



Welcome to JTS Associates' fourteenth email newsletter.

OUR GOAL: Since 1985, assisting clients, prospects, and associates with words of wisdom and helpful tested information from our consulting and coaching activities.

OUR FOCUS: Providing personalized leadership versatility, influencing, and selling skills to business owners, executives, entrepreneurs, management teams, professionals, and mavericks.

Well, vacations are ending, Labor Day is upon us, fall football is in the air, and our grandkids (except for the two little beauties we featured in our August issue) are back in school. It's official; we're back to work!

Our September issue leads off with a reminder of our Email Newsletter's theme, Leadership Versatility, with an article entitled "Leading Is Often Confused With Management". We follow with some good leadership "gems" from Jack Welch, an endorsement for SHRM, and finally the introduction of a "Believe It or Not" section for interesting statistics.



LEADING IS OFTEN CONFUSED WITH MANAGEMENT

"Leading is often confused with managing", says Ron Stallings, Chairman of the Akron chapter of SCORE. Mr. Stallings writes an Akron Beacon Journal column titled "Small Business Solutions". He says that:

- Successful business owners shine at most aspects of operating their business, but sometimes fall short when it comes to leading, managing and motivating.
- Management implies structure, control, rules, efficiency and deadlines.
- Good leaders go well beyond that, by engaging employees in a purpose, a vision, and meaningful participation and involvement.

Mr. Stallings implies that good leadership requires versatility *versus* a "one-size-fits-all style of leadership". Sound familiar? It should, as this seems like an advertisement for Versatility.

Many questions not answered by Mr. Stallings in his column. Questions can be sent

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BENCHMARKS FOR WINNING

In a recent interview, Jack Welch, former CEO of General Electric Company and author of "Winning", ©1995, HarperCollins Publishers, Inc., outlined some key bench-marks that have driven his management philosophy. Here is a brief summary:

- As a leader, you are a product of the good people you have around you.
- I have a "the glass is half full" philosophy, which helps people stay focused on not being a victim. I don't like victimhood! I have tried to show ways that people can avoid this.
- Candor does wonders for letting people know where they stand. It differentiates people, which is how you build great teams.
- The same is true about dignity. Never keep people in the dark about how they can do better.

Mr. Welch goes on to suggest that:

1. Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach and build self-confidence.
2. Leaders make sure people not only see the vision, they understand it, live it, and breathe it.
3. Leaders establish trust with candor, transparency and credit.
4. Leaders inspire risk taking and learning by setting the example.

THE SOCIETY FOR HUMAN RESOURCE MANAGEMENT SHRM

In the August 2006 issue of HR Magazine, SHRM's President, Susan Meisinger, offers a great article that highlights a recent research report by global consulting firm Watson Wyatt Worldwide. The report shows a solid correlation between communication effectiveness, low organization turnover, and strong financial performance.

Ms. Meisinger states that, in many organizations, employers engage in extended conversations with their employees on two occasions: before they are hired and as they are leaving. A summary of the reports findings indicates that regular effective two-way communication (talking and listening) results in:

- Higher levels of employee involvement and contribution.
- Communications viewed as a strategic business activity.

- Clearly defined links between communication objectives and business goals.
- A gain in employee ideas, opinions, and solutions to specific problems.
- Reinforcement of the organization's vision and the employees' connection to the business.

SHRM provides lots of timely and cutting edge HR information along with highly regarded professional certification programs. Check out your local or state SHRM chapter and make certain that your HR person is involved. It's a great investment that you won't regret!

Follow this link to search for your SHRM chapter.

<http://www.shrm.org/chapters/#search>

BELIEVE IT OR NOT WHO'S RETIRING?

- *Nearly half of small business owners never intend to fully retire.*
- *Half say they plan to dispose of their current business through sale or closure at or prior to retirement.*
- *Twenty-nine percent expect to pass the business on at retirement.*
- *22% don't foresee either selling or relinquishing it.*

From Key Bank's Business Vision For The Entrepreneurial Spirit, Spring-Summer, 2006

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Watch for information on HR benchmarking in our October newsletter.

We invite you to visit our website and participate in our Personality Tendencies Questionnaire.
Prior issues of our newsletter are archived on our website.