

Managing By Walking Around

This is not a new concept but one that seems to have been forgotten.

As I work with companies to help them enhance their management capabilities I am surprised to see how few managers are actually walking around. We keep getting caught up in paper work, (or at least that is an excuse) and not taking the time to see what our associates, staff, employees, and team members are doing.

It is not just walking around either. It is what you do when you walk around. Patrick made a practice of walking around the factory floor and stopping to speak to some of his employees-usually the same people whom he had known for years. He asked how they were doing and about their families. It was good for morale, but he never learned anything of real value...and neither did his employees.

Greg also walked around his department, but he took a different approach.

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Are You An Excellent Manager?

Top 10 Qualities Of An Excellent Manager

An excellent manager taps into talents and resources in order to support and bring out the best in others. An outstanding manager evokes possibility in others.

1. Creativity

Creativity is what separates competence from excellence. Creativity is the spark that propels projects forward and that captures peoples' attention. Creativity is the ingredient that pulls the different pieces together into a cohesive whole, adding zest and appeal in the process.

2. Structure

The context and structure we work within always have a set of parameters, limitations and guidelines. A stellar manager knows how to work within the structure and not let the structure impinge upon the process or the project. Know the structure intimately, so as to guide others to effectively work within the given parameters. Do this to expand beyond the boundaries.

3. Intuition

Intuition is the capacity of knowing without the use of rational processes; it's the cornerstone of emotional intelligence. People with keen insight are often able to sense what others are feeling and thinking; consequently, they're able to respond perfectly to another through their *deeper understanding*. The stronger one's intuition, the stronger manager one will be.

4. Knowledge

A thorough knowledge base is essential.

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Before he starts he reviews what projects were being done, who is the team leader, what the completion dates are, what each team members assignments are, and any challenges that he may have that may have an impact on any of the projects. His questions and comments to his staff were focused and specific. He would ask if they were having any problems or if the project was going to be completed by the due date. He asked if they had any suggestions that could help in this or any future projects. He too would ask about their families (very important to know your employees) and would make sure that he allowed people to exchange ideas to enhance their jobs, the company, and the future for success.



Greg's employees knew that he valued their ideas and suggestions and was able to boost productivity and morale.

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A man is not idle because he is absorbed in thought. There is a visible labor and there is an invisible labor.

— Victor Hugo

Patience and perseverance have a magical effect before which difficulties disappear and obstacles vanish.

— John Quincy Adams

Help Feed the Hungry – Click Here:
www.thehungersite.com

The Hunger Site was founded to focus on a specific humanitarian need; the eradication of world hunger. The staple food funded by clicks at The Hunger Site is paid for by site sponsors and distributed to those in need by Mercy Corps and America's Second Harvest. Since its launch in June 1999, the Hunger Site has established itself as a leader in online activism, helping to feed the world's hungry and food insecure. On average, over 220,000 individuals from around the world visit the site each day to click the yellow "Help Feed The Hungry" button. Try it out...it's **FREE!**



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The knowledge base must be so ingrained and integrated into their being that they become *transparent*, focusing on the employee and what s/he needs to learn, versus focusing on the knowledge base. The excellent manager lives from a knowledge base, without having to draw attention to it.

5. Commitment

A manager is committed to the success of the project and of all team members. S/he holds the vision for the collective team and moves the team closer to the end result. It's the manager's commitment that pulls the team forward during trying times.

6. Being Human

Employees value leaders who are human and who don't hide behind their authority. The best leaders are those who aren't afraid to be themselves. Managers who respect and connect with others on a human level inspire great loyalty.

7. Versatility

Flexibility and versatility are valuable qualities in a manager. Beneath the flexibility and versatility is an ability to be both non-reactive and not attached to how things have to be. Versatility implies an openness – this openness allows the leader to quickly *change on a dime* when necessary. Flexibility and versatility are the pathways to speedy responsiveness.



8. Lightness

A stellar manager doesn't just produce outstanding results; s/he has fun in the process! Lightness doesn't impede results but rather, helps to move the team forward. Lightness complements the seriousness of the task at hand as well as the resolve of the team, therefore contributing to strong team results and retention.

9. Discipline/Focus

Discipline is the ability to choose and live from what one pays attention to.

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Discipline as self-mastery can be exhilarating! Role model the ability to live from your intention consistently and you'll role model an important leadership quality.

