



David Freund
Chief Leadership Officer

What Got You Here Won't Get You There!

Last week MACNY launched our newest leadership development program titled **Transformational Leadership**. This course was developed to follow Supervisory Leadership. Our first session addressed the reality that without growth, you won't be able to lead at the next level. I might also add, that at the rate things are changing in the world around us, you may not be able to even stay where you are. On a more positive note, there is a great untapped potential in our workforce just waiting to be released. Will you be ready?

One factor that keeps us from realizing that we need to grow is success. We love success. It feels so good, and others are very happy to affirm that we have been successful. Let's face it, all of us want to be successful. We love to win, to be the best on the team, the cream of the crop, and the shining star in the organization. However, being successful is a dangerous position to be in if we are not careful. Success breeds complacency. In fact, few Nobel Prize winners ever achieve anything great after being recognized in their given area of expertise. Success may actually be career ending because we begin to adopt some beliefs that may not be true. We may begin to believe that we were much more responsible for the success than the facts might bear out. As we begin to believe our own chosen narrative our egos take over and career limiting behaviors ensue.

In his book **What Got You Hear Won't Get You There**, Marshall Goldsmith identifies 20 habits that hold us back from growth. I have pulled two out that really spoke to me.

Negativity, or "Let me explain why that won't work": The need to share our negative thoughts and criticism. I must confess that I had serious issues with this in my last job.

It started with being successful. The company was doing well. People liked telling me I was doing well, and quite frankly, I liked hearing it. The problem was that I started to believe them. I felt that I was the expert and everyone was just waiting for me to express my thoughts and opinions. Little did I know, I was shutting people down. Little by little people stopped sharing their views. I must say that had I been in their shoes I wouldn't have spoken up either. Why give an opinion if the leader doesn't think he needs to hear it? This can be a very costly scenario for a leader. In just one situation, the results of my arrogance might well have cost our company \$200,000. It was a good decision implemented at the wrong time because I surrounded myself with people who were more than happy to agree with me.

Failing to give proper recognition: The inability to praise and reward exceptional work. Very often managers begin to take for granted the very people who are making them successful. They are like the man who had been married for 15 years. One day his wife asked why he didn't tell her that he loved her. He simply replied "I told you I loved you at our wedding. If that changes, I'll let you know." Now we all find that terrible and crass, but how often do we fail to recognize our team members' contributions. Even a "thank you" which costs a manager nothing is frequently left unsaid. Driven managers feel that paychecks are enough and doing a great job is just expected because that is how they became successful. Once again, it's success and arrogance that may, in the end, hold the manager back. Perhaps by now, you have realized that I have been referring to managers and not leaders. Managers are transactional and focus on tasks, and in doing so forget that it was their people who have made them successful. Leaders are transformational, and view success as an opportunity to raise their team to the next level of excellence. Praise and recognition become tools that can be used in this valuable process.

How about you? What will safeguard you from falling into the success trap? Will you commit to growing into a transformational leader? I would love to have this conversation with you.

Hilary Hext Joins MACNY as Training Manager

MACNY is pleased to announce the addition of Hilary Hext, who has joined the organization as the new Training Manager. In her new role, Hilary will manage all marketing and coordination for MACNY's extensive training and leadership development programs on behalf of MACNY and its over 300 members throughout New York State. She will also be facilitating both existing and new training offerings as a MACNY trainer for both open enrollment and on-site classes. Hilary will report to David Freund, MACNY's Chief Leadership Officer.



Hilary comes to MACNY from Marquardt Switches in Cazenovia. Hilary started her career at Marquardt in 2012 in their HR Department as an intern, while pursuing her degree at Cazenovia College. Upon graduating in 2013 with a degree in Business, minoring in Communication Studies, Hilary continued her work at Marquardt Switches, where she was promoted to HR Administrator and finally the company's Training Coordinator. In this role, Hilary developed the company's Cornerstone OnDemand software process, served as a member of the Global Development Team, and established and ran the company's Health and Wellness Committee.

MACNY's President & CEO Randy Wolken states, "On behalf of the MACNY staff, I would like to express just how excited we are to have Hilary joining us. Hilary's extensive knowledge in both training and human resources is a wonderful addition to the MACNY team, and will undoubtedly come as an incredible asset to MACNY membership and our future program offerings in training and development. We are thrilled to have Hilary on board, and look forward to her rolling out new programs, particularly in corporate wellness offerings, to the MACNY membership."

In addition to her work experience, Hilary remains an active participant in the Madison County Rural Health Council and Healthy Work Places Work Group.

For more information, please contact Hilary at 315-474-4201 ext. 24, email hext@macny.org, or visit www.macny.org.



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Why not? Marisa and Dave wanted to provide useful content that members could easily listen to on their commutes to and from work. We're all busy, so why not utilize drive time for professional growth?