

 **EffortlessHR[®]**
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Employer's Advantage Newsletter



For Your Information (FYI) – On Being a Leader

Before we begin to discuss being a leader, we probably should define what a leader is. This is important because there can be a distinction between being a “boss” and being a “leader”.

Your position may define you as a boss, which provides you with the authority to accomplish tasks and objectives. This authority does not define you as a leader, however. It simply makes you the boss. Leaders can be defined as a person who influences others to accomplish the tasks and objectives. A leader makes others want to achieve the tasks and goals they are given.

That isn't to say that leaders don't have tasks to perform. It is just that when they do have tasks they often use the following three “C”s to keep projects running smoothly. There may be others that are important, but we will just discuss these three for now.

- Communicate
- Coordinate
- Collaborate

Communicate

A “Boss” may have important information. Having this information may also make them feel important. How you use the information or what you do with it can make you a “Leader” The challenge is the sharing of important information. Other employees may not be eager to share information with someone they don't know well or do not trust.

Leaders must work hard at establishing good lines of communication. Communication helps everyone agree on roles within the organization, the tasks to be accomplished, the time lines to get projects out the door, learning what the customer wants and describing that need to others, and listening to what is being said.

Coordinate

A “Boss” may just give an employee an assignment and assume it will be accomplished. A “Leader” will coordinate the completion or hand-off of a project/task with those who can best accomplish the goals. They know their people and realize who works best in what area. They don't just hand an employee a task, they delegate the authority to the employee to get the job done.

Collaborate

A “Boss” may not want to roll up their sleeves and get the job done. They may not want to get their hands dirty as they may believe the job is not theirs to do. A “Leader” understands that collaboration requires working side-by-side to meet the goals and objectives of the organization. Leaders use their collaborative skills to achieve significant accomplishments and they understand, appreciate, and leverage the differences in their people to produce the greatest solutions for complex challenges.

The three “C”s cannot be effectively used, however, unless you have built a solid foundation on TRUST. The relationships that Leaders build form the foundation upon which a company flourishes. Leaders understand that by knowing their employees, they know who they can count on to get the job done.

There are trust builders and trust busters. Look at the following list and see where you are in building your leadership.

Builders

- Share needed information
- Loyal
- Acceptance of others
- Valuing others
- Awareness of what is happening
- Openness
- Honesty

Busters

- Sharing Confidential Information
- Giving information to outsiders
- Withholding information
- Vague instructions
- Hidden agendas
- Fear tactics
- Public criticism or embarrassment

And remember, the deepest foundation builder for developing leaders is good communication!

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FROM BUD HANEY'S DESK

Put Me In, Coach

"Probably my best quality as a coach is that I ask a lot of challenging questions and let the person come up with the answer." - Phil Dixon

At Profiles International, we ask a lot of challenging questions too. In fact, challenging questions are at the heart of any meaningful employee assessment. If you don't know the people you're working with, how can you come up with an in-depth plan to train, manage, motivate, and develop them? When it comes to assessing employees and candidates, our partners specialize in asking the right challenging questions.

The ProfileXT®, for example, is a multi-purpose, “Total Person” employee assessment used for selection, development, training, managing, and succession planning. It measures how well an individual fits specific jobs in your organization, and the results can be used during pre-employment training or succession planning.

You can use ProfileXT as a pre-hire tool to find the best matched candidate for a particular job. Plus, this product can be used to develop job descriptions and job performance models. The assessment measures 20 performance indicators including thinking and reasoning, behavioral traits, interests, and aptitudes. Over and over again, we hear that having ProfileXT in an HR toolkit helps clients boost retention and improve productivity.

Why not see for yourself? Contact your Profiles Business Partner for a demo of the ProfileXT. And as always, contact your Profiles Authorized Business Partner to discuss better coaching strategies.

Sincerely,

*Bud Haney, President
Profiles International*

Feature Article: Tools for Coaching Employees

By: Megan Bullard

Coaching involves directing, instructing and training a person or group of people, in order to achieve a particular goal or develop specific skills. Most people only associate the act of coaching with sports, but do not overlook the power of coaching employees within your organization.

Assessments provide hiring managers with additional information to help them make the best hiring decisions possible. It is important to note that assessments can also be used to improve and develop employees throughout their career.

Many of you are aware that ProfileXT® measures how well an individual fits specific jobs in your organization. If ProfileXT® is your key assessment tool; you know that this assessment provides each user with six additional reports. The coaching report can be especially useful for completing business objectives.

The coaching report provides practical recommendations for coaching employees to their maximum performance. The report is based on results pulled from the individual employee's assessment and the assessment of the manager. This coaching report provides information so that the manager knows how to best coach the employee. The report reveals what motivates the employee and gives the manager personal tips on how to work with the individual's personality.

