

The Developing Tool

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ANOVICK ASSOCIATES

“DEVELOPING POTENTIAL, PRODUCING RESULTS”

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“The voyage of true discovery lies not in seeking new landscapes, but in seeing with new eyes.”

– Marcel Proust

Changing Landscapes By Seeing With New Eyes

A Story – One day a very wealthy father took his son on a trip to the country for the sole purpose of showing his son how it was to be poor. They spent a few days and nights on the farm of what would be considered a very poor family. Upon return from their trip, the father asked his son how he liked the trip. “It was great, Dad,” the son replied. “Did you see how poor people can be?” the father asked. “Oh, yeah,” said the son. “So what did you learn from the trip?” continued the father. The son answered, “I saw that we have one dog and they had four. We have a pool that reaches to the middle of our garden and they have a creek that has no end. We have imported lanterns in our garden and they have the stars at night. Our patio reaches to the front yard and they have the whole horizon. We have a small piece of land to live on and they have fields that go beyond our sight. We have servants who serve us, but they serve others. We buy our food, but they grow theirs. We have walls around our property to protect us, they have friends to protect them.” The boy’s father was speechless. Then the son added this last remark; “It showed me how poor we are.”

‘Companies can also see with ‘new eyes’ by exchanging old terms for new ones.’



The young boy demonstrated that his focus created a new reality and allowed him to see with “new eyes.” Companies can also see with “new eyes” by exchanging old terms for new ones.

Old Eyes

Employees

Managers

Owner

Sick Days

Strategic Plan

Sales Department

New Eyes

Team Members

Coaches

Investor

Well Days

Game Plan

Ticket Office

By remembering that our reality is created from our past and current experiences and that we “see” pictures in our mind when we hear words, we can initiate change while simultaneously encouraging new attitudes through these new words. Seeing with “new eyes” can be the first step in changing the “landscape” in any organization.

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Employee Development In Flat Organizations

In team-based organizations, opportunities for promotion come rarely. So how do you provide opportunities for team members to grow and develop? Follow these suggestions:

- **Enrich The Job.** Increase the variety of team members' tasks, and give them more control over their work.

Suggestion: Look both horizontally – team members can learn to operate more pieces of equipment – and vertically – they can take on more “management” tasks, such as planning.

- **Encourage Lateral Transfers.** Let them build knowledge by jumping organizational boundaries. *Caution:* Productivity may dip while team members learn new jobs. However, the payback in motivation and big-picture understanding usually offsets such costs.

- **Develop Career “Webs.”** When team members have no career ladder to climb, build a web – a series of pathways that radiate from your team to other teams and departments. In fields where competency comes from years of experience and education, establish ties to other teams, inside and outside your organization. Create reciprocal relationships – you train their people in certain areas, and they train your people. This allows team members to progress in their fields of expertise – instead of having to move into management if they want to earn bigger salaries.

Suggestion: Identify levels of knowledge and contribution in each technical area. Then identify appropriate training and experiences that can lead a worker from one level of participation to another. Increase pay as the team member moves across the web.

- **Design New Roles.** With a little creativity and flexibility, organizations can let team members design new roles. Share your organization's challenges with team members and ask what they have to contribute. What can they do to add value? You may be surprised at the wealth of ideas that employees pigeonholed in limiting jobs can come up with. *Example:* At Johnsonville Foods, an accounting clerk suggested a new product line. He ended up running the new division.

Rx For Business, Mark Graham Brown, Darcy E. Hitchcock, and Marsha L. Willard. ASQ Quality Press, 611 E. Wisconsin Ave., Milwaukee, WI

Time Management – 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 Non-Value.** Things you must do that have no value for you: filling out government forms, taking many phone calls.

4. **Unnecessary Non-Value.** 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.

Adapted from *Communications Briefing* with permission. Source: Larry Hart, writing in *Atlanta Business Chronicle*, Atlanta, GA 30309.

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Do You Have Leadership Traits?

Find out if you're a true leader by seeing if you possess these qualities:

- **Leaders start** projects by asking, "What has to be done?" instead of "What do *I* need?"
- **Leaders next** ask, "What do I have to do to make a real contribution?" The answer best suits the leader's strengths and the needs of the project.
- **Leaders continually** ask, "What are my organization's purposes and objectives?" and "What qualifies as acceptable performance and adds to the bottom line?"
- **Leaders don't** want clones of themselves as employees. They never ask "Do I like or dislike this employee?" But they won't tolerate poor performance.
- **Leaders aren't** threatened by others who have strengths they lack.



Source: Peter Drucker, cited in *Forbes ASAP*, 60 5th Ave., New York, NY 10011.

Interesting FACTS - Web User Survey

A survey of demographics and buying behaviors of Web users conducted by the Georgia Institute of Technology.

From the survey, a breakdown:

Gender: 82% Male, 16% Female

Average age: 35

Average income: \$69,000

Marital: 46% single, 50% married

Education: 61% college graduates

Misc: 24% with 2 or more dependents,
86% N. American, 10% European

What do 'Webbies' do on the Web?

Browsing: 83%

Entertainment: 57%

Work/Business: 50%

Business research: 38%

Academic research: 34%

Shopping: 11%.

Web Site Of The Month -



Tired of paying for your Web connection? The *Freedomlist* lets you search for no-cost internet service providers.

Check it out at: <http://www.freedomlist.com>

Three Steps To Agreement

To reach agreement with other people about anything, try this 3-step “triangle” process:

- 1) **YOU.** First address the other person’s interests.
- 2) **US.** Then relate their interests to what you have in common with them.
- 3) **ME.** Then discuss how that relates to your needs. By starting with the other people’s interests, they tend to be more open to hearing what you have to say, and this allows further things to develop.

Source: Kare Anderson, *Getting What You Want: How to Resolve Conflict and Win Agreement Every Time.*

Respect

Studies over the past 60 years have regularly shown that employees covet respect almost as much as money—and sometimes they even rate respect higher than cash. These consistent results should be more than enough to make this point: You’ll breed loyalty if you respect employees as individuals and recognize them for what they contribute to the organization.

Short version: Treat them as partners, not hired hands.



Missed Work Costs \$600

Unscheduled absences cost small businesses \$600 per employee per year, according to the 10th annual survey of human resource executives by CCH and Harris Interactive. The article outlines the reasons people miss work and suggests ways you can reduce unscheduled absences.



Here are some statistics:

CAUSE	PERCENTAGE OF ABSENCES
Family issues and personal needs	41%
Illness	40%

The overall rate of unscheduled absenteeism is 2.1 percent, down from 2.7 percent. If this is a problem in your company, consider work-life programs that allow flexible scheduling and compressed workweeks. These scored well among respondents, along with job-sharing and telecommuting.

Adapted from the Smart Business Supersite. Original Source: CNNfn.com

“Developing Potential, Producing Results”
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