



BUILD YOUR PERSONAL BRAND

BY BRIAN TRACY

Just as building a powerful corporate brand is the key to differentiating a product in the marketplace, and thus building a successful business, creating a strong personal brand is the key to differentiating yourself from your competitors, thereby ensuring your own success.

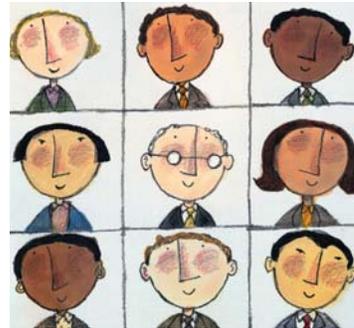
Toward building a strong personal brand, here are five laws to follow:

- 1. The Law of Specialization.** Do not try to be all things to all people.
- 2. The Law of Leadership.** Become one of the most knowledgeable, skilled and respected people in your field.
- 3. The Law of Personality.** Be pleasant, positive and cheerful. And always do what you say you will do.
- 4. The Law of Visibility.** Join business associations in your industry. When you call on a customer, introduce yourself to other people in the office.
- 5. The Law of Congruence.** Your behavior must be consistent, both publicly and privately. People should feel that there is complete alignment or congruence between the public and the private person.

Excerpted, by permission of the publisher, from *TurboCoach: A Powerful System for Achieving Breakthrough Career Success* by Brian Tracy and Campbell Fraser. Published by AMACOM, AMA's book division. For more information about this book and other AMA titles, visit www.amanet.org/books.

Managing People Is Key to Market Dominance

Organizations that score high on "people equity" are more likely to be industry leaders in both the successful application of quality initiatives and financial performance, according to a survey by the American Society for Quality and *Quality*



Progress magazine. According to William A. Schiemann, co-author of the report, "People equity involves three elements: alignment—the extent of strategic focus; capabilities—requisite talent, information and technology; and engagement—commitment and advocacy."

The organizations with high people equity showed a 72 percent probability of being industry leaders in quality and a 68 percent probability of leading their industry in financial performance, stated Schiemann, CEO of Metrus Group, a Somerville, NJ-based consulting firm.

"It is clear from the survey," reported Dr. JT Kostman, Metrus Groups' lead researcher and the report's co-author, "that executives who treat people issues as 'soft' and of lesser importance put quality and financial performance at risk."

The survey also found that organizations scoring in the upper 25 percent on people equity were considerably more effective in implementing quality principles and technologies. For example, of those organizations scoring high on people equity, 88 percent reported success with ISO9000 initiatives, compared to a 44 percent success rate among lower-people equity organizations. In addition, of those organizations scoring high on

people equity, 86 percent reported success in implementing continuous improvement initiatives, compared to a 21 percent success rate among those reporting lower people equity scores.

People equity was also found to be decisive in abating employee turnover. Organizations scoring in the upper 25 percent on people equity reported an average turnover rate of 7.7 percent compared with the bottom 25 percent of people equity organizations, which had an average turnover rate of 16.7 percent.

Debbie Phillips-Donaldson, editor of *Quality Progress*, concluded, "The survey's message is clear. For quality initiatives to pay off, they must move beyond tools and processes. It takes effective management of the human side of an enterprise to embed quality into 'the way business is done around here.'"

AMA Survey Facts

6% of companies surveyed by AMA have fired employees for misusing office phones

25% have terminated employees for e-mail misuse

26% of firms have fired workers for misusing the Internet

For more results from AMA's 2005 Electronic Monitoring & Surveillance Survey and other AMA surveys, visit www.amanet.org/research.

Lessons from John F. Kennedy

John F. Kennedy led citizens nationwide to not only embrace his vision of America but work to make it a reality. Idealistic yet firmly grounded in what people could do for their country, JFK's vision had staying power. "To call Kennedy's vision memorable would be putting it mildly," says John A. Barnes. The author of AMA's new book *John F. Kennedy on Leadership: The Lessons and Legacy of a President*, Barnes observes how Kennedy, "through a combination of action and superior communication skills, turned himself into that rarest of leaders, one who was able to personify his vision, endowing it with enduring force. Every president since Kennedy—and many presidential candidates of both parties—have in some way or another sought to portray themselves as heirs to Kennedy's vision."

