



## HOW I SEE IT.

### **On the occasion of my firm's 10th anniversary, I share:**

*"The First 7 Incredible Lessons of Success: experiences gained working in numerous sectors."  
My definition of "success" is the ability to endure, achieve, and rebound.*

### **Leadership Rule #5: Finding the Answer is Better than Always Having It**

When you're the boss, it's difficult to admit you don't have all the answers. Employees, even people outside of the firm, look to you for answers to things that may simply be out of your scope, comfort zone, or even need-to-know.

For example: does the CEO of a manufacturing firm need to know the latest rev of software being used in their CAD/CAM operations? Does a business owner need to know the budget allocation for advertising, marketing, or public relations activities? Should the Vice President of Sales know the top 7 projects R&D is investigating? The answer is -- *probably not*.

Once upon a time, the boss was surrogate father/wizard - all-knowing, all-seeing, authority figure for whom no one dared make a move without prior approval. Today's reality is that the complexity, speed, and innovation at which all organizations operate in our internet-speed world, preclude any one person knowing everything. That's the bad news. The good news: between staff, vendors, and outside professional advisers, all knowledge is within REACH.

Knowing-it-all is one dimension of archaic leader powers. The other is approval. Sure, even today it's a good idea to grant approval to your team to 'go forth and profit the firm;' however, today it's called empowerment. *Empowerment* is the result of a wise leader's ability to transfer power and authority to the level in the firm that makes the most sense. In other words, everything does not have to come from the top or rise to the top for decision making and action.

Any executive knows when it comes to customer service for example, the rep who is face-to-face or phone-to-phone is clearly in the best position to control the success of that relationship at that time. The key then is to ensure the rep has the direction, parameters, and tools to do it! There is no more frustrating and damaging a scenario than to have a customer waiting while a resolution passes through several layers of approval, taking precious time, and leaving the customer in a 'holding pattern.' It also does little for the employee to realize their insignificance.

Here are questions to ponder in your own enterprise: • Have you established a decision making tree/philosophy/process that pushes appropriate day-to-day actions to the lowest levels? • Do you have checks and balances in place to review process, policy, procedure, and outcomes of routine customer interactions and internal operations. • Is there adequate education, training, and budget directed to staff in order to carry out their duties and exercise authority in areas deemed appropriate? • Are you confident enough in your leadership to release responsibility and authority and delegate to members of your team?

One of the noblest signs of leadership is the wisdom to empower others and to create a culture that thinks, decides, and acts at multiple levels. The organization that can't operate in the absence of a boss is destined to fail.

It's not necessary to have all the answers, but to know where, how, and to whom you can go to get them. Oh yes, we all need to be reminded that 'winging it' is seldom an endearing trait of a boss. A well-thought out decision deferred is better than a 'knee jerk' reaction.

At least that's how I see it.

**Vince Crew**  
• Speaker • Author  
• Adviser

Programs,  
Assistance, and  
Resources to  
Owners & Executives  
on  
Strategic Growth  
Through  
New Leadership,  
Intelligent Staffing,  
and Everyday Ethics  
development.

The perspectives in this  
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substitute for tailored  
counsel or programs  
designed for your particular  
situation.  
Contact us to discuss your  
specific needs.

**A TIP OR TWO**

**4 Tips for A Slow Sales Day**

1. Call 5 past clients to maintain communications and ask for additional opportunities (with them or others they know)
2. Send a letter or email to 5 members of your 'circle of influence' reminding them of what you do and that you're always looking for additional business
3. Read articles, watch a video/DVD or listen to CDs that will improve your attitude or skills
4. Attend a professional/trade association meeting to learn of current trends, events, and to network

**THOUGHTS FROM HERE AND THERE**

*Knowledge is of two kinds. We know a subject ourselves, or we know where we can find information upon it* Samuel Johnson

Most leaders spend time trying to get others to think highly of them, when instead they should try to get their people to think more highly of themselves. It's wonderful when the people believe in their leader. It's more wonderful when the leader believes in their people! Booker T. Washington

A third of what you know is absolutely useless. - Another third is downright wrong. - Only the remaining third of what you know is positively invaluable. Since it's tough to distinguish between them -- keep listening, learning and doing all that you can. Vince Crew

The greatest sign of ignorance is when you think you know everything Vince Crew

Whoever loves discipline loves knowledge, but he who hates reproof is stupid. Proverbs 12:1

The fear of the Lord is the beginning of wisdom; those who act accordingly have a good understanding Psalm 111:10

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**ALWAYS, ALWAYS... Continue to REACH!**

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163 Burnt Pine Drive, Naples Florida 34119 | Voice 239-455-0816 | Fax 239- 455-0817  
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