

The Bottom Line In Business

Volume *SAMPLE*

Issue *SAMPLE*

HELPING PEOPLE AND COMPANIES WORLDWIDE ACHIEVE THEIR DREAMS AND GOALS!

SORRELL ASSOCIATES

Six Tips For Effective Hiring Interviews

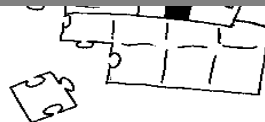
Selecting the right person to hire is a decision which has an impact on your entire organization, and everyone in it. A resume will tell you only so much about a person. To make the right decision, you have to make the most of your opportunity to get to know the person in an interview. Here are some tips to keep in mind when getting ready for those crucial minutes:

- 1. Look for patterns of past behavior.** The most effective way to predict someone's future behavior is to look at his or her history. What kinds of projects has the candidate worked on? Which ones were most successful? Which ones did the person really enjoy?
- 2. Don't lead the candidate.** If you offer too many details about the position too quickly in the interview, the candidate will be able to tailor his or her responses to suit the description--leaving you without the information you need to decide if the person is really qualified.
- 3. Address specific job needs.** Let the candidate use his or her past experience to the requirements of the position under discussion. For example, "My customer service department some angry callers. Can you tell me about a time you had to speak to an unhappy customer?"
- 4. Pay attention to responses.** Does the candidate really listen to your questions? Does the person answer clearly and clearly, or try to evade the question or change the subject?
- 5. Pay attention to the candidate's own questions.** What do they tell you about his or her priorities and concerns? Try to identify the reason the question was asked so you can address it correctly.
- 6. Organize your notes immediately after the interview.** If you're talking to several candidates, remembering each one distinctively will be tough without notes. One technique is to create a set of criteria for the position and rate each candidate according to the criteria right after the interview has ended.

Adapted from "The interview process--how to select the right person."

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It is like having the picture to the puzzle!

Each newsletter is full of quick ideas and tips that can help your prospects and clients increase their sales, management capabilities, leadership skills, improve production, and enhance communications. All while keeping your name in front of them!

What Is Coaching?

Whether an athlete, musician, or dancer has a coach, or everyone can benefit from having someone assist them to be the best they can be. Coaching is a special type of personal consulting -- the coach inspires you to live your dream, to go beyond where you normally might stop, to give focus to your objectives and goals, to achieve exceptional performance, enhanced productivity, and a balanced life.

A coach helps you to overcome blocks to your personal and professional success, to help you find a better, faster way to success.

Unlike a consultant, a coach is committed to all aspects of a client's life, not just to addressing a specific problem.

A coach is your partner, your mirror in life, and is committed to your success. Think of a coach as a partner who assists you to win in the game of life!

A coach believes, knows, and trusts that people do the best they can at any given moment and want to have more, be

of three unique features: As a coach, a client takes more responsibility, gets more done, due to the support and encouragement for taking action.

A coach has skills and tools to assist clients in making better choices and decisions, setting clearer goals, making more money, and restructuring their professional and personal lives for maximum productivity.

•**Synergy:** The client and coach become a team, focusing on the client's goals and needs, and accomplishing more than the client would alone. Accountability is a big part of this synergy -- the unique relationship between client and coach lends itself to a system of progress checks, which promotes big results!

To start your path to success, call your professional coach today at (740) 824-4842 or e-mail: sorrellassoc@verizon.net

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How To Support New Supervisors

When you promote a high performer, do not automatically assume that person has matching supervisory skills. Here are some tips on s

Introduce the appointees to who may be ne

Share with them your strategic plan. Let them review the overall strategic plan and then their department's plan. Let them know what you feel is their top 5 objectives for the year.

Brief them thoroughly. You may need to spend several days making sure the newly appointed supervisor is plugged into the management communications and information systems needed to do the job.

Support them in public. Add fanfare to appointments with formal announcements at meetings, on bulletin boards, and in company publications. It is important to legitimize new supervisors with former peers who now have become subordinates.

Teach them nuances.

Supervisors need to see situations in shades of gray, instead of in black and white, and to be committed to the organization as a whole and not just to the team. They also must develop a long-term view and be prepared to regard their work in more abstract terms.

Warn them about unrealistic expectations. Because new supervisors were themselves high achievers, they may tend to show little tolerance for below-average workers. Remind them to recognize that not all employees will perform at the same level.

Urge them to delegate. New supervisors may feel it necessary to do everything themselves--to make sure it's done right. Help them gain the confidence to let go.

Develop supervisory skills.

New supervisors need to develop the skills necessary to lead others to high performance. Send them through the "results oriented" Supervisory Development Program offered by

Sorrell Associates 740-824-4842 sorrellassoc@verizon.net,

24681 SR 60 Warsaw, OH 43844

Motivational Quote

If you don't think about the future, you cannot have one.



The Top Ten Ways Of Motivating Today's Employees

Money alone doesn't motivate today's employees. They want recognition, praise, and managers who will listen to their

Since 1995, Sorrell Associates has been producing proven effective custom newsletters. We have continually tracked and refined our newsletter concept to help you use this powerful marketing tool as a cost-effective nurture marketing process.

2. **Make time to listen to employees.** Make these meetings a priority. You should never tell an employee you're too busy to listen to them.

