



Bayley & Bender

AWARENESS IS POWER®

Insights for Business

May 2006

Volume 6 Issue 2

BAYLEY & BENDER, INC
SUCCESS THROUGH INSIGHT!

Leaders and The Four Fatal Fears

“The only thing we have to fear is fear itself.”

This famous quote from Franklin Roosevelt speaks as clearly to leaders today as it did in the 1940s. In their book, *Play to Win*, Larry and Hersch Wilson present psychologist Maxie Maultsby’s concept of the Four Fatal Fears. Maultsby believes these fears impede our ability to interact effectively with others and take relevant action. These fears can not only immobilize us, but also immobilize an entire organization when a leader is stuck in their grip. Let’s take a look at the impact of these Four Fatal Fears on a leader’s ability to create a dynamic organization that responds quickly and effectively to change, creates new and innovative solutions, and works toward a common vision.

I fear failure; therefore, I need to succeed.

When leaders operate from a fear of failure, they are often reluctant to act. They may procrastinate in making decisions and miss opportunities. It impedes their sense of adventure and playfulness, as well as their ability to take the risks necessary for innovation and growth. A fear of failure can manifest itself as a need to have every piece of available information before making a decision.

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Do You Have An All-Star Sales Team?

Hiring A Top Salesperson

In these highly competitive times, it is necessary to stock our sales force with the very best performers – the all-stars. The creation of a world-class sales force is not only desired, but necessary for long-term prosperity. Replacing one salesperson could cost your organization between 1.5 to 5 times the fully-loaded salary of that individual!

Wanting to create a world-class sales team that stays the course, what should you be looking for? Should you hire salespeople that have been to every sales training program ever offered to man? Might it be people who have set records at all 10 stops along their career path? Could it be people with impressive resumes? Would you only hire the smooth talkers? Good looking people? Those hot-shots with fancy cars? Should you only hire people with knowledge of your industry?

I have seen many sales managers hire new salespeople based on their industry knowledge only to have these new recruits fail miserably. These “recycled” salespeople are known for representing numerous other firms in the industry, not for setting and reaching their sales goals (and other important goals that would benefit them). Their pre-conceived ideas about your company’s products and/or services will be hard to change. Remember, they’ve been selling against you for years! Finding people with industry knowledge is not necessarily the answer! Remember, industry and product knowledge can be learned.

How many sales managers sift through hundreds of resumes to find the few candidates that “look” good? How can anyone know about a person’s character from a resume? The only way to begin to understand another is via a face to face meeting. Step up to the plate and visit with as many candidates as possible.

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Leaders who fear failure can become imaginatively stuck and in the constant mode of finding answers, rather than reframing questions. Their thinking can become polarized into black-and-white or all-or-nothing approaches that limit creativity and risk-taking.

I fear being wrong; therefore, I must be right.

For leaders, the fear of being wrong can make it extremely difficult to tolerate members of their management team who challenge their ideas or conclusions. Over time, dissenting voices become quiet and the management team becomes nothing more than a rubber stamp for the leader's thinking. The creativity and imagination of the team is lost to the leader and the business. Ultimately, leaders' fear of being wrong leads to an increased likelihood that they will be wrong. Leaders who need to be right tend to dominate discussions and attempt to control the thinking of others, rather than see others as resources that can expand their understanding of issues and opportunities.



I fear rejection; therefore, I need to be accepted.

Fear of rejection makes it difficult for leaders to take a stand and define themselves in situations where relationships feel endangered. Leaders who fear rejection seldom confront the poor performance of subordinates or challenge the thinking of others in a way that promotes lively discussion and debate. These leaders tend to rely exclusively on a consensus decision-making style because they believe it is more important to be liked than respected. Fearing rejection, leaders often try to present themselves in a way that is palatable to everyone, except them. This leads to stress, burnout and lack of confidence. More introverted leaders deal with the fear of rejection by pulling away from relationships and cutting themselves off from the very people with whom they desire connection.

I fear being emotionally uncomfortable; therefore, I need to be comfortable.

When leaders need emotional comfort, they lack the capacity to remain present and engaged when faced with resistance or anger from others. They tend to avoid emotionally charged discussions, and therefore, miss the opportunity for mutual learning and growth.

The need to avoid emotional discomfort can make the intrinsic loneliness of leadership unbearable.

Continued on next column –

Leaders who attempt to maintain constant emotional comfort become cut off from their own emotions and unable to respond appropriately to the emotions of others. It is almost impossible for leaders to make difficult decisions when they are paralyzed by the fear of others' emotional responses.



Summary

When leaders act out of fear, their actions and decisions are guarded and restrictive. These leaders tend to focus on controlling others, rather than managing themselves. The leaders' fears and anxieties are transmitted to their organizations, which creates dependency, indecisiveness and lack of personal responsibility. These shared fears can replace the firm's shared values and lead to ethical lapses, poor and untimely decisions, ineffective communication and dysfunctional relationships. To face and manage these fears, leaders must remain honest with themselves regarding their most prevalent fear and the conditions that are most likely to provoke that fear. Awareness is the first step to self-management, so here are some exercises to help you determine how fear has an impact on your leadership. Choose the exercise that you feel is most beneficial and revealing. Then, try it for a week and see how it adds clarity to your actions.

I fear failure; therefore, I must succeed.

For the next week, stop twice each day – once at midday and once at the end of the day – and ask yourself the following questions:

- What did I not attempt today because I was afraid I would fail?
- How did I rationalize not trying?
- What was the worst outcome that could have come out of my trying?
- What did not move forward because I did not try?
- What did I learn about myself and my leadership from this experience?

