

LEADERSHIP

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1. a book published on a **weblog** in a series of **installments**
2. a **printed book** derived from a **weblog**

from bl(og) + (b)ook

ABOUT PROFILES INTERNATIONAL

We offer assessment solutions that enable organizations to select the right people for the right job and develop them to their full potential.

We work with clients across the employee life cycle to enhance the productivity and performance of individuals, teams, and organizations. Our solutions can help clients screen-out unsuitable candidates, match others with jobs that fit their inherent capabilities, understand the strengths and limitations of successful onboarding, and identify opportunities to enhance performance and maximize their long-term contribution to the organization.

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EQ 10

schools around the world. But, this idea — still radioactive to some — that the dominant trait in effective leadership comes from EI (also called EQ), not IQ or the level of one's experience or depth of their resume, took a while to become commonplace

language amongst mainstream business folks.

But, while there's still no hard metric for EI, conventional wisdom now favors this fluid ability as compared to the fixed capacity of one's brainpower. When

Emotionally Intelligent Fortune 500 CEOs

By Chip Conley

I entered Stanford

Business School twenty-nine years ago as a naive twenty-one year old, the youngest in my class. One of my classmates immediately sized me up, asking "So, what did you specialize in before coming to get your MBA?" I said, "Growing up." Not satisfied with my answer, he continued, "No, seriously, what's your area of expertise and why'd they let you in here?" I paused and

sheepishly said something absolutely true, but somewhat blasphemous for the times, "I guess I understand people well. My boss this summer told me my expertise is how I use my emotions to my advantage." My classmate couldn't stop laughing and he was on to glad-handing the next person because, clearly, I was a loser.

A decade and a half later, Daniel Goleman's Emotional Intelligence (EI) theory was introduced to business



I graduated from biz school, I thought I had to be superhuman if I were ever to be a successful CEO. But after two dozen years of being a CEO, I've come to learn that the best leaders aren't the comic strip heroes, they're just super humans who have developed the four capacities that Goleman outlined for EI: self-awareness, self-management, social awareness, and relationship management. As Goleman recently told me, "EI includes a broad spectrum of competencies, and no leader is A+ across the board — even the best have room to improve."

I'm often asked which business leaders are the ultimate examples of Emotional Intelligence, so I decided to do a little

research. Limiting my search to only Fortune 500 CEOs of American Companies (so Oprah doesn't qualify), I started asking everyone I knew who they most admired as a role model for EI, and then I talked with employees in these CEO's companies and did a deep dive into speeches they'd given and articles that had been written about them. And, of course, I took a look at the performance of their companies while they've been the "emotional thermostat" for their organization. So, drum roll please, here's the first annual Top 10 Chief Emotions Officers in the U.S.

**1 Jeff Bezos
(Amazon.com)**

With his quirky laugh and self-deprecating style, Bezos doesn't sound like a

Fortune 500 CEO, and that's probably to his benefit. His obsession with the hearts and minds of his customers and his long-term perspective on relationships (and business strategy) are legendary, as was his YouTube announcement of Amazon's Zappos acquisition in 2009.

**2 Warren Buffett
(Berkshire Hathaway)**

"Success in investing doesn't correlate with IQ once you're about the level of 25. Once you have ordinary intelligence, what you need is the temperament to control the urges that get other people into trouble investing." Intensely loyal and relationship-driven, he asks his CEOs to run their companies as if they were to own them 100 years from now.

**3 Ursula Burns
(Xerox)**

In tandem with Anne Mulcahy who moved up to Chair, Burns transitioned to CEO as the first woman-to-woman CEO leadership transition in a Fortune 500 company in what has

become a pivotal case study in organizational development. Direct, yet respectful, her assertiveness is matched by a sense of mission that inspires her employees.

**4 Jamie Dimon
(JPMorganChase)**

At Harvard Business School, Dimon said: "You all know about IQ and EQ. Your IQ's are all high enough for you to be very successful, but where people often fall short is on the EQ. It's something you develop over time. A lot of management skills are EQ, because management is all about how people function."

