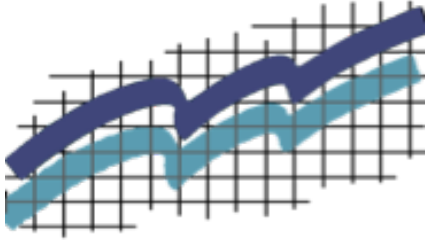


Marilyn Manning and The Consulting Team's **Leadership Tips**



NOTE FROM THE CONSULTING TEAM

Many organizations now face a leadership double whammy. The first hit we all expected: Baby Boomer boss retirement. The second, an unforeseen consequence of the economic downturn, was retirement plan reductions. This circumstance has forced many leaders and managers into use-it-now or lose-a-lot positions. Organizations are replacing leadership personnel at a quick pace.

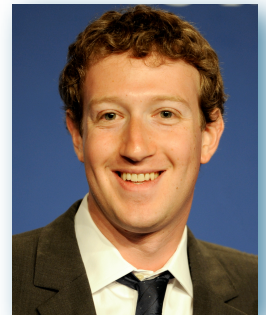
The silver lining is that there are many opportunities for advancement for those who aspire to be promoted. The challenge in hiring managers is to replace experienced retirees with the talent needed to surmount future demands, and possibly to become tomorrow's favorite boss.

This issue of Leadership Tips provides guidance for the vital task of selecting your organization's future leaders.

Our warm regards,
Marilyn Manning, Ph.D.
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Selecting Future Leaders Winning Traits

*With a 99% approval rating, the world's favorite boss for 2013 is Facebook's CEO Mark Zuckerberg
~ Glassdoor.com.*



Facebook CEO
Mark Zuckerberg

This month Glassdoor.com released this year's ratings of CEOs. According to Forbes Magazine, "The list is based on reviews voluntarily posted by employees from all over the world who answer the following question, 'Do you approve of the way this person is handling the job of leading this company?'" The results are calculated similar to presidential approval ratings, and ***the 50 top-rated chief executives are honored as The World's Favorite Bosses.*** Listed leaders are active CEOs who received 100+ reviews February 2012-2013 and 40+ reviews February 2011-2012.

While the winners on this list will change from year-to-year, the reasons employees selected them will endure as a significant guide for successful leadership. Common traits that won respondents' praise were clear compelling company visions, strong communication skills, motivating styles, and being seen as approachable and personable. The Consulting Team adds growth mindset to this list as a leadership trait necessary for all candidates. With such a mindset, leaders believe in their own and others' ability to learn, grow, and adapt to future demands and challenges, a necessary foundation for managing in a rapidly changing world.

"Our strategic plan has succession planning interwoven into it. We look for ways to teach and mentor candidates to fill new roles or vacancies."
~ James Leal, Chief of Police, Newark PD

Continued on next page

Many of our clients are now seeking replacements for leaders who are retiring. There are several avenues of recruiting people for management and leadership roles: internal lateral transfers, promoting from within, and hiring outside talent. It is important in any selection to consider the necessary traits and how you can ascertain if your candidates possess them.

Clear and Compelling Vision. In order to lead, be it a major corporation or work team, leaders are effective when they have a positive picture of their teams' future results. The more they communicate the importance of their mission to the members and help them work together toward their goals, the more motivated the team will be and the greater chance of their success.

When assessing leadership candidates, listen for their attitudes. Are they optimistic? Do they focus on what can be improved, or are they comfortable with the status quo? When they present new ideas, do you sense passion in their aspirations, and do their words persuade you to pay attention? Can they sell the benefits they offer to you?

“Coaching improved my skills, my confidence in my strengths and value, and my focus on my goals. I applied these skills to advance in my career. I have worked with The Consulting Team for over 15 years and highly recommend them.”

~ Sharon Russell, Administrative Officer, City of San Jose

Strong Communication Skills. Vision and direction must be well communicated if it is to be enacted. Pay attention, when interviewing candidates, to their clarity of expression, positive energy behind their words, and their information's credibility. When considering internal candidates, check if they have given effective presentations and have participated capably in meetings. Communication skills include not only being a persuasive and trustworthy speaker, but an effective listener too.

Do they listen patiently and respond aptly to what you share in the interview? Do they have a reputation for adding to team discussions? Have you reviewed their written reports and emails for clear messages and a positive tone?

Motivating Style. Inspiring speeches help to motivate teams. However, there are other ways that managers can be motivating. They can be mentors, concerned about the success of each staff member as well as overall results. They can be good at recognizing positive efforts and rewarding people for their contributions.

