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a MESSAGE from SYLVIA

Essential Choices Managers Must Make

I don't recall when I first realized that, while most of us are *appointed* to our management positions, at some point we must choose them. Until we do, we are pathetically absent from our jobs despite the presence of our physical bodies.

Whether or not you fully accept your management position depends upon three factors: a) your mindset toward management in general; b) your mindset toward your particular duties; and c) your mindset about your ability to succeed in the role. What you privately believe about each of these sets you up to embrace or reject the title of manager—even if you never talk about it.



Were you raised in a family that complained about lazy, ivory tower bosses or colleagues who were promoted to cushy jobs? In childhood did you acquire the idea that managers are inept or bad? Now that you're in management, do you respect the work? Do you welcome the

challenges associated with it? Do you view yourself as energized, resourceful, and skilled? Or do you constantly worry about missing the mark?

The very first choice you must make as a manager is to decide to get wet. Yes, you read it correctly. You must choose to plunge into the pool with your clothes on and trust that you can get the job done in both the shallow and the deep water. Many people never really make that choice. Instead, they spend years hopping up and down on the end of the diving board, never jumping off. Is this YOU?

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FEATURE ARTICLE

10 Choices: Questions Demanding Answers

As a manager, you face a sea of choices every day. This article highlights ten of the big ones and poses open ended questions that, sooner or later, require honest answers.

1. You must choose to be competent.

To what extent do your staff, peers, and Board members view you as qualified and capable of performing your job duties? How do you know this? Where are your competency gaps? How do you plan to narrow or close them?

2. You must choose to inspire and build people.

To what degree are your employees engaged at work? What evidence of this do you see? How are you currently strengthening and expanding the folks you supervise? What, specifically, still needs to happen in order to get the results you want?

3. You must choose to develop and support a healthy culture.

How would you describe your present work environment? To what extent does it foster positive relationships, strategic thinking, and innovation? How do your employees and peers feel about the culture? How do you intend to address their impressions, perceptions, and concerns?

4. You must choose to trust your intuition.

On a scale of one to five (with five representing the highest score) what number represents your interest in listening to your intuition, and

which number represents your ability to tap it? In situations where you disregarded your sixth sense, what price have you paid?

5. You must choose to take reasonable risks.

On a deep emotional level, how do you feel about taking risks at work? Why is this true for you? What risks are necessary to move processes forward and increase productivity? When will you take those steps? What holds you back?

6. You must choose to be likeable.

Just how likeable are you? What feedback have you received recently as well as over the last three to five years? How could boosting your likeability factor—even a little--impact key relationships, influence more people, and get better outcomes?

7. You must choose to acknowledge and manage change.

How does change, large or small, affect you personally? What are you communicating verbally and silently to those around you about change? How are you preparing your staff to deal directly and responsibly with both planned and unexpected change?

8. You must choose how you will invest your time.

To what extent is time a noose around your neck? Why? How do you determine the ways you invest or spend your time each week? What drives your calendar entries? What changes do you believe you must make in regards to valuing time more effectively?

9. You must choose to do the right thing.

How frequently do you consciously decide to take right action, no matter how tricky the circumstances? What prevents you from doing the right thing, and how do you feel when you don't do it? How are you, your employees, your peers, your customers/clients, and the community at large negatively impacted? What would it take for you to choose to do the right thing more often?

10. You must choose to grow.

If someone asked you to describe your personal and professional development plan for the next twelve months, could you do it? Why or why not? If you don't have a plan in place, what has to happen to create one? To what degree are you clear about the areas in which you need to grow?

Just by candidly answering the questions above you elevate your stature as a manager. View this article as a formal exercise that you will complete within five to seven days. If you enter it into your calendar, you're more likely to do it!

