



HYDER & ASSOCIATES MANAGEMENT REPORT

Volume XIX Number I

Winter 2008

Eight Keys to Leadership Greatness

To reach your full potential as a leader, apply these eight laws to leadership greatness.



1. **MAINTAIN ABSOLUTE INTEGRITY.** When Leonard Roberts became CEO of Arby's, the fast-food chain was struggling. He turned it around by promising more service, support, and money to his franchisees. When Arby's owner disagreed and refused to pay staff bonuses, Roberts resigned from the board in protest and the company eventually fired him. He survived that firing – and a subsequent firing as CEO of Shoney's for a similar stand – to take the reins of Tandy Corp., largely because of his reputation in the franchise world. "You cannot maintain your integrity 90% and be a leader", Roberts says. "It's got to be 100%."
2. **KNOW YOUR STUFF.** Not yet 30 by the time he directed *Jaws*, Steven Spielberg already was a self-made man. Rejected twice by the University of Southern California's film school, Spielberg simply took over an abandoned trailer at Universal Studios, started making contacts and cranked out a short film. The studio president signed him to a seven-year contract because Spielberg proved that he knew his stuff.
3. **DECLARE YOUR VISION.** In fewer than 25 words, can you recite to yourself how your organization makes money and where you plan to be in five years? "Most companies fail in their growth because they don't have a vision," says former Southwest Airlines CEO Howard Putnam. "When you have a vision and someone comes to you with some convoluted idea, you can hold it up to the vision and ask: 'Does it fit? Does it fly? If not, don't bother me.'"
4. **SHOW UNCOMMON COMMITMENT.** Dell Computer Corp. rose from nowhere to No. 1 in six months because of Michael Dell's commitment to speed. He also saved money through assembly and distribution deals that saved even more time. Is Michael Dell uncommonly focused on faster, smarter, better? Says former Intel CEO Andrew Grove: "I have bruises on my back from Mr. Dell when we can't keep up with them."
5. **EXPECT POSITIVE RESULTS.** Start by turning disadvantages into advantages. In the early 1900s, steel magnate Andrew Carnegie commissioned the now famous Napoleon Hill to research success. One of Hill's discoveries: Hidden within every disadvantage or obstacle lay an equally powerful opportunity. Successful leaders look for those opportunities.
6. **TAKE CARE OF YOUR PEOPLE.** Mark Peters worked as director of operations at a Florida fire alarm company. Peters oversaw five managers, four of whom held college degrees. The one who didn't, Irv, became Peters' go-to man, but he earned far less than the other four because of the company's bias toward degreed employees. Peters pleaded Irv's case to the company president. Ultimately, he won both the raise and Irv's loyalty.
7. **PUT DUTY BEFORE SELF.** Homer Laughlin Cina Co. survived the Great Depression but, by the late 1970s, cheap imports almost did it in. Laughlin's owners were well-positioned to call it quits, but they knew that liquidating the firm would destroy their community. So, they stuck it out for the good of their fourth- and fifth-generation workers. They invested in a new kiln and revived an old design called Fiesta. Bloomingdale's launched the revived brand, and Home Laughlin is now the largest U.S. pottery company.
8. **STAND OUT IN FRONT.** When Peter Ueberroth agreed to run the 1984 Olympic Games in Los Angeles, he promised they'd make \$15 million in profit. That seemed impossible. Ueberroth plunged in and personally negotiated sponsorship contracts worth millions. During the Games, Ueberroth led the way by wearing the uniform of a different Olympic worker each day. By the time the Games ended, they'd made \$215 million in profit.

Source: National Institute of Business Management, December 2007

INSIDE

<i>Compliance Corner – Overview of the Americans with Disabilities Act</i>	2
<i>Why the Best Leaders Act First, Ask Later</i>	2
<i>Fire Back: Say "What?"</i>	2
<i>E-Mail – Don't Send What Does Not Need to be Sent</i>	3
<i>Sharon Hyder Answers Your Mgmt. Questions</i>	3
<i>Trends – E-mail Violators May Get the Boot</i>	4



COMPLIANCE CORNER



Overview of the Americans with Disabilities Act

Americans with Disabilities Act (ADA) protects from discrimination any individual with a physical or mental impairment that substantially limits one or more major life activities as well as anyone with a record of such impairment. Individuals with obvious disabilities are, of course, protected, but many disabilities that aren't obvious are too, such as hearing loss, mental illness, learning disabilities, eating disorders, and in some cases, obesity. Those who use illegal drugs aren't protected, but former substance abusers who successfully complete rehabilitation are. Alcohol abuse is a protected disability and employers are expected to accommodate those who suffer from alcoholism, although courts have put quite a few limits on this.

