Chapter-8
Suggestion & Recommendations
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1. **Energize your team.** Instead of being the type of leader who sucks the energy away from others, resolve to be the kind of leader who strives to bring passion and positive energy to the workplace every day. Your employees have just helped you pull your company through one of the nation’s worst economic periods. It’s time they had a source of positive energy.

2. **There’s more to life than work.** Great leaders have deep reserves of physical, spiritual, and emotional energy, and that energy is usually fueled by a strong and supportive relationship with the people they love, regular exercise, a healthy lifestyle, and setting aside time for reflection.

3. **Put your people first.** No organization is better than the people who run it. The fact is that you are in the people business—the business of hiring, training, and managing people to deliver the product or service you provide. If the people are the engine of your success, to be a great leader you need to attend to your people with a laser-like focus.

4. **Act with integrity.** In a time when news reports are filled with the stories of private and public leaders who’ve acted inappropriately and have gone against the best interests of their employees or constituents, showing your employees that you value integrity can help motivate them and create a sense of pride for your organization.

5. **Be a great communicator.** Leadership is influencing others, and this cannot be achieved without effective communication. If you’re struggling with communicating to your employees, first work on your ability to influence individuals by choosing words that are impactful to carry your message. Then you need to figure out how to communicate to a larger audience.
6. **Be a great listener.** The most effective leaders are the ones who take the time to listen not just to their team members’ words but to the priceless hidden meaning beneath them. Remember that during good times and bad, sometimes your employees just need someone to talk to. Communicate to them that you are always waiting with open ears.

7. **Be a problem solver.** Post a sign above your office door that reads, “Don’t Bring Me Problems. Bring Me Solutions.” Then set about the task of guiding each person on your team toward the goal of becoming a top-notch problem solver during this crucial period.

8. **Lead through experience and competence, not through title or position.** Mentor your employees, encourage them, make partners out of them, and your organization is sure to benefit. If you want to survive the tough economy, that’s exactly the kind of leadership motif you need for your organization.

9. **Trustworthy Leadership:** Leaders that have your back and that are looking out for your best interests – will win the trust of their employees who in turn will be more motivated to achieve. I once had a department manager that always looked out for me. He was upfront in communicating his performance expectations and his feedback was direct. He never treated me like a subordinate and looked for ways to include me in senior management meetings. This opened my eyes to what lied ahead in my career and thus motivated me to reach the next level and in the process exceed the expectations of my boss.

Trust is a powerful motivational tool and those leaders that are more transparent with their employees will find surprising results and new types of opportunities to develop talent.

10. **Being Relevant:** In today’s world where everyone wants to be noticed and recognized for their work – employees are motivated to achieve to remain relevant. As such, employees are in search of new ways to learn, improve their skills and invest in themselves. This is an opportunity for leaders to get involved and understand how to build the depth and breadth of their employee’s skill sets and aptitudes. For example, find ways to elevate your employees’ high-potential status.
Helping employees increase their relevancy is important and those leaders that participate in this process will help cultivate increased performance levels and loyalty. Helping your employees get discovered will elevate their motivation to achieve.

11. Proving Others Wrong: This particular motivation to achieve has been heighten as of late from younger professionals that seek to prove themselves faster amongst older generations in the workplace. Employees never want to be stereotyped or marginalized, but for many younger professionals this serves as the trigger to awaken them from within. This certainly is not a generational issue as many of us have been questioned about our ability to achieve at a high-level. I learned this the hard way throughout my career. As a leader, encourage your employees to exceed expectations by taking responsible risks. Embrace diverse thinking and measure one’s ability to innovate. Never underestimate an employee’s ability to perform until you have properly evaluated and tested their abilities and potential.

12. Career Advancement: Perhaps the most important factor on this list is the ability to advance. Employees are extremely motivated to achieve if this means that advancement awaits them. This requires employees to be mindful of opportunities that lie around, beneath and beyond what they seek. As leaders, you will sustain high levels of motivation from your employees if you can open doors of opportunity and accelerate their chances for advancement. Remember, just because your employees may be relevant, it doesn’t guarantee advancement. So make it a point to help them get there.

13. No Regrets: People only have a few real chances in their careers to reach their ultimate goals. In fact, how many times do you meet people that are more successful than you are and you wonder how they got there. People don’t want to live with any regrets in their career/life and thus are motivated to not disappoint themselves.

As a leader, don’t allow your employees to walk around carrying a load of guilt. Share your journey with them – your failures and successes. An employee that doesn’t believe will never achieve. Help your employees embrace the unexpected and help them navigate uncertainty and change. Many people are confused in today’s workplace about their future. Motivate them by giving them the perspectives they need to achieve.
14. **Stable Future**: People are motivated to have safety and security. Everyone wants a stable future, but you never know when time will pass you by. That’s why we are all in a race against time and thus motivated to achieve faster than ever before. We have all learned from the 2008 economic collapse that we can all quickly become victims of unexpected change without preparation. As a leader, be mindful of providing security and stability in how you lead your employees – and watch their motivational levels rise.

