

In this issue...learn how a stronger economy will create exciting opportunities and challenges by Roger E. Herman...meet Lawton Associates

team member Debrah Martin, learn proper cell phone etiquette, and much more. Forward this electronic newsletter to your colleagues,

and if you know of someone who would benefit from this publication, please let us know at inquiry@lawton-assoc.com



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IMPENDING CRISIS

by Roger E. Herman, CSP, CMC, FIMC

Many employers have become complacent about their labor situation. With the slowed economy, attracting and keeping competent workers has not been that difficult. A number of employers in the textile industries have experienced a squeezing as more business has moved off-shore. Management has been tough during the slow times, but the economy is heating up again. A stronger economy will create exciting opportunities...and challenges.

Employment during the past couple of years has been manageable, compared to the go-go years of the late 1990s. During that economic boom period, employee turnover was high. Workers had plenty of choices, with employers practically bidding for their services. Projections from the Bureau of Labor Statistics (BLS) of the US Department of Labor suggest that the highly competitive period from 1997 to 1999 was just a practice session! It's coming back!

Labor analysts forecast a continuing increase in jobs as we move out of the current slowdown into a stronger economy. By 2010, we'll have 167,754,000 jobs available—all looking for the most suitable talent. However, the labor pool

isn't growing as quickly as the employment market. Projections for 2010 show 157,721,000 workers. By 2010, we will be 10,033,000 people short!

This shortage will not be a sudden experience, but a gradually intensifying problem. The BLS data reveals a shortage today of 4,731,000 workers. This dilemma is not getting a lot of publicity because representatives of the news media, like employers, have been lulled into complacency by the temporary stability in the workforce. What they don't realize is that a great many employees today are cocooning—waiting until the right time to make their move. In a phenomenon we call “warm chair attrition,” they've already left psychologically, even though they show up

for work every day.

Most employers are vulnerable. If they haven't treated their employees well, many errant employers will be surprised over the next few months, as valued employees leave for greener pastures.

What to Do

Wise employers will change the way they do business. There are several opportunities to pursue, starting now.

First, improve the quality of leadership in your organization. Traditional management is no longer enough. Today strong, visionary, engaging leadership is essential. Expect top executives and owners to learn more about leadership techniques and practice them. Invest resources in

Impending Crisis... (cont.)

developing the next level of management in your organization to be more effective leaders.

Second, examine your systems-the way you do business. Look for ways to become more efficient. Explore opportunities to do more with technology, so you will be less dependent on people. Seek methods to accomplish tasks more quickly; challenge each aspect of your operations.

Third, determine just how many people you need now. What kind of work should they be doing? What are your standards of performance? If you are not getting the performance you need, invest in training, education, and coaching to achieve your desired results. If you have people who are not performing at or above your standards, now is the time to clean house and bring in people who can do the job.

Fourth, concentrate on employee retention. Understand why people would want to work for you and assure they're getting full measure. Remember that money is no longer the major motivator in attracting and holding top talent. While the really good people expect to be paid well, they also want flexibility, challenging work, learning opportunities, and other "soft" benefits.

Fifth, plan for where you want your company to be in the future. The time period should be at least three years out, but could be longer. Put your strategy on paper; otherwise, your ideas are merely a dream. Other people on your team can't relate to a dream; they need to see where you'll be in the future-and where their place is in that picture.

Sixth, determine what your team of people will look like at that time in the future. How many people will you need?

What kinds of education, training, and experience should they have? Plan deliberately how to move your staffing strength from where you are now to where you need to be in the future. Start the process of upgrading now, so you will be ready to achieve your future objectives.

There is no way to avoid the labor shortage. But with good planning and effective leadership, you can position yourself to come out on top while your competitors risk extinction.

Strategic Business Futurist Roger E. Herman is an internationally known specialist in workforce trends. He is co-author of *Impending Crisis: Too Many Jobs, Too Few People* (Oakhill Press, October 2002). www.impendingcrisis.com. Roger is CEO of The Herman Group in Greensboro, NC.

OUR CHANGING WORLD OF WORK

The "mature worker" grew up without: Color TV, frozen food, or contact lenses. They were born before credit cards, laser beams, computer dating, day care, and guys wearing earrings. For the mature worker:

- * A chip meant a piece of wood
- * Hardware was hardware
- * Software wasn't a word
- * Grass was moved
- * Coke was a cold drink, and
- * Pot was something you cooked in.

If you were born after or around 1965, you grew up with the cold war, men walking on the moon, and the pill.

Today's generation is growing up with DVDs, DNA, cell phones, electric cars, citizens going to outer space, PCs, and satellite TV.

Source: Unknown

According to experts, people entering the workforce today can expect to have five to six careers during their lifetimes. Here are some emerging careers and job opportunities of the next 10-25 years:

- * Artificial intelligence technician
- * Benefits analyst
- * Bionic medical technician
- * Cryonics technician
- * Image consultant
- * Medical diagnostic imagining technician
- * Retirement counselor
- * Shyness consultant
- * Space mechani
- * Underwater archaeologist

Source: "Special Report: Forecasts for the Next 25 Years," World Future Society, 2002.

Experience Coaching

Here is your opportunity to receive the services of a professional coach—FREE and with no obligation. Lawton Associates president John Bennett has arranged to provide 30-minute coaching sessions for the first 10 people who schedule an appointment.

