

Promoted...

Now What?

Leadership Lessons and Tips



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Promoted... Now What?

Leadership Lessons, Tips, Techniques and Strategies

I was 19 years old when I received my first management position. I'd like to say the transition into management was a smooth one but it wasn't, I made many mistakes. At one point I remember feeling I was a poor manager at best. Over the last 25 years, I have learned from my mistakes, books I have read, successful leaders I have observed, and the advice I have received from others.

They say those who fail to study the mistakes of the past are doomed to repeat those mistakes in the future. The purpose of this eBook is to help those transitioning into leadership positions avoid common mistakes made by newly promoted managers. Read one section each week and apply the tips to help you transition into the strong leader you were meant to be.

1. Delegate Responsibilities
2. Stop Micromanaging
3. Act Professionally and Don't Play Favorites
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1. Delegate Responsibilities

One of the first teams I managed was a team of four people in a small office. All four individuals had been in their positions for at least a year. I was promoted because I had excelled at my previous position and was brought in to replace a manager that had consistently received complaints from customers which resulted in drastically reduced revenue. I had a lot of great ideas to improve quality and make an immediate impact.

As I implemented changes, customers became happy and revenue grew. The problem was that 6 months into this new position, I was getting burnt out. I realized I wanted everything to be perfect so I was doing everything myself. The staff would sit back and let me handle the daily tasks and projects that needed to be done. I could not blame them because they had simply moved aside when I took over to ensure things were done my specific way. It was at that moment I realized I could work myself to death or delegate responsibilities in order to help the team grow.

Most people get promoted because they have excelled at their previous position. It is hard to give up the responsibility of projects and tasks that you take pride in doing. Realize that you may think you can do everything better than those on your team, and you may be able to, but you are not being paid to do their jobs for them. To be a successful manager, you have to help your team become better at doing their jobs.

Here are five quick tips to delegate and help your team grow with success:

1. **Ask yourself if you need to do the task or if someone else could do it.** Make a list of all the things you can delegate to others on your team. Yes, this means you may have to let go of your favorite tasks. Make sure the things you are delegating are not just for the sake of dumping them off your plate and onto someone else. Delegation is to help people become better at their job or grow them for a future promotion.
2. **Analyze the strengths, weaknesses and skill levels of each person on your team.** Once you have done this, you have to assign the tasks from your list to people who could grow from the experience. They may not have ever done the task before, but this is your opportunity to help them grow.
3. **Teach the skills necessary to grow each person on your team.** Make sure you teach your team the necessary skills to do the tasks or projects you are assigning them to do for the first time. If you don't have the skills to teach them, find a mentor for them or send them to training to gain that skill.
4. **Stop thinking everything has to be done your way.** Give clear instructions of what the task or project will look like when it is completed successfully and then step back. Many managers feel the need to micromanage or have it done a specific way, but you need to remember just because it is done differently

with the same end result, does not mean it was done wrong. Many times team members come up with new improved ways to get a better end result.

5. **Provide a safety net.** Your team needs breathing room but make sure they don't feel like you left them on an island all alone. It is important to have weekly status meetings to ensure the projects and tasks are on schedule. If they are off track, give them suggestions to get them back on track and always be available when they need advice.

Implement these five steps and you will be on your way to becoming a successful manager your organization and team will value for many years to come.

2. Stop Micromanaging!

Three years ago, I was visiting a local company's production floor and was astonished at what I observed. I watched a manager vacuum the production floor as the person who was tasked with doing it walked behind him holding the cord. Now some people would say this person needs to learn to delegate, but I say he needed to stop micromanaging! Merriam-Webster defines micromanaging as when you "try to control or manage all the small parts of (something, such as an activity or project) in a way that is usually not wanted or that causes problems." This manager could not let the person he was managing vacuum the production room because he wanted to control how it was done. While you may not micromanage to the extreme of the vacuum example, you may do it with projects or tasks your team could accomplish without you looking over their shoulders. Micromanaging causes people to resent their supervisor, feel disempowered to accomplish tasks and that nothing they will do will meet the standards of their micromanaging supervisor.

