

Happy July 1st

It's finally here – half of 2011 has passed us by and we are heading towards 2012. Just think – in only 183 days we will be making our New Years Resolutions for 2012. Have you started your Christmas shopping yet? Will you be on Santa's *good girls and boys list*?

Congratulations

“If it is to be – it is up to me!”

ALP = Advanced Leadership Program

CLD = CommScope Leadership Development

ELD = Enterprise Leadership Development - CommScope

EMP = Executive Management Program

IMP = In-house Management Programs

MCG = Managing Change Workshops

PSP = Professional Sales Program

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110th Anniversary

Heil Trailer is celebrating its 110th anniversary this year. The Company was founded in 1901 by Julius Heil in Milwaukee WI. It remained a family business until 1993 when the Dover Corporation purchased it. Heil Trailer is the world's largest aluminum petroleum and dry bulk trailer manufacturer. Heil employs over 800 people worldwide and is headquartered in Cleveland, TN. There are five manufacturing facilities with three located in the US, one in Thailand and one in Argentina.

The English Language

- We must polish the Polish furniture.
- He could lead if he would get the lead out.
- The soldier decided to desert his dessert in the desert.
- Since there is no time like the present, she thought it was time to present the present.
- A bass was painted on the head of the bass drum.

Seminars in 2011 & 2012

Executive Management Programs

Class 37

- ▶ Week 1 – Jul. 11 – 15, 2011 ◀
- Week 2 – Oct. 24 – 28, 2011
- Week 3 – Feb. 20 – 24, 2012
- Week 4 – May 07 – 11, 2012
- Week 5 – Aug. 06 – 10, 2012

Class 38

- ▶ Week 1 – Sep. 19 – 23, 2011 ◀
- Week 2 – Dec. 12 – 16, 2011
- Week 3 – Mar. 12 – 16, 2012
- Week 4 – Jun. 25 – 29, 2012
- Week 5 – Sep. 10 – 14, 2012

Class 39

- ▶ Week 1 – Jan. 23 – 27, 2012 ◀
- Week 2 – Apr. 16 – 20, 2012
- Week 3 – Jul. 16 – 20, 2012
- Week 4 – Oct. 15 – 19, 2012
- Week 5 – Jan. 21 – 25, 2013

Class 40

- ▶ Week 1 – Mar. 19 – 23, 2012 ◀
- Week 2 – Jun. 11 – 15, 2012
- Week 3 – Sep. 17 – 21, 2012
- Week 4 – Dec. 10 – 14, 2012
- Week 5 – Mar. 18 – 22, 2013

To enroll participants in any EMP class or to obtain detailed information please contact Tom Stevens at 865-458-3429 or email him at – inmco@mindspring.com.

Chronological Calendar - 2011

- EMP 37/1 – JUL 11 – 15
- EMP 35/3 – JUL 18 – 22
- CLD 4/3 – JUL 25 – 29
(Chicago, IL)
- EMP 34/4 – AUG 1 – 5
- CLD 3/3 – AUG 8 – 12
(Dallas, TX)
- EMP 33/5 – AUG 15 – 19
- EMP 36/2 – AUG 22 – 26
- PSP 11/2 – AUG 29 – SEP 2
- EMP 38/1 – SEP 19 – 23
- CLD 4/4 – SEP 26 – 30
(Texas)
- CLD 3/4 – OCT 10 – 14
(Texas)
- EMP 35/4 – OCT 17 – 21
- EMP 37/2 – OCT 24 – 28
- PSP11/3 – OCT 31 – NOV 4
- EMP 34/5 – NOV 7 - 11
- EMP 36/3 – NOV 14 - 18
- CLD 3/5 – NOV 5 – 9
(Hickory, NC)
- EMP 38/2 – DEC 12 – 16

Steven's Statement

The Executive Management Program has used a management practices 360-degree survey for the past 31 years. This survey is completed by all seminar participants, their direct reports and their supervisor prior to week one. The survey is repeated prior to week five. In those 31 years, we have received over 25,000 direct report surveys from 64 countries. This survey measures how a manager plans, organizes, controls, communicates, motivates, develops, listens, conducts meetings, builds teamwork and conducts performance discussions.

Since 1980, two of these areas have always been rated the lowest by direct reports - with no exceptions. This refers to the overall *class results* not a particular individual. The areas are *developing* and *performance discussions*.

Here are the *DEVELOPING* questions – “• My manager regularly suggests improvements I can make in my management and leadership skills. • My manager is concerned about my career development. • My manager helps me prepare for greater future responsibilities. • My manager talks with me about my future career plans. • My manager provides me with different kinds of work experience. • My manager sees that I receive training in the knowledge and skills required to do my job.”

PERFORMING – “• My manager is honest when discussing my performance with me. • Regularly, (at least quarterly,) my manager discusses with me his/her evaluation of my performance against my goals. • I know what my manager thinks of my performance. • My manager establishes clear and concise goals and objectives with me. • My manager conducts effective performance appraisal discussions with me. • My manager gives me constructive and useful feedback.”

If you asked your direct reports these questions, how would they answer? If you were asked to answer these questions about your supervisor, how would you answer? I find it interesting that companies are constantly trying to improve on their products. Why is it that there doesn't seem to be the same interest in improving the people responsible for the production and sale of these products?

