizations today, there must be several different yet interlinked mission statements (see Chapter 2, “Five Mission Statements for Ultimate ‘New View’ Success”). The new view of management incorporates flexibility and a willingness and ability to make adjustments in how one interacts, motivates, and thus manages the only true management advantage—the people.

The starting point for managing winning teams is to gain a better understanding of how people interact with one another and how mission statements impact their interaction.

Sidney Yoshida, a guidance quality expert in Japan, invested a significant amount of his life studying the structure of business organizations and the interaction abilities of players within the group. Yoshida’s studies also include the awareness of players—at all levels in an organization—regarding problems, customer concerns, growth concerns, and overall challenges.

Startling statistics have been garnered from focus groups regarding the level of awareness of players within these organizations and at differing levels (from rank-and-file through senior management). In many cases a culture has been created whereby many players hide from senior management the problems they experience. Yoshida found that:

- Senior management was aware of roughly **4** percent of problems.
- Upper middle management was aware of roughly **9** percent of problems.
- Middle management was aware of roughly **74** percent of daily problems.
- Rank-and-file workers could identify and were aware of roughly **100** percent of the daily problems facing an organization and its related customers.

I have found this to be true in my decades of personal work with the United States Cabinet-level departments, governors, military command structure, Fortune 100 firms, major entrepreneurial organizations and leaders, and business across the global marketplace.

All factors being equal in the global marketplace today, business leaders, managers, and individuals operating within business markets have to empower themselves and others to obtain maximum results and peak operational performance on a daily basis.

The traditional hierarchy and organizational charts of the first part of the last century must evolve into a more team-focused environment for this new century. Organizations are facing a new pattern of change from internal constituents and external constituents, traditional operating factors, and now virtual realities. And add to this the reality that every year organizations face tighter budgets and leaner staffs, while at the same time workloads increase.

The human machine is dynamic and fascinating. Given these factors of change and human capital evolution, almost every department and organization must meet these new demands for performance, but in many cases set new performance records. How do groups of people facing these factors make this happen in a sustained fashion? Teaming!

Whether you call your group of people a department, work group, quality focus group, independent work team, self-directed work group, or self-directed team, they all exhibit various dynamics of being part of a team.

The performance of people in a peak relationship is dependent upon players being able to interact and share successfully with one another without apprehension. When a player fears the outcome of interacting with another player (whether laterally or vertically), the dynamics of a team will break down, as Yoshida found in his studies.

Focusing the efforts and energies of all players, while reducing the actual interaction and hand-holding time by management, is the thrust of Chapter 2. Whether it is achieved independently of others or with others, success comes from leadership and clear vision of what each step in the business operation is, does, and should be.

Explore alternative ways for managing the resources around you, and leading the people who will be part of these interactions and successes in both your professional and personal life!

The postwar business philosophy of the 1950s and 1960s, “make it and they will buy it,” doesn’t apply today; it did for 50 years. Organizations today need to take into account the people factor (and generational diversity as a strategic asset has changed the landscape) as the marketable growth and success factor. People may very well be the single greatest strategic asset in the new ground zero, managerial leadership environment of the business place. For this reason management and leadership must look for and apply alternative management and leadership techniques and methodologies to survive.

The shift from product to people is illustrated throughout this book. I offer a multitude of techniques and ideas from today’s most successful teams and organizations. This book serves as both your strategic and tactical playbook

for essential managerial leadership effectiveness. Witness the new approaches to management and leadership across America today!

This information, field tested in the form of customized skill development training courses, is now captured in book form. Here are just some of the teams across America that are successfully incorporating these managerial leadership points:

- **Government—The United States Army National Guard** implemented a major thrust in training the senior officer corps at its national Professional Educational Center's Strength Maintenance Training Center (PEC SMTC), resulting in multiple Commander's Coin for Excellence awards for the managerial leadership lifestyle changes and positive results yielded, and within individual states on many command levels.
- **Industry—Pharmaceutical, banking, B2B, B2C, manufacturing, and associations** have recognized, adopted, and implemented this intellectual property into their respective courseware training approach for their people assets.
- **Professional certification—CPE, CLE, CUE, and others**—Hundreds of accredited hours of self-study have been drawn out from this text alone and parallel content.

