

Have you ever thought about...

...Consistency?

Make executive and worker systems consistent

People are more willing to adopt a new system at work if it's applied across the board.

Yet many manufacturing companies are shifting to self-directed work teams on their factory floors but are maintaining an old-fashioned hierarchical structure in their executive ranks.

Not Harley Davidson, the motorcycle maker. At Harley, the senior management organization chart now consists of three overlapping circles:

- A *Create Demand Circle* is responsible for sales and marketing issues,
- A *Produce Products Circle* is in charge of engineering and manufacturing,
- A *Support Circle* takes care of legal, financial, human resources, and communication concerns,
- ...and in the center, where the three circles overlap, a *Leadership and Strategy Council* looks at issues reaching across all the circles, such as strategic plans, operating budgets, and policies that affect all employees.

The LSC consists of seven Harley executives: President Jeff Bleustein and six managers elected by their peers from the three circles.

Each circle nominates three people (from any circle), and the top six vote-getters win a two-year term.

How does Harley Davidson get its work done without resorting to the usual exercise of position power?

Perhaps it's the training provided all workers (80 hours a year for everyone) on three competencies the company believes all employees should have:

- *interaction* competencies, including communication, conflict resolution and team skills,
- *execution* competencies, such as planning, problem solving, decisionmaking and performance management,
- and *technical* competencies, including the functional skills in specific tasks and a commitment to continuous improvement

SOURCE NOTE: Gina Imperato, "Harley Shifts Gears," Fast Company.



WORDS OF WISDOM

"The world is full of willing people, some willing to work, the rest willing to let them."
— Robert Frost

BUSINESS

ALERT!

Hands-on help that works Vol 12 No 2

Leadership

5 effective ways to use anger in the office

Here's a commitment to take seriously: get angry, stay angry, and direct the anger to things that matter.

by Dave Logan

A LITTLE-KNOWN SECRET to leadership is that great leaders tap into their dark side (think Bill Clinton), while wimpy leaders don't, or don't have a dark side to tap into (think Jimmy Carter).

The challenge is how to tap your dark side without being consumed by it (think Bill Clinton, Eliot Spitzer or Darth Vader).

Here are some ways to use your dark side to sharpen your leadership skills:

1. Get mad at something that matters.

Martin Luther King, Jr. got mad. So did Lincoln, and Churchill and Reagan. It's worth taking a moment, right now, and surveying your company to see what irks you and, better yet, pisses you off.

2. Think and get mad at the same time.

When people get white hot angry, the part of their brain that controls the fight-or-flight response has hijacked their ability to think rationally. Anger is helpful, blind rage can be disastrous.

To avoid unthinking anger, ask yourself what value is being violated that is making you so upset. This action forces in rational thought, and lessens the chance that you'll say something you regret.

Dr. King got mad about the lack of justice and equality. Lincoln got angry at people trying to break up national unity. Churchill was upset with naive politicians who ignored the truth about the Nazi's actions. When Reagan said,

"Mr. Gorbachev, tear down this wall," you could see the passion that only comes



from tapping anger about the violation of one of his core values—freedom.

3. Direct anger, don't wallow in it or intellectualize it.

There are two major pitfalls with anger: swimming in it, and thinking about it. Staying angry without directing it makes people passive aggressive over time. Another way to say "passive aggressive" is "bad at leadership."

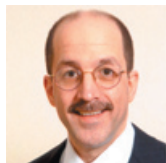
Anger is powerful because it cuts through clutter. So get to its source (the violated core value) and then use clarity in moving to a solution.

The most important way to channel feelings of being upset is in getting others to declare that they won't accept the situation as it is, because it violates a value you and they share.

4. Channel anger into a commitment to fix the problem.

You need a simple method of going from values to a robust plan to make a difference in a short period of time. There

Concluded on page 2



The way I see it...

Truth be told

IT'S NO SECRET that it costs a lot more to acquire new customers than to retain the ones you've got.

Winning new customers is one of the most challenging aspects of running a business, but there are many ways to go about it.

"Create an environment that shows you are easy to do business with, that you can handle complaints and that you mean what you say. When you've won a contract it's important to deliver on all your promises.

This is the starting point for building trust which is key to winning new business," explains John Leach, of management consultants Strategem .

He offers the following pointers to help you make a success of winning new business:

Do your research and understand who your customers are.

Thorough research will help you prepare best – and it will also help you decide whether a certain customer is worth the attention

Choose your customers carefully. Learn to walk away and say no – a problem customer could cause hassles such as lengthy payment periods, or worse still, not being paid at all

Find out who makes the buying decisions – don't tolerate time-wasters; ensure you concentrate on those individuals with influence

Be clear on how you are going to reach your customers. Decide what your marketing tools will be and more importantly, ensure they suit your budget

Be clear on what makes you different – this is a question you will be asked all the time

You can never prepare enough. Before going to sales meeting, ensure that you are 100% prepared.

