

HULL &
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The Corporate Communicator

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Thought for the Day
Remember ...

Happy is the
person who can
laugh at himself.
He will never
cease to be
amused.



DiSC® Vs. MBTI®

In our practice, we use both the Myers-Briggs (MBTI®) and the DiSC®. I am often asked, "Which one is better?"

The fact is, there is no such thing as "the best" psychological instrument. As consultants who use assessments, our challenge is to choose the "appropriate" instrument. Both are valid. Both are reliable. Both can be taken online. In fact, there may be a circumstance when we want to administer both!

Why? Because they measure different things! While the DiSC® measures behaviors, MBTI measures personality types. The concept of "personality" presupposes that a person will react similarly in most situations. Another way they compare is that

MBTI® looks at "climate" or overall personality and the DiSC® looks at "weather," behavior in a specific situation.

Dr. William Marston, a physiological psychologist who introduced DiSC®, studied how individuals perceived themselves in a particular situation. DiSC® measures the resulting behaviors and emotions of the perception, and the likely subsequent behavior. Thus, DiSC® helps people understand behavior (their own and others) in various circumstances (work, home, etc.)

Just as a medical doctor runs different tests, based on different symptoms, we listen to the needs of our clients and, if an assessment is needed, we prescribe the best one to satisfy the particular needs.



Encouraging Creativity

You can actively encourage creative thinking and innovation:

1. **Make it safe to have new ideas.**

New or unfamiliar ideas are often "wrong" initially. An immediate negative evaluation of the idea (however warranted) will kill it.

2. **Cross-pollinate groups.** Idea generation works best when there are differences in perspective, knowledge and background. A creativity team should consist of experts, as well as newbies. Newbies are great because they don't know what doesn't work!

3. **Use an outside facilitator to**

conduct creativity sessions. A good facilitator keeps the process moving, and protects the ideas and the people offering them, two of your greatest assets.

4. **Support employees for engaging in the process.** Recognize the efforts of generating ideas, even if no applicable concept or solution is produced. Properly encouraged, individuals will engage in the creative process again, perhaps coming up with the next big breakthrough!

5. **Evaluate and develop new ideas.**

Unless you explore some ideas, with assignments and timetables, there is little point in encouraging creativity. Creative thinking is fun, but gets old quickly if ideas don't go anywhere.

Try these ideas and experience the power of imagination! (From "Creativity Seminar" by Dr. Mimi Hull)

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Making Strategic Decisions

According to Michael C. Mankins in a "Harvard Business Review" article, most leadership teams spend just three hours per month making strategic decisions. Worse, many teams fritter away precious hours on unfocused, inconclusive discussion rather than rapid, well-informed decision making.

This results in delayed decisions that lead to wasted resources, missed opportunities and poor long-term investments.

How can your leadership team avoid such pitfalls?

- Spend your limited time on issues exerting the greatest impact on your company's long-term value. Have separate meetings for strategy initiatives vs. day-to-day tactical issues.

- Put real choices on the table, evaluating at least three viable options for every strategy. This encourages better options rather than simply going with the easier obvious ones.
- Use meeting time for decision making -- not just discussion. Give people information before the meeting so they will be prepared to make a decision at the meeting. Then commit the resources (time, talent and money) required to execute the strategy.

Your reward? Strategic decisions -- made better and faster.

(From Strategic Thinking workshop – Dr. Mimi Hull)



Five Tips Effective Managers Must Master

1. Give Your Employees SMART Goals.

Explain to your employees in specific language what needs to get done. When we say smart, we mean: Specific, Measurable, Achievable, Rewarding and Timed.

2. Give Recognition.

Don't be stingy with praise. Motivate staff and boost your bottom line by giving recognition when it's due. Don't hog the

limelight. As Colin Powell says, "It's amazing how much can get done when you don't care who gets the credit."

3. Admit Your Mistakes

Being able to admit mistakes is crucial to becoming a trustworthy manager. Be sincere and specific. Don't rationalize. Let your employees know that you are sorry by literally saying, "I'm sorry."

