



EXECUTIVE NEWSLETTER

March 2007

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ARE YOU OUTSTANDING?

ITP Worldwide (New Zealand) Limited, the wholly owned high-tech search associate of Fleet & Partners, is a member of the ITP Worldwide Executive Search Group, which has partners in sixteen countries and continues to grow rapidly.

EMS Consulting Co. Ltd is the greater China partner of ITP Worldwide, one of the Asia Pacific Group of ITP partners. The EMS President, Eric Dieny, produced an article for their company newsletter, an abridged version of which is reproduced for the interest of our readers.

Eric's years of experience as a search consultant have brought him to the conclusion that multinational companies of all types tend to seek the same qualities in their top managers. These qualities are seldom seen together in a single individual, but Eric considers they provide a comprehensive list of the qualities that individuals should focus upon to become an outstanding leader. It may also be useful tool in undertaking staff evaluations or for identifying winning criteria for various positions.

Drive

Outstanding managers have a profound desire to work hard and to work long hours. They are committed to producing excellent results on every project or assignment. Develop your drive by firmly believing in your future success. Adopt a philosophy in which making breakthroughs is a normal way of life.

Courage

Outstanding managers have the courage to accomplish things that others think impossible. Stop worrying about what

others think if you step off the beaten track.

Desire to excel

Outstanding managers are not satisfied with an average performance; they insist on using their full potential on every project. Do not be too easily satisfied with your own performance. Strive to improve each time.

Autonomy

Outstanding managers operate from their own initiative. They are able to find and secure the resources they need from within their company or from the market. Occasionally, they need to volunteer to perform tasks that are outside their job parameters because they recognise this as the quickest way to advance their projects without burdening their colleagues. Envision your department as an independent company serving the whole organisation. Act as if you were the owner of this small, independent company and treat the whole organisation as your most important customer.

Commitment to the goals of the company

Outstanding managers know the goals of their company and what it takes to reach them. Take control of your life and your schedule. Set specific targets to achieve every day.

Knowledge

Outstanding managers constantly monitor and learn new information. Do not let a single day go by without learning something new. Read a lot. Never miss an opportunity to ask questions whenever you

meet an expert in a particular field.

Creativity

Outstanding managers try to look at problems, people and events from fresh and different perspectives. Break out of the confusion of your busy day-to-day environment. Set aside a few moments every day to truly relax and to daydream. Let yourself be carried by the flow of ideas, as you did as a child. Exciting new ideas will naturally pop in to mind when you are in this relaxed state.

Honesty

Outstanding managers are frank, direct and earnest. Be responsible. Recognise your mistakes and learn from them.

Integrity

Outstanding managers follow high standards of ethics. They promote a code of conduct in the company. Always recognise the difference between personal interest and company interest. Give the highest priority to the company's interest.

Optimism

Outstanding managers do not doubt that they will succeed. Focus on the good things that happen in your life.

Fair judgement

Outstanding managers make a fair, objective assessment of the causes that led to an event. They gather the facts before formulating an opinion. Keep an open mind, and do not let yourself become biased. Be prepared to reconsider your initial opinion.

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Enthusiasm

Outstanding managers have a passion for what they do. They communicate this passion to their team mates and business contacts. Firmly believe that you are doing something good for the world and that you will be rewarded for it.

Willingness to take calculated risks

Outstanding managers are not afraid of failure, so long as the survival of the organisation is not threatened. Since the survival of the organisation is rarely at stake, feel free to take risks in most situations. Remember that failures are one of the most effective ways to acquire valuable knowledge and experience. See a potential failure as an opportunity to learn. Be daring.

Energy

Outstanding managers do not wait passively for events to turn favourable; they make things happen. Be the driving force that improves the company's business and the company's business methods. Consider pressure as a normal element of your professional life.

Boldness

Outstanding managers continually seek opportunities to demonstrate their capabilities. Do not hesitate to accept challenges that others avoid. Be the pioneer who takes the company to its next phase of development.

Ability to face difficulties with a positive attitude

Outstanding managers react to negative surprises with optimism. They believe every problem has a solution. Do not be easily defeated by adversity. Keep the

faith. Believe you can reach your goals, even if it means taking a different course of action than the one you had originally planned. Enjoy the many flavours of life.

Persuasive power

Outstanding managers know how to convince others to give them the support they need to complete their projects. Believe in what you do and instil that belief in others.

Friendliness

Outstanding managers are pleasant people. They make friends easily. Build a network of friends who support your success. Support theirs, too.

Communication skills

Outstanding managers convey their ideas clearly to others. They also listen carefully, and work to understand people who are not being direct. Make yourself clear; be to the point. Ask yourself why people say what they say.

Patience

Outstanding managers are patient with others most of the time, but are impatient with themselves. Expect more from yourself than you do from others.

Sensitivity

Outstanding managers quickly identify changes and developments in the work environment. Pay attention to what staff and colleagues need as much as you pay attention to what customers need in the market. This awareness shifts your focus from yourself and towards your entire team, and allows you to understand the internal dynamics of the team. Use this

knowledge to lead the team in the same way that you would use market intelligence to lead the market.

Sense of humour

Outstanding managers defuse tension by injecting a dose of laughter at appropriate times. Do not take yourself too seriously. Be ready to laugh at yourself and your blunders. Allow others to have a laugh at your expense. Share in their fun and learn from the experience.

Flexibility

Outstanding managers adapt quickly to changing situations. They do not remain entrenched in ineffective methods or attitudes. When facing a particular frustration, reconsider your mind-set. Help others see the changing requirements of the organisation. Be the lubricant that makes the gears turn. You will soon become indispensable.

Curiosity

Outstanding managers like to probe every possibility. They enjoy making discoveries that will make the company more efficient and more successful. Never stop learning. Do not hesitate to ask questions.

Vision

Outstanding managers foresee the next phase in the development of the company. They can set goals for the organisation, and adjust the company's structure and policies to maximise their chances of reaching those goals. Think ahead. Envision your company's position in the market after two or three years. Predict what new know-how it must acquire, what systems it must implement, what cost structure it can afford, and what changes this will trigger inside the organisation.

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