Stay Engaged ... It's Essential!

Chunks of Leadership Wisdom and Knowledge to Improve Your Leadership Effectiveness

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What Is *Chunking*?

Grouping individual pieces–bits of information into larger, more meaningful units—chunks—allows for efficient encoding and storage of information. It lessens the burden on working memory.

Source: Woolfolk 2001, "The How and Why of Active Learning"

Contents

Effective Leaders Influence Behaviors in Positive Ways

The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.
—Martin Luther King, Jr.

The notion of leadership has many different definitions and ideas. One thing that is constant is that for organizations to meet their objectives is that organizations must have effective leaders in their organization. Leadership entails influencing behaviors in organizations. Effective leaders influence behaviors in positive ways. Ineffective leaders also influence behavior, but they do not achieve desirable results. Leadership takes place at all levels in many organizations. Leadership as a concept can be interpreted in various ways. To different individuals, leadership can be exhibited as vision, enthusiasm, trust, courage, passion, coaching, developing others, intensity, love, and even serving as a parent figure. Effective leaders use every tool at their disposal to help others achieve their goals. To sum it up, effective leadership is about the interaction of leaders, followers, and the situation.

Management expert Warren Bennis noted that **none of us is as smart as all of us.** If the leaders of today, and tomorrow keep this basic idea in mind, our organizations will continue to grow and evolve. Many of the best ideas that are present in organizations are not always at the top of the organizational pyramid. Organizations must engage and involve employees at all levels of an organization. Most employees live outside of the "C-Suite" so if an organization fails to tap into that knowledge, energy, and insight imagine all the possibilities they are missing out on by continuing to do things as they have always done things.

In order to tap into all that energy organizations must have mechanisms in place for the "rank and file" to have access to the executive leadership of an organization. That can take many different forms. It could be regularly scheduled meet and greets, an email address for employees to send their suggestions, suggestion boxes, or a myriad of other options. The key is that employees must have avenues to get their ideas and suggestions to the executive leadership team. In turn, the executive leadership must take seriously the suggestions and ideas brought forth by employees. They must acknowledge the suggestions and ideas in a public way and let employees know that their suggestions and ideas have brought about significant and meaningful change in the organization. Remember, none of us is as smart as all of us.

Leaders for the 21st century must understand that they cannot play the new game by the old rules. They must lead with integrity, curiosity, innovation, and optimism. And they must engage both the hearts and minds of their followers. Anything else will lead to inferior results. Leadership is a tough business, but it is worth every drop of blood, sweat and tears. The future of all our organizations depends on that level of commitment.

You will find that this book provides valuable insight into assisting your employees to be more involved and engaged in organization life that, in turn, will provide your organizations with the people power needed to make a positive difference in the world in which we all work and live.

Topics such as resiliency, being a transformational leader, leading effective change initiatives, building and developing trust, and how to build the necessary leadership competencies will all guide the reader in becoming the best leader possible. You will find this book to be engaging, thought-provoking, and an essential addition to your leadership library.

Understanding the Leadership Context

Effective leadership has been continually redefined over the centuries. This somewhat amorphous concept traces back to ancient times. Leaders in ancient history were created through blood lines and combat. Caste social systems found people subjugated under leaders without questioning roles or obligations. As notions of individual freedoms and personal expression bloomed during the Renaissance, leaders were sought who would be responsive to the people and promote culture and others' welfare. The American Revolution ushered in new freedoms not previously seen in the world, and along with that new ideas about leadership. Modern society's rapid changes in technology, work environments and changing cultural roles will prove to continue to shape understandings of effective leadership for generations to come.

A simple, all-encompassing definition for leadership does not exist. Effective leadership necessarily depends upon the situation requiring some form of action and necessarily will depend on the people being led. Leaders' values, methods and actions must change as necessary to face the context of production, shared experiences and effectiveness of the group. Awareness of expectations, goals and required outcomes is a foundational component of a leader's success.

Academic analyses of leadership are as varied as the situations leaders find themselves in; scholars continue to debate effective leadership styles, traits and practices. There are a seemingly endless variety of labels and definitions of how leaders can be most effective. This work does not seek to explain all leadership research, theory and terminology, however, as a baseline,

> Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates to reach organization goals. A leader can be defined as a person who delegates or influences others to act to carry out specified objectives. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees.
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> —Nanjundeswaraswamy T., Swammy, D.
> *Advances in Management Leadership*

What makes a great leader can be seen from two distinct perspectives: from people on the outside looking in, and from the inside from the people being led. Many great business leaders who achieve success are not well-liked by their employees (followers). Conversely, there are a plethora of popular leaders who can only be ineffective in business. Ultimately, the qualities of a great leader could, like art, be in the eye of the beholder.

