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## In the News

***Jim Robins Joins  
Perpetual Development as the  
Chief Transformational Leader***

**CHANDLER, Ariz. —**  
**Jim Robins** has joined  
the leadership team of Chandler based  
Perpetual Development, Inc.

In Robins' new role as the Chief Transformational Leader at Perpetual Development, he will use his expertise in individual and organizational transformation to help companies align strategically, overcome challenges and grow to greater levels of success. PDI believes in using analytics (not mere metrics) to truly understand an organization. It is imperative that there is a deep level of understanding of a company's business (including processes, human capital and culture) in order for true transformation to occur. Brent Patmos, Chief Thought Leader and Principle of Perpetual Development stated, "Jim has the experience, talent and insights that few consultants bring and that allow us to continue to grow and develop a strategic partnership with our clients."

**“Advance your  
organization through  
Thought Leadership!”**

## Thought Leadership Equals Success in a Challenging Economy

by **Brent Patmos**



Alchemy is a form of Chemistry and speculative philosophy practiced in the Middle Ages and the Renaissance. Its primary focus was discovering methods of turning base metals into gold.

Put another way, the purpose of alchemy was to take a common substance, usually of little value, and turn it into a substance of great value.

In order to develop and maximize thought leadership in a challenging economy, every company would benefit from having an alchemist or two in their midst.

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## What It Takes to Be a Thought Leader

by **Jim Robins**



There are numerous ways to drive business goals today. Expensive marketing campaigns, continual product development and enhancement, as well as sending legions of sales people to knock on doors to demonstrate your competitive advantage. Thought leadership is an innovative approach that has proven to be a vital factor in propelling businesses towards success.

A thought leader is a person who is recognized by his or her peers, and others, for innovative ideas, futuristic thinking and expertise in their industry. Above all, thought leaders are willing to openly share their insights and expertise. In order for you to be seen as a thought leader, you must have a deep understanding of your business, industry and customer's needs, as well as the ability to communicate this information to others as an authority.

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## Retaining the Right Talent to Reach the Next Level

In today's economy, every business executive, owner, CEO and president should be asking themselves one important question: "Do I have the talent to take this business to the next level?"

If the answer is no, you probably want to begin looking, but if the answer is yes, then employee retention should be at the top of your list. With employee retention statistics that prove your best employees may be sitting on your payroll while patiently waiting for the "right" job, you need to be sure that you are managing employee retention with specific individuals in mind and long-term goals in place.

**[[Read more](#)]**

## Thought Leadership Equals Success in a Challenging Economy

**by Brent Patmos**



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If it weren't for thought leadership and an alchemist or two, the 3M Corporation would have never developed a Post-it™. Starbucks would have never re-defined coffee. Velcro™ wouldn't be holding things in place. Goo-Gone™ wouldn't be removing sticky adhesive. Car washes would be nothing more than water and a hose and McDonalds wouldn't be selling something called an Egg McMuffin™

Whether it's a product or service, companies all over the globe have learned to thrive by creating their own alchemy through a process of thought leadership that combines an idea, innovation and a known or unknown need.

Where there is alchemy and thought leadership there is also an alchemist and a thought leader. This is the person who is willing to think deeply, consider uniquely, explore relentlessly, examine deliberately, re-define continuously and accelerate the growth and success of their idea and/or company.

Herb Kelleher, the founder of Southwest Airlines, is an alchemist. He took an idea, inexpensive air travel, and combined it with the innovation of decentralizing hubs and creating a dynamic work environment that was fun. Despite being told that the timing wasn't right and that the economic climate wasn't favorable, Kelleher created what is arguably the most profitable airline of the modern era.

Not surprisingly: where there is alchemy, an alchemist and thought leadership, there is likely a challenging economy or less than favorable economic climate. Repeatedly, adversity is the mother of innovation and advancement.

Armed with the purpose of taking an opportunity, available to anyone, and creating an exceptional outcome, an alchemist or two in the mix may very well equal success for companies faced with the common problem of needing to transform challenging economic times into increased sales and profits.

As you consider how to deal with the challenges that a difficult economy presents, you should study the alchemy index of your company and identify the alchemists who can turn everyday ideas and opportunities into business gold.

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A thought leader is a person who is recognized by his or her peers, and others, for innovative ideas, futuristic thinking and expertise in their industry. Above all, thought leaders are willing to openly share their insights and expertise. In order for you to be seen as a thought leader, you must have a deep understanding of your business, industry and customer's needs, as well as the ability to communicate this information to others as an authority.

The willingness to share your insights and knowledge may require a shift in mindset. Often people see knowledge as gold to hold onto and lock away so the competition doesn't get it. The thought leader realizes that knowledge expands everyone and helps to grow the industry. It is this innovative thinking that creates your role as a conveyor of knowledge that will be sought out by others. This in turn

will drive their level of success. If you hold onto your knowledge someone else will take the opportunity to share his or hers and become the thought leader.

**Write:** In order to be considered a thought leader you must write your thoughts down. This can be in the form of articles, white papers, blogs or answering questions on your website or other forums.

