

Strategic Trends™

Managing the Human Side of BusinessSM

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Special points of interest:

- Learn about the importance of "Being" for your organization.
- Learn about the importance of preparing future leaders in your organization.
- Learn how not to destroy Accountability in your organization.
- Are you ready for the future? It may just be closer than you think!

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A New Approach to Strategic Planning

The Cherokee have a story about Raccoon and Beaver, two animals who at one time had a different approach to life. Beaver was all about Doing; accomplishing things, such as building his dam and lodge. But Raccoon was all about Being; to live life for the sake of life, itself, trusting in Mother Earth to provide for him.

The lessons of the story are many. Which approach is "right?" Of course, in typical Cherokee thinking, both and neither. You see, it takes a balance of both to live our lives successfully, and to be without either can cause a great imbalance.

So what does all of this have to do with Strategic

Planning? We think that it has everything to do with it! We feel that most strategic planning exercises often leave out the Being side of the organization and only focuses on the Doing side. Most organizations only focus on what the organization is going to accomplish (Doing) over the next 5 years, but not what the organization is going to Be.

Recent research contained in the books "Built to Last" and "Good to Great" by Jim Collins and his research team provide sound evidence that until an organization has a full understanding of what its core purpose is and what its values are going to be that will guide the organization its operation, that it can

never be as successful as it could be.

Additional research contained in the book "Hidden Value" by Charles O'Reilly and Jeffery Pfeffer showcase 7 organizations that clearly demonstrate the same thing. These organizations shun typical strategic planning, yet are leaders in their industry. What makes them stand out? Clearly it is that they have a solid understanding of the Being side of their organization.

First an organization must Be; only then it can focus on Doing.

For more information, read our article on this approach on our web site.

www.ResourceDevelopmentSystems.com/articles.htm

Succession Planning

While it is often ignored, looking on the horizon for many organizations is the fact that many of their long-term and valued employees will soon be leaving them to retire. As the Baby-Boomers

continue to age, we see our future workforce get smaller, and the scramble for talent will soon be on again.

Organizations need to prepare for this day, and

one of the best ways to do this is to develop the future leaders and key players from within the organization. This approach is probably the single most effective way to prepare for the future.

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RDS Wins International Consulting Award!

Resource Development Systems, LLC is very pleased to announce that we were recognized by Inscape Publishing, Inc. at their recent International Business Conference held in Phoenix, Arizona.

Located at the Wild Horse Pass on the Gila River Indian Reservation, Inscape Publishing celebrated it's 24th Annual International Conference. This conference is the worlds largest gathering of Independent business consultants and trainers.

R D S was recognized at this conference for our continued work with clients over the past year. This is the 5th year in a row that RDS has been recognized by the Inscape Publishing Network of Consultants.

We are very proud of this award and that we are continually



Gary and Ann Lear with Inscape President Jeffrey Sugarman (L)

recognized for our quality work with clients all over the world.

In addition to celebrating successes, the RDS staff also received 3 days of training on current and new assessment instruments, as well as learning new approaches to help their clients achieve their long-term goals.

Inscape Publishing Releases New DiSC Assessment!

The First DiSC® In-Depth Relationship Assessment

Today's workplace demands productive communication, positive relationships, and extraordinary performance. To bolster employees' skills, organizations have relied on tools that teach individuals about their own style and how to apply it in various settings. Until now, there was no way to directly apply this learning to relationships. Now these critical skills can be developed as never before with DiSC® Indra™.

Create New Levels of Understanding

DiSC Indra offers a model of human relational behavior unavailable in any other DiSC-based assessment. This innovative model brings DiSC learning and understanding to the next level — to that of the relationship itself. It maps and measures the relationships of people, providing individuals and groups with feedback concerning the interrelatedness of different DiSC styles. DiSC Indra is designed

Three Levels of Indra Reports:

- Individual
- Dyad
- Group

to highlight the areas of compatibility and incompatibility, pinpointing individuals' differences and providing insight about how to work effectively together. It provides actionable insight into the dynamics of teams and other groups of people.

If you would like to learn more about this fantastic new assessment, just give us a call!

Inscape Reveals the new EPIC System at IBC

One of the most exciting things to come from Inscape this year is not a new product, but a product platform. EPIC (Electronic Profile Information Center) provides a simple way to deliver profiles via the Internet. Here's how it works: Once you



set up your EPIC account through RDS, you'll have access to all of Inscape's online profiles. From your PC, you can administer access codes that allow people to complete the assessments online. Once a respondent finishes answering the questions, the

resulting report goes to the respondent or to you—you decide!

