



9503 Briar Circle, Bloomington, MN 55437
USA 952.831.4131

We Help You Focus Clearly,
Organize Effectively,
And Act With Courage

October, 1991 – Volume 1. Issue 2

Reflections on being too tired to smile

No one ever told me that I'd be this tired. I had always believed that if you love what you do and you do it well, you'd be so energized you *couldn't* be tired. And so I'm doing what I love and business is up, and I'm tired.

I'm tired because I've made too many commitments and my life feels out of balance again. I'm tired because I want to make sure that everybody else is getting what they need.

Sometimes I confuse customer service with people-pleasing. Do you? I want to do everything for everybody. But then what good am I when I am so tired that I can barely manage a smile for you?

I know I'm not alone. I know that some of you are tired too, because I've seen *you* barely manage a smile for me!

So here's what I'm finding: **You can't be good for others unless you're good for yourself.** Say no when needed, exercise, sleep well, and PLAY. Then SMILE! You'll see one on me! □ *CMP*

LEADERSHIP CASE STUDY

Last February Dan J. said he was stressed out and needed to learn how to delegate or die! Here was a very successful businessman, owner of a printing company in the Twin Cities. His is a company well known for its high quality, personalized service, and a care and pride that you can *visibly see* the minute you walk in the door.

Dan had recently bought out his partner and in addition to increased workload, he realized that he needed to change from store manager to business leader. He knew he had to rely on his staff more, had to organize better, had to let go of daily control to lead.

So we mapped out a plan together, one that checked the pulse of his company and provided concrete avenues for improvement. We asked his employees what they thought of his management style. We asked them what they *could* do and *wanted* to do, but weren't given an opportunity to do. We asked his customers what they thought of the service and product mix. We asked how to market to them. Then we debriefed, trained, coached, and trained some more. Team training was essential.

The results? Dan once wrote 95% of incoming orders and purchased all materials and supplies. He does less than 5% of that now, and only on an exception basis. Brad, now his store manager, handles it. Dan found hidden marketing talent in the form of Kurt, who for years was his production manager. Kurt is now Minuteman's salesman, and uses his wealth of experience to show customers how to look good in print. Dan's wife Terry joined the team and is an important member, complementing and adding to the company's style. And Dan hired a new production manager, Jack, who fits in with the team well.

What's the bottom line? Dan's sales have grown more than 10% this year despite a recession. His employees work together to solve business problems without always having to confer with Dan. Dan has more time to create long-range strategy, develop new marketing campaigns, touch base with customers, and enjoy life. How can a small business owner afford to hire a leadership consultant, you ask? Dan asks, "How can you not?" □ *CMP*