

Have you ever thought about...

...Leadership?

THIS WAS WRITTEN by SmartBrief's Bryan McBournie. Follow Bryan, editor of the free daily newsletter Wind Energy SmartBrief, on Twitter @SB_Energy.

Colin Powell, a former secretary of state, national security adviser and chairman of the Joint Chiefs of Staff, is no stranger to leadership.

Powell, 73, is now working on projects at home and abroad, including helping to build a new educational system in Abu Dhabi, United Arab Emirates.

He shared his advice on leadership at the American Wind Energy Association Symposium in Phoenix.

Powell said that his idea of what it is to be a leader evolved as he moved through various positions in public service. Among his key points:

- **Leaders exist to give followers what they need** to get their job done.

It is the followers who go into battle and accomplish the tasks assigned.

- **The most important part of leadership is instilling trust** in those you command. If you have their trust, they will follow you anywhere. "Every human endeavour has leaders and followers, and your job as a leader is to inspire," he said.

- **Leadership begins with goals.**

When the followers know what the goals are, everyone understands the importance of their own role for the common purpose.

- **People want to know that you are serving a greater purpose than just your own.** "Increasingly, our people want to see leaders who are respected, leaders who are selfless," Powell said.

- **Express appreciation.** Make sure that those under your command understand that you appreciate what they are doing, Powell said. While serving as secretary of state, Powell said, he let people know he appreciated their work through personal visits and thank-you cards.

- **Solve problems.** A leader also needs to recognize when someone is not performing well. It is a leader's job to identify the source of the problem, and fix it. "Leadership is problem-solving and you are expected as leaders to know what's going on throughout your organisation," he said. ■



WORDS OF WISDOM

"A bad forgery's the ultimate insult."

—Jonathan Gash

Social medias

Rules for social engagement

Social media is reinventing marketing, communications and the dissemination of information.

WHILE BUSINESSES NOW have access to these rich channels, the true promise of social media lies in the direct connections between people who represent companies and the people who define markets of interest.

Today, many businesses approach this with the establishment of social media guidelines and policies. This is, indeed, an important step and not one worth economizing, but it's also not enough.

I highly recommend establishing official procedures that remind representatives of the importance and privilege of engagement.

The openness of popular networks is trivial. Any business can join and create a profile. It's the devices we employ, the intentions that motivate engagement and the value we offer that dictate the significance of the brand-specific social graphs we weave.

It's a simple investment in either visibility or presence. In social media, just like in the real world, presence is felt.

Rules of engagement

As social media continues to evolve, defining the "rules of engagement" will encourage thoughtful interaction that benefits the business, brand, customer, peers and prospects at every touchpoint. In the end, we earn the attention, relationships and business we deserve.

The following is an outline of best practices to help you craft a practical set of rules to guide representatives as they engage.

1. Discover all relevant communities of interest and observe the choices, challenges, impressions and wants of the people within each network.

2. Don't just participate solely in your own domains (Facebook Fan Page, Twitter conversations related to your brand, etc.). Participate where your presence is advantageous and mandatory.

3. Determine the identity, character and personality of the brand and match it to the *persona* of the

individuals representing it online.

4. Establish a point of contact who is ultimately responsible for identifying, trafficking, or responding to all things that can affect brand perception.

5. As in customer service, representatives require training to learn how to proactively and reactively respond across multiple scenarios. Don't just put the person familiar with social networking in front of the brand.

6. Embody the attributes you wish to portray and instill. Operate by a code of conduct.

7. Observe the behavioral cultures within each network and adjust your outreach accordingly.

8. Assess pain points, frustrations and also those of contentment in order to establish meaningful connections.

9. Become a true participant in each community you wish to activate. Move beyond marketing and sales.

10. Don't speak at audiences through canned messages. Introduce value, insight and direction with each engagement.

11. Empower your representatives to offer rewards and resolutions in times of need.

12. Don't just listen and placate. Do something.

13. Ensure that any external activities are supported by a comprehensive infrastructure to address situations and adapt to market conditions and demands.

14. Learn from each engagement and provide a path within the company to adapt and improve products and services.

15. Consistently create, contribute and reinforce service and value.

16. Earn connections through



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YOU'VE LAID OFF HALF YOUR STAFF, but there's still just as much work to get done. How do you handle it all with such a shrunken workforce?

The office can be a pretty bleak place in the aftermath of layoffs.

