

As **managers** we are pretty good at putting others to the test and letting them know how they measure up. The better question may be, how well do we measure up? If we find a few shortcomings on our own part, what will we do to improve?

We may be the envy of others in our industry when it comes to our job or technical knowledge. When we speak it may remind others of the old E. F. Hutton commercials where everyone pauses to listen from the edge of their seat. Yet, aren't we really getting paid to achieve results through other people? In fact the higher we rise in our ascent toward success aren't our people skills, our ability to achieve results through others the wings that we will soar on? Hmm, let's look a little closer at how we measure up.

Managers truly have three responsibilities: lead your employees toward the fulfillment of the organization's vision, teach your employees the job or technical skills needed to achieve results efficiently and effectively, and coach your employees to grow and achieve new successes. Employees love to be led, taught, and coached. They absolutely hate to be *managed*. Use your management skills on yourself, machines, and processes. Answer the following questions, honestly.

- ❖ Are your employees so unhappy with you or the work environment that they are looking elsewhere for a job?
- ❖ What is your turnover rate?
- ❖ What does it cost you to replace an employee; to locate, hire, and train another person?
- ❖ What is the cost of turnover in terms of lost sales, lost opportunity, and even lost customers?

Now rate yourself from 1 (an absolutely lousy boss) to 10 (a model for others to emulate when it comes to your people/behavioral skills) on the frequency with which you:

- Hire smart people. The hard skills are trainable, intelligence isn't.
- Hire people that are pleasant and positive. Attitude is a key determinant in an individual's ability to achieve success.
- Teach them the hard skills they need to fulfill the requirements of the job efficiently and effectively.
- Help them to develop the soft skills they need to really grow, develop, and succeed.
- Help them to understand their role in the fulfillment of the organization's goals, and in the development of loyal customers.
- Train them to be your replacement. The sooner you have a proven track record for developing exceptional people the sooner you will be moving up yourself. *Now that's thought provoking, isn't it?*
- Strive to be your best by working on your own personal development.

Well, how did you rate yourself? Did you find that you may have room for improvement? If so, here are some areas you may want to work on:

- ✓ understanding that leadership is all about results but not results at the expense of people,
- ✓ building energized and cohesive work teams,
- ✓ creating a work environment that attracts workers rather than driving them away,
- ✓ involving your employees in problem solving and gaining a committed workforce that holds themselves accountable for results,
- ✓ establishing expectations and working with employees when those expectations aren't met,
- ✓ encouraging employee development so that as your employee's grow the organization will get better results including higher levels of productivity and increased profits,
- ✓ perhaps the most important way you can improve yourself is to accept and benefit from change, and view every challenge as an opportunity.

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