



How to Give Employees Reason Not to Quit

As business opportunities grow, organizations face a problem: how can they address their need for employees willing to commit for the long term and ask them to give their all if they can't promise lifetime employment?

Here are some suggestions:

Help your employees set career goals and action plans for achieving them. Help employees determine where they want to go and create a road map to help them get there.

Find assignments that move employees in the right direction. Find suitable tasks that will grow their skills.

Be a guide through the political byways. Assume the role of mentor to one or two employees whom you've identified as fast trackers.

Allow employees to take on more responsibilities as their skills grow. Give them challenges but reward them when they excel.

Free staff to take risks and even to make mistakes. Don't penalize staff members for thinking out of the box.

For more help, read about and register for AMA's new seminar "Retaining the Best and Brightest" at www.amanet.org/seminars.

How to Get Buy-in into a Major Change

Many experts agree that the toughest part of any change effort is the transition phase. In his book *Taking Charge of Change*, Douglas K. Smith offers ten principles that should make the next transition you manage a little easier on you and your staff.



1. Keep performance results the primary objective of the change. Few people will change for the sake of change, but they will change when the organization's continued performance depends on their efforts.

2. Have staff members take some responsibility for the change. Your goal should be to shape yourself and your staff members into a cohesive group that will make the change and subsequent improvement in performance happen.

3. Ensure that everyone knows why his commitment to the change matters to the entire organization. Those whose support you need must recognize how their efforts contribute to the bigger picture.

4. Put people in a position to learn by providing them with the information and training they need. Offer the information and training they need to meet specific goals.

5. Encourage improvisation. Change often demands that we try things out—see what works and what doesn't.

6. Use teams to drive change. If you wish to see broad organization change, use cross-functional groups.

7. Design your organization based on the work people do, not the decision-making authority they have. Only people can make change happen.

8. Maintain communications throughout the process. Explain the

what, why and how of change to all those whose cooperation is needed.

9. Make the program corporate-wide. Reinforce the change effort by working top-down, bottom-up and across organizational boundaries to get total involvement.

10. Live the change. The best leaders support the vision by their actions. They walk the talk.

Douglas K. Smith is a Millbrook, New York-based consultant. Smith's book *Taking Charge of Change* is published by Basic Books.

For more information on change management, read about and register for AMA's seminar "Planning and Managing for Organizational Change" at www.amanet.org/seminars.

AMA Survey Facts

27% of respondents report company-sponsored health and wellness programs increased over the past year.

55% of those surveyed said their organizations sponsor exercise and fitness programs.

80% of respondents believe corporations have a responsibility to promote wellness among employees.

For more on this survey and other AMA surveys, visit www.amanet.org/research.

Ten Ways to Reduce Stress

Do you feel tense and stressed out? If so, it's time to learn these stress management tips:

1. Accept and respond to your feelings. You have read that it is unwise to lose your temper with employees. This is true, but it doesn't mean that you should hold in your feelings. Let your employees know that you are upset with their behavior.

2. Find safe ways to express your feelings. Screaming at someone will actually increase your anger and feelings of stress. So, share your feelings with others but do so in a calm, collected manner.

3. Unplug. Take a deep breath and count to ten, or laugh, or spout nonsense, or sing—whatever works to calm you.

4. Fix it. If something upsets you, take suitable action to eliminate the problem. As long as the situation exists, you will still feel frustrated and upset.



5. Create quiet time alone—every day. A five- or ten-minute vacation from the office shouldn't affect workflow and it will give you time to regain your temper.

6. Speak up when a break is needed. Call a "time-out." It will give you an opportunity to regain your composure.

7. Enjoy past successes. Remind yourself of past successes when you feel unable to achieve a goal. You will feel more optimistic about this challenge as

you think about past challenges you have overcome.

8. Give less than 100 percent. Some work doesn't require 100 percent of energy. Save some for those job demands that do.

9. Create a third in-basket. You have your in-basket and out-basket. The third is your wastebasket where you throw magazines, brochures and other unnecessary paper away. Don't create another stack of paper on your desk—it will only add to your feelings of stress.

10. Do one thing at a time. Multitasking—doing more than one thing at a time—just adds to the sense of pressure you experience during the day. Instead, complete one project at a time, enjoying the pleasure you experience as you wrap up each task.

For help with your stress problems and those of your staff members, check out and register for AMA's seminar "Managing Emotions in the Workplace" at www.amanet.org/seminars.

Make Learning a Lifelong Habit

Real learning infrequently has a distinct beginning and end. Instead, it is an ongoing process—a lifelong process. Here are some tips to help you establish a cycle of continuous learning:

Focus on priorities. Limit yourself to one or two learning goals to ensure that you make real progress.

Stretch your comfort zone. Just as the performance goals set annually add stretch, so your skill sets need to be stretched. Identify concrete opportunities for professional growth.

