

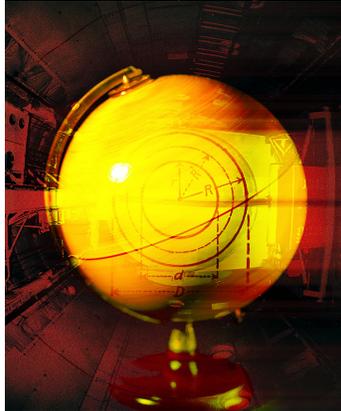
SPARKING IDEAS AND ACTION IN YOU AND YOUR BUSINESS
HARMONY COACHING & CONSULTING

A Picture Of Results

When an artist sets out to create a painting, a sculpture or any type of art form, they start by having a vision of what the masterpiece will ultimately look like. They take the time to focus on the feeling the piece will call upon from those that gaze at the final results. They consider the tools, the colors, the materials necessary to bring their art to life and deliver meaning to the admirer. Their original thought of the piece might have to come to them in many ways. They transform these ideas and thoughts to the art piece via a vision on what the end product will look like.

This same process of a vision of what the end result looks like applies not only to the artist but also to businesses and people that make up the business. At some point in time every business started with its owner having an idea and then putting together a vision and a plan to realize the objective. As the business market changed, the owner adjusted the plan to remain current and provide new ideas and products to the customer.

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Do You have a Picture or Vision of the Future of Your Organization?

Using Job Benchmarking To Avoid Unnecessary Costs

Most companies could do a lot better when it comes to hiring employees that can make the company better. Too often, somebody leaves a role for another position and the human resources department is told that they need to hire somebody else. At that point, they start sorting through a number of resumes to try and find somebody to fill the position.

There are a number of problems with this process. First of all, the people that are going through the resumes probably don't know that much about the position. For all they know, they might be weeding out some of the best possible candidates and sending the wrong people on to the interview process.

Even for the hiring manager, assessing candidates is not their primary job function. It's probably something that they do every once in a while and they are likely doing it at a time when they find themselves short-staffed. They have other things on their mind, and they can be biased by the fact that they want to fill the role quickly and get on with other things.

If they talk to somebody for an hour and the person suitably answers the interview questions they may end up getting the job. That person might have the best work ethic and might be very personable. They might also be completely mismatched to the job and find that they soon get frustrated when they're trying to meet expectations that they don't even understand.

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Strategic Planning Process

The Four (4) stages of planning the future of your business:

- 1) Understanding the current conditions inside as well as outside the company
- 2) Visualizing and identifying the future as you want it to be.
- 3) Determining the goals you must achieve and planning their achievement.
- 4) Implementing the plan.



Be Forewarned

If you're selling products via a Web site, you should be certain that you can deliver them in a timely fashion to avoid possible legal action.

The Federal Trade Commission's Mail or Telephone Order Merchandise Rule says that you must ship purchases within the time you specify in your advertising. If you haven't advertised your fulfillment time frame, your customers must receive products within 30 days of their orders, according to the rule. You are also obligated to notify customers if you can't ship an order on time.



Over the summer, the FTC fined seven e-tailers who did not meet these requirements for \$1.5 million. For more information, check the FTC site at www.ftc.gov.

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Success

*To laugh often and much;
To win the respect of intelligent people and the affection of children;
To earn the appreciation of honest critics and endure the betrayal of false friends;
To appreciate beauty, to find the best in others;
To leave the world a bit better, whether by a healthy child, a garden patch or a redeemed social condition;
To know even one life has breathed easier because you have lived.*

This is to have succeeded.

Continued from page one – Job Benchmarking

If a company were to use job benchmarking to first identify the accountabilities of a position, it's going to pay huge dividends in the long run. Hiring companies need to look at the bigger picture and identify exactly what a particular job function needs to do. They need to identify how that fits into the workings of the entire company.

Once a list of the key accountabilities has been produced, the company can go about finding individuals that can fulfill those accountabilities. It means that the person they hire is more likely to have success in that role because they match the role better. It's not enough to be able to impress somebody in an interview. They need to have inherent behaviors that will predict success for them specifically for their job function.



It might seem apparent that you need to hire better people in order to have a better company. Many companies don't realize how much of an impact those hiring decisions make in the long run. Employees that either don't understand or are not fully capable of filling the requirements of their position tax every part of a company.

