

Happy September 1st

Amazing – 2/3 of the year has passed us by. We only have 121 days left to make our mark on history and the success of our organization. Will you?

Congratulations

CUNNINGHAM, Marvin – (EMP-18) – is now President, Long Stanton Asia – Building 25, NO. 66, XingGang Road, ZhongLou Economic Development Zone, Changzhou Jiangsu, China 213023 - Bus – 011-86-519-3901232 - Fax – 011-86-519-3901250 - Cell – 011-86-1386-125-3320 - marvinc@longstanton.com.

HATHAWAY, Susan has changed addresses. She is now located at OPW Fluid Transfer Group, 4680 Rockway Drive, Suite 203, Mason, OH 45040 – Bus – 513-696-1538 – Fax – 513-304-5768.

McCLELLAND, Leisha – (EMP-10) – is now Vice President Operations – G & T Industries, 3415 Eastern Ave., SE, Grand Rapids, MI 49508 - Bus – 616-452-3512 - Fax – 616-452-5957 - Cell – 616-915-3347 – mccllella@gtindustries.com.

MEYER, Jesse C. – (PSP-1) – is now Team Leader of the F135 Inlet Ice Protection System - Pratt & Whitney, Aircraft Road M/S 402-05, Middletown, CT 06457 – Bus – 860-704-7461 – Cell – 910-352-7167 – meverjc@post.harvard.edu.

Other Accomplishments

HOÀNG, Thao – (EMP-7) – Completed the *California Death Ride* on July 14 – a bicycle trip that covered 129 miles and went over five mountain passes and 16,000 feet of elevation. Thao is looking for others to join him in next years ride. Thao is Vice President Engineering Aerospace/Military Products, Circle Seal Controls, Inc., 2301 Wardlow Circle, Corona, CA 92880 - Bus – 951-270-6475 - Cell – 909-730-2401 - thoang@circleseal.com

Readers Corner

“A person is known by the company their mind keeps.” Thomas Bailey Aldrich

With this September issue of the INM/BCS Newsletter we begin a third page entitled *Readers Corner*. This page will be dedicated to books of interest in the general field of Management. We welcome your additions to future issues.

Seminars in 2007 - 2008

Executive Management Programs

Class 19 - CLOSED

➔ Week 1 – Oct. 22 – 26, 2007 ←

Class 20 - CLOSED

➔ Week 1 – Mar. 10 – 14, 2008 ←

Class 21

➔ Week 1 – Jun. 23 – 27, 2008 ←

Week 2 – Sep. 08 – 12, 2008

Week 3 – Dec. 15 – 19 2008

Week 4 – Mar. 23 – 27, 2009

Week 5 – Jun. 08 – 12, 2009

To enroll participants please contact Tom Stevens at (865) 458-3429 or - inmco@mindspring.com.

Class 22

➔ Week 1 – Aug. 11 – 15, 2008 ←

Class 23

➔ Week 1 – Oct. 13 – 17, 2008 ←

Class 24

➔ Week 1 – Dec. 1 – 5, 2008 ←

Professional Sales Programs

Class 7

➔ Week 1 – Nov. 05 – 09, 2007 ←

Week 2 – Feb. 04 - 08, 2008

Week 3 – May 12 – 16, 2008

Week 4 – Aug. 04 – 08, 2008

(Because this program draws on survey feedback from customers and/or distributors, participants must have established customer/distributor relationships.) To enroll participants contact John Barnes at (423) 504-5641 or john@jbarnesconsulting.com.

Class 8

➔ Week 1 – Mar. 03 – 07, 2008 ←

Week 2 – Jun. 16 - 20, 2008

Week 3 – Oct. 27 – 31, 2008

Week 4 – Feb. 16 – 20, 2009

Class 9

➔ Week 1 – Aug. 18 – 22, 2008 ←

Week 2 – Nov. 17 - 21, 2008

Week 3 – Mar. 16 – 20, 2009

Week 4 – Jul. 13 – 17, 2009

How to Develop People

“An organization always develops people - it either forms them or deforms them!” Drucker

All organizations develop people whether they intend to or not - it has no choice. It either helps them grow or it stunts their growth. What do we know about developing people? Quite a bit. We certainly know what not to do, and those don'ts are easier to spell out than the dos. First, one does not try to build upon people's weaknesses. One can expect adults to develop manners and behaviors and to learn skills and knowledge. But one has to use people's personalities the way they are, not the way we would like them to be.

A second don't is to take a narrow and shortsighted view of the development of people. One has to learn specific skills for a specific job. But development is more than that; it has to be for a career and for a life. The specific job must fit into this longer-term goal.

Another thing we know is not to establish crown princes or princesses. Look always at performance, not at promise. With the focus on performance and not potential, the executive can make high demands. One can always relax standards, but one can never raise them.

Next, the executive must learn to place people's strengths. In developing people the lesson is to focus on their strengths. Then make really stringent demands, and take the time and trouble – (its hard work) – to review their performance. Sit down with your people and say: “These are the “expected results” you and I committed ourselves to accomplish. How have you done? What have you done well? What have you learned?

ACTION PLAN- Develop your people. Focus first on their strengths. Then make high demands based on their strengths. Finally, periodically – (at least quarterly) - review their performance.

