



The Human Factor

Releasing the Power of Your People



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The Importance of a Good Cultural Fit

One of the aspects of the hiring process that's often overlooked by companies is that of **cultural fit**. In other words, how well a candidate fits into the overall culture of the organization. While at first glance, that consideration might not seem too important, it's actually crucial for ensuring a good hire with a high probability of retention.

There are two measures by which you can assess a candidate's potential for fitting into the company's culture. Those two are as follows:

- **The candidate's values, or the things that they hold in most esteem.** One way in which to ensure that the candidates you hire share the same values as your company is to proactively promote the company's values. This can be done by posting them on your website, as well as someplace within the building, such as the lobby. (The statement of values can also include the company's mission statement.)
- **The manner in which the candidate likes to work.** This pertains to their "preference for production" and how it stacks up against the

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Does that attitude fit our culture?

Attitudes Are Contagious...Is Yours Worth Catching?

Attitude development is at the core of achieving successful, desired results and outcomes.

The way you feel about yourself and others plays a crucial role into your personal and professional life. Your attitudes are truly *habits of thought* that govern the way you relate to people and to situations. Research shows that between 80-90% of your behavior is the

result of your unconscious reaction to your environment. Our attitudes are simply habits.

What you think about a situation will determine your attitude toward it; your attitude prompts you to behave in a certain way; and your behavior dictates the results you get. In other words, if you think you can-you will, and if you think you can't-you won't.

To a significant degree, your attitudes (*habits of thought*) create the world you see. If you expect the best from people because they possess inherent worth, dignity and potential, they'll tend to rise to meet your expectations. On the other hand, if you expect the worst from them ...

Here are a few tips on how to begin to develop a great attitude:

1. **Don't Stress** – This may be the hardest step of all in attitude development. Our level of stress can control what we feel about ourselves and how we judge others. It is hard, at times, to control your levels of stress. You can decrease your stress levels by looking at situations logically. There is usually a logical explanation to all the stressful things that are plaguing your life. In times of stress, take a moment to look at the area around you and breath. Try to achieve a calm and relaxed

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company's standard operating procedures. Do they prefer to work alone? Or do they thrive in a more cooperative atmosphere? If there isn't a match between the candidates's most efficient mode of operation and that of the company, problems may arise.

Making a good hire a bad one

There's no doubt that talent and skill set are important components in determining who to hire. In fact, it could even be said that those are the main factors in the decision-making and hiring process. However, it would be a critical mistake to not take into consideration the importance of a cultural fit.



Without such a fit, a potentially good hire can turn sour over time. The employee will most likely become less productive over time, less motivated, and less likely to remain engaged in their position. All that means, of course, that they are a prime candidate to leave. Ask yourself, 'How is your turnover rate?'

If you have any questions about this article, or about how we can help you with your current hiring needs, contact us at 262-523-1900 or info@executive-power.com

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A Little Humor: Eager to Impress the Boss

A young executive was leaving the office late one evening when he found the CEO standing in front of a shredder with a piece of paper in his hand.

"Listen," said the CEO, "this is a very sensitive and important document here, and my secretary has gone for the night. Can you make this thing work?"

"Certainly," said the young executive. He turned the machine on, inserted the paper, and pressed the start button.

"Excellent, excellent!" said the CEO as his paper disappeared inside the machine. "I just need one copy."



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feeling. With practice, you can learn to control your own stress!

2. **Focus on others** – When we focus on our needs and our issues as the most important in the world, we tend to ignore what is important to other people. This tends to invite them to resist us and actually causes us conflict and frustration. In a way, we are doing it to ourselves.

Yes, you have things to get done, and there is probably not enough time in the day to get it done, but so does everybody else. Working collaboratively has always proven to be the most productive. Find out how you can help them, and you'll be amazed at how they will start helping you.

3. **Challenge Your Attitudes** –

Ask yourself what negative attitudes or "Bad Habits" you have, and challenge them. Write down 3 bad attitudes or habits and ask yourself what reward they are giving you. Then ask yourself what consequence they bring to you. Most often the reward is short term ("I feel better after I blow off some steam!"), while the consequence is long term ("My child is distant from me and won't confide in me anymore."). Unfortunately the consequences are usually more dire.



