



CHRONICLE

Dedicated to bringing interesting leadership trends to senior executives focused on integrity and values.

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“Take a chance and you may lose. Take not a chance and you have lost already.”
-Soren Kierkegaard

Qualities of a Great Leader

Several years ago we listed the qualities and characteristics that make up an ASLON leader; a leadership model we developed that reflected an aggregation of ideas and was based on thousands of personal interviews over the past 20 years. We reviewed those qualities recently since corporate America is experiencing the backlash of a period of continuing corporate scandal and felt they were worth repeating. When we conduct a search, we finely tune our search strategy to line up with the company culture. We look for people who have the potential to assimilate easily and step into a higher role. We believe that attitude, self-motivation, maturity, capacity to learn and behavior patterns are some of the attitudes to watch for when interviewing a candidate, not just their performance, knowledge, training or credentials. The only way to find that out is to conduct several interviews with different people and at different locations. To recognize world class leaders who differentiate themselves clearly beyond the resume we look for leaders with the following attributes:



1. **Bias toward action**
Our leaders are “can do” individuals who see a need, develop a plan, and work the plan to completion. They may be considered intense or passionate about their work but they also make time to spend with their families, thereby creating a balance in their lives that they promote in their teams.
2. **Submit to authority**
No matter what level you are in an organization there will always be someone in higher authority than you, even if it is a share holder. Great leaders must be able to submit to authority when an idea or decision is not embraced and then accept the decision wholeheartedly for the good of the organization. This approach produces healthy companies that can weather a storm such as an economic downturn or the threat of competition by creating a workforce of loyal employees. Organizations that take a genuine interest in their employees’ well being will have staff members who stand by the company in rough times and, although decisions may be tough, will understand the long-term vision and strive to accomplish the results needed to turn them around.
3. **Window and the Mirror**
Great leaders look in the “mirror” when things go wrong. They take the blame, research the problem, learn from mistakes and move on. They don’t lay blame or point fingers. On the reverse, when things go well they look outside the “window” to give praise to others and share the glory with the team/ organization.

KING ASLAN

This December, Disney will be releasing a movie based on the classic book by CS Lewis, "**The Lion, the Witch and the Wardrobe**". Aslan, the Great Lion, is the founder of Narnia, a mythical land populated with a rich diversity of beings. His name means "lion" in Turkish, and came from the book "Tales from the Arabian Nights" which Lewis read as a child. Aslan appears in all seven books but he only comes when Narnia is in terrible need. You may have noticed the similarities between Aslan and ASLON. We named our company after this fictional character because of the attributes he displayed throughout his escapades in these stories. He fairly dealt with a variety of personalities and situations, and his decisions were based on his high moral and ethical values that he tried to instill in the characters he met. Our company is based on "doing the right thing". The leadership and character represented by the great King Aslan not only models how we want to do business as an integrity based search boutique, but also the type of executives we plan on finding for our clients. We hope you appreciate our leadership roots and get a chance to take your family to see the movie this winter.



THE EMOTIONAL INTELLIGENCE QUICK BOOK

Emotional Intelligence is a hot topic and one we have covered in every issue of our Chronicle. Managing emotions plays a huge part in our daily lives and affects our careers, our personal relationships and our success or failure. Some books on the subject have put us to sleep while others left us wondering what it was all about. We recently read "**The Emotional Intelligence Quick Book**" by Travis Bradberry and Jean Greaves and were surprised at what a quick, informative and valuable read it was. Right from the beginning it explains the concept of emotional intelligence and goes on to link it to health status, i.e. "stress, anxiety, and depression suppress the immune system, creating a vulnerability to everything from the common cold to cancer." The book gives instructions on how to take an emotional intelligence test on their website. The test was short and insightful and gave immediate feedback along with suggestions on which skills to work on first: Self-awareness, Self-management, Social awareness or relationship management. There were also movie tapes to view that depicted specific examples of these emotions in play and how they affected others. It also enabled you to set up a specific timeline to reach a goal and milestones needed to accomplish it. The book gives specific examples of ways to improve emotional intelligence at home and at work and lists discussion questions that could be used as a team project. So if you are new to emotional intelligence, or would like to bring the process to your workplace, this is the book to start with.

Qualities of a Great Leader continued

They are highly respected individuals who may not be in the spotlight but, when looking over their shoulder, know they are in the lead.

4. **Grand Vision**

A great leader is motivated to grow an organization to a higher level. He surrounds himself with great people and has a vision of where the organization should be and how it can get there. Communication is a skill that must be present to advance this vision and to get the rest of the team motivated to achieve it.

5. **Sacrifice to Commit to a Vision**

A great leader must have a passion for obtaining the vision of the organization and then be willing to make sacrifices for that to happen. Leaders must also be flexible if the path toward that vision needs to be tweaked and must have the right team on board who would also be flexible with the changes.

EXECUTIVE TRENDS

Recruiting

According to "*Herman Trend Alert*", a new Internet domain will substantially alter the use of computers for both job hunting and recruiting. With the availability of a new jobs domain, employers can make the experience considerably easier for prospective employees. The attractiveness is the ease of going directly to the employment section of a company's website. People interested in working for XYZ company will now be able to click on www.xyz.jobs and be exactly where they want to be---instantly. Job seekers will be able to go directly to the employment section of the websites of the companies that interest them.

The key to the effectiveness of this new tool will be how strongly and how quickly employers adopt the new domain to strengthen their position in the electronic employment marketplace. When the dot-jobs access opens in early September, job seekers will be typing in the names of companies of interest, followed by ".jobs". Early adopting employers will gain the biggest benefits.

