

The SOURCE

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Managing Change

Facing change, a group divides into three factions — those *for* it, those *against* it and the fence sitters. Which group should you encourage?

Answer: Spend your time with those who already favor it, says Ron Koroscil and Jack D'Urso of Pitney Bowes.

Reason: In their manufacturing group, the pair encouraged and supported those who favored the change. That faction then influenced the fence sitters to accept the change. When that happened, the resisters signed on because they saw that change was inevitable.

Source: *Real-World Project Management: New Approaches to Change and Uncertainty*, by Mary Feeherry DeWeaver and Lori Ciprian Gillespie, Quality Resources, 902 Broadway, New York, NY 10010.

"There's no limit to what a man can do or where he can go if he doesn't mind who gets the credit."

— Ronald Reagan

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Aligning Your Strategic Business Plan with Your Financial Plan

Did you know that the average budget contains about 230 line items and takes close to six months to complete? While that may sound scary, the fact that most budgets aren't linked to their strategic business plans is even scarier.

Without a direct connection between funding and forecasting, your company could be caught off balance.



To combat this, most companies have reengineered their financial planning process. Here are some tips from CFOs to make your new link between business and finance successful:

- ◆ Don't rely on technology to provide an easy answer to the creation of a new budget.
- ◆ Involve upper-level management in the reengineering process to add credibility and remain focused on your company's immediate goals.
- ◆ Forge a link between your finance and operations teams to ensure that proposed budget parameters can be met.
- ◆ Focus budgetary research on your company's strategic plan to prevent weighing down the budget with excessive data.



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.

1. **Update your daily planner.** Use this time to mark off completed tasks, transfer tasks to a different date, keep it current, etc.
2. **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.
3. **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.
4. **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.

Source: Gary Sorrell, Sorrell Associates



When Employees Set Standards

When Andy Heck played football for head coach Lou Holtz at Notre Dame, he switched positions on the offensive line. It was a tough transition.

One day, watching game films with the assistant coach, Heck complained about a negative grade the coach gave him for a play that Heck thought was OK.

"Andy, I don't think you're an average player," the assistant coach said, stopping the film. "Do you want me to grade you as an average player so your mark will be positive? Or should I grade you as a great player, in which case your performance on that play was a minus? You choose."

Heck chose "great player," and Holtz says "he immediately elevated his personal standards."

Heck became Notre Dame's team captain and enjoyed a solid professional career with the Chicago Bears.

Holtz believes the coach's question that day – and Heck's choice – launched that success.

Suggestion: Challenge employees to set their own standards. Their motivation to succeed will be stronger than if they try to reach goals others impose.



Source: *Winning Every Day: The Game Plan for Success*, by Lou Holtz, HarperBusiness, 10 E. 53rd St., New York, NY 10022

Web Site Of The Month

Better Business Bureau – Reliability Program

"73% of purchasers and 82% of non-purchasers cite reliability of business as a major concern when shopping online."* Address this concern head-on with the BBB*OnLine* Reliability Seal.



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