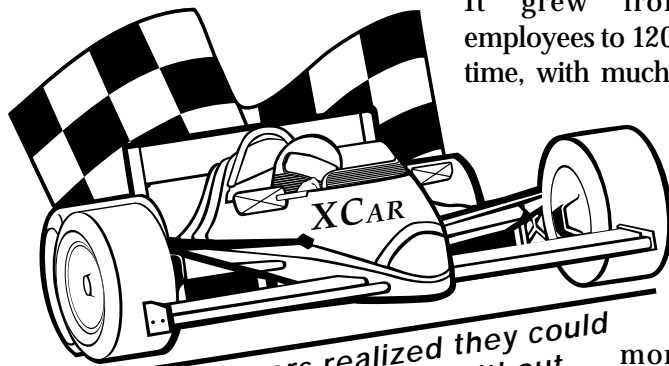


AT XDRIVE TECHNOLOGIES, GENERATION X MANAGES EXPLOSIVE GROWTH

A recent TV commercial shows a group of young Internet entrepreneurs huddled around a computer monitor. With the click of a mouse, they launch their long-awaited e-commerce site. As the orders swell from a trickle to a flood, the entrepreneurs realize that their dream has become a reality and that now they have to run a business.



Xdrive's managers realized they could improve their performance without taking the fun out of the company

anything-goes ethos. This was the case with Xdrive Technologies, which began operations in July 1999.

Xdrive began as a Web site offering free online data storage to consumers. It grew from seven employees to 120 in a year's time, with much of its staff joining in the second quarter of 2000. In the last six months, the company has refined its business model by shifting its focus to selling and licensing its proprietary software to major Communications Service Providers.

KEEP AND GROW TALENT

The change in the company's mission and the rapid growth of its staff created challenges for Xdrive: to maintain the entrepreneurial energy of an Internet start-up while implementing the systems necessary to manage growth in a consistent and productive manner. The company wanted to improve performance but was concerned that the imposition of a more traditional corporate culture might cause valued young talent to flee. Xdrive was also concerned about the effectiveness of its young managers,

Continued over

Milestones



Brett Miles



Madelon Miles

Brett Miles will be the keynote speaker at the national sales meeting of Silicon Valley Bank in April.

Madelon Miles will speak on "How to be an Effective Leadership Coach" at the May 16 meeting of the Orange County chapter of the Professional Coaches and Mentors Association (PCMA). In March, Madelon attended "Bringing New Value to Your Clients," a workshop sponsored by the Northern California chapter of the Institute for Management Consultants.

Recognition

Milestones, Inc. congratulates Audrey Salzburg, our director of operations, on the first anniversary of her employment. We greatly appreciate Audrey's contribution to the company and to our clients.

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.

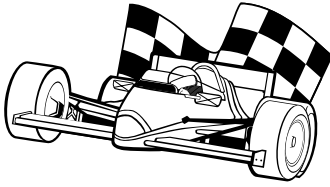
Milestones, Inc.

Developing individuals and organizations one milestone at a time

#14 April-May, 2001

...GEN X...

Continued from
front page



who had been promoted quickly and lacked experience and training.

Marissa Andrada, Xdrive's head of human resources, joined in July 2000 after the big staff ramp-up. A former HR executive at Universal Studios, she was familiar with the Milestones, Inc. Performance Management System from its work there. [See "Star Performance at Universal Studios" in the Fall 1998 newsletter on the Milestones Inc. Web site.] In September 2000, Andrada brought in Milestones Inc. to work with Xdrive.

"The goal was to present coaching as a new skill set for Xdrive's managers," said Madelon Miles, president of Milestones, Inc. "We showed them how to become developmental managers." A variety of tools and techniques, from styles analysis to one-on-one coaching, were used to explain how to develop goals and communicate them effectively to peers and staff.

PRODUCTIVITY UP AND RISING

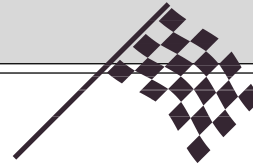
Madelon was careful to present the program in a way that resonated with Xdrive's managers, many in their late 20s and early 30s. "They are smart, aggressive people who ask tough questions and don't take things at face value," said Madelon. "We had to be proactive and prove that these skills would be valuable to them." This meant using timely examples from such respected third parties as *The Wall Street Journal* to reinforce the training.

"Madelon knows a lot about many things," says Andrada. "Her encyclopedic knowledge really helped establish her credibility with our staff."

The reaction to the training was overwhelmingly positive. When Xdrive's managers realized that they could improve their performance without taking the fun out of the company, they bought in to Milestone's coaching methods.

"They are smart, aggressive people... We had to be proactive and prove that these skills would be valuable to them."

—Madelon Miles



The training has had a positive effect on the bottom line as well. "We have experienced increased productivity across the organization," says Andrada. And because the Performance Management System is designed to promote continuous development and improvement, its value may be measured in years instead of "Internet time."

Coach's

Clipboard

Coaching Generation X

Tip Baby boomer managers often find the management of Gen X employees challenging because many employees in their 20s and early 30s don't respond to traditional incentives. Instead of sending messages like "pay your dues [subtext: "as I did"] and you'll climb our corporate ladder," reframe corporate or team goals in a way that helps the Gen Xer pursue his or her more independent goals.

Example Senior manager Marc wants his direct report, 25-year-old Stacy, to redesign an ancient—and now ineffective—employee orientation program. Marc, a savvy performance manager, determines that Stacy is driven more by creativity and innovation than by gaining points to move up the ladder. So he encourages Stacy to exercise her creativity by developing a program that will appeal to her and her peers.

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.

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