

North American Management Briefs

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You Should Know...

Could They Do It?

Almost 75% of all executive level employees believe they could do a better job than their current boss, reports Korn/Ferry. Two-thirds said they'd like to replace their boss; however, 42% rated their boss as excellent or above average.

The Point: Work harder, two-thirds of your staff is after your job.

Just In Time

In late May IBM took advantage of a corporate tax loophole to avoid \$1.6 billion in taxes on foreign profits. Two days later the Internal Revenue Service issued new rules and closed the loophole, reports the *Wall Street Journal*.

The Point: Timing, timing, timing is everything.

Tired?

Only 29% of adult Americans get eight hours of sleep a night, reports the *Wall Street Journal*, down from 38% in 2001.

The Point: Either we're working longer hours or TV is getting better.

Short Porn Stocks?

The *New York Times* reports that the X-rated film industry is in trouble with most publishers losing money. The problem, all the free pornographic photos and videos that are easy to find and download on the internet. Sales and rental revenue from pornographic videos, \$4.5 billion in 2005, declined to \$3.8 billion last year, the first decline in decades.

The Point: Is there any business the internet hasn't affected?

August's Quote

"A goal without a plan is just a wish."
 Antoine de Saint-Exupery, *The Week*

Leadership Redux

We've had numerous requests to address, once again, the subject of leadership. It is not surprising as it is consistently the most popular topic in MBA programs.

The most recent scholarly and well respected studies on leadership and its kissing cousin, emotional intelligence, began in the 1990s by Daniel Goleman of the Harvard School of Business and are ongoing. Mr. Goleman's book and *HBR* articles are well worth reading. He offers seven bits of advice for managers that desire to improve their leadership skills.

- **Trust your subordinates.** You can't expect them to go all out if they think you don't believe in/trust them. Unfortunately, it means you should remove any of your staff you don't have confidence in.
- **Develop and communicate a vision.** People simply want to follow someone who knows where he or she is going.
- **Keep your cool.** Leaders show their mental and emotional stability/intelligence when under pressure.
- **Encourage risk.** Nothing demoralizes a staff like knowing the slightest failure could jeopardize their careers and more importantly their source of income.
- **Be an expert.** From the boardroom to the mailroom everyone had better understand that you know what you're talking about. If not, be silent.
- **Invite descent.** General Patton said, "When everybody is thinking the same way, no one is thinking."

- **Simplify, simplify, simplify.** Simple strategies and tactics are easier to communicate, remember, and less risky to execute. Don't allow challenges to be perceived as so complex that the staff starts "admiring the complexity of the problem."

"Leadership, the subject of over 1400 books published in English since 1990, requires more than just knowledge and behavioral change. It takes hard consistent work."

The Point: I'm sure that these seven tips are not surprises. Nonetheless, in the day-to-day battle to profitably increase sales, capture market share, reduce costs, etc., they sometimes get overlooked.

Countries With The Most Foreign Students*

Country	Foreign Students
USA	582,996
Germany	240,619
UK	227,273
France	221,567
Australia	179,619
Japan	74,892
Russia	68,602
Spain	53,639
Belgium	41,856
Canada	40,033

* In tertiary education

Source: UNESCO, "Global Education Digest 2005"

U.S. Holidays

- 9/3 Labor Day, US, Canada
- 9/16 Independence Day, Mexico
- 10/8 Columbus Day, US
- 10/8 Thanksgiving Day, Canada