
The Developing Tool

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ANOVICK ASSOCIATES

“DEVELOPING POTENTIAL, PRODUCING RESULTS”

Inside This Issue

1. *It's Not The Difficult People, It's the Difficult Behavior*
2. *Leading By Empowerment*
3. *Use More Stamps To Get Noticed*
3. *One-Minute Ideas*
3. *The Essence of Discovery*
4. *7 Successful Business Tips*

Motivational Quotes

Success is how high you bounce when you've hit bottom.

— General George Patton

The more original a discovery, the more obvious it seems afterwards.

— Arthur Koestler

Behind every successful man there's a lot of unsuccessful years.

— Bob Brown

Perseverance is not a long race; it is many short races one after another.

— Walter Elliot

It's Not The Difficult People,

It's The Difficult Behavior

It's a human tendency to identify people as being difficult or easy to get along with and that affects how we interact with them. The question is - are some people difficult or is it their behavior that bothers us?

How Labeling People As 'Difficult' Causes Problems

Most, if not all of us, talk about difficult people. We think: “Oh, that's John again, why is he always a pain in the posterior,” or “Why is Mary so darned stubborn and difficult all the time.” We tend to characterize (or label) people and put them into boxes or categories.

If you do that, it's not a character flaw on your part, but a way of trying to simplify the world. In fact our brains are wired to do this automatically. Brains are wonderful information reduction and labeling machines. They classify, label and organize information to make our lives easier.



“Employees that are empowered will produce amazing results...”

This Won't Work!

Although our brains tend to label people as difficult, that's not the best way to think about difficult situations. If you label a person as difficult, you are more likely to create more difficult situations with that person, since you will be expecting bad things to happen.

Unfortunately, while our brains do this labeling almost automatically, the process makes dealing with difficult people ... well ... more difficult.

Here's why. When you label a person as difficult (or stubborn, boring, untrustworthy), you use that label to predict their behavior and actions in the immediate and long-term future.

In other words, you use the labels to create expectations on your part about how the person will behave.

Continued on page two – Difficult Behavior

Continued from page one – Difficult Behavior

In one sense that's not necessarily bad. Predicting difficulties can help us prepare.

In another way it's really bad. When we have negative expectations about someone based on a label, we act differently than with someone about whom we have positive expectations.

When we label a person difficult and have poor expectations about the person, we are more likely to:

- Be quicker to interpret their actions as negative
- Be more likely to have strong emotional reactions to them.
- Treat them more abruptly
- Expect less from them

All of these factors can create difficult situations with someone when no difficult situation is actually present in the first place.

In other words, your expectations and labels of people can cause you to create exactly what you believe will happen—a self-fulfilling prophecy situation.

Leading By Empowerment

How often does your organization give employees responsibility without a clear direction or an understanding of the expectations?

This can, and most often will, result in low productivity, confusion, and lack of results, that creates low morale and possibly high turnover.

However, employees that are empowered will produce amazing results in the workplace and usually do it with a great attitude and enthusiasm.

When leaders and managers empower effectively, they don't give up authority and responsibility completely; rather, they share these elements with the employees. They help the employees reach new heights and further their career.

A key to successful empowerment is to clearly communicate your expectations, establish clear boundaries of authority, and create an action plan for results.

Continued on next column –

Leader Guidelines For Empowering Employees

- **Include Employees In The Direction Of Your Company**

This includes a part in the strategic planning phase, writing goals and objectives and the implementation of the goals with a specific timeline. Let your employees help determine the timelines and rewards for completion of the task.

- **Be Clear In Your Communication**

Be sure employees understand what you are asking for. Ask them to recap the conversation, listening for gaps in what you said and what was repeated back.

- **Use Their Ideas**

How much time do you spend listening to your employees' ideas and suggestions? Ask for their input in how they would go about completing a project. Let them do it their way if the result will be satisfactory to you.

- **Demonstrate Your Trust**

Determine what resources they need before they start the project and clear the way for the resources to be available. Resist checking in on every detail, but have controls in place so they know when they should check with you.