Survivors feel guilty because they got to keep their jobs while friends they worked with for years lost theirs. There's a ton of extra work and no pay increases for the smaller staff that remains.

Just coping can be hard.

What they need is a great manager.

To be one, first of all make sure you don't ignore the emotion your staff is going through. They need to mourn the loss of their co-workers. Give them that time — "but not too much time," says Manny Avramidis, senior vice president for global human resources at the American Management Association.

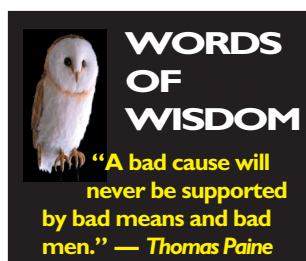
Help them move on by addressing their fears. Explain where they fit into the newly-restructured organization, especially if their jobs have changed or they've had to take on additional responsibilities.

Mostly, though, they'll want to know if there will be any more layoffs.

Chances are you can't guarantee there won't. But you can level with them about how you think that will be decided. For instance, if you think there could be more cutbacks after six months if sales numbers aren't met, let the staff know.

"Uncertainty is the worst thing," says John Mariotti, a management expert and author of **THE COMPLEXITY CRISIS**. "You can say to your staff, 'We don't know what the future will bring, but here are some possibilities.'" ■

SOURCENOTE: with thanks to Tara Weiss



The way I see it...

Do your customers love you?

HERE'S A QUESTION: would you rather have 100,000 customers buy your products once, or 500 customers who were raving fans? I hope the answer is obvious!

Advertising and marketing make it possible to sell your products around the world and getting customers to try your service once is a relatively well-defined science.

You can hire experts on marketing and branding and consultants to "target" your niche and refine your message.

What you cannot buy is customer loyalty. At least, you can't buy it in the same way. You buy customer loyalty and repeat business with extraordinary customer care — not customer "service" but honest, extreme, personal caring for your customers. Fortunately, this is not difficult or expensive.

Caring for your customers means working

with them to solve their problems and achieve their goals. It means listening to them and responding. It means the old boundaries between "seller" and "buyer" break down and we work as a team to achieve win-win results that enrich us both.

Recently, a friend and I compared notes about two local businesses. Bob talked angrily about a company that refused to provide service, a refund or credit when it's product failed to meet his needs.

Then we talked about another local vendor who has a reputation for always going the "extra mile". Guess who we'll do business with next time?

A few dozen customers, well taken care of, can make you rich. Never, never, never forget that! ■

SOURCENOTE: with thanks to Dr Philip E Humbert

Communicating

Face-to-face communication

Despite the social media revolution that's taking place in organizations around the world, face-to-face communication still has a place in the communicator's toolbox.

A SURVEY RELEASED LAST YEAR by the IABC Research Foundation finds that tech-savvy Millennials as well as their older Baby Boomer counterparts prefer face-to-face as the primary way to build relationships in the workplace..

A survey earlier this year by the consulting firm KHR Solutions found that 56 per cent of respondents prefer face-to-face communication with their bosses and more than half prefer communicating with co-workers face-to-face.

There's no getting around the importance of face-to-face communication, but many organizations still struggle with the best way to use it. Here are seven tips to get you on your way:

• **Make face-to-face part of your overall communication strategy.** As effective as it is, face-to-face is not a panacea. It should be one element of a communication strategy that also includes other vehicles that

are useful and relevant to employees. How do you know what vehicles should be used to communicate various messages? Ask employees through a survey or conduct a communication audit.

• **Use face-to-face communication for its particular strengths.** There is no better way than face-to-face for engaging employees in a real give-and-take dialogue. Be sure to include an opportunity for employees to ask questions and raise concerns. The worst thing you can do is to schedule a face-to-face communication event that consists solely of an executive delivering scripted information. Face-to-face is about building relationships through interaction.

• **Start small.** If your organization is new at using face-to-face, don't jump into the deep end. Start with informal opportunities such as walkarounds or small-group dialogues. ■

21 RULES FOR SOCIAL ENGAGEMENT— Concluded

collaboration and empower advocacy.

17. Don't get lost in translation. Ensure your communication and intent is clear and that your involvement maps to objectives created for the social web.

18. Establish and nurture beneficial relationships online and in the real world as long as doing so is important to your

business.

19. "Un-campaign" and create ongoing programmes that keep you connected to day-to-day engagement.

20. "Un-market" by becoming a resource to your communities.

