

Profitable Performance

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NEW IMAGE ASSOCIATES
Adding Science To Talent Development

Managing By Walking Around

This is not a new concept but one that seems to have been forgotten. As I work with companies to help them enhance their management capabilities I am surprised to see how few managers are actually walking around. We keep getting caught up in paper work, (or at least that is an excuse) and not taking the time to see what our associates, staff, employees, and team members are doing.

It is not just walking around either. It is what you do when you walk around. Patrick made a practice of walking around the factory floor and stopping to speak to some of his employees – usually the same people whom he had known for years. He asked how they were doing and about their families. It was good for morale, but he never learned anything of real value – and neither did his employees.

Greg also walked around his department asking about his employees and their families. But he took a different overall approach.

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Do You Know What Your Team Members Are Doing?

Customer Service

Becoming an excellent service provider

Successful service companies are committed from top management all the way through to the front line. They recognize quality service as an ongoing process that requires

constant attention and care. Primarily, they all share:

- **A strong vision** - a strategy for service that is clearly developed and clearly communicated.
- **Visible management** - setting examples of integrity, involvement, and enthusiasm.
- **Customer-friendly service systems.**
- **Routine talks among employees about service.**

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Motivational Quotes

NEVER QUIT. IT IS THE EASIEST COP-OUT IN THE WORLD. SET A GOAL AND DON'T QUIT UNTIL YOU ATTAIN IT. WHEN YOU DO ATTAIN IT, SET ANOTHER GOAL, AND DON'T QUIT UNTIL YOU REACH IT. NEVER QUIT.

— Bear Bryant

IF YOU ARE BORED WITH LIFE, IF YOU DON'T GET UP EVERY MORNING WITH A BURNING DESIRE TO DO THINGS — YOU DON'T HAVE ENOUGH GOALS.

— Lou Holtz

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The 'ACCOUNTABILITY' Challenge

In today's 24/7 driven business world, accountability is becoming more critical issue for every business owner, executive and salesperson. The challenge is to realize that accountability is just not a single issue, but an issue with many supporting elements. To survive and thrive as an accountable individual first requires overcoming personal fears and then developing a plan which will ensure that you attain your goal of becoming an accountable individual.

Action – What actions did you take or not take and why?

Commitment – Are you truly committed to doing what it takes?

Choices – Are you making good choices?

Opportunities – Are you creating new possibilities for success?

Understanding – Do you understand yourself?

Numbers – What are your weekly numbers?

Tight – Are you 'loosey goosey' with your actions?

Alignment – Are your actions in alignment with your personal values?

Building Behaviors – Is your accountability a one time thing?

Internalization – Are you working from the inside out?

Learning – Do you view failure as an opportunity for success?

Integrity – Do you demonstrate your values at all times?

Teaching – How can you help others be more accountable?

You – Bottom line, it is all about YOU, no buts, no excuses!

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Before he started, he reviewed current projects, team leaders, the projected completion dates, each team member's assignments and any potential challenges that could impact any of the projects. His questions and comments to his staff were focused and specific. He would ask if they were having any problems or if the project was going to be completed by the due date. He asked if they had any suggestions that could help in this or any future projects. He too would ask about their families (very important to know your employees) and would make sure that he allowed people to exchange ideas to enhance their jobs, the company, and the future for success.

Greg's employees knew that he valued their ideas and suggestions. Thus, he was able to boost productivity and morale.

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NO PERSON WAS EVER HONORED FOR WHAT HE RECEIVED. HONOR HAS BEEN THE REWARD FOR WHAT HE GAVE.

— Calvin Coolidge

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Power Words

Compendium (kum PEN dee um) n. - a summary; an abridgment
Example: A yearbook often contains a compendium of the offenses, foibles, and crimes of the members of the senior class.

Circumspect (SUR kum spekt) adj. - cautious
Example: As a public speaker, Nick was extremely circumspect; he always took great care not to say the wrong thing or give offense.



Chicanery (shi KAY nuh ree) n. - Trickery; deceitfulness; artifice, especially legal or political
Example: Political news would be dull if not for the chicanery of our elected officials.

Court Sends Gripe Warning

You've already advised staffers not to gripe on the job. Thanks to a federal appeals court ruling, they'd better listen.

The court upheld a doctor who fired four nurses for complaining about their work schedules in front of patients.

The judges concluded that "grousing" within earshot of customers was "inherently bad conduct." That gives managers the legal footing to punish employees who mutter where customers can hear.

Source: The Personnel News, Santa Clara, CA 95054 as printed in the *Managers Edge*

Web Site Of The Month!

THE ULTIMATES

— a new type of search index

Twenty-five net services at your fingertips!

Here you can search resources from all over the net like phone books, email directories, and trip planners. But this isn't just another list of links. The form for each resource is integrated into the site, and JavaScript copies the information from one blank to another so you can use everything out there with a minimum of time and effort.



Check it out at: <http://www.theultimates.com>



ONE MINUTE IDEAS

How To Improve Persuasion Power

To upgrade your persuasive power, capitalize on these situations:

◆ **Lend a sympathetic ear.** When an employee discusses a problem, listen with patience and understanding. By showing that you care, you earn a reputation as a sensitive manager. That will pay off when you ask your staff to sacrifice to attain stretch goals.

◆ **Feed off others' enthusiasm.** When someone presents a new idea, support it. Don't look to shoot holes in what you hear.

Example: Your boss may want you to be upbeat about a new product rollout, so focus on opportunities rather than criticism.

Payoff: If you do have legitimate concerns about the project, this gives you the credibility to raise them later.

Source: Robert L. Dilenschneider, writing in *Executive Excellence*.



Identifying Potential Team Leaders

As a team leader, you are the most important source for identifying potential team leaders in your company. This list shows some of the things you should remember as you evaluate your team members:

- ◆ **Have** clear goals and objectives outlined for each member. (Or review what they have outlined)
- ◆ **Observe** each members behaviors, skills, attitudes, values, and personalities.
- ◆ **Make** sure each team member has an opportunity to be the leader of a project or task.
- ◆ **Encourage** them to enhance their skills by attending seminars, getting leadership training and development, and/or taking educational courses.
- ◆ **Keep** everyone aware of your team goals, objectives, and accomplishments.



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INSIGHT !

**...THE ABILITY TO SEE AND UNDERSTAND
CLEARLY THE INNER NATURE OF THINGS**

1500 leaders and their associates from around the world participated in a recent survey*. Six “quick hits” are:

- ◆ Top leadership competencies are adaptability, communication, decision-making, building a successful team, and managing the job.
- ◆ Most common leadership derailers are being overly concrete and micromanaging.
- ◆ Half of all internally promoted leadership candidates fail without proper planning.
- ◆ Only 38 percent of associates expressed “high confidence” in their leaders. Skepticism was greatest among frontline supervisors who have the most contact with other employees.
- ◆ Fifty-eight percent of employees pay more attention to the ethics of their superiors than a year ago.
- ◆ Organizations are having difficulty identifying new leaders. Nearly half the companies surveyed don’t have a process to identify and develop people into leadership positions.

* TD Magazine, March 2004

