

News You Can Use

Insightful articles make a difference

At Key Leadership, we believe that an informed client is a satisfied client. Toward that end, we would like to provide some article resources that you may find useful and enlightening. All of them, as well as several others, can be found in their entirety on our website, www.keyleadership.com

1. Strategic Alignment

How can leaders make change that is sustainable? Aligning the power inherent in the company to work in support of strategic goals is part of the executive role.

2. The Business Case for Emotional Intelligence

Does EQ really matter? Read Gary Cherniss' article summarizing how emotional intelligence has been proven to be a set of competencies that differentiate good from great.

3. Level 5 Leadership: Surprising Results

Level 5 Leadership is leading author Jim Collins' work about what his five-year study of over 10,000 companies has demonstrated...that key leadership behaviors are associated with organizational success.

Career management: a valuable benefit

Career Management has taken off in recent years. Many organizations are discovering that human capital is an exceptionally valuable resource and are offering career management as one of their benefits to help their people grow professionally and personally. Employees are receiving support in everything from discovering the type of work that truly inspires them to planning career steps to finding fulfilling work up through and including retirement.

Check with your Human Resources Department to see if this benefit can be made available as part of your benefits package.

Mark your calendars

The Philadelphia Human Resource Planning Group (PHRPG), the premier forum for the exchange of knowledge among the Greater Philadelphia Region's human resource leaders, has an excellent program scheduled for the fall.

Entitled *Philadelphia Forum for Organizational Excellence*, it will feature Dr. Joseph McCann discussing organizational resilience. The date is November 11, 2005 and the Center City location will be announced shortly.

For more information on the program or PHRPG, visit the website at www.PHRPG.org.



KEY LEADERSHIP INITIATIVES

Working at change that matters.

Visit our website for valuable information and tools. www.keyleadership.com

Speaker's Resources

Building leadership. Making career assessments. Navigating your options. Networking effectively.

They're all topics of interest for individuals and organizations that can help them develop, grow and succeed. Key Leadership founder Paulette Gabriel has addressed these subjects, and many others, with individuals and groups across the region. She's earned a reputation as a dynamic speaker who draws upon her 25+ years of experience as well as industry research to deliver informative and motivational presentations.

Recently, she spoke to the American Society of Woman Accountants on the subject of "Negotiating Skills for Women," offering sound advice on improving their strategies – and their effectiveness.

Contact Key Leadership at 610.971.8162 to find out more about the wide range of programs that can help to motivate and inspire your organization and your employees.

Assessment Tools

Interactive information-gathering solutions

How would you like an easy-to-use yet effective way to learn more about your organization, your teams, yourself?

Key Leadership offers industry-leading on-line tools that can help you better understand the inner workings of your company and your people so that you can make better business decisions and create a more rewarding, more challenging environment. Among our many offerings are:

- Custom Surveys tailored to your organization, department or need
- MBTI (Myers Briggs Type Indicator)
- Strong Campbell Vocational Assessment
- Employee & Team Assessments
- Values at Work Assessment

These tools are easy to implement and use; all that's needed is a standard Web browser and a PC. They're also effective, based on best practices methodologies and used by hundreds of organizations to realize tangible benefits. Visit our website to learn how information-gathering solutions can help you learn more about your organization, its employees and other key stakeholders.

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Leadership Matters

INITIATIVES
FALL 2005

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Key Leadership Moves to New Quarters

Get out the PDAs and Rolodexes to record an address change: Key Leadership Initiatives has moved to brand-new space as of October 1.

Previously based in an office on the outskirts of Wayne, the company has made a move to the Radnor Financial Center, one of the area's most prestigious office campuses. Situated near the intersection of Lancaster Avenue and Exit 30 off the Blue Route, the Center offers a highly convenient location for KLI clients, staff and business associates.

"It's a superb setting, with easy transportation access, lots of parking and a beautifully landscaped campus," says KLI founder and president Paulette Gabriel. "Our business continues to grow, in fact, doubling each year since it began, and this move represents our intention to be a long-term partner to our business clients in the area."

