

Strategic Trends™

Managing the Human Side of BusinessSM

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Special points of interest:

- Learn about the Seven Essential Elements of High Performing Organizations
- Is the labor market going to tighten? Learn how you can be prepared
- Learn about the 4 Elements of Trust
- Are you ready for the future? It may just be closer than you think!

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The Seven Elements of High Performing Organizations

After spending two years of reviewing research into what it takes to be a high performing organization, we believe we've finally come up with the 7 Essential Elements for achieving this success.

While it is important to not forget business basics, the research continually points out that these basics are not enough. And it takes more than just controlling processes and costs.

What differentiates the high performing

organizations is not how well they have dealt with their process issues, but how well they have dealt with their people issues.

In fact, those organizations that have the highest levels of performance are those that have leveraged their people to achieve the greater efficiency in processes as well as superior levels of customer service. What they have done is become masters at

managing the human side of their business.

The 7 Essential Elements to leveraging the human side of any organization are People, Values, Purpose, Innovation, Leadership, Trust, and Personal Responsibility.

We invite you to visit our web site to learn more about these 7 Elements in a very detailed article about the Dynamics of High Performing Organizations.

www.ResourceDevelopmentSystems.com/articles.htm

Labor Market Tightening?

For the past several editions of our newsletter we've been predicting that the economy would be picking up during the latter part of this year and that there would be an ensuing scramble to find and keep good employees. As the economy finally begins to heat up it appears that the race to keep employees might be on.

It appears that researchers are finding some unusual and unique activity occurring on some of the internet job boards. They have been tracking information about already employed people that are

looking for jobs and are reporting that 72% of the people are dissatisfied with their current job and are looking for another one. But because of the nature of the job sites, these results maybe a bit skewed.

Additional research from other sources seems to consistently indicate that between 30 and 40 percent of current employees are dissatisfied with their jobs and that they are already looking to jump ship just as soon as the economy takes off. There is also reported increased activity in the employment areas on the web sites of many

corporate employers over the past couple of weeks. This seems to indicate that many employees are beginning to feel that the timing might be right to make a change.

The economy will take off again and unemployment will go back down again. Many, including us at RDS, are predicting that there will again be a scramble for good employees very soon. Remember the tight labor market of the 90's? It won't be long before it returns.

So what are you doing now to keep your good employees from leaving? With the average

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RDS Brings on New Staff!

Resource Development Systems, LLC is very pleased to announce that we have recently brought on board a new staff member.

Rebecca Lopez has more than 15 years combined experience in healthcare, at a care provider level, a staff development level, and a consulting level.

It all started in the late 80's when she worked for a small nursing home in Northern Wisconsin as a Nursing Attendant. From there she joined the US Navy and was trained as both a Hospital Corpsman and a Psychiatric Technician. After her honorable discharge she went on to become a Behavioral Health

Counselor.

Rebecca has experienced a lot as a healthcare provider. From pediatrics to geriatrics, from family health to psychiatrics, she has had the opportunity to work in facilities and with teams that had that special "something." ...That thing that leads to healthCARE. But she's also been witness to facilities where that "something" wasn't just missing, it was replaced by "something else" entirely.

After completing a B.A. in Psychology, Rebecca's next step was graduate school, studying Industrial/Organizational Psychology.

After finishing her graduate training, Rebecca returned to healthcare as a training manager for a large long-term care network. Having the chance to meld her healthcare and training experiences together has allowed her to see her years of diverse experience combine into an integrated whole.

Rebecca believes healthcare organizations should be more caring places. Not just for patients, but for staff as well. And she believes they can be more caring places. She has dedicated her professional life to helping individuals and organizations find that "something."

RDS' CEO Achieves Certification!

RDS is pleased to announce that its President and CEO, Gary Lear, completed the second level of certification in the **Integro Leadership Institute** techniques in Philadelphia in September. **The Integro Leadership Institute** is the new name for the old *Tomorrow's Workplace* partnership. Its goal is to help create cultures where

Accountability flourishes.

Each level of certification requires a full week of work to learn the various models and research behind them that are involved in the techniques.

Additional RDS staff are planned to attend future certification programs that will be offered in Chicago and

**A Goal is a Dream with a
deadline. A Vision is goals
with a plan.**

Orlando.

RDS is an official Partner of the Integro Leadership Institute.

EPIC Expands!

EPIC, the Electronic Profile Information Center, is expanding. In addition to the new DiSC Classic online, we now have an additional 3 new profiles that can easily be delivered over the internet.

The first is the Team Dimensions Profile, which allows you to help team members understand their

natural roles as the team attempts to solve problems and be innovative.

The second profile is the new and expanded Time Mastery Profile. This Profile measures effectiveness in 12 different areas, helping the person to target their most important areas to address in time management.

Finally, there is the new Diversity Profile, again, with specific exercises and activities tailored to help the participant to address their specific issues.

EPIC allows us to assign profiles to your employees, or we can set up your organization with its own EPIC system. Give us a call to learn more!