**5 John Donahoe
(eBay)**

Donahoe inherited a difficult situation from Meg Whitman, with the need to truly alter the company's business strategy. As a role model for Jim Collins' Level 5 and Bill George's "True North" leaders, Donahoe's disciplined self-awareness and his listening ability have created a deeply loyal team and a healthy, evolving culture.

But, this idea...that the dominant trait in effective leadership comes from EI...took a while to become commonplace language amongst mainstream business folks.

**6 Larry Fink
(BlackRock)**

Called “psychologically astute” in a Vanity Fair feature article, Fink created the largest money-management firm in the world based upon self-reflection, teamwork, and direct communication. His senior leadership team embraces EI seminars to improve their skills.

**7 Alan Mulally
(Ford)**

Walk around Ford’s corporate campus and you will see office cubes featuring handwritten notes that Mulally has sent to employees...praising their work. Great interpersonal skills and a “Clintonesque” ability to make you feel like you’re the only one in the room when you’re in a conversation with him.

**8 Indra Nooyi
(Pepsi)**

Nooyi is a conscious capitalist whose “performance with purpose” agenda has helped move employees from having a job to living a calling. She is acutely aware that being a woman of color means she may receive more attention

and scrutiny, but she still projects her personality without reservation — whether it’s singing in the hallways or walking barefoot in the office. She wrote the parents of 29 senior Pepsi execs to tell them what great kids they’d raised.

**9 Howard Schultz
(Starbucks)**

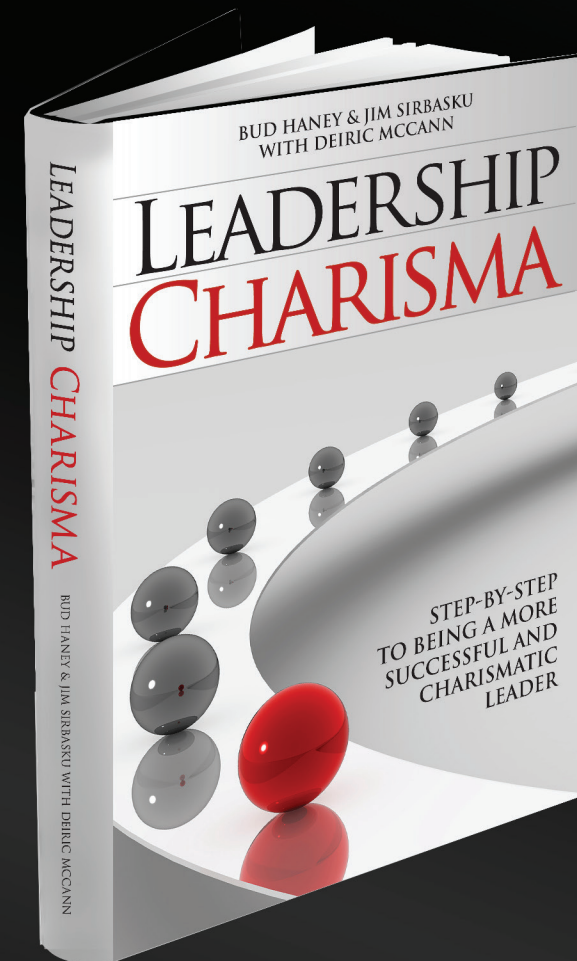
He says that the main reason he came back was “love”: for the company and its people. Very dedicated to generous healthcare benefits — inspired by his father losing his health insurance when Schultz was a kid.

**10 Kent Thiry
(DaVita)**

Leaders with high EI/ EQ create culture-driven organizations that perform at their peak due to the power of mission and teamwork. Thiry took over a demoralized kidney dialysis center company that was almost out of business and, with a passionate spirit, created nearly 44 percent annual growth in earning per share in the past decade, 6th highest of any Fortune 500 company.

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IMPROVE YOUR LEADERSHIP CHARISMA



10

are 10 leadership tips to help your first-time managers succeed and avoid failure:

1 Accept that you still have much to learn.

You will have worked hard for your promotion and have ample expertise in your chosen field, but you may find that you lack self-confidence in your ability to lead. Be prepared to learn from others—including your new team.

