



The Human Factor

Releasing the Power of Your People



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The Faster YOU Grow, The Faster YOUR BUSINESS Will Grow

What do you want for your business during the next twelve to twenty-four months? Increased Revenues...Greater Customer Retention...Better Margins? Common objectives, but where do you start? Savvy business owners develop highly effective strategy, people and processes. The savviest also recognize the impact their own personal and professional achievement has on business results.

Why? It's been said that the only sustainable competitive advantage is the ability to learn faster than your competition. It's also true that the leader sets the tone for his/her team. That means it is critical to stay at the top of your game. Successful leaders regularly take a high level look at their business. A similar personal assessment is also good business practice.

Think of it as a holistic approach to great results. Evaluate, develop and balance organizational, professional, and personal capabilities to get the competitive edge you need.

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***Are You Marketing
Your Company to Get
Great Talent?***

Marketing Your Company ... in This Economy

Unfortunately, there are some officials who believe that there's no need to market their companies in economic times such as these. After all, with the unemployment rate as high as it is and open positions as scarce as they are, there should be no problem getting candidates to want to work for your company. Right?

That philosophy might apply to the majority of candidates. However, when it comes to wooing the best of the best and the cream of the crop, basing a recruiting strategy on that philosophy won't produce

the kind of hiring results that will separate you from the competition. In fact, it could actually hurt your efforts in that area.

A sensible investment in the future

Even if you don't have any open positions at the moment, every company would benefit from having the best talent in the industry on their team. And if not all of that talent is currently on your team, then it's somewhere else, on someone else's team. According to a well-used business adage, a recession is the perfect time to take market share away from your competition, and making sure that the best talent available is part of your company is the perfect way to do that.

If you do have open positions at the moment, there's a good chance that you're swimming in applications. But do they represent the type of candidates you want to attract?

Is the sheer number of applications slowing down the hiring process? Despite all of the interest shown in your open position, do you feel like you're still at "square one" in terms of finding viable candidates?

Marketing your company for the purpose of finding the very best talent in the industry should not be considered a cost, despite current economic conditions. *Continued on page two – Marketing*

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Leading others and your business is only part of the picture. As a leader, the most important person you must lead is YOU. Mastering SELF LEADERSHIP enables you to most effectively lead others.



How much of your personal wealth is tied up in your business? If the answer is much, most or all, it's even more critical to incorporate personal development into your strategy. YOU are the most critical ingredient in your personal and business success formula and you can't afford to skimp on your own development.

How to Begin – How do you become a better entrepreneur, salesperson, manager, or leader? The answer is...Become a Better YOU.

Define your ideal. You might include traits such as visionary, influential, makes tough decisions, great delegator, etc. While these characteristics are important, you might also include balanced lifestyle, well-read, works hard and plays hard, makes time for what's important, and other behaviors. Although not specifically business related, these traits characterize the individuals we most admire.

Next, look at your leadership performance in the following categories: Ability to Influence, Time Management, People Management, Selling Skills, Personal Productivity, and Ability to Delegate.

Finally, look at where you stand personally. Consider the following areas: Financial, Business/Career, Mental, Social, Physical, Beliefs & Values/Spiritual, and Family.

What are your results compared to your capabilities? Do you like what you see? Are there gaps? What if you improved only one or two areas by 10 to 20%? How would that impact your business? Studies show that it can be significant.

What Next? – To HAVE you must first BECOME. For instance, to have a seven-figure income, you must first become a person with the skills and capabilities worth someone paying you that amount. To have a great relationship with your spouse and children, you must become someone they see as worthy of the relationship.

Continued on next column –

To have a single digit golf handicap, you must become a golfer with the skills, discipline, and mental attitude required for that level of play. When setting goals, people focus most of their attention on what they want to have. They want to earn more money, lose weight, have greater respect from their staff, develop a new product, etc. Rarely do they think about what they have to change about themselves, or who they must become to meet their goals. However, once people change their focus to achieving goals, they more easily attain what they want to have.

Start with the end in mind...what personal improvements would make you more successful? What positive behavior change is necessary for you to get the results you desire? What is your process for setting and achieving your objectives? What specific knowledge and skills must you develop? What type of person do you need to become? Finally, what new and different perspectives might help you accomplish more of your goals?

The Last Word – *Succeeding in business* requires a *vision* combined with the *passion* and *commitment* to pursue that vision. It also requires a willingness to change, to learn, to become, and to take calculated risks. Your belief in yourself and your ability to achieve influences how you deal with others and ultimately your business results. Speed is of the essence. The faster YOU grow, the faster YOUR BUSINESS will grow.

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Quite the contrary – it is a sensible investment in the future. After all, the economy will rebound eventually, and when it does, top talent will be seeking better opportunities to advance their career. You want those candidates to see your company as the most attractive option.

The companies that are positioned correctly once the rebound begins will also be better able to take the most advantage of it. Marketing yourself not only ensures that the best candidates will want to work for you now, it also ensures that they'll feel the same way once they have more options at their disposal.

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Strategy, The Power of Thinking Big!

