

Promoting Excellence™

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THE KENNA COMPANY
EMPLOYEE SELECTION ■ EXECUTIVE COACHING
TEAM DEVELOPMENT ■ SALES TRAINING

10 Ways to Effectively Lead Teams and Organizations

1. Develop a service orientation rather than an individual achievement mentality.

If you're looking for individual pats-on-the-back rather than team accomplishments, step back from considering yourself a leader. True leadership maintains a 'we' mentality.

2. Consistently do the extraordinary.

Ensure that part of your time goes toward activities that are 'above and beyond' the day-to-day tasks. This may involve investment in your own professional growth, or time with your team and customers.

3. Be clear about who you are; where you're going.

Reflect on your strengths and weaknesses; be honest about what you are and aren't doing well. Then decide how you want to improve in the future. Vision drives your intent. Goals drive your progress.

4. Build cohesive yet diverse teams.

Encourage cohesiveness among team members by agreeing on a shared mission. Encourage diversity by helping everyone understand each team member's unique work styles and motivators.

5. Be trustworthy.

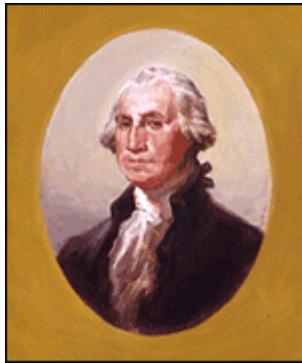
People follow leaders they trust. And people trust leaders who are trustworthy - people who are honest, reliable and competent.

6. Let customers and colleagues know you care.

Tangible results follow when others believe you care about them, not just what they can do for you.

7. Create more leaders in your organization.

By helping others become better leaders, you'll help the entire organization achieve far greater results than otherwise possible.



Portrait of a Leader

Who are the best leaders you've known? What characteristics do they share? Most of us would probably agree that the leaders we respect have curiosity and a passion to learn from every person and every situation they encounter.

There is a good reason nearly all great leaders have such an insatiable curiosity for discovering new insights. It's because leadership and learning are

natural companions. To become a remarkable leader, become a relentless learner. Learn about the people you lead. Learn about their goals and aspirations, their challenges and concerns. Learn about your customers, and the issues they're facing. Learn about your competition, and ways your organization can meet your customers' needs better, faster or less expensively.

If you aren't already in the habit of learning from every person and every situation you encounter, make a conscious effort to develop that habit right away. Here are some tips to get you started:

- **Become a reader.** Books, journals, newsletters and other published materials are important sources of learning and reflection. They can inspire and guide your ongoing improvement.

- **Become a teacher.** When you share your expertise with others you'll discover that they aren't the only ones who gain new insights.

- **Become a writer.** Write articles for your professional association, local newspaper, or your company's internal newsletter.

Continued on page two - **Portrait of a Leader**

**For help in becoming a more effective leader
or accomplishing specific goals**

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Continued on page two - **10 Ways to Lead**

8. Share the accomplishments of your team.

Sharing team accomplishments with peers, customers and management is highly motivational to team members, and it creates visibility for the work your team is doing. A pat on the back goes a long way.

9. Lead individuals, not groups.

Team leaders don't lead teams. They lead individuals who together make up a team. Everyone has different strengths, weaknesses and needs. A team is effective when individual needs are identified, acknowledged and met.

10. Move the obstacles.

One of the most important things a leader can do is help remove obstacles to a team's success. Without having to focus on things that can slow them down, teams can accomplish much.

Adapted from Carmen Stine, PhD ©

12 Tips to Reduce Stress

1. **Exercise:** Stretch slowly, taking satisfaction in the sensation of life in your limbs. Move. That's how your body knows it's alive. Take a walk. Weed the garden. Wash the car. Enjoy each movement.
2. **Water:** Drink it. Splash it on your face. Appreciate fresh uncontaminated delicious water.
3. **Music:** The ultimate mood-mover! Music can do amazing things to the body, mind and spirit. It can make us want to dance; make us want to cry; make us feel we could take off and fly.
4. **Taste:** Notice the taste, temperature and texture of foods and beverages. Let food linger on your tongue rather than gulping it down, so it becomes not just a source of sustenance, but also a source of pleasure.
5. **Meditation:** Concentrate on breathing slowly and deliciously. In and out. In and out. Feel your lungs expand. Feel your back and belly swell. Feel the breath of life flow to your fingers and toes. Breathe and be thankful for the blessings of life.
6. **Aromatherapy:** Reflect for a moment on your favorite fragrances - the scent of a rose, freshly popped corn, the dampness of dawn's early dew.
7. **Spontaneity:** Want adventure in your life? Do something spontaneous and then just wait - you never know what will happen.

Continued on the right column - Reduce Stress →

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- **Become a speaker.** You'll gain fresh insights from articulating and presenting your thoughts to others

- **Become a listener.** Anyone can gain valuable education and inspiration by listening to formal audiotapes or web-casts, and from informal comments made by others.

- **Become a student.** Even if you aren't seeking a formal degree, you'll benefit from attending workshops, seminars, and training sessions.

- **Remind yourself.** Place inspirational quotes, personal goals, and reminders to yourself in places that you'll see throughout the day.

- **Invest time** ... in your professional improvement as though your career depends on it; because it does.

Silent gratitude isn't much use to anyone.