2 Communicate clearly.

Always keep your team fully informed of project

always welcome questions and feedback from others.

3 Set a good example.

Demand from yourself the same level of professionalism and dedication that you expect from others. If you expect the team to be upbeat and friendly, then make sure you are! If you expect written reports to be error free, then double check your own work!

4 Encourage feedback.

Sometimes, employees are unwilling to speak up about

Leadership Tips for First-Time Managers

When the time comes

to promote strong, capable individual contributors into their first role as a manager, how do you prepare them? Although their performance has been good, and you've assessed that they are a fit

for the job, leading others will be an adjustment for most. Don't assume that an effective worker will automatically become an effective manager, especially if he's to manage a group of his peers. Here

goals, priorities, and those all-important deadlines. Effective communication will be essential in both establishing your credibility and gaining the support of your team, so be sure to provide clear direction, and

certain issues unless they are prompted. Canvass for opinions on issues such as support, training, and resources while maintaining an open-door policy so that your team knows that you are willing to listen to their

concerns and ideas as well as help provide solutions to any problems.

5 Offer recognition.

By publicly recognizing the efforts and achievements of your team, you not only build up their confidence, but also encourage future contributions and effort. Praise does not always have to be formal—praising



employees can be part of your daily communication with your team.

6 Be decisive.

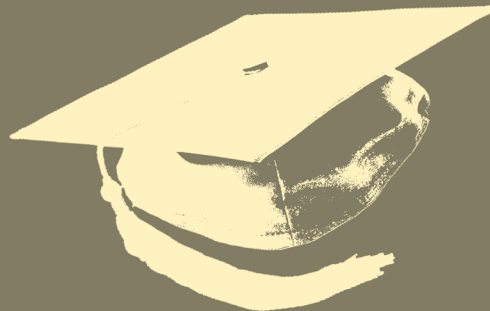
A quality leader needs to make decisions and stick to them. People do not feel

comfortable with someone who changes his or her mind on a whim. You only have to look at public opinion of government U-turns to see how easily confidence in a leader can be weakened or lost altogether.

7 Help your team see the "big picture."

Take time to explain to your team how their assignments and projects fit into the company's larger goals and overall objectives. This will help demonstrate that every task they complete can have an impact on the company's reputation, success, and bottom line.

8 Create an environment of constant learning and development—and include yourself in this process.



By publicly recognizing the efforts and achievements of your team, you not only build up their confidence, but also encourage future contributions and effort.

Encourage your team to explore new methods for reaching their individual goals and those set by the company. Allow them to make—and learn from—mistakes, and be sure to reward new and innovative ideas.

9 Provide professional guidance.

A good manager and leader will also be a mentor. Make yourself available to staff members and show interest in their career development within the company. Don't overlook the motivational power of positive reinforcement—your staff will appreciate your commitment to their progress.

10 Be patient with yourself.

Developing strong managerial skills takes time, especially as you adjust to

your new position. Seek guidance from colleagues, your line manager, or your professional network when you need it. In doing so, you will enhance your leadership abilities and make strides toward becoming a great manager.

While this list is intended for new managers, you could likely share these tips with your seasoned managers to remind them of the basics and help them avoid derailing. As is true with most things, the longer the person stays in a role, the more set in his ways he becomes. Reminders such as these might help to give them a new focus or outlook on their daily job, which will not only improve their own effectiveness, but increase the performance of those whom they lead.

TEN

Important Questions to Help Identify

HIGH POTENTIAL

LEADERS

According to research from the Corporate Executive Board, 40% of internal job moves made by people identified by their companies

as “high potentials” end in failure. Many organizations make the mistake of looking simply at ability when assessing an employee for a

management job. Think of the hot-shot sales rep, or the genius software engineer. It is incredible how often high producing individuals are promoted into management jobs that require a totally different mindset to be successful.

The reason these people fail often comes down to three critical factors: leadership behaviors, aspiration, and engagement. Aspiration entails whether the candidate really wants the position and is willing to make the sacrifices it may require. Engagement involves the employee’s commitment to the company and its mission. In focusing on whether an employee potentially can do

a job, many organizations neglect the question, “Does he *want* to do this?”