Determine what the opposite attitude or habit would be for you and replace the old with the new. List the benefits of the new habit in a place you see every day and track your progress. Celebrate your successes and don't beat yourself up when you fail.

"It is your attitude – It can hold you back or it can catapult you to achieving your goals and success! The choice is yours."

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The secret of success in life is for (one) to be ready for opportunity when it comes.

~ Benjamin Disraeli

Just Say 'No' to Make Space for a More Important 'Yes'

Today, you are bombarded with demands for your time. How are you handling the choices? To what are you saying 'No' and 'Yes?' Are you plagued by the thought at the end of the day that "nothing got done?"

Here are some practices to increase your sense of professional accomplishment.

- Name the three to six critical expectations of your job. (Key Job Accountabilities)
- Prioritize those expectations and the percentage of time you should dedicate to each in order to do them well.
- Set yearly goals for each critical expectation.
- Plan your quarterly, monthly and weekly goals and tasks based on these yearly goals.
- Check yourself daily and weekly on progress toward your stated and continually updated goals.
- When something comes up that does not fit with those goals, delegate, ditch, or delay it.



It may not mean that the item is not important to someone; it just doesn't align with **your** current goals. In doing the above, you will be focusing on strategic activity (planning and preparation) and day-to-day legitimate deadlines. You will be skipping time wasters and those seductive activities that masquerade as important and urgent.

About 80% of you will justify why you should do something that doesn't align with your stated goals. However, those of you who have the discipline to manage time around key goals will reap great rewards and set a standard with colleagues that you are focused on your job expectations while at work, i.e., you are not easily distracted.

Say 'No' to at least one non-essential item today.

~ Elaine Gagné © Copyright protected. Engage Change. www.engagechange.com

Web Site Of The Month!

The National Archives

The National Archives and Records Administration (NARA) is the nation's record keeper. Of all documents and materials created in the course of business conducted by the United States Federal government, only 1%-3% are so important for legal or historical reasons that they are kept forever.

Those valuable records are preserved and are available to you, whether you want to see if they contain clues about your family's history, need to prove a veteran's military service, or are researching an historical topic that interests you.

Check it out at www.archives.gov



One Minute Ideas

Coaching someone within your company?

CREATING A COACHING RELATIONSHIP

- 1) Create a coaching contract that essentially says that you have permission to coach the person.
- 2) Find out what the person's sincere and honest intention is and align your intentions with it.
- 3) Give the other person the gift of your presence by setting a time and place to hold a coaching conversation.
- 4) The primary medium for all coaching intervention is conversation.
- 5) To have an empowering coaching relationship, you must recognize that people have the inherent creativity, intelligence, and tacit knowledge they need to succeed – your job as coach is to help them access it.
- 6) Be willing to discuss the undiscussable.

Source: Robert Hargrove, Masterful Coaching, Pfeiffer & Company (*Smart Business Supersite*)