The bottom line is how well team members perform when they work with or for the leadership candidate.

Notice how co-workers or subordinates say it feels to work with the candidate. Are candidates welcome on project teams they join? What outside activities are they involved with? Community-oriented clubs and leadership activities can portray a team-oriented, motivating person.

Approachable and personable. These traits can be a result of the candidate's outgoing personality. However, quiet people can be approachable as well. People approach others who display open and accepting demeanors, not those who act judgmental or superior. A sense of humor can be a good indicator of this trait, if it is free of sarcasm or put-downs. A ready smile and interest in others are other gauges of good candidates. They will ask about you, rather than talking only of their talents and accomplishments.

While interviewing candidates, note how much the person smiles or wears a pleasant expression. Are they quick to judge the job or the company or others you both may know? Check out their sense of humor, and check in on your feelings about the candidate's reaction to you.

Growth Mindset. In *Mindset: The New Psychology of Success*, Carol Dweck emphasizes the importance of leaders staying ahead of the game by growing their knowledge and skills in their field and leadership. They must believe in the ability of others to grow as well. This means they advance their teams by hiring the best people, rather than undermining others to look or feel powerful. They correct their mistakes and deficiencies, rather than blaming others. They identify future skills they and their teams will need and offer training. They are confident that they and their teams can continue to grow and thrive.

Test your candidates' mindset by asking what they have learned from their failures? Question them about courses they have taken to increase their personal value. Consider the challenge and potential in their volunteer activities.

The Consulting Team offers services to select the best leaders through consulting support, interviews, and assessments. We hope these tips about key leadership traits and how to determine who may possess them will help you recruit a dynamic leadership team for your organization.

The Consulting Team's Leadership Development Resources

Presentations and Keynotes

"New attendees weren't prepared for your great content and delivery. They were 'blown away.'"

~ Mike Rounds, former President, NSA, Los Angeles Chapter

The Consulting Team presents on many topics. Here is a partial list of our offerings: *Leading Positive Change, Tips for Time Management, Dealing with Difficult People*

Leadership Development Workshops

"Your trainers are knowledgeable and engaging. They provide different perspectives while delivering consistent messages... insightful conversations and solutions to the group!"

~ Cathy Morrey, City of San Jose, Environmental Services Training Manager

Leadership Academy: Does your succession plan include a program to develop leaders? Are you grooming talented staff for management? *The Consulting Team's* Leadership Academy offers a choice of ten 4-hour skill-building modules that develop valued employees into leaders. Introduced by an overview of the Seven Laws of Leadership, subject options include: Positive Change Management, Build Winning Teams, Making Time for Work, Making Meetings Productive, Write for Success, Present and Persuade, Steps to Engagement, Strategic Problem-Solving, Positive Inquiry, and Exceptional Customer Service.

Seven Laws of Leadership: Are you an acknowledged leader? Have you moved beyond being a directive manager to a collaborative facilitator? Sharpen your coaching skills and embrace a positive attitude toward change. We cover the seven laws of leadership, derived from

over 100 interviews with respected leaders to define the common principles that led to their success. (*Full Day Course*)

Leadership Coaching Services

"When I've used The Consulting Team, they have distinguished themselves as conscientious and energetic coaches."

~ Kathy Omaye-Sosnow, HR Director, Catapult Communications

Leadership Coaching: People aren't born knowing how to lead, but all can learn and practice the skills. We help future and current leaders select strategies to develop more effective behaviors and habits to motivate and engage their employees.

EQi 360° Evaluations: Using the EQi emotional intelligence assessment for 360° evaluation, we coach managers and leaders to improve and practice their skills to meet the needs of their organizations and teams.

Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past **Leadership Tips** go to www.theconsultingteam.com and select Newsletters.

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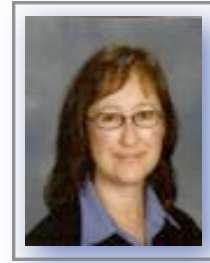
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For over 20 years The Consulting Team consultants have helped their clients solve difficult organizational and people problems. The Consulting Team, LLC, was founded by international author, speaker, and certified management consultant Dr. Marilyn Manning. The Consulting Team members are recognized experts in many areas, including communications, training, facilitation, coaching, leadership development, change, conflict mediation, strategic planning, and team building. Our success is reflected in the fact that 94% of our business is repeat or referred.

More References about Leadership:

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