

## Managerial & Leadership Characteristics Combine to Produce Results

According to professional speaker and author of more than 17 books, Jim Rohn, "Managers help people to see themselves as they are. Leaders help people to see themselves better than they are." Individuals and teams can achieve great results when their leaders combine both skill sets and help teams improve themselves and their work processes by seeing how they are, and motivate them for continuous improvement by setting performance goals. Cynthia Fodell Mott, recruited to RE/MAX of Texas as Director of Marketing & Business Development, is an example of a leader who has transformed teams by combining managerial skills and leadership characteristics.

Cynthia inherited a highly energetic talented group of designers, writers, and editors who lacked direction and motivation. They frequently missed deadlines or operated in a crisis mode when deadlines approached. Miscommunication slowed workflow and impeded initiatives. At the time, RE/MAX of Texas was in high-growth mode and the region required a strong marketing team to develop and design Internet content and search engine optimization (SEO), print ads, billboards, radio spots, and training programs for recruiting and retaining membership.

To build the fledgling marketing department into a cohesive team of award-winning professionals, Cynthia needed to provide leadership, mentoring, and creative foresight. She met one-on-one with team members to gain a perspective on their job responsibilities, daily work problems, and life and career goals. She solicited their suggestions regarding improvements in the work environment. Cynthia then held a group meeting to share ideas and suggestions for streamlining the processes of the timeline-driven marketing department, improving business-to-business (B2B) and business-to-consumer (B2C) internal operational procedures, and developing a department positioned to meet the high-growth demands of RE/MAX of Texas.

She implemented processes that included a Master Calendar with deadlines for all artwork, copy, video, and other rich media commitments. She established a routing sheet with sign-off notations to track progress and ensure timely turnaround on all projects. She installed a "white board" that showed the people involved, stage of development, and deadlines for every project and reduced work interruptions by making the project status available for everyone to check at anytime. She took copies of work in progress to weekly staff meetings to gather input from key staffers and produce a more effective and hard-hitting final product.

Within 90 days, the restructured marketing team was transformed into a dynamic operation that met all deadlines for quality and messaging, led innovative ad campaigns, and produced consistent brand awareness. Her team developed an on-line marketing/design e-Source center (<http://www.remax-texas.com/esource.cfm>) on the internal RE/MAX of Texas intranet site that provided templates for members to use to produce personalized ads, property flyers, postcards for drip marketing campaigns, press releases for their local community newspapers, and updates on achievements that could be included in the *RE/MAX of Texas Reporter*. The *Texas Reporter*, the quarterly publication that offered industry-related articles, educational updates, coverage of charity involvement, and showcased accomplishments of realtors from each major market area, subsequently won First Place for Regional Newsletters in 2003 in the RE/MAX International network comprised of 67 countries.

Cynthia began publishing the 58-page glossy regional magazine on-line and dramatically reduced production costs by cutting out paper, print, and postage. The on-line publication allowed immediate access to content that could be e-mailed to clients, potential homebuyers and sellers as well as business alliance partners.

By encouraging individual input and innovation, Cynthia transformed a mediocre marketing department with little direction into a mature highly effective and growth-focused team of professionals whose common goal was to provide the highest level of service to their B2C internal base as well as their strategic partners in the B2B operations. Cynthia orchestrated the change that served as a catalyst for recruiting and retention efforts that produced the largest growth in the 30-year history of RE/MAX of Texas.

The often defined differences between managers and leaders can converge in the same individual. Cynthia Fodell Mott is an example of a manager and leader who produces high performance teams that measure and monitor their progress by seeing themselves as they are and achieve lofty goals by seeing themselves better than they are.