



CHRONICLE

INSIDE THIS ISSUE:

<i>Top jobs in 2004</i>	2
<i>The Law of Influence</i>	2
<i>Emotional Intelligence, Part IV</i>	3
<i>What makes us Different</i>	3
<i>Quest for Resilience continued</i>	4

“A company must make its future rather than defend its past.”

Never be afraid to try something new. Remember that a lone amateur built the Ark. A large group of professionals built the Titanic.
Dave Barry

SUCCESSFUL LEADERS—SUCCESSFUL COMPANIES

The Quest for Resilience

Big companies are failing more frequently. Of the 20 largest US bankruptcies in the past two decades, ten occurred in the last two years. The fact that success has become less persistent strongly suggests that momentum is not the force it once was. Today, getting different is the imperative. Continued success no longer hinges on momentum. Rather, it rides on resilience – on the ability to dynamically reinvent business models and strategies as circumstances change. Strategic resilience is not about responding to a onetime crisis. It is not about rebounding from a setback. It is about continuously anticipating and adjusting to deep, secular trends that can permanently impair the earning power of a core business. It is about having the capacity to change before the case for change becomes desperately obvious.

To thrive in turbulent times, companies must become as efficient at renewal as they are at producing today's products and services. Renewal must be the natural consequence of an organization's innate resilience. The goal is a strategy that is for-



ever morphing, forever confirming itself to emerging opportunities and incipient trends, making its future rather than defending its past. The goal is a company where revolutionary change happens in lightning-quick, evolutionary steps – with no calamitous surprises, no convulsive reorganizations, no colossal write-offs and no indiscriminate across-the-board layoffs. In other words, plenty of excitement but no trauma. An organization that hopes to become resilient must address four challenges:

The Cognitive Challenge:

A company must become entirely free of denial, nostalgia, and arrogance. It must be deeply conscious of what's changing and perpetually willing to consider how those changes are likely to affect its current success.

The Strategic Challenge:

Resilience requires alternatives as well as awareness—the ability to create a plethora of new options as compelling alternatives to dying strategies.

The Political Challenge:

An organization must be able to divert resources from yesterday's products and programs to tomorrow's. This doesn't mean funding flights of fancy; it means building an ability to support a broad portfolio of breakout experiments with the necessary capital and talent.

The Ideological Challenge:

Few organizations question the doctrine of optimization. But optimizing a business model that is slowly becoming irrelevant can't secure a company's future.

continued on page 4

Top Jobs in 2004

February 13, 2004: 5:39 PM EST

By Jeanne Sahadi, CNN/Money senior staff writer

For complete article go to: http://money.cnn.com/2004/02/12/pf/jobs_blsprojection/

NEW YORK (CNN/Money) – Despite plenty of signs of recovery in the U.S. economy over the past two years, the job market has remained a sore spot given its anemic growth and the trend in outsourcing jobs abroad. There are some, like Federal Chairman Alan Greenspan, who anticipate an upturn in the job market before long. But for workers, the concern is not just the immediate term, but the longer term prospects for the industries in which they work.

Using economic, census and labor data, the Bureau of Labor Statistics projects that between 2002 and 2012 employment growth will be greatest in the service sector, particularly in education and health services, as well as professional and business services. Overall, the BLS projects the economy will add another 21.3 million jobs by 2012, a 15 percent increase.

Job growth in the education, health, professional and business service industries, meanwhile, is expected to exceed 30 percent. Other service industries projected to have a higher than average job growth include the information, transportation and warehousing, and leisure and hospitality industries.

Manufacturing jobs overall are expected to decline by 1 percent. But that's a far slower rate of decline than between 1992 and 2002, when the number of jobs fell 8.9 percent. The manufacturing areas expected to be hardest hit are apparel manufacturing, textile mills and computer and electronic product manufacturing...

The fastest-growing group will be seniors. The number of workers 55 and older is projected to increase by 49.3 percent, and they will account for 19.1 percent of the work force, up from 14.3 percent. Women will also account for a larger share of the working population, up 1 percent to 47.5 percent by 2012. Men's share, meanwhile, is expected to decline by 1 percent to 52.5 percent.

“We can serve most effectively in the position that fits our unique calling and giftedness, no matter where that puts us on the organizational chart. This will be our personal ‘best place’ to influence others.” Dale Gifford, CEO of Hewitt Associates

The Law of Influence Excerpts taken from **Laws of Leadership** by John C. Maxwell

True leadership cannot be awarded, appointed, or assigned. It comes only from influence which must be earned. Leadership is influence. If you don't have it you will never be able to lead others. As Harry Overstreet observed, “The very essence of all power to influence lies in getting the other person to participate.” Princess Diana would not be described as a leader but her influence caused people to rally for AIDS research, care for people with leprosy, and a ban on land mines which put the issue on the world agenda.

