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The Leadership Secrets of Santa Claus by Eric Harvey, David Cottrell, and Al Lucia or “How to Get the Big Things Done in YOUR “Workshop”... All Year Long

Plan your work. Break down your major goals into a series of manageable, bite-size sub-goals. Everyone in your organization should have goals. These should be specific yet flexible to allow for changing conditions and circumstances. Because ‘buy-in’ and commitment are so important to achieving business objectives, make sure that everyone has input into their goal-setting process.

Santa develops his workshop plans by answering six questions for each set goal:

1. WHAT needs to be accomplished?
2. WHY does it need to be done? (How does it contribute to the overall business mission?)
3. WHEN does it need to be accomplished?
4. WHERE am I/are we now in relation to this goal?
5. WHO will be involved in accomplishing this?
6. HOW will it be accomplished? (What specific steps and activities are involved and what resources are required?)

Work your plan. Once a reasonable plan is made, it should be implemented in a timely manner. Periodically, go back to your goals and ask:

- Is each goal still valid and doable?
- Are we where we should be in terms of attaining each goal?
- Have any conditions or circumstances changed since we originally set each goal?
- Do we need to make any changes to our goals, our action plans, or our performance levels?

Make the most of what you have. Maximize the resources available to you:

- Make the most of **TIME**:
 - Prioritize tasks (do the most important things first) and use ‘to do’ lists to organize daily activities.
 - Start and end meeting promptly – and use an agenda.
 - Teach time-management skills and techniques.
 - Take advantage of time-saving technology.
- Make the most of **MONEY**:
 - Buy in discounted bulk whenever appropriate.
 - Shop for the best prices on materials, supplies, equipment, and services.
 - Think pennies as well as dollars – a few cents saved here and there add up quickly.
- Make the most of **MATERIALS and EQUIPMENT**:
 - “Measure twice, cut once”.
 - Re-use and recycle whenever possible.
 - Be a zealot about preventive maintenance.
 - Invest in extended warranties.
- Make the most of **EMPLOYEE TALENT and EXPERTISE**:
 - Involve the *people* with the *knowledge* in the *decision*.
 - Match jobs with worker skills and interests.
 - Enhance employee expertise through training and developmental assignments.
 - Encourage employees to share their knowledge with others.