Defining the characteristics can be a tricky proposition, particularly with young employees. The characteristics people develop through training, experience, and progress in their activity are not necessarily apparent from who they are when they start. Moreover, many managers have beliefs about leadership that look like something out of a movie—loud, aggressive, in-your-face types of guys.

Organizations should develop leadership competency models based on a set of traits and behaviors associated with success in the company, and then measure employees on how well they do relative to those traits. Organizations need to be sure they are assessing employees not just for the present, but for the future, looking at not only what has made people successful, but also what is likely to be important and what shortages they have.

The 10 questions below, along with an effective



Many organizations make the **mistake** of looking simply at **ability** when assessing an **employee** for a **management** job.

assessment program, will help you more effectively identify high potential managers:

1 Does this person have a proven track record for accomplishing impressive results—not just meeting expectations?

2 Does this person take charge and make things happen? Or sit back and let things happen before producing?

3 Does this person inspire confidence in his or her decision making?

4 Can this person lead through persuasion and influence? Can he or she serve as an effective sounding board to others who are struggling with complex issues?

5 Do others trust this person

to lead projects and teams, even though he or she doesn't have a leadership title?

6 Does this person have an understanding of how to separate "what" from "how?" An awareness that establishing the destination before deciding on the mode of transportation is essential?

7 Can this person keep a global perspective? Are priorities apparent, or does she or he become mired in the details and tactics?

8 Do obstacles stop this person? Or do they represent challenges, not threats?

9 What success has this person had with multitasking?

10 How do unexpected changes affect this person's performance?

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Quick Ideas

FOR MOTIVATING EMPLOYEES WITH QUIRKY PERSONALITIES

Motivating employees can be one of your biggest challenges as an employer, but learning how to inspire each individual — especially those with quirky personalities — is the key to a successful organization.

Whether it's a raise, a promotion, or simply the chance to work on a new project, all people are motivated differently,

that is undeniable. People have different priorities in the workplace; the intern hungry for experience, the young sales rep trying to meet goals for that juicy bonus, the VP struggling to balance home and work life.

Of course, money is the main reason we all get up to go to work in the morning, but even motivational theories such as Maslow's

Hierarchy of Needs (stemming back to the early 1900s) outline how so many other factors come into play in regards to motivating people.

Unless you know your workers' differences, the music they make together may sound more like a cacophony than a symphony.

Thankfully, modern research conducted in 2004 found six different segments in the American workplace. All workplaces, especially large ones, will likely employ some of each type of worker. The list includes:

1 Fair and Square Traditionalists

who want their work to provide stability and a secure future. Motivate them by:

- Asking for and giving them feedback
- Talking to them frankly
- Discussing the company mission and their role in making it happen

2 Accomplished Contributors

who prize teamwork. Motivate them by:

- Nudging them toward team leadership roles
- Giving them specific measurements of their success and growth
- Asking them what they want to do next

3 Stalled Survivors

who see work as work, not life. Motivate them by:

- Focusing on work-life balance, and what to do when one is out of kilter
- Putting them on teams that provide support, empathy, and role models
- Helping them plan for their career future

4 Demanding Disconnects

are your least satisfied workers. Motivate them by:

- Giving them non-routine tasks
- Discovering their strengths to use on the job
- Paying attention to their ideas

5 Maverick Morphers

are enthusiastic and like trying new things. Motivate them by:

- Providing a congenial work environment

- Letting them know what's going on
- Discussing their progress

6 Self-Empowered Innovators

like work for the sake of work. Motivate them by:

- Giving them responsibilities that allow for learning and growth
- Ridding their path of obstacles
- Allowing them to stretch the company's vision

that could lead to higher productivity and job satisfaction throughout your organization. The information collected from assessments provides company leaders with perspective on the current reality in their organization's workplace, and highlights areas of concern affecting the total workplace experience.

With emerging trends and new technology today, leading an organization is no simple task. Ancient

Whether a leader, manager, or supervisor, the key to motivating employees is to understand what drives them.

