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**Newsletter Issue # 8**

**2009 Not for the Faint of Heart --Thriving in Tough Times**



**THE HUMAN FACTOR, Inc.**

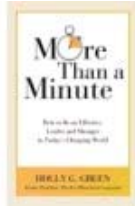
...optimizing human assets to achieve organizational success

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(858) 401-9380

### Book Buzz

"A must read for any leader or manager today as well as for those wanting to be one. I only wish I had it twenty years ago!" Connie Parker, Managing Partner, J.E. Roberts Companies



Brief lessons from Holly Green's new book, *More Than a Minute*, to support your journey to becoming an even more effective leader and manager in today's changing world!

### 2009 - Not for the Faint of Heart

With the new year just around the corner and the economic headlines rather bleak, I've decided to go 'off-roading' and give you a little more insight on *Thriving in Tough Times*.



Click [here](#) to read more "Book Buzz" and see what others are saying about *More Than a Minute*.



Now more than ever, it is critical to carve out time to concentrate on the right things. Tough times tend to divert our energies even more than in good times, and we begin considering more possibilities out of fear. This is exactly the opposite of what will serve you well. Now, more than ever, is the time to *focus your energies*.

### Get Simple: Determine Areas of Focus

What is most critical for your business? Companies should always be defining and redefining excellence based on market changes, industry innovations, etc. Clearly define what winning looks like in your organization for the next 6-12 months.

Here is an interesting company that I ran across that definitely has its finger on the pulse of what is going on in the industry they serve. They have a very clear understanding of where and how the company needs to focus its efforts to position itself to best serve its customers in 2009. Their team members also share this understanding. [Click here to read more.](#)

Check out Holly's latest blogs [www.morethanaminute.com/morethanablog](http://www.morethanaminute.com/morethanablog) to get even more specifics on staying focused and maintaining your success.

Holly has been quoted and appeared as an expert in several news sources in recent weeks. See her recent contribution on MSNBC.com, "Talking to a jobless friend including including the dos and don'ts of talking to someone recently laid off". To view the articles, go to [MSNBC Article](#) and [Article 2](#).

### Products and Resources

You can now purchase toolkits and workbooks, developed by Holly, to give

### Make It Real: Operationalize Your Strategic Plan: (Chapter 1, *More Than a Minute*)

You have to make any plans you have real. Sketch out what it will take. What are the big steps or significant initiatives? Then, go through your current strategic initiatives and determine what you should stop doing and what you should continue doing. Consider whether there are costs that can be delayed or cut.

you the specific guidelines and step-by-step instructions to achieve success with interviewing potential candidates, integrating the generations into your workforce and developing your communication skills. Visit [THE HUMAN FACTOR, Inc.](#) to order what you need today to ensure the success of your organization for the future.

### Keynote Presentations



Holly would love to address your business, organization, convention, etc. about effective leadership in today's business world. She can educate and

inspire your employees or attendees on a variety of topics including *More Than a Minute*, management basics from her book; making the multi-generational workforce work for you; "Bursting Your Bubbles"- developing more expansive thinking; "Innovating Every Day" and much more. Contact [Holly](#) now to get your event on her 2009 speaking engagement calendar.

### Navigation Guidance



The Human Factor has the knowledge, expertise and tools to successfully guide your company on the bumpy road ahead. Contact Holly Green to confirm you're headed in the right direction or for assistance with charting a new course for 2009.

There are numerous companies who have remained profitable in 2008, even in battered market segments.

"For some firms, cost-cutting can be a healthy process that repositions them for future growth. Greg Estes, portfolio manager at Intrepid Capital Management, cites Starbucks (SBUX), which is shutting down less profitable coffee shops after "growing too fast" for several years. "If and when a positive environment returns, they'll be in a better position [with] better margins and a better portfolio of stores," says Estes, whose funds own Starbucks stock."

Cutting Costs to Increase Profits. By: Steverman, Ben, Business Week Online, 11/25/2008

#### Clarify Team Accountabilities: What do we have to do? How will we do it?

Keep employees focused and informed (good news or bad) during tough times and keep your best workers engaged so that their energies are not spent looking elsewhere. (Read Chapter 2 of *More Than a Minute*).

Ask yourself what is most important for employees to stay focused on this week and next, and ask yourself how, as a leader or manager, can I influence it?

Create a breakthrough model. (More detailed information on this can be found in Chapter 1 of *More Than a Minute*.) Basically, define your significant initiatives or actions by time and by organization capabilities required (direct costs, marketing, headcount, skills, etc.). This forces you to include both the 'what' has to be done and the 'how' it will get done. A common mistake in planning is to note what needs to get done without truly considering the resources required to do it. Have you seen plans calling for doubling revenue with no change to the sales force, new tools or other resources? You probably laughed or shook your head in bewilderment. Don't get caught in that trap especially during a tough year!

#### Deepen Relationships: Nurture Your Customers

Talk to your current customers more. Assign a senior executive to all of your top customers and allocate resources in the company to focus on this, instead of targeting new business. It's important for leaders and managers to prioritize and establish which customers must be retained. Taking it one step further, make sure you know what your customers are concerned about. Perhaps it would be worthwhile to spend time just listening to them, even if it is about something other than your own organization. You might be able to identify a hidden value that you can do or say to meet a particular need when others might be ignoring them.

"Customer loyalty might be the only sustainable

competitive advantage, especially in challenging economic times. Yet, so few businesses understand how to create customer loyalty that, according to Frederick Reichheld, the average U.S. company loses half of its customer base every five years. " (2)

(2) Reichheld, Frederick, *The Loyalty Effect: The Hidden Source Behind Growth, Profits, and Lasting Value* (Boston: Harvard Business School Press, 1996).

This week's *Who said this?* "The future doesn't belong to the faint hearted, it belongs to the brave." Find out who in the next newsletter.

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The Human Factor, Inc. | 12645 Picrus Street | San Diego | CA | 92129