
The Developing Tool

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ANOVICK ASSOCIATES
“DEVELOPING POTENTIAL, PRODUCING RESULTS”

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*You cannot build a better world
without improving the individuals.
To that end, each of us must work
for (our) own improvement.*

– Marie Curie

*Always behave like a duck –
keep calm and unruffled on the
surface but paddle like the devil
underneath.*

– Jacob Braude

Are Teams Really Effective?

One of the most common examples of team effectiveness can be seen on a cool day in the fall. As you look up into the sky, you can see a flock of geese embarking on their southern sojourn. The “V” formation that they fly in, as a group, actually benefits each individual bird. As each goose flaps its wings, it creates an updraft for the bird immediately behind it. By flying in a “V” formation, the entire flock can fly 71% farther than each member of the flock could alone.

When the lead goose gets tired, he or she rotates back into the “V” and another goose flies the point. The geese honking from behind are believed to be cheering the point goose to keep going and to maintain speed. If a goose falls out of formation from weakness or wounds, two other geese will follow to help and provide protection. They will stay until the goose is either able to fly again or dies. Then they set out on their own to catch up with the original flock or find another formation.



*Ok team,
I'll take lead first!*

People have the same advantage when they are a part of a winning team. On any given day the strong take over the leadership while others, perhaps those who have already made major contributions or who are not feeling well, take a rest. The momentum of the team keeps a project going so the probability of success is enhanced. Their collective power is much greater than that of any one individual.

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Humor Is Healthy...

Two snakes were crawling along when one snake asked the other, “Are we poisonous snakes?”

The other replied, “That’s right, we are!
We’re rattlesnakes. Why do you ask?”

To which the first replied, “I just bit my tongue.”

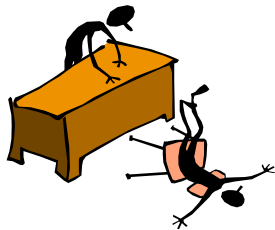


Deciding Where To Sit

You enter a room to attend a meeting. Two seats are empty. One would put you on the same side of the table as your opponents and your boss. The other would put you across from them. Which do you head for?

Suggestions:

- **Think opposite.** The power positions are *opposite* your competition or chief decision maker. Don't sit on the same side of the table or next to someone you want to influence. *Reasons:* You can't make appropriate eye contact. You also nullify the benefit of facial and hand gestures. It doesn't matter if the table is square, rectangular, oval, or round. Sit opposite.



- **Consider table "weight."** If there's too much contention on one side of the table — you and your opponent — table weight is unbalanced. The meeting leader may silence your side of the table just to get the other side involved. In addition, you may lose some opportunities to press your points.

What To Wear

You're about to dress for that important presentation. However, you don't know much about the culture of the audience or the organization. You don't want to overdress or underdress. To avoid a needless and possibly embarrassing blunder:

- **Check the** organization's culture before your presentation. Culture varies from audience to audience, even in the same organization. Secretaries probably know. Your contact *should* know. However, don't bet on it. Get a couple of opinions.

- **Visit with** your audience beforehand, if you can, and check for yourself.



Guideline: It's not important that the audience thinks you're a snappy dresser. It *is* important that the audience thinks you're one of *them*. Shed cherished self-images. Be a chameleon. Dress like your audience.

Continued on next column —

If in doubt, overdress. It's easier to shed unnecessary articles "offstage" or even in the parking lot than it is to borrow a tie or scarf when you arrive.

Define Success

Make it clear to your employees what constitutes success and how they should measure their achievements. Goals must be realistic. The people who do the work, for example, must set project schedules. People will accept a "bottom-up" deadline they helped set but they'll be cynical about a schedule imposed from the top that doesn't map to reality. Unachievable goals weaken an organization. At my company, in addition to regular team meetings and one-on-one sessions between managers and employees, we use mass gatherings periodically and e-mail routinely to communicate what we expect from employees. If a reviewer or customer chooses another company's product over ours, we analyze the situation carefully. We say to our people, "the next time around we've got to win. What will it take? What's needed?" The answers to these questions help us define success.