15. **Self-Indulgence**: This factor is quite interesting and extremely important to put into proper perspective. People are motivated for selfish reasons to achieve – albeit money, attention, fame, etc. Must we be reminded that greed and selfishness contributed greatly to America’s current economic hardship? Motivation that satisfies our self-indulgence is can also be risky. In reminds me of a great quote from Peter Drucker in his book, “The Effective Executive” when he says that every time you meet a person with great strengths, you are also meeting someone with great weaknesses.

As a leader, be aware that of your employees motivations are balance and well intentioned. Self-indulgence can bring tremendous short term benefits – with longer term repercussions.

16. **Impact**: As mentioned earlier on, today’s employees are motivated to achieve more than ever simply by the opportunity to create impact. As employees reflect on their lives and careers – they want to contribute in ways that measure their achievements based upon the long-term benefits that the company they serve bears.

As a leader, allow your employees to have sustainable impact in the work they perform. Allow them to make a mark toward significance. Create the opportunity for their achievement to leave a long lasting legacy that rewards the organization they serve and for future generations to learn from.

17. **Happiness**: In the end, happiness is one of the greatest motivations to achieve. Happiness fuels ones self-esteem and gives people hope for a better tomorrow. We are all victims of taking our work too seriously. Step back and enjoy the journey. Your motivation
to achieve is ultimately based on earning a living that brings you tremendous joy and satisfaction.

As a leader, be aware of whether your employees are satisfied in their work and that you are deliberate in having this type conversation with them. Never assume. Employees will smile to save their jobs even if they aren’t content. Assure your employees happiness shines and allow the previous eight motivational factors to influence the process organically.

18 Follow procedures and adhere to policies. Effective leaders are essentially good followers. They understand that they are accountable to those in authority. They know it is not a good idea to behave as a lone wolf, but that they must instead keep their work priorities aligned with the organization’s goal and have an appropriate sense of self-importance. People who lead in place value the necessity of following procedures and adhering to established policies.

20. Submit to the authority of others. Closely related to number 10 is the recognition that we are all under the authority of someone, whether it is a supervisor, director, president, board of governors, or whomever else.

21. Take risks. Sometimes it is necessary for leaders to step outside the box, to be innovative. Leaders must be flexible enough to know when it is time to try a new procedure or implement a new policy. For many taking a risk is frightening, but such behavior can be invaluable, benefiting the entire group.

22. Commitment. Any person who assumes a leadership role needs to be committed to the group. The group’s vision and mission must be internalized by the leader. An effective leader is a person who can commit to using his or her ability to lead others, perform technical skills, and conceptualize situations, thus helping to ensure goal achievement.

23. Be proactive. Covey (1989) points out the need to be proactive. Individuals who assume leadership must take the proverbial bull by the horns and move forward to be successful.
24. Expect conflict. Conflict among people is a natural, inevitable, and constant factor of human interaction. An effective leader expects conflict and is able to manage it in a productive manner.

25. Tell the truth, but with compassion. To some degree conflicts occur because people are not able to differentiate between task-related conflict issues and their personal investment in a given situation. Bracey, Rosenblum, Sanford, and Trueblood (1990) point out the importance of truthfulness in leadership. Yet at the same time the leader must compassionately tell the truth (e.g., about a faculty member’s job performance, etc.).

26. Listen. Communication plays a vital role in the achievement of interpersonal and organizational goals. Communication is a two-way process. Effective communication requires leaders capable of effective listening. Covey’s (1989) Habit #5, Seek First to Understand, Then Seek to Be Understood, reflects the epitome of effective listening. Ineffective listening undermines people’s self-esteem, self-confidence, and creativity. Remember, hearing and listening are not synonymous terms.

27. Love people. Roger D’Aprix stated that leaders must be “loving in [their] organizational relationships” (cited in Goldhaber, 1993, p. 217). “Loving” in this context means that we acknowledge the value of our coworkers and respect them with the dignity they deserve. We let them know that we care for them whether we like them or not. The bottom line is that individuals must value people and relationships with them if they are to claim their “authority” to lead.

28. Check your attitude. I contend that effective leadership begins with a correct mindset. That mind-set is founded upon an individual’s willingness to lead, to serve others. An effective leader desires the opportunity to step up to be involved in controlling not only his or her personal actions, but the actions of those being led. This leadership attitude flows from a reasoned choice; it is a conscious decision to take on the role with all its rights and responsibilities. Amid the natural chaos and interpersonal interactions, effective leaders are able to demonstrate a fixed purpose. Such leadership is determined to ensure not only that personal goals are reached, but more important, that the group achieves its objectives and
fulfills its mission. Those who seek to lead in place must be compelled to lead no matter the personal cost.

In closing, allow me to point out that these suggestions and recommendations are not some magic formula for success, but when you adopt these suggestions and recommendations and their underlying principles, I am certain that you will be a more effective leader based on what I have shared, I do not pretend that I have answered the question of what it takes to be an effective leader. Hopefully, however, by sharing my thoughts about leading in place, I have added to the wisdom of literature concerning effective leadership. These suggestions and recommendations are based on my research.