

# LOEB Consulting Group

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## LOEB Consulting Group at 2010 Legal Conference

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Recently Loeb Consulting Group (LCG) was proud to be acknowledged as one of the few firms at the national May 2010 Association of Legal Administrators National Conference in Boston, Massachusetts to offer management and leadership development services. LCG introduced a series of innovative workshops exclusively designed for the legal field. This year, Loeb Consulting Group was selected as the preferred provider of Bruce Tulgan's, *It's Okay To Be The*

*Boss* training program. Tulgan is a leading expert on leadership and management in the workplace, and he formerly practiced law in New York. Many of LCG's clients have found this workshop to be extremely valuable. *It's Okay To Be The Boss* focuses on the back to basic management skills required to succeed in today's workplace.

LCG connected with both new and former colleagues at the ALA event, and has since been developing specific workshops

based on client feedback and demand. The law firm culture is an area of expertise within Loeb Consulting Group and is evident from both client testimonials and the ongoing relationships LCG founder Natalie Loeb and her associates build with their clients.



Be sure to continually check LCG's website for upcoming events and workshops at [www.loebconsultinggroup.com](http://www.loebconsultinggroup.com)

## LOEB Leadership Lessons In Action

By Natalie Loeb

June 2010

Yesterday I had the pleasure of having a brief meeting with a past participant from a management training series I facilitated. This participant is in a new leadership role at a new firm and his enthusiasm and commitment to this new role was evident. He shared with me one of the first e-mails he sent out to his team to introduce himself and to set up individual meetings with each team member to get to know them and begin discussions about how they can work together effectively. He also shared with me the positive responses he got from team members as a result of this email. He's off to a great start! I commented on what a great beginning to building trust with his team and creating a departmental culture of open communication and teamwork. He looked at me and said, doesn't everyone do this? I told him, good leaders do! I have no doubt this former participant will have great success in his new role!

*"Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit." Aristotle*



**"I have a very simple model to run a company. It starts with leadership at the top, which drives a culture.**

**Culture drives innovation and whatever else you're trying to drive within a company — innovation, execution, whatever it's going to be. And that then drives results."**

## Management Training Essential in a Tough Economy

*By Natalie Menendez*

It is no surprise that investing in the quality of management within an organization is an invaluable expense when it dictates the overall success of both an organization and its employees. While companies struggle to accommodate increasing budget cuts and continually work to restructure and or eliminate existing occupational positions, the last expense often considered is designating increased resources for training both management and employees. Ruth Spellman,

The Chartered Management Institute's chief executive suggests that, "Now more than ever, is the time to invest wisely because if organizations think that developing competence is expensive, they should consider the cost of incompetence." According to Spellman, it is essential for firms to ensure that their management develops the "level of competence" it takes to survive the recession. Many of Spellman's clients report that profession-

al training boosts their self awareness and often leaves them with the desire to attend further skills training and develop a more comprehensive awareness of professionalism. (contd.)

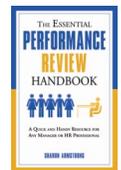
The Chartered Institute of Personnel and Development has recently found that management and leadership development is a priority for many firms. Their research suggests that, 81% of learning, training and development managers surveyed reported that leadership skills are crucial to meeting business objectives during the recession. Of those questioned, 61% are now investing in future programs in an effort to develop the role of managers and to help them deliver effective training.

*Management training important in the recession. © 2007 Microsoft Corporation. Retrieved from <http://www.microsoft.com/uk/business/news/training/archive.aspx>*

## LOEB Consultant, Sharon Armstrong Publishes *The Essential Performance Review Handbook*

A Quick and Handy Resource for Any Manager or HR Professional

Sharon Armstrong's recent book about Performance Appraisals provides valuable information to managers and employees who support high organizational performance and top-notch individual and team development. The book's format makes it easy to come away with quick tips and great ideas, which make a sometimes-stressful process much less so. — **Jacqueline Basile, Vice President, Human Resources, WETA**



The book is also designed to bring performance appraisals into the 21<sup>st</sup> century, increase future-focused areas including: job sharing, telecommuting, shared supervision, team evaluations, legal concerns, and accommodating particular employee challenges.

**Sharon Armstrong** began her career in human resources in 1985 as a recruiter/trainer in a large Manhattan law firm. Since launching her own consulting business in 2000, she has provided training and completed HR projects for hundreds of clients. Sharon is also the author of *The Essential HR Handbook* ([www.theessentialhrhandbook.com](http://www.theessentialhrhandbook.com)), which she co-wrote in 2008 with fellow HR expert Barbara Mitchell.

"Happily," Armstrong says, "the elements involved — goal setting, effective observation, practical documentation, and ongoing communications — can all be learned."

Inside ***The Essential Performance Review Handbook*** you'll find:

- Sound guidelines
- Sample evaluation forms
- Helpful insights for use on both sides of the desk
- Do's and don'ts
- Tips for "owning" the appraisal
- Ways to leverage the review

## Student Leadership Corner

In addition to developing leaders in the business world, LCG Founder, Natalie Loeb and Chief Financial Officer, Gordon Loeb are co-founders of and facilitators for a teen leadership group in their hometown of Marlboro, NJ. The **Teen Advisory Committee, (TAC)** was formed in 2007 in an effort to give the teens of Marlboro a voice in our local government and to enhance their leadership skills and community service interaction. Working closely with the township's local government, Natalie and Gordon (along with co-founder Larry Rosen) offer Marlboro's teens the chance to share their ideas and visions to help make Marlboro a great town for themselves and the entire community. TAC currently has over 450 members.