Anticipate any problems that may arise and questions that will be thrown at you so you can handle any objections – prevention can work better than cure.

SOURCENOTE: BusinessGO

WHAT WRITERS WRITE, whether they are newspaper people, novelists, or organizational journalists, will carry the most authority when they say something that needs to be said and not what others think should be said or what they think others think should be said.

The reason that most of us repeat endlessly only what others think we should say (without ourselves completely realizing we are doing so) is that we have not looked into ourselves deeply enough, have not thought clearly enough, and, finally, have been afraid.

We have been afraid to say clearly and forcibly what must be said, because we are tyrannized by the conventions that have preceded us. In our day-to-day work we often skirt issues, gingerly couching them in faultlessly diplomatic sentences from which all the truth has been drained by tact.

Once, a political pamphlet was delivered to my door. In it a local candidate was accused of having his hand in the public till. Names are misspelled, sentences are garbled, the language is an embarrassment, and a seventh-grader would put the artwork to shame.

But in our community we all read that pamphlet because it expressed perfectly what the writer wanted it to say. He believed what he was saying (perhaps libelously): He

expressed his belief adequately, and he had the courage (or indiscretion) to do so, and therefore gained a wide readership.

To cite such an example is to stress what we all know and often forget. We respect an honest opinion, honestly stated, even if we disagree with it. We honor the blunt statement that strives to capture the truth, even if it fails. We sit up in the presence of anyone who speaks or writes in such a way as to break the shackles of stereotype, says something that is different, and respects our ability to meet honesty with open-minded understanding.

Doing such stories in our publications is often difficult. A seemingly unimportant but neat illustration is the frequent use of the inquiring reporter interview with employees.

Asked about their opinions concerning the company or its policies, employees say what the writer would have said if he or she were to have been asked the same question. We know why: The writer, in fact, did make the replies. The writer took the inarticulate, tentative unconscious striving of the employees to say what they know is expected of them and put it into words the respondents will approve of.

They cooperate in this skulduggery. Neither smiles or winks, but they should. For each knows what the other is up to. The truth is not served.

SOURCENOTE: The Rogan Report

Management

Management by delegation

DO THESE SCENARIOS sound familiar?

You're walking to your office and an employee stops you to give you a rundown of what's happening: "I made a phone call to Bill. He says that we can't get the project done until July 7, so I'm going to work on the Smith account, and after lunch turn my attention to the Lion account. The newsletter project will be finished on June 17."

As you get to your office, another employee stops you to give a rundown of his situation. This lasts another three minutes.

Frustrating? You bet. And, you wonder, why can't these employees take more responsibility and not drop every detail of every project in your lap?

Maybe it's not them, but you. Maybe you're not delegating. Here are some key points to remember:

- Stress results, not details. Make it clear

5 EFFECTIVE WAYS TO USE ANGER IN THE OFFICE — Concluded from page one

are many free resources on how to do this.

One of the better ones comes from the research in Tribal Leadership: a 90-day strategy map.

5. Form a trusted relationship so you don't get lost in the dark side.

to your employees that you are more concerned about the final outcome of all projects rather than the day-to-day details that accompany them.

- Don't be sucked in by giving solutions to employees' problems. When employees come to you with problems, they're probably looking for you to solve them. Do teach them how to solve problems themselves. This, too, can be frustrating because it takes time. But, in the long run, you'll save yourself time and money.
- Turn the questions around. If an employee comes to you with a problem ask him or her for possible solutions. If an employee comes to you with a question, ask for possible answers.
- Establish measurable and concrete objectives. With all employees, make your objectives dear and specific. Once this is done, employees will feel comfortable acting on their own. Think of this plan as a road map and your employees will too.

Anger is a useful place to visit, but you don't want to live there.

People who fly off the handle aren't trusted, just as people who always respond in a Vulcan manner aren't respected.

Make sure you have trusted friends to make sure you don't get mad too often, or stay mad without a sense of direction.

Living rich

A free way to improve your mind, your life, and even your career

AS GROUCHO MARX said, “Outside of a dog, a book is a man’s best friend. Inside of a dog, it’s too dark to read.”

It would appear that more Americans than ever agree with Marx, according to The New York Times, which revealed the results of a report from the National Endowment for the Arts.

The report, titled “Reading on the Rise: A New Chapter in American Literacy,” bases its “good news” on the fact that, for the first time since 1982, there’s been an increase in the number of adults claiming to have read at least one novel, play, or poem over the past 12 months.

“At least one” novel, play, or poem? That’s all it takes?

Listen - if someone is only reading one of anything in a year, she’s in trouble. And so is her future.

