

Strategic Trends™

Managing the Human Side of BusinessSM

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Special points of interest:

- Learn what your most valuable resource is in your organization.
- Learn what can help insure your organization's financial security.
- Learn how to handle information overload.
- Are you ready for the future? It may just be closer than you think!

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The Importance of Culture

There's no doubt about it, it's tough managing a business in today's economy. The future is very uncertain, making strategic planning uncertain as well.

Too many executives and managers begin to "play it safe," making drastic cuts in their staff and budgets, eliminating the very lifeblood that will keep their organization going through the tough and uncertain times. **There is another way!**

In "Good to Great," his sequel to his groundbreaking work published in "Built to Last," Jim Collins pointed out that the starting point to becoming great was to first: "Build a culture around the idea of

freedom and responsibility, within a framework" and then to "Fill that culture with self-disciplined people who are willing to go to extreme lengths to fulfill their responsibilities."

In hidden Value, Charles A. O'Reilly III and Jeffery Pfeffer state that the key to getting extraordinary results from ordinary people is to "Place values and culture first...make those values real through consistent application."

Clearly, while having strategic plans and initiatives are important, the real key to strategic longevity isn't in the planning, but in the creation of a culture that will allow for people to be creative, innovative,



Has Your Strategic Plan Going Astray?

trustworthy, and customer focused.

But it takes faith in people and letting go of control that will allow your people to step up and be responsible.

It is these things—this kind of culture—that will save businesses today and help propel them through the next decade and beyond.

Unleashing the Potential in Your Organization.

In his recently published book, *Follow This Path*, Curt Coffman (co-author of *First Break All the Rules*) and Gabriel Gonzalez-Molina of the Gallup Organization reveal data that was collected from ten million customers, three million

employees and 200,000 managers in over 300,000 business units. It's interesting that the subtitle of the book is: *How the World's Greatest Organizations Drive Growth by Unleashing Human Potential*.

Based on solid research, what the Gallup Organization found was that these organization's most valuable resource is human — their employees and customers.

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RDS to Partner with Tomorrow's Workplace!

Resource Development Systems, LLC is very pleased to announce that we are entering into a partnership with a brand new company, Tomorrow's Workplace Learning Systems, LLC. Tomorrow's Workplace is the brainchild of Rob Lebow and Randy Spitzer, co-authors of the recently released book *Accountability: Freedom and Responsibility Without Control*, and Keith Ayres, CEO of Integro Learning Systems, PTY, Ltd, of Australia.

Tomorrow's Workplace will now

give RDS access to a wealth of research from Rob's previous company, the Lebow Research Group, along with some highly validated instruments to measure organizational effectiveness.

We now have access to the Workplace Wellness Study, which



Randy Spitzer, Keith Ayres, and Rob Lebow: The Primary Partners of Tomorrow's Workplace

can provide some very accurate predictions about future financial success.

This partnership also gives us some tools for helping to get the top executives in any organization or business unit in alignment with its purpose, vision, values, goals, procedures, and roles.

Of course, we now also have access to an even broader network of experts who can help us in providing the best solution to our client's needs.

Putting Values to Work for You

Since the fall of Enron and several other organizations, Values and Ethics have taken a bit of a forefront in business discussions. Many are now discovering that values aren't just "nice to haves" but essential to the long-term survival of any organization.

But Rob Lebow could have told you that long ago. The Lebow Research Group uncovered some startling research begun by the University of Chicago back in the

'70's. From there, the LRG has continued to conduct research on the 8 Shared Values from that previous research.

Their discovery? Those organizations that live the 8 Shared Values not only have less problems with employees and customers, but they are also more financially healthy.

The key? Creating an environment where people can actually thrive on owning their own job. An

environment where

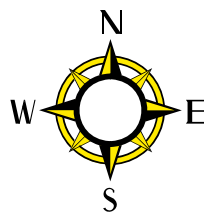
"Values are not sustainable in a controlled based environment. Freedom is not sustainable without Shared Values." – Rob Lebow

managers act as "Wise Counsels" instead of trying to control employees.

It's Values and Freedom that Create Accountability!

The 8 Shared Values

Back in the 70's, the University of Chicago conducted some research, interviewing over 17 million people in 41 countries on 6 continents, asking them what they needed to be able to do their jobs well.