**Get published:** Any material you write should be published. This can be on your corporate website, but in order to be widely recognized you should be publishing in social media such as LinkedIn, sending out a newsletter consistently, writing to your own blog as well as blogging on sites that are relevant to your industry. It is also advantageous to develop a relationship with the local press so that you can get published in newspapers and magazines.

**Speak:** Thought Leaders not only use written communication, but should leverage speaking as well. Writing or even using many of the web technologies today are still not as effective in conveying your voice and presence as talking to people in person. This may be at industry events, organizations such as the local chamber of commerce / Rotary Club or an event you host through your organization.

**Develop your voice:** The ability to communicate with confidence, intelligence and passion will drive people to listen to you, heed your advice and see you as a thought leader. Without a distinct voice in your writing and speaking, you may just blend into the crowd.

There are many business advantages to being seen as a thought leader and it can set you above the rest of the pack. However, it can also benefit you personally as you develop new relationships, clarify your thoughts and beliefs, as well as discovering your true passions.

## Retaining the Right Talent to Reach the Next Level

In today's economy, every business executive, owner, CEO and president should be asking themselves one important question: "Do I have the talent to take this business to the next level?"

If the answer is no, you probably want to begin looking, but if the answer is yes, then employee retention should be at the top of your list. With employee retention statistics that prove your best employees may be sitting on your payroll while patiently waiting for the "right" job, you need to be sure that you are managing employee retention with specific individuals in mind and long-term goals in place.

### Employees Are Not All Alike

A good manager knows the strengths and weaknesses of their employees, but do they know what motivates them? In employee retention studies, TTI has found that money is NOT the reason most

employees leave a job, which seems contrary to popular belief. In our latest study of over 19,000 job seekers, only 19% said money was the reason they were looking for a new job. Instead, more popular reasons included stress, mismanagement, lack of room for advancement and lack of employee development.

In order to effectively manage employee retention, it is important to determine the core values of each individual. What drives them to take action? What keeps them engaged and motivated? What needs do they have that should be fulfilled on the job? For example, let's assume Steve is a salesman for a medical device company that sells a new health care device to hospitals. What motivates Steve to get out of bed each day, put on his suit and give a great sales pitch? Perhaps he knows that each time he introduces better technology to a hospital, he impacts the lives of many every day. Or, maybe Steve's personal goal is to be the top salesman in the company. Yet another possibility is that Steve comes from a family of salesmen and takes pride in following in their footsteps. Whatever the case may be, the important thing is to know what motivates Steve and ensure that employee retention strategies cater to his unique, personal motivators.

#### Employee Retention Must Fit Corporate Goals

Developing an employee retention strategy that is specific to each individual must start with an in-depth look at the company's long-term goals and what it needs for success. What is the next level? What skills do you need to get there? Who has those skills and what skills are missing in the company? While it is not an easy task, it is an important step in the process of creating an employee retention strategy that will help you meet your long-term goals. Perhaps you will find that job roles should be re-organized, skills of certain employees are better utilized in another way, or certain employees are key to future success. Once you have determined how your workforce needs to adapt to meet company goals, you can implement an employee retention strategy that ensures your best talent is there to help you reach the top.

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### The True Value of Talent Management

***"Everything, then, must be assessed in money; for this enables men always to exchange their services, and so makes society possible." - Aristotle (384-322 BC)***

Even though Aristotle made this point over 2000 years ago, it couldn't ring more true today. Almost everything involved in transactions today are based on a price and assessed in money.

What about Talent Management?

Beyond salary and sales, there are many important aspects of talent management that are often not tied to the bottom line. Yet, "dollarizing" the value of talent management initiatives is vital to

bottom-line analysis. Whether you are placing a value or cost on your current status, or calculating the ROI of your next talent management strategy, metrics that assess the monetary value will help you see the true effect on the bottom-line.

#### Bottom Line Statistics

Knowing the bottom line results of talent challenges will help you implement strategies with a proven ROI that you can see on your balance sheet. Find out how much you already know by asking yourself questions like:

- \* What is disengagement costing the bottom line?
- \* What was the ROI on your last training? What can be expected of future training?
- \* How are your team-building initiatives impacting your bottom line?
- \* What was the cost of your last bad hire?
- \* What is your overall turnover percentage? How is it related to tenure?

In a study on over three million employees, Gallup found that over 70% of Americans who go to work are not engaged. This means businesses may be operating at significantly less than full capacity, a loss that could cost millions a year.

- \* What is employee disengagement costing your company? Several thousands, millions, more?
- \* How can you calculate this cost?
- \* How does it compare to the investment of a proactive approach to increasing engagement?

With tightening budgets and a focus on cost-saving strategies, businesses worldwide are making drastic labor cuts. But is that always the right move? A recent study analyzed the savings resulting from changes in general and administrative functions and found that 75% of the savings came from strategies focused on restructuring and redesigning, while only 25% was from reducing.

- \* Would you, too, save three times as much on your bottom line by investing in your people and processes?
- \* Is the slash and burn approach actually costing you more?
- \* What would the ROI be if you restructured and redesigned your workforce?

As business associates who want to make a difference in the bottom line, we might find advice in Aristotle's quote by remembering to assess, in money, the value of talent management initiatives so we know its true worth. How else can we place fair value on the investment in people? After all, they are a company's biggest asset.