Reading is one of the best — and least expensive — ways to “live rich.” It can also make you smarter... help you improve your life... make you a more interesting conversationalist... help get you a better job... keep you in tune with your industry... or help you begin a new career.

Reading ETR each morning is a good start. We strive each day to give you at least one useful piece of advice that you can apply to your life.

But don’t stop there.

- If you’re an Internet marketer, read books on Internet marketing. Read Gladwell and Godin and Masterson and Tribby.

- Sign up for e-newsletters by the best in your field. (For example, John Forde, Clayton Makepeace, Alex Mandossian, Yanik Silver, Rich Schefren, and Bob Bly all have e-newsletters or blogs that can help you get ahead.)

- Read **THE NEW YORK TIMES**. Read **THE WALL STREET JOURNAL**. Read **SCIENTIFIC AMERICAN**. You don’t even have to buy them. Go to the library or read them online.

SOURCENOTE: [earlytorise.co](#)

Working from home

3 reasons you should let your employees work remotely

by Rieva Lesonsky

Does your business offer employees the ability to work remotely? If not, it’s time to consider it.

I’VE LONG BEEN a proponent of letting people work at home, simply because it makes employees so much happier.

But if you’re resisting the idea, there are plenty of not-so-warm-and-fuzzy reasons to enable virtual work. Here are three:

1. Working from home is a coveted perk among almost all employees.

Whether your staff is made up of busy parents juggling home, child-rearing, and work, commuters suffering long hours in traffic, or Gen-Yers (who regularly cite work-life balance as one of their top priorities), working from home appeals to just about everyone. That means it’s a useful motivational carrot. In research done for Microsoft Small Business Resources, 72 per cent of employees say they prefer working from home — and 52 per cent claim they’re actually more productive working there.

2. Working from home saves your company money.

Many small businesses worry that having remote workers will cost lots of money. In reality, data from The Telework Coalition shows that businesses save an average of \$20,000 annually for each full-time remote employee.

3. Working from home increases productivity.

Employees aren’t imagining things when they say working from home improves their productivity. Telework Coalition research shows the average business incorporating remote workers saw employee productivity rise 22 percent.

4. Creating a remote work policy does take some thought and planning.

When you’re ready to give it a try (and the sooner, the better I say) follow these steps:

- Develop a plan. Who will be eligible? Will certain employees work from home full time? Will others have the option to do so part time? Are certain positions, days or hours “off limits” for working at home? Do employees need to meet certain criteria or hit certain performance targets before they earn the privilege? Figure out how you’ll handle situations fairly before you start

your programme.

- **Get the right tools.** Your staff probably has much of the technology they need to work at home, but if not, ensure they have what they need. This could mean smartphones, headsets or inexpensive webcams. Also make sure everyone’s email systems and IM work in harmony since these are vital communication tools.

- **Explore free or low-cost online options.** Thanks to the prevalence of web-based software, there are more options than ever for working in teams online. Check out collaboration tools like Google Docs, project management options like BaseCamp, or Skype for conference calls and videoconferencing. As cloud computing becomes more commonplace, our options will expand.

- **Communicate.** Miscommunications and misunderstandings happen more easily and more often when people aren’t under the same roof. Set guidelines for how people should communicate. Use tools like IM to stay in the loop but know when it’s time to get offline and pick up the phone. My team often finds Skype conference calls are a faster way to resolve complex issues than a massive e-mail chain.

- **Trust, but verify.** The trust issue is huge when you’re letting employees work sight unseen. The best way to ensure employees are doing what they say they’re doing is to monitor results. Set specific goals, timelines and benchmarks, and if they aren’t met, have a talk with that person to find the source of the problem.

If you require still more verification, there’s software that lets you monitor employees’ emails, keystrokes and Web surfing or screen-capture their computer activity. Some companies require employees to check in at a certain time. Personally, I think these options can undermine trust and backfire on you, but only you can tell what works for you.

All this said, it’s essential to get face time with remote workers. If your staff only works from home a few times a week, you may want to set one day each week when everyone has to be in the office. If everyone works remotely, consider meeting once or twice a month. Encourage employees to get together informally to bond and brainstorm.

SOURCENOTE: Rieva Lesonsky is CEO of GrowBiz Media, a content and consulting company that helps entrepreneurs start and grow their businesses. Follow Rieva at [Twitter.com/Rieva](#), and visit [SmallBizDaily.com](#) to sign up for her free TrendCast reports.

Never give up

Here are some inspiring stories that prove that perseverance, enthusiasm, and planning will help you to succeed.

CHARLES CARLSON DEVELOPED the process in 1938, but had to persevere for 21 years before the first Xerox copier was manufactured.

Chuck Yeager, on his first flight as a passenger, threw up all over the back seat. He vowed never to go back up again yet later became the first man

to break the sound barrier.

