

AWARENESS IS POWER®

Insights for Business

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BAYLEY & BENDER, INC
SUCCESS THROUGH INSIGHT!

Curb 'Talent Slippage' At Your Company

Develop Your Best Employees

What do your best employees want from their jobs? Most often, they want to keep on growing. When your focus fades on developing your best employees, their enthusiasm and commitment fade, too. Your best employees are top performers who value and seek growth, challenge, and advancement. They seek these rewards anywhere – either inside your company or someone else's. Talent slippage happens when your best and brightest walk out the door!

Reducing talent slippage in your employee ranks is rising in importance because replacing talented employees is becoming even more difficult. You already know that serious employee shortages are on the horizon as a result of massive workplace retirements (Baby Boomers) and insufficient numbers of qualified replacements (Generations X and Y).

However, this does not begin to address the larger challenge of replacing your best employees with new top talent who can carry on where they left off!

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How To Run An Effective Business Meeting!

How productive are your business meetings? Would you describe the culture that governs your meetings to more resemble World War III or crazy chaos? During a meeting, do you focus on the agenda at hand or do you concentrate more on breaking a foam cup into bits? Would you qualify eating all of the donuts in a meeting as a major

accomplishment in your agenda? If these meeting scenarios sound familiar to you, you are not alone! Many studies have shown that more time is wasted in meetings than in any other business activity. It is estimated that people spend 20-40% (upper management is much more) of their time in meetings and that meetings are only 44-50% efficient (source: Steve Kaye). By improving the efficiency of your next meeting, you may increase your bottom line.

The first step in improving the efficiency of your business meetings is to **recognize that meetings are a collaborative effort**. The very definition of a meeting is a TEAM activity where SELECT people gather to perform WORK that requires GROUP effort. All participants of a meeting, therefore, must play a role in remaining focused and progressing through the meeting in a timely manner.

Before calling a meeting, it must first be decided whether it is necessary. Remember a meeting is not always the most effective way. Other options available might be sending a memo or an email. It is the responsibility of the meeting solicitor to determine the need for calling the meeting and who should attend. In general, it is best to invite as few participants as possible (key players only).

Continued on page two – Effective Meeting



How Effective Are
Your Meetings?

Continued from page one – *Effective Meeting*

The solicitor must also review the organization's calendar, reserve the meeting room and assign a meeting facilitator to be in charge of the agenda.

Effective meetings necessitate leadership. Leading a meeting requires attention, confidence, creativity, diplomacy, empathy, flexibility, wits, toughness and yes, humor! The primary role of the leader is to establish the ground rules for the meeting which are namely: to minimize confusion and disruptions and to institute a code of conduct.

Some examples of team game rules that are designed to make meetings more effective are:

RULES

1. If you are planning to introduce a proposal or discuss an issue in a group meeting, send out any relevant information to all team members several days before the meeting.
2. Review the agenda and bring any relevant materials with you to the meeting so that we can make informed decisions.
3. Don't lobby a few members before the meeting and try to ram an idea down the throats of the rest of the group in a "surprise attack." Keep issues above-board and inclusive. "Fight fair."
4. Come to meetings on time.
5. If you are going to be absent, inform others beforehand and send a stand-in who can make at least some decisions in your name.
6. Focus on listening and seeking understanding before disagreeing.
7. If you are the recorder, distribute complete and accurate minutes to everyone within 48 hours after the meeting.
8. If you agree to something, do what you say you will do. Be accountable to each other.
9. Sarcasm, personal attacks, interrupting, dominating the discussion, or engaging in distracting behavior during a meeting are all non-productive behaviors. We agree not to engage in them.
10. It is okay to disagree during a meeting, but once the group has made a decision,

Continued on next column –

it needs to be supported by everyone outside of the meeting. Passive resistance, sabotage, negative gossip and guerrilla warfare are not okay.

11. Remember to celebrate successes and to thank members for their efforts.

In addition to implementing these concepts, an effective meeting leader must enforce a code of conduct in order to maintain a safe environment for discussing ideas. The meeting facilitator should compel the meeting attendees to follow some simple guidelines to ensure an orderly meeting:

- Work as a team
- No rank in the room
- One speaker at a time
- Be an attentive listener
- Focus on the issue
- Respect others
- Suspend judgment
- Allow curiosity
- Maintain confidentiality

It is as equally important to end a meeting efficiently as it is to conduct it.

Besides just ending a business meeting on time there should be a review of agenda items and results, as well as assignments. A set agenda for the next meeting should also be prepared.



Having an effective business meeting is a key ingredient to having a successful business. If you would like more information on this subject, please feel free to contact us.

