

## Happy June 1<sup>st</sup>

### Congratulations

**“If it is to be – it is up to me!”**

**ALP** = Advanced Leadership Program

**CLP** = CommScope Leadership Program

**ELD** = Enterprise Leadership Development - CommScope

**EMP** = Executive Management Program

**IMP** = In-house Management Programs

**MCG** = Managing Change Workshop

**NEG** = Negotiation Program - CommScope

**PSP** = Professional Sales Program

**BULL**, David – (EMP-18) – is now Worldwide Operations & Supply Chain Vice President – Colder Products Co., 1001 Westgate Dr., St. Paul, MN 55114 - Bus – 651-603-2633 - Cell – 651-202-0710 – [david.bull@colder.com](mailto:david.bull@colder.com).

**KARBAN**, Jim – (EMP-34) – is now Vice President, Strategic Partners – CommScope, 9525 Hinsdale Dr., Chardon, OH 44024 – Bus - 216-393-1993 – Cell - 216-925-2725 - [jkarban@commscope.com](mailto:jkarban@commscope.com).

**KREEGER**, Justin – (EMP-40) – is now Engineering Director – Zukovich, Morhard & Wade, LLC, PO Box 177, Eagleville, PA 19408 – Bus – 540-491-2615 – Cell – 540-520-1358 – [kreeger@exploenergy.com](mailto:kreeger@exploenergy.com).

**MICHAELIS**, Scott – (EMP-21) – is now Director of Advanced Technology – CommScope, 1300 E. Look-out Drive, Richardson, TX 75082 – Bus - 972-792-3201 - Cell – 972-977-6613 - [smichaelis@commscope.com](mailto:smichaelis@commscope.com).

**SOMMER**, Dirk – (EMP-32) – is now Chief Operating Officer – Reutlinger GmbH, Offenbacher Landstrasse 190, 60599 Frankfurt Germany – Bus - +49-69-965228-42 - [d.sommer@reutlinger.de](mailto:d.sommer@reutlinger.de).

**ZUBALIK**, Nicole – (EMP-33) – is now Human Resources Manager – Johnson Controls, Inc., 49200 Halyard Dr., Plymouth, MI 48170 – Bus – 734-254-5960 – Cell – 248-670-2100 – [nicole.l.zubalik@jci.com](mailto:nicole.l.zubalik@jci.com).

### Sorrow

It is with great sorrow that we announce that John **Southcott** – (EMP-23) – passed away May 18 after a 1-1/2 year battle with pancreatic cancer. John spent twenty-five years as a DE-STA-CO independent sales representative and the last five years as a direct employee in various key sales positions. John will be missed. *“Sympathy is the golden key that unlocks the hearts of others.”*

## 2013 – 2015 - Seminars

### Executive Management Program

#### Class 45

- ▶ **Week 1 – Aug. 26 – 30, 2013** ◀
- Week 2 – Nov. 18 – 22, 2013
- Week 3 – Mar. 10 – 14, 2014
- Week 4 – Jul. 21 – 25, 2014
- Week 5 – Oct. 06 – 10, 2014

#### 2014

#### Class 46

- ▶ **Week 1 – Feb. 10 – 14, 2014** ◀
- Week 2 – May 19 – 23, 2014
- Week 3 – Aug. 11 - 15, 2014
- Week 4 – Nov. 17 - 21, 2014
- Week 5 – Feb. 16 – 10, 2015

#### Class 47

- ▶ **Week 1 – Jun. 16 – 20, 2014** ◀
- Week 2 – Sep. 15 – 19, 2014
- Week 3 – Dec. 08 – 12, 2014
- Week 4 – Mar. 16 – 20, 2015
- Week 5 – Jun. 15 – 19, 2015

#### Class 48

- ▶ **Week 1 – Oct. 13 – 17, 2014** ◀
- Week 2 – Jan. 19 – 23, 2015
- Week 3 – Apr. 13 – 17, 2015
- Week 4 – Jul. 13 – 17, 2015
- Week 5 – Oct. 19 – 23, 2015

