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## ATTITUDE

who create healthy organizations tend to be positive, high energy, and pleased and motivated by the success of others. They guide employees by reinforcing and employing their talents and addressing areas of development tactfully with empathy and encouragement. These qualities are about attitude not aptitude. In fact, I believe that success in life is about 80% attitude and 20% aptitude.

Attitude is critical from an organization perspective. Leaders function as role models for people within the organization and set the tone for the organization's culture. A "can-do" attitude helps to create a "can-do" organization. An attitude that values support for others and comradery leads to an effective and productive organization where the various functions and processes are working together efficiently for the common good. I once worked for a leader of a 4,000 person organization who embraced the slogan "Make a Difference". He created a strong sense of trust and appreciation for the people in the organization. He was open and honest in his dealings with employees and worked with them as colleagues. He believed that we were about service and lived and breathed it in his own behavior. As a result, he created a high energy, generous and committed team.

When leaders focus on finding fault, a culture of discouragement is created. It is an easy pitfall when one is pushing for results and is eager to see improvement in the organization's performance. Unfortunately, this creates a long term culture that is not pleasant to work in and where the top performers leave for greener pastures. All employees, but particularly high performers, will quickly perceive a system that is built on discouragement and a lack of appreciation. Allowing yourself to focus on negativity and what is not working will throw you off course and your employees will follow. It is worthwhile to relax and maintain a confident optimism. You need to connect with employees in a supportive manner by building trust while at the same time motivating them towards established goals. By doing this you will build the foundation for an organization that is creative, productive and able to rebound from any crisis.

Dedicate time to be aware of your attitude before meeting with individuals or groups. Examine whether you are coming across in a way that is building the organization. Are you setting a positive "can-do" attitude? Have belief in your employees and your organization. Keep your eye on the big picture and your goals versus looking to identify individuals as failures. Address obstacles that your team may be experiencing in a timely, clear and humane manner. The key is to spend the majority of your time building the organization and motivating your employees to reach their potential.

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