“Growth is the only evidence of life.” John Henry Newman

“To learn is a natural pleasure, not confined to philosophers, but common to all.” Aristotle

“There is no subject so old that nothing new cannot be said about it.” Dostoevsky

John's Jottings

Delegate for Development

Developing people is important. You can't do everything yourself. You may not get promoted if you don't have one or two people who can take your place. Your reputation as a manager will hinge in part on how well you develop your people.

Why don't more managers delegate? Some are reluctant because they think they are better, more thorough, faster, more accurate or all of the above. So, they tend to “delegate” only the routine, boring parts of their job. Whatever the reason, the result is still the same. Their people are slow to develop; many never develop at all. That manager frequently has trouble finding or keeping talented people.

So, how to delegate? First and most importantly, define the expected result. Not the process, nor activities, but the result you want achieved. The result should be measurable in terms of quantity, quality, cost and/or timeframe. The more specific the better.

Secondly, consider how much authority will be required by the individual to achieve the desired outcome. Does the person need you to “run interference” so she/he will be able to get the information required? Does he/she have the requisite sign-off authority?

Next, what resources are required? Are they readily available to the individual? What about support? Do they have access to all that will be necessary?

A key aspect is risk analysis related to the delegation. What is the worst that could go wrong? How will you track progress to make sure the delegated task is going in a healthy way? Do you want regular progress reports? Or will you check with other people to see how it's going? Make sure you are clear on this with the individual you are going to delegate to.

What is your plan if you see it's not going the way you thought it would? Think it through. Discuss it with the one you are developing. A good delegation is an excellent way to develop your successor(s).

Robert Half says, “Delegating work works provided the one delegating works, too.” The manager's work occurs **BEFORE** the delegation. The benefit comes as a result of the delegation. See your EMP Week 3 manual for a refresher on how to delegate. Try it! You'll like it!! And so will your people!!! It's a win-win.

Readers' Corner

With this Newsletter we begin a new section entitled "Readers' Corner." This third page will be devoted to brief reviews of various books on management – some new, some old. We welcome your participation by telling us about books you have read that you feel are outstanding. We wish to thank this month's "Literary Editor" – William (Bill) McClane - (IMP) – 102 Fiddlehead Way, Canton CT 06019-2247 – Cell – 860-480-2131 - mcclane@comcast.com – Director, Seitz Corp. Bill is one of the most prolific readers that we know and, in addition, he has almost total recall on everything he has read!

"First, Break All the Rules: What the World's Greatest Managers Do Differently"
– by Buckingham, Marcus and Coffman, Curt © 1999.

Marcus Buckingham and Curt Coffman expose the fallacies of standard management thinking in this book. In seven chapters, the two consultants for the Gallup Organization debunk some dearly held notions about management, such as "treat people as you like to be treated," "people are capable of almost anything," and "a manager's role is diminishing in today's economy." "Great managers are revolutionaries," the authors write. This book will take you inside the minds of great managers to explain why they have toppled conventional wisdom and reveal the new truths they have forged in its place.

The authors have culled their observations from more than 80,000 interviews conducted by Gallup during the past 25 years. Quoting leaders such as basketball coach Phil Jackson, Buckingham and Coffman outline four keys to becoming an excellent manager: 1. Finding the right fit for employees, 2. focusing on strengths of employees, 3. defining the right results, and 4. selecting staff for talent -- not just knowledge and skills. "First, Break All the Rules" offers specific techniques for helping people perform better on the job. For instance, the authors show ways to structure a trial period for a new worker and how to create a pay plan that rewards people for their expertise instead of how fast they climb the company ladder. "The point is to focus people toward performance," they write. "The manager is, and should be, totally responsible for this." Written in plain English and well organized, this book tells you exactly how to improve as a supervisor. -- Dan Ring – Amazon.com.

"Good To Great" by Collins, Jim © 2001

In what Collins terms a prequel to the bestseller "Built to Last" that he wrote with Jerry Porras, this worthwhile effort explores the way good organizations can be turned into ones that produce great, sustained results. To find the keys to greatness, Collins's 21-person research team - (at his management research firm) - read and coded 6,000 articles, generated more than 2,000 pages of interview transcripts and created 384 megabytes of computer data in a five-year project. That Collins is able to distill the findings into a cogent, well-argued and instructive guide is a testament to his writing skills. After establishing a definition of a good-to-great transition that involves a 10-year uncreative period followed by 15 years of increased profits, Collins's crew combed through every company that has made the Fortune 500 - (approximately 1,400) - and found 11 that met their criteria. These included Walgreens, Kimberly Clark and Circuit City. At the heart of the findings about these companies' stellar successes is what Collins calls the "Hedgehog Concept," a product or service that leads a company to outshine all worldwide competitors, that drives a company's economic engine and that a company is passionate about. While the companies that achieved greatness were all in different industries, each engaged in versions of Collins's strategies. While some of the overall findings are counterintuitive - (e.g., the most effective leaders are humble and strong-willed rather than outgoing) - many of Collins's perspectives on running a business are amazingly simple and commonsense. This is not to suggest, however, that executives at all levels wouldn't benefit from reading this book; after all, only 11 companies managed to figure out how to change their B grade to an A on their own. ©2001 - Cahners Business Information, Inc. - Publishers Weekly.