A qualified individual with a disability is anyone who has the skills, experience, and education required for the job and can perform the job's essential functions, with or without reasonable accommodation. Essential functions of the job are the primary job duties that are intrinsic to the position. These are elements of the job that must actually be performed. If they were removed, the job would be different. On the other hand, if some of the job functions could be redistributed to co-workers, then that function might not be considered essential.

Reasonable accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities. An obvious example is raising the height of a desk so that a wheelchair would roll under it. Another example is allowing an employee with diabetes to take more frequent breaks to monitor blood sugar and/or eat required snacks.

When an employee asks for accommodation of a disability, it is the sign that the employer must begin what the ADA calls the interactive process to determine an appropriate reasonable accommodation. This involves a discussion about the employee's disability, present job, and possible accommodations that would enable the employee to perform the essential functions of the present job or any other job opening in the company. Doctors' recommendations and other information can and should be used in this process. If an employee reveals a disability to you, you should ask whether the employee believes the disability will interfere with his or her ability to do the job. If the employee says "no", that is the final word.

Source: *HR Fact Finder* September 2007

Why the Best Leaders ACT FIRST, ASK LATER

Aspiring leaders often assume that their role models are successful because they make careful decisions. The truth is a little more complex. While it is true that executives who act impulsively – without considering available intelligence – risk making huge mistakes, it is also true that highly effective leaders believe quick action is the key to success. *Here's why:*

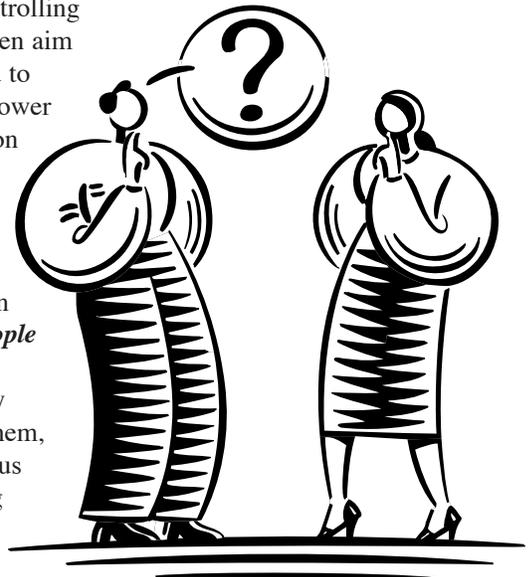
- **THERE IS NO ANSWER BOOK.** Today's leaders face an extremely fluid marketplace. Instead of reviewing old data in an effort to thoroughly understand a new challenge, leaders are better served by taking small steps to "test" their gut feelings, then refining their direction as results begin coming in.
- **TIMING IS EVERYTHING.** In this Internet-savvy world, your competitors can figure out your business development plan almost as soon as you do. "Implementing the second-best idea *now* is a better strategy than doing the best idea a week from now", warns Stanford professor Charles O'Reilly.

FIRE BACK: Say "WHAT?"

People with controlling personalities often aim questions at you to establish their power by putting you on the defensive.

Break their momentum, suggests Patricia Evans in *Controlling People* (Adams Media Corporation), by simply asking them, "What?" You thus avoid answering them or explaining

yourself – you're simply asking for clarification in an assertive manner. Now the controlling person has to do the explaining and will perhaps think better about attacking a person who resists so simply yet powerfully. "What?" might be rude in other contexts, but here it seems justified.

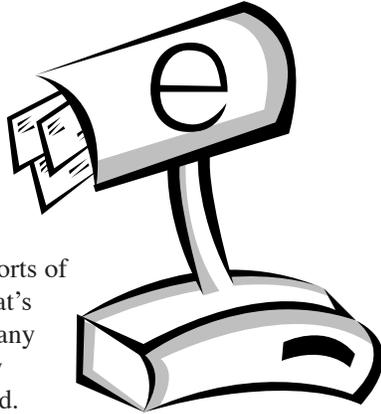


FAMOUS QUOTE

The successful man will profit from his mistakes and try again in a different way.

– Dale Carnegie

E-Mail — Don't Send What Does Not Need to be Sent



We send and receive all sorts of e-mail messages – and that's the problem. There are many messages that don't really need to be sent or received.

