



July 2006

Issue No.14 Volume II

The Competitive Edge, Inc.



Photo by Hugh Foster

“BE DARING, BE FIRST, BE DIFFERENT”

Stay in Shape - Follow-Up

Every day a new study appears about the most important skill sets leaders must have, e.g., effective communication, effective people management, empathy and emotional intelligence. If we aren't being bombarded by articles on developing bench strength, then it's all about performance measurements. However, my many years of consulting within the management development/leadership arena have led me to another area of concern that most organizations should be paying more than lip service to: the need for follow-up with any and all performance measurement systems.

Read what the Drucker Foundation editors have to say about follow-up in the 1996 publication of *The Leader of the Future*: "...follow-up is considered a key challenge for the leader of the future. For real-world leaders, asking and learning will have to be more than an academic exercise. The process will have to produce meaningful, positive change." They project that the methodology of leadership development may radically change as historically, leadership development has focused on the "front side of the development process: impressive training, well-designed forms, clever slogans and lots of flash." They further argue that the "back side" of the process, the on-going application of what is learned, has been ignored. The "program of the month/year" is over, according to the Drucker Foundation, as future leadership development will not be like getting in shape; it will be like staying in shape.

Here is what management consultant and writer, Esther Derby has to say about follow-up: "I've worked with people who were all 'leadership.' When they lacked management behaviors---follow-up and attention to practical implementation---they left chaos in their wakes (and didn't produce much useful change)."

Follow-up is the key to any performance measurement system, regardless of the type of organization, no matter the topic. Nowhere is follow-up more important than in the area of human capital. And this is the first place companies cut when they are measuring performance that is in a downward spiral. Mark Welker, one of my associates in the consulting arena puts it this way, "The problems are always in the numbers, but the solutions are always in the people."

Most companies only see people on the expense side of the ledger. Because businesses refuse to change their mindsets from thinking of human capital as a liability rather than an asset, they will continue to change the paradigm to fit their figures.

If asked what strategies are used to impact performance, most companies would acknowledge they use a four factor behavioral profile such as DISC for training and development. Their focus is on, "This is who you are," and they fail to take the results of the assessment to the next level, the application process, which focuses on understanding others and holding people accountable for using this model when interacting with others by modifying their own behavior to be more effective. Most organizations do not follow-up with a values assessment which determines what is the passion/drive behind a person's behavior and how does this person fit within the organization's culture. Perhaps even more important is for an organization to identify what are the skills, behaviors and values needed to do the various jobs and creating a benchmark that can be used in the selection or promotion processes and then measuring the performance outcomes achieved.

If organizations truly want to "stay in shape" with more accurate and beneficial performance measurements, they will take the advice of the Drucker Foundation and focus on the "back side" of what they learn from DISC. Match your employees' behavioral styles with the Personal Interests, Attitudes and Values (PIAV) and Workplace Motivators (WPM) results and get your organization really working together. Competitive Edge, Inc., can help you follow-up with both your DISC and Values profiles. We offer Train-the-Trainer seminars four times a year, and Judy is available to instruct your team in Time Management, Stress Management, Team Building and other topics that are tailored to meet your organization's needs. Remember, the focus is on the follow-up.

"Truly great leaders spend as much time collecting and acting upon feedback as they do providing it."
~Alexander Lucia

In this issue:

What Judy is Reading	2
Negative Numbers on the Future of Leadership Building	2
And the Question is???	3
Formal Reviews Study	3
Need for DISC & Values	3
Upcoming Events	4

What Judy is Reading

Being Judy, a high theoretical, I never view a movie as just pure entertainment--there is always a higher value. Some of the lessons movies teach are about morality, human behavior and values. Having just seen Meryl Streep's latest movie, *The Devil Wears Prada*, I was reminded of a book that has been gathering dust in my library, *Movies to Manage By, Lessons in Leadership* from Great Films by John K. Clemens and Melora Wolff.

Clemens and Wolff will have to add another chapter to the above book to accommodate *The Devil Wears Prada* as it is an entertaining lesson in what leaders should not be or do. Streep plays Miranda Priestly, a hard-nosed, abusive, "take no prisoners" editor-in-chief of *Runway*, a high fashion magazine. My first remark to my "movie companion" was, "I hope I never behave like that!" Miranda's staff lives in fear of her presence. When they hear she is in the building, they promptly stand at attention as she begins to "fire her missiles" immediately upon entering her office. Streep's character is certainly one for the books.

Lessons in Leadership addresses many of the challenges we in the training and consultant field deal with on an on-going basis. One example is how best to build effective teams who can overcome the unexpected. Clemens and Wolff discuss the lessons taught in *Apollo 13*, a film I have referred to quite frequently in training. Here you have a high performance team dealing with unprecedented crises whose improvisation skills will eventually lead to unprecedented success.