When I started developing new team members, I would show them how to do projects and tasks. My expectation was that it would be done exactly as I showed them to do it. I soon found out that many of them had better ways to accomplish the same task and often with better results. But, I still could always see opportunities how they could do it even better and would tell them how to tweak what they were doing. This ended up de-motivating them because they were being micromanaged. I was turning their idea of how it should be done into mine and worse yet, they felt like I did not trust them to do the job on their own. One of the hardest lessons for many managers to learn is to lose the mindset of thinking things need to be done your way; i.e. stop micromanaging.

Here are the four "E's" to stop micromanaging and start empowering:

1. **Establish expectations.** Define clear expectations (what, where, when, why)

for what you would like the end result to look like. If this is a project that has deliverables, start by putting specific, measurable, time-phased goals in place.

2. **Engage in regular project status meetings.** This will allow you to check in at pre-established intervals to make sure the project is on track. These meetings should be set on a weekly or bi-weekly basis depending on the complexity and length of the project. Resist the urge to “make it better” unless the project is off track.
3. **Encourage open communication.** Show the person in charge of the project that they have a safe place to go if they need help. You should be willing to ask them the right questions when they need help to come up with the answers they need. Resist the urge to tell them how to do it unless absolutely necessary.
4. **Enjoy success when it happens.** Your team will feel more empowered to make decisions and accomplish tasks after a successful project has been completed. Take time to recognize or celebrate the accomplishment with your team.

Remember that just because people do things differently doesn't make it less effective, as long as the end result is the same or better. Empowering your team takes a conscious effort to build your people and stop micromanaging. When you empower your team, you will be able to hit deadlines and accomplish more as a team.

3. Act Professionally and Don't Play Favorites

In my early 20's, I found myself supervising a man I still consider a friend today. We would go for a drink after work, attend the same social events and even played softball together on the weekends. I knew he was my strongest employee, so it was easy to like him and want to spend time with him. I trusted him to get the job done right, so I gave him a lot of freedom when doing his job. I would often tell him things in confidence because I valued his opinion and considered him my “right-hand man”. What I did not understand at the time is that it was causing resentment with some of the other staff. They viewed my relationship with him as “playing favorites”. Ultimately, it caused some of the staff to become disengaged.

It can be lonely in a management position. Newly promoted managers are often tempted to continue having private conversations with friends they worked side by side with before they were promoted. Some of your employees may be people you want to get to know better and develop into lasting friendships. It is very tempting to spend more time with, pay more attention to, or recognize the accomplishments of employees you see as your best and brightest. If you are now supervising a team, it is critical to your success that you act professionally and don't play favorites when on the job.

Here are three quick tips to ensure you ACT in a way that won't cause resentment:

1. **Ask Questions and Care.** People like to talk about themselves so ask questions, be a good listener and show concern for hardships they are going through. On Monday, take the time to ask each of them how their weekend was. If you know they were at an event the night before, spend a couple minutes asking them about the event. If there is an illness in the family, ask how that person is doing. Don't try and be their personal therapist or drinking buddy. Taking just a few minutes daily with each employee shows you care and can build a strong foundation for cooperation and support.
2. **Cultivate Everyone.** Every person on your team is going to have strengths and weaknesses. The best way to help people feel confident and valued in their positions is by helping them successfully accomplish something they have never done before. It is important to set them all up for both success and growth. Look for opportunities where you can stretch and/or challenge your employees. Make sure you tell them why you are giving them the opportunity to learn new skills or take on new projects. This will help them to feel like they are growing and a valuable part of the team. At the end of the day, everyone wants to feel they are able to contribute.
3. **Take Time to Celebrate.** Many managers are quick to reprimand when something is done wrong, deadlines are missed or situations are not handled correctly. Very few managers are quick to celebrate, congratulate or compliment employees for a job well done. Motivational theorists have long recognized the power of positive reinforcement, but managers resist giving it. This is because they don't know how or they don't want the employees to expect recognition. Neither is a valid excuse if you learn to do it properly. Recognize specific achievements and the benefit they have to the success of the team or project (i.e. I appreciate the way you set up the conference room, it saved me time and allowed me to focus on the presentation to our customers).

When you **ACT** with professionalism, recognize achievements and treat everyone as valued members of the team, you will engage your employees and manage with success.

