



TALENT JOURNEY

BUILD A TEAM • CREATE A DESTINY

Happy Holidays

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Five 21st Century Leadership Strategies

Studies consistently show that an employee's direct supervisor has the greatest impact on his or her performance and motivation to contribute to the company.

In today's rapidly changing work environment, leaders experience success when they effectively demonstrate strong people skills. Effective leaders can no longer rely on their own expertise as the primary or sole credential. They meet goals by working through others with flexibility and energy. Successful 21st century companies will establish, develop, and foster company-wide leadership. Top leaders will learn to capitalize on the talents and expertise of each team member, benefiting the organization as a whole.

How can you drive stronger contribution within your teams? Below we have captured five key strategies we believe are critical in leading effectively:

- 1. Provide a sense of vision and meaning.** Casting a clear and compelling vision helps the collective team understand the purpose of your business.

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Do You Foster Company-wide Leadership?

If the Job Could Talk

What would a job say to us about superior performance if it could talk? Would it tell us both what hard and soft skills we would need for top performance? Would it describe the necessary behaviors? How about what attitudes or values are required to excel in the position? Even IQ and EQ (Emotional Intelligence) should be discussed.

We all know “jobs” can’t talk... but we can talk to superior performers in the job. The key is to know what questions to ask. The latest issue gaining attention is the difficulty of finding technical talent with “**people skills.**” The leading experts are strongly suggesting that organizations review all existing job descriptions and conduct a thorough job analysis on which defensible hiring decisions can be made. They are also suggesting that organizations take a good look at their needs for management skills versus leadership skills for all management positions. Today, “behavioral interviewing” is being used in the hiring process by more and more organizations.

Top management is now talking about the value of “soft skills.” Peter Drucker’s latest book is pushing “managing one’s self.” Coaching continues to grow worldwide and corporations are talking about managing human assets. Can you imagine how to manage your human assets *without* understanding first what truly makes a human an asset? A good start begins with benchmarking the job, not the people. Human asset management needs to be job-related, not yours or someone else’s opinion of what they think the assets are.

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Continued from page one – **Strategies**

It defines what differentiates your business in the eyes of your customers. A simple, articulate and vivid picture generates enthusiasm and solidarity. People like to be part of a winning team. Help your team see your business as important, serving a cause, and making a difference in the lives of your customers. Over-communicate, but do not complicate your visionary message.

2. **Align and prioritize your strategic goals.**

Organizations underperform due to internal competition as much as (or more than) external competition. Giving your team knowledge about the goals, and the rewards that come with meeting goals fosters alignment and collaboration. In setting specific goals, purposefully establish the link between these outcomes and your organizational strategy. Once goals are established, give the employees as much implementation decision-making as possible. Empower your staff with appropriate levels of trust, support, information, and other tools to achieve their goals. People work harder and smarter when they understand their role in the overall mission of the company and take ownership of the result. Expect excellence.

3. **Understand what motivates your people.**

People do things for their reasons and not ours. For this reason, it is critical to identify what matters most to the people you lead. One of the ways to identify motivators is to ask good questions. Here are some examples. What challenges do you most enjoy? Will you describe a couple of accomplishments you were most proud of and why? Describe some times in the past where you felt most fulfilled at work. What kind of support do you most appreciate and give me an example of when that has happened for you? The answers to questions such as these will provide a road map for motivating your people according to their unique needs.

4. **Equip your people for success.** The first step in equipping people for success is ensuring that you “get the right person in the right seat of the bus.” (Read Jim Collin’s “Good to Great” for a terrific explanation of this.)



In our “If the Job Could Talk” article, we advocate matching required job attributes to a job candidate’s natural strengths. When alignment of personality, motivation, and competency occurs between a job requirement and the employee, the organization is poised for success. As a result, the leader’s job now becomes easier because the focus is on growing and developing employees, instead of performance improvement. In addition, properly equipping employees by providing feedback and recognition the way the employee prefers motivates for future goals and projects. Again, there are different style preferences and great leaders seek to engage the appropriate style for each unique employee.

5. **Set measurable outcomes within a collaborative climate.** Great leaders demonstrate a keen ability to create challenging and exciting goals that are also realistic and achievable. They also celebrate progress along the way. As milestones are met, everyone celebrates. This engages the team for on-going success. Creating measures that reward collaborative teamwork and team contribution builds momentum for success. It also makes working together a lot more fun.

We believe that great leadership is a progressive journey, and no one arrives at the final destination this side of heaven!



In that light, we would like to challenge you to pick one tip from the above list and concentrate on developing that strategy over the next 30 days. We would love to hear your stories and possibly share them in future issues. What did you discover or achieve as you focused on implementing that strategy? Please, send us your comments.

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Life is like a ten-speed bike. Most of us have gears we never use.

– Charles Schulz, cartoonist

I take nothing for granted. I now have only good days, or great days.

– Lance Armstrong, Tour de France winner

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To benchmark a job, we must look at the job from three views: behavior, attitude and skill required. Then you can look at people currently performing these jobs to clarify the performance correlations. Only by comparing factors of the job to the same factors on people will we be able to identify the real performance issues.