21. Give back, reciprocate and recognize notable contributions from participants in your communities. ■

Sourcenote: with thanks to Brian Solis

Handy FREE URLs

Hourly rate calculator for freelancers

This rate calculator enables you to **determine your hourly rate** if you're a freelancer. The final amount on the site is determined in dollars, but feel free to stick a dollar on your final amount instead. www.freelancerswitch.com

Free CRM, sales and invoicing tool

Pearl is a **customer relationship management (CRM)**, invoicing and sales tool that has a free version suitable for start ups and freelancers with up to 100 contacts. It's a web-based system so your business' information can be accessed from anywhere. Priced versions are also available.

www.downloadic.com/44317-pearl-CRM-SmartForms-01

Free web chat widget

Olark is a free widget that enables you to **have a virtual live 'chat' with your website visitors**. You can use your mobile device or instant messaging service and you can even preview how it will look on your site before customising it.

olark.com

Secrets of using Twitter effectively

This free e-book divulges insider secrets to enable you to **get the most out of Twitter** for business use. Handy 'red flag' text enables you to pinpoint key areas of your Twitter plan that may need more attention in order to be successful.

www.noupe.com

Search for patents using Google

Google Patents is a database of over seven million patents filed in the US. Its coverage extends from the 1790s to the present day, so it's great for doing a bit of research or for browsing for inspiration. www.google.com/patents

Information marketing

Are you a good boss — or a great one?

Moments of doubt and even fear may and often do come despite years of management experience.

"AM I GOOD ENOUGH?"

"Am I ready? This is my big opportunity, but now I'm not sure I'm prepared."

These thoughts plagued Jason, an experienced manager, as he lay awake one night fretting about a new position he'd taken. For more than five years he had run a small team of developers in Boston. They produced two highly-successful lines of engineering textbooks for the education publishing arm of a major media conglomerate.

On the strength of his reputation as a great manager of product development, he'd been chosen by the company to take over an online technical-education start-up based in London.

Jason arrived at his new office on a Monday morning, excited and confident, but by the end of his first week he was beginning to wonder whether he was up to the challenge.

In his previous work he had led people who'd worked together before and required coordination but little supervision. There were problems, of course, but nothing like what he'd discovered in this new venture. Key members of his group barely talked to one another. Other publishers in the company, whose materials and collaboration he desperately needed, angrily viewed his new group as competition. The goals he'd been set seemed impossible—the group was about to miss some early milestones—and a crucial partnership with an outside organization had been badly, perhaps irretrievably, damaged. On top of all that, his boss, who was located in New York, offered little help. "That's why you're there" was the typical response whenever Jason described a problem. By Friday he was worried about living up to the expectations implied in that response.

Do Jason's feelings sound familiar? Such moments of doubt and even fear may and often do come despite years of management experience.

Any number of events can trigger them: an

initiative you're running isn't going as expected. Your people aren't performing as they should. You hear talk in the group that "the real problem here is lack of leadership."

You think you're doing fine until you, like Jason, receive a daunting new assignment. You're given a lukewarm performance review. Or one day you simply realize that you're no longer growing and advancing — you're stuck.

Most managers stop working on themselves

The whole question of how managers grow and advance is one we've studied, thought about and lived with for years. As a professor working with high potentials, MBAs, and executives from around the globe, Linda meets people who want to contribute to their organizations and build fulfilling careers.

As an executive, Kent has worked with managers at all levels of both private and public organizations. All our experience brings us to a simple but troubling observation: most bosses reach a certain level of proficiency and stop there — short of what they could and should be.

We've discussed this observation with countless colleagues who, almost without exception, have seen what we see: organizations usually have a few great managers, some capable ones, a horde of mediocre ones, some poor ones and some awful ones.

The great majority of people we work with are well-intentioned, smart, accomplished individuals. Many progress and fulfill their ambitions. But too many derail and fail to live up to their potential. Why? Because they stop working on themselves.

Managers rarely ask themselves, "How good am I?" and "Do I need to be better?" unless they're shocked into it.

When did you last ask those questions? On the spectrum of great to awful bosses, where do you fall? ■

SOURCENOTE: with thanks to Linda A. Hill and Kent Lineback

Employee relations

How to become a hero in your employees' eyes

No, you won't save the world with this suggestion, but you can certainly change the lives of your employees

HOW? BY LIMITING MEETINGS TO 30 MINUTES. And not just some of them either — but all of them!

