

The Coaching Authority

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FIVE STAR
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Anything You Can Do – You Can Do Better!

FIVE STAR PERFORMANCE, LLC 574-286-1123

When Hiring, Play For All The Marbles

What does the expression "playing for all the marbles" mean to you? Derived from a competitive children's game, the expression typically conjures up images of ongoing preparation and a fierce determination to win.

If you are a business owner or manager with one of the few job openings available in today's job market, then the term "playing for all the marbles" is significant to defining the success of your business. If you are an employer trying to fill a job vacancy, it means ongoing preparation and a fierce determination to hire the best possible talent available.

Today's economic climate of downsizing and bankruptcies has produced a job market with a lot of talented applicants available. The best employers already know that and are taking action. They prepare to recruit, interview and select new employees as if the life of the company or their career depends on it.

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Manage Change With Personalities

It's a mistake to expect everyone to react to change in the same way. Instead, say consultants Kathy Kolbe and Jim Woodford, it makes more sense to benefit from what Kolbe calls the *instinct-based* actions of these four personalities:

1. **Fact-finders** need to investigate and process information.
2. **Follow-throughs** want a sense of order.
3. **Quick-starts** welcome innovation and risk.
4. **Implementors** prefer to transform ideas into reality with tools, machines or their hands.

To know which one you're dealing with, says Woodford, listen carefully to what they say when you propose change.

Fact-finders will ask "Why do we need the change and what does it involve?"

Suggestion: Let them persuade themselves by collecting research to support the need for the change.

Follow-throughs will say "Yeah, but ..." Their comments will show they need to fit the change into existing structures and routines. Suggestion: Ask them to work on the best ways to do that.

Quick-starts will say "Why not?" Suggestion: Have them tackle a change task you know they'll complete successfully. That will encourage the others.

Implementors will say "What real work can we do?" Suggestion: Team them with the Quick-starts to field-test early change tasks.

Source: Richard S. Deems, writing in *Human Resource Professional*, LRP Publications, 747 Dresher Road, Ste. 500, Horsham, PA 19044.



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ONE MINUTE IDEAS

Things To Do When You Have 5-Minutes Or Less

Often time is lost by waiting for someone, being stuck in traffic, waiting in line, etc. Here are some quick tips of things to do while you are waiting.

- ✓ **Update your daily planner.** Use this time to mark off completed tasks, transfer tasks to a different date, keep it current, etc.
- ✓ **Update your goals.** This is a good time to look over your goals and transfer the completed goals to your goals accomplished list and add or update your current goals.
- ✓ **Make a quick call.** The use of cell phones (although annoying to some) can be used when you are waiting for an appointment to show up, standing in line at a store, stuck in traffic, etc.
- ✓ **Read your mail.** Keep your mail in your briefcase and then when you are in line, stuck in traffic, etc... take it out to read.

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**FIVE STAR
PERFORMANCE**

51818 Bonanza Dr.
Granger, IN 46530

(574) 286-1123

E-mail:

Patrick.S.Frazier@Comcast.net

Visit our website at:

www.coachingauthority.net

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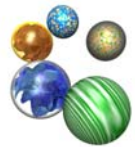
They realize that every time there is a reduction in force somewhere, there is the potential to get a Secretariat for the price of a very good show horse.

A client recently asked me to assist him in recruiting and screening prospective applicants for a human resources position. After a short meeting, I knew he was playing for all the marbles.

We wrote a classified ad that clearly defined the candidate as a generalist with supervisory or managerial skills and experience (in other words, weaklings need not apply). We profiled the position by determining the characteristics of the right candidate and how she or he would function in the company's environment.

The screening process consisted of converting 160 résumés into 12 telephone interviews, which resulted in seven on-site, one-on-one screening interviews. Three of those individuals were chosen to interview with the local management team.

The next step was not selecting the best of the three but determining whether to make an offer or start the process all over again, indicating the employer's true commitment to excellence. As you prepare to fill your next vacancy, how will you recruit the right person? I urge you to prepare to play for all the marbles and be determined to win the best talent for your organization.



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Future Insights

Beware of empires. Guard against any manager building a bureaucratic dynasty that gets in your way of performance. Cross-train your people, enable them to work productively together across departmental or functional lines. Stay fluid and flexible.

Emphasize personal and professional growth. Establish and maintain a learning environment. Use education, training, and development to help every worker become more competent, more confident. Link personal and corporate growth objectives to build the congruency that bonds people to your company. When people can meet their personal needs through their employment with you, they'll be more likely to stay.



Show appreciation. Tomorrow's employees, like today's, are hungry for appreciation. Thank your people every day. Be sincere and specific. Train all your managers and supervisors to follow your example, consistently. Seek creative ways to show you care.

Get closer to your people. Develop tighter relationships with your people. Share your visions, your dreams, your needs. Learn how your people feel about these issues, and other things that are important to them. Stimulate and support vigorous open communication.

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