If it's the question of making a rational or a "gut-feeling" decision, *The Hunt for Red October* could help you sort it out. How to turn around a faltering team is the theme in everyone's favorite sports movie, *The Hoosiers*. And you thought it was just about the game! Well, here's another for all the training and consultant gurus. How about the value of mentoring and relationships which are the lessons taught in *Norma Rae*, a non-descript factory worker who transforms into the leader of a solidarity movement for unionization of her plant? If you need lessons in how to turn around a troubled organization, Clemens and Wolff recommend everyone's favorite classic, *High Noon*.

The writers even throw in a discussion of Maslow's hierarchy of needs, and one gets the feeling that they understand the DISC® Model as they brilliantly discuss the behavioral styles of film characters such as Jack Ryan, the CIA analyst, and Marko Ramius, the Soviet Navy Captain, in *The Hunt for Red October*.

As Clemens and Wolff point out, *Twelve O'Clock High* has already been hyped as a great leadership training film in terms of situational leadership/organizational change. However, they approach this film differently because they issue a caveat about "the costs of demanding maximum effort from yourself and others." They reach this conclusion because one of the protagonists, Frank Savage, gives the maximum effort and by doing so, becomes a casualty himself, thus the lesson: that there are limits to the efforts one can put forth.

For other leadership examples, check out *Movies to Manage By*. You might, as I did, gain some new insight into problem solving.

Negative Numbers on the Future of Leadership Building

Results of a poll conducted by the Center for Creative Leadership show that less than half of the 217 respondents (44%) agreed or strongly agreed that building leadership capacity is a top priority in their organizations. Exactly half disagreed or strongly disagreed that their organization's strategy for developing leaders is clear.

And The Question Is???

Why did the chicken cross the road? Here are some answers from the scientific world:

Andre Ampere: *"To keep up with current events."*

Albert Einstein: *"Did the chicken really cross the road or did the road move beneath the chicken?"*

Alexander Graham Bell: *"To get to the nearest phone."*

Robert Boyle: *"She had been under too much pressure at home."*

James Watt: *"It thought it would be a good way to let off steam."*

Thomas Edison: *"She thought it would be an illuminating experience."*

Karl Gauss: *"Because of the magnetic personality of the rooster on the other side."*

Erwin Schrodinger: *"Since the wording of the question implies the absence of an observer (else the fowl's motivation might easily be deduced), it is evident that the chicken simultaneously did and did not cross the road. In the face of this, any speculation as to the bird's purpose must be viewed as mere sophistry - and as such is beyond the bounds of this discussion."*

"A plan gives you a picture of where you are and where you are going. The follow-through tells whether or not you were successful in your plan."

***~Harvey McKay,
columnist***

Formal Reviews Study: Performance Management

Performance reviews are not always conducted on a yearly basis, or even twice a year as a 2005 study conducted by Hudson Index shows. In a survey using 10,000 employees, 34% said they rarely or never receive a formal review, 3% reported a review once every two years, 34% said once a year, 13% twice a year, while 13% reported they received a formal review once a quarter. Employers are missing an opportunity to discuss not just monetary issues or employees' strengths and weaknesses, but to discuss career goals and what that individual can do for the organization.

Studies Show Need for DISC & Values Profile

Survey results by The Society for Human Resource Management clearly illustrate the significant role of relationships in the workplace. The study focused on identifying the causes of performance problems in the workplace and found that, in more than 65% of cases, problem employees (many of whom wound up getting fired) didn't lack technical skills or motivation, but rather suffered from strained relationships with co-workers. Another study, by the Bureau of Vocational Guidance at Harvard, shows that, for every person who loses a job because of poor quality work, two more are fired because they simply cannot deal successfully with other people. Source: www.blackboard.com

Upcoming Events

TRAIN THE TRAINER PROGRAM

November 8, 2006 through November 10, 2006.

Hampton Inn, Peachtree City, GA

Your investment for all three days is \$1195.00

For more information, call 770/487-6460 or Check our website @ www.competitiveedgeinc.com

We receive numerous requests for an Advanced Train-the-Trainer Program. If you have any interest in attending an advanced class, please call us at 770-487-6460 or send an email to: judy@competitiveedgeinc.com.



Competitive Edge, Inc. is one of the foremost trainers in the industry. Starting in 1981, we have been instrumental in the development of industry certifications and are one of four trainers authorized by TTI to conduct 'Train the Trainers' workshops. From our headquarters in Peachtree City, Georgia, USA, Ms. Suiter provides instructional, assessment and performance-enhancing assistance to organizations around the world.

DISC CLUES AVAILABLE

DISC Clues is an informative and fun way to keep the four DISC behavioral styles foremost in your mind. They are sent on a weekly basis via email and are provided free to our valued clients. If you would like to receive these quick and fun reminders, contact us at judy@competitiveedgeinc.com or 770-487-6460.

*"Be brutally honest
in the state of your
game."*

*~Greg Norman,
Professional Golfer*

*"Leadership is the wise use
of power. Power is the
capacity to translate
intention into reality and
sustain it."*

~Warren Bennis

*"Ninety-five percent of
American managers
today say the right
thing. Five percent
actually do it."*

~James O'Toole