

How To Find Talent

As the job market grows more competitive, so does the employer's quest to find the best talent. Company leaders have begun to realize that elevated employee talent leads to increased levels of productivity and overall profit. To improve and strengthen a company's structure, employees must be assigned positions that require specific talents.

Studies have shown that the most *talented job candidates tend to display six characteristics* that cause them to stand out in job performance:

- They show a record of having been at the top of the ladder in job performance
- They are creative and inventive
- They are decision-makers who follow through
- They have the capacity to effectively motivate others
- They can adapt to change
- They are solution oriented

In recent years, an abundance of helpful tools have been devised to assist in separating the real talent from employees or candidates who lack the qualities needed to make your company excel with maximum efficiency.

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Do You Have Great Managers?

Top Ten Reasons Managers Become Great

Being a good manager is not enough to make a business stand apart from the competition. Great managers know how to maximize the potential of staff members so businesses soar to success. Ten top qualities define a great manager:

1. *Recognize good qualities in others and help develop them.* Effective managers make the most of the talent available at the business. By encouraging staff to do their best, everyone benefits. Personal achievements contribute to a prospering business.
2. *Create a team environment with a positive vibe.* The power of positive thinking has been the topic of many business discussions over the years. Satisfied team members who work together well create a productive business atmosphere.
3. *Make definite decisions and invite employee input.* A great manager balances definitive decisions with employee suggestions. They take into consideration employee suggestions, along with the goals of the company and then make a decision that benefits everyone.
4. *View team members as an asset and strive to make them happy and successful.* Talented team members are an asset to the company. Outstanding managers encourage team members to strive for greater levels of success, realizing happy staff members show greater loyalty.
5. *Build trust, provide explanations and have a long-term vision.*

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For example, software was developed to help HR professionals administer psychometric tests that examine such skills as verbal and numerical reasoning. There are also personality assessment tests that look at individual traits relating to job habits and organizational skills. These types of evaluative tools can help company leaders make speedy decisions about how to choose the cream of the crop.

In the actual search for talented workers, it is prudent to turn first to your company's own internal networks to

ask for referrals to anyone who might fit the bill for the positions you are seeking to fill. Question shareholders, professional advisors and current employees who are close enough to your organization to ascertain the specific talents needed for a particular position.

If these referrals fail to pan out, carefully construct a job description that delineates the primary responsibilities of a position within your company. Then, consider the behavioral traits and talents required of the person you feel is ideally suited for the job. Finally, publish these criteria and use them to screen resumes for the most talented individuals to fill the positions.

Last, but certainly not least, a powerful tool in finding contemporary business talent is, of course, the internet. A well-placed ad on your business's web site, listing the advantages of working for your company, can go far to attract talented job candidates. Utilize social networking sites such as LinkedIn, Twitter, and Facebook to find talent. Social network participation has become an essential tool in this area. If the most popular social networking resources do not represent your company, your pool of talented candidates could be shallow. ♦

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"Development can help great people be even better—but if I had a dollar to spend, I'd spend 70 cents getting the right person in the door."

~ Paul Russell, Director, Leadership & Development, Google



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By offering explanations and direction, *top-notch* managers build trust. They share their long-term vision so everyone is on the same page.

6. *Treat employees the way they want to be treated.* Great managers always treat employees with respect and dignity, realizing they get more from people who feel valued.
7. *Know their strengths and weaknesses.* Skilled managers are honest with themselves and others. They recognize their own strengths and weaknesses, hiring people that complement them. They continually work on these areas to maximize their abilities and make improvements.
8. *Communicate effectively and build relationships.* Intelligent, clear communication is essential to get the most out of staff members. Employees need to be able to talk to their managers and understand what they need.
9. *Willing to fight for what is right and knowing if the battle is worth it.* Productive managers know how to pick their battles. They leave petty issues behind, but are willing to fight for what is right and worth the effort. The company values and mission guide decisions.
10. *Encourage feedback with healthy debate, knowing when to correct poor behavior.* Feedback and healthy debate help develop new business ideas. Managers recognize the difference between positive input and poor behavior, encouraging open communication for everyone. ♦



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Leadership Quote Of The Month

"To use power wisely is the final test of leadership. Thus, the first rule in the game of power (or life) and, in fact, the only hard and fast rule in the entire game is: POWER MUST BE THE SERVANT; IT MUST NOT BE THE MASTER!"

