

bean there

a newsletter from baxter bean

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What's hot at Baxter Bean

Looking for a program to inspire your staff to greatness?

Here are five "HOT" programs guaranteed to provide outstanding results!

Visit www.baxterbean.com to find out more about each of these really great programs.

- Strategic Mapping
- Stand and Command
- The Four Pillars of Loyalty
- Leadership by Jamie Oliver
- Rise Up!

To learn more, please contact us at 403.283.2225.

Leadership is all about communication

To develop as a leader, a person must first understand the concept that a title or corporate position does not make someone a leader. Leadership is really a state of mind – an internal decision that someone makes to create his/her own path, rather than follow others.

When people are asked to describe the best leaders, they often use words like honesty, integrity, visionary, action taker, but most importantly they always relate leadership to effective communication. Whether they are referring to Winston Churchill communicating to the Allies or Bill Gates communicating to shareholders and clients, great leadership requires that the leader be a strong communicator.



To understand what effective communication means, we must first agree that communication is a two way event... not just "telling", but listening as well. We must also agree that communication is the transfer of power and that power is knowledge. When we communicate, we transfer knowledge from one person to another. A sloppy transfer of information means the message will be weak.

Also, we must be aware of the physical, emotional, intellectual and spiritual elements of effective communication. Just "being there" does not make one a great communicator.

- We must be there emotionally ... tuned in, empathetic and involved.
- We must be there intellectually ... thinking, calculating and considering the impact of the message.
- We must be there spiritually ... taking ownership and investing in it.

If we don't transfer our power effectively, the result can be from inappropriate to catastrophic. This simple example can illustrate the risks associated with a weak transfer of power.

Joseph is a senior manager with a mid-sized service firm. Because of a new joint venture that the company is involved in, he must transfer an important message to his middle managers.

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Why choose Baxter Bean?

Baxter Bean has a team that is motivated and experienced, and we will work to understand the current skill set of your organization and develop an improvement strategy that fits your company. We will provide honest consulting not as a provider, but as a partner.

The net result of working with us will be enhanced productivity, improved employee retention, maximized return on activities and enhanced moral.

We are... honest. We'll combine our expertise and provide honest feedback.

We are...creative. No 'plug and play' training concepts here! We'll work to bring your program alive with real world situations based on your industry.

We are...results driven. What does that mean? You have an end in mind...we'll help develop the process and facilitate it to ensure your vision is reality.

We are...fair. Try us before you buy us! Yes, we're that confident that you'll find true value in what we have to offer.

Leadership is all about communication...continued from page 1

This message will have strong paybacks to key clients but not for fringe or low value clients. The middle managers must then transfer this message to their staff. The staffers will ultimately advise their partner clients.

At Joe's middle management briefing, Joe found himself preoccupied with another unrelated work problem. He carries on with his meeting and 80% (considered by many to be acceptable) of his message gets through to his team. He considers his team reasonably briefed and ready to take the message to their staff.

The middle managers (again preoccupied) hit the 80% mark on transferring their messages to the staff. The staff (being the pipeline to the customer) are ready to take action. They systematically advise the firm's valuable partner clients about the changes... again hitting the 80% mark.

Partner clients' revolt, upset about the risks. Staffers duck and hide, middle managers wonder what is wrong with the leadership, and the senior managers wonder why the employees can't get it straight.

The reality of the situation is with only 80% of the message being transferred at each communication event, by the time the message gets to the last group it will be diluted to 50%... with the other 50% grey noise, or even worse... the wrong information. No wonder the partner clients revolted!

As leaders we must be sure that 100% of the message is being transferred or we will always find ourselves playing catch up...or doing all of the communicating ourselves.

How? Here are five quick tips.

1. Be there ... be in the moment. When you are about to communicate, prepare your mind and focus on the messages... incoming and outgoing.
2. Allow enough time. Don't rush or if time will not allow, reschedule.
3. Don't debate the past, debate the future. Encourage conversation that consults the past but focuses on the present and future.
4. Test each other by asking and giving "playback".
5. Respond and don't "react". Keep your emotions in check if the news is not positive or appears to be a personal attack.

These five tips are only a start. Leadership communication skills take work and require a deep understanding of many dynamics and ultimately a commitment to be not just a good communicator, but a great one.

For more about our leadership programs, visit www.baxterbean.com.

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Quotable

One of the secrets of life is to make stepping stones out of stumbling blocks.

- Jack Penn

Baxter Bean Contacts

To reach Baxter Bean about any of our upcoming presentations or to get more information about our services, please contact us:

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Learning to Manage Growth

Packers Plus Energy Services turns to Baxter Bean to navigate major change

Packers Plus Energy Services is a completions technology company that serves the oil and gas industry in Canada, the United States and Indonesia.



The Challenge

As a small organization facing incredible growth potential, Packers Plus Energy Services was in a state of flux two years ago. The company was ready for significant growth and development but the three-member management team was not as well prepared. The organizational chart hadn't kept up with the increase in work and there wasn't a comprehensive plan for the future.

The Solution

Chuck Bean and Carmen Goss of Baxter Bean were asked to help and they quickly learned that Packers Plus needed to make some major changes to its vision and management philosophy. The team at Baxter Bean started its research by asking key questions to better understand the existing structure at Packers Plus and its plans for the future. Next, each member of the Packers Plus management team provided their ideas and philosophies in one-on-one discussions with Baxter Bean. From there, two different workshops helped the Packers Plus management team determine where they were and where they wanted to go. The workshop focused on developing a company vision, growth aspirations, a new company structure, a growth model and a three to five year plan. Out of these workshops, Packers Plus was able to establish both short and long term goals and determine gaps in their current company structure.

After the intense work with Baxter Bean, Packers Plus then moved to implement their new plans and projects. Baxter Bean was involved in the process through a series of follow up meetings. Once the majority of changes were in place, Chuck Bean was asked to provide ongoing leadership and management direction on an annual basis to the executives and managers at its spring meeting.

The Results

The changes for Packers Plus have been incredible. Following the workshops, the company hired several key positions to create a layer of management in the company that helped download important tasks from the management team to a wider circle of people. The management team was then able to focus on new opportunities and prepare for future growth. From this, Packers Plus was able to communicate its new vision to its employees, customers and suppliers. All of this combined to catapult Packers Plus from a small company to a significant player in the oil and gas sector.

For more case studies, visit www.baxterbean.com.