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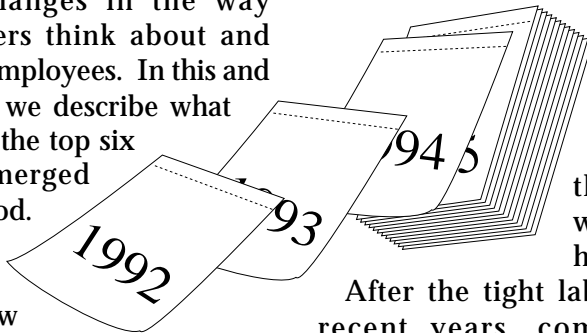
Developing individuals and organizations one milestone at a time

#18 February - April, 2002

TOP TRENDS OF MILESTONES, INC.'S FIRST 10 YEARS



We've reached a milestone of our own! This year Milestones, Inc. celebrates its tenth year as business coaches and performance management consultants to a wide variety of companies and industries. As we look back over the last ten years, we see significant changes in the way business leaders think about and relate to their employees. In this and the next issue, we describe what we believe are the top six trends that emerged during the period. These six had significant impact on how today's companies utilize their human resources. We invite your comments, and hope to post a sampling on www.milestonesinc.com.



TREND 1: TRAINING BECOMES ESSENTIAL

Survey after survey has shown that, after the right compensation package, what good employees want most is training and development. Ten years ago, leadership, communication, and team training were considered "soft programs," the first to go when budgets had to be cut.

After the tight labor market of recent years, companies now understand that training is a valuable recruitment and retention tool. This is especially evident to us because even though the economy contracted (along with jobs and salaries) in 2001, the demand for Milestones, Inc.'s services remained strong. Many top managers, knowing that keeping good people is essential to surviving tough times and emerging from them poised for growth, see the present as a crucial time for training and development. And, without the difficulties of scheduling training when employees are scrambling to cope with growth, they find this relatively slow period to be conducive to training.

Milestones



Bill Bonnstetter (r.), Chairman of TTI Performance Systems, Ltd., presents TTI's Trainer of the Year for 2001 to Brett and Madelon Miles at the TTI Winter Winners' International Conference in Scottsdale, AZ, Jan. 10-12, 2002. TTI develops the assessment tools that Milestones uses.

Madelon spoke at the 6th National Professional Coaches and Mentors Association Conference Feb. 23 on "Finding Your Appropriate Authentic Voice or How in the World do you Bring Spirituality to the Workplace?"

Brett runs the Los Angeles Marathon (26.2 miles) on March 3rd (Madelon ran it last year).

**COMMUNICATION FOR MANAGERS
AND TEAM LEADERS OPEN SEMINAR
MARCH 12.**

*For details and registration,
please go to www.milestonesinc.com.*

Milestones Performance Management System

1. Assess
2. Recommend
3. Implement
4. Reinforce

Services

Coaching
Team Building
Strategic Planning
Sales Management Consulting

- Training in
- Leadership
 - Communication
 - Customer Service
 - Sales

mile•stone \ mī(ə)l -stōn \ **1:** a stone set to measure distance, indicating progress toward desired goals.

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MILESTONES 10 YEARS



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TREND 2: COACHING BECOMES INTEGRAL

The traditional management method of telling employees what to do, based on the manager's own experience, is no longer viable. First, as a result of the explosion of technology, the manager may never have done the job she is directing, and cannot tell the employee how to do it. Coaching may be used effectively in any job, because it gives the manager the skills to help employees help themselves.

Second, younger employees (Generations X and Y) don't want to be told how to do a job: they want to be challenged. Helping an employee figure out how to get results motivates him to own the work, take responsibility, and become engaged. Coaching helps build trust and relationships, and good relationships accelerate the achievement of results.

TREND 3: STYLE BECOMES SUBSTANTIAL

Understanding one's own behavioral "style" and those of one's team members has become an accepted and important part of team building. The introduction of professional assessment tools for small and mid-sized companies has allowed them to enjoy the

benefits previously reserved for large companies. This has created an unprecedented level of understanding among team members at all types and sizes of organizations.

As a result, teams approach workplace issues and relationships with a greater level of self-awareness and confidence.

In our next issue we will

"TELLING
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look at three more top trends in the work-place: multiple generations with widely divergent sets of values, the team approach, and individuals as leaders at all levels of an organization.

To share your observations on trends in human resources, please email them to trends@milestonesinc.com.

A graphic of a clipboard with a silver clip at the top. The left side of the clipboard is labeled 'Coach's' and the right side is labeled 'Clipboard'. The clipboard contains a white sheet of paper with text.

**To Change an Employee,
Meet Him at the Stage**

Tip The process of change has six stages: pre-contemplation, contemplation, preparation, action, maintenance, and termination. It's not simply a matter of deciding to change, and even when they reach the action stage, many people slip back. It's unrealistic to ask an employee to change and expect immediate action. Recognize that getting to action may require as many as three prior stages, and two more stages may be necessary before change becomes habit.

Example You have high expectations that your employee, Michael, will overcome his tendency to shut down under stress and learn to communicate. First, acknowledge the stages of change and assess where Michael is in the process. He may be in the pre-contemplation stage, still unaware that he has a problem that requires change. So meet him where he is and coach him with stage one in mind. By doing so, you enable Michael to hear you, and your work for change will be effective.

Coaches help athletes achieve top performance. Today, more and more managers and professionals rely on coaching skills to get top performance from their teams. In each issue, the Coach's Clipboard brings you valuable coaching insights.

www.MilestonesInc.com