Since the perception of great leadership can be so personal, who do you think of when you think of effective leaders? Who was the best person whoever led you in an endeavor in your life? Does your view of a great leader change from the circumstances in which you were being led? For example, if you played sports, is your view of a great team leader different than your perception of a great leader in your workplace? How much did success of the group effort figure into your view of the leader? Can a great leader not produce great results? Can a poor leader attain great results? Your answers to these questions and similar analyses make up the mosaic of how you view effective leadership from your own unique perspective. Throughout this book, constantly examine your personal viewpoints, bias and expectations of leaders.

How to Take Initiative and Become a Self-Starter

Organizations are dynamic and seem to be in a constant state of change. These changes can be developmental (fine tuning), transitional, or transformational as companies work toward the goal of becoming agile organizations. Agile organizations are more adaptive, innovative, and resilient, and they understand that continuous change is part of their internal and external environments. They work to become adaptive, fluid, assertive, and they learn and grow from their past, present, and future.

Many companies take the initiative to develop and seize new opportunities created by technological, economic, socio-cultural, governmental, and environmental change forces. If organizations are successful at adapting, taking initiative, and being assertive, can you, as an employee, do the same? Yes, you can.

By examining and understanding our dynamic world, the continuous change, and the situations around us, you can learn how to follow the right initiative at the right time. Understanding your own personal and professional purpose and the roles you play is the place to start. Combining this understanding with your own EQ (emotional intelligence) that includes self-awareness, social awareness, self-management, and relationship management, you can take more informed action and initiative, and work to become an assertive self-starter. It can all lead to more favorable outcomes and results for you and for your organizations.

What does it mean to take initiative and to be an assertive self-starter?

First, let's define "initiative." *Dictionary.com* states,

> "It is an introductory act or step; a leading action. It is readiness and ability in initiating action; enterprise. Next, let's look at how "assertiveness" and "self-starter" are defined. "Assertive is being confidently aggressive or self-assured and positive."

A self-starter a person who begins work or undertakes a project on his or her own initiative.

We have all worked with colleagues and professionals who are positive, optimistic, and willing to take the initiative to launch or develop a product or idea. These types of employees

always seem to assert themselves at the right time and place. Often, we have seen them gain momentum, help their peers, and accomplish amazing things that lead to favorable outcomes in many areas that drive the business.

In his book, *Seeing the Big Picture: Business Acumen to Build Your Credibility, Career, and Company,* Kevin Cope says that there are five key business drivers: cash, profit, growth, asset utilization, and people. Looking at these drivers, you can see how they all can be impacted favorably by effective management and people. Therefore, it makes sense to assert yourself properly. When you take initiative and act professionally, you help your organization grow and succeed. It all leads to increased results. Try these four steps to take more initiative and become a self-starter:

1. Accept challenges and align to your organization's leadership, strategies, systems, structure, and culture

Work in the direction of aligning to your organization's plans in the important areas listed above. Work to make your organization succeed and work to make important contributions that will add value in each important area. Act when the opportunities and situations arise. See and understand what your organization recognizes and rewards.

2. See and shape your vision for career and personal success

Some meaningful advice I heard in my undergraduate program: "Your life is a work of art so paint your picture." See your vision, the possibilities, goals, plans, and processes you need to set in place to achieve that vision. Reflect on it and act; don't procrastinate. Keep moving forward toward your vision and goals.

3. Positive self-expectancy – expect to win

Having positive self-expectancy means you are confident that you have all the skills and knowledge necessary to complete a task, initiative, or the work that needs to be done. When self-expectancy is high, you have a positive outlook when you take on a new challenge or initiative and expect to win. Display a "will do" and "can do" attitude. Expectancy is an important component in anything we do.

4. Don't worry about failure

Michael Jordan once said, "I've failed over and over and over again in my life…that is why I succeed." Here are two more great quotes to remember: First, author Jack Canfield tells us, "Don't worry about failures, worry about the chances you miss when you don't even try."

Next, artist and writer Mary Anne Radmacher said, "The jump is so frightening between where I am and where I want to be…because of all I may become I will close my eyes and leap!"

Remember, people are key business drivers for successful change in business. As employees, it is important you remain flexible, adaptable, and dedicated to achieving your organization's vision, mission, and goals. It is important to perform to the best of your ability and align to your organization's top leadership, strategies, systems, structure, and organizational culture. Staying focused and executing on your business, career, and personal purpose is critical for your personal and professional success.

