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A Letter from the President

Greetings! We are excited about this year's second edition of our newsletter. In this edition you will find timely and meaningful content that we hope provokes thought and enhances value to our members and sponsors. I remain humbled by the generosity of spirit and commitment to our community, both professionally and personally, that our members embrace not only at PHRPS events but every day!

To this end, we've included a brief overview of our quarterly event on March 28th at the Valley Forge Military Academy on Lessons Learned from the Military; some thoughts on our Community Connections outreach effort; and an article on the recent *Career Conversations* at which PHRPS members shared their time, energy and expertise with students in the Wharton Executive MBA program. As a follow up to both our last Newsletter and the **2011 Leadership Forum**, you will find a second installment on Self Engagement Solutions written by PHRPS' very own Dr. Rob Fazio, along with Howard Morgan and Dr. Marshall Goldsmith.

I look forward to seeing you at our upcoming Networking Event on May 16th! This Summer Kick-Off Social event always draws a large crowd – please feel free to invite a colleague who is not a member but is committed to improving how people can impact a business' bottom line.

Regards,

Adam Berman
President, PHRPS
Manager Human Capital Resources, Kreisler Miller

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In Search of Leadership

By Patricia Rice – Senior Recruiting Specialist – Johnson & Johnson Global Recruiting

HR Leaders are always looking for new, impactful ways to develop leadership. Organizations know that the key to success in achieving its goals is by having strong, ethical leaders who can motivate and engage the organization. At the joint event that PHRPS & ASTD held on March 28th, we took a moment to look at the US military sector and their long standing history of developing leaders. What we learned is that the characteristics of an effective leader in the military are the same in the private sector.



This program brought together an impressive panel of military leaders to discuss the military's development of leadership ; **David Gray, Ph.D.** (President, Valley Forge Military Academy & College, and retired Colonel, U. S. Army), **Joe Hare** (VP, Shipbuilding Operations for Rhoads Industries, Inc., and retired Rear Admiral, U.S. Navy) and **Captain Meredith Austin** (Sector Commander, Delaware Bay, U.S. Coast Guard). This distinguished panel was led in discussion by an impressive moderator and leadership expert, Dr. **Michael Useem** (Professor and Director of the Leadership Center, Wharton School, University of Pennsylvania). The panel provided us with their key leadership capacities and why these qualities are so critical for a good leader.

The military has been engaged in leadership development for over 200 years, long before the private sector understood the power of leadership. As the Program Moderator, Dr. Useem asked the panel about leadership characteristics and capacities. We learned the military's characteristics of a good leader: Character, Ethically Minded, Builds Trust, Critical Thinker, and Intellectual Curiosity to name a few. All characteristics expected of leaders in the private sector. These leadership characteristics all sound familiar to us and every organization strives to develop leaders with these same attributes.

As Colonel Gray stated, "Leaders in the military must first have character and a value set that ensures they are ethically minded; this is essential to your troops. In essence, as a leader you must show your people "How you walk the walk". According to Captain Austin, the military leader must delegate with trust, be a change agent and be comfortable with uncertainty." Lastly, Joe Hare explained that military leaders must have great perseverance, be innovative and maintain control yet motivate at the same time.

We know the military builds leaders that are self-disciplined and self-directed, but we also learned that military leaders value their team and recognize the importance of developing talent. In addition, as Colonel Gray had referenced, an effective leader must have "character", referred to as the "BE" component of the military's leadership doctrine: relating to who you are and your values. This component of leadership development offers the most challenge, because who you ARE is difficult to change.

In speaking with a colleague who had been a military leader and transitioned to the private sector a few years ago, he stated that one of the most important things he learned as an officer that he finds most valuable as a leader today is your team always comes first. I think this demonstrates that character and how effective the military is in developing this cornerstone of leadership.

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By David Curry

On Friday night, March 23rd, a group of PHRPS members joined with the University of Pennsylvania-Wharton School to volunteer their time, talent and guidance to the Wharton Executive MBA Program's "Career Conversations". This year, with record turnout of over 30 students, our dedicated members, flanked by former WEMBA graduates, sat in a series of 3 on 1 career conversation sessions. The conversations covered current career paths, WEMBA studies and how to effectively create a bridge that would propel them forward.