In celebration of the EPIC release, RDS is offering for a limited time a free EPIC platform to any client who purchases a minimum of 100 credits in the system. This is a savings of \$100! Give us a call for more information.

Succession Planning (continued from page 1)

Revealed in Jim Collins' research is the fact that those organizations that developed their future leaders from within were up to 15 times more successful than the general market, and up to 6 times more successful than their closest competitor.

One of the key findings was that these organizations not only made a significantly larger financial and resource commitments to recruiting, training, and professional development than other firms, but that only 3.5% of their CEOs came from outside of the organization.

This approach requires a long-term commitment, but the benefits are clear. By developing your future leaders within your organization, you are insuring a strong commitment to the long-term endurance of the culture of the organization (see our previous article on this issue). This keeps the organization focused clearly on its purpose and strategy, instead of new leaders coming in and distracting the organization from its core foundations and endeavors.

So how do you get started on this path of developing from within? It's pretty easy. First, focus on

developing everyone's strengths, not on trying to overcome their weaknesses. Give everyone the tools to better understand themselves and what they do best. Also give them the tools to better understand others and how to make the most of others' strengths.

By allowing everyone to focus on their strengths, the entire organization can overcome the individual weaknesses within it. This approach will get your organization off to a great start in creating a pool of future leaders for your organization.

Ten Ideas that Keep Employees From Being Accountable (part 1)

Everywhere we go we keep hearing CEOs and other executives talk about how desperately they want employees that are accountable; people who are innovative, creative, reliable, self-starters, team players, committed, willing to learn, receptive to change, and trustworthy.

What we find amazing is the methods that they are trying to use to make employees accountable. They are using methods that directly destroy accountability in their organization, and then wonder why they can't have those accountable people.

Here's a list of 10 things that will keep Accountability from flourishing in your organization.

1. **Incentive Programs and Pay-for-Performance Plans:** Promote cheating and distract

How to Create Accountability:

- Grant individual freedom as a right
- Ask everyone to be personally responsible
- Have Faith In People!

people from doing the "right thing" by encouraging the practice of "going for the dough no matter what!"

2. **Internal Competition:** Destroys trust, discourages cooperation, and encourages hoarding of resources.
3. **Performance Reviews:** Devastate the human spirit by offering judgments rather than encouragement.

4. **Forced Ranking Systems:** Assumes some people are unsalvageable and give management an excuse not to deal directly with performance issues in a proactive way.
5. **Personal Improvement Plans:** Send the message that people are broken and need to be fixed.

How many of these does your organization use? Next time we'll look at the rest of the list.

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Strategic Trends™ Newsletter

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 delighting customers.

We offer

**Uncommon Results to
Common Problems!**

Future Trends

After the recent deluge of financial debacles over the past few years, various governmental agencies and industry analysts are beginning to look at other measures of organizational performance. One of the measures that is being talked about is the area of human issues and workforce climate.

It's become very clear that these kinds of issues have a dramatic impact upon customer service, productivity, efficiency, waste, and other costs that can make investing in an organization undesirable. Furthermore, research indicates that employee satisfaction is a clear leading indicator of future financial success.

While a standardized measure hasn't been chosen yet by the financial markets and agencies,

organizations will be required to include this kind of information in their yearly reports in the near future. This information can end up dramatically affecting the financial future of any organization, including stock prices, interest rates, and more.

Many financial advisors are already using a variety of measures, including employee retention figures and satisfaction levels in making their recommendations for investments.

Bond issuers are also looking at employee loyalty and performance levels to set interest rates. Those organizations who have low scores on these issues are facing higher costs.

It then becomes clear that the human side of business does effect

the bottom-line. Failure to address these issues can put some organizations at a distinct disadvantage in the future. If a competitor can acquire the capital it needs for expansion or other key operations at a lower cost, then those organizations who are already struggling with these workforce climate issues are only going to continue to decline, putting them further behind.

Strategic thinking organizations are already beginning to look at their culture and climate to determine its impact upon their future, and taking real steps to overcome any deficiencies. Those that are already creating the right kinds of environments are not only seeing fantastic returns now, but they will have a huge jump on their competition for the future.