

SELLING POINTS

Jack Welch's leadership tips:

1. Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach and build self-confidence.
2. Leaders make sure people not only see the vision, they live and breathe it.
3. Leaders get into everyone's skin, exuding positive energy and optimism.
4. Leaders establish trust with candor, transparency and credit.
5. Leaders have the courage to make unpopular decisions and gut calls.
6. Leaders probe and push with curiosity, making sure their questions are answered with action.
7. Leaders celebrate.



"You spent four days rubbing elbows with the top people in our field and all you brought back are bruised elbows?"

Training, helping others key to real business success

by **Connie Brubaker**

When I heard that legendary GE CEO Jack Welch was coming to town to promote his latest book, *Winning*, I jumped at the chance to hear him speak in person.



Connie's Comments

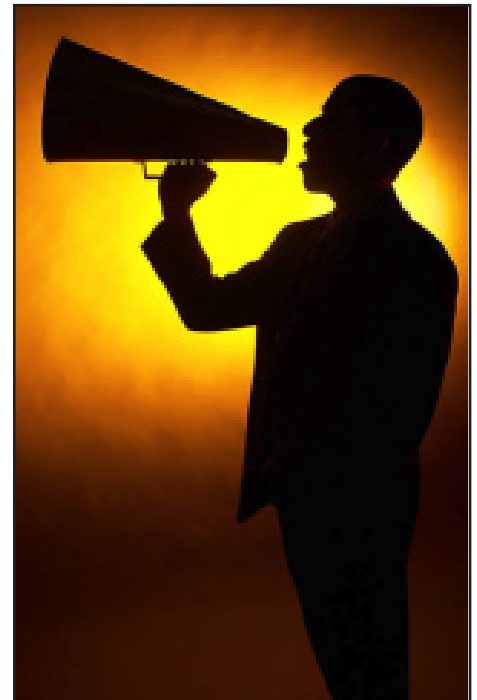
After all, I'd already purchased three copies of *Winning* for myself and my children. I couldn't wait to hear him address such topics as human resources, building a company and competitive advantage.

He didn't disappoint. In person, he was direct, results-oriented, passionate, energetic, humorous, brilliant and, at times, downright charming.

Of the multitude of ideas shared that day, some of those that made the biggest impact on me centered on the disturbing number of companies that don't have an executive succession plan in place — the results of inadequate training and a lack of foresight.

"Many of the compensation issues you read about today are the result of no human resources development," said Jack. "Consider Hewlett-Packard. They fire CEO Lew Platt, but they haven't been doing any internal training. So they chase around the world fast and find Carly Fiorina.

"Now, for her to accept, it's like a blackjack player saying, 'Hey, hit me.' And in case it doesn't work, she needs a parachute — a \$22 million severance package. That wasn't done the day she



was let go. It was the result of a lack of HR, training and development."

Welch is right. Companies should be constantly grooming their executive team to produce future leaders. Not only does that help businesses weather transitions in leadership, but the resulting culture of character, determination, commitment and desire can be critical to both individual and corporate achievement.

My approach to training has always been pretty straightforward — give your people, especially your younger managers, the tools they need to be successful. Until you teach them, they simply don't know the best way to manage and motivate a team.

Many new leaders shy away from
continued on next page

In this issue of SOLUTIONS:

- Training essential to developing leaders
- Selling Points: Leadership tips for executives
- Stumping Jack Welch

The question that stumped Jack Welch

When Jack Welch asked for audience questions, my hand shot up. I told him that I often spoke about the differences between male and female consumers. What did he think were the differences between male and female leaders?

He paused, chuckled, looked around the room, paused again, and finally turned to his wife, Suzy, a former *Harvard Business Review* writer and co-author of the book. What did she think, he wondered?

He finally shared that he didn't think that there was a difference in the upper echelon of leaders. He then asked me what I thought. I answered that high performers were both interested in results, but that female executives might be inclined to lean more on team relationships than their male peers.

Later, Jack told me that my question just might make it into his next book!

QUOTE OF THE MONTH

"Self-confidence energizes, and it gives your people the courage to stretch, take risks and achieve beyond their dreams. It is the fuel of winning teams."

— Jack Welch

Best way to develop leaders? Training.

continued from page 1

handling controversy in the workplace, are unclear about how to best coach their team members, or are anxious about taking action. Teaching them the finer points of management is — or should be — the function of the human resources department. That's why Jack Welch says a company's director of human resources is more important to a company's success than the CFO.

The lessons I learned spending an afternoon with this icon of American business and reading his book have reinforced my beliefs about the best ways to run a company. I encourage you to pick up a copy of Jack's new book. Treat it as a small investment that could pay big dividends.

After all, taking the time to gain knowledge can help you help your leaders, managers and team members increase their self-confidence and gain clarity about how they can make a positive impact on your company.

"Before you are a leader," says Welch, "success is about growing yourself. When you become a leader, success is about growing others."

Connie Brubaker is a certified Integrity Systems® business consultant and professional speaker who focuses on sales, customer service and leadership. Sign up for one of Connie's informative, insightful and fun workshops on Women's Role in the New World Market, including: "The Difference Between Men & Women and How They Buy," "Marketing to Women," and "Selling to Women."