

**PATRIOT BUSINESS COACHING
CLARITY OF PURPOSE, SYNERGY OF GOALS**

Not All Jobs Are Alike

Why Behavioral Interviewing Must Be Job Related

One of the most important aspects of behavioral interviewing is keeping the questions job related. However, "job related" doesn't mean that the question relates to just ANY job. **For the behavioral interviewing technique to be effective, the questions must relate to specific areas required by the job for superior performance.**

Not all jobs are alike. In a customer service position, communicating with others and customer orientation may be the most crucial areas to success. Meanwhile, an executive level position may require competitiveness and a sense of urgency. A thorough job benchmark and an unbiased assessment of the job will quickly reveal the key performance objectives that are required for superior performance.

By connecting the questions you ask to those specific performance objectives, you can get to the root of an applicant's behavior in areas that directly affect success on the job.



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Time is the scarcest resource and unless it is managed nothing else can be managed.

~ Peter Drucker

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Confusion – Time to Refocus

Our world seems confused right now! Should we move forward or stay right where we are? Who knows the answers?

Confusion is an opportunity to stop and refocus. It is a warning signal our mind sends us saying "HELP! Do something different!" So what does our brain want and how can we refocus?

Here are 7 steps to assist this process.

1. **STOP** – The definition of insanity is doing the same thing over and over and expecting different results. So STOP the insanity!
2. **WRITE** – Put all the scrambled thoughts onto paper. Would you rather be swept up in the churn of the tornado or safely watch the event from the next town? By writing your thoughts, you remove yourself from the "churn" and can look at the confusion from a safe distance.
3. **IDENTIFY** – Now you can safely look at your thoughts and begin to identify categories that are creating the confusion. Often it is not as un-daunting a list as we think it is when we stop the "churn".
4. **RATE** – Take each area and rate it based on your ability to impact the outcome. In other words, by taking action, are you in charge of creating the results you desire or does someone else hold the power? You will find that some areas are in your control and some are not.
5. **CHOOSE** – Choose an area you can control and then develop a plan of action.
6. **DO** – Implement your plan. By taking steps in one area you may find that results happen in other areas. It is almost magical!
7. **EVALUATE** – Once you are on your way, you can go back and chose another area OR recognize the success you achieved and what you have learned to **make the process better next time.**



~ Dr. Cheryl Leitschuh, Ed.D. All rights reserved worldwide.



One Minute Ideas



Persistence

The power to hold on in spite of everything, the power to endure – this is the winner's quality. Persistence is the ability to face defeat again and again without giving up – to push on in the face of great difficulty, knowing that victory can be yours. Persistence means taking pains to overcome every obstacle, and to do what's necessary to reach your goals.

"He Conquers Who Endures"
~ Persius

Google earth

Google Earth lets you fly anywhere on Earth to view satellite imagery, maps, terrain, 3D buildings, from galaxies in outer space to the canyons of the ocean. You can explore rich geographical content, save your toured places, and share with others.

Check it out at earth.google.com



Patriot Management Systems has provided Coaching and Consulting Services to companies nationwide at all levels of the organization from executives, managers, supervisors, and sales managers, to front line staff. We are dedicated to helping people and companies achieve their dreams and goals.

Visit our website at:
www.plangoals.com

Food for Thought

If you want your people to focus on performance, you've got to figure out an effective way to tell them how the company is doing. Jay Johnson lets his people's palates do the talking. Every month, he holds a communication session for the 70 employees of Crest Microfilm Inc., in Cedar Rapids, Iowa. If it's been a so-so month, he orders pizza and soft drinks. But if the company has done well, he lets the employees choose the cuisine. "In a bad month, we'll spend \$75-\$80," says Johnson, "and in a good month, \$250. At year end, we may spend \$450 if we've had as good a year as we'd hoped for."



Food aside, Johnson uses the occasion to talk about company performance. "I give a summary of why we're eating what we're eating, and employees have an opportunity to bring up complaints and suggestions. It's a way for me to share what I'm thinking. It's also an opportunity for me to say, 'Thanks.' When everyone works hard, they should eat prime rib rather than pizza."

"While strategy and tactics change all the time, the fundamentals of leadership do not."
~ Frances Hesselbein

A Customer's Expectation for Service

All customers have certain expectations about what good service should be. Listed below are examples of customer expectations of service. Check those you feel are important. Use this at your next meeting or in your internal newsletter.



- ✓ Customers expect **value** for their money – fair prices.
- ✓ Customers expect **high quality** goods and services from a company.
- ✓ Customers expect a **clean, safe and pleasant** atmosphere.
- ✓ Customers expect **employees to be knowledgeable** and show interest in their jobs.
- ✓ Customers expect **courteous, friendly service** – employees who really care.
- ✓ Customers expect **consistent value, treatment and good service**, each time they come in the door.
- ✓ Customers expect **a variety** of goods and products from which to choose.