The new office address is: Key Leadership Initiatives, 150 North Radnor-Chester Road, Suite F 100, Radnor, Pennsylvania 19087.

Teams & Teamwork

Tools inspire meaningful change

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results." Andrew Carnegie

These days, the concept of teams and teamwork is still going strong. In fact, it has become an increasingly important focus for many organizations as they realize that teamwork is vital for their ongoing success. And whether a team is relatively new, at a critical stage in its lifecycle or in conflict, individual and group assessments are powerful resources. They can help organizations to discover and agree on strengths and areas for development to build and sustain good teams and teamwork throughout the enterprise.

Team development is a core competency of Key Leadership Initiatives and the topic was the focal point for the Fall 2004 issue of *Leadership Matters*. Two articles on the subject generated a great deal of interest from readers, who wanted more information on creating and sustaining high-performance teams that achieve business goals. One of the articles highlighted KTEP - a Web-based tool designed to improve team effectiveness by providing quantifiable metrics for measurement.

A number of organizations expressed interest in putting the tool to use so that they could gauge team performance and locate areas to focus needed changes. And the results for one company that administered KTEP and other tools have been noteworthy.

This enterprise wanted to engage in team development, as it included a geographically dispersed group that had recently added new members and saw a real need to fine-tune everyone's ability to work together.

KLI helped the company's team to understand itself and its people better and to clarify the key challenges everyone would be facing in the upcoming year. Using a combination of the Myers Briggs Type Indicator (MTBI) and KTEP - both of which are very reliable and take under 20 minutes to complete - the assessment was a quick, easy and effective process.

The results showed the team its strengths and weaknesses and helped to facilitate a data-driven dialogue that had an impact. The team was a resilient one with many positive attributes, but the results indicated a need to work on conflict resolution. Dealing with conflict more effectively influences relationships, innovation and a host of other processes critical to effective performance.

The attendees said the process was extremely valuable and the presentation of the findings "one of the best meetings they have attended." Even better, the team members took away real knowledge to apply within the work environment. A key step this team took was to put skill-building in conflict management on the development agenda, with the intention of driving open discussions and action planning.

To further the process of team development, the team members also said they were positioned to:

- ☞ Improve interpersonal interactions and build stronger relationships
- ☞ Engage in more open communication with co-workers
- ☞ Help everyone – including themselves – recognize and express their strengths more readily
- ☞ Encourage open team and small-group discussion
- ☞ Clarify their own way of thinking
- ☞ Guide their behavior with others
- ☞ Help determine the ongoing developmental needs of the team

In the end, the group found that these tools, and others like them, can assist organizations of any size and type in building and fostering the kind of teamwork that drives success. And that's a competitive edge in anyone's book.

Strategic Alignment

What it's all about

The work climate is changing at an unprecedented pace. Globalization, mergers and acquisitions, outsourcing, automation & technology dependence, and a host of other factors are fragmenting our focus, making it difficult for organizations to stay connected, synchronized and on the same page.

"We're merging two dramatically different corporate cultures. If we don't take the right steps, we're going to be in trouble."

"Customers view us one way and employees see us in another. We need to figure out how to eliminate the disconnect."

"Our people aren't sure how their day-to-day responsibilities affect the big picture – and our success. We want them to understand how they make an impact and contribute."

Strategic Alignment can be used to address and overcome these relational issues. It helps to establish a sense of cohesiveness and unity within an organization by enabling it to define - very specifically - its strategic focus, the action required to get there and a framework to keep people and processes on course. Strategic alignment is a challenge, to be sure, but a necessary one in order to develop a highly competitive organization and team in today's dynamic business environment – and to create success.

How do you get there? Strategic alignment requires an investment of both time and resources - but the pay-off can be huge.

You can begin by realizing that strategic alignment is part science and part art. It brings together facts, methodology and experience with vision and values. And it combines them all in a way that is unique to each company and its core competencies.