So, in a dynamic world of change, how can you succeed and continue to provide positive and meaningful inputs? How can you further contribute to your organization's success as well as further enhance your own personal and professional development? I believe the answer is simple: Take initiative and be an assertive self-starter. Going forward, think of yourself as a leader and a person who takes initiative. See yourself being highly motivated, enthusiastic, cooperative, and an assertive self-starter. Give it your very best!

Essential Skills to Become an Effective Leader

L eadership matters. Studies suggest that leaders who are engaged also tend to be the most effective (Shaffer, 2007). Of course, this conclusion only leads to more questions: What does engagement look like? How do we effectively connect in the workplace? How do we drive results?

Engaged Leaders Are Easy to Recognize

Leaders who connect with their teams and organizations are consistent, competent, and impactful people who are also strong communicators. They demonstrate a clear understanding of organizational strategies, goals, and systems, while they engage their teams and people. They understand both context and culture (Weiss, 2014). Simply put, they are engaged, aligned, and help people "connect the dots" in their organization. Effective leadership, communication, and engagement are natural outcomes of engaged leaders and drive positive results for those who are led.

These Leadership Styles Drive Engagement

Servant and *transformational leadership* are two styles that drive engagement. Servant-leaders desire to serve, enrich the lives of others, and display a high level of commitment to helping others and their organization succeed (Greenleaf, n.d.). Transformational leaders model the way, inspire a shared vision, challenge the process, enable others to act, and provide encouragement (Weiss, 2014). Servant and transformational leaders drive results, uplift people, champion asset utilization, and help shape and grow the organization.

These styles are easy to recognize. They "talk the walk and walk the talk," understanding that people are observing and emulating them at all levels. Leaders utilizing these styles value people, create inclusiveness, and always recognize that the sum is greater than the parts.

Help Your People to Connect the Dots

Staying engaged is essential. According to Shweta Khare (2017), "Research shows that employees who enjoy and engage with their work are more likely to produce good results, advance in their careers, and express greater overall happiness on the job. Staying engaged at work is essential for productivity and finding satisfaction at work" (para 1). Engagement

with your leaders, peers, and employees is an essential component for success. If you want your team members to be more engaged and productive, help them connect the dots so that they understand the bigger picture. Involve them in the running of the business, help them make decisions, and make sure they understand WIIFM (what's in it for me).

Encourage Engagement

Engagement does not exist without conscious effort; it must be practiced and reinforced continually. According to Shaffer (2007), engagement has four primary components: line of sight, involvement, information sharing, and rewards and recognition.

1. Line of Sight: Line of sight means that the people can see a direct line between the organization's goals and what they do. Schaffer's (2000) research elucidates that "employees with line of sight "see the bigger picture. They can connect the dots between what they do and the ultimate impact they have" (p. 30).

2. Involvement: Involvement is the extent to which people are involved with the means to influence the organization (its systems, processes, inclusivity, etc.). As a leader, you create inclusion, gather and value people's ideas, consider those ideas, analyze, and in many cases implement ideas woven together with other people's input (Schaffer, 2000).

3. Information Sharing: Transparency of information throughout an organization is vital. Schaffer (2000) explains, "You can hire the best people in the world. You can train them within an inch of their lives. But if they don't have regular, ongoing access to information, they won't be able to make smart decisions"(p.32).

4. Rewards and Recognition: Rewards and recognition systems are equally crucial to the communication process. These components answer the questions "What's in it for me?" and "How will I benefit if I do things that will help our business succeed?" (Schaffer, 2000).

Going forward, stay engaged and strive to build positive relationships and engagement with everyone. According to Negroni and Ebner (2016), "Everything revolves around relationships. Ultimately, everything–from money and knowledge to power and love–boils down to interacting with other people. We are all human beings, and human beings need relationships to survive" (p, 35-36).

Fundamental Qualities of Successful Leaders

W e've all experienced good and bad leadership from bosses, professors, and project managers. Leaders use different styles, and many are good at what they do. Some are bad. A rare few are exceptional. There are many reasons that certain leaders are remarkable, but four specific qualities can make leadership stand out from the good, the bad, and the ugly styles out there. Effective leaders inspire, influence, and improve others. They have integrity, and they care about people.

According to Drs. Reilly, Minnick, and Baack (2011),

> "Leaders inspire, provide emotional support, and work to guide and rally others toward organizational goals and group goals" (p.128). Combining these leadership truths, leadership is about positive influence; effective leaders inspire the hearts and minds of others. Apply these four qualities into your everyday coaching to become the effective leader people desire to follow.

Our combined work has identified four fundamental qualities that all successful leaders have.