- **Match Their Interests With Your Needs**

Meet with your employees and learn what they want and need. When possible, assign tasks that will allow them to grow and take on additional responsibilities.

- **Give Realistic Timelines**

Determine together a realistic timeline. Be specific as to when a project is due, don't say, "Return this to me as soon as possible." If you need it by the end of the week, say so clearly.

- **Establish Priorities**

It is helpful for employees to know which pieces are the most important to you. Make certain that they know what needs to be done first and why.

- **Coach, Don't Manage**

Coach your employees to success. This means listen, ask questions, offer strategic advice, and always give direct feedback.

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Use More Stamps To Get Noticed

It's harder than ever to get your direct mail letters and postcards noticed. Veteran direct mail pros say customers are tougher to persuade than they used to be.

The mighty crush of junk mail means your letter or postcard has a lot of competition. Most prospects give your message a quick three-second glance before deciding whether to read further or drop your message in the circular file.

Still, direct mail is one of the most reliable tried-and-true strategies in the marketing arsenal. Get more attention for your sales letter by including several stamps.

Instead of pasting one 39-cent stamp, use small stamps that add up to 39 cents.

Direct mail pros know that letters with a regular stamp will get opened more often. You can amplify that factor by placing more than one stamp on your letter or postcard.

Original source: Kevin Nunley provides marketing and copy writing. Read all his free tips at <http://DrNunley.com> Reach Kevin at kevin@drnunley.com or (801) 253-4536.



The Essence of Discovery

Live your life each day, as you would climb a mountain. An occasional glance towards the summit keeps the goal in mind, but many beautiful scenes are to be observed from each new vantage point. Climb slowly, steadily, enjoying each passing moment, and the view from the summit will prove to be astonishing.



Beyond Customer Service Creating Customer Loyalty

The key to any successful business is building and retaining loyal customers. Learn how to powerfully connect with your customers and create life-long relationships. Paul Anovick, President of Anovick Associates will speak at the Ridgewood Woman's Club on Wednesday, June 27, 2007.

Arrive 7:45am (coffee and bagels) leave by 9:15am

Call or email for reservations, \$49.00 in advance or \$65.00 at the door. (Limited seats available)
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ne minute ideas

"Small Business: Suddenly Everyone Wants A Piece Of It"

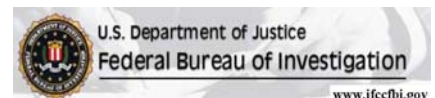
Small business lending is beginning to look more like a national market with all the attention from big banks and non-bank players. Lenders have awakened to the fact that small businesses are desirable customers, generally borrowing at better margins from the banks than big corporate borrowers do, and often presenting excellent cross-selling opportunities for products like investments and insurance, 401(k) plans, annuities, and estate planning.

ABA Banking Journal

Web Site Of The Month

There's a new sheriff on the Internet -

The Internet Fraud Complaint Center is a joint operation of the FBI and the National White Collar Crime Center. If you think you've been swindled, hacked or otherwise defrauded on-line, file a complaint on their website at: www.ifccfbi.gov





1. Establish Your Long-Term Vision.

- Take a good look at your company and its core competencies and create a written picture of your future.

2. Communicate Your Vision.

- Let everybody know what your vision is and ask them what it means to them. This will help you to get buy-in and help others know where you are going in the long-term so they can see where they fit in.

3. Establish Some Core Values.

- By establishing some core values, everyone will know the guidelines of their actions and decisions. Core values allow us to come up with similar answers to a problem, regardless of the employee's position, based on our values.

4. Establish Your Goals.

- Set long-term, (1-5 years) intermediate, (Quarterly, Semi-annually) and short-term goals (Daily, Weekly, and Monthly) for the entire company.

5. Create Action Plans For Each Goal.

- Make sure you have very specific steps for each goal accomplishment.

6. Challenge Everyone To Meet The Goals.

- Most people will step up to the challenge and exceed your expectations.

7. Recognize And Reward Employees For Their Achievements.

- This will inspire others to achieve more. What gets rewarded - gets repeated.



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