3. **Offer specific feedback**--on an employee's performance; on the department; on the company; on the industry - on future prospects.

4. **Create an open work environment.** You want to cultivate a culture where coming up with new ideas and taking initiative is the norm, not the exception.

5. **Tie employees to the money trail.** Make sure every employee knows how the company makes and loses money; show the link between individual performances and the organization's success.

6. **Involve employees in decisions**--especially when those decisions will have a direct effect on them.

7. **Give employees ownership.** Give them a personal stake in their work, the work environment, the company, and the company's products and service.

8. **Recognize people based on performance.** If you have marginal performers, deal with them in such a fashion that they either improve--or leave. Accept only top-notch performers, and recognize and reward those people accordingly.

9. **Help employees learn.** Ask your employees what their "learning goals" are, and help them tie their personal goals to

We customize this area with your complete company information. The newsletter looks as though you created it yourself.

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12 Issues For Only \$67

Interesting Facts

- ❖ Coca-Cola was originally green.
- ❖ Every day more money is printed for Monopoly than for the US.
- ❖ Smartest dogs: 1) border collie; 2) poodle; 3) golden retriever.
- ❖ Dumbest dog: Afghan
- ❖ Hawaiian alphabet has 12 letters.
- ❖ Men can read smaller print than women; women can hear better.
- ❖ Chances that an American lives within 50 miles of where they grew up: 1 in 2.
- ❖ In 1987, American Airlines saved \$40,000 by eliminating one olive from each salad served in first class.
- ❖ City with the most Rolls Royces
- ❖ State with the highest percentage of white Christians
- ❖ In Cleveland, Ohio, it's illegal to yell "Go Sox" during a game.
- ❖ Dr. Seuss coined the word "hippy".
- ❖ It takes 3000 cows to supply the beef for one football.
- ❖ Thirty-five percent of the population is already married.
- ❖ Pound for pound, hamburgers cost more than most new cars.
- ❖ The 3 most valuable brand names on earth: Marlboro, Coca-Cola, and Budweiser, in that order.
- ❖ When Heinz ketchup leaves the bottle, it travels at a rate of 25 miles per year.
- ❖ It's possible to lead a cow upstairs...but not downstairs.
- ❖ Ninety percent of New York City cabbies are recently arrived immigrants.
- ❖ On average, 100 people choke to death on ballpoint pens every year.
- ❖ Reno, Nevada is west of Los Angeles, California.
- ❖ Internationally, 'Baywatch' is the most popular TV show in history.

Web Sites Of The Month -



Tired of paying for your Web connection? The *Freedomlist* lets you search for no-cost Internet service providers. Check it out at: <http://www.freedomlist.com/>.

You can check in at more than 200 destinations around the world, virtually. Just choose a Web cam from these user-friendly drop-down menus. Go to: <http://wizardry.free.fr/engworldcam.html> for more info.



When Teams Are Appropriate:

- External change is occurring, but nothing is getting done internally,
- Problems require a high level of interdependence among individuals or departments,
- Issues are so complex, there is a need for a broad mix of skills, and a rapid response to complex situations is required, and
- A team is tied into achieving the organization's vision, mission or strategy.

What can be used to create a strong organization:

Recognition programs, leadership opportunities, personal mentoring and coaching, support, authority, and frequent opportunities to learn, develop, and improve.

Vision

The foundation for success in any business is a clear picture of where the business is going and what the future will look like. Your vision is a vivid mental picture of the future.

Core Values

Aside from vision, an organization in a state of change must rely upon its core values to serve as a basis for acceptable behaviors, decision-making, and delegation. Identification and communication of core values become a very important part of your strategic plan.



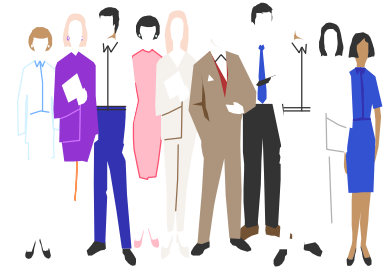
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When Members Form Cliques

Team members cluster in subgroups for any number of reasons. Common interests, shared projects, or even work-style similarities can cause people to band together. But cliques can make others feel excluded or create opposing coalitions that destroy consensus.

If your team members have formed entrenched cliques, you should:

- 1. Determine** if cliques are affecting the team. If people are completing their work, you may not have to address the situation.
- 2. Find out** why the cliques exist. Do some members share noticeable similarities? Are there obvious reasons why some people are left out?
- 3. Evaluate** your own behavior. Do you *encourage* subgroups? Ask:
 - Do I spend more time with some team members than others?
 - Do I talk to some team members only when *they* initiate conversation?
 - Do I regularly go to lunch with certain team members?
 - When I want to discuss a problem, do I always approach the same people?



If you answer, "Yes" to more than one of these questions, you need to balance your relationships and spend more time with the team members you've been ignoring. Try these suggestions:

- Provide interaction outside of the workplace. Subgroups often form because people share tasks or occupy the same office. So take your team on a picnic, out to happy hour, or volunteer, as a group, to help a local charity.
- Use people from different cliques to work on projects together. Force interaction, if you have to. Sometimes, it's the only way to repair relationships.

— *The Management Team Handbook*, Marie G. McIntyre, Jossey-Bass, 350 Sansome St., San Francisco, CA 94104

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