



G is for Generalist: An Approach for Management Success

Helping Leaders Find Their Voice, Take Action, and Get Results

Training and Coaching Services for Leaders and Managers in the Middle

Welcome,

The capital letter "I" is just an "i" without the dot, or a "t" without the crossbar. I love lowercase i's because they have so much potential. I respect deeply and am in awe of those who can dot their i's and cross their t's, and recognize that this is not my skill. I failed as a software engineer, I was fired as a cashier, and could never balance a checkbook because I am a committed and passionate generalist, who can't see the details even when they are staring at me. I like knowing a little bit about a lot.

I loved being a middle manager because I didn't have to deal with the details of things. A long term vision had already been shaped at levels above my position, and my job was to create and figure out how to deliver that vision. Being a generalist I could direct, cajole, inspire, teach, coach, mentor, hire, and fire and, more importantly, there was always something new for me to learn or experience. Managers in the middle who don't have some generalist skills don't last long. My biggest challenge, and that of many middle managers, was balancing how I spent my time to meet the demands of people, processes, and technology while still being authentic and confident. How did I solve that problem of not being in balance as a middle manager? I quit my job, went to Disney, and started my own company. Since not every middle manager can or wants to or should quit their job and start their own business, learning how to be a generalist and balancing all the demands is an alternative.

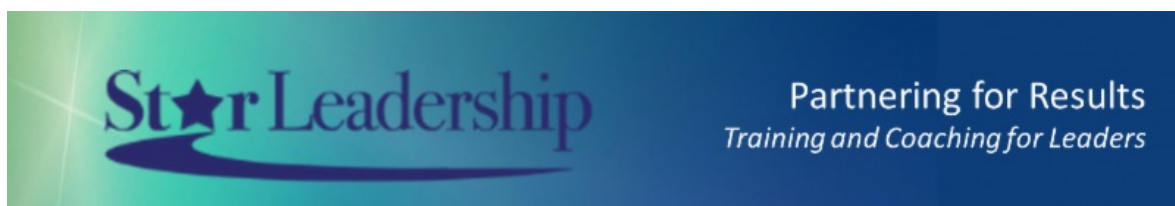
In this newsletter, you'll see we are offering a free webinar on "Gratitude in the Workplace." If you can't make it sign up and you'll be able to receive the material afterwards. There is also a five-star book review of *The Seven Fatal Brain Flaws*, and a section called "Recommendations." My recommendation for you this time around is for Susan O'Neil, fondly called the mother of SEO, the founder and CEO of @Website Publicity.

I also welcome you to my blog, [click here](#), and I have started posting weekly.

Gratefully the Generalist (with all respect to specialists!),

Star

Speaking, Training, Coaching for Middle Manager, Top Performers, High Potential
Star@StarLeadership.com



How much of a Generalist are you?

Where do you fall on the spectrum of being a generalist or specialist? This assessment compiled from various sources may provide some insights. Answer these questions based on your personal preference. If you agree with the statement always, award yourself 2 points; if only sometimes, 1 point; if never, 0:

- I have lots of unfinished projects.
- Chaos is exhilarating, challenging, interesting, and can be fun!
- I need to know how tasks fit into something larger and if not I will find out or make it up.
- Decision making and problem solving are challenging because there are so many possibilities.
- Puttering and dabbling are fun and something I regularly engage in.
- Perfection is overrated, for most things good enough is fine.
- I spend hours researching and chasing interesting stuff across multiple areas of interest
- I get bored easily and lose focus if there are too many details.
- Consistency and repetition drive me nuts.
- When I learn new ideas and theories I try to see the practical side to them.
- I'm good at recognizing and finding meaning in metaphors and stories.
- I have current knowledge and skills in a variety of different areas.

(0-6) Specialist - A specialist by nature!

Considered an expert, you are a person sought out in your area of knowledge. You can spend hours, days, a lifetime devoted to your area. Specialists function best when their environment supports their area of expertise, like a biologist in a well-resourced lab. Growth for you can be to explore the skills of a generalist, which can bring new insights and breakthroughs into your area. Skills & Qualities: Analytical approach, detailed deep analysis, patience, persistence, skepticism, questioning, perfectionism.

Limitations: Not seeing the big picture, solving the wrong problems.

Job examples: Software Quality Assurance Analyst, Analytical Services Chemist, Environmental Data Analyst.

(7-16) A little of both - A well balanced place to be!

You have just the right amount of knowledge and know how to apply it. Consider learning and moving further into either the generalist approach or a specialist area to explore where it takes you.

Challenges: Finding balance that is customized for you.

Limitations: Waffling between the two and being neither, and being constantly pulled by that.

(17-26) Generalist - A generalist by nature!

Spread the word and the advantages of being a generalist. Respect and engage the specialist. Generalists are adaptable work best in diverse and changing environments. Generalist talents are typically more intangible than the specialist's, so make sure you have a way to describe them in a concise and clear way. For example, you can describe yourself as a "facilitator" or "networker" to them. Skills & Qualities: Visionary, innovator, open to new experiences, systems thinker, multitasking, brainstorming, idea generator, strategist. Limitations: Overlooking important details, having a fund of knowledge that is very wide but not deep, being labeled a "jack of all trades and master of none."

