



Move a Statue, Not a Stone

**Few of us are trained in these day-to-day functions.
But performing them well makes all the difference.**

By Terrence Fernsler



The Daily Art of Management: A Hands-On Guide to Effective Leadership and Communications

By Peg Thoms & James F. Fairbank. Hardcover. 182 pages. Praeger Publishers (www.praeger.com).

Why did the Easter Island natives carve giant stones into statues before moving them? It was easier to get people to move a statue because it had deep cultural meaning to them. A stone was just a stone. In other words, as the authors of this engaging book explain, the best way to lead people is to engage them in meaningful activities.

But how do you make day-to-day tasks meaningful to employees? In clear, cogent prose, the authors explain these fundamentals:

An organizational vision sets objectives for staff (both paid and volunteer), and communicating that vision motivates them.

An ethical work environment is essential. Develop a code of ethics, provide ethics training, and reinforce ethical behavior constantly.

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Hiring people who care about the organization's mission is more important than seeking specific skill sets. It's easier to teach skills than to realign someone's values and purpose.

Communicating effectively means knowing who to tell what, and how. It helps to know what motivates people, and the authors suggest a range of techniques that can be implemented quickly and easily. Performance reviews, for example, can be used as motivational tools if done properly and accompanied by ongoing, appropriate feedback.

Rewards should be based on what's meaningful to the specific person. Money isn't the best or most effective reward, but it is necessary. The annual raise won't get workers out of bed earlier, but if you don't give one, they'll stay in bed later.

Organizational change is necessary but difficult. Planning helps. Managers can learn to diagnose the type of change needed, then develop the best approach.

Public perceptions are too important to leave to chance. Turn every staff and board member into a marketer for your organization.

Teams are one of the most effective tools to solve problems and accomplish goals. They can also create memorable experiences for their members.

Good managing is hard work. It's not done with slogans or gimmicks. It requires a diligence. But when you manage well, you'll accomplish more in less time and with greater efficiency. Your organization will thrive, and you and your team will feel successful and earn respect for your successes. ■

Terrence Fernsler has been a nonprofit professional for nearly 30 years.

Leading with Vision

The one behavior most consistently found in studies of effective leaders is communicating vision. The authors provide these strategies for doing so:

- 1. Embed** the vision in daily communications. Use the vision as the central theme every time you talk to others.
- 2. Model** behavior consistent with the vision.
- 3. Tell** people, on a regular basis, if they're doing things that will help the organization achieve the vision. Tell them if they're not.
- 4. Be sure** every organizational goal leads to the vision.
- 5. Hire** people whose values and goals are consistent with the vision. Show them how implementing the vision will help them achieve their personal goals.

Use the vision as the central theme every time you talk to others.