The event started with a brief orientation of the panelists outlining the format for the evening. Shortly thereafter, the 25-minute sessions began with each panel seeing one student per session. Afterwards, the event was concluded with a networking and cocktail reception which was attended by both students and panelists. It was a very well organized and delightful event. Two things were apparent to me as I recapped the event. One, there were a lot of very bright, talented and successful WEMBA students in the first year program. Second, there was an overwhelming presence by members of the PHRPS, all of whom were dedicating their time and brilliance to support and participate in a very worthy and honorable cause. Clearly, this reflects very well and shines a light on the quality, compassion and kindness of the PHRPS organization and its members.

Are you Low on Mojo?

Self-Engagement Solutions

By Rob Fazio, Ph.D., Marshall Goldsmith, Ph.D. and Howard Morgan, MBA

Welcome back! In our previous article, *Are you Low on Mojo? Self-Engagement Setbacks*, we put on the table common traps to self-engagement. We established that engagement is a shared accountability between organizations and individuals. Now that we are all aligned and have brought these challenges into awareness, it's time to take action. While the business world is often full of complex formulas and strategies we believe the best strategies are the ones that are implemented. Therefore we present *Simple Strategies* to counteract the setbacks.

Simple Strategies to Navigate the 8 Setbacks

Setback 1: The Victim Trap

Becoming your own obstacle and focusing on what you can control vs. what you can't control.

Simple Strategy: Changing your attitude from a victim to a self-leader

Attitude is the key to success regardless of your business, art, or craft. Remaining positive and having a focus on what you can do rather than what you can't do yields results. Take a piece of paper and put a line down the center. Title one column "What I can control" and title the second "What I can't control." List all of the things going on in your world and put them into one of these two categories. Focus on what you can control and influence and let the rest go for now. This will give you a sense of control and accomplishment. It also keeps you moving forward rather than getting stuck. You are the only person you will always have with you, so be an effective coach to yourself.

Setback 2: Blaming the Organizational Culture

Being complacent and fearful of being innovative because your idea does not fit into your organization's culture.

Simple Strategy: Creating your own culture

Make a list of your ideal culture would include. Include the values and principles you would want to see in your ideal organization. Then make these values into behaviors. For example, if you want to be part of a culture where teamwork is valued, than sharing information may be a behavior. Now comes the more challenging part. Hold yourself accountable to these behaviors on a daily basis. Turn these behaviors into simple “yes” or “no” questions. Such as “Did I share information with someone today?” Then tally your weekly score and see how you are doing at the end of each week and month. A good resource is Jon Katzenbach and Ashley Harshak’s article, *Stop Blaming Your Culture*. The authors present how you can reinforce and build new behaviors that will lead to the high-performance organization you want.

Setback 3: Blurry Vision

Lack of a clear vision for your career and role in the organization.

Simple Strategy: Leveraging the V-SEA for yourself

- Vision – Strategy – Execution – Accountability

Successful leaders need to be able to navigate the rough waters of the V-SEA. V-SEA is an acronym to help leaders remember the essential components of leadership. Throughout this process it is essential to pay attention to your influence style. People respond and grow when they are supported and challenged, so do both!

The process of navigating the V-SEA to helps us answer all of the following questions:

1. Where?
Vision- the picture of *where* you want to go and why it’s important
2. How?
Strategy – the plan for *how* will you get there.
3. What?
Execution –*What* are the specific steps, roles, and milestones?
4. When and Who?
Accountability – *When* will you check in and *Who* will be accountable for the milestones being reported?

By thinking through and then communicating each aspect in this framework, you will be more likely to accomplish your objectives as will your team. Clarity is King!

Setback 4: Analysis Paralysis

Letting over-thinking result in poor thinking and not making a decision

Simple Strategy: Learn about what decisions you make easily and what decisions hold you back. Sharpen your decision making skills and you will sharpen your productivity and the productivity of those around you.

"If you choose not to **decide, you** still have made a choice." One of the authors presented these powerful words that are from the lyrics of a Rush song while consulting to an executive. Often executives and employees get caught up in thinking traps and do not move forward.