4. Show Respect

In the early 90's, I had a friend work for me for one day when I was short staffed. I asked her if she would fill in to help me and she agreed. I had always been proud of the high customer satisfaction my office had and wanted to make sure we continued that same level of service. The day that she started, everything went smooth until the end of the day came and I asked her how she liked working there. To my surprise,

she said she would never work for me again. I thought something had happened that I was not aware of and quickly asked, "Why?" She replied that I gave "orders all day long." I asked what she meant and she told me that I never said please before telling someone what to do and never said thank you once they did it. At that point I realized that I had always assumed that because I was the manager I was expected to tell other people what to do.

In a 2012, a study conducted by MSW Research noted that the relationship between the manager and employee is one of the main "employee engagement" drivers. This should be no surprise as we all know the old saying that, "people don't leave their jobs, they leave their managers." Unfortunately, many managers today still manage people without these common courtesies. Managers often use the excuse that they are too busy to spend time on these interpersonal nuances. The fact is that if we take a few seconds to apply the principles that follow, we can reduce turnover and increase the productivity of our team, which gives us more time than we had before.

Here are five tips to show respect and build motivation in your team:

1. **Ask with a please.** It is easy to tell someone to do a task, but the better way is to ask them to do it. Hint: It sounds like, "Would you please..."
2. **Tell them why it is important.** People want to know what is in it for them. Tell them how their contribution or help with the project or task is beneficial to themselves, the team or the organization.
3. **Open your door.** Let them know that you are an open door for any questions they may have. This will give them more confidence to take on tasks they may not have done before.
4. **Thank them.** Once they accept the task, thank them. Remember to thank them again once they have successfully completed the task.
5. **Be a good example.** "Talk the talk, Walk the walk!" As a manager, your team is looking at the way you treat others inside and outside your team. This sets the tone for what will become the culture of your team.

When you take the time to cultivate a culture of respect, your productivity will skyrocket.

5. Create a Positive Culture

When I was the director of sales for a telecommunications company, we had "Nerf Gun Fridays." Once Friday at 4:00 PM rolled around, you had to make sure you had a Nerf gun close at hand to fend off would be assassins. Typically it was the engineering department against the sales and marketing team. While this might seem

childish to some, it was good bonding and stress relief in a high pressure environment. The point is that we had created a company culture. People knew that there was a time to work and a time to play. This is the case for many organizations that want to foster creativity and offer some stress relief. Some organizations keep ping pong tables, games, bean bags, etc in their break rooms. Currently my company has a Xbox connected to a full size arcade game for breaks and after work fun (I am currently the undefeated champion of the office).

Organizations expect more, faster and with less resources from employees than they did even five years ago. While you don't need to go out and buy Nerf guns or an arcade game it is important that you create a positive culture for your employees.

Here are some easy steps to create a positive culture with your team:

1. **Develop a positive attitude.** Make sure you smile and come in with a positive energetic mood each day as people are looking to you to set the tone.
2. **Greet your team and show you care.** Taking time to ask how their weekend went or activities you know they were involved in strengthens your relationship. People like to work for people they like!
3. **Find the fun.** This could be as simple as having some team competitions, team lunches or even team building activities that get peoples' minds off of work for a short period of time and allow them to de-stress.
4. **Energize your meetings.** There are a lot of ways to do this including having a "10 minute social", starting with a brain teaser or puzzle that they can win a prize for solving, rotating facilitators for different sections of the meetings, working in game breaks, and asking people to bring funny picture or wacky stories that have happened to them.
5. **Celebrate and recognize achievement often.** Find reasons to celebrate with your team such as completing a project, hitting benchmarks, or getting a commitment from a new customer. You can bring in personal congratulations cards or cookies, cupcakes, etc. Make it special.

When we take the time to create an environment that our team looks forward to participating in... Everyone Wins!

6. Facilitate Better Meetings

As the Director of Sales for a previous company that I worked at, we would have meetings almost daily. These meetings would vary in purpose across the spectrum from motivational sales meetings, customer kickoff meetings, product launch meetings, project meetings, training sessions, and management strategy meetings. When the Vice President of the company joined us for meetings, the whole tone and

mood shifted from a collaborative one to one of anxiety. He had a way of berating those who dared to offer an opinion or worse yet...have a different opinion than his. This negative atmosphere made most meetings less than productive when it came to reaching our goal. He basically hijacked meetings to serve his own agenda of making himself feel superior. We would have saved a lot of time if he would have just emailed his opinions, told us what to do and cancelled the meeting altogether. He was a classic example of the old dictatorial management style.