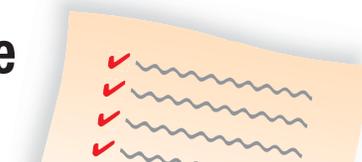
Recognize lessons learned during the workday. They can be lost in the hustle and bustle of your job.

Learn to look at negative feedback and criticism as useful. Such insights can be the basis for identification of further self-development needs.

Decide on a clear-cut, long-range goal for yourself. A career goal gives purpose to the time spent in training.

To identify learning opportunities for yourself, check out AMA's seminars at www.amanet.org/seminars.

Seven Ways to Improve Your To-Do Lists



We have all been told about the benefits of to-do lists to help us better manage our time. But many executives and managers complain that their to-do lists don't work. Here are some suggestions to help improve the to-do lists you are writing:

1. Don't put too much on your list. Yes, we know how much you are responsible for, but you should be realistic in your daily expectations and the time you allot to each activity. Otherwise, you'll spend the day always behind schedule.

2. Put some free time in your schedule. You'll find that you always need some extra time, even if it is just to handle your voice mail or e-mail.

3. Don't carve your list on stone tablets. Situations change. Your list has to be flexible if it's going to do you any good. You have to be able to add to it or delete from it, reverse the order of priorities you've set or throw it in a wastebasket and start again.

4. Order your activities. Make sure

the most important tasks get done before you drown in relative trivia.

5. Break assignments into small tasks and list these. Work on each task until you have finished the entire assignment. Not only will major projects seem less intimidating broken down into parts, but you will get a sense of accomplishment as you complete one part of the work after another.

6. Schedule goof-off time. This is time when you can go to the employee lounge and sit and chat with co-workers. If you don't put rest on the list, you won't rest. And, too little relaxation can cause you to become stressed, which can affect your productivity.

7. Be ready to abandon the list. Never be so locked into your list that you aren't alert to opportunities that arise or ideas that inspire you.

To better manage your time, check out and register for AMA's "Time Management" seminar at www.amanet.org/seminars.

TREND WISE

The Implications of an Expanding Universe of Knowledge BY MARK VICKERS

For every member of the human race, 800 megabytes of new information is being produced every year, according to researchers at the University of California. That's equivalent to about 30 books per person per year.

But the sheer volume of information is only a part of the picture. What may be more important from the perspective of today's organizations is the "knowledge turnover," because it shows how fast much of today's knowledge fades from usefulness. By one estimate, half of the knowledge that an engineer has today will be obsolete after five years.

This expanding and yet expiring universe of information has a number of managerial implications. First, companies that embrace the concept of continuous education are almost certainly on the right track. For all but the least-skilled jobs, lifelong learning is a necessity.

Second, as the information universe expands, many professionals find they're learning more and more about less and less. To keep up, they'll have to specialize. This, in turn, means that managers need to constantly analyze whether their organizations have the right mix of specialists. They'll need to do whatever it takes to identify, recruit and retain the widening spectrum of knowledge experts their organizations require.

Teamwork and teambuilding will also become more critical because, in an expanding information universe, specialists both inside and outside the organization depend on one another to complete projects. Trainers may need to devote more time to developing the team skills of these specialists, since working well together becomes essential to success and innovation.

Mark Vickers is senior research analyst for HR Institute (www.hrinsitute.info). For solutions to some of the issues raised, check out AMA's seminars and in-house training programs at www.amanet.org.

Don't Let Yourself Get Buried Under Paperwork BY BARBARA HEMPHILL

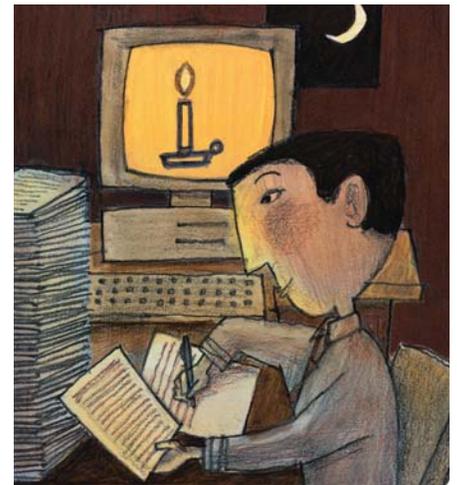
If you think of "Getting Organized" as a big project, think again! Organization is a skill and, like any other skill, it requires tools, principles and practice. Whether you are working at home or trying to impress the boss at work, these ideas will help you get started.

Minimize the unnecessary paper in your life by using your calendar more frequently. Instead of keeping the paper, put the information (location of meeting, for example) on your calendar. If you need to keep the paper, create a tickler file system like 1-31 for the 31 days of the month and Jan.–Dec. Put the paper in the file for the day you want to do it.

Put like items together (e.g., office supplies, travel items, seasonal decorations, memorabilia). Find a space or container large enough to hold the largest amount you want to keep. When it is full, toss or give it away!

