



# TALENT JOURNEY

BUILD A TEAM • CREATE A DESTINY

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## *How to Adapt for Success – Change Management*

Have you ever wondered why some companies are more successful than others in similar circumstances? What are these people doing right? What do the winners do differently? Only 2 companies out of 10 survive the first 3 years in business. Some of the survivors are doing business in a very competitive market; however, they have acquired specific habits and have established winning strategies, which make them successful.

Are you looking for answers to these questions? A survey by Professor Colin Coulson-Thomas, a specialist in corporate transformation, shows the experiences from over 2000 companies. The outcomes achieved by survey participants are ranked from the most to the least successful, and the approaches of the “winners” or “most successful” are compared with the “losers” or “less successful” to isolate the factors that make a difference. The results suggest that most of the critical success factors are attitudinal and behavioral.

*Continued on page two – Adapt for Success*

### **Inside This Issue**

1. *How to Adapt for Success – Change Management*
2. *Personal Accountability: Success is up to You!*
3. *Important Changes for Taxpayers*
4. *One Minute Ideas*
5. *Which is the Bigger Asset? People or Teams*

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*Are You Adapting  
for Success?*

## *Personal Accountability: Success is up to You!*

In today's fast paced and economically challenged environment, the competency of personal accountability is certainly one of the top few attributes a leader must bring to the workplace. Leaders that demonstrate personal accountability are more successful than their counterparts. Modeling of personal accountability trickles down through their departments and to the end customer, resulting in increased customer satisfaction and loyalty. Personal accountability is critical to any kind of success, whether in the marketplace, community, or family.

So what is personal accountability? It is exhibited by a person who demonstrates an internal willingness to take responsibility for solutions. They solve problems. A person with poorly developed personal accountability will make excuses, assess blame, and focus on what is wrong. Put simply, the difference between these two examples predicts the difference between success and failure.

Every person has been in situations where a “system” or “process” blew up. Maybe a shipment included the wrong part or shipped late. Maybe the instrument R & D designed worked well in their lab, but manufacturing was not able to reproduce that success. Maybe the credit market crunch has disrupted your purchasing and accounting process. Successful people look at these issues as problems to be solved. Unaccountable people make excuses by blaming others or circumstances.

A successful leader knows that personal accountability starts with commitment and ends with persistence.

*Continued on page three – Accountability*

*Continued from page one – Adapt for Success*

Let's look at some overall differences between the attitudes and behaviors of those people in key positions who fail and succeed at bringing about a fundamental transformation in their organizations.

**First**, let's examine the most prominent characteristic attitudes and behaviors of "less successful" companies. They are unsure and unaware of the needs of others. They are cautious and fail to inspire and motivate. Losers are also reactive. They respond to events and often fail to anticipate the need for change. They confuse operational with strategic business issues. They fail to notice what is important and the biggest opportunities for performance improvement.

**Next**, let's examine the most prominent characteristic attitudes and behaviors of "winners." Winners tend to have a longer-term perspective. They are confident, positive and pro-active. They create compelling visions. They encourage innovation, trust other people, and share information and opportunities with them. They understand their customers and concern themselves with increasing customer retention. Winners value relationships, empathize, ask for feedback, and are good listeners.

**Winners have a plan.** Winners, in the challenge to change, transform and re-invent, are very different. They recognize that change can be stressful and can disrupt valued relationships. They only change what they need to change. They communicate why change is necessary.

### **Conclusion**

In a changing environment, in order to be a winner, management's first responsibility is to identify processes or behaviors that are inhibiting productivity and replace them with ones that are more effective. Once changes are identified, it is important for managers to estimate the organizational and individual employee impact on many levels including technology, employee attitude and behavior, organizational processes, etc... At this point, management should assess the employee's anticipated reaction to the desired changes as they are being implemented. In many cases, change can be extremely beneficial with lots of positives;



*Continued on next column –*

however, certain changes do sometimes produce a tremendous amount of resistance. It is the job of management to provide support to their team through the process of these changes, which sometimes are very difficult. Management must help employees accept change and help them become well adjusted and effective once these changes have been implemented.

By Pablo J. Perez, Executive and Corporate Coach, ACTIVATE GROUP, INC.

## ***Important Changes for Taxpayers***

Here are a few tax law changes you may want to note before filing your 2008 federal tax return:

### **Standard Deduction Increased for Most Taxpayers**

The 2008 basic standard deductions all increased.

They are:

- ✓ *\$10,900 for married couples filing a joint return and qualifying widows and widowers*
- ✓ *\$5,450 for singles and married individuals filing separate returns*
- ✓ *\$8,000 for heads of household*



### **Contribution Limits Rise for IRAs and Other Retirement Plans**

This filing season, more people can make tax-deductible contributions to a traditional IRA. The deduction is phased out for singles and heads of household who are covered by a workplace retirement plan and have modified adjusted gross incomes between \$53,000 and \$63,000. For married couples filing jointly, the income phase-out range is \$85,000 to \$105,000.

