

Executive Search • Community Economic Development Management • Team Talk
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Who is Johnson & Associates?

If you're receiving this news brief for the first time, you're probably wondering who in the world is Johnson & Associates (J&A) and why am I receiving this information? We've been in operation since 1986 providing economic development, community development and executive search assistance on both a national and international level. Review our web site at www.jatoday.com and learn more about us and our products. And if you decide you don't want to receive any mailings ever again, just let us know and we'll **remove** your name immediately. But remember, if we remove your name, you won't be receiving notice of what may be the perfect position or program for you. If you are receiving duplicate e-mails, let us know which e-mail address you prefer we use. Keep JAToday coming! Please add us to your address book or approved sender list.

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<h2>Greetings</h2> <p>Hello across the country to all our friends and clients!</p>	
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It is hard for me to believe, but this month of August, we at J&A are celebrating 22 years in business! When I became a Certified Economic Developer 26 years ago, I had no idea where that would take me. We are so grateful for all the support and friendship you have provided over the years, and we recognize that we have only been successful because of you. We sincerely thank you for that!

As we embark on our 23rd year, we will continue to bring you our unique professional executive recruitment process, up-to-date community and economic development consulting, and effective dynamic team-building tools. We are always seeking new innovations to make your business more productive and efficient! Our job is to make your job easier and we stand ready to serve you.

Come visit our website or give us a call to learn how our new exciting partnerships and programs can benefit your business. We hope to hear from you soon!

Thanks again for your business,

Chloe

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Leading During Turbulent Times

J&A's partner, **HRGroup** wants to share some interesting observations from **Vistage International**, the world's leading chief executive organization (www.vistage.com)

Leading During Turbulent Times....

Right now many leaders are facing a great challenge: navigating through a down economy while keeping employees at the top of their game. Here's a plan to keep your business and employees in top performance mode.

Simplify your business plan

If you've seen mounting pressures, then it's time to refocus your goals and reset your top objectives.

- Create a small set of quantifiable objectives with timelines and hold people accountable for those objectives
- Identify and remove the roadblocks that hinder your team's performance

Communicate with your team frequently about these objectives. Communication is the glue that holds the organization together and helps to reduce fear and uncertainty among employees.

Commit the plan to your employees

One of the key factors in keeping top talent during both lean and good times is to be a strong and effective communicator.

- Communicate your “must do” items to employees
- Ask everyone on the team to identify things they can personally stop doing that will free up valuable resources to handle the “must do’s”

One of the secrets to addressing the “must do’s” is to keep conversations focused on what has to be done to accomplish the organization’s top objectives. Challenge yourself to stay focused on a few significant things that will ultimately determine your success.

Lead your employees

True leaders shine when it’s tough sledding. Employees want to work for strong leaders who have a plan and know where the company is headed. Here are some things you can do immediately to successfully lead your team through rough times.

- Reward your people for the results they achieve not for how hard they work.
- Don’t cut back on rewards and recognition during leaner times; now more than ever, you need your core team to feel appreciated and important.
- Be honest and tell your team what they need to do to win.
- Keep your employees well informed to help mitigate fear.
- Be hard on performance and easy on people.
- Acknowledge success and reinforce the positive.

As a leader you must also be willing to feel an equal amount of pain as your team and demonstrate self-sacrifice so that employees understand that “we’re all in this together.” You have to be as committed to them as you want them to be committed to the company.

Always remember to treat employees with dignity and respect. Tell your team what the company is facing, encourage them to ask questions, and answer those questions candidly. People are your most important asset, and to that end, let your employees know that you are committed to their success.

Source: **Vistage International/TEC**



Building High Performance Teams

Speaking of Leadership and Teambuilding, maybe your team is in place and functioning effectively. Now you want to take it to the Next Level? Call J&A or HRGroup today to learn more about the phenomenal “*Building a High Performance Team*” workshops!.

In this workshop, participants will develop an understanding of the power of teams in attaining business objectives. They will be exposed to and practice effective communication skills designed to enhance their ability to develop productive and satisfying relationships on or off the job.

Seminar participants will learn the basics of the DISC language, gain an understanding of their own DISC style, and develop an appreciation of the styles of others in the work group.

A facilitated, interactive discussion for sharing insights gained through individual DISC reports will be incorporated.

Expected Results:

- Increase Productivity
- Reduce Conflict
- Improve Morale and Performance
- Understand Basic Behavioral Styles
- Recognize and Appreciate Diverse Behavioral styles
- Improve Communication Skills

Here’s what others are saying about “*Building High Performance Teams*” workshops:

“This Team Building effort, based on our personalized Management-Staff Reports, was an entirely positive experience for our organization...To the bottom line, I believe that it has been valuable in making us become a more effective team.”