Store items according to where and how often you use them. Label them clearly so others can understand the system you are using. To avoid accumulating clutter, eliminate any container that does not have a specific purpose.

Set up a just-in-time reading system. Tear out articles and file them according to subject. Keep a list of your files (which



can be automatically generated by filing software), so when you need the information you will be able to find it quickly.

Set up a filing system that enables you to put paperwork away and find it when you need it. Save only those papers you will need, and be sure your system will enable you to find the documents you filed.

Barbara Hemphill is one of the country's leading business organization experts. For more insights, visit: www.productivityconsultants.com. © 2005 Barbara Hemphill

For more ideas, consider one of AMA's management seminars at www.amanet.org/seminars.

Position Your Organization for the Future

When you are a leader, you have to do more than make sure things go right today. You are also responsible for making sure that what you do today creates the future you want tomorrow. If you don't, you won't have that future.

Here are some reminders to help ensure you meet the challenges ahead:

■ **Keep on top of trends.** Conduct an environmental scan to stay on top of trends outside your organization.

■ **Become a champion for change.** View change as an opportunity and an adventure, not as a threat.

■ **Think globally, act locally.** Niche markets are being created around the globe. Are there opportunities you have overlooked?

■ **Innovate or abdicate.** Whatever you are doing for external or internal customers, you must do it better, cheaper and quicker.

■ **Stress innovation and adaptation in your talks with employees.** Encourage creative thinking from your staff members. Get them off their easy chairs and keep them challenged.

For more insights, review AMA's leadership seminars at www.amanet.org/seminars.



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

LEADERSHIP • Work/Life Balance: Two Generations, Two Perspectives. Sander A. Flaum agrees with Jack Welch—that a boss's top priority must be competitiveness, not work/life balance. Son Jonathon disagrees, stating that he's skeptical of leaders who are "all work, all the time." Who's right? You decide.

MANAGEMENT • Why Some Companies Emerge Stronger and Better from a Crisis. In our exclusive interview, Ian Mitroff, the "Father of Crisis Management," explains why, even after the wake-up call of 9-11, some companies still don't "get" crisis preparedness.

PROFESSIONAL DEVELOPMENT • Using Your Business Intuition for Professional Success. Andrew Carnegie, John D. Rockefeller and

Conrad Hilton relied heavily on business intuition. Carol Kinsey Goman, Ph.D. explains how you can tap into your own creative subconscious to make better decisions in your work and career.

SALES & MARKETING • The Ten Biggest Marketing Mistakes and How to Avoid Them. Marketing challenges can sabotage any business, from a mom and pop enterprise to a multinational. Avoid these common marketing missteps and watch your company's bottom line grow.

GLOBAL PERSPECTIVES • Defrosting Business Communications with Europe. Learn how to overcome the "Ugly American" stereotype by using these real-world communications tips for Americans doing business in Europe.

Book of the Month: *The Loyalty Advantage—Essential Steps to Energize Your Company, Your Customers, Your Brand*, by Dianne Michonski Durkin (AMACOM, 2005). It's a simple notion: employee loyalty drives customer loyalty, which drives brand loyalty. Yet many organizations have yet to realize the three are intimately connected. This informative new book uses case studies of successful companies to show the true power of loyalty.



For more about this book and other AMA books, visit www.amanet.org/books.

AMA Conferences/Special Events Calendar

MAY 23-27, HILTON HEAD • AMA's Course for Presidents and CEOs—Refocus on core strategies and rejuvenate in the company of peers during this week-long refresher and re-energizer for senior executives. Sea Pines Resort/Inn at Harbour Town. Members \$4,500, Nonmembers, \$5,000. Call 1-800-262-9699 to register.

JUNE 5, PROVIDENCE, RI • Transforming Urban Communities: Lessons from Providence, Rhode Island and Liverpool, England. Community leaders from both sides of the Atlantic explore the many facets of urban regeneration. Sponsored by the Royal Society of the Arts with AMA support. \$425. Call (703) 830-4176 for more information.

JUNE 9, NEW YORK • Achieving Break-through Performance in Senior Executive

Teams—Author and consultant Howard Guttman and top managers from Sara Lee, Pfizer and Masterfoods will provide a roadmap for executives who want to resolve conflict and build break-through teams. Members \$495, Nonmembers \$595.

JUNE 10, SCOTTSDALE, AZ • Current Issues Forum: Doing Business in Today's India—Experts will discuss the opportunities and the pitfalls. Sanctuary on Camelback Mountain. Members \$1,195, Nonmembers \$1,395. Special early-bird discount.

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 on the world's largest and fastest growing economy. Members \$1,195, Nonmembers \$1,395.

Visit with AMA: Stop by our booth at the following events in June: American Society for Training and Development, June 6-8 in Orlando; Society of Human Resources Management from June 19-22 in San Diego.

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

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