JFK's forward-looking rhetoric may be in a class by itself, but anyone can cre-

ate a vision that will not only gain support for an organization's goals but also inspire people to pull the organization through crises. Here are five guidelines for success:

1. Don't think you have to come up with a vision all by yourself. Look for role models and consult widely. Start with the history of your organization to discover the roots of its spirit.

2. Keep it simple—and make it memorable. CNN, for example, was a bold idea in the early 1980s. It aimed to be not only the first 24-hour news network but also the network of record worldwide.

3. Don't be boxed in by your vision. Keep it flexible to accommodate unforeseen circumstances or a changing marketplace. Jeff Bezos started out with the vision of creating the "earth's biggest bookstore" on the Internet. Had he stuck to books only, he would have been over-

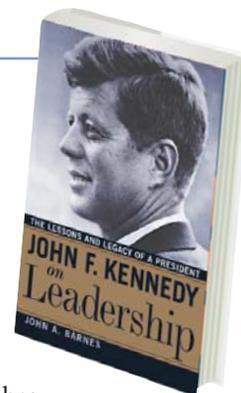
whelmed by book-sellers who built a Web presence.

4. Make your vision inclusive.

Make sure your vision speaks to and has the stuff to motivate diverse people in different parts of your organization. Use focus groups to discover what inspires the members of distinct divisions or departments.

5. Be optimistic. Demonstrate how implementing the vision will lead to a brighter future. Consider Apple Computer's vision, for instance. Steve Jobs and Steve Wozniak set out not to simply make computers but to significantly improve lives and change the world through technology.

For more information on *John F. Kennedy on Leadership* and other AMA book titles, visit www.amanet.org/books.



Why Build Collegial Alliances? BY JO OWEN

We need to begin building alliances with our peers from the day we start our careers. The higher we go, the more important alliances become. Actually, a large part of the art of senior and middle management is alliance making: successful executives and managers know instinctively how to build, sustain and leverage alliances across their organization.

Alliance building becomes more important as organizations become more complex—less hierarchical with more matrixes. Without the use of alliances, under these conditions most executives and managers wouldn't be able to achieve their goals. They also wouldn't be able to force other parts of the organization to cooperate.

In building alliances, we are always either creating personal equity (helping someone else) or using personal equity (receiving help from someone else). It is worthwhile trying to keep a reasonably positive balance: someone who always needs help and never gives it isn't someone who is well respected.



Ultimately, alliances rely on trust. There is a simple formula for thinking about trust: $T = (S \times C)/R$, where:

T = Trust.

S = Shared goals and interests. The more you have common interests, the more likely you are to be able to collaborate.

C = Credibility. This is the credibility and the ability of both alliance partners to deliver on their commitments. There is no point in allying with someone who shares your goals, talks a great talk but never delivers.

R = Risk. The greater the risk, the more difficult it is to gain someone

else's trust. Most alliances grow slowly through mutual help. Where this has not happened before, working hard at taking away the risk, the time and the effort that your proposed alliance partner has to expend makes all the difference between getting cooperation or not.

One further word of advice: Never mistake alliances for friendship. Remember the dictum of British foreign policy when Britannia ruled the waves: "Great Britain has no friends: it only has some common interests." In other words, as soon as your interests diverge, it becomes increasingly difficult to hold together an alliance.

Jo Owen is a London-based management consultant. This article is excerpted from *Management Stripped Bare: Understanding Business as It Really Is* by Jo Owen. Published by AMACOM, AMA's book division. Copyright 2003.

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Today's Hard-Working Family-Firsters

BY MARK VICKERS

Some of the conventional wisdom about the younger generations in the U.S. turns out to be true, but some turns out to be utter nonsense, suggests a study sponsored by the American Business Collaboration (ABC), a corporate consortium.

