



Automotive HR
*"Keep your workforce
 running smoothly"*

Employer's Advantage

July 2007 Volume 1, Issue 6

Annual Subscription Rate: \$50.00

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*The Employer's Advantage
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The Myth of Overnight Success

With some satisfaction, I put aside a short magazine article about an author who achieved "overnight success." The tale was like gauzy cotton candy, a fun and inspirational read about yesterday's nobody and today's toast of the town. Sweet on the tongue, it disappeared quickly.

I admit that the words "overnight success," drew me in. "Success" is not a dirty word, and frankly, it's fun to believe that this writer's greatness just "happened" while the rest of us were involved in eating, sleeping, or workday ritual.

Back to reality. Although walking among us mortals are gifted athletes, painters, scientists, physicians, judges, teachers and wizards of business, their greatness is merely what we see. With no disrespect to anyone's raw talent, we should be giving genius credit



for having a plan and working it. We cannot wave a wizard's wand over someone and turn him into a leader. We must grow our leaders. How? Just like the good athlete grows into the great athlete through hard work and practice, the excellent athlete with a vision moves into a coaching spot and molds others. We should always watch those striving for excellence; they show us how to lead. Although gifted leaders make what they do look easy, it's part of their everyday practice.

Consider the 10-year rule that researchers have studied for well more than 10 years. This rule says that 10 years of focused training is the minimum a person must spend at a specific activity to reach an expert level. The training must deliberately focus on gaining expertise in a specific area. Thus, a good pianist aspiring to greatness would concentrate on a certain

goal, perhaps jazz piano, and study and practice a certain amount of time every day to attain that goal. A good leader leads every day, by making the difficult decisions based on knowledge and experience.

I am not saying that in pursuit of hard work we should ignore nature and nurture. I recognize that "nothing but net" is more easily attained by the player whose reach is closer to the ceiling than the floor. I understand that involved parents and other mentors play a role in what children will become.

But we should never just assume that the likes of a Dave Brubeck, Erma Bombeck, Nellie Bly, Jimmy Stewart, Sally Ride or Tiger Woods just became great musicians, writers, journalists, actors, athletes or astronauts because they were born to it. That denies them their right of achievement and says to the rest of us mere mortals, "Why bother?"

10 STEPS TO GREATNESS

1. Envision a specific goal.
2. SEE yourself working toward this goal, whether it is playing the flute or peering through a microscope or flying a jet.
3. Research the steps it will take to achieve your goal. Study the achievements of others who have attained similar goals.
4. Think about taking the first step first, then the second, and so on.
5. Use positive words when you think or talk about your goal.
6. Create a plan that moves you daily toward your goal.
7. Work each day at the appointed time even when you don't feel like it.
8. Set a date for achieving milestones: "By March 1, I will have read six books in the leadership series. By July 1, I will have my first certification credential."
9. List the reasons this goal is attainable, doable, and fits you exactly.



SUCCESS/LEADERSHIP QUOTES

"Imagination is more important than knowledge." - Albert Einstein

"For an actress to be a success, she must have the face of a Venus, the brains of a Minerva, the grace of Terpsichore, the memory of a MaCaulay, the figure of Juno, and the hide of a rhinoceros."

- Ethel Barrymore

"Do not be desirous of having things done quickly. Do not look at small advantages. Desire to have things done quickly prevents their being done thoroughly. Looking at small advantages prevents great affairs from being accomplished."

- Confucius

"I have not failed. I've just found 10,000 ways that don't work." - Thomas Alva Edison

"I don't know the key to success, but the key to failure is trying to please everybody."

- Bill Cosby

Flexible Work Schedules a Win-Win for Companies AND Their Employees

A recent study by International Survey Research (ISR) revealed that 31% of employees have difficulty balancing work and home, and 43% consider an excessive workload to be their biggest stressor.

This may change, however, as corporate America relaxes its 9-to-5 work structure. Today, more and more companies are letting employees work when and where they want — with positive results. Employees appreciate the flexibility and sense of control, and companies benefit from greater productivity, improved morale and reduced turnover. The bottom line: As long as the work gets done, time and place don't matter.

Sun Microsystems and IBM are two companies that are embracing this concept, with nearly half of their employees working outside of the office on any given day. Best Buy even developed a program based on this concept, called "Results Only Work Environment" (ROWE). Under ROWE, employees can work whenever and wherever they choose, assuming they meet the goals set for them by their managers. Nearly 60% of Best Buy employees participate in ROWE. And it's working: The company reports increased productivity, performance and employee engagement.



STRATEGIES FOR WINNING: A personal story from Jim Sirbasku

Big Dogs Expect to Win*

Not long ago, Bud and I were inducted into the Sales Hall of Fame. During my acceptance remarks, I used the phrase "Fake it 'til you make it," which is a way of saying you should act like the person you want to be until you become that person. One of the other inductees was the late Mary Kay Ash, the founder and inspirational leader of the world-famous cosmetics company. She was honored posthumously. After my remarks, her grandson approached me and asked where I had learned "Fake it 'til you make it," because he had heard his famous grandmother say it many, many times. He told me it was something she taught all of her salespeople.

