

Our Vision is "To teach, inspire, and assist people to experience enjoyment, fulfillment, and personal growth in their work while contributing to the success of themselves and their employers."

The Koval Eagle

Making People and Profits Soar!

Issue 3
March 2008



Happy Spring! I hope this newsletter finds you in good health and good spirits as we get set to enjoy the new life, longer days, and sense of renewal that this time of year brings!

Our quarterly newsletter intends to educate, inspire, amuse - and keep you informed about how Koval Associates can help you to cultivate a happy, motivated, high-performing workforce.

This issue's article discusses a skill important to any leader or manager - how to build an effective coalition.

Your employees are the critical components in the coalitions you build - attend our seminar/webinar on April 17th, sponsored by SWK Technologies, to learn how to "Round Up Top Performers and Drive Your Company Towards Success!"

"First, Break All the Rules" is a great book about what sets the very best managers apart from the rest. Our review provides some of the highlights.

Our humor this issue relates to management - or should we say, what not to do!

Happy reading!

Sue Koval

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Coming Soon - Koval Associates Video Marketing Campaign!



Coming Soon: Koval Associates Video Marketing Campaign!

We're excited to announce that we will soon be launching a video marketing campaign!

The theme of our videos revolves around the question: "Are your employees in the right jobs?"

We are working with Darcie and Kris King of E Video Productions (www.evideoproductions.net) to produce this campaign.

We'll let you know as soon as the videos are released - and you can find out what a cowboy, a personal trainer, and a wolf have in common!

Quick Links

Our Homepage

www.kovalassociates.com

Our Services

www.kovalassociates.com/services.shtml

About Us

www.kovalassociates.com/about.shtml

Company Profile

www.kovalassociates.com/profile.shtml

Sample Assessments

www.kovalassociates.com/samples.shtml

Applicant Tracking

www.trackingapplicants.com/kovalassociates.html

Coalition Building: Fracture or Fusion?



Sue and equine friend Checkers

"The most powerful coalitions emerge when groups with diverse interests are focused on a narrow agenda."

Michael Catania, Conservation Resources, Inc.

I recently attended a leadership course at Rutgers University, focused on developing leaders for the equine industry. Michael Catania presented on the topic of coalition building, which is an essential skill for top leaders. A coalition can be defined as an alliance of various entities that form a pact to work together to achieve a purpose.

Michael pointed out that the more homogeneous the group, the easier it is to address issues and come to agreements, but the harder it is for the coalition to make the impact it is seeking.

For example, a more homogenous group would be one consisting only of organizations specifically related to equines, such as breed associations, regional horse organizations, and horse-specific professional/recreational/sporting organizations. A more diverse group would be one consisting of not only the equine interests, but agricultural and environmental interests as well.

How to Fracture Your Coalition

- Only care about and promote the needs of your particular association.
- Allow personal politics to interfere with the development of the coalition's procedural agreements and impact strategies.
- Disparage or undermine fellow coalition members.

How to "Fusion" Your Coalition

- Leaders must find the common ground that can be agreed upon by all members. Each group will have specific needs they are looking to satisfy, but a common element that benefits all groups is essential. Common ground provides the unifying force for the coalition, as well as the punch that is needed in the outside world to promote the coalition's agenda and make things happen.
- For example, open space is an issue near and dear to the heart of equine, agricultural, and environmental organizations, as well as to the general public. Although each group has concerns and issues in addition to open space, open space is an area of critical and common interest.
- Leaders must establish the agreements and mechanisms by which the coalition will operate and make decisions, and build consensus with coalition members regarding these structures. Those who will not abide by the coalition's structure or strategies must be removed, because one bad apple really can ruin the barrel.
- Leaders must create a culture of mutual respect and help all members to understand the varying needs of each of group within the coalition. St. Francis said "Seek to understand, rather than to be understood." Respect begins with understanding the other person's point of view. If members don't respect and support each other, how can they expect the outside world to respect and understand their coalition?

Fusion means a joining together - and nuclear fusion creates energy! A coalition consisting

of diverse members united by a common purpose and a forceful leader has what it takes to move the coalition's goals forward and make things happen.

Coalitions must also be built in the workplace. The leader may be a business owner or a general manager, who has to unite diverse departments, such as sales, accounting, and production. Each group has their own needs and priorities, yet they must work together to support the common goals of the company. Even the manager of a single department must work to build a coalition among his or her own people, in order for the group to reach its maximum productivity.

Koval Associates' customized training and assessments help you develop leaders and managers who can consistently bring out the best in your organization. Call or email for a complimentary consultation.

Speaking Engagement/Webinar

How to Round Up Top Performers and Drive Your Company Towards Success!

How would you like to learn to "rustle up" employees that you can count on? Employees who give you an honest day's work for an honest day's pay? Employees who perform at a superior level?

Whether you employ one person or many, your people are critical to driving your business towards your goals!

