



The Human Factor

Releasing the Power of Your People



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Create a Drug-Free Workplace Program from Scratch

A useful online tool from the U.S. Department of Labor takes employers step-by-step through setting up and administering drug-free workplace programs.

To map out a customized plan for your organization, visit the Drug-Free Workplace Program Builder at www.dol.gov/workingpartners and click on the Program Builder link.



The tool provides best-practice case studies, links to resources, and tips on increasing the effectiveness of your program. It then takes users through five planning stages covering policy development, supervisor training, employee education, drug testing, and tips for tying the initiative into your employee assistance program.



Change YOUR Attitude – Form New Habits!

Building Success Attitudes and Habits

For most people, developing positive attitudes about growth, innovation, and possibilities is not an easy process. It involves the formation of new habits which can take days, weeks, months, and even years before they become an integral part of our lives. The task is not easy, but it can be done. The process of change can be divided into three parts:

First: Understand that attitudes are habits of thought that give some degree of internal satisfaction.

Second: Analyze the habit as honestly as possible to learn what kind of satisfaction it provides.

Third: Remember that the mind does not work in a vacuum – you can't simply erase a habit and leave an empty space; therefore, you must replace the old habit with a new, more effective habit, which offers you greater satisfaction.

To change your attitudes, you must be willing to sit down, and take an "inside-out" look at yourself. We are products of everything we have inherited and are exposed to. We are a product of family, friends, genes, parents, disasters, triumphs, role models, leaders, experiences, and more. By examining our early conditioning and how and why we developed into who we are, we become free to become who we want to be.

In many cases, you may discover that certain attitudes were a result of early conditioning and are no longer valid in light of your present knowledge and experience.

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As we become more specific about our goals and begin to acquire more knowledge and skills in developing others, our chances of success will greatly increase. The clearer we are on what we want, the more power we will have to achieve it. We all have the means within us to free ourselves from the constraints of early negative conditioning. Attitude change is a result of internal understanding and acceptance.

Leading people to high performance

Once you are able to begin the process of helping people develop positive and possibility attitudes, you create even more possibilities. It's like knowledge and learning. Generally, the more you know and learn, the more you realize there is to learn. The more you focus on possibilities, the more possibilities seem to be possible. High expectations and positive attitudes lead to high performance. High performance leads to higher expectations.

Individuals and teams go through four stages of development before they become high performers.



Stage One

In the beginning, you may find that as people move into uncharted waters and begin to perform tasks and make decisions that are new, they will need a great deal of attention from you. Anytime there is a need for new knowledge or apprehension about the outcomes, people will require direction. Many will have to be “shown” how to perform a particular task. Others will need explanation, information, and instruction. Most will still look to you for decisions and priorities. Your behavior at this stage should be highly directive. You will need to provide the knowledge and model to help people learn, understand, and develop competence. This requires time and patience. The outcome, however, is more time for you because as they become competent, they are willing to perform functions that once took you time.

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**You are the only person on this earth
who can use your abilities.**



Stage Two

As people become more competent in their roles and their attitudes are more positive, the need for highly directive supervision and instruction diminishes. Your role then becomes that of coach. Coaches still provide direction, suggestions and input, but begin to elicit more feedback, and decisions are frequently made jointly. As confidence and competence grow, people will begin to make suggestions and provide you with input and ideas. Your behavior needs to be supportive and focused on mutual goal setting, high recognition, and praise for accomplishments. This two-way process creates a tremendous opportunity to lead people to even higher levels of performance.



Stage Three

As people become more confident about their ability to perform their jobs successfully, you can empower them to make decisions that influence the outcomes. Delegate authority to solve problems and make improvements. Enhance personal responsibility and accountability. Create additional opportunities. Be highly supportive but less directive. People need to feel like they have control over those factors which affect their destiny. As they “control” more of their activities, you can spend less time managing people and processes and more time growing the company. Developing people has immense benefits for the future.



Stage Four

At this final stage, people want to do their job and they have developed the competence and confidence to know they can. They can be counted upon to make decisions, implement change, achieve their business goals, and positively impact the success of the organization.

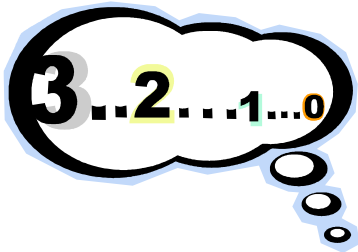
They require very little supervision from you. Provide support, but refrain from over managing that which they know how to do. Instead, their greatest need will be your leadership.

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They will look to you to provide the direction, the values, and the behaviors that they can emulate to help build their divisions, departments, and people. They will see new and better ways to do business.

Seek out potential leaders in your organization. Create the environment, develop the personal skills, and nurture the innovation that can ensure your competitive advantage. Meeting the challenges that will face you tomorrow will require you to drive leadership qualities throughout your organization because it will require everyone to see beyond traditional methods and expected outcomes. The future belongs to those who create it.



“When it comes to the future, there are three kinds of people:

*Those who make it happen,
those who let it happen, and
those who wonder what
happened!!”*

— Jone M. Richardson, Jr.

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I tell you and you forget. I show you and you remember. I involve you and you understand.

— Eric Butterworth

Pun Intended!

- I wondered why the baseball was getting bigger. Then it hit me.
- He drove his expensive car into a tree and found out how the Mercedes bends.
- He wears glasses during math because it improves division.
- Two peanuts were walking in a tough neighborhood and one of them was a-salted.
- Did you hear about the guy whose whole left side was cut off? He's all right now.
- It was an emotional wedding. Even the cake was in tiers.
- Those who throw dirt are sure to lose ground.



ONE MINUTE IDEAS

70% of Resumes Can't Be Trusted

Research shows that 70% of the resumes on your desk right now contain fabrications and exaggerations. And it's not just for that sales or middle management job. An executive search firm reported that after reviewing thousands of resumes, the top three lies were the number of years in a position, personal accomplishments, and the size of the organizations they've managed.

Solution: Do your research.



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Collect 'Turnover Causes' With an E-Mail Box

Dedicate a company e-mail address specifically for employee retention. Set up the address to allow employees to post anonymous messages. Then let everyone know that you are looking for turnover causes – those policies, procedures, or problems that cause people to leave the company. You should be able to sniff out potential problems – before they start driving employees out the door.

Please keep in mind one of the biggest mistakes you can make is to set it up and then not follow up. Employees will take time to help a company if they feel the company is listening and willing to take action.

Periodically post a response to the suggestions. It will answer some underlying questions and let people know that you are paying attention.

This tactic can work for many areas in a company. Try setting up an e-mail box for hiring suggestions, performance pay, product development, quality suggestions, etc...



Email

Do not follow where the path may lead. Go instead where there is no path and leave a trail.

— Muriel Strode

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