— G.B. Stern

Reduce Stress - Continued from left column

8. **Rest:** Sleep long and well; sleep is a treasure you give yourself each day. Every time you deprive your body of the rest it needs, you're neglecting your most valuable resource - you! Your body is your home. If it breaks down beyond repair, where will you live?
9. **Relationships:** Take a minute to call someone you care about and tell them so; then simply hang up and get back to your day. Or give someone a hug. Or bring them a flower from the side of the road. Tender touches, hearty belly-laughs, shared experiences and traditions are great because they give us a sensation of belonging; of knowing who we are and who we can count on in life.
10. **Laughter:** There is a reason people say that '*laughter is the best medicine*'. It gives hope in the midst of heartache, perspective when we've begun taking life too seriously. It connects us with people we'd otherwise have no reason to relate to. Notice every day experiences that are humorous or ironic or absurdly amusing.
11. **Memories:** Reflection brings perspective. Think back on your first kiss, first job, first home, first child. Recall your funniest experience; your scariest one. Reflect on your sorrows and joys, your tragedies and triumphs.
12. **Journaling:** Write anything that comes to mind. What you're passionate about, intrigued by, curious about, thankful for.



10 Ways to Delight Your Customers

1. Before explaining YOUR needs, ask customers questions so you understand THEIR needs. Only after you truly understand your customers' needs should you focus on 'your stuff'.
2. Ask your customers to rate your service. Then use the information to improve it.
3. After taking action on your customers' recommendations - thank them and let them know what you've done.
4. Respond quickly to resolve customers' complaints. Turn their 'tragic' moments into 'magic' moments. They'll be glad; so will you.
5. Communicate frequently with your customers. Update them with news about your products, services and employees. Explicitly convey how you're developing *even better solutions* to the challenges they face.
6. Celebrate your customers' successes (with their permission, of course)! Publish them in your company's newsletter; share them at department meetings; report them in joint press releases.
7. Celebrate your employees' successes with other employees AND with your customers. This lets everyone know that your organization truly values people.
8. Go above and beyond your customers' expectations. Always deliver on time (or earlier than expected) and within budget. Do it with high quality and cheerful service.
9. Give excellent quality and excellent value. Every time.
10. Create an atmosphere of fun. Everyone 'wins' when your employees and your customers enjoy working together.

Adapted from Gary Sorrell ©

Want to improve your organization's bottom line?

The KENNA Company's programs help our clients:

- Recruit, interview and select STAR performers
- Manage people and projects on time, within budget
- Develop leaders who challenge and inspire success

Interested? Call us today! (816) 943-0868



Getting Customer Recommendations

Nothing helps land a sale like strong testimonials from satisfied customers. Prospects are impressed when they hear positive things from those who have already bought your product or service. Imagine the impact of hearing *"This gadget doubled my gas mileage and saves me \$200 a month! Buy it!"*

Some types of customer recommendations work better than others. *"This is great stuff"* is a good testimonial but *"This stuff cut my costs by 20%"* is even better. Try to get customer recommendations that describe exactly what benefits your products bring.

When customers compliment your business or your products, ask permission to use their comments in your marketing. Almost everyone is delighted and flattered when asked to be quoted. Record the comments exactly, date them, and file them away for later use.

Consider asking customers' permission to draft a testimonial for them to sign. This is commonly done. Busy customers may appreciate having the composition done for them. Of course, you'll want to ensure that the recommendation reflects what they really think.

Adapted from Kevin Nunley ©

Ponder This ...

It takes enormous self-confidence to be simple - particularly in large organizations. Bureaucracy is terrified by speed and hates simplicity.

Jack Welch, former CEO of GE

And This ...

People who are reserved and quiet also tend to be thoughtful and reflective; they like to think before they speak. Those who are quiet may not always feel comfortable sharing their thoughts with groups or people who are more outgoing.

Those of us who are outgoing should be aware of this, and make an extra effort to listen to our 'quiet' peers. They've likely thought through things very thoroughly and come up with good ideas. Although *'listening' can be hard for outgoing people, it is a skill that pays great dividends - especially when leading others and encouraging teamwork.*

Improving Communication Skills
Joe McKenna, The KENNA Company ©

Getting Ahead In Your Organization

Are looking for ways to promote your ideas within your company? Here's a tip: help others at all levels achieve their goals.

By focusing on others' goals, priorities, ideas and concerns, you'll identify ways you can help them and the organization overall.

By helping others' achieve their goals, you'll increase the likelihood that they'll help you achieve yours. When your co-workers know you care about their success, they're more likely to care about your success. And about you!



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You are invited to our Website '*Open House*'

The KENNA Company website is being renovated - the changes will launch on **January 1, 2004!**

We hope you'll stop in to visit us at www.kennacompany.com

You'll find lots of **FREE** resources, and find information about our new products and services.

10 Measures of Selection Success

Are you consistently selecting the best candidate(s) for the job?

Answer these questions to quickly evaluate your organization's selection processes:

1. Are you consistently happy with the people you hire? _____
2. Six months after starting, are new employees' meeting your expectations? _____
3. Does your organization use a process for hiring? _____
4. Is your hiring process objective? _____
5. Have the people involved in interviewing been trained in the latest interviewing techniques? _____
6. Before hiring someone, do you know exactly what they will be doing and what they will be held accountable for accomplishing? _____
7. Do you benchmark positions to help guide your decision making? _____
8. Do you use validated assessments to measure candidate(s) fit for the job? _____
9. Are your organization's productivity level, job satisfaction and retention rates as high as you'd like them to be? _____
10. Are you confident you're selecting the best candidate(s) for the job each time? _____

If you answered 'no' to any of these questions, you may benefit from The KENNA Company's expertise in employee selection. **Call today (816) 943-0868 to find out how we can help.**

Enjoy this issue of '*Promoting Excellence*' compliments of The KENNA Company

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The KENNA Company...is helping people work better - together!