1. Optimism

Great leaders are optimistic and consistently look for the good in all successes, failures, and challenges. These leaders encourage us to look for the "silver lining" when things might have not gone as well as expected. They teach that there is always something to learn. Timely encouragement is a ritual. Independence to learn and grow from our experiences is a gift. Leaders search for solutions and set goals to improve.

Joseph Weiss (2011) says,

> "Optimism refers to having a positive outlook or thinking positively; optimistic leaders tend to see the good in people and organizations and believe in favorable results. This does not mean that leaders are blind to the negative; they are simply able to see possibilities and seek opportunities" (p.25).

2. Passion

Strong leaders are passionate about servant and transformational styles of leadership, which value quality, innovation, and caring. Their strong sense of passion and purpose is felt by

many. According to Hudson and McLean (2006), "Passion is a sense of energy for something. Your passions are your internal energy source, the fire or determination you have for reaching some destination up ahead. They tell you why you are on this journey and what you want from life. They are your push and pull" (p.67). Passion and optimism can lift others beyond self-perceived limitations, which can then lead to team success during times of challenge, change, and even disappointment.

3. Vision

Effective leaders envision success and possibilities. They consistently paint a clear and positive picture of the future. A leader's vision provides decisive goals for team success; an exceptional leader shows you the way to the objective. A clear vision helps the team see what it will achieve and ultimately become. Vision grabs attention, pulls people together, inspires, influences and focuses people on the central mission: *the team.*

Vision creates action and morphs followers into leaders. Leaders with vision are truly transformational and demonstrate self-confidence for the road ahead. They are not paralyzed by fear or anxiety. Leaders with vision understand the context and culture of the leadership situation. They desire to make things better. Always dedicated and committed, these leaders understand the grand design; stay aligned to achievable goals, strategies, systems, leadership, and culture. They focus on improving their people and results.

4. Consider Others

Effective leaders are competent, skilled, secure, and considerate. These leaders find time for everyone; they are genuine and authentic in their communications and actions. People matter to them, and they openly demonstrate this fact to their employees. They care about them and their success. They want their employees to know that they are valued; these leaders look out for their workers' well-being and want them to feel good.

Maintaining high morale throughout the workforce is important, and especially so to effective leaders who stay engaged, attend one-on-one meetings, initiate dialogue, share information, build trust, establish respect, and care for their teams. Effective leaders work to achieve positive relations and results (Nahavandi, 2000). The five key business drivers may include cash, profits, growth, asset utilization, and people, but strong leaders know people are the most important resource (Cope, 2012).

Whether you find yourself in a formal leadership role within your organization, ad hoc, or in your personal life, inspire others and pay it forward. Exceptional leaders are optimistic and passionate, lead with an inspiring vision, and consider others in the process. They are effective communicators, stay engaged, and work to help people achieve optimal results.

Key Competencies that Lead to Leadership Success

No matter your field or career level, leadership is a central factor of your work environment. You've probably experienced examples of strong leadership and other examples that leave something to be desired. Those examples point to certain skills and attributes that—along with collaboration and stimulating employee motivation—all great leaders possess. These qualities are leadership competencies: the abilities, skills, and behaviors that allow a person to do something efficiently and effectively. To fully understand your potential as a leader, it helps to start with a framework for leadership; definitions fill in the gaps and provide a roadmap for success.

The National Association of Colleges and Employers recently defined leadership competency as the ability to "leverage the strengths of others to achieve common goals and use interpersonal skills to coach and develop others; use empathetic skills to guide and motivate; and organize, prioritize, and delegate work."

How to Motivate Employees

As a leader, you can use your abilities and skills to inspire, improve, and stimulate the motivation of the teams you lead. In her book *The Art and Science of Leadership* (2000), Dr. Afsaneh Nahavandi writes, "A leader is any person who influences individuals and groups within an organization, helps them in the establishment of goals, and guides them toward achievement of those goals, thereby allowing them to be effective" (p.4). Dr. Nahavandi recognizes the importance of the influence attempts that occur between a leader and member. The most common influence tactics that leaders use are rational persuasion, inspirational appeals, consultation, exchange tactics, personal appeals, ingratiation, pressure, and coalition tactics (Yukl, 2006).

Similarly, Kenneth Thomas (2002) presents a model to build employees' intrinsic motivation. This model can be used when you assign tasks to your subordinates. Give employees a sense of choice and a sense of competence. Employees then believe they can accomplish the task and are invested in its success. Concerning the purpose of the task, provide employees with a sense of meaning and a sense of progress (advancement toward the larger goals of the organization).

Enhancing motivation prompts employees to choose activities, monitor competencies, commit to the company's purpose, and monitor their own progress through tasks. Thomas' theory possesses tremendous pragmatic value in the workplace. When applied with situational leadership, the model can be very effective for stimulating motivation and creating influence in the workplace.

