



Corley Hanson Associates Newsletter

Making Your Business a Team Sport!
February 2006

Greetings!

February is coming to an end and so is the first quarter. The good news is the coming of Spring can't be too far away! How are you doing on your goals for the new year? It is never too late to focus.

- Are you using all your allies and partners to move your own career ahead or move your business ahead?
- What have you forgotten to do that would make a big impact on your life or business this year?
- When you look back on 2006, what do you want to remember?

These are important questions to ask yourself so that life and 2006 don't just keep rolling along. Be aware of every moment, take advantage of it, live it, laugh, and love. Make sure that when you look back you will have no regrets.

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Book Review: Leadership Can Be Taught

by *Sharon Daloz Parks*

This book provides a unique inside experience of the classroom of Ronald Heifetz where you discover the "case in point" methodology that brings alive what the challenges of leadership is for the followers and the leader. Stated here in the introduction by Warren Bennis:

"Heifetz and Parks help bring to mind the idea of an energetic dance that binds the leader and followers, in which each side is fully present, active, and able to shape the other. In that sense, the teaching of leadership can—in fact, must-be a lifetime giving activity."

There are key concepts that Heifetz students learn within the large classroom and outside in small structured groups. They present their leadership failures each week in

No News is NOT Always Good News

I think we all heard the expression, “no news is good news” as we were growing up. Today many managers have decided that this statement applies to working with their Team and supporting individual employees. We are here to tell you it’s a myth.

Over the past few years, we can’t tell you how often we have heard this said, “my employees know they are doing a good job, and if they’re not, I let them know it – so no news is good news.” The truth of the matter is everybody needs feedback. Everybody needs to be acknowledged for what their contributions are and to see how they fit into the overall business results or the work of the Team. Even when the person who doesn’t need a lot of kudos, reinforcement, or feedback, it never hurts for you to know that you are a person of value in this business and to the Team.

Tips for Giving Feedback:

1. Create opportunities for regular feedback and an open dialogue so that when you need to tell someone that they are not living up to your expectations or handling the job in an appropriate way, sitting down with them and having a one-on-one and giving them feedback and ideas is not totally foreign.
2. Be specific with your feedback. Let someone know what you liked about what they did---“good job” is sometimes too elusive. What part of the job was good?
3. Begin to learn and notice how people need to be reinforced on your Team. Some people like public acknowledgement, such as at a Team meeting, others would prefer it one-on-one. Make sure you are adapting to each individual’s needs.

The Gallup Organization has done research in this area. Check out the article “[The Best Ways to Recognize Employees](#)” by Tom Rath.

learning how to mobilize individuals, teams and organizations to face and solve tough complex problems as leaders. Here are some key concepts from this book that leaders need to understand:

- Purpose and task
- Authority versus leadership
- Distinguishing role from self
- Moving from the dance floor to the balcony
- Bringing out the hidden issues
- Factions
- Orchestrating conflict
- Turning up and regulating the heat
- Technical versus adaptive leadership

A worthwhile read to move your leadership forward.

[To order this book](#)

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Is Communication in Your Office Like a Game of Twister?

Corley Hanson Associates has had the honor of being in many different workplaces observing teams, managers and leaders in both large and small companies.



Over the years, we have noticed many similarities in the challenges that companies face. One of those is communication. It reminds us of a game of "Twister." Here are some tips for clean communication in the workplace:

1. Don't use email to have long discussions, especially ones that turn angry. Email is a great tool for capturing information but there is nothing like face-to-face contact if you need to be clear.
2. Beware of holding assumptions that will not serve you or other people in your environment. You can often check them out by saying, "I am basing some of my thoughts on an assumption I am holding, may I check this out with you?"
3. Don't "twist" around stories and be part of office gossip. Little things can turn into big things if they are not handled directly.

Movie Review: "Walk the Line"

Walk the Line is a powerful movie highlighted by stirring performances by both Joaquin Phoenix and Reese Witherspoon. Their singing and portrayal of Johnny Cash and June Carter and their turbulent courtship is a gift you should not pass up. The movie depicts a man who followed his passion and uniqueness, creating a sound of courage and heart, which you will experience throughout this movie which depicts both humans flaws and greatness. The best leaders know that they "walk the line" and are only as good as the people who support them.



In Their Own Words . . .

Each month we will include some feedback from our clients. We are very grateful to be working with many wonderful people and organizations.

"I have to be honest, sometimes before we meet, I say, 'Oh, what can we possibly talk about today. I know what I need to do, I just need to do it.' Then we meet and I feel like I have these epiphanies. The relationship thing was so critical. Again, I realize relationships are important, but the way you explain it moves me to action."

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