

# RAJ REVIEW

Ideas

Insights

News

Monthly Briefing for the Business Professional

## A Message From RAJ

It seems almost impossible that an entire year has passed since our inaugural newsletter! From your feedback, it appears that you look forward to this monthly dispatch and find it helpful. Is there anything you would like us to highlight? Any special subject you would like us to address? Remember, the newsletter is for you – and we want to be sure you are getting what you want!

## Featured Article

### *Becoming The Boss*

Linda A. Hill

Excerpted from Harvard Business Review

Ask new managers about their early days as bosses and you'll hear tales of disorientation, even despair. Most novice bosses don't realize how sharply management differs from individual work. Hampered by misconceptions, they fail the trials involved in this rite of passage. And when they stumble, they jeopardize

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## February 2008 Edition

### Reader Highlights

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#### FEATURED ARTICLE:

Becoming The  
Boss

#### Food For Thought

Avoid This Word

#### Tip of the Month

The Young and  
the Clueless



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their careers and inflict staggering costs on their organizations. One of the ways to avoid this scenario is by being aware of common misconceptions about management. Armed with more realistic expectations, you'll be more likely to survive the transition – and generate valuable results for your organization.

Some **myths** to watch out for include:

- **Managers wield significant authority and freedom to make things happen.** In reality you are enmeshed in a web of relationships with people who make relentless and conflicting demands on you. To alleviate this situation, build relationships with people outside your group that your team depends on to do its work.
- **Manager's power derives from that formal position in the company.** Actually, your power comes from your ability to establish credibility with employees, peers, and superiors. To become more powerful, demonstrate character by intending to do the right thing, managing competence by listening more than talking, and

using your influence to get others to do the right thing.

- **Managers must control their direct reports.** Control doesn't equal commitment and employees don't necessarily always follow orders. You can build commitment by empowering employees to achieve the team's goals – not ordering them.
- **Managers lead their teams by building relationships with individual members of the team.** In the real world, actions directed at one subordinate often negatively affect other employees' morale or performance. Pay attention to your team's overall performance by using group-based forums of problem solving and diagnosis and treat subordinates equitably.

Finally, don't go it alone. Your boss is likely more tolerant of your questions and mistakes than you might expect. Help him/her develop you instead of problem-solving for you. Present ideas for how you would handle a thorny situation and solicit his/her thoughts on your ideas. Find politically safe sources of coaching and mentoring from peers outside your function or in another organization.



## BOOKS OF THE MONTH

*Knock Your Socks Off Selling*  
Jeffrey Gitomer & Ron Zemke

*The Contented Achiever*  
Don Hutson, Chris Crouch & George Lucas





## Food for Thought

### *Avoid This Word When Dealing With Others*

If you eliminate the word “but” from your memos, e-mails, phone conversations, and dealings with employees, you’ll strengthen your ability to persuade others. Why? Any time you use the word “but”, what you’re really saying is that you disagree with that person. For example, if you say, “I agree with you, but let me say this ...”, employees will wonder if you really agree with them or not. The solution? Always replace “but” with “and”. In the above example, you would say, “I agree with you, and let me say this ...” Replacing “but” with “and” eliminates all the contradiction from your message, and makes what you say more powerful.



## Tip of the Month

### *The Young and the Clueless*

Kerry A. Bunker, Kathy E. Kram, and Sharon Ting

Excerpted from Harvard Business Review

One of the easiest and fastest ways to sabotage your company is to promote your brightest young professionals into your most demanding roles – especially when they threaten to leave unless you fast-track them. Promoting talented young managers too quickly prevents them from developing key emotional competencies – such as negotiating with peers, regulating negative emotions during crises, and building support for change – skills that come only with time and experience. Worse, many “young and clueless”

managers lack patience, openness, and empathy – qualities more vital than raw intellect at top leadership levels where business issues grow more complex and stakes are notoriously high. They may pooh-pooh relationships with peers and subordinates – not realizing the need for those connections to conquer problems. Issues become crises, defeating managers. Your company, customers and employees all pay the price. The solution? Delay promotions so managers can mature emotionally. This isn’t easy. You must balance confrontation and support, patience and urgency – and risk losing your finest. But premature promotion carries far greater risks.



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Five steps that can help you keep your talented up-and-comers while waiting for them to mature include: (1) Deepen 360-degree feedback, (2) Interrupt the ascent by giving them special assignments outside their typical career path (to master negotiation and influence skills), (3) Act on your commitment by pulling back if you've warned them that promotion depends on emotional competencies because they are not optional, (4) Institutionalize personal development by making clear that your organization hinges on emotional competence; and (5) Cultivate informal networks by encouraging managers to forge mentoring relationships outside the usual hierarchy.

## On the Humorous Side

*Great Writer.* There was once a young man who, in his youth, professed his desire to become a great writer. When asked to define "great" he said, "I want to write stuff that the whole world will read, stuff that people will react to on a truly emotional level, stuff that will make them scream, cry, howl in pain and anger!" He now writes error messages for Microsoft Corporation.-anon

*Lampner's Law of Employment.* When leaving work late, you will go unnoticed. When you leave work early, you will meet the boss in the parking lot.-anon

## Inspirational Thoughts

"The weak can never forgive. Forgiveness is the attribute of the strong."- Mahatma Gandhi

"Delegating work works, provided the one delegating works, too." Robert Half

"Learn like you'll live forever; live like you'll die tomorrow."-anon



## GET IN TOUCH

We love feedback. Let us hear from you about what's most useful in our newsletters, how we can make it better, and topics you'd us to tackle for you.

Call us to discuss your needs, explore how we can help, and learn more about our services.

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