

*The Consulting Team's***Leadership Tips****NOTE FROM  
MARILYN MANNING, CEO**

The summer season gives us an opportunity to take time off to reflect on our lives and work. In this issue of **Leadership Tips**, along with our usual facts and ideas, we want to bring you some brief “recipes” to lighten your task of leadership and its challenges.

Our Summer Recipes for success include Quick Tips for:

- Building effective teams
- Inter-team harmony
- Better written communication
- Rewards and recognition

The bonus recipe we will share, for those of you who like to try new dishes, is for a quick and tasty Greek Salad, from one of our team members cookbook, due to be published in December.

*Warm regards,*

**Marilyn Manning, CEO •**  
**(650) 965-3663**

**Summer Recipes for Success*****Quick Tips for Motivating Teams***

*Today teams handle more work with limited resources; so stress levels and frustrations can run high. When teams are motivated, they generate energy, direction, goal focus, and productivity. Here is a recipe for maintaining motivated and engaged team players to tackle these turbulent times.*

**Ingredients**

Clear expectations  
Free flow of communications  
Hefty share of empowerment  
Continuous use of team talent in interesting work  
Heaping tablespoons of team leader loyalty and fairness  
Pinch of productive meetings  
Steady dose of appreciation and recognition  
Good measure of fun

**Instructions:**

- ▶ During changing conditions communicate any new team expectations.
- ▶ Keep people in the know by sharing the latest about your organization.
- ▶ Empower your team by sharing decision-making appropriately and providing members the knowledge and skills to succeed.
- ▶ Draw on team strengths to meet challenges with focused, positive energy.
- ▶ Relieve fear and foster cooperation by being a loyal and fair leader.
- ▶ Hold few, short, and focused meetings to save time to get the work done.
- ▶ Say thanks often and celebrate accomplishment. (See rewards and recognition recipe on page 4.)
- ▶ Fold in fun to build relationships and a friendly workplace.

**T. E. A. M. ---**

**Together Everybody Achieves More**



*Maybe you work on a great team, with people you respect and can trust, but you run into trouble as soon as you and other team members work with another department or work group. Both groups can become frustrated and team results are diminished. Try this recipe to stop this constant tug-of-war.*

#### Ingredients:

Solid leadership foundation  
 Motivated task force  
 Big serving of project or customer requirements  
 Thick slice of identifying department interfaces  
 Adequate resources, procedures, product output  
 Several meetings to develop service agreements

#### Instructions:

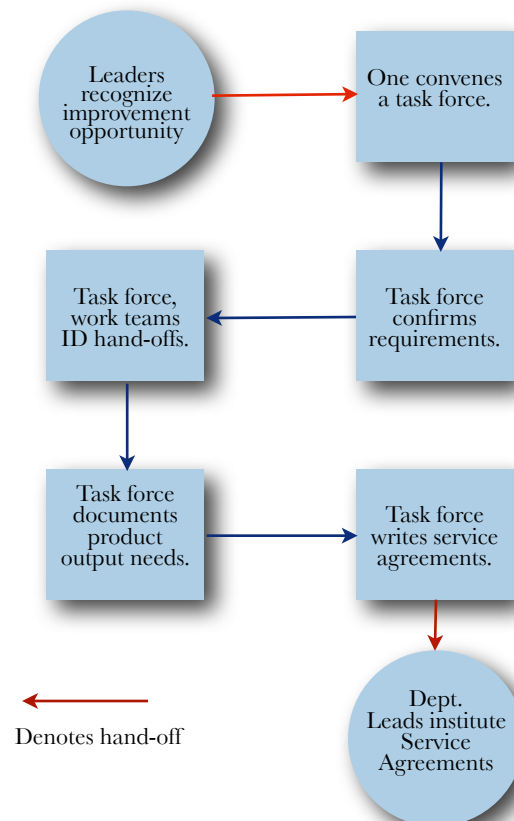
- ▶ Department leaders recognize an improvement opportunity for better meeting common customer needs or project objectives.
- ▶ One of the leaders takes on the task of resolving interdepartmental issues and convenes a task force. (Professional facilitator an option.)
- ▶ Task force confirms common customer requirements or project specifications.
- ▶ Task force, with work teams, identifies hand-offs between departments critical to meeting needs and objectives. (See Tools of the Trade.)
- ▶ For each hand-off the task force documents what is needed in terms of resources, procedures, and product output from one department (or work team) to the next.