It's a radical notion, but here's why you should do it:

- **Action will have to be taken.** With only 30 minutes to accomplish something, your meeting agenda becomes critical. Participants will have to do their thinking before the meeting.
- **Everyone will focus.** There's no time for

indecision or filibusters. The clock puts pressure on everyone to work together as a team should and concentrate only on the business at hand.

- **Important projects won't lose momentum.** Instead of the typical hour or two hours that start to steal time away from other projects, the 30-minute meeting is merely an interruption. And you're guaranteed some course of action afterwards. No longer will you hear complaints like "So, Henry, did you get anything out of that meeting?" ■

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 1 January 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. ■

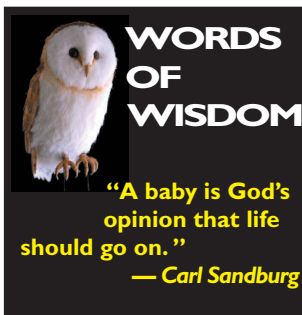
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Job satisfaction

You love your job — you just don't know it

Recognizing job satisfaction is half the battle, says business consultant

Thousands of people waste time and energy searching for new jobs every winter, because they fail to differentiate between seasonal blues and job dissatisfaction.

According to business consultant Lindsay Rutland-Dix, the way to separate the two is to ask a few simple questions at the first signs of office demotivation.

"It's easy to feel run-down and fed-up after such a cold, dark and depressing winter, but you have to be careful not to let this cloud your judgment," says Rutland-Dix.

"Before you do anything drastic, ask yourself whether jumping ship is really what you want. If you've simply fallen into a seasonal slump, you need to recognize that you do love what you do — and throw yourself back into it."

Rutland-Dix, who is a Master Practitioner of Neuro Linguistic Programming, has devised some questions designed to help people spot how happy they actually are in their current job.

1. Do you tell people about your work and what you do?

2. Do you perceive your job in terms of the things that you do and achieve rather than merely the things that are done to you and the things achieved around you?

3. If you took money out of the equation, can you still find enough that gives you satisfaction?

4. Do you wake up with inspired ideas for things you are currently working on?

5. Do you find you wake up without needing to set an alarm?

6. Is there a little difference between your work and home persona?

7. Do you look forward to work social events such as the Christmas party?

8. Do you choose to keep up-to-date with developments and activity across your industry?

9. Can you imagine yourself in three years having achieved the career progression you desire?

10. Do you find ways to help you colleagues and team and care about the outcome? ■

Communication breakdown!

A JUDGE WAS INTERVIEWING a woman regarding her pending divorce, and asked, "What are the grounds for your divorce?"

She replied, "About four acres and a nice little home in the middle of the property with a stream running by."

"No," he said, "I mean what is the foundation of this case?"

"It is made of concrete, brick and mortar," she responded.

"I mean," he continued, "What are your relations like?"

"I have an aunt and uncle living here in town, and so do my husband's parents."

"Do you have a real grudge?"

"No," she replied, "We have a two-car carport and have never really needed one."

"Please," he tried again, "is there any infidelity in your marriage?"

"Yes, both my son and daughter have stereo sets. We don't necessarily like the music, but the answer to your questions is yes."

"Ma'am, does your husband ever beat you up?"

"Yes," she responded, "about twice a week he gets up earlier than I do."

Finally, in frustration, the judge asked, "Lady, why do you want a divorce?"

"Oh, I don't want a divorce," she replied. "I've never wanted a divorce. My husband does. He said he can't communicate with me." ■

How to get more work done today

LACK OF PRODUCTIVITY HAS MANY CAUSES.

Here are some of the more common ones that you can easily eliminate:

• **Lack of priorities.** Your to-do list is useless if you don't know what to tackle first. Talk with your supervisor to identify what's really important.

If you're the person in charge, devote some time to deciding which tasks add the most value to your organization so you don't waste time on non-essentials.

• **Procrastination.** Time disappears quickly when you put off necessary tasks. Try breaking them down into small segments so they're easier to get started on — especially for large-scale projects which can intimidate many people into delaying action.

Schedule unpleasant tasks early so you can get them out of the way and focus on other jobs.

• **Interruptions.** You can't shut yourself off completely from co-workers and your boss, but you can minimize time-wasting interruptions.

Close your door if you have one; if not, hang a "Do Not Disturb" sign on your cubicle, or wear some headphones that block noise.

Let people know that you need to concentrate, but that you're available in case of legitimate emergencies. ■

For more information, please phone Stacy Himmelspach at 248.620.2957