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Presents

Managerial Courage: Five Skills to Increase Your Effectiveness

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Margaret is CEO for *The HR Edge, Inc.*, an international management consulting and training company. Her clients have included Lockheed Martin, Chevron, Time Warner, U.S. Secret Service, Sara Lee Foods, Home and Garden Television, Roche, Nationwide Insurance, Aegis Sciences Corporation, NAPA Auto Parts, Homeland Security, New York Presbyterian Hospital (Cornell & Columbia Medical Centers), U.S. Marine Corps, Deloitte, Blue Cross Blue Shield, U.S. Coast Guard, Vanderbilt University, Comcast, Intercontinental Hotel Group, National Institutes of Health, McKee Foods, Skanska, Fox Broadcasting, Schwarz BioSciences, Alcohol, Fire & Tobacco, Fifth Third Bank, Verizon, Northwestern Mutual Life Insurance Company, SAS (computer software), The Nashville Predators national hockey franchise, Pella Windows, Internal Revenue Service, Northrop Grumman, Miami University, Wells Fargo, The Peabody Hotel, The Hartford, TECO Energy, AmSurg, Quorum Health Resources, the U.S. Naval Nuclear Submarine Group and various local and state governments. Previous to owning her own company, Margaret was Sr. Vice President, Human Resources Consulting for a national consulting firm out of Winston-Salem, North Carolina. She has a BS degree from the University of Alabama and a JD degree from the Vanderbilt University School of Law. She has worked as an attorney, specializing in employment law as well as been Vice President of Human Resources for three large companies. She is often quoted as a business expert in newspapers and magazines across the country including *Wall Street Journal, New York Times, Chicago Tribune, USA Today, MSNBC, CBS Money Watch* and *Entrepreneur* and appears regularly on local *ABC, CBS* and *Fox* television affiliates. She is the author of the business books, “Management Courage – Having the Heart of a Lion” and “The Hidden Language of Business – Workplace Politics, Power & Influence.” She has served on the Board of Directors for various corporations and charities.
Management Courage Questions

Principle One – Not only being honest, but being the **most** honest

1. Of those people that I manage (or interact with regularly), with whom have I not been the **most** honest?

2. Is there anyone I manage (or interact with regularly) that I believe is not promotable?

   Have I told him/her this when we discussed promotion?

3. Is there anyone I manage (or interact with regularly) that should be coached about a behavior pattern that is prohibiting his/her professional development?
Principle Two – Treating people equitably, but not identically

1. What is the biggest motivator for each person I manage (or interact with regularly?)

2. When have I failed to recognize someone publicly because I thought it would offend another individual?

3. When have I failed to do something special for one of the better performers because I didn’t want to be accused of favoritism?
Principle Three – Prohibits using individuals, policies, procedures or practices as a crutch or excuse

1. What individuals, policies, procedures or practices do I (or others in my organization) routinely ignore or work around?

2. When have I told an employee that I would be willing to do something for him/her, but another individual in the organization would not permit it?

3. When was the last time I disagreed with the results that came from adhering to a decision, policy, procedure or practice?

What did I do about it?
Principle Four – Asking for feedback

1. When was the last time I got negative feedback on my performance?

How did I respond to the feedback?

What has changed about my behavior as a result of that feedback?

2. When was the last time someone told me that they liked my work?

Did I push him/her for suggestions to improve the work?
Principle Five – Taking responsibility for any mistakes that I make or my direct reports make (or the people I interact with regularly)

1. When was the last time I admitted publicly that I made a mistake?

2. When was the last time someone admitted to me that they made a mistake?

   What was my reaction?

3. When was the last time I took responsibility for someone else’s error?

4. When was the last time I covered for someone without telling anyone?