These gasket filters support high purity
This company has added a line of stainless-steel gasket filters to their High Purity GasShield products. These models, manufactured using 316L stainless-steel porous metal media, provide filtration in both inert and specialty gases and can be used to protect particle-sensitive gas-control components, such as regulators and mass-flow controllers. The filters can be installed to an existing gas-delivery system with virtually no design change and without adding length to the gas panel. The GasShield Gasket Filter fits inside 1/4- in. face-seal fittings, and the length of the porous element can be 1 in. or 3 in. This all-metal filter is also available in a nickel media and provides true 0.003-μm filtration. The filters are recommended for applications with temperatures up to 450°F for inert gas. — Motz Corp., Farmington, Conn. edlinks.chem.com/0515-443

Elastic transition between stainless and disposable systems
Bioflo II (above) provides a sterile connection between disposable systems and existing stainless-steel processing equipment. This system features a 3-port design that allows it to be mounted directly to hard-plumbed systems to create a sterile connection for single-use-feeding, harvesting and sampling systems. Steam-Thru Connections can decrease process downtime and costs related to cleaning and validation associated with reusable components. These connections offer industry-standard sanitary terminations and are available in 3/4-in. and 1-3/4-in. tri-clamp. Polysulfone body components and silicon, platinum-cured, U.S. Pharmacopeia (USP) Class VI seals meet industry material compatibility requirements. Operating temperatures range from 4 to 180°F in flow position and up to 150°F for 60 min in steam position. Pressure ranges from vacuum to 30 psi at 1.38 bar in flow position and up to 35 psi at 2.41 bar in steam position. — Colter Products Co., St. Paul, Minn. edlinks.chem.com/0515-439

Handle high-purity gases with this miniature pressure regulator
VMB (photo) is a threadless, non-tied, dual-diaphragm regulator for pressure control of high-purity gases. With a compact footprint of only 1.25 in., the VMB offers a Cv of 0.1, which can accommodate inlet pressures to 500 psig and can operate over a temperature range of -40 to 150°F. The pressure regulator employs a spherical poppet design that self centers for repeatable positive closure. The unit can be specified in versions with outlet pressure ranges of 1-30, 1-60, 1-100 or 5-250 psig. Fabricated from SUS316L stainless-steel, with Inconel C-276 diaphragms and an Incoloy poppet, the VMB is available with either tube-stub or face-seal connections. — Verifi, a div. of Parker Hannifin Corp., Richmond, Calif. edlinks.chem.com/0515-438

These pressure regulators are available in expanded sizes
This company's Type SBR sanitary pressure regulators and Type SBR sanitary back-pressure regulators (photo) have expanded to include larger, 2- and 3-in. models. A new PEKK soft-seat material has also been added that provides ANSI Class VI shootout in higher temperature applications up to 400°F. This material is PC approved, and can be supplied in USP-Class VI grades when required. The Type SBR and Type SRB are designed for water-for-injection and continuous clean steam applications, which include CIP and sanitation-in-place systems. — Fisher Controls International, a division of Emerson Process Management, St. Louis, Mo. edlinks.chem.com/0515-440

This light improves viewing in sanitary sightglasses
The Lumiview-35 provides powerful illumination through a sightglass without obscuring the view. This light occupies only 3/4-in. of the window's viewing area while projecting as much as 50 watts of illumination power into a process vessel. The Lumiview is especially well suited to sanitary applications when mounted on the MetoClamp system with its Metaglas safety window. It can, however, also be mounted on virtually any sightglass with a viewing area of 2 in. or more. The light housing is made of 316L stainless steel. Power is provided through an internal transformer and the user can choose among four power options: 12, 24, 120 or 230 V. An IR filter can be provided for applications requiring cool light. — Lód Star Inc., Twinsburg, Ohio edlinks.chem.com/0515-441

How well do you interact?
Engineers, by professional training, spend a lot of time thinking in absolutes. Harnessing inner people skills, however, requires thinking outside the equation, where soft skills trump math skills every time. Developing these soft skills can be a struggle for some engineers, but it's well worth the effort. Begin the process by considering the following questions:

Are you self-aware? Successful business leaders pay attention to how others perceive them. Such leaders ask: Does my behavior equal my impact on others? He will realize (and so will upper management) that under his watch, production levels at the troubled plant continue to drop.