The best place to start in this dynamic process is with communication. By opening up the channels and gathering information throughout the organization, you will get valuable feedback and data from people that will help guide in the endeavor.

A CASE STUDY IN:

Follow Up

How one organization made its vision a reality

In the Winter 2004 issue of *Leadership Matters*, we presented a Case Study in Strategic Alignment. Departmental leadership of a global pharmaceutical company needed a "pulse point" survey to better understand how the team members viewed the organization. It wanted to ascertain qualitative and quantitative information about the progress of the department, the culture and other factors. Its goals were to improve satisfaction and productivity in order to achieve its business objectives.

With collaboration from company management, Key Leadership developed a survey, which was implemented in June 2003. It explored key components of the organization including:

- corporate culture
- operational climate
- people and team development
- leadership
- working environment

The survey had a 70 percent response rate and generated many anecdotal responses, demonstrating that employees were interested in being heard. With such a high response, it produced a great deal of valuable information for team leadership to review and analyze.

Across the categories, the results were good, demonstrating many areas of strength for the department. As the company had hoped, they also pointed to areas in need of development. What is interesting to note here is that, during the course of the survey, leadership of the organization began to take more ownership for the competencies that were being measured. As a result, when the results were viewed, the global company was moved to take action based on the findings, and used them to determine action steps for improvement in its strategic alignment.

So after carefully reviewing the data and determining priority actions, the company took a number of steps, among them:

- defining the attributes of high performance in the organization and the team leadership level
- developing a framework for team development at the leadership level
- defining the department's purpose in a way that created a deeper connection between the organization's goals and important day-to-day work
- creating employee action teams to address key areas identified in the survey

Focusing on strategic alignment pays off

After implementing its action steps, the company decided to gauge its progress. A follow-up survey was given by Key Leadership, with 65 percent of employees responding. And the second assessment pointed out some remarkable results that showed definite improvements in how the people viewed the organization's efforts to pull the team together.

Respondents believed that:

- they were more likely to receive coaching and guidance as a regular part of communications with their managers
- their managers inspired and motivated people to do the best job
- coordination across the team improved
- morale was generally higher

When it came to goals and vision alignment, the department made the greatest strides with the action it took. Consider that when asked to rate their satisfaction relative to the amount of feedback they received about the performance of their company against goals and objectives, there was a **14% decrease among those who were not very satisfied** from 2003 to 2005. Additionally, team members who were **more satisfied increased 10 percent** during that time.

Other improvements also surfaced. When asked about how the organization's goals stacked up against a number of factors, there was also noticeable progress on a number of fronts. Respondents indicated that the organization's goals:

- provide personal challenge in my work
 - a **10% increase** in those who **agreed**
- are used to guide everyday work and performance
 - a **7% increase** in those who **agreed**
- have little influence on my work
 - a **12% increase** in those who **strongly disagreed**
- have little importance until review time
 - a **12% increase** in those who **strongly disagreed**
- are not a focus for planning and prioritizing work
 - a **9% increase** in those who **strongly disagreed**

It's apparent from the positive survey results that the course of action taken by the company served to bring employees closer to its goals and vision. Respondents were increasingly seeing that what they did on a daily basis had meaning for the company and for themselves. And it brought everyone one step closer to work together on a common goal for success.

Five Steps for Strategic Alignment

As we've said, strategic alignment can be a challenge, albeit a worthwhile one that delivers advantages to any organization. But how do you go about attaining it? Here are five suggestions to get started:

1. Discuss the readiness of the leadership team to be engaged as full partners in the process. Their support is critical for success.
2. Gather reliable data in a number of ways – interviews, surveys and anecdotes are just a few of the options available.
3. Promise feedback to employees and strategize the best way to communicate. Then make sure to follow up with the communication so that people know that their voices have been heard.
4. Engage in problem-solving at all levels throughout the enterprise.
5. Understand that alignment is a process, not a solution. As such, it needs to be addressed on a regular basis so that it grows and changes along with the organization.