She believed it had special meaning in times of adversity because no one needs to know when you are not doing well.

Today we're going to talk about acting the part of Big Dog. You may not be a Big Dog now, but if you're ever going to be one, it's important you think and act like one.

Here's the Big Dog Code:

When a Big Dog comes on the canine scene, all of the others sit up and take notice. If there's going to be a scrap, they all know that the Big Dog is likely to win. But sometimes

you see a fierce mini-pooch get into a dogfight and wipe out all of the competition. This happens because the mini-pooch knows the Big Dog Code and follows it.

Whether you would characterize your company as a poodle or a Rottweiler, when you follow the Big Dog Code, you will find that you expect to win, too. Here are the bones of the Big Dog Code.

a. Big Dogs Howl at the Moon

A full moon is the best



promotional opportunity in the Big Dog calendar, and no pooch worth its bones misses the opportunity to let loose and let everyone know it's around. Big Dogs bark first, bark loudest and keep right on barking long after all of the lesser mutts have abandoned the opportunity. Seek out as many platforms as you can to howl out the many reasons your potential customers should sit up and take notice. There are many, and, like the moon, many can come to you for free. Seek out speaking engagements at key industry events, and host or sponsor

useful seminars for the industry associations involved in your marketplace. Look for opportunities to contribute articles to industry journals. When the Big Dog starts howling at the moon, the rest of the pack joins in eventually. All anyone remembers is the one who barks first, barks loudest, and barks consistently.

a. Big Dogs Don't Chase Cars

Big Dogs don't waste their time chasing cars. They leave that to the mutts. They know that even if they catch the car, they wouldn't know what to do with it. Focus your efforts on chasing only opportunities providing a worthwhile return

for your efforts. Before you start chasing prospects, be sure you know what you're going to do with them when you catch them, and be sure it's worth the effort. Chase only prospects who have adequate need for your products, have the wherewithal to pay for them, and are likely to yield some kind of profit. Don't get into the habit of chasing anything that moves. Leave that to the mutts. Be cool. You can afford to be selective. You're a Big Dog.

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SUCCESS STORY: Finding the Right Drivers for the Long Haul

EDITOR'S NOTE: James M.D. Maloney, president of United Freight Service, Inc., of Phoenix, Ariz., tells

Q. Do you have a story to relate about ProfileXT™?

A. ProfileXT gives me information about our people that is not just "on target," it hits the bull's eye every time. ProfileXT has helped us measurably improve productivity and the efficiency of every employee.

Q. What is the major benefit your company sees from Profiles' assessments?

A. We see a major help in the area of driver turnover. The American Trucking Association reported a national average of 109 percent turnover for medium-size carriers, with turnover for large carriers exceeding 130 percent. Our vice president recently attended a trucking symposium sponsored by our insurance carrier, and representatives shared their recent statistics on driver turnover. All were well above 60 percent and several were much higher. When we reported our 17 percent from 2005, we were met with looks of great disbelief.

Q. Were Profiles' tools the only reason for your decrease in driver turnover?

A. No doubt they were the main reason. This one benefit continues to save us thousands of dollars in recruitment and training costs.

Q. In what critical areas do the assessments give you answers you need?

A. First, we look at whether the driver is matched with the type of driving we have to offer. For example, would this person enjoy and excel in a long-haul position that involves little social interaction? Or would he perform better in a local delivery job, interacting with customers on a daily basis? So often what a candidate says he wants does not really suit him. Profiles' scientific assessments tell us.

Second, we use Profiles' tools to match two drivers on a team. We view these teams as occupational "marriages." The tools help analyze compatible people to create a successful relationship. They also can see conflicts in advance, giving us an opportunity to build teams that stay together longer.

Also, we use Profiles' tools to help us see other problems in advance. We will not hire an employee without the help of Step One Survey II™.

Q. What kind of flexibility has Internet use of the tools given you?

A. I can talk to potential employees anywhere in the country and point them to our customized Profiles web site. In 90 minutes or less, I can have printed reports in my hands that tell me what I need to know in order to decide whether I want to give the person further consideration for employment.

Q. When did United Freight Service begin using Profiles' assessments?

A. In 1993, and Profiles' constant development of new products and the improvements through the years have helped us improve. From the very first, Profiles helped us solve a problem that is common in our industry and saved us a ton of money as well as making my job a lot easier. As Profiles has introduced new assessments, we have been able to use them for a multitude of purposes. We have hired better, more reliable employees because we use your assessments.

We also do a better job of managing and training, communicating, and motivating our people thanks to the information your assessments give us.



a. Big Dogs Will Hound You Until They Get What They Want

If a Big Dog sees a rival with a bone he fancies, he immediately goes after it, and nothing will stop him until the bone is his. Even if he is greeted with a snarl and a show of teeth, he'll withdraw a little, recompose himself and come back again and again.