Whether a leader, manager or supervisor, the key to motivating employees is to understand what drives them. We know that in many large organizations, you may not have time to go through the above list when analyzing each employee. Therefore, our recommendation is simple: assessments.

Employee assessments will provide you with insight

motivational theories such as Maslow's will not suffice. Think of managing today as trying to put together a jigsaw puzzle with millions of tiny pieces. You cannot force the pieces together; you must examine each one to see where each fits in the picture. Your goal is not to finish the puzzle, because it is ever-changing; your goal is to keep putting the pieces where they fit.

HOW TO

BE AN



EFFE

MANAGER

Some managers inspire, some motivate, and others fail miserably to engage their employees. The entertainment industry seems to have created the ultimate formula for the "bad manager" character, but why can't *real* people understand how to be effective managers? When employees choose to leave a position, it's often because of their manager

or relationships with people in their working environment. People quit people, not jobs.

An “effective” manager takes responsibility for ensuring that each individual within his department succeeds and that the team or business unit achieves results. Successful managers require both talent and skill. Managerial skills can be developed through training, mentoring, and experience. But if a manager is void of natural talent, then the odds that he will be successful diminish significantly.

The most productive companies are typically more proactive than their peers when it comes to identifying and developing effective managers. The top six common managerial success traits include communication, leadership, adaptability, relationships, development of others, and personal development.

1 A manager with high communication skills is able to instruct as well as he listens. Managers who can communicate effectively can process information

and then relate it back to their teams clearly. Effective managers should be able to understand, decipher, and communicate the organization’s vision back to their employees in order to maintain productivity.

2 Leadership is a crucial attribute that many managers lack, despite their job title. It is common practice for companies to promote employees who regularly produce the best results, but sometimes the best salesman doesn’t make the best manager. True leaders are able to instill trust, provide direction, and delegate responsibility amongst team members.

3 Adaptability also contributes to a manager’s effectiveness. When a manager is able to adjust quickly to unexpected circumstances, he is able to lead his team to adjust as well. Adaptability also means that a manager can think creatively and find new solutions to old problems.

4 Effective managers should strive to build personal relationships

with their teams. Employees are more likely to exceed expectations when they trust their manager. When managers establish a relationship with their employees, it builds trust and the employees feel valued. Valued employees are more willing to get the job done right. Conversely, employees who feel undervalued or who lack a connection with their boss are likely to underperform and perhaps leave (or worse, stagnate). This also

6 Finally, an effective manager is aware of their own personal development. In order to successfully develop and lead others, managers must seek improvement in themselves. A manager who is willing to learn more and use his natural talents to the best of their ability will be able to encourage the same behavior in his employees.

Effective management is comprised of several key components, and

In order to successfully develop and lead others, managers must seek improvement in themselves.

reinforces the notion that people quit people, not jobs.

5 The best managers know when their employees need more development, and how to ensure those developments are successful. Developing others involves cultivating each individual’s talents, and motivating those individuals to channel those talents toward productivity.

is not easily achieved. Organizations need to recognize the traits associated with successful management, and then promote employees based on those traits. The highest achieving employees do not always make the best managers, but employees who naturally exude the listed attributes are sure to be effective and successful in management roles.

7 DEADLY SINS OF LEADERSHIP

The success of a business can be traced back to its leaders. Edwin H. Friedman said, "Leadership can be thought of as a capacity

to define oneself to others in a way that clarifies and expands a vision of the future." It is important to recognize the positive and

effective attributes in each leader, but it is also important to be aware of obstacles that may be looming in the distance. Successful leadership develops over time, and can only be improved when business leaders know how to diagnose and treat leadership inhibitors. Here are the seven deadly sins of leadership:

1 Rushing through the hiring process

Without taking the proper amount of time to hire employees, companies run the risk of wasting time, effort, and money on someone who was never qualified for a position in the first place. Quality hiring practices at all levels improve overall performance. Traditional interviews and background checks can help employers form an accurate picture of an applicant's past behavior, but pre-employment screening for a potential employee is a more accurate predictor of future behavior. If you don't invest time and money now in hiring the right person for a job, how can you ever expect to receive a significant return? Make sure that you and your HR team are well-equipped to implement

an effective hiring and onboarding process.