## Quick Tips for Interdepartmental Harmony

- ▶ The task force writes service agreements between departments (or teams) detailing these documented needs. Included in the agreements are measurements and management review dates.
- ▶ Department leaders put service agreements into effect.

### TOOLS OF THE TRADE: TOPDOWN FLOWCHARTS

This simple, easy-to-construct chart can identify the major steps in a work process and which work group is responsible. Example:



## Quick Tips for Written Communication



*In business, as in most writing, it's not only what you write, but whether people will read what you've written. Follow this recipe to increase your chances that your readers will read, understand, and respond to your business communications.*

### Ingredients:

Manageable due date  
 Healthy measure of subject knowledge  
 Hefty portion of readers' needs and preferences  
 Ample outline  
 Quick first draft  
 3 rounds of editing

### Instructions:

- ▶ If you don't have a due date, assign yourself one to focus and guide your task.
- ▶ Mix your subject knowledge with what your readers need. For example, what is their interest and knowledge level in your

subject? How much time can they commit to reading your document? Are you trying to inform, persuade, or promote something?

- ▶ Outline your thoughts to organize them to save you rewrite time.
- ▶ Don't sweat the first draft. Write it quickly, using your outline as your guide.
- ▶ Give yourself at least 24 hours between

*“Write the rough first draft quickly, concentrating entirely on converting your outline into sentences and paragraphs. Write as though you were explaining your subject to someone sitting across the desk from you. Do not worry about a good opening. Just start.”*

*from The Business Writer's Handbook  
 by Alfred, Brusaw, and Oliu*

writing and editing. Then edit in three rounds.

- ✓ Edit for content: Did you make your point in a logical manner?
- ✓ Edit for reading ease: Are your sentences concise? Did you use the clearest words?
- ✓ Edit to correct grammar and spelling.

## Greek Salad

### Traditional ingredients:

Lettuce, torn into bite-sized pieces, Tomato wedges, Cucumber slices, thin slices of Onion, crumbled Feta cheese, Kalamata Olives, Garlic or Garlic Granules, Salt, Pepper, & Oregano.

### Additional ingredients:

Chopped Green & Red Pepper, chopped Green Onions, sliced Radishes, sliced Carrots, chopped fresh Parsley, chunked Avocado. To dress the salad the traditional way, rub the salad bowl with garlic. (Or just sprinkle ingredients with garlic granules.)

1. Prepare vegetables as described above & mix in salad bowl.
2. Sprinkle with salt, pepper, & oregano. If handy, add chopped fresh basil or mint.
3. Douse salad with 1 part olive oil & 2 parts apple cider or wine vinegar.

*From Recipes & Recollections of My Greek-American Family © Elaine Schmitz 2009*



## Quick Tips for Rewards and Recognition

### Ingredients:

Large measure of sincerity  
Precise portion of timeliness  
A high level of specifics  
A fair amount of personality fit

### Instructions:

- ▶ People need to feel truly valued for their contributions. Sincerity is the prime, essential ingredient for recognition to be a successful motivator.
- ▶ Look out for reasons to recognize or reward employees and teams. Create a method that

allows you to deliver the kudos quickly when you find an opportunity.

- ▶ In expressing your appreciation to people or teams you are recognizing, explain what they did to earn your praise. When you tie their accomplishments back to strategic objectives you send a message to them and the rest of the workplace about what is important for success.
- ▶ When you reward people, consider what is meaningful to them. You may even ask them, “How would you like to be recognized?” Or refer to DiSC communication style preferences. Each style likes to be recognized differently. For example: whereas the “Influencer” likes public recognition, the “Stable Supporter” would feel embarrassed by this.
- ▶ **Apply often, even daily, for maximum results.**

## *Want to Learn More About These Quick Tips ?*

**Here is a sample of what we have to offer.....**

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**Visit the following links for more information:**

**Our Free Assessments:**

- ▶ [Team Effectiveness](#)
- ▶ [Leadership Competency](#)

**Our Consulting Services:**

- ▶ DiSC Communication Style Assessment and Training
- ▶ Team Building
- ▶ Conflict Mediation
- ▶ Leadership Coaching
- ▶ Meeting and Retreat Facilitation