For starters:

- **INFORMATION THAT MAY BE IMPORTANT.**
Too often, a long message is sent to everyone in a large group because someone in the group may someday need some piece of the contents. Instead, have a specific business purpose for everything you send.
- **MESSAGES OTHER WILL SEND.**
If a piece of information or news is worthy of sending, is it likely that someone else will distribute it as part of their normal message load? If so, don't duplicate the message. The more times a message is adapted and passed on, the more likely it is to be garbled.
- **INCREMENTAL MESSAGES.**
In the belief that "This can't wait", people send out messages in fragments as soon as isolated details come to them. What should be covered in one e-mail is thus spread over a day and several messages. The sender is then stuck with integrating them, wasting time in the process. In general, wait until you can write a complete message.

Hyder & Associates

BULLETIN BOARD

Hyder & Associates
celebrates its
24th year
in business in 2008.

Sharon Hyder, CMC, CRM, president
and founder of Hyder & Associates,
thanks everyone who made it possible.

SHARON HYDER, CMC, CRM ANSWERS YOUR MANAGEMENT QUESTIONS



We have a manager who is excellent technically, but has an abrasive personality. I know that finding competent managers is always a challenge. Do you have any suggestions on how to curb his personality?

Unfortunately, managers sometimes fall into acting abrasively, which generally means intimidating employees. Workplace pressures may push you into similar behavior unless you recognize the intellectual and emotional patterns that lead in this direction. Review these three common perceptions, and then show your manager these perceptions to work on modifying his behavior.

1. MANAGERS ARE SURROUNDED BY THREATS.

Many abrasive managers believe that impossible objectives, office politics, and especially incompetence (in both themselves and their employees) threaten their success and even their survival. They believe the best defense is superior competence all around. It's hard to achieve, so self-discipline on the manager's part – yelling, insults, and other forms of intimidation toward employees – is justified. Have you felt this fear and vulnerability very often?

2. ABRASIVENESS WORKS.

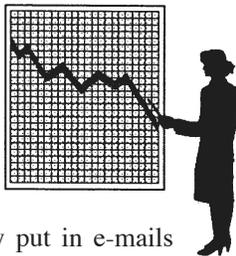
Abrasive managers believe that their harsh behavior, and that of other successful managers they've observed, keeps employees focused on their work. People simply need to be pushed in order to be competent. Do you agree that a rough approach is usually necessary to get results?



3. **IT'S NOT PERSONAL.** Many abrasive managers not only believe that abrasiveness is simply a necessary tool, they also believe their employees see it the same way. These managers are often surprised when people say they have been emotionally hurt by such treatment and haven't realized it wasn't personal or more than a way to "get the job done". Have you often felt that employees "overreacted" to his management style?

Trends...

E-mail Violators May Get the Boot



Employees who aren't careful what they put in e-mails may lose their jobs over it. A recent report from e-mail security provider *ProofPoint* revealed that almost 28 percent of U.S. companies had fired an employee during the past year for violating e-mail policies, and nearly half (45.5 percent) said they had disciplined employees for the same offense. "If you wouldn't want the whole world to read it, don't put it in an e-mail" said Keith Crosley, director of market development for ProofPoint, in a recent press release.

The survey, conducted by Forrester Consulting, polled more than 300 companies with 1,000-plus employees. It found that workplace e-mail policies vary widely, with some firms prohibiting all non-work-related e-mail and others are restricting only e-mails that include profanity or leak confidential information.

According to the survey, about 90 percent of businesses have formal e-mail acceptable-use policies, but only about 60 percent provide regular training sessions to inform their employees about their policy. The discrepancy might explain how employees violate e-mail policies without realizing it.

In addition, Crosley added, the sheer volume of e-mails sent today makes it easy to violate policies – either intentionally or by mistake. Either way, that can spell big legal trouble for employees and organizations.

According to ProofPoint's survey, almost one-third – 29.1 percent – of companies with more than 20,000 employees that were surveyed stated employee e-mails had been subpoenaed in the past year.

Crosley suggested that companies also formulate policies on the other popular types of electronic communication such as instant messaging, blogging, social networking sites, and YouTube.

Source: The Information Management Journal



HYDER & ASSOCIATES
MANAGEMENT REPORT

501 W. Glenoaks Blvd., Suite 422
Glendale, CA 91202
(818) 507-0008
FAX: (818) 547-9908
E-Mail: hyder@HyderAndAssociates.com