



leading learning



**Einblau
& ASSOCIATES LTD.**

Developing Human Assets

Replace conflict with constructive conversations to reduce costs

How well we communicate is determined not by how well we say things, but how well we're understood. Andrew Grove, Intel Corporation

Issue 2

Leading Learning is a publication celebrating Einblau & Associates' 20th Anniversary.

During the past two decades, studies repeatedly have confirmed that the main reason employees leave an organization is dissatisfaction with their relationship with their immediate supervisor. That means managers have a great deal of scope to retain employees, drive up team performance, and improve their area's productivity.

Alternatively, attrition, lacklustre outcomes and substandard results may be the pay-off for any manager who allows conflict to fester and demoralize employees. For all of these reasons, Einblau & Associates have decided to introduce a new training program called "Mediation Skills for Managers."

"It's not intended to turn managers into mediators," Ron says, "but rather to provide access to a mediator's tools, so that managers may resolve conflict at a lower – and less costly – level. Once a situation escalates into full-blown conflict, the direct and indirect costs to the organization escalate commensurately."

Mediation Skills for Managers focuses both on the methods used by professional mediators to resolve difficult workplace issues and an approach based on Relationship Awareness® Theory.

continued on back page



Ron Einblau
President

Compelling Times Ahead

Reflections on the first 20 years and thoughts about what's next.

Before everything else, getting ready is the secret of success. Henry Ford

When I was making the decision to start Einblau & Associates some 20 years ago, I asked the most successful and down-to-earth business people I knew for advice. They said that for long-term business success, "Be good at what you do; enjoy what you do, and make money at what you do." I believe these three basic concepts have served us well over the past two decades.

Our initial strategic plan clearly defined our target market as western Canada and the Pacific northwest and we have maintained that plan. Our most recent development keeps us within that parameter: opening a branch office in Calgary, my original home town. Maybe it is possible to go home again.

In addition to our three basic rules, I believe our firm has prospered through our commitment to continuous learning and to the philosophical principle of "tikkun olam" (literally, a responsibility to "help make the world a better place"). In keeping with our intention, we have chosen as Associates people with a strong inclination toward lifelong education, who value quality in working life, and hold the highest standards of business and personal commitment. On the next page you can read more about our Associate, Rachelle Lee, who is heading up our Calgary office.

During the past 20 years I have had the great fortune to have worked with remarkable people in remarkable industries. Through our firm's work, I learned about:

- making commercial jet carriers and high-tech video games;
- operating underground mines, and
- running logging operations, pulp mills and paper manufacturing plants.

I also have learned how our ports in Vancouver and Prince Rupert operate, and what has made the Credit Union System work so well. All this plus a three-month stint in the Peoples' Republic of China experiencing manufacturing operations there. It has been quite a ride!

What is amazing to me is that all of these great enterprises share a desire to be good at what they do and to have fun doing it. These and many other client industry experiences have been personal adventures in continuous learning, for which I am very thankful.

So, what about the next 20 years? One of the most compelling challenges our firm will face includes helping our clients make the huge adjustment necessary during the next five to 10 years; i.e. the "baby boom" transition. Businesses across all sectors are starting already to feel the pinch of not being able to readily access the human resources needed to fulfill customer demands.

How will our clients measure us in the future? We think that one way will be our ability to offer them innovative, inclusive strategies, focussed on their continuous development and success. We know that our clients will need these strategies to be highly flexible and able to support the best of their well-founded traditions.

Over the next 20 years I can imagine myself continuing to learn more about business enterprises and the people who make them run. I look forward to continuing to bring value to our clients by asking the right questions, helping to find the right answers and assisting them to discover and act on their opportunities.

"...the 'baby boom' transition will challenge access to much needed human resources.

Einblau training and consulting expand into Calgary

Please join us in welcoming Rachelle.

"Rachelle Lee has joined Einblau & Associates as Senior Consultant and Manager of our new office in Calgary. Because of her skills and experience, we feel very lucky to have her on our team," says Ron Einblau.

Rachelle specializes in strategic business and marketing planning, as well as marketing research development. She has worked as both an employee and a consultant in many industry sectors, including financial services, manufacturing, health care and social services.

In Calgary, Rachelle will be providing consulting services and coaching skills training to managers and business owners.

"It's an exciting time to be living in Calgary," says Rachelle. "The business community is vibrant and I believe that Einblau & Associates has exactly the right mix of expertise and services to positively benefit developing companies. I am eager to do my part in helping them grow."

Rachelle may be reached at 403-451-9806 or rachellelee@einblau.com.



Rachelle Lee
Senior Consultant & Manager,
Calgary Office

Four simple steps to commitment bring improved payoff

Coaching skills create constructive conversations.

All management styles have one thing in common; they become operational through a manager's communication. Successful managers are able to conduct effective interpersonal transactions, nearly all of which are conversations. Not surprisingly, it turns out that we can increase the conditions for our organization's success by making our conversations as constructive as possible.

Einblau Vice-President Harriett Lemer says that a manager's role currently includes many types of one-on-one exchanges with employees; counselling (problem solving), confronting, mentoring and tutoring are among the most challenging. Collectively, these are known as coaching conversations.