Based on a study of the decision-making profiles of more than 120,000 executives, HBR researchers Brousseau, Driver, Hourihan, and Larsson (2006) found that the most successful executives are progressively more open and interactive in their leadership (or public) styles, and more analytic in their thinking (or private) styles, as they progress in their careers. Therefore successful executives take in information publically and make difficult decisions.

The point is executives and managers are paid to make decisions. It is ambiguity and complacency that slows progression.

Setback 5: The Pressure Cooker

Not acknowledging that stress is inevitable and, therefore, not finding a healthy and practical way to manage your stress.

Simple Strategy: Be aware of your stress signals and identify a core stress management tool.

We will all face stress in our work. It is unavoidable. Stress can motivate us or debilitate us. When stress becomes greater than our perceived ability to manage it we get fatigued. Accept that stress is a part of our work and lives and find ways to meet the challenge.

Each of us has target stress signals. For some it may be tightness somewhere in your body, or negative thinking. Become aware of what you feel and think when stress arises and act to manage your stress. Some of the best stress management techniques are reframing a situation to see opportunity and engaging in conversation or consistent exercise.

The HBR blog on turning stress into an asset has some practical tips:

<http://blogs.hbr.org/hmu/2011/06/turning-stress-into-an-asset.html>

Setback 6: Priorities on top of Priorities

Lack of knowing what your true top priorities are, which results in frustration and a lack of focus.

Simple Strategy: Prioritizing your priorities

Prioritization is a challenge as we all have to do more with fewer resources.

Identify what your top 3 priorities are. Then ask your manager and your direct reports what they think your top three priorities are. This will create a conversation around gaps and perceptions in priorities, and eventually you will be aligned. Incorporate this practice monthly and your consistent communication around priorities will ensure you are adapting to key priorities upward and downward.

Setback 7: The Lazies

Letting fatigue control you over time and becoming disengaged.

Simple Strategy: Thinking LES (Long-term – Enjoyment – Short-term) so you can accomplish more

It is easy to let all you have to do in the course of a day wear you down. The things that we don't do tend to wear us out more than the things that we do. Therefore, having a framework to ensure that you are also focusing on things that give you energy is just as important as checking off task on that "to do list."

Long-term: What can you do that will benefit the organization 3-5 years from now?

When you are able to think ahead and be proactive, you are much more likely to get to where you want to be rather than end up somewhere you don't want to be.

The benefits of focusing on the long-term:

1. Efficiency of moving toward organizational vision
2. Anticipate future barriers that may derail strategy
3. Increased hope and optimism

Enjoyment: What keeps you energized and engaged?

If you don't have fuel in your tank, it doesn't matter where you want to drive. The more energy we have, the more energy we can give. Think back to a time when you were in a job and you weren't able to participate in any tasks that you enjoyed. For a relationship-oriented person it may be that you only were working on completing meaningless tasks. For a results-oriented person it may have been you were constantly stuck in meetings that didn't lead to actions. If you are consistently deprived of your enjoyable activities the result will eventually be burn out, apathy, or mediocre performance.

Identify three work tasks that you enjoy. It may be mentoring others. It may be balancing the budget. It may be setting next year's objectives. No matter what it is, do it! This will help buffer the challenges and stress you will face on a daily basis.

Short-term: What will get you “wins” in the short-term?

By getting wins during the short-term you build your credibility and keep yourself engaged.

The benefits of focusing on the short-term:

1. Increased confidence
2. Stronger credibility
3. Increased perception of leadership effectiveness

Most of us are quite good at getting things done for the short-term. Often these tasks are the most mission critical or strategic. However, it is essential that you continue to complete tasks in the short-term that will also lead to benefits in the future.

Setback 8: Lack of Relationship Enhancing

Not enough focus on developing, nurturing, and repairing business relationships.

Simple Strategy: Build Relationship Capital

Relationships yield results. Of all the leadership strategies gurus offer, none is more effective than focusing on relationships. People drive business forward and create solutions. The more mutually beneficial relationships you have, the more capital you have.

Every week set aside time for at least one aspect of relationship management.

