

## **Perfect Phrases for Organic Employee Development: The Natural Evolution of a Career**

- Appreciates intrinsic motivation, leadership, teamwork, self-development, coaching, and more—it's got to come from within first and then grow
- Is a boundaryless thinker
- Does what comes naturally and applies it to the latest trends
- Clearly sees that with organic development of talents and resources, old ways become extinct—the way drugstore film development evolved to higher levels of technology and photo transmission now occurs at lightning speed
- Embraces speedy decision-making opportunities
- Negotiates from instinct and evolving knowledge
- Embraces spontaneity to advance on the job and in his or her field
- Eager to jump on with new, and sometimes even controversial, learning opportunities
- Learns well from others, studies neurolinguistic programming as a communication tool, examines people's behaviors and wants to know more about them
- Appreciates the value of authenticity
- Appreciates honest and genuine feedback, knows phony flattery when it's happening and is not pleased by it
- Initiates change and does not equate it with loss
- Listens well

- Accepts advice from seasoned colleagues
- Learns new technologies from younger colleagues, then writes a thank-you note—demonstrating appreciation is organic and natural
- Communicates from the heart
- Is comfortable in his or her own skin
- Has a good work ethic that's evolved from family traditions, immigrant roots, and just hardwired in DNA
- Is always evolving
- Career is an organic outgrowth of all he or she has learned and accomplished and all that he or she will become
- Envisions the future and all the possibilities, then is able to describe it vividly, painting a picture that others can get excited about and see themselves as part of
- Senses things intuitively and pays attention
- Has made it where he or she is because of decisions he or she has made; is accountable
- Follows his or her "true north" and isn't disappointed with the results
- Instinctively follows innovative career-pathing options and chooses the high road at all times
- Tries to blend life's many demands, not balance them like dinner plates spinning on a long stick in the air—we all have different capacities as to what we can handle responsibly without "dropping the plate."
- Enjoys finding organic and natural ways to find equilibrium at work and at home

- Wants to ignite intrinsic passion and activate natural talents and greater potential
- Thinks “able” even if he or she appears “disabled” to others

### **Multicultural and Diverse Workers**

- Recognizes the importance of diversity and appreciating and learning from others’ differences in a global workplace
- Realizes how very small this planet is and the need to be careful of who he or she might impress or offend along the way
- Accepts and relishes cultural differences
- Networks with others from different countries, often in same field, but seeks networks outside of his or her field too
- Overcomes biases, prejudices, and language barriers, regardless of upbringing
- Welcomes learning about other cultures—reads one international publication a month, watches BBC, or listens to international radio broadcasts
- Likes to travel, has a passport (in the United States, less than 4 percent of the population have one)
- Shows interest in things outside his or her own backyard
- Speaks more than one language, or self-studies a foreign language with a CD or online program
- Breaks bread (eats meals) with people from other cultures as a way to find commonality

- Seeks commonality to close gaps of understanding and tolerance
- Appreciates individuality
- Learns from others by asking questions about their culture such as, "What is Ramadan about?" or "When is Diwali, and what do you do during this time?"
- Participates in multicultural events in the workplace to lend support and increase understanding
- Reads about other cultures to gain an understanding of the depth and breadth of humanity
- Has friends from other countries
- Is interested in geography, takes time to study maps and globes
- Has lived in other countries, has thought to one day live in another country
- Gets along with colleagues
- Is articulate and confident, tries to speak and understand other languages, helps others with their English
- Works locally, acts globally
- Builds relationship bridges and helps people get over them

### **Beginner, Entry-Level, and Returning-to-Workplace Workers**

- Learns how others in the same field do what he or she does, takes away good ideas, and learns to adapt and apply them quickly

- Asks to tag along to meetings to observe, listen, and learn
- Goes the extra mile to earn respect and build a reputation for reliability
- Learns fast and teaches others what she or he knows
- Appreciates and responds to being recognized for a job well done
- Interested in dress-for-success ideas, asks for feedback on appropriate dress and appearance
- Takes time to investigate the culture of the organization before starting a job
- Actively listens to others
- Seeks job satisfaction as well as pay
- Desires to follow his or her passion and build on his or her core competencies and strengths
- Shows eagerness to neutralize his or her weaknesses without detracting from his or her inner calling and natural strength-based skills
- Is open to learning and implementing new skills, tools, and techniques he or she may not have been exposed to
- Doesn't assume anything is too difficult
- Understands that the "real" learning begins when a training class has ended—when information can be applied on the job
- Applies new ideas readily
- Asks others to share their stories and ideas
- Contributes to a "safe" and confidential learning and working environment, does not gossip or create drama

