



News and Views

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A Note From Joel

Those things I know...

Are your core beliefs and assumptions challenged by these difficult business conditions? Do you find yourself second guessing business decisions which you normally find routine?

Which of your employees are discouraged and upset?

Those things I know...

Small business will lead the economic recovery.

Tried and true values of respecting employees and serving customers will prevail. Those with goals will achieve them. Success will be defined by leaders who work hard and smart.

Regards, Joel

Joe the Landscaper

Joe is an excellent landscape designer, one of the best in the business, but Joe isn't a very effective salesperson. He has tried, and had moderate success, but for Joe it was always a struggle to make the call, meet people, and to develop a rapport with clients. But because our business requires that designers also sell, we need Joe to sell.

Should we keep Joe?

Something else to consider, Joe has the best attitude of all of our employees. He is loyal and a hard-worker. He works evenings and weekends seeing clients. He shares his vast knowledge with all of the designers.

What do you think now?

To resolve this dilemma, Joe agreed to participate in completing an assessment tool that would help better define his strengths. Turns out, to no ones surprise, that he did not have the behavioral patterns to be a good salesperson. But, his organizational, teaching and technical skills are excellent.

by Bill Drexler

So now what?

Joe was made design office manager and technical advisor to the design team. He thrived in this role. He was visibly happier in his job and the office was the proverbial well oiled machine. Designs that took three weeks to complete were now being done in one. New employees were being trained to be excellent designers.

Sometimes we just put the right person in the wrong job for them. The answer does not always have to be ugly. Sometimes we need to let Joe be Joe.

Special points of interest::

- Visit our website: www.kraftassociatesoda.com; it includes some features that we feel will be helpful to our clients.
- We receive feedback from many of the newsletter recipients. If you have anything you would like to see in the newsletter, please send us a note or an email.



Communications and the Art and Importance of Language

by David J. Smith

We all hear frequently these days in the business world the buzz word of "globalization" and the importance of going global. This is fine for those big companies and organizations that have the size, scope and critical mass to follow this strategy. However, an important component for any business, regardless of its size, is the ability to communicate in a language besides our native English. An appreciation for each nation's individual culture and its unique difference from our own is also important to understand and succeed in a foreign environment. This also follows the true statement that the world is, indeed, getting smaller and certainly more accessible to any and all individuals.

We continually find in our consulting that improving communications pays serious dividends for our clients. Not just communicating in the common language by getting the industry jargon and technical terms correct but also considering the factors of the native language of the people involved. My background has involved doing business overseas and in fact living there, and learning to speak the local language which I enjoy very much.

In my business career, I have been very fortunate to have lived and worked in some interesting countries of the world. This has been in the Spanish speaking countries of Mexico, El Salvador, Costa Rica, Puerto Rico, Dominican Republic and Spain or the "mother country" of all other Spanish speaking spots

In addition, I have had the opportunity to conduct business in every country in South America, Central American and almost every Caribbean market. I enjoy speaking Spanish, despite some grammatical errors, but have found that by "giving it the old college try" to converse in one's own native language, your efforts are most appreciated as you are adopting to and embracing their language and culture.

When doing business in Latin America, all countries speak Spanish except the largest country, which is Brazil. The Portuguese language is spoken here as well as in Portugal, the mother country. Brazil is a massive country and dynamic market and it borders ten other countries in South America. From a strategic standpoint, any company that wants to achieve success in Latin America, establishing a presence in Brazil is certainly key.

However, regardless of the size of any country or company, getting the basics correct still applies. As we saw in the KASH training seminar, the most important asset

and key element of any organization is its people or the "human asset." In addition, our mission statement is "to serve Entrepreneurs in the achievement of their personal goals through their organizations."

Understanding the most important concepts from the seminars will apply in any language, business, and country or market. For example, "Closing the loop" or "cerrando la curva" and having a clear knowledge of the "K.A.S.H Box" or "Caja de K.A.S.H" will help to benefit both organizations and their employees plus increase their chances of success.

Kindly advise should you have any questions or would like to discuss further.

Gracias, buena suerte y exito

DiSC Behavioral Program

By Joel McFadden

We are pleased to announce the availability of a new Behavioral Science Program. We have been looking to upgrade this valuable tool for some time and have decided to partner with Integra in the design of a program based upon the popular DiSC model. Tools are available on line for the assessment of applicants and employees. The system is designed to help you make good decisions for recruiting and selecting for a specific position. In addition, sophisticated tools allow us to mentor Sales Associates and Managers.

Talk to your Management Consultant or contact our office in Exton for information.

Management

I would offer that every “Manager” has one overriding duty to their direct reports.

Perhaps that starting point is to indentify the “Manager”. I do that by stating that a Manager is someone who is responsible for the actions of someone else. I don’t care what the title is.

I have heard the same distressing statement from intelligent owners and presidents of fine companies many times.

