



COMPETITIVE EDGE, INC.

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The Competitive Edge, Inc. Newsletter



Photo by Hugh Foster

“BE DARING, BE FIRST, BE DIFFERENT.”

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The Importance of Showing Up...

This month I am off to the TTI Convention in Scottsdale, Arizona. My associates often ask me why I bother to spend so much time and money going to such affairs, after all, I have been doing so for years. Believe me, there are many benefits and rewards despite the travel time, the costs involved and just plain wear and tear on the old body when one attends an out of town meeting. Conventions, seminars and the like always rejuvenate my soul and brain. I come away with some new knowledge gained, some new ideas generated and most of all, an overall feeling of being reenergized.

Robert Fulgrum of "All I Need to Know I Learned in Kindergarten" fame says, "Conventions are a special form of reunion," and calls convention centers the "basilicas of secular religion," not unlike the medieval cathedrals which served to give purpose to the community whether in religious matters or in attracting and promoting trade and business. I would not go so far as to call convention centers the basilicas of secular religion; however, I do tend to agree with Fulgrum that conventions tend to serve a multitude of purposes.

First, we go to conventions because of our work; we have a shared sense of purpose to demonstrate what we have done and what we can do. This is an exercise that has the potential to increase your organization's bottom line, but can also provide you with the opportunity to learn new things from others that may give you a greater **competitive edge**.

Conferences also provide you with a wonderful networking opportunity. I look forward to visiting with friends and colleagues that I don't see at any other time of the year, and I get to meet new people who could become part of a strategic alliance or a new client. Along the way, I just could develop another friendship, and remember we can never have enough friends.

To shed some humor on what some would call a boring experience, perhaps I should tell you I attend conventions because I love chicken! If you still aren't convinced that conventions can provide you with many rewarding experiences, perhaps you are attending the wrong ones. Consider these words of wisdom from Albert Gray: "Winners have simply formed the habit of doing things losers don't like to do."

Our next issue:

Got a question?
Need an answer?

ASK JUDY

Let *Advice from the Edge* know your questions and then watch for Judy's advice in future issues.

Judy's New Year's Greeting



As we start this New Year, I would personally like to take this opportunity to thank all of you for making 2002 our Best Year Ever. As in the past, we will continue to be committed to providing you with the best customer service possible along with cutting-edge solutions to your people challenges and training needs. We wish you all much success in 2003, and don't forget to have some fun along the way.

CEI's Preferred Providers

Jim Cecil is the founder and president of the **James P. Cecil Company, Inc.** located in Bellevue, Washington. His company is a customer-relationship technology-management consulting firm

What's New at CEI: Pre-Employment Selection Tools Now Available

/// **FirstView Counter-Productive Behavior Index** is the most cost-effective screening procedure to identify the following high risk work-related attitudes and behaviors in potential front line employees.

- Substance Abuse
- Dishonesty
- Computer Abuse
- Lack of Dependability
- Workplace Aggression

/// **SELECT** is a pre-employment screening tool to identify work-related behaviors such as:

- Positive Service Attitude
- Accountability
- Frustration Tolerance
- Acceptance of Diversity
- Multi-Tasking and more...
- plus a Validity Check and Integrity Index

/// **SELECT** uses an internet delivery format.

/// **SalesMax for Selecting Salespeople** helps identify potential salespeople who:

- Have the potential to perform in the top fifty percent of a sales team
- Have personality characteristics which impact sales success
- Understand effective strategies in relationship selling
- Are motivated more closely by a company's compensation or commission plan

/// **SalesMax** also measure key dimensions of the sales personality that include:

- Energy level
- Follow Through
- Self Reliance
- Resilience
- Responsibility
- Optimism
- Sociability and Assertiveness

/// **SalesMax** is easy to customize and validate for your organization and produces immediate on-site reports. It is also internet accessible.

Contact us today to learn more about what **FirstView, Select or SalesMax** can do for your organization.

"I realize that a sense of humor isn't for everyone. It's only for people who want to have fun, enjoy life, and feel alive."