How to Collaborate as a Leader

When we collaborate, we work with people to complete a task or to create something significant in the workplace. Effective leaders engage their employees, bring people together, and remove barriers. Researchers Reilly, Minnick, and Baack (2012) explain, "Effective leaders recognize the importance of efficient communication systems. They remove barriers that can inhibit formal communication including information overload, physical barriers, interpersonal barriers, and informal contradiction of the formal message" (p.141).

Collaborate with your employees and create a culture of inclusiveness. This inclusion will help you get the most out of your team and ensure that everyone has a voice. Weiss (2012) adds, "Inclusiveness begins with the leader who leads by example by treating others inclusively and cultivating a culture supportive of diversity."

You can create an inclusive environment by being highly aware of varying cultures on your staff and adopting inclusive thinking and behaviors, like adjusting to communicate with all groups of workers. Doing so will further develop curiosity and respect, as well as encourage acceptance of many cultures (Weiss, 2012).

Motivation and collaboration are important leadership competencies. Increasing your focus and honing your skills and abilities in these areas will improve your leadership and your team's success.

If You Want to Be a Better Leader, Stretch his Level

Good leaders can adapt to various types of situations and employees. Great leaders can take them one step further. They transform situations into opportunities to engage with employees at their respective levels of readiness. Situational leaders understand and apply situational leadership theory. As this framework on the Center for Leadership Studies' website explains, "Situational leadership provides leaders with an understanding of the relationship between an effective style of leadership and the level of readiness that followers exhibit for a specific task."

How to Be a Situational Leader

To be a situational leader, you need to understand followers' needs and readiness at a deeper level. Your team members need to be both capable and willing to take on the tasks you will assign. It's important to understand the needs and readiness of the people you lead and manage. Start by reading the context and culture of their holistic environment. Be prepared to adjust and adapt to the situation and readiness you see. Directing, coaching, supporting, and delegating are just some of the tools that situational leaders utilize to enhance group success.

Situational leadership helps managers usher their team toward positive outcomes and results. Because you help them to further their own development, success for both team leaders and members is enhanced when you adjust your leadership style to meet your followers' abilities and needs. Drs. Reilly, Minnick, and Baack (2011) explain, "Employees with a high level of readiness require a different leadership style than an employee with a low level of readiness." Before assigning a task to an employee, situational leaders should consider an employee's readiness level (their knowledge, skills, maturity, "buy-in," and willingness) to complete it.

Situational leadership is an excellent theory and easy to enact. It helps you achieve desired results and further develop both individuals and teams. According to Joseph Weiss (2011),

> The situational leadership model is based on the premise that leaders will match their directive and supportive styles—how they give instruction and meet needs, to meet individual subordinates' level of development relative to a specific task" (Sec. 4.2, para 6).

Leadership matters. No matter the situation, teams depend on strong leadership to reach success—and hopefully grow from the examples of leadership before them. For example, Weiss (2011) tells us that the effectiveness of a team is closely associated with the effectiveness of a team leader. The leader is not only concerned about performance and the improvement of his or her team; and should also concerned about creating a positive team dynamic. Situational leadership theory can help leaders improve their teams as well as their own individual performance. It allows leaders to meet people at their readiness levels.

CHAPTER 8

Do You Lead or Follow in Times of Change?

Modern organizations must adapt to change or face the possibility of falling behind in the marketplace, and a good leader must stand at the helm, navigating the currents of change. Leaders and organizations experience complexity, change, and competition daily. According to Gary Yukl (2006), "Leading change is one of the most important and difficult leadership responsibilities" (p.284).

Change forces such as technology, economy, government, politics, natural disasters, and socio-cultural forces challenge leaders. These forces can trigger developmental, transitional, and transformational types of change (Weiss, 2012). As Mourier and Smith (2001) stated, "Organizational change refers to any activity that requires employees to work differently" (in Weiss, 2012, p.307). For example, organizations create attitude-centered change, role-centered change, changes in technology, changes in competitive strategies, process, economic and human factor change (Yukl, 2006). Change continuums (change cycles) can last for a short time or long time.

Be the (Change) Leader You Want to See

Effective change leaders use transformational leadership. They model the way, inspire a shared vision, provide encouragement, and enable others to act. They are flexible, adaptable, empathetic, and have a high EQ (emotional intelligence). Most importantly, they are effective communicators, and they explain and frame why the change is occurring. These leaders see the dynamics (process and characteristics) and understand situational variables. They understand how to launch a change initiative and see how it is progressing along the required change continuum. Perhaps most importantly, they know when the change is complete.