~ All rights reserved worldwide. Gary Sorrell – Sorrell Associates, LLC

There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.

~ Sam Walton





Last month we introduced the Business Training Team Program. This is an e-learning opportunity focused primarily on the needs of the small business owner or manager. To learn more about this program visit the website by **CTRL + Click**:

[Business Training Team](#)

Common Sense Tips

The difference between achievement and success

Helen Hayes, the great actress, said her mother drew a distinction between achievement and success. Her mother advised her that “achievement is the knowledge that you have studied and worked hard, and done the best that is in you. Success is being praised by others, and that’s nice, too, but not as important or satisfying”



Hoping won't make something happen

A Chinese proverb says, “Man who waits for roast duck to fly into mouth must wait very, very long time.”



George Patton

“A good plan violently executed right now is far better than a perfect plan executed next week”

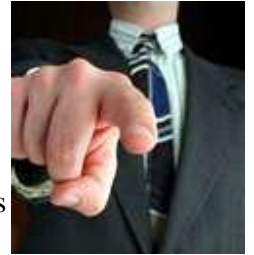


Bob Stinson

Are You A Control Freak?

In a recent article by Colleen DeBaise for the *Wall Street Journal*, the subject of personal control over a business is discussed. She writes, “In the start-up years, a necessity of dictating how everything around you is done can serve you well. Hyperattention to detail, intimate knowledge of your company’s operations, and lessons you learned by doing it all yourself are invaluable. Unfortunately, many business owners become control freaks.”

Companies and organizations go through a number of stages, as they grow. Each stage requires a different style of management and organization. Recognition of this fact by owners is critical to continued growth and success. A company’s growth may be restricted by a limited market, financing, or internal capacity, but it also may be restricted by its management style.



There is no doubt that in the early stages of business the “control freak” style of management is a necessity. I recently counseled a partnership that was making an effort to change the way they worked together. My question to them was, “Who will be the autocrat?” The governmental or academic method of forming committees and discussion groups may be the only way to make progress in that environment. In the business environment, changes occur so rapidly that decision making on many subjects must be immediate. Control is focused on the entrepreneur, with employees given task assignments not responsibilities.

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At some point in the company's growth, the entrepreneurial owner comes to the realization that he or she needs to get organized. Departments are formed and some staff members are given titles such as Vice President, Manager, or Director. Weekly meetings may even be instituted. But, it is often the case that control or responsibility is never passed to this new structure. The entrepreneur continues to make all the decisions. No one does anything without the boss's knowledge or ok.

Several years ago, after having being part of some very well managed companies, I joined a smaller company where I saw this transition first hand. The company was owned by a very intelligent and energetic gentleman who was an outstanding salesman. He had selected managers and delegated tasks, but was still very detailed oriented. There came the day when we had our first staff meeting, which was a somewhat rare occasion. We gathered for the meeting, which did not start on time, because the owner was on a phone call. As the meeting started, he asked that each manager give a report and, as part of that report, discuss any issues or problems that need to be addressed. As each manager reported and discussed problems, I was surprised to see the owner give solutions to each. The culture here was to bring the boss the problem and let him solve it.

The result of this company's management process was stagnation in growth. The company sales would grow to a certain point and then fall back. It was as if there was a glass ceiling. There was a point beyond which it could not grow.

This type of situation is typical of a rapidly growing company. The innovator or entrepreneur may not be the best person to lead and manage after the initial launch. Companies such as Google, Microsoft and Apple, have recognized this issue and addressed it either by hiring professional managers or by making major changes in the role of the founders.

What must be done to overcome this **Control Freak** organizational style and position the firm for further growth? Robert Smith, owner of Champion Media Worldwide, worked with a business coach to develop a team of key employees who could run the company without his direct involvement. Such an effort starts with a business plan which includes a shared Vision of the future and assignment of responsibilities. Note that it is the assignment of responsibilities not tasks. It may involve the development of written operational policies and procedures. It definitely includes the strengthening of the network between team members through improved communication.

The awakening of this issue must come in the mind of the entrepreneurial business owner. He or she must understand their personal attributes and where those attributes will best serve the future growth and success of the business. To many, the business they have developed is like a child. They love it with a passion and don't want to give it up. But children grow-up and go to college or find a spouse and leave home. Businesses also mature in a similar manner and must move on to the next stage. The status quo is unattainable.

The conclusion is that there is nothing wrong with being a control freak. In fact, in the early stages of a business it may be important to be a control freak, but in the clamor of daily business activity it's important to know when that management style needs to be changed. **That is the challenge.**

Let the Patriot Coaches help you with your business challenges



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