2 Assuming that your employees know the company goals, objectives and purpose

Even if your company has implemented an impressive strategic plan, it is worthless unless it is understood and embraced at all levels. Effective leaders should take the time to train and teach employees about the company's objectives. Leaders are also responsible for goal-setting and communicating these goals clearly and consistently. Objectives and purposes should be restated each time a goal is set within the company. By repeatedly setting goals with the objectives in mind, employees will gain knowledge and understanding of what the company stands for.

3 Failure to develop your team's skills

Failing to develop your people's talents through appropriate training is a waste of resources. Many companies spend more time negotiating and paying for

Constructive feedback is necessary to produce good performance and to help employee career development.

technology and equipment than they do training their staff. Yet, they claim that their employees are their number one asset. By investing in employees, companies are investing in their future success. Training ensures that employees will succeed. By neglecting to provide proper training and development, companies are basically aiding the chance of failure.

4 Forgetting to evaluate business activities

It's easy to fall into the habit of "business as usual." It takes little effort to perform tasks by rote, or to do things the same way simply because that's the way they have always been done. You should continually assess the activities of your business. Are they necessary and relevant? If so, these activities should be tracked to assess effectiveness as well as efficiency. Being able to quantify your successes makes it easier to set goals and to motivate employees with concrete data. Who doesn't love to hear that their hard work has paid off?

5 Holding back feedback

Just as you must evaluate your business activities, you should also evaluate employees on a regular basis. Whether through performance reviews or conversations during the course of daily activities, meaningful, constructive feedback is necessary to produce good performance and to help employee career development. Start communicating from the beginning with employees about expectations and their performance. End-of-year reviews often highlight past occurrences, but it is much more effective and motivating to continually communicate with employees. This will also enable mistakes or miscommunications to be fixed earlier and leave less to clean up later.

6 Assuming that you're doing a great job

Assuming that your customers are satisfied

simply because you have not received complaints is not necessarily an accurate barometer. Your business should have mechanisms in place to encourage customer feedback. Social networking sites, website options, and mobile applications today allow for a multitude of easy ways for consumers to offer valuable feedback. Implementing valuable suggestions from customers will improve your company's success. Take this feedback seriously, it is invaluable!

7 Failing to constantly market your business

Failing to understand the relationship between marketing and sales can be detrimental to any organization. Take a look at some of the most successful companies today such as McDonald's and Coca Cola; they became global giants and stayed there because of ingenious marketing campaigns to back up their outstanding sales. Even businesses with excellent sales forces should actively market themselves. Marketing, PR, research, and advertising are critical. These disciplines provide strategies for identifying new markets, communicating

with prospects and clients, and establishing your brand and message among all of your channels. Marketing and technology is constantly evolving, especially in the last decade with the popularity of social media in marketing. Failure to actively pursue these new strategies will impede your business's ability to compete.

Effective leadership is achievable through effort and understanding. Leaders who are most successful are aware of their strengths and weaknesses, and will work to create strengths from their weaknesses. Leaders set the frameworks for the companies they oversee. With knowledge of common mistakes, leaders can better equip themselves to take preventative measures for a better future.

Would Your Troops



candidates thoroughly before promoting them, and continue to invest in the development of high potentials as they rise up the ranks. Here are 11 leadership principles of the US Armed Forces that can help you to become a more effective manager and a better leader:

2 Be technically and tactically proficient.

Keep current with the latest technical developments in your field of expertise, and know how to deploy your resources for the maximum return on investment. This is another great development principle for your employees.

3 Develop a sense of responsibility among your subordinates.

Drive accountability down to the base level among your staff. Make sure they know that you will hold them accountable for their actions and assignments.

4 Make sound and timely decisions.

Ensure that your decisions are well thought out, and that you've taken into account all relevant information. Don't act rashly or out of anger, desperation, or any other emotional state.