TAC members continuously emphasize the importance of being "Proactive" and implementing "Do Good" initiatives. A recent intergenerational breakfast held at a local senior community gave 12 female TAC members a chance to demonstrate their leadership skills and have open two way conversation with women of an older generation. All of the people in attendance learned that both generations can find common interests and share experiences. It was also learned that all generations like to talk about boys and the never ending struggle to maintain a "girlish" figure. The younger generation said they love to hear about successes and what the senior women have learned from failures. Respectful communication and listening to each other is valued by both generations.

After the event, the head of the senior community told the Loeb's, "the girls were absolutely a delight. Intelligence, warmth and leadership skills were quite evident." Natalie responded with "We are constantly inspired and reminded about the leadership potential of the young leaders in our community whenever they step up to the plate to "Do Good". It is never too early to develop the skills and qualities of effective leaders".

## Open Enrollment Workshop

*Loeb Consulting Group is the Preferred Provider of* **IT'S OKAY TO BE THE BOSS**  
The management workshop for supervisors & managers.

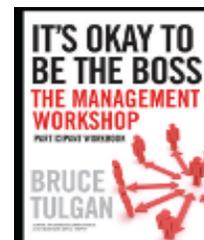
### Help Managers Become the Engaged Boss' Their Employees Need

In the IT'S OKAY TO BE THE BOSS Workshop, managers are taught that empowerment is not an excuse for under-management. Managers will leave the workshop ready to embrace their crucial responsibility of being a great boss.

*It's Ok To Be The Boss* focuses on the back to basic management skills required to succeed in today's workplace.

[September 28, 2010 NYC](#)

For more information visit:  
[www.loebconsultinggroup.com](http://www.loebconsultinggroup.com)



"Employers hire us due to the enthusiasm, positive outlook, specific skills and coaching abilities we bring to individual one-on-one clients and the classroom. Incredible learning will take place with inspirational coaches and facilitators, specific skill building techniques, and a sincere interest from Loeb Consulting Group specialists in helping clients develop."

**Natalie Loeb**

LOEB Senior Consultant on ...

## *Creating Organizational Change*

by Robert Carey

Change is about moving in a different direction. Change can be strategic and require people working in an organization to undergo major transformations. On the other hand, change may only require moderate alteration. In either case, change can be an unpleasant experience for those affected.

Why is this so? Very simply, most of us don't like change. And, generally speaking, what we don't like we don't do willingly. Worse, is when we don't understand why change is being introduced because leadership does not explain it to us. Yet, employees are expected to support it. Realistically, should we really expect people to advocate for something they don't understand? Building effective advocacy requires good leadership skills and knowledgeable leaders understand this key point.

Like everyone, I've experienced changes in my personal and professional life. In the workplace I've transitioned through numerous organizational changes and operational roles. I've learned that one of the keys for bringing about successful and sustainable change lays in how it's introduced to an organization or presented to an individual employee. Unfortunately, this factor is frequently underestimated.

To a high degree, leadership's actions directly influence the perception of those affected by change and their choice to support or sabotage the change initiative. The price of failure can be costly. Mitigating this risk requires experience and skilled leadership.

What steps can leadership take to ensure success and avoid failure?

First, it's essential for leaders to explain why change needs to occur. Second, they should present a plan explaining how the change will take place. Third, they should clearly define what results the change is expected to produce. Fourth, they must clearly state what roles they expect individual leaders to play as advocates for change. Fifth, they must develop and mentor their new leaders.

The bottom line is that change initiatives must go beyond being well thought out. They must be managed as a planned activity. As with any project, failure to plan will produce undesirable results. Managing change is not just an effective management skill; it's a core competency that all leaders need to learn. Leaders skilled in change management are far more successful at creating

improvement driven organizations because they develop highly effective teams, encourage empowerment, nurture trust, promote critical thinking, and disseminate information focused on achievement.

In short, they don't leave success to chance. They plan for success and they get it. Managing change is critical. It's essential for running modern businesses. The 21<sup>st</sup> century is undergoing extraordinary changes in the global marketplace. Multi-nationals and domestic organizations are increasingly functioning as components comprising a global supply chain of value added goods and services. As businesses of all shapes and sizes continue their search to find opportunities for creating competitive advantage, they will need more leaders skilled in managing our ever-changing conditions.

Although some organizations have begun the process of expanding leadership training, many still lag far behind. All organizations must be prepared to recognize and react to the relevant variables they encounter. Beyond this, leaders need to possess the managerial skills needed to successfully lead their organizations into the future. Among these are: analytical thinking, the ability to lead through ambiguity, active listening, the ability to learn quickly, accountability and emotional intelligence.

Effective leaders create learning cultures proficient at providing accurate information on a continuous basis because they consistently focus on education, training, mentoring and coaching. These cultures promote an increased capacity for adaptability and resilience, an awareness of how behavior creates our reality in the workplace, an improved awareness of how we need to connect with others, an appreciation for other's behavioral styles, and how we should use them to complement teamwork. This is not accomplished by the snap of a finger – it requires commitment and hard work.

The case for more inclusive leadership development learning is of utmost importance for creating competitive advantage. Learning is no longer an option - it's a necessity. Promoting leadership programs to accelerate employee learning should be given a high priority. The antiquated thinking that leadership training is nice-to-have and bookmarked for "someday" in the future is foolish.

Look, the problem is simple: Don't pay now and you will surely pay later. Invest in developing more leaders now and you will be paid later. You decide.