

PEOPLE POINTS

September, 2002

LOOKING AHEAD The Crystal Ball



"Where there is no vision, the people perish"

Bible

Proverbs

Chapter 29: Verse 18

Managing a business effectively requires strategic thinking and planning.

Visionary leaders who sense the change of winds in the marketplace and adjust the sails of the corporate ship stand a greater chance of reaching the mark. Sensing change in the business climate cannot be done on intuition alone; rather it requires solid training and information. Additionally, the knowledge of people and the ability to determine the right person for the task becomes ever more critical. And so, human resource planning has become a critical element in meeting current business market demands. Success is based upon all team members understanding the vision, knowing their jobs well.

In Our Leadership Coaching and Training programs, we always spend time discussing the importance of setting goals, expectations & accountabilities. Truthfully, nothing in this world can be accomplished without first clearly identifying the goal. In today's environment accomplishing such meaningful goals involves three components, they are:

Change: Dealing with shifting market environments and taking advantage of them. Changes such as global competition, a fluctuating business environment, generational differences, diversity, financial issues, etc.

Goals: Creating goals in specific terms, establishing meaningful and realistic accountabilities and putting them into actionable steps is also critical.

People: Employees, friends, family, customers, & the community in which one operates. This involves sharing the work & the rewards. In short—it's immersing everyone at all levels in the process of achieving success.

This issue departs from our earlier newsletters.

We are seeking your visionary leadership and asking you to gaze in your crystal ball.

In discussions with some of our clients we seem to be getting mixed opinions concerning business in general. While some say business is doing well, others respond with a degree of uncertainty. Political concerns, stock market jitters, global pressure, finding & retaining good people, whatever the issues we believe it is safe to say the business of doing business holds great challenge. We see change occurring, goals being reevaluated & people affected.

All that said and done, what do you think? We would like to learn your thoughts about business and your projections for the next six months. On the following page we've included a brief survey. We ask your indulgence and request that you complete the survey and fax it back to us.

Your question may be -

"What's in it for me?"

You will get a copy of the results and the first 20 respondents will receive a special stainless steel travel mug!

Only one response per company will be eligible.

ALL INFORMATION WILL BE CONFIDENTIAL - NO INDIVIDUAL RESPONSES WILL BE RELEASED!

Light the Night Walk

**Miliam Park
Sat - Oct 19
5:30pm**

Carry the light of hope and help accelerate cures for children and adults with leukemia, lymphoma, and blood cancers.

www.lightthenight.org

**PLEASE TAKE A FEW MOMENTS, COMPLETE THE FORM & FAX IT TO:
210-490-3393**

Considering the next six months (October 2002 to March 2003), please answer the following questions.

1. Type of Organization: (Please check one)

- | | | | |
|-------------------|--------------------------|---------------|--------------------------|
| Manufacturing | <input type="checkbox"/> | Tele-services | <input type="checkbox"/> |
| Healthcare | <input type="checkbox"/> | Retail | <input type="checkbox"/> |
| Finance / Banking | <input type="checkbox"/> | Other _____ | <input type="checkbox"/> |

2. Total # of Employees: (Please check one)

- 1-9
 10-249
 250 & above

3. Expect our hiring activity to: (Please check one)

- | | | | |
|----------------------|--------------------------|----------------------|--------------------------|
| Increase 1-5% | <input type="checkbox"/> | Decrease 1-5% | <input type="checkbox"/> |
| Increase 6-10% | <input type="checkbox"/> | Decrease 6-10% | <input type="checkbox"/> |
| Increase 11% or more | <input type="checkbox"/> | Decrease 11% or more | <input type="checkbox"/> |

4. The greatest increase / decrease will occur in: (Please check one)

- | | | | |
|--------------|--------------------------|-------------------|--------------------------|
| Managers | <input type="checkbox"/> | Skilled | <input type="checkbox"/> |
| Professional | <input type="checkbox"/> | Unskilled | <input type="checkbox"/> |
| Sales | <input type="checkbox"/> | Office / Clerical | <input type="checkbox"/> |

5. In the next six months our organization will be challenged by:

- (Please rank in importance from 1-5 with 1 being most important)**
- Growing the business / increasing revenues _____
 Dealing with increased competition _____
 Finding the right people to lead the company _____
 Retaining current staff _____
 Reducing / balancing current staff while maintaining customer base _____

6. The main challenge we face when recruiting new employees is: (Please check one)

- Finding skilled applicants
 Meeting pay expectations
 Lack of work schedule flexibility
 Providing low cost benefits

7. When people leave our organization for other employment the main reason they cite for leaving is: (Please check one)

- Better Pay
 Quality of Supervision
 Career Opportunity
 Job Fit
 Work Conditions
 Type of Work
 Better Benefits
 Other _____

8. Looking beyond the next 6 months we feel: (Please check one)

- Positive
 Negative
 Neutral

about the business environment for San Antonio.

Send Results To: _____

Thank you for your participation!

**H.R. Southwest
Conference**

**Ft. Worth, TX
Oct 23 - 25**

*Barbara Bush is the
keynote speaker
&
for the 4th consecutive
year we'll be conducting
a concurrent session—*

hope to see you there!

**VARGA
ASSOCIATES,
INC.**

14310 NORTHBROOK DRIVE
SUITE 230
SAN ANTONIO, TX 78232

210-490-3377 PHONE
210-490-3393 FAX

consult@
varga-associates.com

www.varga-associates.com