- Anne Wilson Schael

"If you don't believe that people have the capacity to grow, then you might as well shut everything down because the nature of being human is to be on a journey towards a higher level."

- Jim Collins,
"Good to Great"

Additional Thoughts For The New Year

- ✓ If you have food in the refrigerator, clothes on your back, a roof overhead, and a place to sleep, you are richer than 75% of this world.
- ✓ If you have money in the bank, in your wallet and spare change in a dish someplace, you are among the top 8% of the world's wealthy.
- ✓ If you have never experienced the danger of battle, the loneliness of imprisonment, the agony of torture, or the pangs of starvation, you are ahead of 500 million people in the world.
- ✓ If you hold your head with a smile on your face and are truly thankful, you are blessed because the majority can, but most do not.
Unknown

“I really feel that if you treat people well, they will respond well... I think there’s nothing more important than positive relationships.”

- Ken Blanchard

WHAT JUDY IS READING...

As my eye caught the new book my assistant pulled from the latest shipment, I thought to myself, “Why do we need another book on leadership?” It seems as if everyone, after the latest financial debacles, has an idea of what leadership should be. Now, comes another book titled, *Primal Leadership, Realizing the Power of Emotional Intelligence*. However, I recognized one of the authors, Daniel Goleman, and gently reprimanded myself saying, “This is going to be a worthwhile read.” And, indeed it was. Many of us recall that Goleman’s earlier work, *Emotional Intelligence*, first showed the importance emotional intelligence (EI) holds over other competencies such as the intelligence quotient. He taught us that emotional intelligence—how we handle ourselves and our relationships—determines our success in life.

How, he joins with Richard Boyatzis of Case Western Reserve University and Annie McKee of the University of Pennsylvania to further his conviction that emotional intelligence and how it is used is the key competency to an organization’s success. This savvy trio set out to show that the primary and most important act of leadership is to understand and improve the way they handle their own and other people’s emotions. The question they sought to answer is: Why do some leaders affect resonance, the bringing out of everyone’s best, while other leaders cause dissonance in which emotions are negatively impacted? In other words, why do some successful leaders master the EI competencies more effectively than others?

As they draw on decades of research by others, they show how leaders, at an early age, develop and over time can strengthen and master the EI competencies. However, they throw in a caveat—there is no guarantee that all leaders will develop the necessary EI competencies, therefore, there must be a plan for leadership development that diagnoses a leader’s strengths and weaknesses and provides a plan for change. They further argue that leadership programs, in order to be effective, must provide the kind of learning that is lasting change; too many leadership programs, they argue, tend to force change, which soon tends to vanish. The leadership programs they advocate requires training programs that target the brain’s limbic area where practice and repetition strengthens the EI competencies; data presented in *Primal Leadership* suggest that EI competency training involving neocortex skills such as reading, discussing, listening, are fast learned but tend to vanish quickly.

Using layman’s terms, they show the neuroscientific link between an organization’s success and those leaders who have mastered the EI competencies. Their data show the higher the rank of those considered star performers, the higher the EI competencies were as the reasons for their effectiveness as a leader. In fact, they conclude that EI contributes as much as 80 to 90 percent of the competencies that distinguish outstanding from average leaders.

If you enjoyed *Harvard Business Review’s* articles *What makes A Leader and Leadership That Gets Results*, this book is for you. The authors present this material in an orderly, well-argued manner that shows primal leadership is a crucial dimension that determines the success or failure of an organization. Topic such as Who Wants to Work for an SOB?, The CEO Disease and No Vision, No Passion make this book even more enjoyable and worthwhile. Trust me; it’s a good read.

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**Eternal
Truths**

1. Everyone has a photographic memory. Some just don’t have film.
2. If you look like your passport picture, you probably need the trip.
3. Whatever hits the fan will not be evenly distributed.
4. Dogs have owners. Cats have staff.
5. Bills travel through the mail at twice the speed of checks.

Thanks to Nancy Blythe of HomeBanc for passing these along to me.