

# Milestones, Inc.

16630 Calle Arbolada  
Pacific Palisades, CA 90272  
www.MilestonesInc.com  
310/230-0350 • Fax 310/230-0250  
800/31-Miles • Info@MilestonesInc.com

Developing individuals and organizations one milestone at a time

#32 April - May 2005



## GROWING LEADERS IN A HIGH-SPEED ENVIRONMENT

David Burcham was talking about coaching amid March Madness. He could've easily been referring to Coach Knight or Coach K, since this was in the middle of the NCAA basketball tournament.

But no. David Burcham is the executive vice president of operations for The Vendare Group. That's not a hoops team. It's one of the hottest online advertising firms in the business arena. With Vendare shooting for winning results, Burcham wants coaching to lift his players.

"People gain a better understanding of how to deal with people as coaches, not just managers," Burcham said in a phone interview from Vendare's headquarters in Sherman Oaks, Calif. "A leader using coaching skills is someone who focuses on people moving forward, whereas managers focus more on tasks."

Move forward indeed. Vendare is growing at such a hot pace, it's becoming too big for its digs. It counts 238 employees, hoping to reach 300 by

the end of 2005. Which points to a move south to El Segundo near LAX. Why? People.

To make employees even more agile leaders, Vendare has brought in Milestones, Inc., to help give the team extra cushion on the bench. Milestones' leadership development and coaching skills will especially guide middle and upper management as the company continues its trajectory of growth.

"Doing so is critical," said Kilmarx, who runs the HR team. "One of our significant competitive advantages is our people and the hands-on role they take with regard to client work. That's not a cliché; it's a business fundamental."

Burcham agrees. "Leadership development is absolutely a precursor to our continued growth," he said. The EVP added: "It enables us to apply internally the same disciplines and vision that we're so committed to ensuring that our clients experience externally. Coaching sets the stage for professional and personal advancement, much as our various campaign tools and technologies enable client engagements to grow and flourish. We've been tossing around the phrase 'reach for results' to encapsulate the Vendare difference. That works just as well in this context."

Vendare means what it says. The company's name comes from the Italian word for "selling." You could even replace Vendare with Vendor.

The momentum caused by Vendare's upcoming move near LAX has the senior managers all the more pumped for executive coaching. "It enables

### Milestones



From June 2-4, Madelon and Brett will be attending the 15th Annual International Conference on Servant-Leadership, based on Robert Greenleaf's well-known book, "Servant Leader", in Indianapolis, Indiana.

On May 25th, Brett Miles will present "Communication for Leaders: Getting Buy-In" at The W Hotel in Westwood, California. The full day course is designed to teach participants how to communicate even more effectively with others.

If you are interested in attending, please send an email to our office at [info@milestonesinc.com](mailto:info@milestonesinc.com), visit our website, or call 310-230-0350.

us to clearly serve our clients more effectively — and, in so doing, it fuels our continued growth," said Kilmarx. "It isn't simply that we have extraordinary people — it's that the company uses its talent in the service of both reach and results. Our approach is consultative; we bring to each campaign interactive marketing experts, full-service account

*Continued over*

### Milestones Performance Management System

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

### Services

- Executive Coaching
- Teambuilding
- Strategic Planning
- Sales Management Consulting
- Training in
  - Leadership
  - Communication
  - Customer Service
  - Sales

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

## GROWING LEADERS



*Continued from front page*

management, creative services, media placement and performance analysts. Keeping that talent sharp is a prime corporate objective.”

Enter Milestones, expert at helping companies give their staff and clients that extra bounce.

Kilmarx underscored that Milestones will boost Vendare “by providing an appropriate framework for individual employee growth, across all levels and functions within the organization. And that, in turn, will foster the kind of compelling company culture that will continue to make Vendare a place that attracts superlative talent.”

“It reflects both a commitment to the professional development of senior managers within the organization and an overall embrace of best practices across the company as a whole,” said Kilmarx. “It underscores the message that here, people matter.

“Milestones is coaching our high-potential leaders in critical areas such as leading change, getting buy-in, coaching skills, various leadership styles and when to apply them, best practices, etc.”

“Our mission is to help our clients market and sell their products and services via online media,” said Kilmarx. “We are completely committed to driving exceptional results for our customers. We seek to maximize the power of online media to connect advertisers with consumers and to generate extraordinary results for direct and brand marketing campaigns.”

One of the results? Avoiding the dot-bomb of other online firms.

“During the Internet meltdown, we executed on our strategy of intelligent acquisition,” said Kilmarx.

The HR chief added: “The Vendare Group is uniquely positioned to take a leadership role because we are active in virtually every important area of online marketing, with two large ad networks, a

growing search business and top comScore Media Metrix properties such as Jackpot.com and the Uproar network.”

Just like sharp coaching in the NCAA tournament leads to titles, bright coaching in business leads to profit. Bottom line, Vendare knows that.



## The 5th Habit of Success

**Tip:** Seek first to understand before seeking to be understood. This is the 5<sup>th</sup> habit of highly successful people according to Stephen Covey, yet practicing this is easier said than done. We’ve seen that people most want to be heard so that they can be understood. When the temptation arises to tell others how you see things, consider the 5<sup>th</sup> habit. Why does it work?

At the heart of wanting to be understood is the desire to feel appreciated. Feeling appreciated is fundamental to building the best relationships. The habit of seeking first to understand others will do more to enable you to appreciate how a person thinks, feels, and acts.

**Action:** When someone is complaining, struggling or generally not in the “ease and flow” of life, try expressing curiosity. Wonder how they are thinking, feeling, and doing. Ask them. Listen and ask more about what they express. Then watch what happens. People feel appreciated as you understand them and you’re building relationships. “You can either have the relationship or be committed to being right”. Have the relationship—built on understanding and appreciation.

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.