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The Human Factor

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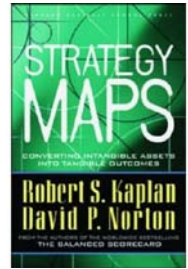
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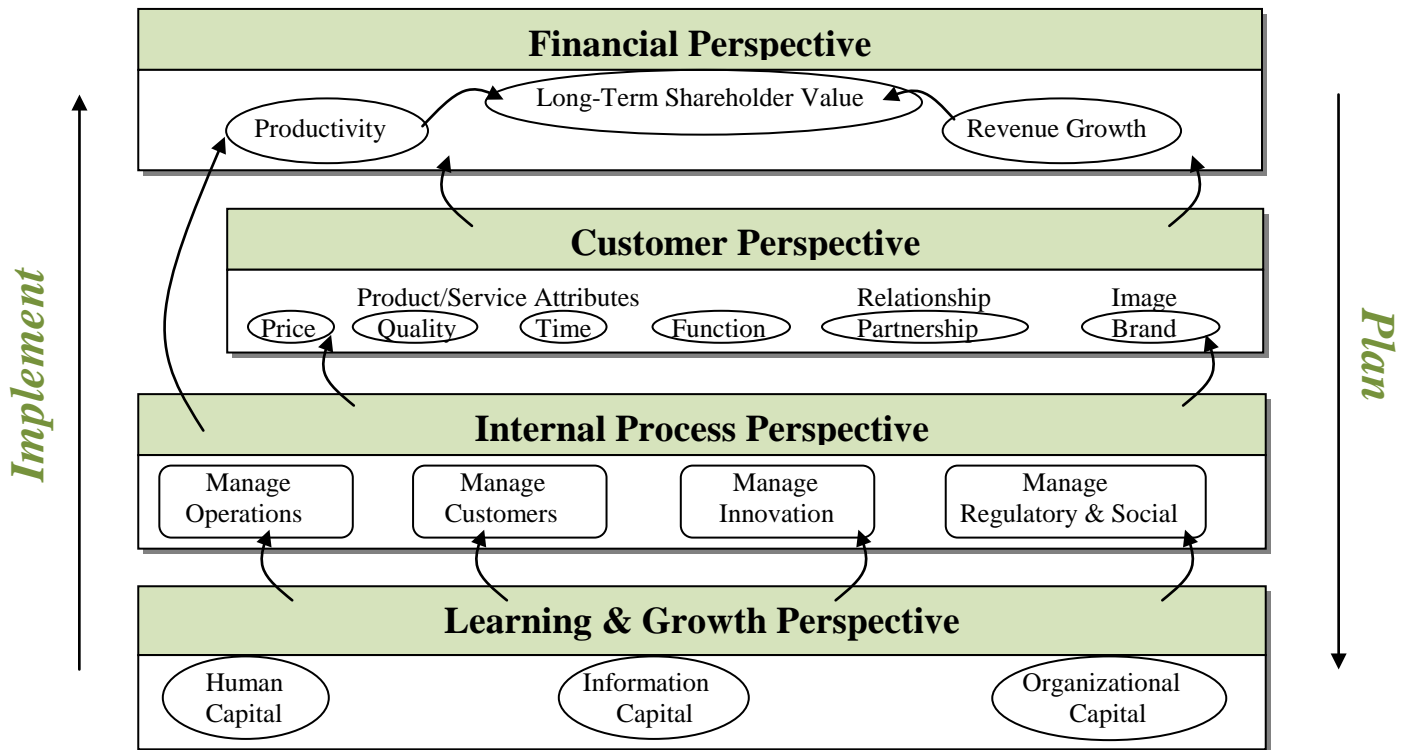
Strategy Maps

Strategy Maps, by Robert S. Kaplan and David P. Norton outlines a very pragmatic approach to planning. In it, they propose that, “Strategy describes how an organization intends to create sustained value for its shareholders. In today’s world, organizations must leverage their intangible assets for sustainable value creation.” Kaplan and Norton go on to describe a methodology for planning and implementation for today’s businesses using the 4 perspective approach to business measurement they made famous in “*The Balanced Scorecard.*”



[Link to Amazon.com](#)

In a Balanced Scorecard Strategy Map, there is a contextual relationship linking your intangible assets to the value creating processes your company has. There are 4 perspectives in the Balanced Scorecard; Financial, Customer, Internal Process Management, and Learning & Growth. Kaplan and Nelson’s Strategy Map shows a cause-and-effect, or dependent relationship where each level is dependent upon the levels below it. (See chart below)



The objectives in the 4 perspectives are linked together by cause-and-effect relationships.

- Starting from the top is the hypothesis that financial outcomes can only be achieved if targeted customers are satisfied. *The Customer Value Proposition describes how to generate sales and loyalty from targeted customers.*
- The Internal Processes create and deliver the customer value proposition. It defines the processes that will transform intangible assets into customer and financial outcomes.
- And Intangible Assets that support the internal processes provide the foundation for the strategy. They must be aligned and integrated to create the value.

Aligning objectives in all 4 of these perspectives is the key to value creation and, hence to a focused and internally consistent strategy. Planning takes place from the top down, while implementation takes place from the bottom up.

Whereas all organizations attempt to develop their people, technology and culture, most do not align these intangible assets with their strategies. The key to creating this alignment is granularity – that is to move beyond “Develop Our People” or “Live Our Core Values” to a focus on specific capabilities and attributes required by the critical internal processes of the strategy. *In other words, align your People, Systems, Culture, and Processes with Serving Your Customers through your chosen Value Proposition in order to achieve your stated Financial Success.*