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Developing Individuals and organizations one milestone at a time

December, 2006

Developing Great Leaders

Team One, a division of Saatchi & Saatchi, one of the world's largest advertising agencies, specializes in luxury brands such as Lexus and Ritz-Carlton. One of their biggest accomplishments was to help develop Lexus into the number one luxury car brand before the car was as well-known or had built the outstanding reputation it enjoys today. For a car company whose standard is 'a relentless pursuit of perfection', their advertising agency would have to match the same exceptional levels.

And Team One has hit home runs year after year, helping build Lexus to the top-selling luxury brand in the US. In addition, Team One wants to continue delivering outstanding service to clients and recognizes the need for growing their executive team in leadership skills as the agency continues to grow in fresh, creative endeavors. The advertising agency, located in El Segundo, decided to investigate an executive development program that could work in their culture and suit their experienced managers' needs.

Team One CEO Brian Sheehan invited Madelon Miles of Milestones, Inc. to bring in a foundation of key leadership

and management skills as well as core business communication principles. This year-long program, concluding this month, has consisted of both group sessions and individual coaching which provides the flexibility to address the various development needs of all participants.

When asked about the benefits of the Executive Leadership Development Initiative, Sheehan responded: "The leadership program gave us insights into the behavior and values of our employees and helped us manage them better," Sheehan explains.

With all the bright and passionate people throughout the agency, creative differences are bound to occur. Says Sheehan: "The program also gave the management team a set of tools to collaborate more often as well as solve disagreements more easily."

Sheehan explained that the program has helped enhance the quality of relationships at the workplace. Al Reid, Group Director of Interactive & Relationship Marketing and a program participant, agrees. "The sessions, both group and individual, provide an excellent way not only to reflect on your own skills as a manager and leader, but also get clarity on how to deal with other leaders in the organization."

"Having tools to articulate issues and opportunities, based on your own assessment of those on your team, or within the organization, is a huge advantage," continues Reid.

When teams gel, the actual work people are paid to do becomes easier. Energy gets moved from worrying about dysfunctional relationships to creating deliverables, reaching goals, exceeding previous limitations. Reid concludes: "These tools make it easier to get things done, and get them done more effectively & creatively."

According to program participant, Eve Asbury, Director of Creative Services,

News

Brett Miles

During November 1-4 Brett Miles and Madelon Miles attended the 2006 International Coaching Federation



annual conference in St. Louis, Missouri. The topic: "Quantum Thinking on Human Potential." Particularly interesting was keynote speaker Daniel H. Pink, author of the 2006 book, "A Whole Mind", heralding the profound workplace changes calling for creative thinking that will rule the future.

Madelon Miles

On December 7th Madelon Miles and renowned Lincoln author Dr. Ronald C. White, Jr. will present a pilot "Lincoln on Leadership" seminar. The 5-hour course is for leaders who want to improve their communication abilities, using Abraham Lincoln's timeless principals.



For more information call 310-230-0350

it gets you results faster. "I feel incredibly fortunate to have experienced the Development Initiative with Madelon. Most of us recognize different personality styles and values, but understanding the motivators, and learning how to communicate with each [personality type] has been invaluable to me," Asbury says and continues: "I use this information every day without fail. It has changed the way I communicate, and makes getting to yes a smoother, more enjoyable journey."

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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

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Leadership is much more than just getting along with people. It's about how you develop relationships in such a way that others actually want to work with you. It's about figuring out how to create an environment in which people want to work harder and be more committed to their work.

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

A *San Diego Union-Tribune* article from February 26, 2006, called "Workplace Success often is tied to Social Intelligence" speaks to the types of skills this leadership initiative addressed. Says Karl Albrecht, author of over 25 books on business performance, "I view social intelligence as being so self-evidently important that it is essential to every relationship we have.

It puts a higher premium on connecting to people and understanding them so you can develop better relationships. This is especially important in the workplace because work is little more than groups of people working together for a common goal. Yet, too often people operate in social vacuums, not realizing the way to achieve more on the job is to find a way to connect with others."

Effectively working with others is no longer a 'nice to have' in the workplace but a must. A popular euphemism declares people get hired for skills and fired for attitude. Yet if someone's attitude is overly critical, inappropriately sarcastic, often negative, can it really be changed?

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

Milestones' fifteen years experience in the market, working with adults motivated to learn, says an unequivocal 'yes'. "Our experience is that most adults, when shown how their current attitude or behavior is more destructive than constructive, if internally motivated to change, will figure out how to do that when a veritable mirror is held up to them. That's at the heart of the executive coaching experience," says Milestones CEO, Brett Miles.

Some studies in 'emotional intelligence' indicate that IQ and hard skills—such as technical competencies—constitute as little as 5% of job success, a reverse of long-standing assumptions that intellect is the key to high performance. This implies that over 90% of an individual's potential for career success is tied to their ability to interact with others, control their emotions, express empathy appropriately, work in teams, and provide constructive feedback.

Team One is all about exceeding client expectations. Their unofficial motto says it all: "Don't just give the client what they want, give them what they never dreamed possible." These are not just words to Team One, which is why they decided that better leaders, equipped with the kind of emotional intelligence skills detailed above, inevitably translates into better service for their world class clients.

Coach's Clipboard 12/4/06

Unconditional Positive Regard

Tip: Carl Rogers, founder of the humanistic therapeutic approach to helping people with personal challenges, expressed "unconditional positive regard" for his clients, independent of some condition. He simply knew that each client was worthy of his full respect and appreciation. The outcome? Rogers' is famous for achieving amazingly successful results for clients.

How often do managers and leaders, while attempting to coach their employees, see them as promising or disappointing, adequate or falling short? What if more managers expanded their ability to see the good in their employees, more often expressed respect and appreciation for employees? Would those employees' behavior and attitudes correspond to their managers' view and expectation of them? Evidence says yes. How a supervisor thinks about an employee and the employee's environment influences how the employee sees themselves and behaves.

It matters whether you express unconditional positive regard for an employee, spouse, child, friend, or boss. Actually, you matter. When you have a person's permission to coach them, you have the responsibility to support them in being the best they can be. Follow Carl Roger's example. Find in them what you can to show your acceptance, respect, and appreciation to the person.