

Key Words and Phrases

Define or describe the key words and phrases listed below.

Employee involvement

Leadership

Management

Mission

Vision

Values

Goals

Objectives

Empowerment

Alignment

Team charter

Inverted pyramids

Concentric rings

Networks

Questions and Exercises

1. Describe in your own words how leadership differs from management.

2. List the management functions and the comparable leadership functions.

Management

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Leadership

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3. Based on your study of this assignment, discuss the following statement and its implications: "Leaders are people who do the right things; managers are people who do things right."
4. Prepare a brief mission statement for your own organization by answering the question, "What is our purpose?" Think about the question or take the time to discuss it with others before answering it in your own words.
5. Compare your response to Question 4 with either your organization's published mission statement or with a sample mission statement in this assignment. Does the comparison cause you to revise the statement? If so, do so. If not, explain why not.
6. Improve the following objectives by rewriting them:
 - a. Our objective is to increase premium volume.
 - b. Our objective is to decrease turnaround time.

- c. Our objective is to develop a highly skilled, highly motivated staff.
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- 7. Discuss in your own words the importance of alignment, capability, and trust for empowerment.
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- 8. What are some of the benefits of teamwork for the following?
 - a. An organization

 - b. Team members
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- 9. List and describe the four stages in team development.
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- 10. Draft a sample team charter for a process improvement team. If you are studying on your own, discuss your draft with co-workers and solicit feedback from them. If you are a member of a class or study group, take this opportunity to draft a charter as if you and the others were a newly constituted process improvement team.
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- 11. An organization's preferred future is described in its:
 - a. Values statement.
 - b. Vision statement.
 - c. Mission statement.
 - d. Goals.

12. The questions how much? of what? and by when? are answered with which of the following?
 - a. Values
 - b. Capability
 - c. Objectives
 - d. Goals
13. Team leaders or managers often serve as referees during which of the following stages of team development?
 - a. Forming
 - b. Storming
 - c. Norming
 - d. Performing
14. Alignment is needed for successful:
 - a. Management.
 - b. Team building.
 - c. Empowerment.
 - d. Trust.
15. The acceptable ways of doing business are reflected in an organization's:
 - a. Goals and objectives.
 - b. Mission statement.
 - c. Vision statement.
 - d. Values.

Faster Is Not Enough

The invention and widespread use of the telephone places extraordinary demands on the human voice. After all, we are repeatedly placed in contact with total strangers as a result of it. We are now frequently judged by our tone of voice, without such traditional supports as facial expressions, physical surroundings, and body language. On the other hand, we must frequently judge others by the same possibly misleading criteria.

One good way to make sure your voice is making the impression you intend and simultaneously sharpen your listening skill is by listening to yourself on a fairly regular basis. The most convenient way to do this is by using voice mail.

Voice mail messages vary a great deal. Some consist of professional but anonymous voices declaring, "The person at extension 7503 is unavailable. At the sound of the tone, please leave a message." Other voice mail messages are personally recorded, express regret at having missed the call, assure the caller of a high level of interest in the call, and give the caller the option of either leaving a message or talking with someone else.

Voice mail messages are most effective if they are recorded personally on a daily basis from written statements that give an appropriate amount of information and are listened to and evaluated before they are used.

Here are two examples:

This is Bill McNeil in the commercial underwriting department of IIA Insurance. It's Tuesday, January 4, and I'll be out of the office until 2:00 this afternoon. Please leave me a message at the tone or press 1 if someone else in the office can assist you.

This is Jane Shaw at the ABC Agency. I'm on vacation until Monday, August 2. Please press 1 and ask for George Gillespie, my associate.

Both of these messages confirm that callers have reached the person they wished and provide them with the information they need to understand the situation fully and make a decision. They are also brief.

Why should voice mail messages be recorded from written statements? Because we all have the tendency to drift off if we record a message without writing it down first—with the result that we often give more or less information than we intended and might interrupt the flow of that information with pauses or "uhs." Why should voice mail messages be played back and evaluated before they are used? To be sure they say what we intend and in a way that is friendly but businesslike.

1. Write a voice mail message to be used when you are at work but unable to answer the phone.

2. Write a voice mail message to be used when you will be away from work for part of the day.

3. Write a voice mail message to be used when you will be away from work for an extended period—because of a vacation or a business trip.

4. Record all three of these messages and play them back. Are they complete? Do they allow your callers to take action based on realistic information without wasting their time? How do you sound? Does the recorded message make the kind of impression you want? If you can think of ways to improve the messages, rewrite them, rerecord them, and listen to them again. (If you do not have access to voice mail, use an answering machine or a cassette recorder.)

Before You Go On

- _____ I have achieved the educational objectives for this assignment.
- _____ The one idea from this assignment I want to try immediately is