The most progressive organizations have human resource strategies that call for competency-based (skill) selection and performance management systems. These organizations understand the importance of hiring the right people, placing them in the right position and managing them effectively in order to gain a competitive advantage.

One difficulty organizations have in implementing effective HR strategies is defining the selection criteria most important for performance in positions. Before an organization can design selection systems aimed at hiring top performers, they must first identify what it takes to achieve superior performance in a position. In many of today's flatter, leaner organizations, soft skills have become at least as important, if not more important than technical skills. Look for competency-based position analysis that will help your organization define the soft skills or core competencies required for top performance.

Author: Jennifer C. Zamecki – CPBA, CPVA, CAIA, TriMetrix
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Airline Traveler Beware

Don't fly within 12 hours after dental work – the change in atmospheric pressure can cause severe pain.

You shouldn't pay the 8% federal tax on airfare if you're flying from one US city to another US city in order to catch a flight to another country. You may have to show the agent the foreign ticket.



Don't buy travel insurance at airports. Coverage is much more expensive and rates vary from city to city. Buy directly from an insurance company.

Confirm airline reservations when the small box in the center of the airline ticket is marked "RO". It indicates that the travel agent has only requested a seat, and wait status is a possibility. A confirmed reservation is indicated by an "OK" on your ticket.

People often say that motivation doesn't last. Well, neither does bathing – that's why we recommend it daily.

– Zig Ziglar



ONE MINUTE IDEAS

The 2008 Statistical Abstract

The National Data Book

What is the Statistical Abstract?

The Statistical Abstract of the United States, published since 1878, is the authoritative and comprehensive summary of statistics on the social, political, and economic organization of the United States.

Use the Abstract as a convenient volume for statistical reference and as a guide to sources of more information both in print and on the Web.

Sources of data include the Census Bureau, Bureau of Labor Statistics, Bureau of Economic Analysis, and many other Federal agencies and private organizations.

Check it out at:

www.census.gov/compendia/statab/



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Confusion – Time to Refocus!

Our world seems confused right now! Should we move forward or stay right where we are? Who knows the answers? Confusion is an opportunity to stop and refocus. It is a warning signal our mind sends us saying "HELP! Do something different!" So what does our brain want and how can we refocus?

Here are 7 steps to assist this process.

1. **STOP** – The definition of insanity is doing the same thing over and over and expecting different results. So STOP the insanity!
2. **WRITE** – Put all the scrambled thoughts onto paper. Would you rather be swept up in the churn of the tornado or safely watch the event from the next town? By writing your thoughts, you remove yourself from the "churn" and can look at the confusion from a safe distance.
3. **IDENTIFY** – Now you can safely look at your thoughts and begin to identify categories that are creating the confusion. Often it is not as daunting a list as we think it is when we stop the "churn."
4. **RATE** – Take each area and rate it based on your ability to impact the outcome. In other words, by taking action, are you in charge of creating the results you desire or does someone else hold the power? You will find that some areas are in your control and some are not.
5. **CHOOSE** – Choose an area you can control and then develop a plan of action.
6. **DO** – Implement your plan. By taking steps in one area you may find that results happen in other areas. It is almost magical!
7. **EVALUATE** – Once you are on your way, you can go back and chose another area OR recognize the success you achieved and what you have learned to make the process better next time.



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The Spirit of Leadership Column

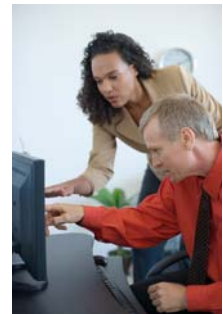
Investing in Others as a Mentor

Are you ready, willing and able to mentor others? Are you emotionally and psychologically prepared to invest time and effort in helping another person? Do you have the time, skills and freedom to devote yourself to another person? If you answered "yes" to one or more of these questions, and you are ready to make a commitment, you may be ready to begin mentoring others.

To mentor is to change a life, if only in small ways. It can be applied to a variety of people, situations and purposes. Mentoring can range from an impromptu, off-the-cuff intervention, to an intense long-term relationship.

More and more businesses and government organizations use mentoring as a tool for organizational growth and development, not just for career development. Mentoring is quickly becoming a valuable tool in preparing an organization for competitive challenges and succession planning. However, be aware that taking on a formal mentoring assignment may mean occasional inconveniences and less time for other duties. And, mentoring that causes you significant stress or loss in other areas of your life, should be weighed carefully before you make a commitment. Yet, if you are ready, the personal satisfaction may be well worth your time and effort.

If you have never been a mentor before but feel you are in a unique position and ready to become one, seek out people and resources to help you prepare for your new role. As a mentor, you should be adding value to a person, enriching their quality of life and, expanding their life purpose and capabilities. As a mentor, you need to believe in the value of your work without worrying about returned favors. If you have, or can develop, a freely giving nature, you will likely mentor all through your life – probably without thinking much about it.



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