Having the right people in your company can mean the difference between success and failure, or profit and loss.

You will learn:

- How non-performers, average performers, and superior performers impact your company
- How to ensure that every people decision - hiring, placement, promotion or development - is focused on producing superior performance
- How to add the "missing third" in your employee selection process
- How to improve the performance and retention of current employees

How important are your employees to the success of **your** business?

Added bonus: What do people challenges and cattle drives have in common? Come to this informative and fun presentation to find out!

Date: Thursday, April 17th, 2008

Time: 9:00 - 11:00 am

In Person Location: Offices of:

SWK Technologies, Inc. ; 5 Regent Street, Suite 520; Livingston, NJ 07039;
www.swktech.com; Breakfast/networking 9:00-9:30; Seminar begins at 9:30

Webinar Instructions: Begins at 9:30

<https://www1.gotomeeting.com/join/795327804>

Conference Call: (605) 990-0315, access code 795-327-804 ; Meeting ID: 795-327-804

Price: Free, compliments of SWK Technologies, Inc. Breakfast provided at the Livingston location.

Call Jodi Katz at 732-409-4908 to make a reservation or for further information.

Book Review

"First, Break All the Rules"

by Marcus Buckingham and Curt Coffman

The other day I asked a client to tell me the greatest strength of each of his employees. He paused, and then said it would be easier to tell me their weaknesses!

This is a common response. Think about the typical employee evaluation/performance review - what gets emphasized? The person's weaknesses - i.e., "areas for improvement," rather than the person's strengths, or talents. Which employees does the typical manager spend the most time with - his top performers or his weak performers? Yup, the weak performers. Who should the manager be spending most of his time with? The top performers!

"First, Break All the Rules," is subtitled "What the World's Greatest Managers Do Differently." Great managers focus on utilizing and developing their people's talents rather than their weaknesses. Great managers spend more time with their best employees, not with their least productive employees. Great managers don't treat everyone the same, or follow the Golden Rule (treat people as *you* would like to be treated) - they treat each employee as the employee would like to be treated - which means they have to get to know that employee well.

The authors define a talent as "any *recurring* pattern of thought, feeling, or behavior that can be productively applied." This makes talent distinct from knowledge and skills, which can be easily taught. Talents are innate, and not easy to teach to someone who doesn't have that talent. For example, the very best nurses tend to be extremely strong in the talent of empathy. The very best hotel housekeepers have the ability to look at a room through a guest's eyes and make sure the room looks just right. You probably know people who seem to make certain things look easy - organizing, looking on the bright side, great stamina. It is easy - for those who have a talent in those areas. The best managers develop the talents of their people, helping them become more of who they already are. Average managers, on the other hand, try to "fix" people.

The book is based on the results of huge studies conducted by the Gallup Organization over the last 25 years, involving over 80,000 managers in over 400 companies. This book details reliable, practical information that managers or business owners can apply to gain excellence in managing people. The key activities the manager must perform extremely well are to: select a person, set expectations, motivate the person, develop the person. Understanding and emphasizing the person's unique talents (strengths) are the key to carrying out those four managerial activities in a superior fashion. This book tells you how, and I heartily recommend it.

Humor ... at Work

Does this sound like your manager? Hopefully not!

Tips for Your Boss

1. Never give me work in the morning. Always wait until 4:00 pm and then bring it to me. The challenge of a deadline is refreshing.
2. If it's really a "rush job," run in and interrupt me every 10 minutes to inquire how it's going. That helps. Or even better, hover behind me, advising me at every keystroke.
3. Always leave without telling anyone where you're going. It gives me a chance to be creative when someone asks where you are.
4. Wait until my yearly review and then tell me what my goals should have been. Give me a mediocre performance rating with a cost of living increase. I'm not here for the money anyway.
5. If you give me more than one job to do, don't tell me which is the priority. I like being a psychic.
6. Do your best to keep me late. I adore this office and really have nowhere to go or anything to do. I have no life beyond work.
7. If a job I do pleases you, keep it a secret. If that gets out, it could mean a promotion.
8. If you don't like my work, tell everyone. I like my name to be popular in conversations. I was born to be whipped.
9. If you have special instructions for a job, don't write them down. In fact, save them until the job is almost done. No use confusing me with useful information.
10. Never introduce me to the people you're with. I have no right to know anything. In the corporate food chain, I am plankton. When you refer to them later, my shrewd deductions will identify them.
11. Tell me all your little problems. No one else has any and it's nice to know someone is less fortunate. I especially like the story about you having to pay so much taxes on the bonus check your receive for being such a good manager.

Thanks to PopuPlace.com for the humor

Koval Associates offers a wide range of programs and services - including internet-based assessment tools, management development training, team training workshops and keynote speeches - to help you develop superior people and increased profits.

Susan Koval
Koval Associates LLC

Helping You Attract, Train and Retain Top Performers!

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