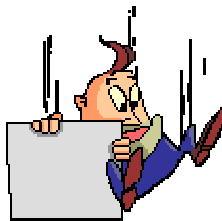
*By Jennifer C. Selland CPBA, CPVA, CAIA, TriMetrix.
Well-Run Concepts*

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"We help organizations around the world increase their Growth, Profitability and Productivity by helping them Hire, Develop and Retain Top Performing Sales Talent. We also provide Leadership Development and Team Building to drive Organization Effectiveness."

Continued from page one – *Talent Slippage*

Is your company at high risk for talent slippage? Take a moment to evaluate what your company is doing to develop and engage the interests of your most valuable employees. Here are four questions you can ask that will readily reveal where you need to focus:



1. Who are your best, and therefore your top performing, employees?

- Do you have a list for each department?
- If so, is that list kept current and regularly reviewed at the executive level?

2. What tools do you have in place to measure employee performance?

- Can you name what talents your jobs require for successful performance?
- How do you match employees to jobs to assure performance and satisfaction?

3. How are you developing your top performers?

- Where specifically do they need to develop in order to be more effective, productive and challenged?
- What plans are in place for their development, and do they have input to those plans?

4. How effectively are the above 3 answers working for you now in retaining your top performers, and what improvements need to be made - by when?

Experts in talent management conclude that finding and keeping top performing employees will rank as a major concern of business leaders throughout the next decade. Make a plan to curb talent slippage at your company. Focus on providing your best and brightest with the development they seek to become even better!

Author: Gayla Doucet, People Powered Solutions LLC, Copyright protected. All rights reserved worldwide.

SPECIAL OFFER

*It's celebration Time. We are celebrating 18 years in business. August is Bayley & Bender's 18th Anniversary! Thank you for your prayers and support. As a thanks to you, we are offering you our **Anniversary Special.***



PILLARS OF SUCCESS by Patricia C. Bender
Give the Gift of Success!

Bayley & Bender Anniversary Special

Two or More Copies \$12.50 each
[Originally \$20.00 per copy]



Email us directly and mention August Anniversary Special – offer valid through August 31, 2007. Please feel free to extend this offer to your friends, family, colleagues, co-workers, etc.



**ONE
MINUTE
IDEAS**

**Occupational Outlook
Handbook 2006-07**

The *Occupational Outlook Handbook* is a nationally recognized source of career information, designed to provide valuable assistance to individuals making decisions about their future work lives.

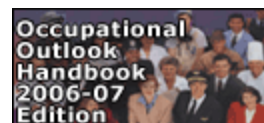
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- earnings
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How Can I Cure Procrastination?



Sometimes people think procrastination is a time management problem; truth is you cannot manage time. You have 24 hours each day. To make the most of your days, and eliminate the stress of procrastination, think about managing your choices. Managing choices is a *Character Management* issue. Character comes from saying what you will do (honesty) and doing what you say (integrity). This is true whether it is something you say to others or a goal or commitment you “say” to yourself.

Are you a person who keeps promises? Many people are better about keeping promises to others than to themselves; either way this leads to procrastination. If you are procrastinating you are probably mistaking “*might do*” and “*maybe*” for commitment. A commitment problem underlies your procrastination. Each commitment you make with others and each goal or scheduled activity you make with yourself is a promise.

Stop saying to yourself; “*later, tomorrow, next week, after tax season, next quarter, (insert your procrastination term here!)*.” Start saying; “*I commit to doing the things I say I will do when I say I will do them.*” The best time to start is RIGHT NOW!

– Mark Sturgell, CBC, Performance Development Network – All rights reserved worldwide

Half our life is spent trying to find something to do with the time we have rushed through life trying to save.

– Will Rogers

Learning is about more than simply acquiring new knowledge and insights; it is also crucial to unlearn old knowledge that has outlived its relevance. Thus, forgetting is probably at least as important as learning.

– Gary Ryan Blair



What one thing should our team do to produce a measurable impact on our business?

Renew your focus before you change your actions. Most teams fall short of potential to produce desired results until everyone is “*on the same page.*” To gain clarity of action you need improved clarity of purpose, so begin with strategic thinking and business planning – even if your organization already has a plan. There is no better “*teambuilding*” process that will produce desired impact. Does your team share the same goals, as well as understand individual roles? Really? How do you know?

Become a strategic thinking and execution team. Developing an executable plan that focuses collective actions to produce desired results requires more than just an annual one-day “*retreat.*” In effect, many businesses *do strategic planning* without any sustainable benefit other than a dusty document and to say “*we did it.*” That is not what we suggest. The objective of planning is the establishment of an *ongoing planning process as a routine part of teamwork* in order to achieve substantially improved performance for the short term and the long term.



Re-engage your purposeful thinking, planning and action. Involve an experienced coach who understands business and behavioral change. Such a person will ask questions that take you from where you are to where you and your team really want to be.

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