Five Myths about Leadership

1. The Management Myth

Leadership and management are not the same. The main difference is that leadership is about influencing people to follow, while management focuses on maintaining systems and processes. The best way to test whether a person can lead rather than just manage is to ask him to create positive change. Managers can maintain direction, but they can't change it. To move people in a new direction, you need influence.

Continued on Page 4

Emotional Intelligence, Part IV

Use your emotions to succeed in leadership

The following quotes are from an article in **The Economic Times** by Margot Cairnes and the comments following are from Joseph Liberti from EQ At Work, published 2/28/04.

“Unless we come to terms with our emotions, we simply do not think straight, let alone strategically. Emotions not only affect our thinking capacity and strength, but they also help us to manage our relationships and keep up-to-date with rapid change and information explosion.”

Learning to be an outstanding leader in times of discontinuous change means learning to bring more emotion into our thinking.” How do you unlearn patterns of behavior that can be limiting especially if it is unconscious? We must commit to a systematic process of learning and practice. To make the unconscious conscious we need increased self-awareness. **Tip: Try going through a day and simply notice that you are feeling something and try to accurately label your emotions.**

“Our machine-age training has taught us that answers are outside of ourselves – visible and measurable. When our relationships aren’t working – when we feel blocked by others in achieving our aims – we think that the problem is the other person, therefore the way to amend the situation is to get the other person to change. We do this by focusing on what we can see and measure – that is, overt behavior and response.”

Personal responsibility is the foundation of self management and it is essential for effective working relationships. It begins by seeing our self as the source of our emotional experience and is developed with vigilant self awareness and practice. **Tip: The next time you are in a challenging relationship situation at work try asking yourself, “How is this about me?”**

Self-awareness is the foundation of emotional intelligence and a doorway to new possibilities. One way to practice is to use the opportunities that life presents to immerse yourself in your experience neutrally – with acceptance and compassion. Don’t analyze or judge, simply experience.

Practices:

- ◆ Notice your emotions and how avoiding them or covering them up limits your possibilities.
- ◆ Notice how your thoughts and feelings create actions that limit others.

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"It is our attitude at the beginning of a difficult task which, more than anything else, will affect its successful outcome."
William James

What Makes the ASLON Group Different?

Our entrepreneurial experience enables us to see “the big picture” and to act as a hands on advisor for the senior staffing needs of our clients. Our integrity-based mission is to know and choose what is right as we search for leaders and to recognize that ability in the leaders we recommend.

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“You can't wait for
 inspiration. You have to go
 after it with a club.”

Jack London

Mission Statement

**Our mission is to be the
 leading integrity-based
 retained search firm
 focused on identifying,
 assessing and delivering
 world class leaders.**

The Quest for Resilience continued

Every business is successful until it is not. It is amazing how often top management is surprised when “not” happens. But “unexpected” shocks can often be anticipated if one is paying close attention. Executives frequently take refuge in denial. Denial puts the work of renewal on hold and with each passing month the cost goes up. To be resilient, an organization must dramatically reduce the time it takes to go from “that can't be true” to “we must face the world as it is.” To break through the hard carapace of denial three things must happen.

Any company that can make sense of its environment, generate strategic options, and realign its resources faster than its rivals will enjoy a decisive advantage. This is the essence of resilience.

This also means reviewing your business plan on a regular basis - not just once a year. It should be a living document that grows and changes along with the marketplace and the economy. Products are not the only things that should be improved upon. A great product will just sit in a corner without the right marketing people. Keeping a close eye on your operations and the people in charge will keep you on track to grab the advantage. Thinking “outside the box” when planning to hire new or replacement executives will broaden your candidate pool. Instead of relying solely on your industry networks to find your next leader, think of hiring an outside consultant to do the leg work of researching and finding the top people who they will screen thoroughly before presenting to you. Being resilient means trying new approaches and staying ahead of the game.

Excerpts taken from Harvard Business Review by Gary Hamel and Liisa Välikangas

The Law of Influence continued**2. The Entrepreneur Myth**

Frequently, people assume that all salespeople and entrepreneurs are leaders. That is not always the case, People may be buying what you sell, but they may not be following. At best, a salesman is able to persuade people for a moment, but holds no long-term influence with them.

3. The Knowledge Myth

“Knowledge is Power” does not equate to “Knowledge is Leadership”. Many brilliant research scientists and philosophers are great thinkers but abysmal leaders. IQ doesn't necessarily equate to leadership.

4. The Pioneer Myth

To be a leader, a person has to not only be out front, but also have people intentionally coming behind him, following his lead, and acting on his vision.

5. The Position Myth

As Stanley Huffty said, “It's not the position that makes the leader; it's the leader that makes the position.”

“He who thinks he leads, but has no followers, is only taking a walk.” If you can't influence others, they won't follow you. And if they won't follow, you are not a leader.