As you explore each page and each idea, and the applicability to you and those you influence, consider this your *Managerial Leadership Bible*. It is continually being field tested and continually yielding significant success as a blueprint for how to manage and lead individuals and groups to greater levels of excellence.

## Managerial Leadership Bible Lesson One

Successful managerial leaders realize that organizational success starts daily, by asking themselves this question: What can be done to create a lean operational structure conducive to positive attitudes, excellence in aptitude, and fluid interpersonal lines of communication and interaction among players?

### Review Questions

The review questions accompanying each chapter or section are designed to assist you in achieving the learning objective stated at the beginning of each chapter. The review section is not graded; do not submit it in place of your

final exam. While completing the review questions, it may be helpful to study any unfamiliar terms in the glossary in addition to course content. After completing the review questions for each chapter, proceed to the review question answers and rationales.

1. In today's climate, the managerial leadership style needed to be effective must be \_\_\_\_\_.
  - A. Aggressive
  - B. Flexible
  - C. Rigid
  - D. Simple
  
2. Sidney Yoshida's study of the structure of business organizations found that only \_\_\_\_\_ could identify and were aware of roughly 100 percent of the daily problems facing an organization and its related customers.
  - A. Senior management
  - B. Upper middle management
  - C. Middle management
  - D. Rank-and-file workers
  
3. What may very well be the single greatest strategic asset in the new ground zero?
  - A. Capital
  - B. People
  - C. Product
  - D. Marketing
  
4. How do groups of people facing tighter budgets, leaner staffs, and greater workloads maintain productivity in a sustained fashion?
  - A. Higher wages
  - B. Better computers
  - C. Teamwork
  - D. Temporary employees

## Review Question Answers and Rationales

Review question answer choices are accompanied by unique, logical reasoning (rationales) as to why an answer is correct or incorrect. Evaluative feedback to incorrect responses and reinforcement feedback to correct responses are both provided.

1. In today's climate, the managerial leadership style needed to be effective must be \_\_\_\_\_.
  - A. Incorrect. Aggressive manager-leaders can only get so far without stepping on people's toes.
  - B. Correct. Flexibility allows a leader to take into account a variety of employees' needs based on gender, religion, and so on.**
  - C. Incorrect. This is the opposite of what a leader should be.
  - D. Incorrect. If it were simple, there would be no need for books on the subject.
  
2. Sidney Yoshida's study of the structure of business organizations found that only \_\_\_\_\_ could identify and were aware of roughly 100 percent of the daily problems facing an organization and its related customers.
  - A. Incorrect. Senior management was only aware of roughly 4 percent.
  - B. Incorrect. Upper middle management was only aware of roughly 9 percent.
  - C. Incorrect. Middle management was only aware of roughly 74 percent.
  - D. Correct. Due to management's separation from "reality" the everyday workers were more aware of problems.**

3. What may very well be the single greatest strategic asset in the new ground zero?
- A. Incorrect. While important, capital means nothing without people.
  - B. Correct. In the new business world, managers cannot underestimate the power of accountable employees in all levels of employment.**
  - C. Incorrect. A great product cannot sell itself.
  - D. Incorrect. According to the author, “organizations today need to take into account the people factor as the marketable growth and success factor.”
4. How do groups of people facing tighter budgets, leaner staffs, and greater workloads maintain productivity in a sustained fashion?
- A. Incorrect. Higher wages were reserved for the top of “old school” management styles and cannot be sustained with lower budgets.
  - B. Incorrect. Computers are only a tool that employees use. Thus, computers can only improve an excellent team.
  - C. Correct. In the past, a top-down hierarchy required little accountability across employee levels and productivity suffered, while today, teamwork is an increasingly valuable organizational tool.**
  - D. Incorrect. Temporary employees cannot provide a sustained increase in productivity due to the time necessary for training and a high rate of turnover.



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