



Bayley & Bender

AWARENESS IS POWER®

Insights for Business

June 2006

Volume 6 Issue 3

BAYLEY & BENDER, INC
SUCCESS THROUGH INSIGHT!

You're Hired...I Quit!

Keeping New Hires

Question: *We take fresh engineers, top graduates from the best colleges, and train them. The challenge is keeping them: many leave our firm for jobs with IT companies and/or higher salaries after 8-10 months. How can we reverse this trend? Should we start looking at hiring people who aren't considered "high flyers"?*

Reversing the trend of high turnover can be difficult, but hiring lesser-qualified people is not the answer. High employee turnover is typically an environmental issue resulting from a mismatch between the employee and the work environment.

When employees leave an employer, they often cite reasons such as more money or returning to school as their reason for leaving. On the surface, this may be true, but it may not be the underlying motive for considering an alternative to continued employment with your company.

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Different Talents Create Powerful Teamwork

- *You have teams at work – but do you have teams that WORK?*
- *Often the full potential of teamwork is blocked due to misunderstandings of different behavioral styles and motivators.*
- *Enable the success of teams in your organization by recognizing*

and leveraging the full spectrum of their different talents.

Our workplace has become a perpetually changing environment fueled by flexible teamwork. People are called upon to participate in teams to repeatedly rethink, restructure, reinvent, and redeploy business resources. The changing times in which we live require talented individuals skilled at working in teams.

Teams are enriched with individuals who offer a wide spectrum of talents in areas such as behaviors and motivators – that is a given. Or is it? After closer observation of teamwork in your organization, you may find a number of team members who are merely tolerating their counterparts due to what is commonly described as “personality differences.”

Gregory E. Huszyczko, author of *Tools for Team Excellence* (1996), and *Tools for Team Leadership* (2004), advises that successful teams must develop an awareness of the individual strengths each member contributes.

“Capitalizing on the natural strengths of your personality and enjoying interaction with people who are different from you are crucial for (team) success.

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Tolerating differences in the personalities of people you work with is not enough – you need to celebrate those differences. They provide the natural strengths you may need to benefit the team.”

Personality conflicts are common, and they inevitably lead to “talent withdrawal” by team members who are experiencing them. As a result, these individuals most likely have opted out of actively contributing to attaining team goals. The team cannot perform up to its maximum potential until solutions are found.



How do you recognize talent withdrawal in your teams? It can be demonstrated in several ways. Here are two of the most common:

1) LIMITED PARTICIPATION in TEAM MEETINGS

If team members withhold contributions during team meetings, this signals talent withdrawal. Their energies are being directed elsewhere. Looking through their eyes, some reasons may be:

- One or two members consistently dominate meetings by talking all the time
- A member habitually uses the team meetings to promote personal successes and self-interest
- Too much theory and details are regularly discussed at length, with no practical applications
- A couple of members regularly engage in heated debate, perceived by others as undesirable conflict and aggressiveness



2) MISUNDERSTANDINGS between TEAM MEMBERS

No two people are exactly alike, and differences can contribute either great value or unwanted tension to any team.

Continued on next column –

Misunderstandings between team members can often be a matter of the following:

- A team member with an indirect communication style feels continually “shut down” and resentful about another’s naturally direct communication style
- Another is not aware that his lengthy, analytical communication style regularly blocks his messages from being welcomed by others
- Someone consistently displays a lack of value for people-related topics, offending those whose motivators are more people-oriented
- One team member is personally motivated to take the lead all the time, while others feel their contributions are consistently overshadowed

How can you take steps to prevent talent withdrawal in your teams? Many team leaders use behavior and motivator

diagnostics to reveal how team members can leverage their different talents to work together most



effectively. Individualized reports on behavioral styles and personal motivators reveal both strengths and potential weaknesses. With this knowledge, teams gain effective tools for addressing teamwork issues and maximizing performance.

Teams will continue to fuel progress in the workplace, and valuing and leveraging different talents will remain essential tools for achieving powerful teamwork.

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Winning teams have the least amount of distractions. They have a really tight group of people working towards the same common goal.

– Larry Dixon

Continued from page one – *You're Hired...I Quit*

To reverse your trend of high turnover, you must first determine three facts: 1) the circumstances leading up to the departure of employees from your company, 2) the reasons why some employees choose to remain in your employment and 3) the characteristics of the most successful employees.

All departing employees should receive an exit interview, regardless of the reason for their departure. The survey should be structured to give employees the opportunity to discuss the good, bad, pretty and ugly about your company without the fear of burning a bridge.

Remaining employees should be surveyed to determine why they stay. They too should be given the opportunity to discuss the good, bad, pretty and ugly about your company without fear of reprisal. If there is the slightest doubt about the issue of trust between employees and management, then it is best to have the survey conducted by an outside resource.

Using a valid assessment tool, develop a profile of your ideal productive employees.

Incorporate the information from the exit interviews, the employee surveys and the profile into a hiring and retention strategy that includes a formal employee selection and retention process.

The most important step is to take it personally. Employees are not leaving your company; they are leaving you. Therefore, you have the power to change the situation. Accept nothing less.

— Lonnie Harvey, Jr., SPHR, President, The JESCLON Group, Inc E-mail: Lonnie@jesclongroup.com. For more information, visit www.jesclongroup.com
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Calendar of Events

Public Seminars –

Session	Date (s)	Location
Pat & Bob Bender and Super Bowl Winning Coach Brian Billick Present – Awareness Is Power® Leadership in Action...Execution & Lessons Learned	June 20, 2006 [Limited Space Available – See Page 4 for More Information]	Partnering with Living Classrooms Foundation, Maritime Park, 1417 Thames St, Baltimore, MD [Corner of Thames and Caroline Streets in Fells Point]
Pat & Bob Bender Present - Awareness Is Power® Personal Excellence Seminar	Sep 20-22, 2006	Serenity at St. Michaels, Maryland

Customized Seminars –

For those companies and Federal Agencies who would like to implement the Awareness Is Power® process throughout their organization, we provide highly-customized seminars for your specific needs to grow your skills and the skills of the people around you, contact Pat Bender personally at 301-439-8317.



ONE MINUTE IDEAS

Making Decisions

William McKinley, the 25th U.S. President, once had to choose between two equally qualified men for a key job. He puzzled over the choice until he remembered a long-ago incident.

On a rainy night, McKinley had boarded a crowded streetcar. One of the men he was now considering had also been aboard, though he didn't see McKinley. Then an old woman carrying a basket of laundry struggled into the car, looking in vain for a seat. The job candidate pretended not to see her and kept his seat. McKinley gave up his seat to help her.

Remembering the episode, which he called "this little omission of kindness," McKinley decided against the man on the streetcar. Our decisions—even the small, fleeting ones—tell a lot about us.

— Adapted from *Presidential Anecdotes*, Paul F. Boller, Jr.

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LEADERSHIP IN ACTION... EXECUTION & LESSONS LEARNED

Tuesday, June 20, 2006 8AM-4PM

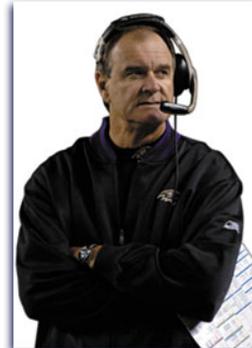
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