The Four Phenomena of the Change Continuum

The effective change leader sees and understands the four phenomena in the change continuum, which include: rupture, fragmentation, concurrence, and recurrence (Collerette, Schneider, and Legris, 2003). First, since the change state is fresh, ruptures can sometimes occur. This part of the process is normal as people are getting acclimated to the new change. Second, these ruptures create fragmentation. These fragments are the unfavorable outcomes

that emerge from the ruptures as the change is developing. The third phenomena, concurrence, requires managers and employees to actively manage the fragmentation occurring and work it back into the system. Finally, recurrence may take place. Since the change is not fully complete, it is possible to see these four phenomena recur as the change moves along the continuum (Collerette, Schneider, and Legris, 2003).

Successful change takes time, and leading change is not easy; it requires skill, and a practical and theoretical understanding of professional change models. Leaders must work to influence, direct, and guide employees and teams toward successful change.

Be a Transformational Sales Leader!

How to Apply Leadership in a Sales and Marketing Context

Transformational Leadership in a Changing World

Today's business environment requires sales leaders to not shy away from change but rather to embrace it and to become champions of change. Turbulent change is all around us. It is caused by forces such as technology, the economy, globalization, innovation and more. These forces drive change and push sales managers to adjust, adapt and plan strategically. Sales managers are constantly innovating to increase sales, improve profit and connect with people. Sales Managers and their teams continue to think creatively and plan to overcome challenges and create positive outcomes.

Motivating Sales People

Most models to motivate a sales person are designed to increase the sales person's motivation. In theory, these models are an exchange process. They are designed to increase effort and improve performance. It is a transactional leadership approach and financial rewards, recognition, and a sense of accomplishment are linked to greater performance. Sales quotas are set that are specific, measurable, attainable, relevant and time bound—the process begins. Sales meetings are also an important motivational tool as are meeting and talking with marketing personnel and top management.

Leadership Activities Influence Positive Outcomes

Leadership styles and choices do matter and make a difference. John Maxwell, leadership expert and bestselling author, says leadership is influence. He tells us that great leaders inspire their followers to have confidence in themselves. Reilly, Minnick and Baack in their book, *The Five Functions of Management,* tell us that in a business context, leadership consists of all the activities undertaken to help people achieve the highest level of performance. They point out that effective leaders influence behaviors in positive ways and that ineffective leaders also influence behaviors, but do not achieve desired results.

Conceptualize and Apply Transformational Leadership

In addition to the motivational models and leadership styles designed to motivate and lead salespeople, how can a sales manager further influence a sales person's motivation? The answer is simple: practice and master transformational leadership.

Transformational leadership is a leadership style that complements transactional leadership. Transformational leaders have a unique ability to reach their people by creating new visions, strategies and structure which help create needed results. By being a positive role model, transformational leaders talk the walk and walk the talk. They realize that their teams are watching more how they walk the talk versus how they talk it. They understand that the men and women reflect the tempo and tone of the leader.

Transformational leaders provide idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. They model the way. They inspire a shared vision, challenge the process, and look for ways to improve, and enable others to act. They encourage the heart.

Transformational leadership is a style that can be used in a changing and challenging business climate. When an organization is going through change, it is a style that adds value to employees, departments, and customers.

Be a Transformational Sales Manager

Simply by understanding transformational leadership, conceptualizing the theory and applying it, sales managers can learn and practice transformational leadership. They can hone their skills with practice. Sales managers can keep their measures and metrics used in their management process to monitor performance and trends, but now they can focus on the elements of transformational leadership to build people further. Sales managers can make an impact simply by understanding the importance of being a positive role model and source of inspiration to their teams. By caring and providing individualized consideration, sales managers can further connect with their people and teams and help move them forward.

Transformational leaders are self-aware and self-managed. They have excellent social, emotional and cultural intelligence. They provide encouragement when needed and are optimistic about the future. Being optimistic does not mean they are not objective; it simply means they prefer to take a positive outlook on present and future situations and events. They are resilient. They understand that our minds can be either a barrier or bridge to the future.

Being resilient is a great trait for transformational leaders. Here is a great site to learn more about resiliency: http://www.resiliencycenter.com/articles/5levels.shtml

Be a transformational sales manager: Grow, serve and be a positive role model for your team. Be a transformational leader. Work to understand the context and culture in every leadership situation and then execute and lead with transformational leadership. Watch your teams respond and move forward with increased motivation and effort. This will all lead to greater performance and job satisfaction. Transformational leadership reinforces their motivation.

Discover 5 Ways to Be Resilient

As you strive to achieve your goals, sometimes unexpected events happen. Life can present many challenges, and things are not always easy. Don't let these facts weigh you down. Bounce back and be resilient.

