

# 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*

*August - September, 2006*

## Developing Your Leaders

Do dancers stop taking lessons when they get hired by a dance company? Do golf pros cease instruction when they win a tournament?

You can see where this is going. We all can - and need - to improve our skills.

Gateway, the third largest PC company in the United States, has understood the importance of helping their managers get better. Last year Milestones, Inc. launched a pilot Leadership Development Program called Gateway Future Leaders. The program consists of managers from different business units and functions nominated by their management teams. Participants attend group leadership forums over a period of 5-6 months. Topics range from *Management Best Practices* to *Leading Change*. The setting is dynamic and interactive.

Future Leaders graduate, International Business Development Manager Negar Ayromloo has attended many trainings, but ranks Milestones at the top

### 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

"It's rare to find a program that not only enhances your leadership skills but also gives great insight into your strengths, weaknesses and personal characteristics. I learned quite a bit about myself. Most importantly, the course played a vital role in improving my communication style and ability to drive change with my team and within the company," Ayromloo explains.

Chairman of the Board and interim CEO Richard Snyder noticed the effect of the program; this was a group eager to dive into a big project. At the final session Snyder gave the graduates a special task. The fourteen new cross-functional leaders were asked to roll up their sleeves and tackle Gateway's Vision, Mission and Values.

"The results of the training were better than we ever could have hoped for, so we decided to do a second round," explains Training Program Manager Monica Hanks. "Here at Gateway it is a privilege to get selected to attend."

IT Manager Sandeep Chawla agrees. "I feel extremely honored that I was nominated to participate in this program since I know how competitive it is to get in. I heard wonderful things from my colleagues who participated last year and feel lucky to be a part of this learning experience. The program provides a foundation for leadership and coaching. I am very confident that it will benefit me for years to come," Chawla shares.

Chawla, as well as Bela Gombos, Director of Product Training & Messaging, are both participants of the second go-around. Gombos has already started

## News



**Brett Miles**  
Brett will help represent Fielding Graduate University at a RAND-facilitated Institute for the

Future conference in Palo Alto on September 21. Brett is a Ph.D. Student in Human and Organizational Development at Fielding and will complete the second part of a year-long Evidence-based Coaching course in Santa Barbara, September 9-10. The course is offered by Fielding Graduate University's Masters program.

### Madelon Miles

Madelon and Brett hosted the first Inside Leadership course co-sponsored with the Authentic Leadership Center



on August 15<sup>th</sup>. Twelve participants from six companies agreed the work is important and the course delivered on its promises.

implementing what he has learned.

"For me there has been immediate impact ever since the very first segment. I have been able to apply classroom knowledge to my management style," Gombos explains, "but more importantly cross-functional relationships have been generated".

*Continues on next page \**

*\*Continued from front page*

Studies show that a leadership program combined with executive coaching adds more value than a leadership development program alone. One important part of Milestones' Leadership process is one-on-one coaching sessions with Brett or Madelon Miles. For Associate General Counsel Teigue Thomas these sessions have been of great benefit.

"Coaching with Madelon broadened my perspective and made me a more insightful and effective leader," says Thomas, last year's graduate.

Shannon Hughes, coached by Brett Miles, agrees. "Coaching sessions," according to the Sales Manager, "have allowed me to relate how I've applied the classroom knowledge to my team environment. At the same time, I'm able to discuss certain management experiences with an industry expert to allow for my continual growth. The sessions are mixed with various challenges from the instructors which further spark management growth."

And Gateway wants management growth. The PC pioneer recognizes that people who understand each other better work together more effectively too. But working well together is not enough. You have to be able to develop your people. This is why one of the topics covered is *Coaching Skills for Managers*.

As part of the program each participant is assigned a mentor, a senior-level Gateway executive.

The mentors volunteer their time to help establish links between the content of the program and direct application to leadership at Gateway.

Program participant, Sales Manager Shannon Hughes didn't waste the opportunity to pick a more seasoned brain. "It has been an invaluable experience for me to have communication with my mentor in understanding the skills that he believes it takes to be a successful leader. As well, he has been able to relate the path that he took in order to become a successful leader within a Fortune 500 company."

Gateway's original objective is to help people improve their lives through technology, but the company is obviously improving the lives of *their* people with the help of Milestones' Leadership Development programs. But it's not all altruistic - Gateway knows that the cost of the program is minimal compared to the return on investment.

If you have any doubts, just listen to Shannon Hughes: "I truly believe that I will exit this class as a more productive manager and a more marketable asset for any future endeavors."

## Coach's Clipboard

### Using Learning as a Coaching Strategy

**Tip:** A successful, but dissatisfied, woman wanted more. She heard of a wise man claiming to know the three secrets of life. The woman sought out the wise man and one day arrived to ask for the secrets. The wise man said they are: pay attention, pay attention, pay attention.

Why are these the three secrets? First, choice is available only when you are aware, conscious, and paying attention. No awareness, no choice. Second, what you pay attention to determines what you get, or your reality. You are the beholder, and beauty or reality is in your eyes. Third, to change requires noticing what is so now. When you have no clues about a situation, you won't decide to change.

Pay attention. By paying attention to what employees do well, you will notice it more often, be more appreciative, and give thanks to your employees. That results in reinforcing more "doing well" behavior. Effective coaching results from paying attention to those areas that are important to the person you're coaching. Pay attention to those and watch the wonderful things that will happen!