

# The Bottom Line In Business

Volume *SAMPLE*

Issue *SAMPLE*

HELPING PEOPLE AND COMPANIES WORLDWIDE ACHIEVE THEIR DREAMS AND GOALS!

*SORRELL ASSOCIATES*

## *Six Tips For Effective Hiring Interviews*

Selecting the right person to hire is a decision which has an impact on your entire organization, and everyone in it. A resume will tell you only so much about a person. To make the right decision, you have to make the most of your opportunity to get to know the person in an interview. Here are some tips to keep in mind when getting ready for those crucial minutes:

1. **Look for patterns of past behavior.** The most effective way to predict someone's future behavior is to look at his or her history. What kinds of projects has the candidate worked on? Which ones were most successful? Which ones did the person really enjoy?
2. **Don't lead the candidate.** If you offer too many details about the position too quickly in the interview, the candidate will be able to tailor his or her responses to suit the description--leaving you without the information you need to decide if the person is really right for the job.
3. **Address specific job needs.** Let the candidate use his or her past experience to the requirements of the position under discussion. For example, "My customer service department sometimes has angry callers. Can you tell me about how you would speak to an unhappy customer?"
4. **Pay attention to responses.** Does the candidate listen to your questions? Does the person answer clearly and clearly, or try to evade the question or change the subject?
5. **Pay attention to the candidate's own questions.** What do they tell you about his or her priorities and concerns? Try to identify the reason the question was asked so you can address it correctly.
6. **Organize your notes immediately after the interview.** If you're talking to several candidates, remembering each one distinctively will be tough without notes. One technique is to create a set of criteria for the position and rate each candidate according to the criteria right after the interview has ended.

Adapted from "The interview process--how to select the right person."

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*It is like having the picture to the puzzle!*

## *Strategic Planning Success*

The most important component of successful management/leadership is the development of a strategic plan. This plan gives you the opportunity to map the future, as you would like for it to be, not just leaving it up to chance. This planning process will help everyone in the company to know where the company is going and how it is going to get there.

### *A powerful strategic plan:*

- ◆ Defines the mission of the company in clear language
- ◆ Defines the values of the organization
- ◆ Creates excitement at all levels
- ◆ Has a clear description of the future to strive towards
- ◆ Sets long range goals and

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the different levels of the  
top-down input  
decisions made by the  
managers, rather than gathering

However, there are right and wrong ways of developing a strategic plan. The best strategic planning process has a new approach, new players and new processes to ensure success.

One big difference is that it is no longer for just the top executives or corporate elite. Concepts and ideas from managers, supervisors, front line employees, executives, customers, suppliers, and any other stakeholder will help create a powerful strategic plan that is almost certain to be very successful. This is definitely a change from the old strategic planning's insular approach.

The payoff of a good strategic plan, supported by efficient operations, can make a company more attractive to customers, investors, as well as employees, and can catapult you into the future of success. *For more information about our strategic planning process contact us at Sorrell Associates 740-824-4842.*

## How To Support New Supervisors

When you promote a high performer, do not automatically assume that person has matching supervisory skills. Here are some tips on s

**Introduce the** appointees to who may be ne

**Share with them your strategic plan.** Let them review the overall strategic plan and then their department's plan. Let them know what you feel is their top 5 objectives for the year.

**Brief them thoroughly.** You may need to spend several days making sure the newly appointed supervisor is plugged into the management communications and information systems needed to do the job.

**Support them in public.** Add fanfare to appointments with formal announcements at meetings, on bulletin boards, and in company publications. It is important to legitimize new supervisors with former peers who now have become subordinates.

### Teach them nuances.

Supervisors need to see situations in shades of gray, instead of in black and white, and to be committed to the organization as a whole and not just to the team. They also must develop a long-term view and be prepared to regard their work in more abstract terms.



**Warn them about unrealistic expectations.** Because new supervisors were themselves high achievers, they may tend to show little tolerance for below-average workers. Remind them to recognize that not all employees will perform at the same level.

**Urge them to delegate.** New supervisors may feel it necessary to do everything themselves--to make sure it's done right. Help them gain the confidence to let go.

### Develop supervisory skills.

New supervisors need to develop the skills necessary to lead others to high performance. Send them through the "results oriented" Supervisory Development Program offered by

*Sorrell Associates 740-824-484*

*24681 State Route 60 Warsaw, OH 43844*

### Motivational Quote

*If you don't think about the future, you cannot have one.*

## The Top Ten Ways Of Motivating Today's Employees

Money alone doesn't motivate today's employees. They want recognition, praise, and managers who will listen to their

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**2. Make time to listen to employees.** Make these meetings a priority. You should never tell an employee you're too busy to listen to them.

**3. Offer specific feedback--**on an employee's performance; on the department; on the company; on the industry - on future prospects.