4. Bring Out the Best in Your People

Focusing on what employees do wrong gives the biggest bang for your buck, right? **Wrong.** The key to keeping your teams productive is downplaying their weaknesses and highlighting their strengths.

5. Be Approachable

Do your employees come to you with their questions or concerns? Approachable managers have productive employees. One simple thing to do to be more approachable is to make eye contact. Stop what you are doing and look at a person as they are talking and when you are talking to them. People will feel like they are being listened to and will be more likely to respect you, keep you informed and work harder.

(From Leadership Seminar by Dr. Mimi Hull)

Bullies in the Workplace

Approximately one in six U.S. workers has experienced bullying. Bullying is verbal abuse; threatening, humiliating or offensive behavior and might include:

- spreading malicious rumors
- ridiculing or demeaning someone
- excluding people
- micromanaging supervision
- making threats
- overloading with work

These forms of bullying are often carried out by people in lower supervisory roles.

What Should You Do?

First, have policies and procedures to prevent bullying. Make sure your employees are aware of them and understand that they will be enforced.

When approached by an employee concerned about bullying, or claiming to have been bullied:

- Respond to concerns sensitively, and recognize that a "star" employee can be a bully.
- Deal with any complaints quickly.
- Ensure that complaints are dealt with

in complete confidence.

- Advise the complaining party to gather evidence, by keeping a diary of any relevant times, related notes, memos or e-mails.

Try to solve the problem informally by discussing the complaint separately with both parties. Someone may be genuinely unaware that their behavior is inappropriate, and a simple — but unambiguous — conversation may be sufficient.

The next stage is a formal complaint as defined in your policies and procedures document. If the complaint is upheld, the bully should be dealt with promptly.

Examples of possible penalties or actions you might decide to take against the bully include counseling, a written warning, suspension, transfer to another department or location, or dismissal.

Being bullied can be extremely traumatic. If it continues for a long period of time, it can affect the mental and physical health of the victim quite dramatically. Counseling can help when provided by a trained expert.

Get a Coach!

Are you worried about keeping your job? Are you just not assertive enough? Do you wish there was someone that you could talk to that would help you to make important decisions? If so, a coach might help. Coaches aren't just for executives who are at the top of the organization chart. Coaches are for anyone who wants to grow and be even more effective. Did you know that Dr. Mimi Hull coaches individuals one on one? Call her at (407) 628-0669 for a free consultation to see how she can help you.

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integrate the DISC® tools and workshops into training, counseling and coaching applications and EARN CEUs at the same time. DISC®

Certification is sponsored by Valencia Community College, with Dr. Mimi as the instructor, in Orlando!

Contact us:

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by Dr. Mimi Hull

THE corporate couch



Q: At times I feel extremely stressed to find enough time to get all the work done that my boss assigns to me. I am one of those people who works most efficiently by finishing one task before starting another. However, my boss believes I could do more if I multitasked. How can I make my boss understand that my work style may be different than his or other staffers—but that I am nevertheless just as productive?

— *Distressed*

A: Everyone works and accomplishes tasks differently. If multitasking is not a work style that suits you, let your

supervisor know. Find out what your specific deadlines are and suggest that it might be more effective if you can create your own schedule to meet them.

Current studies show that while multitasking may be effective in some situations, the quality of the work may suffer in others. Thus, multitasking may not be worth it in the long run.

Explain to your boss that, to be most efficient and accurate, you need to focus on one task at a time instead of attempting a lot of projects at once. As long as you meet your deadlines, how you accomplish the tasks should be left up to you.

— *Dr. Mimi*

Dr. Mimi Hull heads Hull & Associates, a team of trainers, speakers and consultants. A licensed psychologist, she has a master's in counseling and personnel services and a doctorate in psychology with specialization in business management from the University of Florida—Gainesville. Her B.A. in psychology is from Syracuse (N.Y.) University. Reach her at www.HullOnline.com or DrMimi@HullOnline.com.