- 1) Develop a new relationship
 - Reach out to a person inside or outside your organization to develop a new relationship.
- 2) Nurture a relationship
 - Further enhance your relationship with someone by offer a helping hand, asking for help, or just seeing what is going on in their world.
- 3) Repair a relationship
 - Identify someone who you have had a rocky road with and get together to talk about how you can better work together.

By placing an emphasis on relationships you will see that you will have more resources for you and the people with whom you work. What sets people apart is the relationship capital they have. By setting mutually beneficial relationships you will see more opportunities present themselves and be better able to navigate challenges.

Taking Action

Identify two *Simple Strategies* that you will master and teach others. The way to master them is to follow Dr. Albert Bandura's framework for building self-efficacy; that is building your belief in your ability to be successful in accomplishing the given task. The way we suggest you do this is by applying the skill, making it a habit, and then teaching it to others. If you want to take it to the next level find articles, YouTube videos, and books related to the topic. Become an expert and bring others along. The more you teach the more you will gain confidence in this area and become a multiplier of the rewards.

The Bottom Line

There is no doubt that the pressures that work presents can get the best of us and lead us to become disengaged. By focusing on what you can do rather than what you can't do, you will find yourself to have more energy, creativity, and confidence. This will create a higher level of self-engagement for yourself

and influence others to become engaged and more productive. Now you have awareness and know what to do take action. Master these strategies you will see your MOJO grow!

About the Authors:

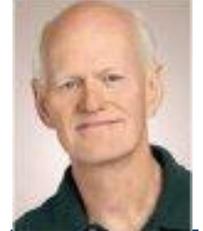
Rob Fazio, PhD

Rob is a Principal at Leadership Research Institute (LRI) who coaches senior level executives and teams. He partners with organizations on Executive Emotional Intelligence, leadership crises, and talent strategy initiatives. He is the founder of the nonprofit Hold the Door for Others.



Marshall Goldsmith, PhD

Marshall is recognized as one of the world's leading executive educators and coaches. Dr. Goldsmith's 30 books include *What Got You Here Won't Get You There* and *MOJO*.



Howard Morgan, MBA

Howard is a Co-Founder and a Managing Director of Leadership Research Institute (LRI). He specializes in executive coaching as a strategic change management tool leading to improved customer/employee satisfaction and overall corporate performance. His books include *The Art and Practice of Leadership Coaching* and *Leading Organizational Learning*.



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By the Numbers

28 new PHRPS members in the first half of 2012

137 attendees at the PHRPS quarterly meeting on March 28th, *Lessons on Leadership Development from the Military*

242 PHRPS members to date

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What's NEW?

Welcome our new members:

Michele Cohen, MSG

Amy Enders, American Water

Janice Giannini, Paradigm Associates, LLC

David Jardin, Leadership Research Institute

Mary Kolimaga, Lincoln Financial Group

Tom Lord, Lord Consulting, LLC

Mark Pagenkopf, Ricoh Americas Corporation
Eugene Sackett, Cephalon
Lisa Shumpert, In Transition

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Members on the Move and In the News

Vicki Brown, Senior Career Consultant/Coach at CareerMinds, designed, developed and facilitated a presentation for the ASTD Philadelphia Chapter's Trainer's Edge SIG on March 24, 2012 – Networking: A Key Component of Your Career Management Strategy.

Janet Moran joined Krapf Bus Companies in West Chester as the Corporate Vice President of Human Resources. Krapf has operations in five states.

On April 20th, **Mandy Rosenblum, Esq.**, Owner, Law Offices of Mandy C. Rosenblum presented at the 18th Annual Employment Law Institute on the legal and practical issues associated with preventing and handling incidents of workplace violence.

Anita Scott, Vice President, Human Resources at Radian, was recently promoted to Head of Human Resources for Radian Group, Inc. Radian is headquartered in Philadelphia and employs over 600 employees.

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New Member Spotlight

Amy Enders

Amy Enders is the Director of Learning and Organization Development at American Water in Voorhees, New Jersey. She leads the team that designs and delivers an integrated approach to talent management, with a special focus on leadership development and change management.

She joined PHRPS because she was looking for a place to learn and exchange new ideas. Amy attended one meeting a while back and was impressed with her experience and the expertise of the group.



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