— Bill Gates, Microsoft

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43 Barrington Road

Ridgewood, New Jersey, 07450

Tel: 201-445-2822 Fax: 201-444-2991

E-mail: paul@anovickassociates.com

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Why Is Taking The Consequences For Something Called “Facing The Music?”

This expression almost sounds like the name of a quiz show, but what it describes is hardly entertaining. When you face the music, either you’ve done something wrong and now have to “pay” for it, or you’ve made a tough decision that will result in some negative consequences for you. Either way, you’re not headed for an evening of dining and dancing.

The phrase originates in a military tradition. You’ve probably seen a soldier in the movies “drummed out” of the service. He’s done something dishonorable, so he’s stripped of his rank and has to pass through columns of other soldiers who may look away from him while drumbeats mark his passage through the ranks. The drums are the music he’s facing and the source of the phrase.

Source: *Why You Say It* by Webb Garrison

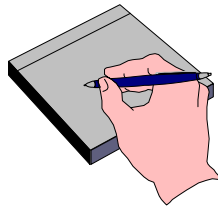
Can You Start A Memo Right?

Rate your ability to seize and hold the attention of those who receive your memos by picking the best opening statement:

1. “Kevin Donaldson and I recommend that we cancel the Carstairs account.”
2. “Kevin Donaldson and I met yesterday to discuss the Carstairs account.”
3. “Kevin Donaldson and I recommend that we cancel the Carstairs account for these reasons:”
4. “I’ve been asked to reply to your request for more information on the Carstairs account.”
5. “You’ll be glad to know that we finally got the results on the Carstairs account.”

Suggested answer: Your memos will rivet readers if the first line includes at least one of the three R’s: *Recommends* an action, choice, etc., *requests* that someone act, or *reveals* information.

Both 1 and 3 recommend, but 3 is better because it includes “for these reasons”—a phrase that explains “Why,” which urges people to keep reading. All the others are too vague. In addition, although some reveal information, such as “met yesterday” and “finally got results,” the information lacks specifics.



Web Site Of The Month!

Government
Info Site

It’s never been easier for U.S. citizens to keep informed about the activities of their government. Everything **from legislative affairs to intelligence studies** is only a mouse click away at this info-packed Printing Office site.

Check it out at: <http://www.access.gpo.gov/>



A Priority Setting Plan

Manage your time better by dividing tasks into four categories:

1. **Direct value.** High priorities: making a sale, presenting to your staff, writing a report.
2. **Indirect value.** What pays off later: learning new skills, setting goals.
3. **Necessary nonvalue.** Things you must do that have no value for you: filling out government forms, taking many phone calls.
4. **Unnecessary nonvalue.** These include things such as writing routine reports that co-workers no longer read.

How to categorize:

- **Log your** daily activities for at least one week. Review what you did and classify each activity according to the value definitions.
- **List the** most important internal and external customers who should get most of your attention. Then compare your list and your log.
- **Determine how** much high-value work you think you’re doing for your most important customers.
- **Ask those** customers to tell you which of your activities they consider to have the highest value for them.
- **Use what** you learn to plan your days, weeks, and months around the high-value activities those customers have identified.

Source: Larry Hart, *Atlanta Business Chronicle*, Atlanta, GA 30309.

Sales - Closing Tips

Body language that means it's time to close –

Professional closers wait until their customers are “hot.” Then, when the timing’s right, they strike, and the customer willingly agrees to buy.

Suggestion: It’s time to close when the customer:

- **Nibbles** or bites at his lip.
- **Stares** away with a thoughtful – not a blank – expression.
- **Looks** continuously from the sales material to the salesperson.
- **Asks** “What if...” questions.
- **Repeats** a question he asked before.



– *One On One*, Ian Seymour. Pelican, P.O. Box 3110, Gretna, LA 70054.

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Paul Anovick

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