



**The  
Bartlett  
Group**

## In this issue:

- ✓ Become a More Effective Leader
- ✓ IPM System New Features and Updates

## Welcome New Members:

JohnsonDiversey

## Anniversaries:

**1 Year:**  
The Boldt Company  
Chicago Tag & Label  
MPC, Inc.

**2 Years:**  
AGI Travel Guard

**3 Years:**  
Bielinski Homes

**5 Years:**  
Quadra Chemicals Ltd.

**6 Years:**  
Zywave Company

**7 Years:**  
Lorillard Tobacco Company  
Virchow-Krause & Company

**8 Years:**  
NewBridge Bank

**9 Years:**  
Cardinal Meat Specialists  
Community First Credit Union  
Direct Supply

**10 Years:**  
Bar Harbor Bank & Trust  
First Community Bank  
First Financial Bank of Abilene

## Contact The Bartlett Group:

**Leo Bartlett**  
(608) 825-3030  
Madison  
lbartlett@profilexpert.com

**Janine Smith**  
(414) 232-6596  
Milwaukee  
jsmith@profilexpert.com

**Tricia Burlage**  
(608) 215-3008  
Oconomowoc  
tburlage@profilexpert.com

**Profilexpert**  
profilexpert.com



# The Bartlett Banner

April 2008

## The Bartlett Report: Are you a Leader or a Manager?

Remember your first leadership role? Nearly every person can remember the first time they were promoted to a supervisory or manager position. At first you were excited and looking forward to the prestige and recognition. Then reality set in and you realized you had to work with the individuals who could either make or break you. As the manager, should you let the group know who is in charge and start giving orders or should you solicit input from the group? Being unsure of the best approach, we often replicate the behaviors others have used with us in the past.

### Manager or Leader?

So what is the best approach? This raises a number of questions: Is there a difference between being a "manager" and a "leader?" Should you focus more on the task or people to get top performance? How do you accomplish the goals and objectives you are held accountable for through the individuals you supervise?

### Successful or Effective?

Is there a difference between being "successful" and "effective?" Even if you reach all of the goals or

objectives the organization has set out for you, does that mean you are both successful and effective?

Based on personal experience, upon being promoted to the position of Corporate Director of Training and Development for Oscar Mayer, I was responsible for the results of eight other Training Directors around the country. To be honest, I was not all that confident as to how to manage and lead that group. I had to consider a number of environmental factors, such as the individual personalities; the tasks that had to be accomplished; the organizational culture; the skill and developmental level of the trainers; the resources to be used to develop all employees in the company; my own development needs; my supervisor's style; and many other factors.

Ironically, Dr. Paul Hersey was making a presentation on Situational Leadership at a local ASTD Conference. It was like a light went on for me. After hearing about Hersey's Situational Leadership, I now understood how to better read the developmental needs of the trainers I supervised; I understood the direction of training and the development and

*(continued page 2)*

## New IPM Reports and Features

**Personal Perception Profile** provides insight into how co-workers perceive you in comparison to your Communication Profile results. The report consolidates the Personal Perception Survey responses from co-workers, peers, direct reports or supervisors and offers insight into how these individuals see you at work. This report is found in your Team.expert Module.

**New Hire Integration** assists the newly hired employee build rapport quickly with managers, co-workers and direct reports. It consolidates the Communication Profile with advice on how to team with a new hire's manager, co-workers, and direct reports. This report is found in your Team.expert Module.

**Team Analysis** examines your team dynamics using a well-known model of team formation (forming, storming, norming and performing). It provides information on individual strengths, sensitive areas,

leadership style, risk orientation and willingness to trust. It also creates composite trait graphs using a team's primary profiles and environmental adjustment profiles. Find the Team Analysis in your Team.expert Module.

**Flex Surveys** create and conduct multi-rater surveys to gain insight into individual job performance, customer/employee satisfaction, evaluation of training programs and much more! With 12 rating scale options, setting up your Flex Survey offers variety and flexibility, and your survey is easy to create! Set-up can be found in the Administration Module, and you'll use your Team.expert Module to invite respondents.

**360 degree feedback for Performance Appraisals** increase self-awareness by including peers and/or direct reports in employee performance appraisals. Click Management.expert - Performance Appraisals - Performance Appraisals by Employee.

