

# RAJ REVIEW

Ideas

Insights

News

## Monthly Briefing for the Business Professional

### RAJ UPDATE

#### We've made improvements to our website to better serve your interests and needs.

When you visit our website please note the improvements. First, check out the "About Us" section and you will find that we are continuing to add new staff (Jonathan Eisler and Dave Miller) so that we can serve you even better. We have added new biographies and pictures so that you can get to know our people and learn about their interesting backgrounds.

Also, check our newly automated and highly recommend self-evaluation surveys. These tools will help you

*"When you know a thing, to hold that you know it; and when you do not know a thing, to allow that you do not know it – this is knowledge".*

Confucius

to know yourself, who you really are, and how others see you. This important learning is the first and most important step to changing your behavioral patterns so you can reach your highest potential. We think you will greatly benefit from our "Quick Reports" and follow-on conversation with our staff experts. Try one of our self-evaluation tools

and see what you think.

One of our recommended books this month is Les Giblin's "People Smart". This book is a classic that transcends generations. Les Giblin's key message that making people skills the essential ability in your life is one that takes on even greater meaning in today's cyber-fueled world of impersonal communication.

If you can't find it at your bookstore or on the Internet, let us know and we will get you a copy. As always, we look forward to hearing from you and hope you are having a great summer!

### July 2007 Edition

#### Reader Highlights

**NEWS:** RAJ UPDATE announces website improvements.

**FEATURE:** Three Habits That Hold Leaders Back – and How to Overcome Them

**TIPS:** The Importance of Listening

**SPECIAL OFFER:** Coaching Discount

#### Food for Thought

*If you hire the wrong people, all the fancy management techniques in the world won't bail you out.*

Chris Gay

## FEATURED ARTICLE

### Three Habits That Hold Leaders Back – and How to Overcome Them

Adapted from Marshall Goldsmith, “Harvard Business Review”

*Business leaders have a tendency to alienate potential allies, demoralize talented and committed people who work for them, and dismay their bosses – all because of their own bad habits. When behavioral patterns are changed, everyone benefits. Consider these points:*

#### **Adding too much value (the need to always add one’s own two cents).**

This is a remnant of the top-down management style in which a leader’s job was to tell everyone what to do even when they recognized that most of their direct reports knew more in specific areas than they ever would. To wit, a manager offers an excellent idea and, rather than responding, “Great idea”, his/her CEO says, “Good idea, but it’d be better if ...”. The CEO’s idea may improve the concept slightly, but whatever was gained from this input becomes lost many times over because ownership has been taken from the manager, thus diminishing his/her commitment to the concept. The higher one goes in an organization, the more he/she needs to make other people winners and not think so much about personal triumph. Leaders have more to gain by not winning! So closely monitor how you hand out encouragement and consciously eliminate, “but” and/or “however” from your responses.

#### **Making Destructive Comments.**

These serve no purpose other than to put people down, hurt them, or assert oneself as their superior. Examples include thoughtless jabs, gratuitous comments, or planned critiques of past performance that everyone but the commenter has forgotten. Most leaders aren’t even aware of this practice and often erase the comments from their memory the moment the words are spoken. The recipients, however, do not forget and replay the put-downs time and again. People permit themselves to say such things under the excuse that they are true, which is irrelevant. The question is: “Is it worth it?” This type of candor can become a weapon, so before you say anything, ask yourself if your comments will help anyone (customers, company, the person involved) and if they won’t, don’t say anything at all.

#### **Exalting Our Vices As Virtues.**

We all have behaviors we define as “me”. In essence, when we continuously exhibit these behaviors, we are giving ourselves a “pass” because we feel we are exercising our right to be “me”. Because these behaviors are so deeply ingrained, we become loyal to them, making change extremely difficult. The real problem is a self-limiting definition of who we are. In order to overcome this obstacle, we need to let go of the devotion to “me” and our rationalizations will fall by the wayside. Remember, effective leadership is not about you; it’s about what other people think of you.

#### **Books of the Month**

**The First 100 Days of Selling, by Jim (High Octane) Ryerson**

**People Smart, by Les Giblin**

#### **CD of the Month**

**How to Find, Develop, and Motivate Great Employees. by Robal Johnson**

## TIP OF THE MONTH

### Listening

Listening is non-judgmental, non-committal, and non-advice giving. Good active listening includes your eyes, positive body language, movements, verbal utterances, and paraphrasing (in order to paraphrase you must listen). People would rather be listened to, acknowledged, or touched than be given advice.

No-No's of listening include spurts, "yes ... but", one-upmanship, advice giving, criticizing, and extinguishing (changing the subject). Benefits of listening are that people will like you and you will build rapport and become a better influencer. Listen for content/behavior, needs (overt and manifest), hidden messages, and objectives.

### Inspirational Thought

*Real confidence comes from knowing and accepting yourself-your strengths and your limitations-in contrast to depending on affirmation from others.*

*Judith M. Bardwick*

## SPECIAL OFFER FOR JULY

Coaching 101: 30% off our \$300 one-on-one coaching session.

Offer good through September 30, 2007. For information on all of our services, please give us a call and let's discuss your needs.

### On The Humorous Side

*Only in America do we leave cars worth thousands of dollars in the driveway and put our useless junk in the garage.-anon*

*Change is inevitable. Except from a vending machine.-anon*

## GET IN TOUCH

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