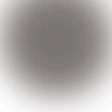




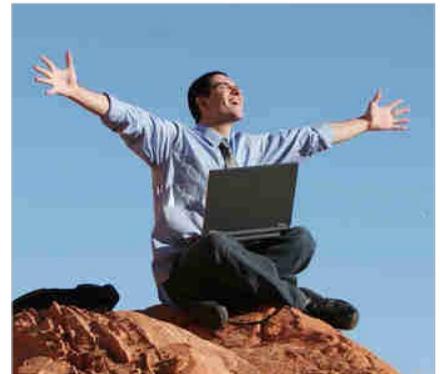
MANDAT  GR  WTH LETTER[®]

Growth Focus: Self-Motivation

CEO-Tip *of the Month*

by Guido Quelle

How to Maintain Your Momentum Once You've Reached the Top



As the saying goes, it's lonely at the top, and every Speaker or Chair of the Senior Management, every Chair of the Managerial Board, every head of the Supervisory Board has at one time or another felt the truth of those words. Whereas, as the head of a department or division, or as a member of the Supervisory, Advisory or Administrative Board, you are still one of many people, this status immediately changes when you take on a leadership position. Your role changes and your former colleagues are now only "colleagues" in name only; the Supervisory Board appoints the Managerial Board, and the General Assembly appoints the Supervisory Board, but the seat at the top is always something unique. A CEO must act a bit more cautiously and has every right to assume that there are other parties working to undermine him or her—and often more than one at once.

Many CEOs have reported to us that they have to spend between ten and thirty percent of their time on political maneuvering, and in some cases even with safeguarding their own position, so as to avoid having the actions of others in their immediate vicinity intentionally or unintentionally torpedo their plans, or even their career. It's a horrible thought, especially when you consider that, aside from health, the time we have at our disposal is our most important asset.

Accordingly the question arises as to how you as a CEO can nonetheless manage to keep up your tempo at the top, how you can move forward with important issues, and how you can continue to use your own personal drive for the good of the company you represent; after all, you'll ultimately be judged by the results. Here are four tips:

1. Set your top priorities

There are bound to be days on which using your "normal" priorities just won't be enough. Set three top priorities for which you'd be willing to drop whatever else you were doing in order to pursue—except for your private life. Write them down somewhere you'll actually see them, on a flipchart in your office or in your calendar, and make sure those who work closely with you know them as well.

2. Find opinion leaders and promoters

If you want to ensure that the issues most important to you also move forward when you can't work on them personally, you need promoters and opinion leaders within your organization. Make sure they are dedicated to pursuing your goals and have them make regular progress reports. With a strong basis of facts, any attempts to undermine your plans are likely to fail.

3. Talk openly about disagreements

If you're part of an unspoken conflict at the Management level, address it directly: "Mr. Miller, I believe this is another point we disagree on. Please explain your arguments to me." Taking this approach allows you to keep the scepter in your hand and to remain in control of the situation.

4. Always stay one step ahead

If you have a great deal of personal drive and don't want to lose it, it's important that you think ahead so as not to become a victim of the daily grind. Which scenarios could arise? Which are most likely? How can I best respond to them? These are all relevant questions. We're not talking about trying to see the future here; instead you'll realize that the key is in trying to imagine and prepare for only a few critical scenarios.

Strategy & Leadership

by Guido Quelle

Personal Drive Instead of Motivation at Gunpoint – on Motives and Motivation



I never get tired of explaining that extrinsic motivation simply isn't possible. Regardless of what so-called motivational trainers and the organizers of motivational seminars—who make a living off the fact that companies send their employees to mandatory motivational events in droves—may say, I am convinced that true motivation, which benefits both the individual in question and the company they work for, can only come from within. After all, when someone signs a contract with a company they can hardly wait to work for, their motivation is already excellent. What leaders need to do, therefore, is to not only preserve that initial energy, but to ensure that it continues to develop.