-President/CEO, Large Regional Power Company

“The DiSC- based Management-Staff Report has practical applications on a daily basis and the Teambuilding Workshop was FUN! When I am dealing with a challenging situation, I use this communication advice to ensure that I am expressing my ideas in a fashion that will be readily understood.”

-Director, American Express Business Travel

People are the greatest asset of any organization and the team approach maximizes the effectiveness of people in order to increase performance. When working as a team, people become part of the solution...instead of part of the problem! In “*Building a High Performance Team*” Workshops, participants gain an understanding of their own work style and then develop an appreciation of the styles of others.

Ted Szaniawski stands ready to tell you more! Call or email Ted at HRGroup to schedule a presentation on Building a High Performance Team. Tell him Chloe sent you!

Phone: 480.753.6188
Email: ted@hrgrouponline.com
Web: www.hrgrouponline.com



Are You Hiring Right?

J&A's partner, HRGRoup asks "How can you hire "A" players to improve productivity and profitability?"

To ensure that an organization "hires the best" the following six components of a superior selection system should be in place:

Job Analysis

Start with a thorough, up-to-date job description and then do a complete job profile to capture behaviors, motivators and competencies.

Recruiting Strategies

Consider a combination of employee/networking referrals, company websites, niche job boards, external recruiters, etc. to attract the best candidates.

Structured Interviews using Behavioral-Based Questions

From the initial screening interview through final in-depth interviews, behavioral questions tied to the specific job should be used to determine if the candidate has the skills and experience to perform at a high level.

Pre-employment Assessments/Testing

Carefully selected tools add objectivity and science to the art of hiring.

Reference and Background Checks

Don't overlook or underestimate the value to be gained.

Making the Hiring Decision

Pull all of the information together from the five steps above, plus consider "fit" with the organization's culture and work team.

Are You Hiring Top Performers?

To add "science" to the "art" of selecting Top Performers, there are comprehensive recruiting and talent selection systems that profile jobs and evaluate candidates to ensure optimal job "fit". **J&A routinely incorporates these methodologies.**



Go Green!

Since we're all working and playing on this big blue orb together,

Johnson & Associates and HRGRoup thought we would share some ideas to help everyone "Go Green" and rally round the environment. From time to time, we plan to feature a tip for you and your business to make a positive impact on our environment...and your bottom line! Please let us know what you think.



Develop your Green Employer Brand to protect the environment and enhance recruitment and retention.

In a recent survey, 81% of U.S. respondents said they would prefer to work for a company that has a good reputation for environmental responsibility. And in a SHRM (Society for Human Resource Management) Green Workplace survey, 61% of respondents indicated they are "very likely" or "likely" to stay at their organization if they have in place and practice environmentally responsible programs. These feelings are particularly acute among young professionals.

Word of caution! Don't provide empty promises to attract candidates and retain existing employees -- a practice known as "greenwashing". Employers must walk the green talk to gain a competitive advantage through good environmental stewardship.



Recent Events

Southern Economic Development Council (SEDC) held their 2008 Summer Seminar in Orlando/Kissimmee, Florida last month. The theme was "Improving Self, Organization and Community." Chloe was a panelist for the session entitled "Trends in Hiring Economic Development Professionals."

Chloe said it was one of the best conferences ever! "Excellent information was presented and it was so diverse that there were programs to benefit the many organizations and membership of SEDC!" She is looking forward to the annual conference in Hot Springs, Virginia in October!



Team Talk

Our **Team Talk** series includes several workshops, each step enhancing communication skills. "Building High Performance Teams" is one component of **Team Talk** described earlier, but another valuable workshop is the "Dynamic Communication Workshop."

The Dynamic Communication Workshop is a perfect way to open a retreat or an annual conference. It is ideal for staff, committees, boards, council members and businesses as a way to significantly improve communication skills and relationships.

Expected Outcomes:

- Win/Win Interactions
- Increased Job Satisfaction
- Enhanced Productivity
- Reduced Tension
- Improved Relationships

Dynamic Communication stems from the right combination of tone of voice, words, body language and pace of speech and actions. These four factors are

the components of each person's unique behavioral style. Using the techniques in this workshop, organizations/teams can immediately open the door to effective communication and superior relationships.

*"It's not enough to be talented and have great technical skills . . .
you must also master the art of interpersonal relationships."
- Judy Suiter*

Call J&A today to learn how one or both of these **Team Talk** components can give your organization the edge it needs to improve internal and external communications!

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**Johnson & Associates, A Full Service  
Community Economic Development Provider.  
We deal in futures ..... yours!**  
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