In the “true” column is the notion that work/life balance is more important among the Gen X and Gen Y generations than among their Baby Boomer cohorts.

And these younger generations seem willing to make certain career tradeoffs in order to achieve a work/life balance. But if anyone still thinks the Gen Xers are truly the slackers they’ve been portrayed as in the past, they should think again.

The study found that “Gen-X employees actually worked more paid and unpaid hours per week (45.6 hours on average) than employees of comparable ages in 1977 (42.9 paid and unpaid hours per week on average).” Xers are also becoming known as an independent and enterprising group, responsible for 70% of new business startups in the U.S.

Why is it so important to understand the work attitudes of these younger generations? Because retaining and engaging them will be a top priority in coming years. In fact, some observers forecast that experienced employees will soon be leaving the U.S. labor force at a much faster clip than new ones enter it. According to the U.S. Government Accountability Office, about 76 million Boomers are going to retire between the years 2008 and 2030. And they’re going to take a great deal of organizational knowledge and many valuable skills with them when they go. Therefore, employers will need to devise strategies for meeting two overarching goals: becoming employers of choice for Gen X and Gen Y workers and making sure that older workers share their knowledge with these younger generations.

Mark Vickers is senior research associate/editor for *HR Institute* (www.hrinstitute.info).

Add Spice to Your Communications

In her book *Voice Power*, Renee Grant-Williams tells the old prison joke: “The convicts have been in jail so long and their jokes are so old that at mealtimes they just call them out by number and everybody laughs. When the new guy tries it and calls out a number, there is dead silence—nobody laughs. Obviously, *he* can’t tell a joke.”

Grant-Williams concludes, “It’s not always what you say, but how you say it that counts.”

According to the well-known voice coach, we have to get people to listen and to keep them listening. To do that, our delivery is important. She advises us to:

Adjust our volume. A weak voice may be perceived as a sign of personal weakness, whereas a strong voice exudes power, authority and confidence.

Vary our volume. If we adjust the volume of our voice depending on individual words or phrases, we can grab listeners’ attention. Let’s assume we are almost shouting. Now suddenly we lower our voice. Our audience will be listening to hear what is going to happen next.

Lower our pitch. A low pitch is generally perceived as belonging to someone in



a position of authority. On the other hand, a high pitch suggests youth and inexperience. It can leave a negative impression on listeners, suggesting that the message isn’t important.

Adjust our pitch. Just as adjustments in volume can impact response to a message, so can pitch. When we want to exude energy and excitement, we should raise the pitch of our voice. Lowering our voice pitch can soothe listeners but it can also bore them so it should be used sparingly.

At all costs, we should avoid a drop in pitch. Like someone whining, that sound can put listeners on edge and makes them desperate to escape further conversation.

Voice Power: Using Your Voice to Captivate, Persuade, and Command Attention by Renee Grant-Williams is published by AMACOM. For more information about this book and other AMA book titles, visit www.amanet.org/books.

IT Performance Must Be Based on More Than Cost Efficiency

If companies are to achieve high performance through IT, according to Bob Suh, Accenture’s Chief Technology Strategist, they must focus on four equally important metrics: productivity, execution, adoption and utilization.

Productivity. “With corporate profits and annualized productivity growth moderating,” said Suh, “companies must focus on driving productivity growth in their service processes by taking better advantage of IT.”

Execution. In 2002, at the height of the IT spending boom, project success rates were only 50 percent. Today, one of every three IT projects fails to come in on time and on budget.

Adoption. Historically, most companies replace technologies on an “as-bro-

ken” basis, instead of targeting investments to achieve the highest returns, according to Suh. This only reinforces the trap of spending to replace or to focus on gaining efficiencies from cheap substitutes.

“Compliance mandates, such as Sarbanes-Oxley, Basel II and HIPAA, further compound the problem of reactive spending,” said Suh. “As these urgent priorities overtake fixed budgets, even less investment will be devoted to driving new productivity and earnings. In the end, IT risks becoming its own burden.”

Utilization. While it is estimated that 30% of customer and 38% of supplier transactions could be conducted online, actual online transactions are presently only 10% and 13% respectively.



