

## Happy New Year

Only 364 days to go and we can celebrate 2011.

## Congratulations

ALP = Advanced Leadership Program  
ELD = Enterprise Leadership Development - CommScope  
EMP = Executive Management Program  
IMP = In-house Management Programs  
PSP = Professional Sales Program

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## CORRECTION

MANSELL, David – (EMP-18) – The December Newsletter gave David's wrong email address. The correct email address is – [davidm@tgminc.com](mailto:davidm@tgminc.com).

## Seminars in 2010

### Executive Management Programs

#### Class 31

*(only 4 openings left in Class 31)*

- Week 1 – Feb. 15 – 19, 2010 ←  
Week 2 – Jun. 14 – 18, 2010  
Week 3 – Sep. 20 – 24, 2010  
Week 4 – Dec. 06 – 10, 2010  
Week 5 – Mar. 14 – 18, 2011

#### Class 32

- Week 1 – Jun. 21 – 25, 2010 ←  
Week 2 – Sep. 27 – Oct. 01, 2010  
Week 3 – Dec. 13 – 17, 2010  
Week 4 – Mar. 07 – 11, 2011  
Week 5 – Jun. 13 – 17, 2011

#### Class 33

- Week 1 – Aug. 16 – 20, 2010 ←  
Week 2 – Nov. 15 – 19, 2010  
Week 3 – Feb. 21 – 25, 2011  
Week 4 – May 16 – 20, 2011  
Week 5 – Aug. 15 – 19, 2011

#### Class 34

- Week 1 – Oct. 18 – 22, 2010 ←  
Week 2 – Jan. 24 – 28, 2011  
Week 3 – Apr. 11 – 15, 2011  
Week 4 – Aug. 08 – 12, 2011  
Week 5 – Nov. 07 – 11, 2011

*To enroll participants in any EMP class or to obtain detailed information please call Tom Stevens at 865-458-3429 or email him at – [inmco@mindspring.com](mailto:inmco@mindspring.com).*

### Professional Sales Program

#### Class Ten

- WEEK 1 – Mar. 08 – 12, 2010 ←  
WEEK 2 – Jul. 19 – 23, 2010  
WEEK 3 – Nov. 29 – Dec. 03, 2010  
WEEK 4 – Mar. 14 – 18, 2011

*(Because this program draws on survey feedback from customers and/or distributors, participants must have established customer/distributor relationships.) To enroll participants please call John Barnes at 423-504-5641 or email him [john@jbarnesconsulting.com](mailto:john@jbarnesconsulting.com).*

*"The test and the use of ones education is that you find pleasure in the exercise of your mind." Jacques Barzun*

*"By nature all people are alike, but by education widely different." Chinese Proverb*

## Organizational Inertia

“All organizations need a discipline that makes them face up to reality.” Peter Drucker

Peter Drucker wrote that, “all organizations need to know that virtually no program or activity will perform effectively for a long time without modification and redesign.” Sooner or later every product, program or service becomes obsolete. Among the organizations that we know - Government is probably the worst offender. The inability to stop doing anything is the major disease of government and the primary reason why government has problems. (Note – recent health legislation that passed the Senate with the statement that it “cannot be repealed!”) Universities and hospital are only a little better in getting rid of outdated curriculum, programs and activities.

Businesses can be just as emotional about the past as politicians. They are just as likely to respond to the failure of a pet product, program or service by doubling the efforts already invested in it. Fortunately they are unable to freely indulge in their past passions. They are measured by an outside discipline, the discipline of the market place. They have an expected result called – profitability. Therefore, businesses are forced to eventually get rid of the unsuccessful and unprofitable projects, products and services or they will be bankrupt. In government profitability and the market place are not seen as restraints.

During the rough economic times of 2009 I have been amazed at the number of new markets, innovative ways of doing business, cost cutting procedures, etc. that managers have discovered. My wonderment is why did it take an economic down turn to make these discoveries? Haven't they been there all along? Why weren't they discovered before?

All organizations must be capable of change. As you move into 2010, do you have rigorous tests and yardsticks to measure your expected results? What have you learned from your tough experiences of 2009?

**ACTION PLAN** – Have everyone in your organization take time to make a list of all the things they learned in 2009. Then have serious discussions as to why it took the recession to learn about these things? Save this information – predictably many of you will go back to your old ways once \$\$\$ come rolling in and you will need something to remind you of what you learned in the past year.

Remember – if you always run your business as if it is on the verge of bankruptcy - it never will be!

“Knowledge is of two kinds – we know a subject ourselves, or we know where we can find information about it.” Samuel Johnson

“Every step by which people add to their knowledge and skills is a step by which they can better control their future.” Anonymous

## John's Jottings

January takes its name from the Roman god Janus, god of gates and doorways. Janus is usually pictured with two faces, one looking ahead, the other looking back. It's a great reminder to pause for a moment, look back, contemplate what we have learned, then turn our attention to what comes next.

A great management dialog, just for this purpose, is the performance discussion. Here are some suggestions for your consideration when you conduct performance dialogs with your direct reports and/or with your boss.

Suggestion 1 - use the accountability plan as the basis for the discussion. If the discussion is between you and your direct report, use the direct report's plan - if between you and your boss, use your plan.

Suggestion 2 - have the direct report determine actual results in relation to expected results for each accountability ahead of time. (You have agreed on the reports that give the results, right?)

Suggestion 3 - begin by asking the direct report to share the results and variances beginning with the most important accountability. You listen, then ask probing questions focusing on the direct report's explanation for the more important variances.

Suggestion 4 - Proceed through the accountability plan in priority order of accountabilities, spending time in relation to the importance of the accountability.

Suggestion 5 - After you have listened to your direct report's explanations, offer your own, especially if they differ.

Suggestion 6 - Ask, “what have you learned from these results?” Make sure you and your direct report have learned the important lessons from last year's actions and the results they secured.

Suggestion 7 - Fine tune the accountabilities, indicators and expected results for the 2010 accountability plan. Take advantage of these lessons and begin applying them immediately!

You say, “we didn't have accountability plans last year. What now?” You can still have effective performance oriented dialogs. Here's how.

Ask, “what are some results you secured last year in which you take great pride?” Follow up with questions like, “what do you think enabled you to secure these results?” Then, move on to the next set of results.

Ask, “what were some results that disappointed you?” Follow up with something like, “what did you learn from that?” THEN - develop a plan for 2010.

Remember, learning and growing is the overall goal.

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HAPPY NEW YEAR EVERYONE  
HAVE A GREAT 2010

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