



**QUOTE IT:**

*"While all ambitious people are not leaders, a common leader characteristic is ambition. The will to progress, self-motivation and the desire to achieve are vital elements of a leader's journey."*

Authors: James Champy & Nitin Nohira in their book  
"The Arc of Ambition, Defining the Leadership Journey"

**HAVE YOU HEARD ... About the Internet Application - Recordkeeping Rule?**

Although the Office of Federal Contract Compliance Programs (OFCCP) has announced it will not extend the February 6, 2006 effective date of the new Internet Applicant rule, it will not cite contractors for 90 days following the effective date for technical recordkeeping violations if the contractor can demonstrate efforts towards compliance. Specifically, a contractor will not be cited for failure to comply with the rule's provisions provided if it: (1) demonstrates that it is taking reasonable steps to update its systems to comply with the rule, including a projected date of compliance, and (2) collects and maintains records according to the established procedures consistent with OFCCP's pre-Internet Applicant rule recordkeeping requirements.

**THE MANAGER'S CHAIR: Defining Leadership - Your Way**

Have you ever read Webster's definition of the word lead? Here's a shortened paraphrase; "to guide, to be at the head of, to pursue, to tend toward a given result, to direct the performance or activity of, to start or begin, to entice or lure as in the front, foremost, or winning position; a margin or advantage or superiority, a clue, leadership, an example, a principal role." Whew! Which piece of that definition speaks to you?

Ask 10 people to define leadership and you'll get 10 different answers. The key to allowing a leadership definition to help you, is deciding *for your group* what leadership means before you can determine how to "make it happen" for your employees, peers, customers, family, neighborhood, church, or any other circle of people among whom you circulate.

While people might agree that there are characteristics in common, among the world's great leaders, it's a more challenging task to consider what will work with your own specific group.

Here is one way to get started. Consider characteristics from two avenues, technically and behaviorally. First, ask what is technically required of this position in your organization. What skills, knowledge, and professional experience are required for the leadership position? Second, what role will this leader need to play in your organization? How is the leader expected to communicate, act, react, connect (physically and emotionally) with employees, customers, and vendors. Is he/she to be "hands on" or in the background? Does the environment require an outspoken individual, a conservative approach, a casual attitude? What works for a leader is what works for the organization. It's a hand in glove relationship. In order to get the correct glove, you must measure the hand first.

Viewing leadership characteristics in terms of dimensions can be helpful. Each individual characteristic may be expressed often or seldom - which is an indication of dimension. History may dictate that some characteristics need to continue, but when anticipating the future it is likely some change will occur over time. Either the characteristic itself changes or the dimension of that particular characteristic changes. Recognizing where your group has been is important, but looking ahead is even more critical. Leadership development steps in to assist when changes take place, requiring characteristics to shift. AssetHR's human resource consultants can help when change is at hand. Don't hesitate to call us!

### SEMINAR SCHEDULE

Educational seminars are held monthly at the AssetHR office conference room. Questions? Call 952-746-9509.

#### March

March 14 - 7:30 AM:  
HR Technology Demonstration  
No RSVP Required

March 23 - 4:30 PM:  
Health Savings Accounts (HSA's)  
*RSVP due by March 21<sup>st</sup> to:*  
[bdusek@assethr.com](mailto:bdusek@assethr.com)

#### April

April 6 - 11:30 AM  
Lunch 'n Demo  
Online HR Audit Demo  
*RSVP due by April 5<sup>th</sup> to:*  
[bdusek@assethr.com](mailto:bdusek@assethr.com)

April 27 - 4:30 PM:  
HR Technology Demonstration  
No RSVP Required