If he is lucky, someone will point out to him that his "constructive" criticism looks and sounds like a finger-pointing tirade. Once he is thus informed, he can either dismiss the feedback or can work on those people skills that can help him connect with employees and inspire them to succeed. It takes humility to admit imperfection. Effective business leaders never assume that theirs is the best or only way. How do others see you? According to

You & Your Job

Want to Be a Topflight Leader? Hone Your People-skills

Marilyn Nyman
The Nyman Group

I t leadership ability corresponded to IQ levels, every engineer would be a contender for the coveted CEO position. But that office was occupied by the company CEO or its vice president for engineering. Unfortunately, a different kind of intelligence, "leadership intelligence," can't be measured. Like charisma or charm, leadership quality is difficult to pin down, but we know it when we see it.

We also know that communication is a key element of leadership, and that effective leaders use communicative "people skills" to get results, motivate employees, articulate a vision, and inspire personal accountability. Engineers can boost their leadership potential by mastering the essential people skills that drive it.

Find out how others see you, and make adjustments to yourself if warranted. Expand your repertoire of decisionmaking styles. Work on communicating better. Stay humble. And learn from your mis-steps.

* TABLE 1: HOW DO OTHER PEOPLE SEE YOU? *

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Avoider?</th>
<th>Defensive</th>
<th>Indifferent</th>
<th>Persuader?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alco?</td>
<td>Demanding</td>
<td>Inflexible</td>
<td>Professional</td>
<td>antwort?</td>
</tr>
<tr>
<td>Attentive?</td>
<td>Fair?</td>
<td>Impulsive?</td>
<td>Strategic?</td>
<td></td>
</tr>
<tr>
<td>Balanced?</td>
<td>Flexible?</td>
<td>Industrious</td>
<td>Diligent?</td>
<td></td>
</tr>
<tr>
<td>Committed?</td>
<td>Funky?</td>
<td>Knowledgeable?</td>
<td>Tactical?</td>
<td></td>
</tr>
<tr>
<td>Confident?</td>
<td>Humble?</td>
<td>Likeable?</td>
<td>Trustworthy?</td>
<td></td>
</tr>
<tr>
<td>Controlling?</td>
<td>Impatient?</td>
<td>Open?</td>
<td>Unfair?</td>
<td></td>
</tr>
<tr>
<td>Decisive?</td>
<td>Impulsive?</td>
<td>Passionate?</td>
<td>Wise?</td>
<td></td>
</tr>
</tbody>
</table>

Dorothy Loewski
the adage, "perception is reality." How are you perceived? The list of words in Table 1 can help you assess your image on others. Share the list with five colleagues you respect. Ask them to anonymously (and candidly) circle the top five that best describe you. Then assess yourself. Compare their responses to your own. Seeing yourself through your colleagues’ eyes provides a road map for change.

How persuasive are you? Comfortable with facts and figures, engineers tend to let the data speak for itself. Unfortunately, however, "data dumping" is not persuasive, and it often excludes and frustrates non-linear thinkers. Instead, gain persuasiveness by masterfully telling the story behind the data. Effective storytellers use more than numbers to capture attention and engage their audience. Business leaders are storytellers, too. They frame essential messages with clarity and passion, recognizing the value of getting into the hearts and minds of their audience.

How is your leadership style? There are six key types of decisionmaking styles, ranging from "command" to "negotiation." The best leaders are flexible and adapt their style to the situation. If the situation changes, vary, consider broadening your skills set by incorporating elements of most leadership styles. The key is to be able to switch to the style that’s best for the situation.

Communication enhances leadership

Effective communication is the essence of building a cohesive team with key stakeholders. Communication happens to be a highly individualized process — the communication style you develop, and the leadership approach it supports, will be as unique to you as your fingerprints. Different people have different skills and, thus, your leadership approach is unique.

Table 2 shows how you can improve your executive presence. For example, add to your own personal skill set and blend in to communicate effectively.

Table 2. How do you use your personal communication style?