### Professional Sales Program

#### Class 14

- ▶ **Week 1 – Sep. 09 – 13, 2013** ◀
- Week 2 – Jan. 13 – 17, 2014
- Week 3 – May 05 – 09, 2014
- Week 4 – Oct. 06 – 10, 2014

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

## Chronological Calendar – 2013 - 2014

### 2013

- EMP 42/3 • JUN 10 – 14
- EMP 41/5 – AUG 12 – 16
- EMP 43/3 – AUG 19 – 23
- ▶ **EMP 45/1 – AUG 26 – 30** ◀
- ▶ **PSP 14/1 – SEP 09 – 13** ◀
- EMP 42/4 – SEP 16 – 20
- PSP 13/3 – SEP 23 – 27
- EMP 43/4 – NOV 11 – 15
- EMP 45/2 – NOV 18 – 22
- EMP 42/5 & PSP 13/4 – DEC 09 – 13

### 2014

- ▶ **EMP 46/1 – JAN 10 – 14** ◀
- EMP 43/5 – JAN 17 – 21
- EMP 45/3 – MAR 10 – 14

## **Steven's Statement**

Over the past thirty-three years, we have been privileged to know and work with over 9,600 managers from all parts of the world. Some of these managers have been great, some average and some mediocre. When we examine the "great" managers – those that have made an impact on both their business and the lives of their employees, we find they all follow a predictable pattern.

The "great" managers consistently apply processes that make them successful professional managers. Our Executive Management Program is designed around these processes.

### **A CHECK LIST FOR "GREAT" MANAGERS**

Outstanding, successful managers -

1. Spend more time on the critical impact areas and less on the details. (The 80/20 Pareto Principle.)
2. Know that well qualified, direct reports rarely surprise you by loss of control. They move quickly on those who are not qualified.
3. Know their supervisor has a comfort index. They keep the boss comfortable, but also keep the boss out of the details.
4. Look to improved business planning to help them exercise better control. They use a team process for preparing plans. The process makes for better planning and control. They make sure both short and long-range planning is being done.
5. Look to improved organizational structure to help them exercise better control and regularly examine the power issues – (formal and informal) - and make corrections if necessary.
6. Use conflict for the benefit of the overall business by managing conflict.
7. Make sure that regular performance discussions are held – (at least quarterly) - both individually and as a group. They rely on problem-solving techniques to resolve variances from plan.
8. Make sure an objective setting and review system is in place and that everyone knows and understands the expected results - (Accountability Planning.)
9. They consistently work at developing their employees and have a management succession system in place.

**HOW MANY OF THESE PROCESSES ARE YOU CURRENTLY USING?**

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## **John's Jottings**

### **Are you listening? Really, listening?**

"One often hears the remark – 'they talk too much,' but when did anyone last hear the criticism 'they listen too much'?" That insight is attributed to Norman R. Augustine.

In the last month, I have heard managers say on two or three separate occasions that they tried to tell someone something, "but they just didn't listen." Or, "I had to make a change because they just didn't listen - it was impossible to work with them."

Are you a listener? Or a talker?

A study from the University of Minnesota concluded that in the business world 60% of misunderstanding is the result of poor listening.

Listening is the manager's prime tool for managing. The higher a manager goes in an organization the more he or she needs to learn from others in order to make better decisions. Therefore, it is wise to involve your direct reports and co-workers. Use skill in questioning to stimulate discussion and good ideas. Listening is one of the best management tools you have!

Here are some questions to help you evaluate your listening skills and determine where you may need to improve -

- Are you eager to learn about other people, places, and things?
- Do you ask for feedback on how people rate you as a listener?
- Do you work to identify the main ideas, attitudes, and feelings being communicated?
- Do you tune in to the speaker's feelings as well as the words being spoken?
- Do you try to overcome your own emotional attitudes and prejudices?
- Do you pay attention to the non-verbal cues as well as the words?