Tight Labor Market? (continued from page 1)

organization experiencing 55% of their employees as being unengaged and another 16% of them being actively disengaged (Gallup), there is no wonder so many employees are ready to jump ship. Your only choice to retain your best employees is to get them to be and remain engaged.

Despite what many say, money isn't going to do that, and you probably couldn't afford it anyway. But creating an environment of trust and intrinsic self-worth can. You can keep your best talent by creating a workplace where they feel wanted, appreciated, and trusted to do their jobs. This kind of culture will allow them to become passionate about the organization and its customers.

What are you doing now to attract more good employees? By creating the kind of workplace mentioned

above, you can not only retain your best employees, but you can attract even more good employees in this time of reshuffling of talent. Employees want to work for someone who appreciates what they have to offer. The best will scramble to come work for your organization. Because of this, your organization can actually be very picky about who you hire, even in a tight labor market.

Will there be a cost associated with your attempt to become an "employer of choice?" Sure there will. But rather than thinking of it as a cost, it is really an investment in the future of your organization. Having the best employees who are highly engaged means that your organization can operate more efficiently and effectively, and better

meet the needs of your customers. In the long-term, the money invested today to create a high performance workplace will more than be paid back in increased profits.

And don't forget that the average cost of replacing those good employees that leave is about 150% of their annual pay. What's that going to do to your organization's bottom line? And don't forget the cost that comes with decreased morale because others have to take on the extra load, or the frustration that customers experience from all the things that happen due to staff changes.

To plan for this event now is to think strategically. To do otherwise is to doom your organization to a constant struggle to find employees and to keep them engaged.

The Four Elements of Trust

So how do we build Trust in an organization? It is paradoxically both simple and hard. Trust is composed of four components: Straightforwardness; Openness; Acceptance; and Reliability. Let's look at each one in a bit more detail:

- ◆ Straightforwardness – for some this is an easy component of trust. It means that we say what we mean and feel about situations. It means that we will "tell it like it is." As stated previously, for some this can come across as being very brutal unless it is tempered with Acceptance. For others this is very hard because they are afraid that they will hurt others feelings. This requires that others are willing to be Open.
- ◆ Openness – this means that we are willing to listen to others' ideas and beliefs, especially when it

concerns issues involving our own behaviors. However, Openness is not confined solely to our own behaviors, and it is a very important component of Trust when it comes to dealing with the element of Innovation.

- ◆ Acceptance – this is perhaps the hardest of all components of Trust to exhibit and live. This means that we Accept others as they are and believe that everyone has a sense of self-worth just by being a person. We are accepting of the gifts each unique individual has to offer, and look for ways to use

those gifts to help the group or organization.

- ◆ Reliability – Reliability means that people can be counted upon to follow-through with commitments. People who exhibit Reliability will do what they say they will do with no excuses.

It is only by focusing on each of these and discussing how they impact our daily operations with each other and with our customers can we actually begin to build trust within our workgroups and our organization.

Use SOAR

to create Trust in your organization!

Strategic Trends™

Newsletter

Resource Development Systems LLC

934 Falling Creek Dr.
Macon, GA 31220

Phone: 478-254-3155

Email: info@rds-net.com

www.ResourceDevelopmentSystems.com

**Managing the Human
Side of Business** SM

Resource Development Systems, LLC helps organizations create and implement strategic plans for dealing with the change and innovation that is needed for them to be successful, including the tools to help them to manage the human side of their business: shareholders, customers, management, and employees.

We offer

**Uncommon Results to
Common Problems!**

Future Trends

Several months ago, on a nationally televised business news program, Fredrick Smith, founder and CEO of FedEx, was asked about concerns regarding the stock price of his company. He replied "I'm concerned with running my company; not running my stock."

For a long time many CEOs were more concerned with running their stock instead of running their company. Stockholders demanded high performance on their stock prices, regardless of how well the company was being run.

As a result, many companies' stock prices were greatly inflated. Then came the crashes of companies such as Enron and Tyco. But what could one expect with executive compensation so tightly aligned with short-term performance

measures?

We are finally seeing a change in this trend. General Electric recently announced that its CEO, Jeffrey Immelt, will receive a new form of compensation tied to performance targets achieved over 5 years, rather than for short-term stock performance.

We believe that this long-term focus on performance will become more prevalent. GE is an organization that is well known for setting future trends. We think that this one is long overdue.

While creating 5 year strategic plans, most organizations only focused on the issues quarter to quarter, with the primary emphasis being on how well the stock performed, not on making the company strong for the future.

Finally, organizations might just begin making and actually emphasizing long-term performance objectives. A focus on the company's future rather than the ups and downs of the stock market will finally give shareholders real value in the company.

We've succumbed for too long to the "day trader" mentality. It's time to get back to building long-term value into organizations. This means looking beyond the next quarter or next year in making decisions. It means making decisions that will impact upon the organization for the next 5 years or even longer.

Those organizations that grasp this concept will be well ahead of their competitors. Unfortunately, there will be many organizations that will fail to grasp the concept at all.