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Developing individuals and organizations one milestone at a time

#19 May - July, 2002

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



PART TWO

This year Milestones, Inc. celebrates its tenth year as business coaches and performance management consultants to a wide variety of companies and industries. In our last issue we looked at three significant trends that emerged since we began our business (posted under "What's New?" on milestonesinc.com). In this issue we conclude with three more trends that had significant impact on how today's companies utilize their human resources.



"Generations with widely divergent sets of values...the team approach...and individuals as leaders at all levels."

TREND 4: DIFFERENT GENERATIONS, DIFFERENT STYLES

The presence of multiple generations in the workplace is not new, but the variance in work styles and values between the generations is greater than ever. The baby boomers were more independent than their parents, and the trend has accelerated with Generations X and Y. This can cause problems when two generations don't understand how to reconcile their values. For example, ask a 50ish baby boomer manager what it's like trying to guide a 30ish Generation Xer who desires personal challenges more than a climb up the corporate ladder.

Many younger employees are smart, aggressive people who ask tough questions and don't take things at face value. Managers must learn to be proactive and prove the value of job goals or tasks. Communication skills are now more important than ever to promote understanding and prevent clashes between those who "work to live" and those who "live to work."

TREND 5: TEAMING UP FOR SUCCESS

Work teams have become increasingly common in complex high-tech workplaces that require multiple skills and collaborative approaches to problem solving. The high cost of failing to develop teams and lead them effectively has

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Brett speaks on "Leadership: Coaching as an Indispensable Management Skill" May 15, 2002, 12 noon, at the Santa Barbara Human Resources Association.

Madelon addressed the Orange County Chapter of the International Coach Federation April 11 on "Coaching Executives."



Communicate!

Communication for Managers and Team Leaders seminars in West Los Angeles, *Wednesday, June 12th, 2002* and *Tuesday, September 17th, 2002*. For details and registration, please go to www.milestonesinc.com.

Milestones Performance Management System

- | | |
|--------------|--------------|
| 1. Assess | 3. Implement |
| 2. Recommend | 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



Continued from front page

motivated management to utilize “intelligent teaming” methods. Payoffs include retention of “A” players and increased team productivity.

Individual effort is still important, but the ability to work with others – in direct reporting relationships or otherwise – has become one of the most critical teaming skills. To succeed as a team, leaders and members must cultivate their “emotional intelligence,” which includes the capacity for self-knowledge, self-control, empathy, motivation, and achieving buy-in. Team members must learn to intelligently build trust, likeability, and understanding.

TREND 6: LEADERSHIP **AT ALL LEVELS**

CEOs and presidents used to be the only leaders. But as the management pyramid flattened, leadership became more important at all levels. Senior management knows that waiting for permission to act can cost a lot in lost revenue and goodwill. That’s why many organizations have launched extensive programs to develop multiple layers of leadership.

Increasingly, leaders are team members who are willing to take responsibility for not only their own work, but the team’s as well. These new leaders are empowered to make decisions, based on the company’s strategic objectives, that impact the bottom line. When front-line management or salespeople, for example, understand the potential cost of losing a

highly valued customer, they can address the problem quickly and effectively.

TRENDS TO WATCH

Based on what we’ve seen in the past 10 years, here are three predictions for the next 10:

1. As students graduate from high schools and colleges with less knowledge and fewer skills, there will be explosive growth in corporations partnering with colleges and private trainers to educate and develop employees.
2. Instead of just competing over the limited number of

qualified candidates, employers will share talented workers with their strategic partners. Highly desirable talent will be employed by several companies at once, creating the “work agent,” a hybrid category between employee and independent consultant.

3. As life and work become even faster and more complex, the coaching profession will continue its explosive growth. Employers and employees will increasingly grasp the impossibility of learning everything (and the infinite budget that would require) and rely more and more on specialist coaches to help them reach their goals.

A graphic of a clipboard with a silver clip at the top. The clipboard has a white sheet of paper with text on it. The words "Coach's" and "Clipboard" are written in a stylized font on the top left and right corners of the clipboard frame, respectively.

A Solution May Not Be the Answer

TIP Giving a quick solution may not be the best way to help someone, especially if the situation that prompted the question may arise again. In today’s fast-paced work environment, quick solutions exacerbate the tendency to solve a problem and move on without learning from the experience. It is more productive – for you as well – to help the person formulate an approach that will solve the current problem and enable her to handle similar situations in the future without your help.

EXAMPLE Sarah asks you, her supervisor, how to gain the cooperation of David, a member of another department. Instead of giving Sarah specific advice about what motivates David, try asking Sarah the following: What causes people to cooperate or to be uncooperative? How will asking David how he feels allow you to understand what he needs to be cooperative? Why should you ask David what the next step is? Use Sarah’s answers to guide her in developing her own approach to gaining David’s cooperation. By coaching Sarah instead of giving her a quick answer, you will help her solve her immediate need and give her the tools and confidence to resolve similar situations in the future.

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