



# News and Views

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## *A Note From Joel*

Sitting here in Exton we have been experiencing some of the most extreme weather in recent memory - from dramatic Thunderstorms to record setting heat waves. These conditions remind us that managing is the art of controlling what you can control and dealing effectively with what you cannot.

Our clients are making good use of our Managing For Excellence program. Contact us if you haven't been briefed. Training in its use will again be

featured in this Fall's Seminar series—see details on page 4.

You will find more information in this newsletter. Also included are articles from Ben and Bill.

Stay Cool and Dry

*Joel McFadden*

## *The Two Greatest Risks of Management by Ben Hanafin*

I believe that the single greatest risk a business owner faces is hiring an employee. The process of recruiting, selecting and hiring is “open game” on problems! Do we really need the employee? What are the right skill sets? How can we select the right candidates?

The cost of a single wrong answer to any of these questions means thousands, maybe even millions of dollars in losses.

The second greatest business risk strikes after we hire our employee. It's managing the employee. There are no “owner's manuals” with employees. I recently read the owner's manual of a 1956 Oldsmobile. It was 36 pages long. My 2004 Jeep comes with a 457 page manual! Now that's today's detail! Unfortunately, not one of our employees comes with even a single page manual. The risks are huge, the costs enormous.

Employment risks will not go away. You can significantly reduce them by first identifying the major risk factors. Your own simple risk audit might include the following questions:

- What meaningful position description documentation

is available?

- What are the job-appropriate techniques used for information gathering at interviews?
- How can we ask our candidates professional and meaningful questions?
- When are we performing timely and meaningful performance reviews?
- What critical job related information is gathered at these performance reviews?
- How are we providing documented training?
- What action plans are we writing with our employees?
- What manual do we use with our employee?

Take action when your own audit points out deficiencies in any of these areas. Your Kraft ODA management consultant can provide our new Managing for Excellence (MFE) program. MFE incorporates all of these issues into a single, web-based, automated procedure that you can use to improve your company's performance in all of these areas. Call today!



## *Super Winner*

*by Joel McFadden*

*Behavior  
plus  
Environment  
equals  
Results*

We at ODA had a rooting interest in this year’s NFL finale. The Pittsburgh Steelers’ big win was popular in our circles, because of their use of organizational development methods. In fact, they are a user of our supplier’s Management For Excellence program. They use it to understand the behavioral characteristics of their key players so that they can create the right management environment.

Perhaps as much as any sport, football requires teamwork among the players and the coaching staff. This begins with the development of the game plans for the offense, defense and special teams. These plans are developed by the coaches understanding the capabilities of their players

and based upon their evaluation of their opponents.

It turns out that for the Steelers, the Managing For Excellence program provides specific tools they use in this understanding. I understand that this particularly applies to the critical relationship between the offense coaches and the quarterback.

In fact the Steelers have used these tools for years. There is a story about the differences between Terry Bradshaw and Joe Montana; I’ll save that one for our next newsletter.

Give you any ideas for your company?

Go Steelers.

Special points of interest::

- Our new website: [www.kraftassociatesoda.com](http://www.kraftassociatesoda.com) is now live and includes some new features that we feel will be helpful to our clients.
- We received feedback from many of the newsletter recipients. If you have anything you would like to see in the newsletter, please send us a note or an email.



## Success Part 2

by Bill Drexler

Part 1 of the article is in our late Fall 2005 newsletter

### 5. Understand Stewardship.

The definition of Stewardship is: “the careful and responsible management of something entrusted to one's care”.

As business owners, managers, parents, husbands, wives, citizens, and people we have been entrusted with many gifts. Managing these gifts is an awesome responsibility. What are some of these gifts? Here's my list, I'm sure that there are many more.

- Family
- Peoples' lives and the well-being of themselves and their families
- The environment
- Customers
- Financial and physical resources
- Your mind, body and spirit.
- Our communities where we live
- Our institutions; schools, government, non-profit agencies (such as Red Cross, United Way, Hospice, Boy's Club), church.

*Who or what has been entrusted to your care?  
How have you done as a steward?*

### 6. Live with Character and Competence.

“Who they are” includes having character and competence. People of character live by a set of moral and ethical standards. They have integrity which means that they say what they'll do and they do what they say. They genuinely care about people, are good communicators and are comfortable with their roles in life. They are competent in their life roles and always work to improve.

*Am I living my life with character and competence?*

### 7. Success is journey not a destination.

We can always learn, grow, love and live

better than yesterday. For example; instead of being sad about how quickly our children are growing up, enjoy the ride, bumps and all.

*How do I view my journey through life?*

### 8. Take responsibility for your life

Live by the motto, “If it is to be, it's up to me”. Successful people take responsibility for all aspects of their life. There is no blame game, no excuses and no playing the victim. Responsibility for what happens starts with the person in the mirror.

*Do you take responsibility for your future?*

### 9. Keep your balance

They know when it's time to work and when it's time to play. They are focused and engaged whether they are at work or at home. They take care of their mental, physical and spiritual well-being.

*How is the balance in your life?*

### 10. Don't take yourself too seriously

Be serious about your work. Lighten up on yourself. Life and success are fragile. I haven't met anyone who is perfect yet. Learn to lighten up; you have enough stress in your life.

*Are you taking yourself too seriously?*

### 11. “Just Do It”

*More than anything else, successful people take action.* To quote the Nike Ad, “Just Do It”. “Paralysis by analysis” happens when we spend too much time thinking about what to do and never do it. Use the Closed Loop....Plan-Act-Measure-Assess-Adjust-Plan-Act-Measure-Assess-Adjust-Plan-Act-Measure-Assess-Adjust and so on. You can learn more about whether something will work, faster by trying something. And don't quit after the first loop!



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### OUR MISSION:

Our Mission is to serve Entrepreneurs in the achievement of their personal goals through their organizations. The Entrepreneur is the force of our society that maintains a culture which will assist people in the achievement of their individual personal goals through their jobs. This Mission is carried out in an atmos-

### OUR PHILOSOPHY:

We believe that the most important asset of an organization is the human asset and the development of that asset is both a moral obligation and financial gain on the part of the ownership.

### *News From Our Clients:*

- *Several of our clients recently received awards from the LINLA, Long Island Nursery and Landscape Association: Ireland Gannon Associates, Goldberg & Rodler and Dodds & Eder.*
- *Client Ron Gibbons Swimming Pools is currently moving to a new location. The new facility provides for expanded operations and enhanced customer presentation.*
- *David McLaughlin, VP of Dodds & Eder received a distinguished service award from Lions International Foundation, NY State Division for outstanding and dedicated service to the youth of the community and the Lions Club of Oyster Bay.*
- *Thanks to Ruppert Nurseries who when recently honoring some of their outstanding employees honored our own Clyde Vadner as well!*

### MANAGEMENT SEMINARS

#### FALL 2006

*Long Island, NY*

Begin with Excellence  
(Recruiting & Selection)  
September 19-20-21, 2006

K. A. S. H.  
(Training & Communication)  
October 17-18-19, 2006

Controlling Excellence  
(Management & Motivation)  
November 14-15-16, 2006



SENIOR MANAGER  
CUSTOMER ONE

To be announced

### MANAGEMENT SEMINARS

#### WINTER 2007

*Location to be announced*  
Begin with Excellence  
(Recruiting & Selection)  
January 2007

K. A. S. H.  
(Training & Communication)  
February 2007

Controlling Excellence  
(Management & Motivation)  
March 2007

*Kraft Associates/ODA, Inc.*  
**Seminars**