A woman once said to the great violinist Fritz Kreisler after a recital, I’d give my life to play as beautifully as you!”

“Madam,” Kreisler replied, “I have.”

SOURCENOTE: Think & Grow Rich Newsletter

The Institute for Independent Business

FOUNDED IN 1984 in the UK, the Institute for Independent Business (IIB) is now one of the world's largest international networks of business advice providers.

As of February 2011, nearly 6,000 carefully-selected men and women have been accredited worldwide as IIB Associates.

Experienced professionals

Experienced senior business people in their own right, who have elected to become self-employed business advisers, Associates and Fellows of the IIB have received additional training to enable them to focus accurately and cost-effectively on the needs of clients and prospects.

This ensures that Associates' clients receive the "practical advice that works"—the Institute's motto in every country in which the Institute operates. ■

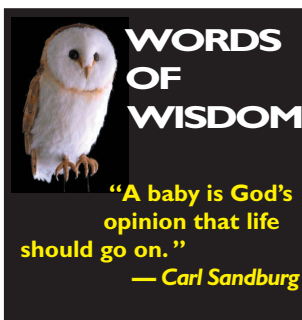
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Beliefs

Be, do, have

People should change the sequence of steps they think are necessary to improve their lives, says speaker Walter Staples.

Most of us want to be happier. To achieve that goal we think we must have certain resources, so we can do certain activities, and end up being the kind of person and living the kind of life we really want: a have-do-be sequence.

This orientation is illustrated in a survey by BETA Research, Staples reports, asking 2,000 people what they would most like to change if they could.

Here are their answers in order of priority:

1. More financial security
2. Enjoy better health
3. Achieve greater success
4. Enhance home life
5. Improve appearance
6. Have more education
7. Better family relationships
8. Increase relaxation
9. Enhance life-style
10. Better outlook on life

These all are common and worthwhile desires. But Staples suggests pursuing them backwards.

Take the first: "financial security."

People think if they have more money, they can do more of what they want, and be happier.

Instead, Staples suggests you first be who you really are — develop yourself mentally and spiritually because then you'll do more of what you need to do, in order to have more of what you want to have, a be-do-have sequence.

So item No.10, a "better outlook on life" should be No.1.

He illustrates this idea in another way. Start by identifying the successful results you most want, then trace them back to their roots:

1. successful results come from
2. persistent, focused effort, which comes from 3. clear, meaningful goals, which come from
4. positive self-esteem, which comes from
5. strong core beliefs.

The bottom line is that our thoughts and values are the source of material things, not vice-versa.

SOURCENOTE: Walter Staples, In Search of Yourself: 21 Incredible Insights That Will Revitalize Your Body, Mind and Spirit

Be like a dragonfly to survive

TO SURVIVE IN A HIGH TECHNOLOGY industry requires constant innovation.

That's why, since its foundation in 1912, Sharp has consistently created new products, such as liquid crystal projection TVs and electronic organizers.

Its founder, Tokuji Hayakawa, always encouraged his employees to be creative. "Don't imitate," he advised, "Instead, make something others will want to imitate."

Current President Tsuji advocated this same principle well in a recent beginning-of-the-year address. He suggested that employees become dragonflies, with compound eyes and wings. In other words, they should absorb information from all directions and experiment.

He told them never to become flatfish, which have large eyes that only look upwards.

"The future will be challenging," he insists, so the company needs creative employees.

Tsuji used one more key image: "When you are driving a car, you may have to look into your rearview mirror sometimes. But if you are speeding and on a winding road, it's more important to look ahead."

SOURCENOTE: Ikujiro Nonaka & Hirotaka Takeuchi, The Knowledge-Creating Company. How Japanese Companies Create the Dynamics of Innovation

Sometimes you need to be 'the designated jerk'

IT SOUNDS STRANGE, but it may sometimes be necessary to be "The Designated Jerk."

This is the label the head of a marketing group at Microsoft gave himself when working with the sales group.

He slipped into this role when the marketing team met with the sales team to hear its plans for holiday products. 'Me sales team's ideas in no way, shape or form met the marketers' expectations.

But the marketers stayed quiet and calm. They knew their boss would speak up and "argue, yell, cajole, threaten, and finally sweettalk the sales team into providing what his marketing group needed," reports Microsoft executive Julie Bick.

'Me marketing head called himself 'The Designated Jerk' because his role as the bad guy left his team's working relationships with the sales group intact. 'Me sales group might resent the marketer's boss, but they saw the marketing team as the good guys, the folks who worked hard with them day to day.

"At other times, he was the Designated Scapegoat or Designated Peacemaker," adds Bick.

SOURCENOTE: Julie Bick, All I Really Need to Know in Business I Learned at Microsoft: Insider Strategies To Help You Succeed,