~Thomas D. Willhite

How Does Positive Thinking Work?

Positive thinking begins with a conscious desire to pay attention to and recognize the affirmative in any given situation. Once the affirmative or positive trait, of a situation or thought can be recognized, then the process of positive thinking can be utilized. In essence, the ability to pinpoint and utilize the positive in your thoughts and actions enables you to better reach your goals, realize your dreams and make a positive impact on all of your endeavors.

The actual process of positive thinking works to bring about desired outcomes in both our personal life and our professional life in a variety of ways. By acting in a positive way, we naturally draw positive people to ourselves. By believing in positive outcomes, we more readily accept them as fact and open ourselves to their reality. By thinking positive thoughts, we are better able to see alternate, more advantageous routes to take. By truly accepting a positive way of thinking, we are better able to see the path to success and better able to use our knowledge to get there.

The basic mechanics of positive thinking are simple. This simple process involves consciously searching for the affirmative in any situation, recognizing the benefits of each positive trait and then employing a can-do attitude to follow through on these positive thoughts. ♦

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Fun And Motivation In The Workplace

Smart companies know that good employees become restless when work stops being fun. To increase the motivation and fun in your organization, follow the example set by these successful companies:

- ✓ **Southwest Airlines** is famous for encouraging their employees to have fun with their customers and co-workers. They hold contests throughout the year. *Examples:* A terminal design contest, a Halloween costume contest, a chili cook-off contest, and a newsletter design contest.
- ✓ **Crate and Barrel** encourages managers to give their sales associates a “surprise hour off” to walk, exercise, shop, or whatever they would like to do, to come back refreshed.
- ✓ **Bank of America** sponsors a one-month “Laugh a Day” challenge. Employees try to make co-workers laugh with jokes and cartoons.
- ✓ **Dun and Bradstreet** give “Stress Support Kits” to customer service consultants. The kits contain chewing gum, aspirin, a comedy cassette, wind-up toys, and a rubber ball for squeezing during stressful moments. ♦



One Minute Ideas

Planning To Win

One of the most important steps in building a successful business is to have a well thought out business plan. A business plan provides a set of instructions that explain how to build your business and what the structure of the business is going to be. It also allows you to make important decisions based on your financial speculations before you have invested too much time or money to turn back.

A business plan is also a means for you to communicate your ideas and your vision to other people who can help you build your business. In addition, the plan helps focus the company and the people involved, on one single idea and help them commit to making this idea a success. ♦



“Leaders don’t flock. You have to find them one at a time.”

~ Ross Perot

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EXCEPTIONAL LEADERS...*Think Strategically*

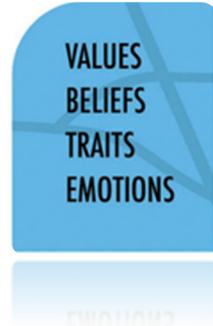
An Exceptional Leader knows that it takes more than operational effectiveness to succeed in a changing business environment.

Leaders need to see the current whole picture. Their thinking needs to be broad, taking into consideration more than just their areas of day-to-day focus, realizing that all aspects of the business are interdependent and interconnected.

They then need to chart a multifaceted roadmap and make the changes needed to achieve that desired future state.

Thought Provoker

- ✓ Are you stuck in the weeds of day-to-day demands?
- ✓ Does your schedule allow you to take the time to step back, think and plan? A plan is not a plan unless it is in writing.
- ✓ Do you look at your environment holistically, realizing that all four quadrants need to be taken into consideration?
- ✓ Do you begin with the end in mind by articulating for yourself and others the future you want to achieve?
- ✓ Do you bring others into collaboration to benefit from different ways of thinking? ♦



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Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
SHRM Learning System® is the preparation course for the HR Certification Exam <i>(Every other Saturday)</i>	Feb 16 – May 5, 2012	8:30am - 4:00pm	www.cbu.edu/shrm
The Coaching Clinic® is a two-day workshop for executives, managers and leaders to experience and learn coaching skills and competencies.	Feb 28 & 29 2012	SOLD OUT!	www.harmonycc.net/coaching-clinic.php
Leading at the Speed of Trust™ is a two-day workshop for anyone interested in increasing revenues, decreasing costs, enhancing/repairing relationships, or improving their credibility with employees or customers.	TBD	TBD	Email: info@harmonycc.net