

# STRATEGIES SHOP TALK

Newsletter of Organizational Effectiveness Strategies: Winning Through People



## Happy New Year!

### From The President's Desk

Suzanne M. Miklos, Ph.D.

At dinner the other night a friend told me that he was enjoying membership in a men's group that among other things, was helping him to become a better father. This man is raising three well-adjusted children who all excel in something, be it basketball, music or dance. It reminded me once again how wired we are as leaders of our families and/or companies to focus on our weaknesses. We often don't realize that what we focus on we then move toward and become. Negative views of our contributions don't help. Don't worry! If you are a really big screw up, someone else will tell you.

Many of the corporate leaders I encounter follow the same pattern. Never mind that you figured out how to cut costs while still ensuring that your team has some personal time. Forget the senior executive who had the bad attitude whose wife could kiss you for her husband's new listening skills. Please don't count the impressed board members and better than industry average retention rates. It is especially important that you not see the smiles and increased standard of living amongst the employees who are now supervisors because of the mentoring and development you have provided. Seriously, you might start feeling good.

When setting your development goal for yourself in the New Year, appreciate your accomplishments that have made someone else's life better. Look in the mirror at that little kid you once were and say, "Hi, you've grown

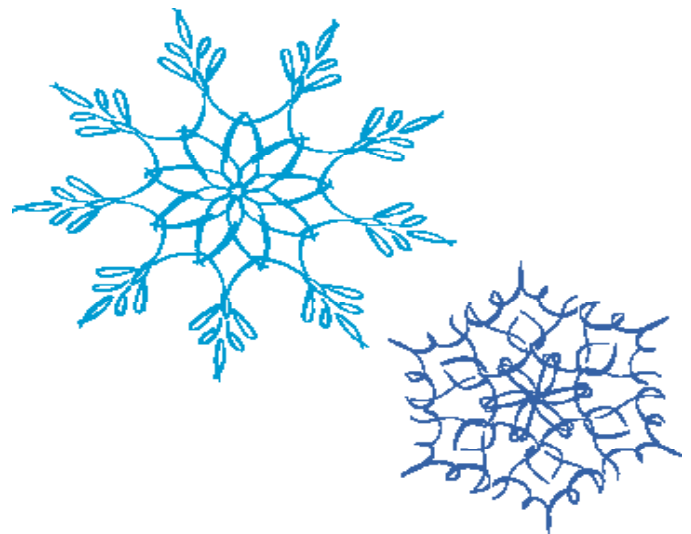
up well". Start giving yourself some credit (which makes it easier to give to others) and see how you can do more of what makes you great.

With love to all you perfectionists,

Suzanne

Tips for a strength based development plan:

1. Look at your passions
2. Explore how others see your strengths
3. Expand your strengths to your and others' benefit





# The REAL Leadership 360 Development Program

## Supervisor's Corner

Whitney Watts

According to Atwater and Waldman, approximately 90% of Fortune 1000 companies are using some form of multi-source assessment (HR Magazine). The most common type of multi-source assessment is known as the 360° Evaluation. The 360° evaluation gathers insight from all perspectives to diagnose strengths and developmental areas for individuals within an organization. Typically, surveys are given to everyone familiar with the individual's work behavior. 360° evaluations have evolved over time from simple tools used to diagnose performance issues to a tool that can assist organizations with the development of future leaders. At their best, they can move culture and communicate expectations to employees and leaders about what is valued in the organization.

### Preparing Your Company for Future Success

With the baby boomers heading out of the workforce, there is a lack of leaders to succeed them. Organizations need to find individuals who can meet the ever-changing demands of the local and global economy. Because the population of incoming workers is much smaller than the population exiting, organizations will not be able to replace leaders with leaders. Instead they will have to develop them from their existing pool of employees. The challenge will be to develop technically talented employees into employees who are prepared for managerial decision-making and the leadership demands of the broader organization. Many of these leaders have technical skills (hard skills) pertinent to their area of specialization, but not the soft skills necessary to lead a team and influence an organization. Soft skills, including communication, empathy, integrity, etc. need to be developed in order to transition employees

to high level leaders. Organizations are now too flat to learn this by trial and error as the previous generation did.

Soft skills deal with behaviors and result in performance, they are often more difficult to change than hard skills because knowledge is only step one. Soft skills impact habits that individuals have learned throughout their life. In order to change behaviors habits have to be recognized. Change is a two-step forward one step back proposition that requires support. Studies have shown that change management is most effective when accompanied with coaching, courses, and

### Benefit of the REAL Leadership Program™

- Enhances relationships and trust between the participant, manager and coach
- Creates participant accountability
- Easy online administration
- Assists in developing executive leadership
- Provides measurable Return on Investment



encouragement for at least a year. Follow up surveys are also beneficial because they provide measurable feedback on the progress that is being made and allow organizations to gauge the return on their investment.

## **Prove a Return on Your Investment**

To cost effectively provide support for leadership change, O.E. Strategies has created The REAL Leadership Development Program™, a 360° tool that helps organizations build the leaders they need. Our tool includes a survey, a development plan and a follow up assessment all in one process. The REAL Leadership Development Program™ uses science to develop and build effective leaders. This ensures measurable results and encourages relationship building between the participant, manager and coach, promising to be a valuable experience for everyone involved.

For more information or to request a demonstration of the Real Leadership Development Program™ please call us at 440.546.0008 or email us at [360admin@oestrategies.com](mailto:360admin@oestrategies.com).

## **A Few Best Practices for Change Management:**

- 1. Provide ongoing feedback**
- 2. Ensure that managers are engaged in supporting the participant**
- 3. Allow for developmental action planning**
- 4. Give approximately a 12 month period for development and to introduce the follow up survey**
- 5. Include mentoring, coaching and training courses**
- 6. Provide qualitative and quantitative data in feedback report**
- 7. Include written comments in feedback report**
- 8. Conduct executive briefing**



## Book Review

Beyond HR: The New Science of Human Capital by Juhn W. Boudreau and Peter M. Ramstad

*Beyond HR* introduces a new decision science - talentship. Through talentship, organizations lock up talent instead of just filling vacancies. This book suggests that the goal of a talent decision science should be to increase the organization's success by improving decisions that impact or depend on talent resources. HR actions should be seen as a logical and systematic process similar to Marketing and Finance. The research done by the authors of this book shows that the integration of HR professionals with their strategic counterparts outside HR will give any organization opportunities for a competitive advantage.

Some of the questions Boudreau and Ramstad help the reader to consider are:

Where is the pivotal talent in your organization and how do you invest in it?

Where does the organization's strategy require that talent be better than the competitors'?

If the strategic goals of the organization were shifted, which employees or structures would have to change the most?



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