



Team IntelligenceSM

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About Kathleen Caldwell and Caldwell Consulting Group, LLC

Caldwell Consulting Group, LLC's mission and purpose is to expertly coach and train business executives, owners and employees to improved sales performance, to create high-performance and purpose driven employees and deliver world-class customer service. We are your partner for customized training, consulting, executive coaching and keynote addresses. We provide these services to organizations who want to find, grow and keep clients relationships and build the long-term loyalty of their employees.

Caldwell Consulting Group's services include teambuilding, sales training, DISC and 360 Assessments, leadership workshops, and individual/group coaching.

www.caldwellconsulting.biz

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How To Have Effective, Productive Meetings

How many times have you heard people say “*I spend too much time in meetings to get anything done*” or “*I just attended another wasteful meeting*”? (Maybe you have said something similar yourself)

Make the most of every meeting for you and your staff by assigning roles and responsibilities for everyone involved.

If everyone knows their role and responsibilities your meetings will become more effective, efficient, focused, and successful.

Leader

The leader is the one who:

- Set's the agenda
- Selects the participants
- Makes the announcements and has all preparations handled
- Makes sure everyone knows their roles and responsibilities
- Starts and ends the meeting on time
- The leader can express opinions and provide information throughout the meeting.



Meeting Attendees

Every person in the meeting has their roles and responsibilities and is prepared to participate. They should:

- Be attentive
- Be prepared
- Contribute ideas
- Express their opinions
- Be on time
- Not be distracted

Facilitator

The role of the facilitator is to conduct the meeting. The facilitator has the responsibility to:

- Encourage participation

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- Make sure everyone is involved
- Keep the group focused on the meeting objectives
- Protect people from personal attacks
- Not let someone “*be a sniper*” and shoot down everyone else’s ideas
- Keep asking questions to see if there are other solutions and/or approaches to suggestions

The facilitator does not give their opinion or contribute ideas. They are strictly there to facilitate the meeting towards a particular outcome.

Recorder

The role of the recorder is not to evaluate ideas or make suggestions. They should be:

- Taking copious notes
- Creating minutes
- Writing on flip charts and white boards
- Distributing the notes to all participants (or the leader) after they have been approved

Participants should stay in their role and only be in one role at a time. If anyone wants to switch roles, they must announce it to the group before they do so.

Try this for your next meeting to see how effective your meetings will become. In addition, remember to only have meetings when they are needed for announcement and information sharing.

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Five Ingredients For Loyalty

Do you think your employees are happy? Consider these findings from a recent survey of 700 workers at 70 firms:

- ☞ **54% said** management decisions are not explained well.
- ☞ **61% reported** they are not well informed about organizational plans.
- ☞ **64% admit** they just do not believe the information that management dishes out.

Continued on next column –

So, if you see signs that your staff is disgruntled, regain their loyalty with these five key elements:

Research – Before you can act, you need to know what employees are thinking. Don’t just dabble. Go at it full blast with internal opinion surveys, focus groups and both quantitative and qualitative analysis.

Candor – This is so simple that it sounds, well, simple: Tell the truth. *What to do:* Give employees the “un-facts”—unvarnished and uncensored. *The second part:* Tell it in person. Don’t hide behind e-mail, voice mail or memos.

Answers – Employees grow uneasy when they know what’s going on but don’t know why. True, questions start with “why” are the toughest to answer. But, you won’t get them back on your side unless you candidly answer questions such as, “Why are we doing this?” “Why are we doing it now?” “Why have we decided this is the best choice?”



Respect – Studies over the past 60 years have regularly shown that employees covet respect almost as much as money—and sometimes they even rate respect higher than cash. These consistent results should be more than enough to make this point: You’ll breed loyalty if you respect employees as individuals and recognize them for what they contribute to the organization. *Short version:* Treat them as partners, not hired hands.

Leadership – Leaders who earn employee loyalty need vision, courage and character. That means you need to make the organization’s direction—the vision—clear. And reinforce that vision with your words and actions. Muster the courage to tackle tough decisions without delay. *Remember:* All great leaders sincerely care about those they lead.

Source: Steve Rivkin, president, Rivkin & Associates Inc., Glen Rock, NJ, writing in *The Public Relations Strategist*, Public Relations Society of America, New York, NY

Capital isn't that important in business. Experience isn't that important. You can get both of these things. What is important is ideas.

– Harvey S. Firestone

Identifying Employees To Promote

As much as you may enjoy promoting deserving employees into positions of management, proceed with care. Some stellar worker bees won't make good supervisors. What's more, they may prefer to remain in their current roles.

Look for these five characteristics in those you want to promote:

- ◆ **Motivation.** Ideally, you want to assemble a team of self-directed managers who are driven to succeed. If they express a desire to embrace new challenges—such as managing people—that's a positive sign. And if they're eager to excel, they probably can inspire a team to excel, too.
- ◆ **Conflict management.** Promote those who demonstrate leadership in the face of conflict. The best managers grapple with conflicts without flinching. They realize that their success depends on doing what's right, not just making friends with their staffs.
- ◆ **Independence.** You want outspoken leaders who are willing to buck conventional wisdom and challenge "the way things are always done around here." A spineless "yes" person who marches in lock-step with the top brass will make a poor leader.
- ◆ **Ability.** Managers need to master a toolbox full of skills such as time management, interpersonal communication and delegation. Promote those who show they already possess these strengths.
- ◆ **Respect.** Managers must command their teams' respect. Do other workers look up to this person? If not, set your sights on someone else.



