



## Leadership Versatility

Essential Skills for Today's Leaders



Welcome to JTS Associates' latest email newsletter. Our goal is to assist clients, associates, and friends with words of wisdom and helpful tested information from our consulting, coaching, and teaching activities.

**Our focus statement:** Providing personalized leadership versatility, influencing, and selling skills to Business Owners, Executives, Entrepreneurs, Management Teams, Professionals, and Mavericks (including a few near-miracles) since 1985.

We hope you find the information we bring to you informative and helpful in growing your business. If you have suggestions or ideas, please let us know how we can improve our newsletter.



***Happy New Year!***

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In 2006, JTS Associates will be celebrate 21 years of successful partnerships and enterprises amid positive fiscal signs and the possibilities of strong business growth and an improved economy.

Our wish for you in 2006 is a safe, happy, and healthy year full of respect, prosperity, and the entrepreneurial spirit.



# Increasing Your **VERSATILITY**®

*The  
Principles  
Of  
Increasing  
Your  
Versatility*

## **Part five in a Ten Part Series**

IYV is the most sought after program that JTS Associates provides. JTS Associates defines Versatility as the ability to improve your work relationships by:

- Relating effectively to a variety of people and situations at work.
- Adapting quickly and effectively to dynamic work environments.
- Thriving on change.

### **PRINCIPLE #5 - Your Strengths Can Become Weaknesses**

In challenging “people” situations, a lack of Versatility will actually decrease our ability to interact effectively with people having differing personality styles. When we lose sight of the need for Versatility with those whose personality traits differ from our own, we can become frustrated, lose our awareness of the situation, and our ability to self-manage and adapt. This lack of awareness and ability will cause our personality strengths to become weaknesses. We will overplay our strengths. As an example, when High D’s, with their drive for action and results, become frustrated with people who don’t respond quickly to their demands, the non-versatile High D’s may become autocratic and dictatorial, and may continue to push their demands. Taken to an extreme, they may drive away good employees, customers, and suppliers.

When non-versatile High I’s, with enthusiastic and outgoing personalities, fail to prompt a similar response from others, they may totally dominate the conversation with non-stop talking, often about themselves or their own agenda items, and thus become their own worst enemy. A common example of this is the gregarious, enthusiastic salesperson that talks their way out of more sales than they obtain.

High S’s who lack versatility, who are slower to decide, friendly and cooperative, and tend to avoid risk-taking, may display these traits even more strongly. They will

procrastinate, become even less assertive, and even become even more emotional. They may avoid business opportunities when faced with a prospect who makes them uncomfortable.

Picture the High C's, who thrive on detail, contain their emotions, and are slower to decide. When pressed by someone who is highly assertive and outgoing, they may back away, try to avoid further interaction, "hide" in the details of their work, and they may be too uncomfortable to get involved in important social business opportunities. They are known to suffer from "paralysis by analysis". In doing so, their strengths become weaknesses.



## ***Leadership Assessment***

I believe there is a huge need to discover and develop great leaders. As a result, we have been searching for accurate and useful leadership assessment programs to further enhance our range of business consulting services. I am very pleased to announce the formation of a Strategic Alliance with Corporate Leadership Associates, LLC, a firm that brings a wealth of experience in the assessment and development of executive leadership talent. Dennis Lekan, Ed.D., President, has been an associate of ours for more than 10 years.

Please contact me if you or someone you know would like more information. So that I can help my clients with on-the-job application and leadership development, I will participate in the assessment feedback. You can link to the Corporate Leadership Associates website below.

### **Corporate Leadership Associates, LLC**



## ***Working with Gen Y and Surviving***

This month, we are featuring an article by Tony Tomanek, a long-time friend and associate, and one of the best trainers I have ever worked with. Tony is a Founding Partner of the Capstone Group, a Northeast Ohio based training and consulting firm which is part of the Employers Resource Council. His article is based on his highly acclaimed seminar, "Why Are They So Weird? A Look At The Generations At Work".

### **Why Y? Working with Gen Y and Surviving By Tony J. Tomanek**

As generational research steams ahead and more and more gigabytes are collected,

we are fast looking for answers to an age-old question. "Why are these young people so weird?" Wait! Did I say that? My father used to say that. Yes, but just so you know, there are young people among us that have tattoos, pierced lips and tongues, that are bright, multi- talented and they don't wear button down shirts!

Working productively with the Millennial's, the Nintendo Generation, the Echo Boomers or whichever label we put on these 12-25 year olds is critically important today since there are 60 million in the United States that are entering the job market. Let me give those of you that struggle some ideas, three to be exact, in working in harmony with young men and women with iPods in their ears and cell phones strapped to their back-packs.

**Tip Number One. Keep them engaged and challenged.** This generation has been multi-tasking since they were born. Talking on the cell phone while playing Nintendo is common for these bright young people. Their parents have involved them in soccer, gymnastics, and playgroups and by doing so, have built a generation that is comfortable doing something different all of the time. Having meaningful work was less important to their Grandparents because they were happy to be working. The expectations of the Gen-Yer's are much different. They've been busy most of their lives doing many different activities and flourish in that environment. Give them something important to do and get out of the way, they will astound you!

**Tip Number Two. Keep your technology current.** Any investment in your technology is perceived as an investment in them. When I was growing up in the 1950's and 60's I remember out first color television. It was a big deal. Today the Y Generation sees a better picture on their iPod. They can download a half hour sitcom for a couple of bucks and watch it at their leisure. The Gen-Y'er expectation is clearly "How can I do my job with the equipment we have here?" Their Baby Boomer manager doesn't get it. "Hey, we only had three channels on our television", is not an acceptable response.

**Tip Number Three. Don't expect respect simply because you are more senior.** Not that these super- high achievers are disrespectful. They are not! Authority just doesn't intimidate them. That's a good thing! Most of the executives I've worked with over the last 20 years have asked for honest feedback (not that they've always done anything with it) from their staff and associates. These young professionals will certainly give us feedback. We need to be careful how we respond to it. A much more open and accepting leadership style is critical. These young people respect success and want to be part of it. They don't really get excited about more conventional forms of recognition such as preferential parking. What gets them fired up is working on something meaningful and being part of a winning effort.

Things change, and as quickly as we adapt to one, the next is upon us. Each

generation has lamented about the next and worried that they won't be able to take the hand-off. Me, being the eternal optimist, I tend to see the glass half-full. This is potentially the greatest generation of all time.

One more thing, just when you get this group figured out, then comes Generation Z! Egad!

In our next issue:

IYV Principal #6  
More valuable information on  
how to make you and your business  
more successful

Enthusiastically,

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