5 Set an example.

Lead from the front — make sure that your staff sees you as a role model. Be visible in your daily activities, and hold yourself to a higher

Follow You Into Battle



Leadership Lessons from the US Armed Forces

The military is the ultimate bureaucracy. It is the epitome of a broad, top-down organizational hierarchy with thousands of personnel across multiple locations and divisions, as well as lots of room and experience between the generals and privates. Whether your workforce

is the size of an army, or is lean and flat, you can still benefit from emulating the best leadership principles of the US Armed Forces. From the enlisted grunts to the officers trained at the academies, the military has a tremendous track record of developing leaders who are capable of achieving their goals and leading others to success. They assess their

1 Know yourself and seek self-improvement.

By properly evaluating your own weaknesses and strengths while endeavoring to improve those areas daily, you will continually improve your abilities and performance. This is an important trait to pass on to your employees, for their own benefit and your unit's.

standard. This will motivate subordinates to improve themselves.

6 Know your people and look out for their welfare.

Only by demonstrating that you are interested in and concerned for your employees' welfare will you win their loyalty. A good leader is a compassionate listener and understands what motivates his team. Do you convey an attitude of "I'm in it with you," or "I'm looking out for myself and you are all on your own?"

7 Keep your people informed.

Information is the life's blood of any organization, and only good if it is shared across the widest possible spectrum. Be sure to communicate promptly – good information received too late can be the same as bad or no information at all. Share your ideas and knowledge with your staff; this will make them feel included and valuable.

8 Seek responsibility and take responsibility for your actions.

Be prepared for your next

assignment and take charge of all areas of responsibility. If a mistake is made, stand up and take the heat. By doing so, you will demonstrate a key principle of leadership: we are all fallible and make mistakes, but it is how we respond to our mistakes that separates the professionals from the pretenders.

9 Ensure assigned tasks are understood, supervised, and accomplished.

Trust your employees to do their jobs, but verify that assignments have been completed to your standards. While you shouldn't hover and micromanage tasks, you also should not wait until a deadline to discover that it was done poorly or improperly.

The military excels at giving briefings and status reports. When your staff is able to provide you with positive, comprehensive updates, they'll feel encouraged and you'll know that the project is on track. If it's not, then you can offer advice and guidance on how to get back on track.

10 Train your people as a team.

Have your staff work together as a team and cross train on each other's responsibilities. This allows them to utilize each other's strengths and to feed off of the team synergy. Teamwork develops a sense of shared responsibility and commitment to the

objective. You'll also have backup in the event of a team member's prolonged absence.

11 Employ your team in accordance with its capabilities.

Know your limitations and those of your people and department. Don't take on more than you should. By knowing your limitations, you'll know when to call in the reinforcements or when to say "no."

There are plenty of bad examples and stereotypes of hazing and negative leadership attributes from

the military. But there's something to be learned from them, too: character. Consider the type of boss you are – would your troops look for an opportunity to "frag" you, or would they loyally follow you into battle no matter the circumstances?

WHAT do ALL

THOUGHT LEADERS

HAVE in Common



by Peter Winick

I have had the privilege of working with some of the greatest thought leaders of our time. I learn something from each of them during every interaction, and (hopefully) more often than not, they learn something from me as well. The range of expertise that my clients have is vast; sales, leadership, management,

communications, strategy, marketing, finance, emotional intelligence, innovation, and relationship development, to name just a few. Someone asked me the other day what, if anything, they all have in common. Great question (I love great questions). So here's what I think.

From a personality perspective, educational perspective, and professional background prospective, the thought leaders I work with and have met couldn't be a more diverse group. Harvard MBAs to high school dropouts, introverts to extroverts, academics to CEOs and founders of incredible companies and organizations, warm and fuzzy types to brutally direct and analytical. The traits that they all share are:

1 They are all incredibly smart.

Actually in some cases, scary smart. The smarts may be the result of a stellar education or of life experiences or a combination of both, but intelligence is certainly a common characteristic amongst all thought leaders.