Profiles Performance Indicator™ can also be used for coaching. This assessment measures an individual's motivational intensity and behaviors related to productivity, quality of work, initiative, teamwork, problem solving, adapting to change, as well as response to conflict, stress and frustration. The output

from this assessment serves as an "operator's manual" for an employee, which helps managers better motivate, coach and communicate with the employee.

Knowing the ins and outs of your assessment tools, will help you know the ins and outs of your employees. All of this information together can be used to successfully coach each individual. Just because someone begins their job as a great fit, does not mean that they do not need any coaching along the way. Know your assessments, know your employees and coach them to their full potential.

IN THE NEWS: Poor Coaching is a Losing Game

The University of Southern California (USC) has fired their head baseball coach, Chad Kreuter. USC has won 12 College World Series titles, more than any other school. But the Trojans have not participated in the NCAA tournament since 2005, when Kreuter was hired.

Frank Cruz, who has been a volunteer assistant at USC for two seasons, will serve as interim coach for next year's season. In response to his new position, Cruz said "I want this program to succeed in every way possible. I will get to work immediately to continue to improve our program, and I appreciate the opportunity given to me to do that."

Are your managers coaching as well as they could be? Employees are dismissed all the time for poor performance, but perhaps it is because managers are unable to coach them to their full potential. In sports, if a team does not meet or exceed goals, the coach is held responsible. It is the coach's job to lead the team to victory and to train each team member how to perform at his best.

Most managers can pinpoint where employees need development, but few managers attempt to proactively turn that weakness into a strength. If a department has not met their goals, it is not directly related to one employee's performance, but instead how the manager has coached the department.

Do not let your managers forget the importance of coaching and developing employees. A team is only as strong as its weakest player, and managers should be held accountable for their staff's results.

DID YOU KNOW?

According to the 2010 Executive Coaching Survey, conducted by the Conference Board, 63% of organizations use some form of internal coaching, and half of the rest plan to.

Unlike a "supervisor" or "manager," a coach takes responsibility for ensuring the success of an individual.

- Bersin

Coaching is individual, customized, and must accommodate the individual's fit within the organization, the role, the team, and the manager.

-Bersin

Managing Mankind

Coaching for Improved Work Performance

It is a well known fact that a coach's main role within a team is to instruct the team how to perform at their best. In order to be a successful coach, one must find the weaknesses within each player and then develop those weaknesses into strengths. Coaching requires patience, adaptability and a knowledge of the game. In business, organizations can coach their employees to improve work performance.

Professional athletes are often required to watch films of their previous games in order to learn their mistakes, so that they can improve them. If your department is struggling, take a step back to diagnose the potential problems. Managers are responsible for coaching, and should be able to review each employee to determine what weaknesses need to be developed.

Don't know where to start? Products such as the ProfileXT provide users with a specified coaching report. The information in the report is concluded by the results from the original ProfileXT. The assessment reveals insight into an individual's thinking and reasoning style, relevant behavioral traits, occupational interest, and job match. Each of these aspects can be used to coach an individual to greatness.

If you have an employee who is struggling with deadlines, review their thinking and reasoning style. Does their work match well with how they process information? If not, use this as an opportunity to help the employee improve their performance. Coach them to work according to how they naturally process information, not how they think others expect them to think.

Managers are the office coaches. Enable your managers to lead their teams to victory with the help of assessments and management tools. Once a manager can understand each employee, they can effectively coach them to improve their work performance.

Announcements

EffortlessHR is constantly looking at ways to assist our clients and prospective clients, therefore, we are pleased to announce a great new alliance with workplace Helpline®.

HELPLINE was established in 1996 by the two founding partners of what became the largest regional accounting and consulting firm in New England for over 40 years, a partner from a prestigious downtown Boston law firm, a successful entrepreneur and a seasoned business consultant. HELPLINE has revolutionized the way that professional services are brought to the workplace and can easily customize solutions for their clients' unique needs. HELPLINE provides Employment Law and Human Resource advice & counsel support to employers in all 50 states. Organizations that use HELPLINE range

from the small to medium size firm in the private and public sectors without dedicated HR staff to large organizations that have in-house legal and HR departments.

EffortlessHR is also a featured business on Network Solutions Business Application page. This feature gives us additional exposure to a variety of clients. We are very proud to be affiliated with Network Solutions, one of the largest domain and web design/hosting companies on the Internet. You can check us out at <http://ads.networksolutions.com/landing?code=P99C737S522NOB156A1D38E0000V100>.

In addition to these new alliances, we are continuing to move forward with new features to the EffortlessHR program. For example, in the Company Settings, you can determine which automatic reminders get sent (birthdays, hire anniversaries, skills & certifications expirations), and which email address gets notified, as well as the direct manager of that employee. Reminders can be added with email notification on the date specified. These are all functions that have been requested. We truly are an Internet company that listens to the customer!

Stay tuned for more exciting news!