In some recent research on listening, Tom discovered a study by Dr. Albert Mehrabian that presented an astounding fact in this world of computer driven communication. In non-computer communication, 35% of the meaning comes from the tone of voice and 55% from the facial non-verbal's of the speaker! Only 7% from the words themselves!

When someone is talking to you, do you look at them? Or at your cell phone or computer screen?

As the Jabo proverb says, "The one that listens is the one that understands." When someone is talking to you, concentrate on them and their words. **LISTEN!**

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## What Do I Do Now?

You are now in a new position. This could be in your current company or a new company. What are the first things you should do?

1. DETERMINE THE IMPACT AREAS. In any business, there are only a small number of "things" which have a significant impact on the success or failure of a given business or department.

You know the impact areas from your former situation. You must now begin to ferret out the impact areas in the new situation. (Don't automatically assume the impact areas will be the same as your old situation - they probably won't be!) Do your new direct reports know the impact areas for their accountabilities? Do they even know what impact areas are?

Get agreement from your supervisor on the impact areas. Make sure you, your supervisor, and your direct reports are all going in the right direction.

2. ANALYZE THE CURRENT CONTROL REPORTS. Do they cover the impact areas? Note the frequency of issue, the source, the basis for measurement. Do they measure too much, not enough, are they timely, and are they accurate? Do they point out variances - (both positive and negative) - from the expected results? Do they offer solutions to the variances? It is also helpful to determine what has been the past review pattern of the reports and who participated in such reviews.

With your knowledge of the industry, plus comparison with your former organization, you may find omissions in the control reports.

3. IDENTIFY SOURCES OF INFORMATION. You have long ago found that some individuals can brief you quickly and accurately, on why control report results are the way they are. These individuals may be at various levels of the organization. In the new organization, you need to ferret out the individuals who can help you get a quick fix on the more important reports.

In addition, do the control reports come from the right sources? Are those responsible for the control reports the right people to prepare the reports? Do they have the knowledge, information, etc. to compile not only the information but suggest solutions to variances?

4. ASSESS YOUR DIRECT REPORTS. Your success depends heavily upon your new direct reports. It is likely that some are glad you have arrived. Others may be quite unhappy. One or more may even want to see you fail. The three critical areas are -

**TRUST • TALENT • WILLINGNESS**

All three are going to be necessary. An in-depth "position discussion" with each one during the first two weeks can be extremely helpful in getting to know them. Remember - ask open-ended questions and let them do all the talking. You're too new to argue any way! The purpose is to find out as much as you can about how your directs plan, organize, control, lead, etc.

Be sure you treat all of your direct reports the same. Don't spend 30 minutes with one and then spend 3 hours with another! Don't create power problems for yourself. Ask for their opinion on various items during the "discussion" - remember they have been there longer than you have. (You don't have to agree - but you should take advantage of their experience.)

During the first six months, you will arrive at your own assessment on trust, talent, and willingness for each direct report. The timing on subsequent moves has to be done rather adroitly. Six months is long enough in most cases. One of the most frequent mistakes managers make is failure to act on "people" problems.

5. GET CONTROL OVER THE IMPACT AREAS. Once you have identified the impact areas - you will want to establish processes for reviewing each area and making the necessary pivotal decisions in a timely manner. What items do you reserve exclusively for your decision-making? What decisions are to be delegated? Remember - you can't do everything! Build and use your team.

6. ANALYZE THE PLANNING PROCESSES. The organization will likely have a variety of planning processes going on at set intervals. You will want to determine what the processes are, when they occur, what role you will be expected to play, the nature of the decisions you will be called upon to make. Does long-range planning take place? Is it effective? What hasn't been done as a result of the long-range plan?

7. DECIDE WHEN TO "TAKE CONTROL." It is difficult to plan just when you will "take control." Remember you aren't "in control!" just because you're the boss. In any case, you can anticipate that the need to do this will arise. Direct reports will be testing how and when you will take control. Like children with a parent, they will be testing for limits.

You can begin by identifying those decisions which are most critical and where you will want to stand up and be counted.

Remember - "Managers do things right - Leaders do the right things. The key to successful leadership is influence, not authority."

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