

# Develop Personal Effectiveness for Competitive Advantage

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Often when we promote an employee we lose a top performer and gain an inexperienced supervisor. We understand this is a lose lose situation. A common approach to improving their productivity is to allow them time to gain the required experience. We also often provide a mentor to speed the transition. This is an unfocused approach.

Experience is a random process that arises from the life experiences and subjective opinions of the individual rather than on factual, data-based research. It is as likely to be negative and ineffective as it is to be positive and effective particularly when the individual is busy learning a new position. The results from this approach will vary widely depending on the individual, take a long time and likely not maximize effectiveness.

This is also true with the mentoring process. The mentor again bases his training on his own life experience and subjective opinions. The mentor also needs to be an effective coach to make this approach successful.

All newly promoted individuals strive to be effective but often don't realize that personal effectiveness is a combination of productivity and leadership. The foundation is effective personal productivity that arises from working on high payoff activities important to our future success. As one client said, "I now understand that personal effectiveness is not the number of hours worked. It's what you accomplish and how wisely you use your time."

Personal leadership naturally follows productivity. We exhibit personal leadership as we achieve greater success and achieve our vision. Anyone can exhibit personal leadership and become a role model for others in the organization. Personal leadership is an important first step for managers because they need to lead others. If they can't lead themselves how can we expect them to lead their employees?

For a manager motivational leadership is also important. Supervisors and managers make margin decisions all day. The client again states, "This leadership training has been a blessing to me as well as an eye-opener. I realized how much I didn't know personally and how it impacted my team. It wasn't until this training that I realized how I could educate and inspire people to succeed." Personal effectiveness and leadership are key to making intelligent bottom line decisions.

Success driven executives always strive to improve personally and organizationally. They look for ways to increase revenue, improve margins, take advantage of opportunities and proactively react to change – to create a growing profitable company. They urgently want more and want to achieve more.

They continually ask themselves, "Where are we now? Where do we want to be? What do we want? Why do we want it? When do we want it? What's our plan to get it?"

This executive understands the single greatest contributor to organizational achievement is people. Achieving stronger results is impossible without the continued growth and development of people.

Unfortunately, conventional training and mentoring is more often than not education without action. Training programs are information. Information without action is merely entertainment. It is up to the participant to incorporate what they have been exposed to into their daily routine. Most don't take the time so no learning takes place.

Unfocused random training is not the way to build strong positive results. It is ineffective and takes too long. Successful leaders use a development process that incorporates best practices based on proven research.

Great leadership and managerial skills are learned, not inherited. The good news is we can change the way we do things. The bad news is it takes time and effort. True development is a process. Over time the participant builds success awareness and habits. At the end of the process the participant works regularly at a more effective, successful level.

There is a direct relationship between managerial effectiveness and profitability. Small improvements in effectiveness and leadership bring about much larger improvements in performance and profitability. Successful leaders understand that only through development are we able to achieve meaningful lasting success.

Estimates are that only 10 to 15% of all those in executive and managerial positions have participated in a structured development process. In small to medium sized companies this percentage is even lower. Consequently these companies regularly under perform.

I regularly meet entrepreneurs and executives of small to medium sized companies that don't get the connection between their company success and the development of their people. They look at development as a cost and not an investment. Their challenge is to realize a positive return on that investment.

The goals of an effective development process should be:

- Train and motivate people to a higher level of productivity
- Increase individual productivity
- Clarify personal and organizational goals
- Enhance effective communication and teamwork
- Enhance leadership capability

Again the client says, "I have added about one month to my personal productivity. My team is going to easily meet our revenue goals and exceed them."

An effective development process should have an identified time frame with specific objectives. At the end of the process participants should be working regularly at a much more effective and successful level. The process should be based on best practice, data-based research. It should have a positive return on investment. A successful development process leaves participants with sustainable skills and attitudes and the organization with measurable results.

Expect these results from an effective development process:

- Strengthen your unfair competitive advantage
- Generate sustainable results
- Increase the value of your company

Peter Drucker says it well. "Increasing effectiveness may well be the only area where we can hope to significantly raise the level of performance, achievement and satisfaction."