



THE BONNER CONSULTING QUARTERLY

Growing Organizations, Teams, and Leaders SM

Dear Leslie,

2011 was a year of transition for me, as I took the advice I so often give to my coaching clients to adapt, reinvent, and refocus. My independent consulting and leadership coaching business is off to a great start and I look forward to a new year filled with opportunity. A heartfelt thank you to those who sent me referrals, gave me an encouraging word or advice, or hired me as a consultant, coach, or facilitator.

Welcome to my quarterly round up of the best articles and resources for growing your organization, team, or yourself. Several themes emerged for me, and with my clients, last year and I can already see how they will carry into 2012.

The first theme and my personal resolution is "Be Happy Now." This may come as a surprise to my friends and clients who know that I lean more toward the practical, realistic, and objective and away from the soft, fuzzy, and overly optimistic. But you will see from several of the articles linked below that the value of Happiness (both yours and your employees') has been recognized by many business leadership sources. This fall I received my coaching certification from the Marshall Goldsmith Institute where this theme ran through a very practical and action oriented approach to coaching leaders. Goldsmith is widely recognized as the best coach in America today and his mantra, **Life is Short, Be Happy Now** is at the center of



his coaching methodology. The January issue of the **Harvard Business Review** features the Happiness theme and includes several articles on the value of Happiness. Also, the New York Times recently ran a two part series, **The Life Reports**, which asked people over 70 to evaluate their lives. The conclusion? Be Happy Now.

In the articles linked and described below you will find more on some other recurring themes for growing organizations, teams, and leaders.

Growing Your Organization: Performance, Talent Management and Lunch

In an article in this month's Harvard Business Review, **Creating Sustainable Performance**, we learn that "Across industries and job types, we found that people who fit our description of thriving demonstrated 16% better overall performance (as reported by their managers) and...were 32% more committed to the organization." Look here for more research data that proves the **link between employee engagement and productivity**.

This fall I gave a presentation on **Creating a Talent Management or Human Capital Plan** to the nonprofit community. The presentation referenced an issue faced by businesses and nonprofits; strategic or operational plans and goals are worthless if the organizational culture won't support them. Check out **Culture Eats Strategy for Lunch** to learn more.

Culture is tied to leadership, management, performance, and employee engagement. In my management training and development activities one of the topics I am routinely asked to present on is "Giving Performance Feedback." Here is a great article that I frequently share: **"Are you Good at Giving Feedback?"**

Growing Teams: Trust, Conflict, and Bad Apples

To grow a team you must start with resolving trust issues, as trust allows a team to engage in healthy and productive conflict. As this article,

Services for Organizations

Facilitating Meetings and Retreats

Planning & Goal Setting

Board Assessment & Development

Employee Satisfaction & Engagement

Management Training & Development

Services for Teams

Teambuilding Effectiveness

Leadership Team Development

DISC & MBTI Workshops

Services for Leaders

Executive Coaching

360 Degree Assessments

Leader and Manager Training and Development

Manager Training Workshops Coming Soon

Many of you have asked about when my next public workshop on "Understanding and Adapting Your Management Style" will be held. I am working on several dates and manager training topics in the first quarter of 2012. If you are interested in receiving details about these public workshops, or having me do an on-site workshop for your managers, please send

Candor, Criticism, and Teamwork indicates, true collaboration is impossible when people don't trust one another to speak with candor.

Have a Bad Apple or two on your team? A growing body of research suggests that having just a few nasty, lazy or incompetent characters around can ruin the performance of a team or an entire organization, no matter how stellar the other employees. Check out "**How a Few Bad Apples Ruin Everything**" to learn more.

A variety of tools and activities are available for improving a team's collaboration and effectiveness. I support teams in improving work relationships, overall team functioning, and team building. The tools I use include several DiSC profiles, the Myers Briggs instrument, and team assessments. **View a sample of the Workplace DiSC tool** I use with each individual team member or a **DiSC Group Report that describes a Group or Team's Culture**.

Growing Yourself: Get Feedback and Take Back Control of Your Life

A New Year with its focus on fresh starts is an excellent time to work on yourself. Often the beginning point is asking for feedback and understanding how you are perceived by others. This TED video, **Learning a New Way of Being**, makes an excellent point about getting (and accepting) feedback on your blind spots. As I frequently tell my clients, it doesn't matter if the feedback you get is true or not - how other's perceive you is more important than your reality. Having the courage to get candid feedback and committing to changing your behavior, are the first steps to reinvention.

While we're on the subject of a better you (my time-challenged, stressed out, fire-fighting friend), check out "**A Master Plan for Taking Back Control of Your Life**" and "**9 Things Successful People Do Differently**"

I would appreciate your feedback about this newsletter and if you found the resources to be helpful. Please let me know if I can be of any help to you, your organization, or your team.

Wishing you a Happy, Healthy, and Profitable 2012. Be Happy Now.

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