"The ability to conduct such conversations well is not innate; coaching skills are learned. As with all other skill areas, if an individual has not been trained, he or she likely will avoid tackling these types of conversations," says Harriett.

No organization today can afford to pass up coaching's significant payoffs, such as

- positioning employees to work up to their full potential;
- keeping abreast of issues and problems in real time – before they become costly – and
- building problem solving capacity throughout the organization.

Einblau & Associates has been training managers to coach their direct reports since 1999 through a program called Coaching for Commitment*.

The four workplace conditions required to build commitment are:

- being clear (about the organization's core values and performance goals);
- having influence (over what we do);
- being competent (to perform the tasks expected of us), and
- feeling appreciated (for our performance).

The good news, says Harriett, is that "Managers have control over these conditions. Taken as a whole, the four conditions can produce a business culture that fosters commitment. Managers who coach have a greater likelihood of creating these conditions."

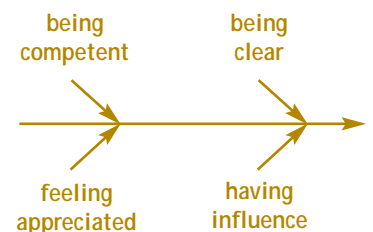
We make sense of the world around us through our exchanges with other people. Until we are able to see the significance of the tasks we are asked to perform in the workplace, we cannot give wholehearted commitment to our work. Employers who want to capitalize on their employees' full potential can find a direct route to this goal by way of their managers' coaching conversations.

* *Coaching For Commitment: Fostering sustained superior performance*; Dennis C. Kinlaw; 1999 John Wiley & Sons, Inc.



Harriett Lemer
Vice-President

Four simple steps:
critical conditions
for building commitment.



Next time

IN LEADING LEARNING

How to delight the customer.

Corporate survival rests on workplace engagement.

Why EQ matters more than IQ.

Top soft skills for performance excellence.

Common Interests
+
Building Relationships
=
Conflict Resolution

continued from cover page

“Putting these two practice areas together provides a powerful learning opportunity. Like the other programs our company offers, it comprises an interactive learning experience. The chance to practise various approaches to resolving workplace issues, using real life examples, is built right into the training agenda,” says Ron.

“Participants leave this course with a new tool kit for an area in which they previously had few resources, including techniques that allow those in conflict to map out what the situation means to them.”

Understanding relationships is a first step. Relationship Awareness® Theory, developed by Dr. Elias H. Porter in 1971, is about human motivation and offers a way to understand and manage the interaction of values and conflict in relationships.

Clients who have worked with Ron and Harriett to develop team effectiveness, solve problems, conduct planning or remove organizational barriers, may be familiar with Relationship Awareness® Theory through the Strength Deployment Inventory (SDI).

The theory is useful in that it helps people comprehend the motivations and values of both themselves and others, in good times and bad. Based on this more complete understanding, people can choose their behaviour from a broader and deeper set of options.

Dr. Porter's Relationship Awareness® encompasses four basic propositions:

1. We all do what we do because we want to feel good about ourselves.
2. We tend to take one approach to life when we feel that things are going well, and another when faced with opposition or conflict.
3. A “personal weakness” is just overdoing or mis-applying a personal strength.
4. We tend to perceive others' behaviours through our own filters, i.e. our Motivational Value System™.

Einblau & Associates is accepting registration for the public session of Mediation Skills for Managers on October 19/20, 2005. For details about this two-day program, contact Ron Einblau at einblau@einblau.com or see http://www.einblau.com/courses_2.html

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We welcome your comments. If you would like to have additional copies of Leading Learning, please contact us.

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21st century belongs to human resources

For the first time in the history of management, it is the human mind that is the primary creator of value.

“The quality of people and their engagement will be critical factors in corporate vitality and survival,” proclaims a report* from the Conference Board of Canada. Quoting the University of Michigan, School of Business Administration, the report cites eight strategic issues that will be paramount for HR during the next two years. Here we explore four of them; the next four will appear in the final issue of Leading Learning, our 20th Anniversary newsletter.

1. Building your leadership pipeline is a must.

What happens if your top person goes suddenly? Panic time? Think succession planning, seamless transition. Build a roster of highly qualified individuals; throw them the challenges that build leadership muscle.

2. Leadership must be dispersed throughout the organization

Treat leadership as a role, not a function, the Conference Board says, granting people elbow room to exercise leadership qualities within their sphere of influence.

3. Employment branding gets you the talent you seek.

Competition for talented employees is growing more fierce as middle-aged baby-boomers segue into retirement. An easily identifiable “brand” will attract and retain the employees most crucial to your core business; know what differentiates your firm from all others; make this a marketing campaign.

4. Organizations must capture a bigger portion of the employee mind share.

The Conference Board report states, “Research shows that employees operate, at best, at about 60% efficiency, despite a plethora of programs designed to enhance engagement.” Focus on inculcating a high sense of organizational purpose in employees' minds.

* <http://www.conferenceboard.ca/humanresource/HR-briefing.pdf>