Challenges: Finishing and focus.

Job examples: Manager, Leader, Project Manager, Generalist HR.

Bottom line:

We are a society that is "content rich" from the work of talented specialists and "meaning poor" from the lack of generalists to help in connecting and making meaning from all that content. Generalists are needed to bridge

the meaning gap. Both generalists and specialist are needed and important. Know your natural strengths and respect and integrate each others abilities.



Recommendations

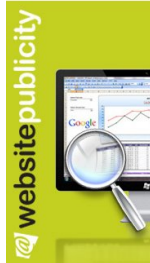


Susan O'Neil, Founder and CEO of [@Website Publicity](#), is someone I am grateful and honored to know and work with. She is fondly called the mother of SEO, which stands for "Search Engine Optimization" - a function that's important to companies, or anyone, wanting to be found easily online and early on in search results. She co-authored one of the first books on SEO called "Maximize Web Site Traffic" (though she now tells not to buy it, because it was written years ago and parts of it are outdated).

Susan and her team of digital marketing experts have been helping brands like Yankee Candle Company, HoneyBaked Ham and the Rhode Island School of Design showcase their products and services online since 1998. As pioneers in the SEO field, the company today is a Google Certified Agency Partner with deep expertise in everything Search-related, providing clients with strategy and execution. From Pay-per-Click advertising



search. social. mobile



campaigns in Search, Social Media, and Mobile to video advertising and content development, @Website Publicity clients benefit from ongoing lead generation and increased sales that meet their Cost-per-Acquisition goals. Susan and her team take a consultative approach and help companies meet their sales and marketing goals by building the right digital marketing strategy for their business goals.

If you want to know more about Susan and @Website Publicity, please reach out directly or feel free to stop by poolside in NH where Susan and I can sometimes be found strategizing!

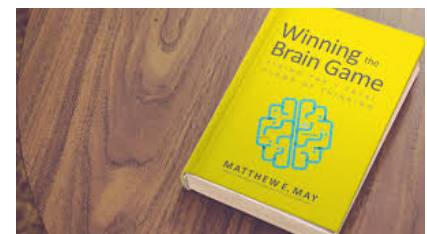
To learn more about Susan and her company, check out her website or email her at Susan.ONeil@websitepublicity.com to schedule an introductory call.



Five Star Amazon Book Review

**Winning the Brain Game:
Fixing the 7 Fatal Flaws of Thinking**
By Matthew E. May

The brain is passive hardware, absorbing experiences, and the mind is active software, directing our attention. But not just any software - it's intelligent software capable of rewiring the hardware, says the author introducing the seven fatal flaws brains commit. It's up to the mind to fix the flaws.



[My Review](#)

Upcoming Events

Webinar:

Leaders using Gratitude in Business

Free - 1 Hour:

Tuesday, June 28th 12- 1 EST

To register [click here](#)



What does it mean to be grateful in the workplace? How can a practice of gratitude be used while balancing the need to take action, accept responsibility, and deal out appropriate consequences? When using gratitude for difficult situations and projects gone wrong, it can replace the behaviors of blame, finger-pointing, excuse-making, and will inspire or motivate others.

Speak the Language of Business and Results Will Speak for Themselves

[Midwest Coaches Conference](#)

Indianapolis, Indiana: June 23-26, 2016,



Coaches who speak the language of business will be hired faster and have more follow-on business than those who don't. Business managers who squirm at the "touchy/feely" will relate comfortably to coaching when presented in terms (ROI) and frameworks (life cycle) they understand. This session will describe how to use integrated project management, business and coaching tools to create a marketable, powerful and effective comprehensive coaching program.

Speaker

[MassBay Project Management Professional Conference](#)

Norwood, Massachusetts: September 16, 17



About Us:



Star Leadership offers coaching, training and consulting services for High Performing, High Potential Leaders and Managers in business. What makes Star Leadership unique is the focus on measurable goals and delivery of proven results in the areas of

communication, leadership and teams. Our approach is direct, results-oriented and geared to the bottom line. We are able to quickly map, translate and align your broader vision to the concrete details of skills and behaviors. We have an impact on the results you want in an open, informal, non-judgmental and supportive way. We take pride in providing a wide array of experienced associates, resources, and expertise to be brought into play as needed to help clients. Star Dargin is the founder and has been creating vision and direction for the company since 1996.

What We Can Offer You

Star Leadership offers a wide variety of workshops and talented coaches for your business needs. The coaches have success and experience in many industries and with many levels within client organizations.

[Coaching Match-Making and Customized Process](#)

We create a process tailored to your needs as well as offering a variety of coaches and coaching styles to find the right match for you!

[Speaking, Workshops, & Training](#)

We offer workshops in one-hour, half-day, and one- or two-day formats.

Gratitude in the Workplace: An Approach and Practice for Leaders
If Only: They (You) would be running the Place

Team Coaching: A Game Changer

Leading, Coaching, Managing: Which Hat to Wear?

Alignment and Development of Ideas and Vision for Projects

Leadership ABC's: Keys for Leaders

Project Management for all Shapes and Sizes



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