I fear being wrong; therefore, I need to be right.

For the next week, stop twice each day – once at midday and once at the end of the day – and ask yourself the following questions:

- In what situation did I feel the need to be right or to avoid being wrong?
- How did I respond?
- How did other people respond to me?

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- How could I have responded that would have been more useful?
- What did I learn about myself and my leadership from this experience?

I fear rejection; therefore, I need to be accepted.

For the next week, stop twice each day – once at midday and once at the end of the day – and ask yourself the following questions:

- In what situation did I feel rejected today?
- How did I respond?
- How could I have responded more effectively to stay connected?
- What situation did I avoid today because I was afraid of rejection?
- What was the result of my avoidance?
- How could I have engaged that person?
- What did I learn about myself and my leadership from this experience?

I fear being emotionally uncomfortable; therefore, I need to be comfortable.

For the next week, stop twice each day – once at midday and once at the end of the day – and ask yourself the following questions:

- What made me emotionally uncomfortable today?
- Why was I uncomfortable?
- What did I do to avoid or eliminate the discomfort?
- What did not get resolved because I avoided discomfort?
- What did I learn about myself and my leadership from this experience?

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Calendar of Events

Public Seminars –

Session	Date (s)	Location
Pat & Bob Bender Present - Awareness Is Power® Personal Excellence Seminar	May 10-12, 2006	Serenity at St. Michaels, Maryland
Pat & Bob Bender and Super Bowl Winning Coach Brian Billick Present – Awareness Is Power® Leadership in Action...Execution & Lessons Learned	June 20, 2006 [Limited Space Available – See Page 5 for More Information]	Partnering with Living Classrooms Foundation, Maritime Park, 1417 Thames St, Baltimore, MD [Corner of Thames and Caroline Streets in Fells Point]
Pat & Bob Bender Present - Awareness Is Power® Personal Excellence Seminar	Sep 20-22, 2006	Serenity at St. Michaels, Maryland

Customized Seminars –

For those companies and Federal Agencies who would like to implement the Awareness Is Power® process throughout their organization, we provide highly-customized seminars for your specific needs to grow your skills and the skills of the people around you, contact Pat Bender personally at 301-439-8317.



Meeting Communications

When answering a question at a meeting, it is important to be specific. Be direct, short, and leave no room for interpretation.

Most of us tend to give a long explanation to set up the actual answer. By then most people have either forgotten the question or you have lost their interest.

If you are specific when answering you can add additional details if needed.

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12 Issues For Only \$97

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Use the resume as a starting point for your evaluation only. It has been found that there are substantial misrepresentations on over 75% of all resumes!

How about the sales managers who hire those who have been to all of the latest sales training classes – those who can recite the seven steps of the sales process backwards and forwards in their sleep? These life-long “learners” might be living with the belief that “knowledge is power.” Successful salespeople know that “applied” knowledge is power! How many of those that sat through sales training apply the great techniques presented? How many change their sales habits or do anything differently? How many increase their sales totals on a regular basis just by attending sales seminars? Of course the answer is very few and in fact many simply get confused by the new sales process of the month! This is obviously not the answer!



The only answer that will work in every situation is to find people with amazing attitudes! Yes, the ones who have a smile on their face – all of the time. The ones who have learned to overcome adversity and succeed, not only in sales, but in life. The people that get along with others and make friends easily – the all-stars who have succeeded in life by creating short and long-range goals and plan to accomplish them through self-motivation.

Where can you find such people? They are everywhere – you just need to uncover them. It is imperative that those in need of good salespeople need to be involved in their communities, knowing as many successful individuals as possible. Join networking groups, letting everyone know that you are always on the lookout for those with great attitude. You may be surprised where you meet your next world-class salesperson – it could be the waiter in your favorite restaurant that is looking for a career change! Constantly being in recruiting mode is a necessity.

How do you know if someone has a great attitude? What impresses you about others?

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That warm, inviting smile is a start.

Those that view the glass as half-full, maintaining a positive outlook will carry a sincere smile. People that you find easy to converse with and are open to deep discussion will be more apt to create long relationships with customers.

Those that have the courage to ask questions will be able to uncover the needs and wants of your client base. People skills are critical to success in sales, much more so than knowledge of your product and industry.

Another place to look for your next superstar salesperson is in one who has overcome adversity. We



learn much more from failure than we do from success. In your conversations with candidates, ask them about the toughest situations that they’ve encountered and how they responded. You will pick-up many clues as to how they handle and overcome problems.

Last, but certainly not least, is finding salespeople that speak in terms of goal-setting and goal accomplishment. This is an underrated art that allows world-class performers to shine in any endeavor. Find out about candidates dreams and aspirations and ask about their plans to get there. If they can outline their game plan to realize their dreams, you have a winner and great salesperson!

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The function of leadership is to produce more leaders, not more followers.

— Ralph Nader

Leadership and learning are indispensable to each other.

— John F. Kennedy

Leadership is the art of getting someone else to do something you want done because he wants to do it.

— Dwight D. Eisenhower

LEADERSHIP IN ACTION... EXECUTION & LESSONS LEARNED

Tuesday, June 20, 2006 8AM-4PM

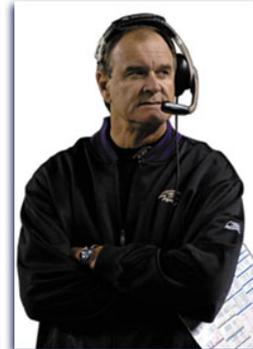
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