<table>
<thead>
<tr>
<th>Visual Cues</th>
<th>Verbal Cues</th>
<th>Social Cues</th>
<th>Humor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eye contact</td>
<td>Tone of voice</td>
<td>Use of jargon</td>
<td>Use of humor</td>
</tr>
<tr>
<td>Facial expressions</td>
<td>Body language</td>
<td>Accent</td>
<td>Reference to personal experiences</td>
</tr>
<tr>
<td>Gestures</td>
<td>Puns</td>
<td>Real-life stories</td>
<td>Jokes</td>
</tr>
<tr>
<td>Touch</td>
<td>Pause</td>
<td>Monologue</td>
<td>Jokes at the expense of others</td>
</tr>
<tr>
<td>Movement</td>
<td>Verbal pauses</td>
<td>Soliloquy</td>
<td>Jokes about leadership</td>
</tr>
<tr>
<td>Handshake</td>
<td>Visual pauses</td>
<td>Soliloquy</td>
<td>Jokes about subordinates</td>
</tr>
<tr>
<td>Space</td>
<td>Use of &quot;um&quot;</td>
<td>Visual pauses</td>
<td>Jokes at the expense of self</td>
</tr>
</tbody>
</table>

Circle the gesture for “okay” instead signifies money in Japan and “two” in France, and is considered obscene in other parts of the world.

In the U.S., standing 18 to 36 inches apart when speaking to one another is considered professional. In Mexico, the accepted distance is much closer.

Ravish eyebrows may convey “hello” in the Philippines, disagreement in China, and skepticism in Britain.

Frame the issues clearly: Effective communication means knowing how to frame an issue so that everyone sees it through the same lens. Lay out the issues, options, and consequences on listeners frequently understand the situation, and encourage their agreement moving forward. For example, when weighing an issue such as a shortage driven spike in supplier costs, a CEO might ask, “How do we get to do nothing and pass along increases to our customers? A third option is to find a new supplier. Let’s talk about the range of consequences and decide the best course.”

Tackle small-talk jitters: Business is often conducted outside the office. Social settings, conferences and networking (and even golf!) can be challenging for some engineers. Put yourself at ease by preparing a list of conversation starters in advance.

STAY away from inflammatory or negative topics (like personal health issues, religion or politics). Ask open-ended questions (using words like “how,” “why,” or “what”) to encourage conversation. Ask “yes” or “no” questions to end a conversation.

Rules in your e-communication: Inappropriate email can jeopardize and topple careers, including yours. Email creates a permanent record that can surface years after a message is sent, received and supposedly erased. Never send personal emails or engage in unwise communications on company equipment. And keep in mind that forwarding your company, workplace, bosses, coworkers or projects on blogs, messages boards, or anywhere else online risks reprimands, dismissals, and, in some cases, lawsuits.

Blackberries, walkie-talkies, cell phones, text messaging, and wireless headsets are meant to keep you plugged in and connected, but can derail your rapport with others. If you allow your high-tech device to interrupt a conversation or meeting, you can be perceived as rude, insensitive, and disorganized. Emergencies aside, turn off your technology off before the meeting or teleconference begins. In a business meeting, think twice before you take that cell phone call, check your caller ID, or read that text message.

Review your communication venue: Effective leaders with good people skills know how to get their messages across using more than one venue. Like them, you won’t always have the luxury of choosing your most comfortable and effective communication venue. However, whenever possible topflight leaders’ match their message delivery to the audience, and do so with great skill. Stay in touch, stay on message, and make the most of every communication opportunity. Finally, when you can approach it properly, do so, select venues that play to your strengths. If you hate public speaking, for example, choose smaller groups and more intimate settings over large-scale events.

Some final advice

You’ve done the reading; now, in your move toward a new, or more effective, leadership role, it is time to apply the people skills described above. If you recognize that “leadership intelligence,” though it can’t be graphed, is vital to your career success, you’ll make your way there.

Great leaders never assume that good intentions are everything worth knowing; they value expert insight from within and outside the organization. Like them, you should remain open to information, examples and experiences that will strengthen your leadership skills.

Use internal resources to help identify organizational landmines and navigate around obstacles. As your leadership roles broaden, you’ll realize that some internal people who possess influence, expertise, and opportunity are necessary to make decisions that are not fully objective. To instead achieve high-quality, fully objective outcomes, key leaders rely on impartial external consultants to provide an independent perspective, industry best practices and a safe sounding board.

If you use the information above, your style evolves as your role as a leadership opportunity comes along for you. But leaders never stop learning, making mistakes. There is no such thing as a "natural leader," instead, learning and leadership should be a commitment, and lots of practice. If you are willing to apply the same focus to people skills, you have a good chance of achieving a leadership position. If you have to your technical skills, you will progress through the leadership ranks with skill and confidence.

Edited by Nicholas P. Choyce

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