

Leadership Briefing Continued from page 6

Steel's subsidiary, Corus International. Corus is Europe's largest steel maker, with operations in the UK and mainland Europe. Formed in 1999 through the merger of British Steel and Koninklijke Hoogovens, Corus was acquired by Tata Steel in January 2007.

"Operating responsibly in the areas of education and the environment are critical for us," Jackson said. "The world is always going to need steel. It's up to us to determine how we can limit our carbon footprint while producing it and how we can strategically share what we are learning with our community."

Acknowledging that the steel industry has a challenging job to do in regards to sustainable operations, Jackson suggests that these standards now are simply part of operating the business, and a real commitment to sustainability provides a big assist to recruitment and retention of talent. "While it's a generalization for sure," Jackson explained, "the awareness of the needs of the environment and our commitment to sustainability make a big difference to the 20- or 30-year-old entering the industry today. They expect this

commitment from Corus. Our leadership expects it, and Tata shareholders expect it. It's the right thing to be doing."

Providing safe workplaces, respecting the environment, caring for local communities and demonstrating high ethical standards are examples of the values of corporate citizenship that company founder Jamssetji Tata espoused at the firm's launch in 1868; his focus was how to funnel the profits of his enterprises back into the local economy to provide education and community growth.

In today's rapidly changing global business environment, the successful organization must achieve business success in multiple markets. It must, in Tata's culture, also contribute to the growth of the communities in which it operates. Since group ownership is centralized into philanthropic trusts, achieving this goal is as important today as it was at its founding. "Each company has the obligation of seeking how it can operate on the same philosophy and to generate the same values in the community," Rosling explained. "We've done this in India. We've done this in the UK. The US is new for us, but this is an exportable model. The important thing for us is not to talk about it, but to do it," Rosling

said. "And then, to become known for it."

Tata believes the emerging multinational organization will be different from multinationals of today and will offer more value in more locations. Teams of people working together will no longer need to be co-located, Rosling explained in a later talk to Indian business leaders. Teams will be welded together by a common culture and purpose, by rapid communication and technology. Increasingly, Tata's leadership team believes, the multinational will need to "earn the license to operate" in communities by the way they interact with society and contribute to economic and social development. "It is good for the community," Rosling said, "and it is good for business." ■

ExecuNet was invited by global executive education organization HSM to create a series of articles based on the presentations at their World Business Forum in New York City in September 2008. HSM delivered the articles to the senior business leaders who attended the two-day forum of innovative thinking, and ExecuNet's Executive Editor Lauryn Franzoni and Editor-in-Chief Robyn Greenspan will continue to share the insights from this exclusive event in upcoming member programs and reports.

Your Career Advisor

Get Engaged: Give and Take 100 Percent from Your Job

By Milo Sindell and Thuy Sindell,
PhD

According to Gallup, 71 percent of employees are not engaged. Ironically, research over the last 60 years has confirmed that more than 70 percent of the population would still work even if they "won the lottery." Isn't it interesting that people want to work but are torn between their needs and the needs of their employer? Imagine the potential if what you wanted from your job was exactly what you got? Imagine what your company could achieve if every employee in your company was engaged?

The answer to engagement woes is a "Job Spa." Although light and humorous in name, taking a Job Spa is serious business, solidifying the balance between what you give and take from your job. Regardless of work experience or how long you've been in your job, to get what you deserve from your job requires commitment to your success and defining the balance between what you give and what you take from your job.

Attitude: 100 Percent Commitment

The first step to maximum engagement is to make the choice and set the goal to get engaged with your job. Engagement

means you walk down the corporate hallways with the following attitude: "I am 100 percent committed to my success." When you make this attitude shift, you start to see your work, and the opportunities within it, differently. You are intentionally crossing a threshold by making this commitment. Please keep in mind, we are not asking you to commit 100 percent to your company; we are asking you to commit to your success. This is different. Here's what this new attitude (commitment to your success) means:

- You hold yourself to a standard of personal accountability. Don't blame

Continued on page 8

CareerSmart Advisor | 7

Your Career Advisor

Continued from page 7

others and make excuses.

- You think big and allow yourself to imagine the possibilities. Don't limit yourself. Don't let history — the recording in your head — or what others say, stop you.

Assess your attitude in the above two areas. In what ways does your attitude need to shift in order to commit to your success? No more looking back. Starting from this point, you are the role model for 100 percent commitment to your success.

Behaviors: Give and Take 100 Percent

The right attitude is the foundation for the right behaviors. Now that your old attitude has been exfoliated, revealing a fresh commitment, let's make sure your behaviors reinforce your new glow.

Giving 100 percent to your job means that you are committed to giving as much as you can to your job. The behaviors that embody giving 100 percent can take many forms, including making your current projects an even bigger success, taking extra initiative, reaching out to co-workers, looking for opportunities to improve your performance or initiating new projects. Identify what giving 100 percent means to you.

Taking 100 percent from your job requires that you are clear on what you need in return for what you give. Beyond a paycheck and benefits, define what you need in return for your hard work.

An Exercise in Give-and-Take

Listed in the chart below are examples of what you give and receive from your job. Consider how much you currently give and what you currently take. Determine what you need to do to create equity between the two.

Give 100 Percent

- Your attention (be present).
- Your strategic thinking skills.
- Your knowledge and perspective.
- Your insights on what can be improved or new opportunities.
- Positive and constructive attitude toward co-workers and the company (even if you may not agree with them).
- Take initiative and look for opportunities to change or role model what you don't like about your company or environment (as opposed to complain).
- Follow through on commitments.
- Execute work on time and with top quality.
- Give the appropriate amount of time to your job.

Take 100 Percent

- Appropriate salary and benefits.
- Appropriate job title.
- Career development opportunities.
- Stimulating work or projects.
- Opportunities to learn new skills.
- Opportunities to learn from co-workers.
- Build relationships.
- Opportunities to travel.
- Opportunities to try a new role.
- Your specific needs.

This might include building new skills, establishing greater work/life balance or perhaps a promotion. What kinds of projects would you like to work on? What kind of relationships do you want to have with co-workers? What opportunities would be fun and stimulating if you were to partner with another function in your company? Do you need more flexible work hours? Identify what taking 100 percent means to you.

Your engagement level is a large determinant to your happiness and fulfillment with your professional career. It's not something you want to leave to chance. Otherwise, time will pass, and

one day you'll look back on your job or career and wonder where it all went. Take the initiative and determine how you want to give and take 100 percent. ■

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