



COMPETITIVE EDGE, INC.

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Issue No. 4 Volume I

The Competitive Edge, Inc. Newsletter



Photo by Hugh Foster

“BE DARING, BE FIRST, BE DIFFERENT.”

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Leadership

Leaders are born; not made. Leaders are made, not born. It occurs to me that I have read significant documentation over the years to support both of these suppositions. I am not going to solve this mystery for all of mankind, but I am sure of one thing: Leaders do not succeed without Passion!; a Passion for Success! Success can be defined by market share, financial gain, battles won or pennants flying over a stadium. The definition of success is not as important as the road that gets you there. Without focus, motivation, communication, inspiration and righteousness of purpose; you are just an also ran.

Rudy Guillian was thrust into greatness following 9/11. Winston Churchill was thrust into greatness during World War II. Lee Iacocca was thrust into greatness because of Chrysler's financial situation. Each of these men rose to the moment because they focused on the end result. They were able to identify their righteous purpose and prioritize their issues. They were able to effectively communicate their vision, motivate and inspire their support teams and push toward their desired result. Churchill is quoted as saying, "When you're going through hell - just keep going!"

The same is true for business leaders who must passionately believe in where they are going (Vision) and how they are going to get there (Mission).

"If you don't know where you are going, any road will take you there", the March Hare told Alice. Great leaders provide direction. They qualify, quantify and communicate their goals. They educate themselves and their teams on industry trends, advancements in technology and alternative approaches to success. They keep themselves abreast of everything that will give them the **competitive edge**.

All leaders strive for corporate "buy in" in support of their goals. "The task of the (Great) leader is to get his people from where they are to where they have never been." (Henry Kissinger) Sometimes that means improving communication between team members, sometimes that means changing the players. The Total Person View defined in our most recent product release CriteriaOne® (see What's New) has been developed to address the complexion of the Team. The CriteriaOne® toolset provides the mechanism to identify the values inherent in the vision and mission of the organization. CriteriaOne® will assist you in determining the right person for the right job based on competency, proficiency and motivation, but more importantly it will identify, quantify and qualify those intangible values that are key not only to your definition of success, but also the path you take to get there and the person who leads the way.

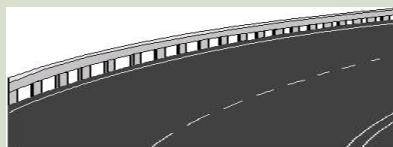
Our next issue:

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.

“A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.”



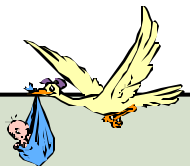
Roslynn Carter

Grandma Judy
Welcomes

Blake Palmer Suiter



Parents: Drew & Karen Suiter
Born: March 22, 2003
Weight: 7 lbs 10 oz
Length: 20" long



CEI's Next Train the Trainer



CEI's Preferred Providers

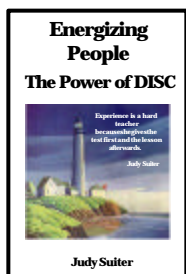
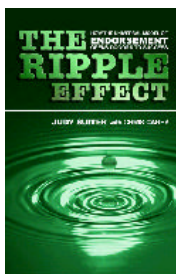
Dr. Michael O'Connor is the founder of the Life Group of Companies, the Center of Managing by Values and is creator of the Managing By Values process. Dr. O'Connor who has a BS in Social Sciences, an MA in Behavioral Sciences and a Ph.D. in Management, has over 30 years of experience in the research of personal, group and organizational behavior.

Dr. O'Connor, who has been my mentor for these last twenty-five years, has written seven books, is an accomplished conference and seminar speaker and has consulted on a large number of business applications throughout the United States, Canada and Europe. In this role as a master consultant, he is recognized for his advancements in the areas of leadership, conflict resolution, behavioral management, values development and organizational development.

In conjunction with Dr. Ken Blanchard, of "The One Minute Manager" fame, Dr. O'Connor has recently published their book, "Managing by Values" which fully defines the Managing By Values process and how to effectively implement it in any business environment. He provides training and/or consulting in the focused organizational areas of Business Culture, Strategy, People and Processes.