2 They are all very curious.

As adults, far too often our innate sense of curiosity seems to diminish over time. Kids are insanely curious. The authors and thought leaders that I've known all tend to have an almost childlike sense of curiosity. They're constantly asking questions, learning new things, voraciously reading and learning. Some of them have a more focused type of curiosity, meaning that their heightened sense of curiosity is centered on their content and work. Others have a broader sense of curiosity, and seem to be interested in wide ranges of things and have an uncanny ability to learn from seemingly unrelated disciplines insights that are relevant to their work.

3 They are all passionate about what they do.

You can be incredibly smart and curious—which is obviously better than not being smart or curious—but adding passion to the mix is key. You can't fake passion (and if you can, that's the subject for a very different conversation). Every thought leader that

is a true thought leader is incredibly passionate about what they do and how their work impacts individuals, teams, or organizations. Some are literally changing the world, some have developed models or methods to help people sell, market, manage, or lead more effectively. Some have deep expertise in finance or business. The domain of the expertise isn't relevant. The passion is.

So here's what I've learned from having someone ask me a really good question. Smarts, curiosity, and passion are essential characteristics for authors and thought leaders. Having all of these is not a guarantee of any kind of success (sorry, I wish it was that simple). However, not having all of them will clearly be a hurdle, one that I've yet to see anyone overcome. If you're about to invest your time, energy, and effort into becoming an author and thought leader, spend some time being introspective to be sure you've got the right levels of all of these characteristics.

STAY Connected



MANAGING & JERKS & DIVAS HOTHEADS in the Workplace

Today, many companies face pressure to retain their very best, high-performing employees. However, some

of these employees can be “difficult” at times, or as we have suitably named this report, “Jerks, Divas, and

Hotheads.” We wanted to discover how companies today are rising to the challenges of managing difficult high performers. Especially when times are tough, employers can be hesitant to let go of these high performers despite their disruptive attitudes.

The Profiles Research Institute collected data from 700 participants over 10 months and unearthed some surprising results.

- 77% of participants stated that their managers did not manage “difficult” high performers effectively
- A shocking 49% of managers could not identify what makes a high performer successful
- 68% of managers did not understand why “difficult” high performers behave the way they do
- 78% of managers did not know how to manage these employees effectively

The task of managing these characters can be trying, and the task proves more intense for younger, inexperienced managers.

Managers are scared to threaten a punishment on the chance that this particular “high performer” will leave the company. However, if disruptive behavior goes unchecked, it can create a very negative, de-motivating atmosphere for the remaining employees.

All employees have different personalities, different thinking styles, and different management styles. It is crucial that managers take into account their own management style, along with the employee’s personality, to ensure that they can effectively control and adapt to any situation. If the person’s behavior goes too far, and they remain employed, it could seriously damage staff morale. Do not be too hesitant to let these people go just because they are high performers. This one person could badly affect the remaining “well-behaved” employees. These employees are the backbone of your company! So don’t wait—act! Consider these 6 steps to relieving the pain.

1 Talk to the employee.

Have a one-on-one conversation with the employee in private. They may not realize their performance or behavior is unacceptable and disruptive to others.

2 Describe the issues objectively.

Use facts and examples to describe both what they are doing and why it isn't acceptable. Guide them to how you want to see them behave.

3 Focus on specific positive outcomes.

Paint a picture of what behavior you want them to start exhibiting, i.e. "I need you to start doing this, because ..." If necessary, provide the employee with outside training, and make yourself available for additional training.

4 Set clear expectations.

Expectations about behavior and performance are critical to correct the issues. Depending on the person, job, and deliverables, you may want to give a week or two, or even a few months. Be sure to outline clear guidelines of conduct for the employee.

5 Lay out next steps.

What must they do, what will you do, when/how will you reconnect. Schedule a formal employee review, even if one is not due. Request the employee to submit reports about how he or she is seeking to change their behavior.

6 Write down everything.

Once you start dealing with a weak employee, firing them may become the only option. Make sure you prepare yourself for that by keeping a record of all issues and interactions. It can save you a lot of time and money later.

Managers beware! Do not allow yourself to become subject to disruptive behavior in your workplace just because you are afraid to lose a high-performing employee. These infamous high performers can be developed, and more than likely you already have a number of eligible candidates right under your nose to be the "next big thing."



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