- Understands the value of earning others' trust
- Takes advantage of all continuous learning opportunities
- Shares the credit for successful outcomes with others
- Wants to learn to be a stronger interviewer for future opportunities
- Finds transferable skills from home or hobbies that will apply to the workplace
- Not afraid to use life experiences to excel in the workplace
- Asks continually, "What can I do to improve on this next time?"
- Manages relationships between personal and professional life
- Seeks opportunities to familiarize himself or herself with the organization, takes initiative to do so; asks to see the annual report and asks someone to explain parts not easily understood
- Seeks out a workplace buddy or mentor, or calls a friend in the same field for advice and guidance every few months
- Pursues continuing education via cutting-edge job training, external organizations in his or her field, distance-learning programs, and investigating best practices within the industry on a regular basis, keeping current on the competition
- Uses benchmarking practices regularly
- Is organized, gives attention to detail without getting bogged down

- Stays out of the “drama zone” and other people’s business
- Networks with personal contacts, business contacts, friends of friends who have contacts; makes cold calls and e-mails people he or she has never met to get information and insights; requests informational interviews with influential people in his or her field of work
- Is comfortable learning new things, looks for ways to step outside his or her comfort zone and take risks with new approaches
- Is creative in branding his or her name and expertise
- Has established himself or herself as a subject-matter expert in his or her chosen field to some degree, even if it’s been in a volunteer capacity or as a hobby
- Is willing to take on new tasks and responsibilities outside his or her comfort zone
- Embraces new technology and offers to take classes and self-directed learning steps to learn and grow
- Understands the enormous value of better understanding and grasping technology and how that understanding can specifically help him or her throughout an entire career to move onward and upward
- Is excited to have learning opportunities and enjoys continuous learning
- Is genuinely enthusiastic and excited to be on board and part of the team

- Understands what the employer's purpose is and the importance of his or her part in making it happen
- Has goals and a plan to achieve those goals
- Has a strong work ethic and core values
- Is punctual and considerate of other people's time
- Comes to work on time and is rarely absent
- Has a supergreat attitude and spreads positivity
- Honors himself or herself, exhibits healthy self-esteem, but is not overly confident or cocky
- Is humble
- Gives others honest and sincere feedback and compliments
- Takes responsibility for work and outcomes
- Owns up to mistakes, shares his or her mistakes with others to prevent them from making the same mistakes
- Practices authentic behavior, is honest and sincere
- Contributes to the success of the organization on many levels
- Accepts and appreciates feedback; uses feedback responsibly and appropriately
- Communicates effectively with both peers and managers
- Makes eye contact with everyone, smiles
- Is mature
- Is professional
- Uses good judgment and common sense on a daily basis
- Embraces, enjoys, and participates in multicultural workforce teams and celebrations



- Knows presentation skills will be essential in the future, joins an organization such as Toastmasters

### **Mid-Level Leads, Supervisors, and Managers**

- Shows mental readiness and the right attitude for making the transition from a beginner position to a mid-level lead, supervisor, or manager position
- Wants to hire for attitude and train for skill
- Builds relationships and builds bridges where there are gaps
- Seeks to take on greater responsibility overall
- Strives for diplomacy
- Is aware of the professional image he or she exudes
- Uses tact
- Prepares answers in advance
- Wants his or her success to contribute to the team's success
- Has solid writing skills and articulate verbal skills
- Learns to manage what he or she does with time available, not so much focused on hours in a day
- Encourages best practices performance
- Seeks individual equilibrium and balance between home life and work life
- Continuously learns how to manage varying relationships with others
- Gives respectful, appropriate, and positive feedback
- Receives and accepts feedback nondefensively

- Asks for constructive input and criticism, realizes feedback is the only way to grow and develop talent
- Steps outside his or her comfort zone to learn new skills helpful to managers (for example, learning to use new software to create a department budget)
- Walks the talk of “open-door policy”
- Sees value in workplace diversity
- Takes time to understand HR legalities and processes
- Delegates when necessary
- Finds rewards in work
- Clearly directs and instructs others
- Has faith in the staff to do their jobs to the best of their ability
- Welcomes teaching opportunities
- Challenges workers
- Learns new ways to mentor and coach
- Embraces learning how to manage others
- Attends networking functions
- Seeks learning opportunities in a variety of sources such as teleseminars, online classes, in-person classes, and seminars
- Thinks strategically
- Leads meetings without wasting others’ time
- Motivates with praise in progress
- Inspires others, gets buy-in, builds loyalty

### **Upper-Level and Senior Managers**

- Lists human capital as the most important asset on the organization's balance sheet
- Is an expert at developing top talent
- Encourages humor and fun in the workplace
- Leads others to grade their own performance
- Practices meaningful delegation
- Understands fundamental marketing
- Strives for outstanding customer care and excellence
- Uses diplomacy and discretion
- Knows when to keep things behind closed doors
- Is able to restore order and avoid chaos when unexpected or emergency situations arise
- Always tries to improve workplace processes with ongoing input from all workers, at all levels
- Is familiar with finance and accounting procedures, understands company's annual report, and shares accurate information with employees
- Hones critical thinking skills
- Presents range of various outcomes
- Is creative and innovative in his or her approach to leadership
- Understands return on investment (ROI)
- Encourages training and can measure results for senior leadership
- Always evaluates situations before taking action