Dr. O'Connor has developed numerous seminars, training programs and supporting products for both business and human resources. A full inventory of his services and products can be obtained by writing to him at 3461 Bonita Bay Boulevard, Suite 111, Bonita Springs, FL 33923 or by calling (941) 947-1111.

Available Soon...



Check out our website for further details

ADVICE FROM THE EDGE



“How Do I Reward My Customers” in addition to providing excellent customer service each and every time we communicate? Some of the things I do that my customers really enjoy are sending them copies of audio-tech business book summaries of books I have found valuable, such as “Good To Great” which are available from www.audiotech.com, or sending books that I think they need in their libraries with a hand-written thank you note. The book I’ve been sending most recently is Getting To Know You by Chris Carey. However, my customers’ favorite surprise is receiving the flavor of the month from Graeter’s Ice Cream (www.Graeters.com) with a note stating, “Don’t forget to celebrate your successes.”

Additional Thoughts of Leadership



“People want to be about good things... They want to believe that the work they do has some meaning, some purpose beyond simply making a salary. So the first function of a leader is to figure out “Who are these guys who have gravitated to this work? How are they inspired?” (Lorraine Monroe)



“Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it’s amazing what they can accomplish.” (Sam Walton)



“You give me the right people, and I don’t much care what organization you give me, good things will happen. Give me the wrong people and it doesn’t matter what you do with the organization. Bad things will happen.” (Colin Powell)



“The final test of a leader is that they leave behind them in other people the conviction and the will to carry on.” (Walter Lippmann)

“I not only use all of the brains I have, but all that I can borrow.”

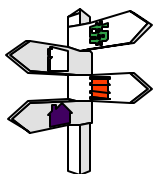
- Woodrow
Wilson

“Everyone thinks of changing the world, but no one thinks of changing themselves.”

- Leo Tolstoy



ood
for
Thought



1. Why Noah didn’t swat those two mosquitoes?
2. Why doctors call what they do “practice”?
3. Who tastes dog food when it has a “new and improved” taste?
4. Why you have to click on “Start” to stop Windows 98?
5. Why is “abbreviated” such a long word?
6. Why does sun lighten the hair, but darkens the skin?
7. Why the man who invests all of your money is called a broker?
8. If con is the opposite of pro, is Congress the opposite of progress?
9. Why they don’t make the whole plane out of the material used for the indestructible black box?
10. Why lemon juice is made with artificial flavor, while dishwashing liquid is made with real lemons?

What's New: CriteriaOne?

Every job has a set of required competencies, skills, behaviors and values. CriteriaOne? is a blueprint for recognizing talent and maximizing the potential and success of every employee. It aligns the people with the right skills and motivations to the jobs in your organizations that are required to achieve company specific business objectives.

By modeling their selection and performance management systems to the CriteriaOne? process, human resource and hiring managers can reliably link competencies to corporate goals and individual personalities to the required competencies. CriteriaOne? is a closed loop system that assists organizations in evaluating the hard and soft skills, values, attitudes, general abilities, motivations and personalities required for optimum performance. It is based on the Whole Person Approach to assessing employees, and complies with the hiring and employment guidelines established by the US Department of Labor. The process successfully identifies candidates and employees who have the **character** and **values, competencies, proficiency, and motivation** for any job specific criteria.

What differentiates CriteriaOne? from its competition?

- ~~✍~~ CriteriaOne? utilizes multiple assessment instruments and expertise at "bouncing " the results from one personality scale against another to get an accurate, fair and predictive picture of an individual.
- ~~✍~~ It employs a 3 step job audit process called ACT that addresses the Activities, Competencies, and Tools and Techniques that can quickly, accurately and cost-effectively predict the potential or ability of a candidate or employee to do a job.
- ~~✍~~ The testing process is recommended to sift through and identify the most qualified candidates as well as create a series of carefully crafted behavioral and situational based questions to be used during an interview. Managers are encouraged to factor in the results of a variety of accepted assessments along with prior actual performance and interview results to get the most complete picture of an employee or candidate.
- ~~✍~~ The benefits of CriteriaOne? will be reaped at all levels of the organization, from entry-level to leadership positions. Not every person can be a match for all jobs. The greater the mismatch between a person's abilities and behaviors/values and the job requirements, the more likely that mistakes, accidents, increased health problems and turnover will occur.

“Man doesn’t know what he is capable of until he is asked.”

- Kofi Annan

