

news & notes

THE 4 PS OF BRANDING

Cory Bouck, director of organizational development and learning at Johnsonville Sausage, LLC, and author of *The Lens of Leadership: Being the Leader Others WANT to Follow* (Aviva Publishing, 2013), says part of good followership is effectively maintaining your own personal brand as an employee.

When considering your brand, ask yourself this: Is it green and growing or ripe and rotting?

To stay green, remember the 4 Ps:

1. **Product.** The product is you! What are your unique features and benefits that help drive a team?
2. **Price.** What value are you providing?
3. **Place.** Are you “on the right bus,” as Bouck puts it? That is, are you in the right place to get your features and benefits noticed?
4. **Promotion.** Are you known for your features and benefits? Are you receiving word-of-mouth promotion from coworkers? Are you effectively promoting yourself?



November 2015

Followership vs leadership

Know how they work together

Cory Bouck, director of organizational development and learning at Johnsonville Sausage, LLC, and author of *The Lens of Leadership: Being the Leader Others WANT to Follow* (Aviva Publishing, 2013, www.corybouck.com/buy-the-book) offers a unique perspective on followership and leadership. Bouck defines “followership” as “a set of learnable, practicable skills that make me professionally essential to my boss and teammates, and also regularly create opportunities for me to demonstrate my superior leadership skills.”

Bouck acknowledges that no one grows up looking to join the future followers club. However, there is an impending leadership gap due to Baby Boomers retiring and the key to multigenerational leadership lies in the contradictory-sounding concept of followership.

In today’s business world, everybody has a boss (even the boss), and both leader and follower—which are paradoxically simultaneous roles—must know how to serve (i.e., follow) up, down, and sideways on any team. Followership is not a subservient inverse to leadership, Bouck emphasizes.

So, what are the roles of followership that allow employees to serve without being subservient? Bouck outlines four of them:

1. **Valet.** This type of follower knows what’s ahead and lays everything out that the team needs to be successful, just as a valet lays out all of the clothing, gear, and equipment for the day. Think of Alfred, the butler, from *Batman*, says Bouck.
2. **Socrates-like mentor.** This followership role is good at asking provocative, counterintuitive questions to provide new perspective. Perspective is required in followership, notes Bouck. Often, team members need to have an understanding of not only their jobs but also their boss’s job (and sometimes, even their boss’s boss’s job).
3. **Chameleon.** Have the professional maturity to know when to be visible and when to be subtle or even invisible, says Bouck. Great followership is sometimes about not having to always be the center of attention.
4. **Pastor/Parent.** Be available to hear the sins and complaints of your team without recrimination, and also realize the proper time to have a loving, nurturing demeanor, says Bouck. However, the pastor/parent role also knows when to make others on the team take their medicine. Success in this type of followership will make you a trusted advisor and influencer.

Bouck says that if you can be an enabling valet, a provocative consultant, a situational chameleon, and a trusted advisor, you will actually be leading through followership.

news & notes

MILITARY JOB TRAINING

An innovative work-study program created by Prudential Financial, Inc., and the El Paso Workforce Opportunities Services (WOS) program gives veterans, reservists, members of the National Guard, and their spouses access to on-the-job training and exposure to the corporate work environment.

VETalent was created in 2010 at Prudential headquarters in Newark, New Jersey, and has since expanded to many of the company's other business locations: Dubuque, Iowa; Dresher/Fort Washington, Pennsylvania; Jacksonville, Florida; Hartford/Shelton, Connecticut; and, most recently, El Paso, Texas.

The first cohort of trainees to graduate from the VETalent training program in El Paso last November spent 4 months in extensive and rigorous job training, which included classroom work at El Paso Community College, job-specific training, and on-the-job training at Prudential El Paso Business & Technology Solutions, a subsidiary of Prudential Financial. They then received additional training as information security administrators before qualifying for full-time careers at Prudential.



Problem solving in 6 easy steps

Follow this effective method

Here are six simple steps that will help you solve problems effectively:

1. **Define the problem.** Make sure you understand the problem so that you don't try to solve the wrong thing.
2. **Prioritize.** If you have more than one problem at a time, you may not be able to solve them all at the same time. Start with the biggest, most serious, most pressing problems.
3. **Inform yourself.** Gather all the information you can about the problem from reliable sources. The more you know, the better you'll be able to craft an effective solution.
4. **Generate ideas.** Take the time to think about the problem and come up with as many possible solutions as you can. Your first thought might not be your best, so list as many ideas as possible.
5. **Pick the best solution.** At this point, you should have at least a few possible solutions to the problem. This is the time to pick the best one and implement it.
6. **Double-check.** After the solution is implemented, make sure that it has really solved the problem. If not, try another solution.

Saboteurs at work

Know how to deal with them

Do you suspect someone at work is trying to sink your career? You're not alone, according to new research from the staffing firm The Creative Group (creativegroup.mediaroom.com/coworker-sabotage).

The Creative Group identifies three types of sabotaging coworkers and strategies for dealing with them:

1. **Credit thieves** boldly steal others' ideas and grab the glory when initiatives succeed. To help combat this, keep a written record of your activities and accomplishments, and give your manager frequent project status updates.
2. **Belittlers** routinely tear others down—via put-downs and demeaning remarks—to build themselves up. Because these individuals will often back off if you stand up for yourself, try refuting their criticism, using facts where possible.
3. **Sly sharks** have a knack for leaving colleagues in the lurch. Their tactics aren't always overt, so you may not realize you're working with one until a critical deadline arrives. That's when you discover you're unable to complete your part of a project because the sabotaging coworker has withheld important information. To prevent this situation, make sure roles and responsibilities on your team are defined clearly, and insist on regular check-in meetings so Sly sharks can't take advantage of lapses in oversight.