Some managers use the delightful rationalization that – “*I don't want to get my employees hopes up.*” This is nonsense. First of all you can't promise a direct report any specific position since a promotion requires several levels of approval. All you can do is make your direct reports *as competitive as possible* whenever an opportunity arises. If there truly are no opportunities for advancement in your organization, why are you staying around? Why is anyone staying around?

Do you even know the career aspirations of your people? What are your career aspirations? What are you doing about them? Please take a moment and think about the areas of *Development* and *Performance Discussions*. What can you do to assist your people in developing themselves so that they have a better chance of reaching their career aspirations? Why don't you start doing it?

John's Jottings

“*Inquiring minds want to know...*” That phrase grabs our attention. We have inquiring minds. What should we want to know? Read on.

At work, there's a strong parallel. *Excellent employees* want to know *four things* critical to their success, and to your success.

Thing 1 - what am I supposed to do? In other words, what is their role in making their organization successful? Take a minute and jot down seven to ten things that you think you are supposed to be doing. Not sentences - just key words.

Thing 2 - what will the boss look at to determine how well I am doing? Employees want to know how bosses decide whether they are doing well or poorly. Is it a matter of how much your boss likes you, or does she/he look at reports? Or does she/he just listen to what others say? If they just listen to what others say, to whom do they listen? If they look at reports, which ones do they look at?

See if you can answer those questions for yourself. For each of the reasons you think your boss has hired you, how will your boss determine how well you are doing? Is it primarily a matter of personal relationship, i.e., how well she/he likes you? Or is your boss looking at reports? Which ones? Jot the answer down beside each of the things you are supposed to be doing.

Thing 3 - how well am I supposed to do the things the boss wants me to do? Another way of expressing this is to jot down the results your boss expects you to produce beside each of the things you think the boss will look at to evaluate your work. If you think the boss will look at a particular report, jot down what you think that report should say at the time your performance will be evaluated.

Do that for each of the things you think the boss will check in assessing your performance.

What you have just prepared is an Accountability Plan. How long did it take? Fifteen minutes? Likely no longer than twenty minutes. Share it with your boss and get her/his feedback. Make whatever changes are necessary and get to work! *With the full confidence that you are working on the correct things.*

Now, do the same thing for each of your direct reports. Having done your own, this will go faster. When you are finished, your direct reports will have the confidence they too are working on the correct things and *are complementing the work of their colleagues instead of unintentionally working at cross-purposes.*

Thing 4 - how well am I doing? Bosses have two ways of accurately answering this question. They can look at the indicators anytime they wish and periodically, at least quarterly, share with you where they have concerns, and how you can help them overcome these concerns.

Time well spent. Try it; you'll be amazed at the increase in productivity and morale.

Wal-Mart Job Application

Below is an actual job application received from a 75-year-old retired gentleman in California. By the way - he was hired. They loved his application.

NAME: Kenneth Way (Grumpy Old Bastard)

SEX: Not lately, but I am looking for the right woman (or at least someone that will cooperate.)

DESIRED POSITION: Company President or Vice President. But seriously whatever's available. If I was in a position to be picky, I wouldn't be applying here in the first place.

DESIRED SALARY: \$185,000 a year plus stock options and a Michael Ovitz style severance package. If that's not possible, make an offer and we can haggle.

EDUCATION: Yes

LAST POSITION HELD: Target for middle management hostility.

PREVIOUS SALARY: A lot less than I'm worth.

MOST NOTABLE ACHIEVEMENT: My incredible collection of stolen pens and post-it notes.

REASON FOR LEAVING: It sucked.

HOURS AVAILABLE: Any.

PREFERRED HOURS: 1:30 – 3:30 P.M. Monday, Tuesday and Thursday.

DO YOU HAVE ANY SPECIAL SKILLS? Yes, but they're better suited to a more intimate environment.

MAY WE CONTACT YOUR CURRENT EMPLOYER? If I had one why would I be here?

DO YOU HAVE ANY PHYSICAL CONDITIONS THAT WOULD PROHIBIT YOU FROM LIFTING UP TO 50 LBS? Of what?

DO YOU HAVE A CAR? I think the more appropriate question would be – do you have a car that runs?

HAVE YOU RECEIVED ANY SPECIAL AWARDS OR RECOGNITION? I may already be a winner of the Publishers Clearing House Sweepstakes, so they tell me.

DO YOU SMOKE? On the job – no! On my breaks – Yes!

WHAT WOULD YOU LIKE TO BE DOING IN FIVE YEARS? Living in the Bahamas with a fabulously wealthy dumb sexy blonde supermodel who thinks I'm the greatest thing since sliced bread.

Actually I'd like to be doing that now.

NEAREST RELATIVE: 7 miles.

DO YOU CERTIFY THAT THE ABOVE IS TRUE AND COMPLETE TO THE BEST OF YOUR KNOWLEDGE? Oh yes, absolutely.

Food Facts

- Celery has negative calories — it takes more calories to eat and digest a piece of celery than the celery has in it.
- One of every 11 boxes of cereal sold in the United States is Cheerios.
- In ancient Rome, oysters were so highly prized that they were sold for their weight in gold.
- Pizza now ranks as the top fast food in America.
- Herring is the most widely eaten fish in the world.
- Potato chips are the number 1 selling snack in the United States. Potatoes are also the most popular vegetable among Americans.
- White chocolate does not contain caffeine.

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- Raw broccoli, cup for cup, has twice as much vitamin C as an orange and almost as much calcium as milk.
 - Tomato juice is the official beverage of the state of Ohio.
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