Are you stuck making a business decision? Is your career not progressing as you would like? Is there a work team that is not performing, as productively you would like? Is there a relationship conflict that needs to be addressed? Here is an opportunity to work with a coach to begin addressing these and other issues.

To arrange a FREE coaching session, contact us at (704) 660-6000 or inquiry@lawton-assoc.com. Coaching sessions will be available:

- Monday, January 13
- Wednesday, January 15
- Friday, January 17
- Monday, January 20
- Wednesday, January 22

Schedule your appointment today. Let us know a first and second choice for date and time. We will confirm the coaching appointment.

FEATURED ASSOCIATE . . .

Debrah Martin, PCC

Lawton Associates is a team of professional consultants, coaches, speakers, and trainers in the US and Canada. This issue we feature Debrah Martin.

Debrah provides leadership and learning events, one-on-one coaching to support executives in reaching their highest potential and workshops on coaching for private and public sector clients who want to bring a cultural change to their organizations. She is well known for her role in leading Corporate Business Coaching Program classes and her popular speaking engagements on topics of leadership and human potential.

Debrah is a skilled communications consultant, specializing in strategic communications planning, who has managed a communications consulting company and spent twenty years in the Canadian federal government in capacities that include international relations, communications, policy development, and Cabinet briefings.

Her areas of expertise include:

- Leadership development
- Communications skills and strategies for leaders
- Public sector leadership
- Coaching kids

Some of her recent clients include American Standard, Berkshire Investment Group, Canadian Navy, and DY4 Systems.

She is a certified business coach and is currently pursuing a PhD in leadership.

Debrah is the author of *Stars in Life: Coaching Kids to Success* and several articles on leadership. She works with leaders to support them in developing themselves and their

people. Debrah also works with her clients to assist them in developing internal and external strategic communications plans and activities.

To have Debrah work with you or your organization contact us at (704) 660-6000 or inquiry@lawton-assoc.com.



Recent Client Results

A Trained faculty at a liberal arts college to use coaching skills in their work as advisors with freshmen students. One-on-one mentor coaching and teleconferences with the faculty followed the training.

B John Bennett was the keynote speaker a meeting of the Virginia Leadership

Network on the topic of responding to changes in the workforce.

C Facilitated a planning session retreat for the Levine Museum of the New South resulting in the development of a new strategic focus including a vision and goals for the museum.

Mobile Phone Etiquette

By John Bennett, CMC

Have you ever had a very important conversation interrupted when someone receives a cell phone call-and takes the call instead of letting voice mail answer? Have you ever been stuck in an elevator with someone yelling into a cell phone? Have you ever been abandoned or ignored by a salesperson or a client that accepts a telephone call during a meeting?

Cell phones have become essential to the conduct of modern business. They're the salesman's best friend, a mobile answering machine, and a vital link to the office. The new generation of cell phones include Web resources like news, weather, text messaging and e-mail. But along with the incredible utility of cell phones, there is rampant misuse.

According to respondents in a recent poll conducted by letstalk.com, 43% of respondents left their phone on in movie theaters, and only 43% of the survey respondents turn their phones off in a restaurant. Only 44% turn their phones off in a restroom, and 73% take calls while they're driving. Fifty percent take calls on public transportation.

Aside from being the considerate thing to do, practicing good cell phone etiquette all the time will help you to avoid embarrassing situations with clients or business

associates. Here are a few tips to take into consideration:

Keep your ringer at a moderate level. Many people turn their ringer up to the highest level so they can hear it in their pocket or purse. But when the phone is taken out of the concealed spot, its ring can be deafening-especially in a small, closed area.

Don't yak and drive. Carrying on a conversation while driving tends to impair both activities. Many people have enough trouble operating either a phone or a car-when they try to do both at the same time, it's an accident waiting to happen.

Turn your phone off during public functions. What could be worse than a phone ringing during a funeral? Someone answering the call! Don't put yourself in a position like that. Your phone should be off every time you are a member of a group whose attention should be focused.

Don't shout. Those little tiny microphones in cell phones are surprisingly sensitive. The only thing worse than having someone yell at you for no reason over the phone is to be stuck somewhere next to someone shouting into the phone for no reason. Speak normally into your cell phone.

You might think that there is a natural tendency for manners and etiquette to deteriorate over time. But that isn't always the case-look at how smoking has become improper behavior in all but a few discrete areas. The incidence of drinking and driving has plummeted, thanks to public awareness campaigns. Hopefully, cell phone users will begin to show more consideration for others by adopting a few simple rules of etiquette.

TIPS NETWORKING

GET TO KNOW PEOPLE QUICKLY

Quickly locate people you know at an event and re-introduce yourself to them. They can be your launch pad to meeting others. At each event you attend, introduce yourself to those whom you do not know. This will help you, as well as others, to feel more comfortable in the room. It also adds positive energy. If you wait to be greeted, you may never meet anyone. Start from the known, and go to the unknown.

LIVE BEYOND THE GOLDEN RULE

Do unto others as you would do for yourself. Follow this rule and you will live impeccably and will do the next right thing. This will help you "win friends and influence people."

FIND COMMON GROUND

Seek to find common interests and experiences with others. Be discovering something in common with others, building a relationship with them becomes easier.

SELL YOURSELF

Know yourself and be able to sell YOU. Offer something people desire. Talk convincingly about the value you offer. Motivate others to speak highly of your and what you have to offer. Deliver more than you promise. Seek ways to add value.

Excerpt from *The Essential Network: Success Through Personal Connections*, Paw Print Press, 2001 by John Bennett.