10. Big Picture, Small Actions

Excellent managers see the big picture concurrent with managing the details. Small actions lead to the big picture; the excellent manager is skillful at doing both: think big while also paying attention to the details.

— Originally submitted by Jan Gordon, LCSW, Executive, Career & Personal Coach, who can be reached at jan@qualitycoaching.com, or visited on the web. Copyright 2005-2007 CoachVille, LLC

Don't Be Afraid To Say NO

You can't do everything. At times you get so bogged down with daily activities that it is simply impossible to take on another project. How can you say NO diplomatically?

Sometimes you can't. The project may have a high priority and have to be completed. Take a look at your other projects and see if any can be delegated or temporarily set aside. You may have some projects ahead of schedule and can afford to postpone them or some that are just not as important.



Talk with your boss to see if he/she has any suggestions on which projects can be postponed or delegated to someone else in the company.

Reschedule. The new project may not be a high-priority but one that can wait for a more appropriate time. Maybe the project can be done more effectively by another team member. Talk with your supervisor about the project, time constraints, and priorities for suggestions.

When you say NO to an assignment, show how it will inhibit completion of higher priority projects and suggest alternate solutions.

5 Ways In Which You Can Benefit From A 360-Degree Feedback

1. 360-Degree Feedback provides answers to the vital self-management question, "How am I doing?" As leaders rise in the hierarchy, they receive less and less honest information about themselves, 360 assessment can provide them with the information they need to take corrective action.

Feedback

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ONE MINUTE IDEAS

Atypical Resolutions -

- * STRIVE FOR BETTER BALANCE – Schedule more activities with your family and friends if you spend most of your time at the office.
- * TAKE BETTER CARE OF YOUR MIND – Read a book a month or take a course at a local college. Ask yourself what you would like to learn more about, then take the plunge.
- * SHARE YOUR TALENTS, energy and other resources with volunteer organizations.
- * TRY A NEW FITNESS PROGRAM – Choose something that rewards you with new friends and fun places to explore.
- * TAKE TIME TO APPRECIATE FAMILY, friends and co-workers.
- * TURN CHANGES INTO CHALLENGES and master them with gusto.
- * SEEK PEACE OF MIND and help others do the same.

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2. Asking for 360-Degree Feedback is a mechanism for continuous improvement. For leaders to apply that notion to themselves, and serve as models for others, they must have reliable, valid, timely information on how they are perceived.
3. The use of 360-Degree Feedback can help leaders validate their self-perceptions. They need honest feedback from others to test their own understanding of their strengths and weaknesses.
4. It has been observed that people are the only animals capable of self-deception. We need 360-Degree Feedback from trusted others in order to ensure that we are viewing ourselves realistically.
5. Perhaps most important, 360-Degree Feedback gets organizations to invest in the effectiveness of leaders. Soliciting feedback from bosses, peers, subordinates, customers, and others actively involves them in a process of improvement, and they are more likely to support leaders who ask for feedback, act on it, and follow through with them afterwards.

The Coaching Clinic – Next Public Session

The next public session of The Coaching Clinic will be held on June 14 & 15, 2007 at the Crescent Club of Memphis. For more information or to register contact Bill Burtch at bburtch@harmonycc.net, call 901-272-7390 or go to www.harmonycc.net/coachingclinic.asp.

To get a preview of the program, a free Executive Briefing on the program will be conducted, via teleconference, on April 26, 2007 at 4:00 pm Central Time. In this briefing you will learn specifics about the content of the program, have all your questions answered as well as begin to develop your coaching skills. And, for participating, all attendees will receive a special offer! To register for this FREE teleconference, send an email to info@harmonycc.net with "CC Executive Briefing" in the subject line.

The Coaching Clinic is also available as a customized program for organizations wishing to provide the program in-house. Contact bburtch@harmonycc.net for more information.

Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting in cooperation with the University of Memphis' Department of Continuing Education.

Course Title	Date(s)	Time	For More Information/Registration
FREE Coaching Clinic Executive Briefing	April 26 th	4:00PM Central Time	TeleConference – email info@harmonycc.net for registration
Coaching & Counseling Skills	April 20 th	9:00 – 5:00	www.coned.memphis.edu
The Coaching Clinic	June 14 th & 15 th	8:30 – 5:30	www.harmonycc.net/coachingclinic.asp
The Coaching Clinic	October 3 rd & 4 th	8:30 – 5:30	www.harmonycc.net/coachingclinic.asp

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