



## Managers' Minute

Take a minute each month to learn about a different competency of the Cbeyond Leadership Model.

### Achieve Results

"Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes." -- Peter F. Drucker, American management guru

Management consultant and writer Peter Drucker knew the importance of results to a company's survival and success. American business can point to the Googles of the world as examples of companies that have delivered results through innovation, drive, high-performance and a singular vision of where they wanted to take their businesses.

Product quality, outstanding customer service, engaged workers, a great strategy -- none of these components to creating a great company matter if we don't deliver results.

So, what does it take to create a results-driven culture at Cbeyond so that all our efforts get us where we need to go? One way to achieve results is to change and grow with the marketplace – in short, to be innovative. Our move to establish a cloud services division and acquire two innovative companies, MaximumASP and Aretta Communications, are examples of Cbeyond responding to market forces with decisive action and a long-term vision.

This issue of Managers' Minute will explore in detail how to embrace a results-driven culture – a culture that starts with each of us.

### Executing Strategy to Achieve Results

"If an organization can't execute, nothing else matters—not the smartest strategy, not the most innovative business model, not even game-changing technology," observes Rick Lepsinger, author of Closing the Execution Gap: How Great Leaders and Their Companies Get Results (Jossey-Bass/A Wiley Imprint, 2010).

So here's the question: If a clear and inspiring vision, a realistic strategy, employee commitment, a skilled workforce, and high levels of quality and customer service don't lead to successful execution, what does? What sets the best apart from the rest? [Get the answers.](#)

### The Voice of Leadership

It's a fact of organizational life: to lead well you must communicate well. No communication, no leadership. Communicating with your employees is always important, but it's now more critical than ever. Employees need more communication—more candor, more context and more connection—to stay focused during these challenging times. Get the current outlook on Cbeyond's business [here](#) and share it with your teams.

### In This Issue:

[Achieve Results](#)  
[Executing Strategy to Achieve Results](#)  
[The Voice of Leadership](#)  
[Embrace Change](#)  
[Performance Reviews](#)  
[Join the Conversation!](#)  
[Cbeyond Leadership Model](#)

### Useful Links:

[Cbeyond Leadership Model Site](#)

## Embrace Change

With some signs of economic recovery on the horizon, it's time to regroup, look ahead and embrace change to drive growth. Going forward we will focus on the need for change and how as leaders we must champion change within our teams to break down "brick walls" of employee resistance, help tackle "we've always done it this way" thinking, clarify and prioritize our opportunities, and mobilize our workforce for the changes necessary for breakthrough growth. [Find out](#) the secrets to making change happen.

## Performance Reviews

Performance reviews are a good way to measure employees' goals and objectives created to help Cbeyond achieve results.

We are excited to announce we are replacing Word Document performance reviews!

Starting with the year-end reviews for 2010, Individual Performance Reviews will be completed in a new web-based tool. Benefits for the new online Individual Performance Reviews include:

- Document workflow which goes from Employee to Manager to Manager's Manager with e-mail notifications.
- Centralized storage of Performance Review documents, easy future retrieval of documents by both Employees and Managers.
- No more paper reviews = no more misplaced Performance Reviews!

Training and user guides will be available for the new tool beginning in early January. Additionally, there will be manager training available on Writing and Conducting Better Performance Reviews. Any work you have already done on your 2010 documents can easily be copy/pasted into the new tool. More details and dates will be released before the end of the year.

The timeline for end of year reviews will remain the same as 2010 and reviews will be due by February 18. This deadline is inclusive of Employee input, your Manager input and ratings, the Skip Level Manager sign-off and Employee Review Meetings.

## Join the Conversation!

This is the season of being thankful. "I'm often amazed at the power of a "thank you"," says Pam Grant, human resources. How good are we at saying thank you every day?

[Share your thoughts](#) on how to achieve results with a dose of gratitude and read Pam Grant's latest blog post on the matter.

## Cbeyond Leadership Model