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What Clients Say

I hired Sylvia because I was struggling in my management role within a nonprofit organization. I was pulling my hair out. My staff didn't take me seriously, and I let them walk all over me. As a result, I felt badly about myself, and certain essential projects weren't getting done. By working with Sylvia over a period of months I discovered that all of my problems were caused primarily by my unwillingness to fully embrace my management responsibilities in the first place. I wasn't able to see that in myself—by myself. One of the beauties of having a coach was that finally I could view things through a different, clearer lens.

Allison R., South Central PA

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Offers and Opportunities

FREE TELESEMINAR

On November 18, 2014 at noon EST Sylvia will conduct a one hour free teleseminar entitled: **Likeability: No Longer an Option at Work**. She decided to offer this audio event because likeability in most cases counts more than cerebral intelligence, credentials, and skills. To read more details and to register [click here](#). A recording will be available if you can't be on the call live.

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RESOURCES

When Making Choices Your Values Matter

Joseph L. Badaracco's book, *Defining Moments: When Managers Must Choose Between Right and Right*, provides practical guidance for actually doing

the right thing (which is not always easy) in the workplace. Without apology it discusses the role of your personal standards and core values as you carry out your day to day operational responsibilities. Available on Amazon.com for \$20.

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TIP

Identify the manager choice that YOU avoid making. Perhaps it appears in the feature article above, or maybe it's a choice not mentioned in this ezine. Whatever the case, dig deep inside of yourself to figure out why you seem to shrink from making that particular choice. Then look at the people price, the productivity price, the planning price, and the bottom line price being paid for your "I'll get around to it someday" thinking. Finally, connect with an incentive that could motivate you to get off the fence and make that important choice.

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Where in the World is SYLVIA?

On November 12, 2014 Sylvia presents a 30 minute luncheon talk entitled: How to Upgrade Your Career NOW to 40-50 members of the Harrisburg Automotive Trade Association during their regular monthly meeting in Harrisburg, PA. She plans to discuss strategies for boosting performance and professional image within the workplace culture, relationships with supervisors, and job function.

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Join Sylvia on these social networks!

About This Ezine

The purpose of this Ezine is to: 1) Provide readers with valuable FREE content which contributes to personal and professional growth as well as overall career development; and 2) Invite readers to take next steps toward working

directly with Sylvia.

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About SYLVIA

Sylvia Hepler, Owner and President of Launching Lives, LLC, specializes in career development for both corporate and nonprofit executives and managers. Based in South Central PA, she specifically supports clients as they upgrade their current job performance, seek a promotion, or plan/navigate a career transition. What makes her services unique is that Sylvia helps people to cope with change, loss, and grief as they work on developing their careers. Her professional background includes: nonprofit executive management/leadership, nonprofit community health program start-up, program evaluation, public speaking, business and freelance writing, teaching, and retail sales.

A certified executive coach through The Rescue Institute in Golden, Colorado and Quantum Endeavors in Chicago, Illinois (plus a participant in extensive continuing education opportunities with several coaches of national notoriety), Sylvia offers individual and group coaching, assessments, teleseminars, workshops, keynote speeches, and retreats. She also has created tangible and downloadable products that augment her coaching and speaking services.

For more information and to connect with Sylvia try:

[Launching Lives Website](#)

[Click to contact Sylvia by Email](#)

Reach Sylvia by phone at **717-761-5457**

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Launching Lives SERVICES

Launching Lives, LLC is a full service career development company for managers and executives located in South Central PA. Utilizing a holistic approach to service provision, Launching Lives focuses on supporting clients as they create the platinum level career they desire by upgrading their job performance, seeking a promotion, or planning/navigating a career transition

Often people don't really know HOW they might benefit from coaching. Quite simply, ask yourself these questions: "What can't I seem to resolve on my own? What is keeping me awake at night? What am I missing when I look at a certain situation? How can I get to the next professional level? How can I learn certain skills quickly? How can I narrow my professional gaps? How can I motivate my staff? How can I communicate more effectively so I serve myself and others better? How can I reduce my work-related frustration? How can I develop a viable plan of action for myself and/or my organization? How can I obtain greater job satisfaction? Coaching may be the SOLUTION to any of these issues.

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