Like a compass, Values can help show us the way.

The results are:

- **Treat others with uncompromising Truth**
- **Lavish Trust on your associates**
- **Mentor unselfishly**
- **Be receptive to new ideas, regardless of their origin**
- **Take personal risks for the organization's sake**
- **Give credit where credit is due**
- **Be honest in all things; don't touch dishonest dollars**
- **Put the interest of others before your own**

Unleashing the Potential in Your Organization (continued from page 1)

The best companies understand two important facts: people are emotional first and rational second, and because of that, employees and customers must be emotionally engaged in order for the organization to reach its full potential.

Previous research from the Gallup Organization (*First Break All the Rules*, Buckingham and Coffman) revealed that a focus on strengths and finding the right fit were highly important to unleashing this potential.

In their most recent book, *Accountability: Freedom and Responsibility Without Control*, Rob Lebow and Randy Spitzer share their research of over 17 years and 1000 organizations. What they've discovered is that there needs to be two driving forces: Values and Freedom.

Only in a *Freedom-Based Workplace* can people be accountable for achieving their best. For Accountability to thrive, there must be freedom for people to actually own their jobs. For freedom to thrive, there has to be

Values.

When organizations actually get away from the control-based approaches, rules, policies, and thinking of the past, people are then free to be more innovative and can then focus on customer centered solutions.

This truly allows both the employees and the customer to be "emotionally engaged," resulting in the best possible performance, and, of course, a positive impact upon the bottom line.

Information Overload?

Information is everywhere! There is no doubt about it, this truly is the Information Economy. The problem isn't always having enough information, but being able to handle all of the information that is flowing in so that you can have access to the really important information that will make a difference.

E-mail, voice mail, regular mail; reports, documents, articles. Finding time to take care of it all is becoming an increasing challenge that many are finding daunting.

But you really can handle this information overload. Here are some tips:

- What ever device you use for scheduling, be it paper, a computer, or a PDA, use it to schedule time to deal with the various forms of information



Is Information overloading you?

- you receive on a daily basis.
- Be careful when giving out your e-mail address. If you have already been "spammed," start fresh with a new address and consider getting a free secondary account like Hotmail or Yahoo!. Use it when you don't want people to have access to your primary e-mail address.
- Use the FAD system of FILE-ACT-DELETE. This method

FAD, File—Act—Delete, is the key to getting information under control!

filters information based on importance and urgency. If it's urgent and important, ACT on it. If it's important but not urgent, FILE it and address it later. If it's not important and not urgent, DELETE it and get rid of it.

By doing this, you'll touch each piece of information only once. This greatly decreases the time it takes to handle all of that information!

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**Managing the Human
Side of Business SM**

Resource Development Systems, LLC helps organizations move to a higher level of performance by tapping into the power of each member of the organization, and by helping to create environments of responsibility, accountability, innovation, and success, with a strong focus on customer satisfaction.

**We offer
Uncommon Results to
Common Problems!**

Future Trends

As we move into 2003, we've been paying particular attention to a variety of issues that appear to be impacting upon the future. One of the main issues that appears to be a time bomb just waiting to go off in the faces of many organizations is a labor shortage.

"What? A Labor Shortage?" you may shout. With the unemployment rate at 6 percent and remaining fairly steady, you are probably thinking we're crazy.

But we have several things in the works that are appearing that they will have a positive impact on the economy over the next 6 months. As this economy improves we'll see a pick up in employment, and a lowering of the unemployment rate.

As these things occur, organizations will again be scrambling to find talent. If you think you already have the talent that you need to be successful, then think again.

Many employment experts are revealing that there are many workers just biding their time with their current employers, just waiting for the right job to come along so they can jump ship.

If these are your best employees, then your organization will be hurting. The top talent will be hard to find and attract, and they will cost a premium.

If you're one of the many organizations that have treated

your employees poorly during this economic slump, then be prepared to suffer the consequences. If you've laid off employees, put excessive demands on the one's you've retained, cut benefits and created a down right inhospitable environment, don't expect that it will be easy to hire new employees to replace the ones who will leave. The word will get around, and the good employees won't want to come work for you.

The indicators are pointing to a mid-year turmoil in the labor market. Is your organization going to be ready for it? Do you have the talent in place and will you be able to keep them so that you can begin to reap the rewards of the projected economic upturn?