### **Standard Mileage Rates Adjusted for 2008** for business use of a vehicle:

- ✓ *50.5 cents per mile from 1 January to 30 June 2008*
- ✓ *58.5 cents per mile driven during the rest of 2008*

Visit [www.irs.gov](http://www.irs.gov) for more information.

**"It is not your aptitude, but your attitude, that determines your altitude."  
- Zig Ziglar**

Continued from page one – Accountability

They accept responsibility for their action even in messy or difficult circumstances. Seeking long-term solutions, personally accountable leaders stay committed to the objectives and are able to examine facts objectively. These leaders show tenacity until the problems find solutions. Personally accountable leaders view mistakes as a learning opportunity and springboard for moving forward. They understand that it is only through personal accountability that their team and organization will get results.



The Johnson and Johnson scare of 1982 is a good example of personal accountability. Over 25 years ago, the company discovered that numerous bottles of its Extra-Strength Tylenol capsules had been laced with cyanide. Led by their credo (mission/value system), Johnson and Johnson's CEO and company leaders took immediate personal accountability. They quickly alerted the public, issued an unprecedented full product recall, and temporarily ceased all production of capsules - replacing them with the first of its kind tamper-resistant package. As a result of their personal accountability (grounded in responsibility, commitment, solution orientation, and persistence), customer loyalty actually grew! Their problem turned upside down and eventually became a market opportunity.



As the Johnson and Johnson story testifies, personal accountability inspires all of us to own solutions, regardless of what obstacles stand in the way. The challenge for 21<sup>st</sup> century leaders is to stay positive, seek solutions, be courageous, and learn from mistakes. Success is up to you and personal accountability is a sure-fire way to hit your target.

Written by Diane Brown and Alane Taylor copyright Talent Journey 2009

*Many business leaders today view their jobs as entailing responsibility for the welfare of the wider community. These individuals do not define themselves as profit-making machines whose only reason for existing is to satisfy escalating expectation for immediate gain.*

— Mihaly Csikszentmihalyi

## 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>

[www.thetalentjourney.com](http://www.thetalentjourney.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*

"The best thing about the future is that it only comes one day at a time."

- Abraham Lincoln

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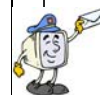
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# Which is the Bigger Asset? People or Teams

## Why You Should Re-Consider the Importance of Teams

Many will agree that people are the most important asset of an organization. More importantly, however, is how well those people work together to accomplish the common goal. Whether a company has thousands of people working in various locations worldwide or just a handful working in one small office, teamwork is vital to success. So, how can you ensure that your teams are performing at their fullest potential? How do people contribute to the team differently? Have you built effective teams?



To begin answering these questions, you must learn how to really understand each member of the team to identify their work style and how it compares to others in the group. You also need to look at the inherent strengths that each person brings to the table. Not their expertise or their background, but those things they seem to be good at just because that is who they are.

Once you understand the team members, you can not only build a team with the most effective combination of strengths, but you can also learn how to leverage each individual's strengths for a dynamic team that works at its highest potential. Only then will teams reach goals that have been unattained by individuals, work at levels of productivity no single person can achieve or impact the bottom line more effectively as a group. In fact, maybe we should revisit the assets of an organization. Perhaps TEAMS are more important than people on their own?

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## The Spirit of Leadership Column

### Build Your Confidence

**T**he Road to forming healthful new habits does not follow a straight line. You stride forward confidently, then fall back a few steps, and sometimes you stay in the same spot for a while before moving ahead. This is a normal part of the process – learning new skills and changing old behaviors takes time and effort.

All those stops and starts can take a toll on your confidence. It isn't always easy to know you're making progress. So, it's important to make building your confidence a key part of your plan for change. Here are three ways to boost your self-esteem.



**1 Take Small Steps.** Whatever behavior you are trying to change, learn to set realistic goals for yourself so you don't set yourself up for failure. An easy example for people trying to lose weight is to set a weight-loss goal of one-half to one-and-a-half pounds a week – and no more.

**2 Use Positive Self-Talk.** We all talk to ourselves at times, although much of what we say is unconscious and, unfortunately, often negative. By countering those negative thoughts with positive statements, you will help boost your self-esteem and build a more realistic picture of how successful you are.

**3 Acknowledge Your Success.** To be successful, you have to notice that you are successful. So the next time people tell you how proud they are of you for quitting smoking, or give you a compliment on the new, slimmer you; look them in the eye and say "Thank you!"

— Author Unknown

You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You must do the thing which you think you cannot do.

- Eleanor Roosevelt

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