In his article, "The Five Levels of Resiliency," Al Siebert says that when you are faced with adversity, remember that your mind and habits will create either barriers or bridges to your future. People can grow from adversity, and when you recover from setbacks, you develop strengths that you may not have known existed.

Resiliency is one of humanity's most useful traits. Resiliency refers to your capacity to thrive and reach your full potential despite problems. People who recover after a setback are more resourceful and mentally strong. Resilient people put problems in perspective; they do not make problems bigger than they really are. Resilient people see problems as opportunities for growth, learning, and development. Resiliency allows you to find a solution.

Sometimes things go wrong that may be beyond your control. In these situations, you should be resilient and keep a positive attitude. It may be necessary to modify your actions, beliefs, and behaviors to become more resilient. John Wooden, the legendary UCLA Basketball coach, shared this thought: "Things work out the best for those who make the best of the way things work out."

How can you be resilient? Below are five suggestions that Siebert gives in "The Five Levels of Resiliency"

Maintain your health, well-being, and emotional stability.
Take care of yourself and treat yourself well by managing things that cause stress. Always remember—you matter! So, do the very best to take care of yourself!

Focus outward.
Develop and apply your problem-solving skills in challenging situations. When you recognize problems, take time to reflect and explore what the root causes may be. Can you control them? If so, what strategies and plans will you make to solve the problems? If not, how can

you modify your actions and behaviors so things work out for the best? Remember, once you decide and have your strategy and plans in place, take the appropriate action.

Focus inward.

Develop your self-esteem, self-confidence, and a positive self-concept. Don't waste too much energy on things you cannot control, nor dwell on the past. Stay engaged, be productive, and strive for positive outcomes and results.

Keep a positive attitude and outlook.

Optimistic people see the good in people and believe in favorable results. It pays to be positive. This attitude does not mean positive people are blind to negative and challenging experiences. Rather, they seek to understand and learn from experience by looking for solutions, setting goals, and taking action. Many researchers believe optimism, drive, and self-confidence are very important factors for your success.

Serendipity does happen.

Believe in the future and turn bad luck into fortune. Eventually you'll find that because you've served well, worked hard, and created positive outcomes, you'll end up far better than you ever thought you would. Doors open, opportunity knocks, and you accomplish amazing things.

Follow these suggestions, and you can maintain a high level of resilience. When unexpected challenges come up, you can shift your behavior and beliefs. That way, you will be resilient and bounce back.

6 Tips for Building Relevance and Trust in Virtual Teams

Technology continues to be the No. 1 driver of change, and rapid change is the norm in most organizations today. In response, organizations are fine tuning, and more leaders are overseeing teams that work across departments. As these adjustments and shifts continue, a virtual workplace, or at least a situation where some employees are working virtually part of the time, has emerged (Beach, 2018).

What Is a Virtual Team?

A virtual team is a "group of people who work independently with shared purpose across space, time, and organization boundaries, using technology to communicate and collaborate." (Mind Tools, n.d., para 6). Virtual teams allow organizations to bring together people with the best expertise, regardless of where they live that presents leaders with unique demands, dynamics, and challenges. To increase organizational effectiveness and efficiency, understanding the virtual team and virtual leadership is a must.

What You Need to Lead a Virtual Team

Being proactive helps ensure sustainability and continued success inside and outside of the organization. According to Steve Bailey (2016), "Working virtually has its own rules for job-sharing, strategies for effective collaboration, and discernible competencies for both leaders and team members." Virtual teams require leaders who know how to work with the right technology and who have the proper skills to work effectively across space, time, and organizational boundaries. Therefore, the ability to stay current with technology, collaborate, educate employees, and innovate is a must for organizational success.

While there are many ways to achieve these goals, here are six practical suggestions on how to lead and manage a virtual team.

1. Use the Right Technology

Ensure you have the right technology and test it in advance. It is important your audio and visual features are working properly and that you can share your screen and allow others to share theirs.

2. Understand Your Purpose

It is very important to know in advance the purpose of your meetings. There are two types of meetings to hold (informal or formal). Some can be for team building and are more social, while others can be more serious and businesslike. You should know why you are meeting, what you want to accomplish, and the outcomes desired.

3. Build Trust

First impressions are lasting, and bad ones last longer, so be positive, immediate, reliable, consistent, and lead by example. These qualities build trust and help to boost your reputation as a leader. Remember to talk the walk and walk the talk, and keep in mind that your team is observing how you lead. Your honesty, competence, dependability, reliability and likability are all dimensions that build trust. Be a considerate leader and work to hold people accountable on deliverables in a fair and effective manner. Having measures and some controls in place are important.