**4. Create an open work environment.** You want to cultivate a culture where coming up with new ideas and taking initiative is the norm, not the exception.

**5. Tie employees to the money trail.** Make sure every employee knows how the company makes and loses money; show the link between individual performances and the organization's success.

**6. Involve employees in decisions--**especially when those decisions will have a direct effect on them.

**7. Give employees ownership.** Give them a personal stake in their work, the work environment, the company, and the company's products and service.

**8. Recognize people based on performance.** If you have marginal performers, deal with them in such a fashion that they either improve--or leave. Accept only top-notch performers, and recognize and reward those people accordingly.

**9. Help employees learn.** Ask your employees what their "learning goals" are, and help them tie their personal goals to

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*is a victory of individual-- success. Motivate!*

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## Interesting Facts

- ❖ Coca-Cola was originally green.
- ❖ Every day more money is printed for Monopoly than for the US.
- ❖ Smartest dogs: 1) border collie; 2) poodle; 3) golden retriever.
- ❖ Dumbest dog: Afghan
- ❖ Hawaiian alphabet has 12 letters.
- ❖ Men can read smaller print than women; women can hear better.
- ❖ Chances that an American lives within 50 miles of where they grew up: 1 in 2.
- ❖ In 1987, American Airlines saved \$40,000 by eliminating one olive from each salad served in first class.
- ❖ City with the most Rolls Royces
- ❖ State with the highest per capita income
- ❖ Chances of a white Christmas
- ❖ In Cleveland, Ohio, it's illegal to yell "Go" during a game.
- ❖ Dr. Seuss coined the word "jargon".
- ❖ It takes 3000 cows to supply the world's supply of footballs.
- ❖ Thirty-five percent of the world's population is already married.
- ❖ Pound for pound, hamburgers cost more than most new cars.
- ❖ The 3 most valuable brand names on earth: Marlboro, Coca-Cola, and Budweiser, in that order.
- ❖ When Heinz ketchup leaves the bottle, it travels at a rate of 25 miles per year.
- ❖ It's possible to lead a cow upstairs...but not downstairs.
- ❖ Ninety percent of New York City cabbies are recently arrived immigrants.
- ❖ On average, 100 people choke to death on ballpoint pens every year.
- ❖ Reno, Nevada is west of Los Angeles, California.
- ❖ Internationally, 'Baywatch' is the most popular TV show in history.

## Web Sites Of The Month -



Tired of paying for your Web connection? The *Freedomlist* lets you search for no-cost Internet service providers. Check it out at: <http://www.freedomlist.com/>.

You can check in at more than 200 destinations around the world, virtually. Just choose a Web cam from these user-friendly drop-down menus. Go to: <http://wizardry.free.fr/engworldcam.html> for more info.



### When Teams Are Appropriate:

- External change is occurring, but nothing is getting done internally,
- Problems require a high level of interdependence among individuals or departments,

Issues are so complex, there is a need for a broad mix of skills, and a rapid response to complex situations is required, and a team is tied into achieving the organization's vision, mission or strategy.

### It can be used to create a strong organization:

Recognition programs, leadership opportunities, personal mentoring and coaching, support, authority, and frequent opportunities to learn, develop, and improve.

### Vision

The foundation for success in any business is a clear picture of where the business is going and what the future will look like. Your vision is a vivid mental picture of the future.

### Core Values

Aside from vision, an organization in a state of change must rely upon its core values to serve as a basis for acceptable behaviors, decision-making, and delegation. Identification and communication of core values become a very important part of your strategic plan.



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## When Members Form Cliques

Team members cluster in subgroups for any number of reasons. Common interests, shared projects, or even work-style similarities can cause people to band together. But cliques can make others feel excluded or create opposing coalitions that destroy consensus.

If your team members have formed entrenched cliques, you should:

- 1. Determine** if cliques are affecting the team. If people are completing their work, you may not have to address the situation.
- 2. Find out** why the cliques exist. Do some members share noticeable similarities? Are there obvious reasons why some people are left out?
- 3. Evaluate** your own behavior. Do you *encourage* subgroups? Ask:
  - Do I spend more time with some team members than others?
  - Do I talk to some team members only when *they* initiate conversation?
  - Do I regularly go to lunch with certain team members?
  - When I want to discuss a problem, do I always approach the same people?



If you answer, "Yes" to more than one of these questions, you need to balance your relationships and spend more time with the team members you've been ignoring. Try these suggestions:

- Provide interaction outside of the workplace. Subgroups often form because people share tasks or occupy the same office. So take your team on a picnic, out to happy hour, or volunteer, as a group, to help a local charity.
- Use people from different cliques to work on projects together. Force interaction, if you have to. Sometimes, it's the only way to repair relationships.

— *The Management Team Handbook*, Marie G. McIntyre, Jossey-Bass, 350 Sansome St., San Francisco, CA 94104

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