While you might not have the same bad habit of berating your team, nothing puts people to sleep faster than a good old fashioned meeting. In fact, most people will tell you the majority of meetings they have to attend are a complete waste of time. As a manager, it is important to get your team involved in your meetings. Instead of lecturing, make sure you facilitate your meeting, creating an open flow of information and ideas that will make your team more productive. In today's world, we need the fresh opinions and input of everyone on our team in order to stay competitive.

Here are the seven P's to having a more productive meeting environment:

1. **Purpose.** Make sure everyone invited to the meeting understands the value of the meeting and why they are expected to attend. This will create more positive, participative attendees instead of hostages.
2. **Prepare.** Prior to the meeting, spend a few minutes thinking about anything that is needed at the meeting or might cause a roadblock in accomplishing the goal of the meeting. Have the necessary resources needed to make the meeting successful.
3. **Prompt.** Show respect for people's busy schedules by starting and ending the meeting promptly on time. Set the tone and create the culture to be of punctuality.
4. **Participate.** Make sure that everyone has an opportunity to participate. Show each person that their opinions and contributions to the meeting are appreciated.
5. **Prevent.** Try and prevent yourself from offering opinions until everyone on your team has had a chance to participate. This will ensure that people don't just agree with you because you're the boss.
6. **Plan.** Put an action plan together during the meeting to make sure everyone knows their action items along with the time frame they are expected to produce any deliverable.
7. **Publish.** Send out a follow up email to summarize and publish what was covered in the meeting and what the action items, deliverables and dates are for each.

Using these 7 P's will position your meetings to be effective, positive and productive.

7. Show Appreciation

When I was a teenager, I worked for the YMCA making a whole \$3.35 per hour. I was very motivated and loyal to the “Y” despite my meager earnings. This was in large part to the recognition I received from my manager. She would hand write notes that told me how much she appreciated the hard work that I did. I can still remember those notes 25 years later. I could have left and took another job somewhere else at any time making more money but I was hooked.

Many studies over the years have confirmed that recognition is one of the highest motivating factors for employees. However, most managers are quick to point out mistakes that are made, deadlines that are missed and areas that people could improve on, but they do not take the time to recognize success. When they do give recognition, it is usually generic appreciation with little meaning (i.e. Great Job!).

Here is a three step method to give meaningful praise and recognition:

1. **Recognize.** Pay attention and look for the positive behaviors, accomplishments and contributions of your team members. Then give honest, specific and sincere recognition to them at appropriate times. Example: “I appreciate the dedication you put into the xyz project. The extra hours you committed to the project ensured it finished on time.”
2. **Refer.** Refer back to why this is important to them, the team, the customer, or the organization. Example: “This allowed us to meet the customer’s deadline and showed senior management that you are someone we can count on. You are the type of person that we want on our team.”
3. **Reinforce.** End the feedback with a statement that will reinforce the behavior you have recognized. Example: “I encourage you to continue to take ownership of projects with the same level of dedication in the future.”

By recognizing and pointing out specific tasks or behaviors that contribute to success, you reinforce positive behaviors that you want to see reproduced in the future. This will help you to create a motivated, successful and loyal team.

8. Hold Accountable

I had an employee that was great at making relationships. He was motivational and loved by the customers and staff. The problem was that he was not hitting his deadlines and targets. He was creating a bottleneck in the growth of the organization. After several attempts to get him on the right track and determine there was not a better fit elsewhere in the organization, I had to let him go in order to keep the team

moving forward.

Many new managers like to make all the decision and keep tight control over projects. They also avoid situations that might upset their team or be viewed as awkward conversations. Sometimes they just do the job for the struggling team member or redistribute the work to others on the team. This lack of holding people accountable results in the manager becoming the bottleneck to the team's success and de-motivates the team.

Here are the steps to delegate and hold people accountable:

1. **Delegate.** Assign tasks or projects based on not only what needs to be done, but also what the person needs in order to grow in skill and/or knowledge.
2. **Determine.** Figure out what tools or resources the person might need in order to be successful. Nothing is more de-motivating then to be given a task or project without the resources to be successful.
3. **Define.** Give a clear picture or definition of what needs to be accomplished and when. Communicate the expectations in a clear concise manner, and then check for understanding. Keep the lines of communication open so that the person knows you are there to support them without taking away their authority to make decisions.
4. **Document.** Make sure you document who, what, where, when and why. Set times and deadlines in writing; using them as checkpoints along the way, while providing you a paper trail. This will be your working document to reference during project status meetings.
5. **Demonstrate.** If they ask you for advice, question them on how they would suggest handling the situation. It is tempting to jump in and make quick decisions, but you need to demonstrate the accountability has been shifted. Reassure them that they are the right person for the job and the how is up to them. Of course, you will need to step in if it is truly an emergency that you must resolve.