Outsourcing

Another article discusses the trend they are seeing in overseas jobs. "For years, the United States and some other developed countries have been sending jobs to less-developed countries. In most cases, the motivation has been cost-savings...almost always in labor costs. It was assumed that workers in the receiving countries would be able to perform the work at least as effectively as the workers who had held the jobs for years--sometimes for decades. Manufacturing jobs shifted overseas, along with administrative, back-office, coding and design, and information technology positions.

Many employers who have offshored jobs are having second thoughts. Cultural issues, quality problems, employee turnover, communications (language) difficulties, and competence problems are clouding the sunny skies of offshoring. Customer complaints are now joined by employee complaints in the host countries. Increasing challenges are pushing employers to slow the flow of jobs overseas and to begin bringing jobs back for efficiency and stakeholder satisfaction. Even stockholders are questioning whether the alleged cost savings justified.

As the jobs return, more employment opportunities will be created. Many will be filled by people who held them before; others not. What's important is that we will create more jobs at home, competing for more qualified talent to perform the work. This growth will happen in the midst of a shortage of skilled labor.

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Everything I Need to Know About Life, I Learned From Noah's Ark

1. Don't miss the boat.
2. Remember that we are all in the same boat.
3. Plan ahead. It wasn't raining when Noah built the Ark.
4. Stay fit. When you're 600 years old, someone may ask you to do something really big.
5. Don't listen to critics: just get on with the job that needs to be done.
6. Build your future on high ground.
7. For safety's sake, travel in pairs.
8. Speed isn't always an advantage. The snails were on board with the cheetahs.
9. When you're stressed, float a while.
10. Remember, the Ark was built by amateurs; the Titanic by professionals.
11. No matter the storm, when you are with God, there's always a rainbow waiting.

Author unknown

ASLON Imports Another Executive to Northeast Ohio

Chuck Denny is the new Senior Vice President of Store Operations and Sales for Lesco, the largest provider of products for the professional turf care segment of the green industry. Chuck will report to the President and Chief Executive Officer. He will be responsible for driving the sales strategy and implementation throughout Lesco's Service Centers and Stores-on-Wheels models to ensure achievement of sales growth targets. Lesco, a NASDAQ company, has 300 stores across the country, and 100 stores-on-wheels. Mr. Denny was most recently the Regional Vice President of Big Lots in Columbus. He has over 25 years of experience in the retail industry and has had senior management positions at such companies as Garden Ridge Corporation, Office Max and Target.

"Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time."

Thomas Edison, 1847-1931, Inventor and Entrepreneur



ASLON Group

8401 Chagrin Road, Suite 3
 Cleveland, OH 44023
 Phone: 440-543-0334
 Fax: 440-543-0314
 www.aslongroup.com

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

Bill Cosby

Comedian, Actor and Author

Mission Statement

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

GOOD MANAGERS FOCUS ON EMPLOYEES' STRENGTHS, NOT WEAKNESSES

Marcus Buckingham knows enough about good management to know he's not a good manager. Before launching a career as a management consultant and author of such books as **First, Break All The Rules: What the World's Greatest Managers Do Differently** and **The One Thing You Need to Know...About Great Managing, Great Leading and Sustained Individual Success**, Buckingham served as head of The Gallup Organization's strengths management practice. He was a manager, and he didn't much care for it. "I wasn't terrible, but I had no appetite for it," said Buckingham, who spoke about management and leadership at the Wharton Leadership Conference on June 9...

According to Buckingham, the best managers share one talent -- the ability to find, and then capitalize upon, their employees' unique traits. "The guiding principle is, 'How can I take this person's talent and turn it into performance?' That's the only way success is possible." And yet not everyone has that knack, Buckingham said. If he has learned anything from his years spent interviewing the best minds of the business world, it is this: Truly great managers, and truly inspiring business leaders, are rarer than many think. "Some of you in this room may not have that talent," he said. "If not, management can become a thankless task."

Checkers vs. Chess

How to tell a good manager from a bad manager? According to Buckingham, it's simple: Bad managers play checkers. Good managers play chess. The good manager knows that not all employees work the same way. They know if they are to achieve success, they must put their employees in a position where they will be able to use their strengths. "Great managers know they don't have 10 salespeople working for them. They know they have 10 individuals working for them A great manager is brilliant at spotting the unique differences that separate each person and then capitalizing on them."

It may sound elementary, but a quick glance around the business world indicates that many companies have yet to grasp this simple concept of putting people's strengths to use, Buckingham said. That's because the business world -- and the world at large -- is obsessed with weaknesses and finding ways to fix them. Buckingham cited a recent poll that asked workers whether they felt they could achieve more success through improving on their weaknesses or building on their strengths. Fifty-nine percent picked the former.

"A great manager sees the folly in this," said Buckingham, who has interviewed some of the business world's most successful leaders for his books. "A great manager knows he or she will get the most return on investment by working on strengths." Buckingham has seen this management style work. He just doesn't see it often enough, and he believes too many workers spend too much of their time doing things they don't like to do or simply aren't good at doing.

Buckingham co-authored his book, **Now, Discover Your Strengths**,

(<https://www.strengthsfinder.com/>) in hopes of kick-starting a management revolution that will push managers to focus on strength. In the book, Buckingham and co-author Donald O. Clifton describe 34 distinct worker profiles -- "Learner," "Achiever" and "Developer," among others -- and offer advice on how those personalities can best be put to use. "Most people are not using their talent at work at all," Buckingham said.

So how can managers tap into the talent they have in their organizations? Buckingham said a good first step is to determine what employees are good at. The tasks they learn quickly, the talents they naturally exhibit and the jobs they feel good about doing are hints about their inherent strengths. Once those strengths are uncovered, a good manager will put them to use. "You can only win as a company when you get your people into positive numbers," Buckingham said.

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