**View Descriptions of Related Training:**

- ▶ [Building Better Teams](#)
- ▶ [Meeting Management Skills](#)
- ▶ Business Writing Basics
- ▶ [Lead Like a Pro](#)

**Read Related Articles:**

- ▶ “Building a Better Team”
- ▶ “Meetings, Bloody Meetings”

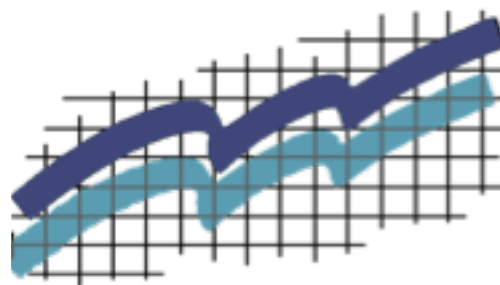
**Quick Tips Brown Bag Workshops**

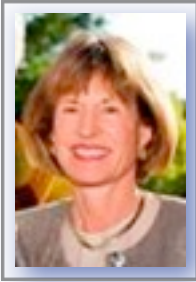
- ▶ The Consulting Team is providing low-cost, brown bag workshops! Call Marilyn for details: (650) 965-3663
- ▶ We can facilitate your meetings to expedite innovative goal alignment and team collaboration.

**About Leadership Tips**

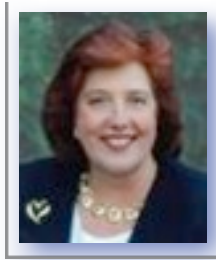
Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past Leadership Tips go to [www.theconsultingteam.com](http://www.theconsultingteam.com) and select Newsletters

- ▶ To unsubscribe reply to this email and type “unsubscribe” in the subject line, or use this link: [unsubscribe](#).
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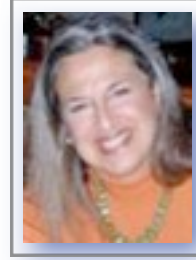




**Marilyn  
Manning, CEO**



Nan Andrews-  
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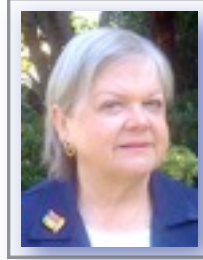
Elaine  
Schmitz



Lee  
Weimer



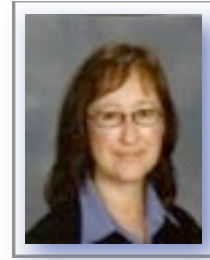
Ken  
Braly



Pat  
Haddock



Howard  
Miller



Victoria Smith-  
Raymond

### ***Meet Our Core Team***

**Our Core Team of consultants each bring over 15 years of experience and individual expertise to add breadth and depth to our services. Over the coming months, we will introduce you to each of them. This month we feature:**

#### **Howard Miller**

Howard Miller, author and business executive coach, has over 15 years of experience in training, coaching, speaking, consulting, project management, and facilitation. He has worked with both the Tony Robbins and Ken Blanchard organizations, focused on management and leadership skills to increase communications effectiveness and reduce conflict. Clients have included mid-range to large companies, corporations, government agencies, and non-profits.

Mr. Miller has facilitated over 100 meetings, including sessions for strategy, project planning, and employee morale for Fortune 500 companies, state government, and public school districts. He also conducts team building and brainstorming sessions for enhancing communications in organizations.

Howard is currently a faculty member of AMA (American Management Association). Past training assignments included call center on customer service skills and product information for Blue Cross/Blue Shield, and staff technical training for middle to upper management, project and product leaders. He has designed content for courseware, manuals, and guided tours for CRM software. Howard has also taught a Junior Achievement Program about the fundamentals of business to junior high school students.

Mr. Miller has a Bachelor of Science, Cum Laude, from the State University of New York at Albany, and a Certificate in Training and Human Resource Development from University of California, Berkeley. He is a National Speakers Association member and has been on the boards of ASTD (American Society of Trainers and Developers) and Golden Gate Business Association. He was a *Big Brother* for seven years and has volunteered for San Francisco Suicide Prevention.

Howard Miller published *You're Full of Shift* in late 2008, a collection of vignettes that demonstrate how to shift difficult situations into positive opportunities.