4. Master Quality Communication Skills

Communicate, don't procrastinate. Be open, honest, and transparent, and set the right tone as a virtual leader. Send the right message and stay engaged with your team members on a consistent basis. Be aware of your communication style on and off camera. There are three types of communication: verbal, non-verbal, and para verbal. There also are three parts to any message: content (what is being communicated), the tone (general feeling in the message), and relation (how you connect with each member). Remember the three Cs of communication, and make your messages:

1. Clear
2. Complete
3. Concise

Ask yourself whether your verbal communication lines up with your nonverbal communication, and keep practicing mastering your communication skills. It is an art, and some naturally communicate better than others.

5. Apply Your Emotional Intelligence (EQ)

Develop and apply your EQ skills. Be socially self-aware, self-manage, and manage your relationships. Anticipate changing events and situations, adapt and adjust to the circumstances, and understand the context and culture in which you lead. Doing so will help you avoid

conflicts and become even more successful.

6. Embrace Diversity

Leading a virtual team is an all-inclusive process, and everyone has a voice. In today's changing times, it is important to have a higher sense of purpose and be open to diversity and experience. Show mutual respect to all, and work to find common ground. When you collaborate, you gain momentum and synergy and ultimately grow your knowledge and skills.

By following these six tips, you will build better awareness, gain new insight, and reinforce your knowledge of virtual leadership and virtual teams. The trends to lead virtual teams will continue. Being proactive and consistent in your leadership style will help you ensure positive outcomes and results.

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Bill Davis is a Program Chair/Assistant Professor and former faculty senator in the Forbes School of Business & Technology. Bill has extensive experience in distance education, adult learning and development, management, leadership, planning, project management, professional selling, marketing, strategic management, P&L management, and organizational change. A skilled educator and administrator with over 14 years of higher education experience, and over 30 years of progressive beverage industry management experience. Bill is a former executive within the PepsiCo system, a Fortune 500 company.

Bill has taught over 200 courses in accelerated education (on ground and online teaching modalities). A servant and transformational style leader who has a unique teaching style, he applies methods that bridge the gap of understanding between theory and practice. Bill is a passionate educator and his goal is to provide the very best classroom experience for his students. He works to increase student learning and understanding to further real-world application. Bill is the recipient of numerous sales and marketing awards and local and national excellence in teaching and service awards.

Martin (Marty) McAuliffe, J.D., has been teaching since the year 2000. After a career as a trial and appellate attorney, both for the prosecution and a private criminal defense law firm in the Phoenix, Arizona area, he helped three universities develop and launch criminal justice programs. He was the first Associate Dean for the College of Counseling and Human Services division of the University of Phoenix and started its criminal justice program in 2001. From there, Marty worked as the Program Chair for Bauder College, in Atlanta, Georgia, as it began its criminal justice program.

Marty helped Ashford University create and implement its criminal justice program. He has been the Lead Faculty for the Criminal Justice Program and currently works full time as an Associate Professor for the Master's in Criminal Justice program at the University. Marty thanks Bill Davis for his excellence in education, presentation and collegiality in all professional endeavors. More importantly, Bill is a true friend and a great person to work with, always!

Dr. Charles Minnick currently serves as President for the Ashford University Clinton, Iowa Campus and is also a faculty member in the Forbes School of Business & Technology. Previously he served for two years as Vice President/Campus Director and 8½ years as Dean of the Forbes School of Business at Ashford. Before Ashford he spent ten years at Saint Ambrose University in Davenport, Iowa. His last position there was Associate Director and Instructor in the Master of Organizational Leadership program. Minnick's Bachelor's Degree and MBA are both from Saint Ambrose and his Ph.D. is in Management and Decision Sciences with a concentration in Leadership and Organizational Change from Walden University in Minneapolis.

Charles has done consulting work in the areas of employee motivation, business ethics, improving team performance, strategic planning, customer service, and conflict management, and has presented at conferences across the United Sates. He currently serves as board Vice President for the Clinton Big Brothers/Big Sisters chapter and is a board member for the Clinton Regional Development Corporation. In July of 2014, he was appointed by then Iowa Governor Branstad to serve on the Iowa Commission of Volunteer Service. He was reappointed by Iowa Governor Reynolds to a second three-year term in 2017.

In 2009 Minnick was recognized for excellence in teaching by the Commission for Accelerated Programs. He was one of three award recipients from across the United States. In 2010, he received Bridgepoint Education's "Best in Class" award. This is presented to Bridgepoint Education employees who best exemplify Bridgepoint Education's commitment to Quality Caring, and Innovation. He is also coauthor of a textbook entitled *The Five Functions of Effective Management.*