Delegate tasks and hold your team accountable with regular check points and quarterly reviews. This will ensure your team will stay productive and on track.

9. Work with Integrity

We see a lack of integrity in headlines on a regular basis with CEO's embezzling large sums of money and organizations operating unethically. Is this a problem that only exists at the top of the corporate ladder? No, it exists everywhere on a less noticeable and publicized scale. Years ago, I worked for a manager that would often talk about other direct reports behind their backs. She found no problem in twisting the truth in

situations until it favored her position. Another manager I had would miss appointments his employees needed him to attend and lie about why he was not there. He would offer kickbacks to customers to try and buy their business. Needless to say, these types of behaviors created perceptions that they had no integrity. In turn, these behaviors also caused turnover and low production on their teams.

On the opposite side of the spectrum, one of my favorite managers commanded the respect of her team through professionalism and integrity. Her employees believed in the vision she had for the office and her leadership to get us there. Each of the employees on her team worked as hard as they could, not because we were paid well, but because we wanted to succeed and we knew she would do everything in her power to make sure that we did. This is something she accomplished through consistent choices in behavior which led to cultivating the trust of the team.

Here are tips to act with professional and ethical behavior to gain the respect of your team:

1. **Ethical.** Act honestly and fairly in dealings with employees, colleagues, and clients and look after business interests. Never talk behind people's backs. This shows you have integrity and care about others.
2. **Integrity.** Avoid any conflict of interest or the appearance of a conflict of interest. Disclose any personal matter that may lead to an actual or perceived conflict of interest. (i.e. Using your brother as a vendor, even though he provides the company more and has a higher level of quality).
3. **Principle.** Comply with policies, procedures, practice manuals, codes of conduct and guidelines. Always "walk-the-walk and talk-the-talk" because you are the example to your team of what is acceptable.
4. **Honor.** Make sure you keep your promises, support your team when they need it, maintain the confidentiality of proprietary information and lead by example.
5. **Morality.** Refuse to accept gifts and never offer gifts, financial payments, or favors in exchange for an improper advantage. This is a sure way to have people look at you as dishonest.

When you show your team you are ethical and moral, they will have a respect and belief in you as a manager.

10. Keep Your Cool

I remember going out to lunch on my first day of work with the VP that hired me into an organization. We drove in his convertible Mercedes. As we ordered, the cashier tried to up sell us, as any well trained cashier would do, on a few items. The VP lost his cool and began to yell at this poor girl. While this lunch was not high pressure, this

behavior was typical of the way he responded in any type of pressure situation. I was so embarrassed that I never went to lunch with him again during the five years I was with the company.

This type of behavior is not acceptable at any level in an organization. Somehow in organizations people can justify aggressive or rude behavior as “just part of our culture”. You will quickly lose credibility and cooperation if you let the pressures of life and work control your emotions. Today, it is critical to work as a team more effectively in order to stay competitive. The way you respond could make or break your team.

Here are five guidelines to remember when you are under pressure:

1. **Know your triggers:** Never respond with extreme emotion. If we sit back and think, we can identify the things that cause us to respond with emotion. When possible, avoid putting yourself in situations that make your blood boil.
2. **Choose your battles:** There is no way to avoid being in pressure situations all of the time, so evaluate what battles you need to fight. Sometimes, it is better to walk away and cool down. You may also find that once you remove yourself from the emotion of the moment that either you have no control, no say, or it is such a small matter that it does not even need to be addressed.
3. **Respond appropriately:** If we deem it necessary to respond when we are in the heat of the moment, we can take a breath and consciously respond with as much diplomacy and tact as we can muster. Remember if you are sending an email, put the responses in your draft folder and review them after you cool down to make sure you are responding appropriately.
4. **Make relationships your priority:** Your need to think of the long-term effect of our actions and words. Once you say or do something it is out there and you can't erase the memory of those that work alongside of you. The people you work with depend on you as much as you depend on them, so make building strong relationships a priority.
5. **Know when to let something go:** Yes, this means not always getting the last word in. It also means we should be willing to forgive!