They will take longer to train, and they will be less effective once they are trained. A human resources department that has to constantly be going through the process of hiring new people because an employee was frustrated with their position can cost a staggering amount.

Not only will the poorly chosen employees create the need for more employees, they will frustrate the ones around them. Managers will leave because they can't get the job done and other employees will feel the pressure from having to try and fulfill their own roles and somebody else's. Start with job benchmarking and stop these profit robbing hiring decisions from affecting your company.

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Written for us by author Gary Sorrell

Continued from page one – **Results**

The current business conditions are ever changing. Customer requirements are changing. Employee requirements are changing. Technology is changing. We are in the midst of an ever evolving information revolution. These and many other reasons must prompt each of us to revisit our company and personal vision. Make adjustments to it so the future results we picture in our minds are realized.

A vision by definition is a mental image produced by the imagination. As we apply this to business and personal life, our vision is the picture of what the business or person will look like at some point in the future. It is the visual image and supporting words that paint the picture for the business and its employees as to what it will be in the future. Consider your vision as the statement placed in the headlines of a future business publication acknowledging the results, the success of your company or yourself. What do you want it to say about you or your organization? How do you want to be recognized? How do you want to describe your potential?

This central focus of a vision should define for your company and yourself that you can succeed and you will know when you arrive. The vision keeps you on track while knowing when to change tracks or add a new one. The vision should be stated positively and in the past tense, as if you had already achieved the potential identified as the "Ideal State." It should create excitement and commitment.

While all of this may appear to be common sense and sounds reasonable, the challenge is to create your vision and communicate it to your organization and yourself. This communication and support of the vision will demonstrate your true commitment.

Take some time over the next week to create a vision for your business if you don't already have one. If you have one already, test it against what is really going on in the business. Are you achieving your "Ideal State?" Do you need to re-ignite the commitment, the passion? Be proactive, be positive, be an artist - go paint that picture of your future ideal state.

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**Website
Of The Month**



[Infoplease](http://www.infoplease.com)

Infoplease.com, a free, authoritative, and respected reference for Internet users,

provides a comprehensive encyclopedia, almanac, atlas, dictionary, and thesaurus. Infoplease.com contains facts on all subjects including sports, entertainment, technology, education, world news, and United States government and history.

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One Minute Ideas

Communicating Criticism

Many managers are eager to compliment but often neglect to criticize. It is so hard to tell another grown-up when they have done something incorrectly. But managers are responsible for helping others grow and need to help mentor their employees.

Here are a few guidelines to follow to help employees gain new skills:

1. Specify the behavior and criticize the behavior – never the individual.
2. Be specific in your criticism – don't generalize.
3. Say something positive about the person.
4. Show how you can work on the problem behavior as a team.
5. Understand how the employee feels and show your empathy.
6. Show your confidence in the employee.

You can't let praise or criticism get to you. It's a weakness to get caught up in either one.

~ John Wooden

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Things To Remember About Planning

Vision – Your vision statement is your inspiration, the framework for all your strategic planning.

Provides direction – a broad statement of end results

Values – Establish four to six core values from which the organization would like to operate. Consider values of customers, shareholders, employees and the community.

Determine rightness of the direction for decision making

Decision making – The foundation for business today is provided through values and value-based decisions and behaviors. Business values define the beliefs, standards, and acceptable behaviors.

Clearly defined values simplify decision making



Mission – The mission statement should guide the actions of the organization, spell out its overall goal, provide a sense of direction, and guide decision-making.

Clearly states the steps needed to achieve your vision and how you're going to get there.

Critical Goal Categories – Critical goal categories serve as the foundation for implementing your plans, they focus on building upon your strengths and identifying and overcoming any limitations.

What must happen to achieve your mission

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Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
The Coaching Clinic® is a two-day workshop for executives, managers and leaders to experience and learn coaching skills and competencies.	TBD	TBD	www.harmonycc.net/coachingclinic.asp
Leading at the Speed of Trust™ is a two-day workshop for anyone interested in increasing revenues, decreasing costs, enhancing/repairing relationships, or improving their credibility with employees or customers.	TBD	TBD	Email: info@harmonycc.net