A smart guy once told me that if I wanted to be successful, the first thing I had to do was hang out with the most successful people I could find. That was good advice twenty five years ago and it's still good advice today. If you have a small business that you want to grow, you need to watch other companies and other people who have paved the way for you to follow.

Many people have great ideas for their business yet few have the means of turning those block buster ideas into cash. If you're going to be successful you have to find a way to put some feet under that creativity and that's where your strategy becomes important. A good strategic plan puts *everyone* to work on your goals; employees, suppliers, clients and even your banker know what their role is in building your business.



We have a client who came to me several years ago and asked me to find a buyer for his company. He told me he was tired and his business wasn't going anywhere. It wasn't fun for him anymore and at 42, he was already burned out. Profits were way down and the revenue had been flat for several years. In talking with his staff, I found they were lacking direction, quite lethargic and very content with the status quo. The strange part was that this was a young group who should have had more energy than a pack of puppies.

We dragged them kicking and screaming to our learning center for a two day planning session. When we began to look for key opportunities the lights started to come on. When we formulated an achievement plan the excitement started and when we turned our ideas into action plans the whole room erupted. The energy and passion were back and driven by a solid plan where everyone understood the goals and what role they played in the process.

Now into their third year of building and following their strategic plan, this company is working on a multi-million dollar growth plan and they have enjoyed double digit profits for the third straight year. The owner talks about playing at the top of his game and if you tried to buy his company today, you'd have to come with a whole wheelbarrow full of cash.

Good business strategy is not just about thinking big, it's about getting big. What are you waiting for?

Ed Jenks is CEO of The Jenks Group, a California Consulting Company that specializes in strategic planning and executive development.

"The goals you set for yourself and the strategies you choose become your blueprint or plan. Strategies are like recipes: choose the right ingredients, mix them in the correct proportions, and you will always produce the same predictable results."

~ Charles J. Givens



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Investing Your Time

One of the greatest lessons in time management can be learned when you realize the difference between “spending time” and “investing time”. The dictionary defines “spend” as: to use up, exhaust, consume. If you spend, you have no return. “Invest,” on the other hand, is defined as: to spend with the expectation of some satisfaction, of obtaining an income or profit.



Contrary to many other areas, with time, many people spend far more than they invest. Most of us talk about wasting time, but spend inordinate amounts in frivolous activities that do little or nothing to propel us towards our life achievement. For some reason, we don't have the same attitude about time as we do with money, electricity, food, even something as insignificant as paper clips. Most of us are trained not to waste paper, to turn off the lights so that we don't waste electricity, both at work and at home. Yet we continue to treat our time ... precious moments of our lives, that once spent, can never be retrieved ... as if we had an inexhaustible supply.

We have a funny relationship with time. We have a funny relationship with money. It's strange how we link the two of them. There is a saying that we hear all the time: "time is money". Time isn't money. In case you think that time is money, let me be the first to tell you that time is not money: time is time and money is money. They are very different. The problem is that we confuse them. The problem is also that we have a relationship with time and a relationship with money, and in many cases, they are backwards. If we saw some one with a stack of bills, throwing them down a sewer, we would believe he was crazy. Why? Because money is valuable, not that easy to come by, and you don't want to waste it. If you were to lose all of your money, all of your wealth was lost, you would be very upset, but tomorrow you could begin amassing it again. Money has this property of being infinite and plentiful.

You cannot compute how many trillions and trillions are out there. It adds interest while you count. For all practical purposes, it is limitless. For all intents, it is infinite. Now let's take a look at time. It's very different. I suggest that time is very limited, very finite. The average life span is 74; let's give you 90. You can figure out how much time you have left. Take 90 and subtract your current age. Multiply that by 365; that's how many days. Multiply that by 24, which gives you the hours. Multiply that by 60, which gives you the minutes. Multiply that by 60 and that gives you the seconds. The number you have left is getting smaller with each passing second. It is finite. That number will come to zero, no matter how rich, powerful or famous you are.

Most people I know treat money with enormous respect. They budget, they read magazines, go to seminars, whatever. But ... time? Did you ever hear someone say that he killed a couple of hours at the airport? ... That's worse than throwing money in the sewer! To kill time makes no sense! It's backwards! If, when you were born, you were given 5 million dollars. And that would be your allotment for this lifetime. You can't get any more. You would budget and carefully allot the money because that's all you could get. Time is that: you have a certain limited amount. It's time to start budgeting, to begin to use it wisely. Once it runs out, that's it!



If you are not where you want to be, or who you want to be, make different choices. You have the power to choose where you live, with whom you live, and how you live. You have the power to choose where you work, what you do, and the quality of your work. You choose your level of success or failure. You choose to spend or invest your time.

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Some Quotes from Our Coaching Clients

- You control how you react to what happens to you
- People are happiest when they are stretching themselves
- Success is a journey and it takes constant preparation
- Until you identify your goals and values, you are living by someone else's standards
- Leaders know where they stand and where they are going
- Take time to think about your own behavior
- To reach your goals, don't try to change others, you can only change yourself
- More clearly defined goals lead to better decision making

When Will
You Take
Control?