

SPARKING IDEAS AND ACTION IN YOU AND YOUR BUSINESS  
HARMONY COACHING & CONSULTING

## Top 10 Ways To Develop and Retain The Right People

### In A Forward Thinking Organization

**1. Identify talents required for the job.** Find candidates who display those talents identified for the job. Get the right people with the right talent in the right place at the right time.

Talents + Skills and Knowledge = Behavior = Outcomes

**2. Be clear on outcomes required.** By studying the best employees achieving outcomes it is then possible to identify the behaviors displayed which are their strengths (a combination of talent, skills and knowledge).

**3. Hold employees accountable for their outcomes.** Each employee should be aware that outcomes will be measured. According to research more than 50% of employees cannot agree to "I know what is expected of me at work." To increase this number it is essential that some form of measure is introduced.

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**Do your employees know  
what is expected of them?**

## Think Successfully™

By Coach Eric

### GOOOOAL!

Unless you live in a cave, you've heard it regularly during World Cup play. A good fifteen seconds of airtime (although it seems *much* longer) devoted to that one word – and all because someone kicked a little white ball into a much larger net.

Why is that call so over-the-top? Maybe it's because *soccer players don't score goals often.*

Is the same true for your business? Is each achievement a near-miraculous event? If you had the option, wouldn't you rather be shooting hoops, where achieving something is almost routine?

*So, how do you make reaching your goals a matter of "when" instead of "if"?*

Creating *SMART* goals is a good first step:

1. **Specific**
2. **Measurable**
3. **Action-oriented**
4. **Realistic**
5. **Time-based**

In short, create goals that commit you to *doing* something *specific* in a *specific period of time*, and which give you a *yardstick* that tells you if you succeeded.

I left out *Realistic* because that part of *SMART* deserves special mention. *Realistic* does not mean "theoretically possible"; one of the definitions on *Dictionary.com* excludes "ideal" situations. A much better definition, I think, would be "doable."

For example, if you want to start an exercise program, committing to exercising every day (when all you've been doing are "12-ounce curls") isn't realistic.

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In fact, goals with absolutes in them (e.g. never, always, every) aren't realistic – despite the regularity of their appearance in corporate America's objective setting exercises.

Is SMART good enough? It depends on how high you want to reach. If you really want to outperform – both your expectations and your competition – you need goals with SMARTS.

That last S stands for Stretch. It's the perfect companion to Realistic, which can pose a convenient trap for your business. Many things in this world are realistic. Not declaring bankruptcy is certainly doable (if not, how do you justify buying this magazine?), but is it something to strive for?

So, what's a stretch goal? How about: a goal where success is not assured, and which requires extraordinary effort to achieve? You may reach the goal, or you may not – but it's no slam-dunk (to return to our basketball analogy).

If you know you can make five more sales calls daily, go for ten (if that's realistic). If you only make eight more, it still beats five - and you'll know what you're capable of. What could you do the next time?

So, now you've got the goal defined. Does it end up on a plaque for everyone to admire (Ooh, such a good goal!), or would you like to do something with it?

Start by clearing the decks. Identify what is distracting you from concentrating on the goal, and figure out how to deal with it. Sure, easier said than done, but aren't you spinning your wheels until you can focus on what's really important here – your goal?

The next step is also organizational. If you've got a realistic, stretch goal, it's big. Perhaps it's even a BHAG (Big, Hairy, Audacious Goal). Regardless, it's not bite-sized; otherwise, it wouldn't be a stretch, would it? So, break it down – multiple times if you have to – until you get action items where the individual time investments don't seem to stretch to infinity.

Now, it's time to repeat that first exercise on each of the tasks in your list. When you're done, you'll have a number of Action Plans with SMARTS.

Time to go out and conquer the business world, right? Ummm, no... would you run out on an overcast day without checking the weather forecast and deciding if you needed to have an umbrella handy?

*Continued on next column –*

If you don't want to break your stride, you need to plan for contingencies. Identify what can go wrong, and what you'll do if it does. Mind you, the first few times you do this, you'll miss something (maybe even something obvious). Heck, don't you still forget to pack something for vacation trips?