Don't let the pressure of a management position cause you to explode or act with aggression. By using these simple steps, you help build trust, cooperation and stronger relationships.

11. Embrace Change

I have a friend whose husband hates his job. He has been at the same job as a manager for over 10 years. His motto is “the known evil is better than the unknown

evil.” This attitude affects his whole team and will keep him a prisoner for the rest of his life. You can’t do your job to the best of your ability if you hate it. Unfortunately, many people think the same way about changes on the job or in their careers, it is said that people hate change. I say that people love change if they see it as a benefit. For example: If I said, we reevaluated your responsibilities and the amount of work you do. I have determined that you are underpaid, so I am going to give you a \$20,000 per year raise without an increase in workload. Would you complain? No! The key is that you see that change in salary as a benefit.

As a manager, you have to be prepared for change at all times. This could include your job, who you report to, who reports to you, the direction of your company, direction of your department, the responsibilities you have, deadlines and project scopes, etc. Your success in life and within an organization is going to be dependent on your ability to adapt and help your team to successfully do the same. Make sure you can effectively relate the benefits of any change to your team.

Here are some steps to help you become a positive change agent:

1. **Change Daily:** Look for something new to try each day. This will start to form the habit of accepting change by keeping you out of your comfort zone.
2. **Challenge Yourself:** Look at change as a challenge. When it comes, leap into action with anticipation, excitement, and planning. When your attitude is positive, your mind-set will be contagious.
3. **Explain Benefits:** Make sure to explain the benefits of change to your team in order to get them on board. This is just as important to do for yourself if you don’t see the immediate benefit.
4. **Plan & Map:** Plan out and map the effects of the change. Knowing the changes and anticipating the effects will allow you to prepare and be ready to take on challenges that may arise.
5. **Ask & Evaluate:** Ask for input and ideas along the way, so that if problems are occurring you can address them immediately. If you have an open culture of communication and cooperation, this will help your team to adopt change. If not, make sure to have regular meetings to understand how the change is affecting the team.
6. **Celebrate:** When successfully implementing changes, take time to celebrate with acknowledgement. This is one way to help your team to look forward to the next change.

When you embrace change with a positive spirit and enthusiasm, you and your team will be more successful.

12. Make Decisions

I have watched many managers over the years drag their feet when making decisions. Some took so long I thought they would never actually make a decision. This is not an uncommon occurrence. Why? Because, many people are afraid of making decisions. In fact, there is a word in the dictionary to describe the fear of making decisions; “**Decidophobia**.” As a leader you have to overcome this fear of making decisions and lead with confidence.

Experienced leaders can draw on past experiences to guide them, but when you are new, you don't have that luxury. I remember making some snap decisions as a new manager and regretting them later. One decision in particular stands out, when I decided to rearrange an office for better work flow the week I took over as the new manager. The problem was, I did it by myself over the weekend prior to my first day. I wanted to surprise everyone and thought they would appreciate my effort. Boy was I wrong! If I had taken the time to observe the normal operation, and think through how the changes would affect the people working there, I could have avoided the negativity of my decision to make such an immediate change.

Here are a few steps to help you make better decisions:

1. **Step back and look at the situation from all angles.** Think about how this will affect you, your team, your organization and/or your family. Think if it is better to act now or spend time thinking about the decision.
2. **Ask yourself, “How have I or others handled similar situations in the past.”** Learning from past decisions you or others made, whether they were good or bad, helps us to make better decisions in the future.
3. **Ask yourself, “What are the acceptable, possible solutions?”** Taking the time to list them out helps to clear your mind and think logically.
4. **List the “Benefits” and “Challenges” for each of the top possible solutions.** This allows you to make a more informed decision, and will also give you the ability to back up your decision if asked.
5. **Then ask yourself, “What is the best solution?”** Listen to your instincts.
6. **Act!** Don't linger over a decision too long... “Analysis Paralysis!” If you have thought it through, then you know the right decision, so act on it.
7. **Don't second guess yourself!** We can't live in the past or worry about mistakes we have made, so remember that everyone makes mistakes. If the decision turns out to be a mistake, it is still a learning opportunity for the future.

When you think through decisions and the affect they have on those around you, it will help you to be confident you are doing the right thing.



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