“Oh, he’s not a manager, he’s just a foreman”. It causes me great discomfort.

That front line person is the company’s spokesperson to the troops. What he or she tells them is what they believe and the track they follow, not the owner’s speech at the annual dinner. The title may be “Supervisor”, “Straw Boss”, “Foreman”, “Lead man”, whatever. The fact is that this person is every bit as much a “Manager” as anyone at any step on the ladder and needs to be recognized as such if you want the job done quickly and correctly.

That’s the point where “discipline” must exist. As you know, the definition of “discipline” is “Education” and you want it to be helpful and accepted as a good thing, not something to be feared.

Starting there, I believe that the principal responsibility, the principal goal, the principal objective of every “Manager” at every level is not to satisfy the customer, not to make as big a profit as possible, not to build a quality image for the company. It is to grow their direct reports. When that objective is accomplished, all the other stuff we want falls into place.

Barking orders to them, answering their every question, keeping on top of every move with your cell phone to supply every direction for the next step: these actions do not grow anyone. Instead these moves perpetuate ignorance. If that is your “managerial process” you will be locked into that same dead end process for the balance of your career.

Rather, the manager needs to carefully train the direct reports in the skills they need and I mean fully and completely train them. The four step training process with built in positive feedback is a great way to do it.

Then you encourage them to try it on their own. “Give it a shot, man”. “Do what you think you should do and let’s see how it comes out.”

by Clyde Vadner

“Pretend I’m not here and not available and do what you believe is the right way to do it”. “Don’t be afraid of making some mistakes and learning from them.” “I’ll be here for you if you truly get stuck”, but try it yourself first. “Just always remember to work safe, we don’t want anyone hurt.”

Now you are providing them with the understanding, the courage, the excitement, the fun of doing the job. Now everyone is growing, including you.

Lean Operations Primer *Part 2*

by Bill Drexler

Part 1 of this article was in our last issue, August 08. If you did not get a chance to read this, let us know and we will gladly send a copy to you.

The *5-S Process* is a process for cleaning and organizing your workplace. The 5 S’s are: Sort, Set in Order, Shine, Standardize and Sustain.

- ◇ *Sort* necessary from unnecessary items, Store items used frequently near or at the work area and items used infrequently away from the work area.
- ◇ *Set in Order* by arranging all necessary items. Designate a place for everything and everything is put in its place.
- ◇ *Shine*. Keep the area clean on a continuing basis
- ◇ *Standardize* the guidelines. Remember to develop schedules and checklists, evaluate the areas periodically and continually improve.
- ◇ *Sustain* the discipline of organization. Practice and repeat until it becomes a way of life. Always look for ways to improve.

As always, the first step is to create an Action Plan.

1. Objective: Eliminate all waste in my company
2. Timetable: Start today and do it continuously.
3. Method: Attend the Kraft Associates/ODA Lean Operations workshop. Implement the use of the Lean Tools
4. Measurement: Improved profit
 - Shorter lead times
 - Quicker response times
 - Less rework
 - Happier Customers
 - Happier Owners



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OUR MISSION:

Our Mission is to serve Entrepreneurs in the achievement of their personal goals through their organizations.

The Entrepreneur is the force of our society that maintains a culture which will assist people in the achievement of their individual personal goals through their jobs. This Mission is carried out in an atmosphere of honesty, trust, and love for each other.

OUR PHILOSOPHY:

We believe that the most important asset of an organization is the human asset and the development of that asset is both a moral obligation and financial gain on the part of the ownership.

News From Our Clients:

- *Jim Molloy of The Advance Group was honored as the Mental Health Associations Man of the Year.*
- *Craig Ruppert, owner of Ruppert Nurseries, gives time and money to worthy causes—and encourages others to do the same was named Philanthropist of the Year by Montgomery County, Maryland.*
- *Michael Ireland of Martin Viette Nurseries has been elected Chairman of ECGC, a buying cooperative for independent garden centers.*
- *J. Ratto Landscaping along with Habitat for Humanity and LIBI joined together donating their time, materials and labor completed 2 homes in a matter of 5 days*

MANAGEMENT SEMINARS

WINTER 2009

Long Island, NY

Begin with Excellence
(Recruiting & Selecting)
January 20, 21, 2009

K. A. S. H.

(Training & Communications)

February 17, 18, 2009

Controlling Excellence

(Management & Motivation)

March 10, 11, 2009



SENIOR MANAGEMENT SEMINAR

Dates

To Be Determined

MANAGEMENT SEMINARS

FALL 2009

Location to be determined

Begin with Excellence
(Recruiting & Selection)
September, 2009

K. A. S. H.

(Training & Communication)

October, 2009

Controlling Excellence

(Management & Motivation)

November, 2009

*Kraft Associates/ODA, Inc.
Seminars*