Research shows that most big deals close after seven customer interactions or more. The same research shows that most salespeople give up after a single "No!" Winning the best deals takes persistence. Be a Big Dog. Persist until you get the deals you want.

a. Big Dogs Get to Know the Pack

Big Dogs get to know more of the members of their own pack and of the other packs running in their area. A great benefit of all this sniffing around is that the Big Dog is the first to know if someone new moves into its territory. This kind of fearless networking is key to looking like a Big Dog. Get out and about. Make sure you meet the maximum possible number of people in your area who might eventually be interested in what you have to offer. Find out who else is operating in your area. Get your nose right into their business and get to know what they're all about. The Big Dog knows everyone on his block, friend or foe. Network constantly.

a. There's No Mistaking a Big Dog's Territory

Big Dogs mark their territory. The Big Dog's brand sends out

a pungent "Keep off! This is mine!" warning to any potential interlopers. Protect your own territory. Once you've won customers, work hard to keep them. Let them know how much you value them. Find out what it will take to retain them, and work hard to meet their needs. Then let the world know: here are my customers, here's why they're eager to stay with me, and here's why you should be talking with me, too. Good relationship management will serve to keep other mutts out of your territory, and communication of testimonials and successful references will build your Big Dog reputation and help to bring in new customers. Once you win some territory, make sure everyone knows it's yours, and work hard to keep it.

a. Size Doesn't Matter if You've Got the Pedigree

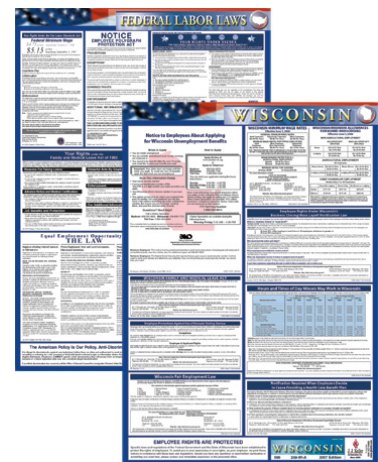
When you're in a situation where everyone knows you're not quite as big a dog as you'd like to have them believe, remember a key rule: size doesn't matter if you've got the pedigree. Act like a thoroughbred. Be professional, adhering to a strict code of business ethics, and look after the important details. That way you'll always get the Big Dog respect you deserve. Professionalism and ethics are key.

Follow the Big Dog Code and everyone will assume you're a Big Dog. Do it because you know you deserve to win.

Federal Minimum Wage are increasing ...



Look for information next month on your responsibilities and posting requirements



DID YOU KNOW...

Taking one hour per day (seven hours a week, 365 hours per year) for independent study, you can learn at a rate of a full-time student. In three to five years, the average person can become an expert in the topic of his or her choice, simply by spending one hour per day.

A person who works at a cluttered desk spends, on average, 90 minutes per day looking for things or being distracted by other things.

Taking five minutes a day, five days a week to improve your job will create 1,200 little improvements over a five-year period.

Half of what is known today was not known 10 years ago.



The amount of knowledge in the world has doubled in the past ten years and it is said to be doubling ever 18 months. We all need to invest in our continuing skill and knowledge.



**Train Anywhere
Anytime, Anyplace!**

Make Time for Training This Summer...



Learning Plan

Prepare a Learning Plan that has clear training goals and targeted completion dates. These training goals should be developed in conjunction with your manager and should include courses that will enable you to perform your current job even better or will prepare you for future career opportunities.

Once this Learning Plan is developed, you need to make a personal commitment to achieve the defined goals. Remember that you, and only you, own your Professional Development. It should be a priority every day.

Schedule

Schedule time for online training on your calendar just as you would any instructor-led training course. The benefit with TBT is that you get to work through the training course at your own pace, not at the pace of an instructor. You can schedule your training time in a variety of increments.

Online courses generally take between 2 – 5 hours to complete, but you could schedule your training time down to the topic level, which could amount to as short as a ten minute training session.

Make sure you don't mistake the "available anytime" benefit of TBT for "when I have time." To get the full benefit of your TBT experience, *you* need to *make* the time.

Distractions

The workplace is always busy and full of distractions – telephones, visitors, and the ever present In Basket can make it difficult to focus on learning. Some suggestions to help curb unplanned interruptions:

- ◆ If possible, forward your phone to voice mail and record your voice mail greeting to reflect that you will be in training for a specific period of time and that you will return the call soon.

- ◆ Place a message board at the entrance to your office or on your desk indicating that you are busy training and inviting visitors to leave a message so you can get back to them.
- ◆ In the event that you are unable to spend the entire amount of time you had allotted for training due to an urgent interruption, remember the bookmark feature of the courseware. The course will remember where you left off!

Visit our Demo Learning Center...

Copy and paste the URL into your browser:

<http://www.companycollege.com/automotivehr/>

Or

Call Toll Free: 1.888.202.1112

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