Now that you're ready for things not going according to plan, you can take action, remembering Yoda's famous line:

***Do, or do not. There is no try.***

The right attitude isn't exactly everything, but it counts for a lot. Go in expecting success, ready for missteps, and committed to learning from what happens (so you can do even better next time), and you'll grow hoarse from crowing about all the GOOOOALS you achieve.

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## Power Words

**Prerogative** (pri RAHG uh tiv) n. - a right or privilege connected exclusively with a position, a person, a class, a nation, or some other group or classification

*Example:* Giving traffic tickets to people he didn't like was one of the prerogatives of Junior's job as a policeman.



**Prepossess** (pree puh ZES) v. - to preoccupy; to influence beforehand or prejudice; to make a good impression on beforehand

*Example:* Experience had prepossessed Larry's mother not to believe him when he said that someone else had broken the window; Larry had broken it every other time, so she assumed that he had broken it this time.

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***"You are the same today that you'll be five years from now except for two things: the people you meet and the books you read."***

— Mac McMillan

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**4. Teach employees the difference between talents, skills and knowledge.**

Each person has talents unique to them and the way to stand out is for them to identify their natural talents and to seek out skills and knowledge to complement those talents.

**5. Teach employees to identify their strongest and weakest talents.**

Encourage them to look for clues in terms of areas where they might rapidly learn, areas of satisfaction and those occasions when they have spontaneous reactions – these are the clues to their talents.

**6. Introduce a common language for describing talent.** Make the language precise in order to describe the differences of how one person is different from the other. For example: Margaret is strong in Empathy and Tony is strong in Enthusiasm.

**7. Teach employees to spend a minimum of 80% of their time building on their talents.** Encourage them to acquire relevant skills, knowledge and experience to build on their talents. Support them to use the time effectively and use a Coach either within or outside the organization for self-development purposes.

**8. Teach employees that only 20% of their time should be spent managing their weaknesses.** Encourage them to use one of their strengths to counteract a weakness. If the weakness stems from lack of knowledge or skills give the support for them to take responsibility to gain them. Again, it is also wise to consider the Coaching route.

**9. What other support can you give to your employees?** Alongside the Coaching route there is training, further education, mentoring and of course one to one conversations.

**10. And the outcome?** Employees will become more self-aware and ask themselves questions such as: Does this role play to my talents? Who on my team has talents which could complement mine? Managers will also consider what talents might be missing within the team which would make it more balanced and how to provide experiences for employees to build on talents to create strengths.

Your company will have those employees perfectly suited to their roles and challenged to be their best at work.

And remember:

**Talents + Skills and Knowledge = Behavior = Outcomes.**

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**Quotes From The 'Gipper' –**

"There's no limit to what a man can do or where he can go if he doesn't mind who gets the credit."

"Entrepreneurs and their small enterprises are responsible for almost all the economic growth in the United States."



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**Web Site Of The Month**



**Better Business Bureau – Reliability Program**

"73% of purchasers and 82% of non-purchasers cite reliability of business as a major concern when shopping online."\* Address this concern head-on with the BBBOnLine Reliability Seal.



Check it out at:  
[www.bbbonline.org](http://www.bbbonline.org)

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## *Making the Most of Meetings*

**M**eetings can be very effective for maximizing time, or they can be tremendous time wasters! More than 11 million business meetings take place each day in the U.S. and many, as we know; either go longer than necessary or are not needed at all.

If you are in charge of a meeting, here are some ways to make it more productive for all involved:

1. Always have a written agenda with copies for all attendees.
2. Spend time in preparation.
3. Define and write up topics to be discussed and distribute your notes a day before the meeting, along with a short memo asking others to come along prepared with discussions and solutions. Clearly identify the meeting's purpose and objectives.
4. Set a time limit and stick to it. Also, start promptly.
5. A good follow-up tool is to have someone take notes during the meeting with the details of who is going to do what, by when. A summary of the meeting with action items should be provided to all who attended.
6. Make summarizing statements throughout the meeting, (anyone can do it!)



When appropriate, consider alternatives to meetings, such as memos, written reports, etc.

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## **MAXIMIZING HUMAN TALENT**