# The Integrated Performance Management (IPM) System

## Situational Leadership--Are you a Leader or a Manager (continued)

training resources that were needed at all levels. In other words, I realized that I must use different leadership behaviors for each person and situation because some were able and willing to get the job done, while others needed closer supervision and training to be able to perform. I had to be situational based on the developmental needs of my Training and Development Team.

### Leader vs. Manager

Situational Leadership distinguishes the difference between a leader and a manager. A leader establishes the direction (vision and strategy), aligns people (communicates the vision), and motivates and inspires the people. In other words, they are more concerned with "growth and change." A manager plans resources, organizes the staff structure and systems, and controls the problem solving planning process. Overall, a manager is responsible for stability and order.

The primary difference between a leader and manager is that the manager was hired to accomplish the organizational goals. A leader, on the other hand, may or may not be as interested in the goals of the organization, but people will follow a leader's lead for their own personal objectives--security, money, etc. To be both successful and effective, an individual who works for an organization has to be both a manager and a leader.

Situational Leadership is a diagnostic and prescriptive model any person can apply to nearly any situation where they are responsible for the development, growth, and results of their followers.

## Keep your IPM Database Up-to-Date

Hide candidates after each recruitment or on an annual basis. Click Administration - Hide Candidates, and select the dates to hide. These candidate records are not deleted from your system, just hidden from view. To retrieve hidden candidates, use the filter option on the top right-hand of your screen and select Candidates-Hidden.

You may also want to consider deleting candidate records that are more than two years old. Refer to the Survey Date in the Candidate Profile table to determine the age of each candidate record.

Changing "candidate" status to "employee" -- keep your candidate records in Selection.expert and your employee records in Management.expert. In the Selection.expert module, click the Edit link to the right of the candidate you hired, then change Profile Type to Employee. At this time, it is a good idea to update the employee's Record Owner to their supervisor and their Job Title.

### IPM and Situational Leadership

A leader has to be able to apply both task and relationship behaviors when directing others. The IPM System uses the behaviors of Dominance (vision and results) and Conformity (monitoring performance) to accomplish tasks. Extroversion (persuasion) and Patience (people and systems efficiencies) are applied to accomplish the relationship behaviors.

The key to being both successful and effective as a leader or manager is a person's ability to correctly diagnose the development needs of each follower and then have the flexibility to provide the correct amount of direction and positive reinforcement that accomplish the tasks. Our goal is to identify the "potential" of each individual and then develop that potential into "ability."

Situational Leadership is one of the most effective tools for providing the training and information to accomplish this. Dr. Hersey has written a number of books and developed workshops that have helped over 100,000 individuals improve their leadership skills in a very short period of time.

The Bartlett Group would like to provide you with the opportunity to become a successful Situational Leader. Join us on April 22-23 for a 1 1/2 day intensive workshop combining Paul Hersey's Situational Leadership model and the power of your IPM System.

Become a more effective leader with your IPM System! Contact your IPM Consultant for more information or register today online at [www.profilexpert.com](http://www.profilexpert.com)!

## IPM News to Use

### Did you know that you can now change IPM records to a different user?

Check out this new feature in the Administration module. Click All Users Information and Edit for the user that you want to change. Scroll down to reassign records to a new user, with the option to delete or keep the current user.

### Do you use the IPM for Job Descriptions?

Now you can add your company logo to all your Job Descriptions by uploading it in the Administration module.

### Don't miss these upcoming IPM Learning Opportunities

#### Situational Leadership

April 22 - 23  
The University of Phoenix  
Brookfield, WI  
\$295/participant

#### Select the Best

Interview Better, Hire Better  
Behavior-Based  
Interviewing Techniques

#### Styles and Versatility

Develop your versatility,  
improve work relationships  
and performance

#### IPM Introductory and Advanced Workshops

Get the most out of your  
IPM System

#### IPM Client Forum

Information and idea  
sharing discussion forum

We are seeking your input to assist in scheduling these events to best fit your schedule. Contact an IPM consultant today to indicate your interest.

Contact The Bartlett Group at (608) 825-3030 or [www.profilexpert.com](http://www.profilexpert.com)