

# The Coaching Authority

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FIVE STAR  
PERFORMANCE

*Anything You Can Do – You Can Do Better!*

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## *Top 10 Ways To Develop And Retain The Right People*

*In A Forward Thinking Organization*

1. **Identify talents required for the job.** Find candidates who display those talents identified for the job. Get the right people with the right talent in the right place at the right time.

**Talents + Skills and Knowledge = Behavior = Outcomes**

2. **Be clear on outcomes required.** By studying the best employees achieving outcomes it is then possible to identify the behaviors displayed which are their strengths (a combination of talent, skills and knowledge).



3. **Hold employees accountable for their outcomes.** Each employee should be aware that outcomes will be measured. According to research more than 50% of employees cannot agree to 'I know what is expected of me at work.' To increase this number it is essential that some form of measure is introduced.

4. **Teach employees the difference between talents, skills and knowledge.**

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## *Making The Most Of Meetings*

Meetings can be very effective for maximizing time, or they can be tremendous time wasters! More than 11 million business meetings take place each day in the U.S. and many, as you know; either go longer than necessary or are not needed at all.

If you are in charge of a meeting, here are some ways to make it more productive for all involved:

1. Always have a written agenda with copies for all attendees.
2. Spend time in preparation.
3. Define and write up topics to be discussed and distribute your notes a day before the meeting, along with a short memo asking others to come along prepared with discussions and solutions. Clearly identify the meeting's purpose and objectives.
4. Set a time limit and stick to it. Also, start promptly.
5. A good follow-up tool is to have someone take notes during the meeting with the details of who is going to do what, by when. A summary of the meeting and future action to be taken should be submitted to all who attended.
6. Make summarizing statements throughout the meeting, (anyone can do it!).



When appropriate, consider alternatives such as memos, written reports, etc.

Source: Arnie Rintzler, AWR Business Concepts

*A life spent making mistakes is not only more honorable but more useful than a life spent in doing nothing.*

— George Bernard Shaw



# ONE MINUTE IDEAS

## WEB SITE OF THE MONTH

The Library of Congress has an incredible site for historical references, catalogs and other resources. You can also learn what Congress is doing on a daily basis. One of the more interesting things I found was a scanned image of General Benedict Arnold's letter to George Washington asking that Washington spare his wife and child after Arnold had fled.

Check it out at: [www.loc.gov](http://www.loc.gov)



## Spring forward...Fall back...

**Starting Spring 2007**, Daylight Saving Time is extended one month and begins for most of the United States at: 2 a.m. on the **Second Sunday in March** (Mar 11<sup>th</sup>) to 2 a.m. on the **First Sunday of November** (Nov 4<sup>th</sup>).

This change is part of the United States Energy Policy Act of 2005.



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Each person has talents unique to them and the way to stand out is for them to identify their natural talents and to seek out skills and knowledge to complement those talents.

5. **Teach employees to identify their strongest and weakest talents.** Encourage them to look for clues in terms of areas where they might rapidly learn, areas of satisfaction and those occasions when they have spontaneous reactions – these are the clues to their talents.
6. **Introduce a common language for describing talent.** Make the language precise in order to describe the differences of how one person is different from the other. For example: *Margaret is strong in Empathy and Tony is strong in Enthusiasm.*
7. **Teach employees to spend a minimum of 80% of their time building on their talents.** Encourage them to acquire relevant skills, knowledge and experience to build on their talents. Support them to use the time effectively and use a Coach within or without the organization for self-development purposes.
8. **Teach employees that only 20% of their time should be spent managing their weaknesses.** Encourage them to use one of their strengths to counteract a weakness. If the weakness stems from lack of knowledge or skills give the support for them to take responsibility to gain them. Again it is also wise to consider the Coaching route.
9. **What other support can you give to your employees?** Alongside the Coaching route there is training, further education, mentoring and of course one to one conversations.
10. **And the outcome?** Employees will become more self aware and ask themselves questions such as: Does this role play to my talents? Who on my team has talents which could complement mine? Managers will also consider what talents might be missing within the team which would make it more balanced and how to provide experiences for employees to build on talents to create strengths.



Your company will have those employees perfectly suited to their roles and challenged to be their best at work.

*And remember:*

**Talents + Skills and Knowledge = Behavior = Outcomes**

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*We have a hunger of the mind which asks for knowledge of all around us, and the more we gain, the more is our desire; the more we see, the more we are capable of seeing.*

– Maria Mitchell

*The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.*

– Michelangelo