As adapted from: Emory Mulling, writing in *Atlanta Business Chronicle*, American City Business Journals Inc., 1801 Peachtree St., Atlanta, GA 30309.

Do You Know Your Employees?

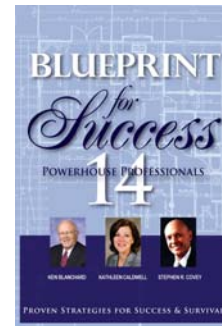
If you want to increase the motivation among the people that work for you, you need to know what motivates them. Answer these questions for each employee.

- He/She _____ working under pressure.
- He/She _____ when you walk into his/her office without knocking.
- He/She _____ criticism.
- He/She considers his/her biggest accomplishment to be _____.
- He/She _____ working on a team.
- His/Her goals for working for the company are _____.
- He/She sees _____ as his/her biggest strength for the company.
- He/She _____ it when I am up-front and open with him/her.
- He/She _____ being challenged.

If you don't know the answers to these questions, you need to spend more time with your employees.

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Creating Teams That Win!



The most effective organizations know how to maximize on their team's successes. The keys to unlocking this process are outlined in *Blueprint for Success* available in March.

Caldwell is the co-author of *Blueprint for Success* with Stephen Covey and Ken Blanchard.

Blueprint for Success is \$19.95 and is available at www.caldwellconsulting.biz and at Amazon.com in the near future.

Always bear in mind that your own resolution to succeed is more important than any other one thing.

— Abraham Lincoln

There is no use worrying about things over which you have no control, and if you have control, you can do something about them instead of worrying.

— Stanley C. Allyn

As a manager the important thing is not what happens when you are there, but what happens when you are not there.

— Anonymous

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About Kathleen Caldwell and Caldwell Consulting Group, LLC

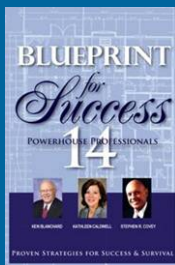


Kathleen Caldwell, one of the coaching profession's most popular and innovative consultants and speakers, is the founder and president of Caldwell Consulting Group, LLC. A Professional Certified Coach by the International Coach Federation, a National Speakers Association member and consultant with over twenty years of successful experience in senior management, sales and marketing, Kathleen is described by her Fortune 100 clients as "challenging, energetic, encouraging and focused on results."

Caldwell Consulting Group provides leading edge and proven training workshops, keynote addresses, DISC Assessments and coaching services. Caldwell Consulting Group brings "world class best practices and training" to organizations through its team of credentialed, experienced trainers, and consultants. Clients include the Chicago Cubs, KRAFT Foods, SAGE Products Inc., and many more.

Additionally, Kathleen is the co-author of the book, *Blueprint For Success* with Stephen Covey and Ken Blanchard.

On a personal note, Kathleen's accomplishments include running two 26.2 mile Marathons.



Top 10 Characteristics Of An Effective Leader

Are YOU a Perfect 10?

According to an opinion survey of 5,000 workers, employees look for the following characteristics in an effective leader:

1. Has the ability to give clear direction.
2. Practices candid, honest, and open communication; encourages two-way communication and creates a climate of trust.
3. Is willing to coach and support people.
4. Relates rewards to performance.
5. Gives feedback on important actions.
6. Selects the right people for the organization.
7. Understands the financial implications of decisions.
8. Encourages new ideas.
9. Gives employees a voice in decisions.
10. Displays consistent high integrity.



Remember, employees want to work for leaders they can respect.

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Ask the Coach -

I often find myself overcommitted. What can I do differently?

"Overcommitted" is an interesting term I hear often. Use of the term and your underlying assumptions may be a problem. The verb "commit" means "to obligate or pledge oneself," so you may have pledged your time and energy too broadly. You are likely involved in a number of activities and roles at work, at school, in the community, and at home. You probably struggle "finding the time" and energy to keep your obligations. But are you really committed?

Reconsider the concept of commitment. Are you over-committed or are you under-committed? Over-commitment is an oxymoron. Too many "obligations" creates a watering-down effect, so none of them receive your true commitment. How might your problem look differently if you considered that you may really be under-committed to your real priorities? What new solutions does this shift in thinking generate?

If you find it difficult to say "no" or have ever used the phrase "I didn't have time" you may be under-committing; worse, you may be blaming the clock or your other roles.

What is important to you?

What opportunities do you have that relate closely to your core goals and purpose?

Have you prioritized your opportunities before obligating yourself? "Over-committed" people prioritize their schedules. The person of integrity schedules his or her priorities. Consider this critical distinction before you make promises in the future.

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