So as to create a framework for maintaining and developing motivation, i.e., personal drive among your employees, it can help to try to answer the following seven questions:

1. What are the motives of the person in question?

A motive is nothing more than the reason behind an action. In most cases, several different motives determine whether certain behavior happens or doesn't. Motives tend to be fundamental in nature, e.g. "freedom," "independence," "flexibility," "ambition," "togetherness," etc.

Just as it is essential to find the root of a problem and not just treat its symptoms, it is important to determine the reasons why your employees behave or fail to behave in a certain way, and not to simply scratch the surface. In order to do so, you must grasp your employees' motives. If we never decipher the basis of their behavior, our interactions with employees will never be more than superficial.

2. Are your employees familiar with the guardrails between which they can move freely?

Just like on the highway, guardrails are also essential to leadership, as they not only show the direction of the road ahead, but also where the exits are. Applied to the leadership context, this means that "guardrails" should ideally indicate the most direct route to a previously agreed-upon destination; as such, there should only be very few true guardrails. Once, as I was explaining this concept to one of our clients, their CEO told me that he now understood perfectly well why some of his employees didn't work on their own initiative, namely because the company not only had guardrails in place on the left and right, but also in front, behind, on top and on bottom.

Ultimately, every company has to decide for itself which (few) guardrails to put in place. Once it has done so, however, it must also ensure those guardrails are taken seriously. Just like on the highway, everyone knows that if they come into contact with the rails it will mean serious damage and/or harm. At the same time, employees must have a great degree of freedom to "drive" as they like, provided they stay between those rails. Here, too, the highway analogy applies, as no one can tell us which lane to drive in, what kind of vehicle to drive, when to stop and take a break, or how fast to drive (at least not in Germany!), provided we stay safely between the rails and observe the rules they represent. One of the best ways of preserving employees' motivation and personal drive is to grant them autonomy between the corporate guardrails.

3. Are the rules clear?

As touched on above, there have to be certain rules for traffic between the guardrails. There will naturally tend to be more rules than rails, but the number of rules should also be a manageable one. What rules do you have in place at the company-wide level, and what ones at the divisional or departmental level? In our consulting work we often see that there are plenty of rules, but they aren't sufficiently up-to-date or no one ever bothers to check whether or not they're being followed. In such cases, rules are of little use.

If we didn't know that breaking the speed limit is a violation of the law and that, if we are caught doing so, there will be penalties, we simply wouldn't care as much about that limit. Rules have to be enforced, must be well known, must be applied consistently in identical situations, and it has to be clear to everyone that violating them can result in penalties. Unclear rules are an unclear basis for working together, which in turn often means needlessly wasted energy and puts the brakes on personal drive.

4. Are employees' duties productive and fulfilling?

Motivated employees expect duties that are productive—which of course also means they need to know which goal those duties are intended to help them or their company achieve—and simultaneously fulfilling. We know this from our own behavior: when we work on something we enjoy, it's more fulfilling than when we work on a task we know needs to be done, and which we also consider to be productive, but is simply not enjoyable for us.

Please don't get me wrong; I'm not in favor of a "fun society," where everyone simply does whatever they like best, but in the context of companies when we see employees who are constantly faced with duties they don't enjoy, it should come as no great surprise that they're no longer as motivated as when they first signed on. It can definitely be worthwhile to identify which employees enjoy which types of duties, as this also gives us the opportunity to reassign duties to boost employee satisfaction. After all, not everyone enjoys the same things.

5. Are employees' duties meaningful, and do they see the purpose?

If we disregard for the moment the question of whether employees' duties are something they enjoy, it's far more important that they understand the purpose of those duties. Is the importance of reaching a certain goal clear to them, and how do their duties fit into the "big picture?" Several years ago, in the context of helping one of our client companies to create a logistics company for supplying medicines to pharmacies, to develop the entire process framework, and at the same time to establish a quality management (QM) system for the new company, my team and I realized that we weren't "merely" helping to launch a new organization, but were also making a significant contribution to ensuring the steady supply and distribution of medical products in Germany.