Here's what you'll find on the
AMA Members-only Website www.amamember.org

LEADERSHIP

Communication Tips for Leaders. You can't be an effective leader if you can't communicate effectively. These quick tips from AMA's seminar "The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results" will ensure that your vision and strategies come through loud and clear.

MANAGEMENT

Focus on Your Business's Top Priorities. If your organization doesn't have its priorities straight, it may lose money as well as valuable employees. Here are some strategies for focusing on what matters most.

Brainstorming and Beyond. How to use brainstorming and other collaborative techniques to stimulate creativity and problem

solving in your team and your organization.

PROFESSIONAL DEVELOPMENT

Overcoming "Mommy Guilt." Most parents know that parenthood and guilt go together like peanut butter and jelly. A new book holds out hope for the guilt-afflicted, with guidelines that will help parents worry less, focus on what matters most and raise happier kids.

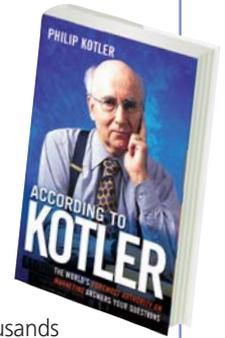
HR/TRAINING

Creating a Mentoring Culture. Many organizations have formal mentoring programs, but leadership development expert Lois J. Zachary, Ed.D. explains why no company can sustain an effective program unless it also cultivates an organization-wide mentoring culture.

Book of the Month:

According to Kotler: The World's Foremost Authority on Marketing Answers Your Questions (AMACOM, 2005). Now, marketing guru Philip Kotler can be your personal marketing consultant. In his new book, based on the thousands of questions he has been asked over the years, Kotler provides his clear, expert advice on every aspect of marketing, including branding, the latest trends, direct marketing, Internet marketing and much more.

For more information about this book and AMACOM's extensive catalog of business titles, visit www.amanet.org/books



AMA Conferences/Special Events Calendar

JULY 19 • Audio Conference. The 7 Hidden Reason Employees Leave—Hear AMACOM author Leigh Branham discuss his concepts on retention. He believes that people are not enticed out of an organization by a better offer but pushed to the door by one of seven reasons. \$169 members/\$199 nonmembers.

JULY 21, NEW YORK • Women in the Workplace—Women today need to learn how to pursue goals in a competitive environment, act more strategically, build networks and take smart risks. Speaker is Kathryn Mayer, noted consultant on Women and Competition. \$25 members/\$50 nonmembers.

SEPTEMBER 13-14, NEW YORK • World Business Forum: Ten Leaders. Two Days. One Forum. Hear different ways leaders

can transform themselves and their organizations to thrive in the increasingly complex global business environment. Radio City Music Hall. \$1,595. Meeting #03360-00001.

SEPTEMBER 16, NEW YORK CITY • Dealing with Crisis—How to change the "thinking" when dealing with a crisis. It is not enough to have business continuity and crisis management plans. There are seven competencies that companies must develop to deal with what is now a virtual certainty. \$25 members/\$50 nonmembers.

SEPTEMBER 18-21, SAN DIEGO • 13th Annual Administrative Professionals Conference—Dynamic keynoters, valuable skill-building sessions and learning from peers. Manchester Grand Hyatt. Go to www.apcevent.com.

SEPTEMBER 29-30, LAS VEGAS • Corporate Branding 2005—Marketing professionals share leading-edge branding strategies and insights. Caesars Palace. Special earlybird prices.

OCTOBER 14, CHICAGO • 4th Annual China Forum: Doing Business in Today's China—Intelligence professionals share insights. Members \$1,195, Nonmembers \$1,395.

OCT 20-22, LAS VEGAS • Sales Leadership 2005—A timely executive-to-executive exchange of ideas on how to use leadership to inspire your sales force to peak performance levels. Caesars Palace, Members \$1,695, Nonmembers \$1,895. Register by July 30, 2005, and save \$300.

For details and to register for any AMA event, go to www.amanet.org or call 1-800-262-9699.

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