- Seeks to understand and sharpen project management skills
- “Walks the talk,” realizes hypocrisy is unacceptable
- Manages relationships first, not just tasks
- Inspires shared vision and goals of the organization
- Capitalizes on raw talent
- Blends home life and work life well
- Empowers colleagues, does not micromanage
- Welcomes and invites feedback from others
- Embraces learning opportunities, regardless of source
- Gives credit where credit is due
- Rewards good work
- Focuses on employees’ skills and strengths
- Nurtures employee growth
- Encourages colleagues to take risks
- Welcomes opportunities to develop employees’ skill sets
- Encourages employees to seek new and innovative ways to learn and grow
- Nurtures relationships among colleagues and team
- Respects all administrative support
- Knows how to put people’s strengths to work
- Turns good performers into top talent
- Gives workers the benefit of the doubt
- Believes in second chances
- Understands human behavior

### **Director, Executive, and VP-Level Leadership**

- Understands and accepts legal accountability of position
- Respects his or her position and tremendous influence as a leader
- Respects and honors others
- Practices servant or bottom-up leadership—an inverted pyramid of the traditional hierarchy
- Adopts a leadership style that generates heightened performance, intelligent decision making, and improved productivity among workforce
- Has deep self-awareness
- Demonstrates humility, enforces ability
- Faces down fears, instills courage in others
- Exemplifies passion for the work and exhibits a high energy level
- Inspires collaboration and shares credit with others
- Diagnoses problem issues promptly before they become big problems and takes steps to solve the situation without delay
- Makes hard, fast, smart decisions
- Keeps things affordable and actionable at all times
- Always looks for leadership of the future
- Has his or her job replacement in mind and builds strong talent pools in all departments
- Retains good talent because he or she nurtures and grows people first and foremost
- Finds out what motivates the troops and fuels that motivation daily

- Empowers others to higher levels of performance and productivity
- Is well equipped to optimize organizational performance in both good and bad economic climates
- Has weathered and survived many organizational changes
- Works well with executive level teams
- Is an inspiration and sets an example for all employees
- Employees are proud to call him or her their leader
- Knows how to use power and influence to achieve goals and help others
- Has built or been part of extraordinary teams
- Differentiates between various management talent levels and top leadership talent
- Knows what's required for success in the 21st century
- Has a solid succession plan in place
- Has a selected short list for his or her replacement, even if retirement is years away
- Is not fazed by change
- Has consistent leadership style
- Shows conviction of beliefs
- Prepares people and the organization for change
- Knows the importance of emotional intelligence (EQ) to top talent development and leadership
- Demonstrates passionate purpose
- Facilitates the strengths of others to grow top talent and neutralizes weaknesses

- Enjoys leading
- Sustains his or her individual success
- Implements performance intelligence
- Is a tough negotiator with successful track record
- Discovers what the organization should not be doing and stops doing it
- Values human capital as the organization's greatest asset
- Tells the world who he or she is by how he or she communicates
- Is considered a voice of leadership for the industry
- Has experienced failure and learned from it
- Explores the market and keeps a growing market share
- Drives new products, research, and development; keeps the pipeline of innovation full and moving forward
- Builds organizational profits and loyalty through internal and external customer relationships
- Knows strong presentation skills are priceless
- Encourages everyone to make presentations and join Toastmasters or similar organizations
- Recognizes there's a balance between home life and work life
- Develops staff by giving opportunities for growth
- Knows and calls employees by name
- Learns from more technologically savvy colleagues
- Embraces new ways of doing things
- Uses strengths and experience to help others advance their skills

- Motivates others
- Teaches, guides, and mentors colleagues
- Nurtures and develops relationships
- Appreciates that everyone has something to contribute
- Has clarity about purpose
- Knows what each employee brings to the table
- Encourages the best in people
- Lives by the Golden Rule: treat others as you would be treated
- Accepts and embraces cultural diversity
- Creates long-term strategies
- Knows short-term goals and encourages team to meet them
- Encourages team members to work the plan
- Embraces two-way communication
- Accepts feedback, even when at the top
- Knows when to “stop the car and ask for directions”
- Takes risks and encourages colleagues to do the same
- Takes chances on people
- Promotes a friendly work environment
- Requires an honest workplace
- Trusts employees
- Empowers employees to make decisions and to do their jobs
- Does not micromanage
- Knows how to communicate good and bad news appropriately



- Knows when to cut losses when a plan isn't working
- Encourages colleagues to seek their own solutions
- Knows one person doesn't have all the answers
- Encourages colleagues to achieve goals but doesn't scold if they fall short
- Provides opportunities for training and professional development to all employees
- Takes responsibility for decisions made
- Coaches effectively
- Ensures safe and communicative work environment
- Values stakeholders as much as shareholders
- Has mentors
- Has great sense of humor
- Works closely with IT department
- Makes technology user-friendly when possible so that everyone can be included in new learning opportunities