When we work with client companies from the fashion industry, it helps to ensure that consumers have access to clothing they enjoy buying and in which they simply feel good. Thanks to the shopping setting, the purchasing process itself becomes a real pleasure. We also contribute something when the task at hand is e.g. to optimize procurement processes or to smooth out the interfaces between service partners in a value chain. The point is to see the bigger picture, to recognize the purpose of what you're doing.

When we helped a leading pharmaceuticals wholesaler to introduce a certified QM system within record time, in the course of the subsequent audit, the auditor asked one of the order pickers what exactly he did and why his work was important, to which the employee answered: "If I get just one thing mixed up here, it either means two patients will receive the wrong medicine, or that it will take much longer for them to get the right one." Sounds like someone who understands the purpose of their work.

6. How much attention and recognition do your employees receive?

Most of the things we want to do have a powerful rival: time. It seems like at least three times a day someone or the other tells us, "I don't have any time." Besides the fact that a far more accurate statement would be, "I have other priorities right now" or "I don't want to take time out for that," the time available to us is inarguably a limiting factor. This makes it all the more important that leaders ensure their employees receive their attention and recognition. That doesn't mean you have to shower them with praise or have lengthy conversations with them, but it certainly does mean that you notice and discuss with them when they do well and when they do not so well. This in turn means being prepared to invest time. Leaders who make that investment tend to enjoy far more success than those who fail to do so.

7. Is there a healthy balance between team leadership and 1-on-1 leadership?

All too often, leaders are content to focus on leading their own "team." But we shouldn't lose sight of the fact that teams, working groups, project groups and departments are made up of individuals, each of whom has his or her own needs, talents and preferences. As such, leadership cannot be reduced to the abstract management of a "team" or however you prefer to call it. Instead it is important that, beyond leading your team, you work to nurture and refine individual talent. This, too, can significantly contribute to maintaining and further developing personal drive.

Even if not everyone is the same, it can still be worthwhile to first look at ourselves when trying to determine how to give our employees suitable leeway to maintain their high level of motivation, and to use their own drive for the benefit of the company and of themselves.

Profitable Growth—Release Internal Growth Brakes and Bring Your Company to the Next Level

Almost every company wants to grow—at least officially. Shareholders are demanding further growth and no management team would deny that the growth of their company is one of the top issues they are working on every single day. However, there are barriers to growth, and these are not only external barriers. Most often it is not the economy, not the market and not the customer who just “hasn’t got it.” The main barriers can be discovered inside every company, because growth always comes from within. If the organization is not ready to grow, initiatives to increase market share, to enter new markets, and/or to increase profitability are destined to fail. This book systematically addresses the main internal barriers to growth and provides practical guidance not only for discovering these barriers, but to systematically overcoming them.

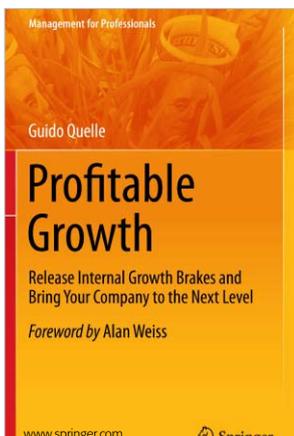
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Author



Professor Dr. Guido Quelle, “The Growth Driver,” is one of the rare people worldwide who focuses on creating profitable and sustainable growth as an entrepreneur, consultant, author and speaker for more than 20 years. His clients are active CEOs, general managers, senior executives, and entrepreneurs who are committed to consistent growth. With his consulting firm, Mandat GmbH of Dortmund, Germany, he successfully conducted more than 350 projects with 120+ renowned private and listed companies. More than 5,000 people were involved just in those projects that he himself managed. Prof. Quelle is always in demand when companies are seeking the support that will enable them to continue on a course of sustained profitable growth.



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“The nuance that distinguishes this book is the orientation that growth is measured, planned, and pursued in an orderly fashion, never growth for growth’s sake. Guido wisely takes the reader through a strategic approach which leads to intelligent tactics, not a frenzied tactical charge that undermines strategy.”

Alan Weiss, PhD, President Summit Consulting Group, Inc., Author Million Dollar Consulting and The Consulting Bible

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