



Chart Your Course International

Transforming Workers to Winners

The backbone of any organization is the people on the front line. No matter what industry you are in, success depends on engaging and managing the talent and potential of the entire workforce from the bottom to the top.

One individual told me, “I am trying to make sure every step of my day makes sense. Should I die while doing my work, I want to make sure I am doing something that matters.”

Today’s changing work environment has redefined our mental landscape regarding how we play, live, worship, and work. Because of these sweeping changes, the expectations and demands of the workforce are different and demanding.

The workplace of today must place a high priority on talent management. The secret of success is the ability to transform ordinary people into extraordinary. This takes leadership and a special management philosophy.

Transform workers to winners by following the five-step PRIDE model:

- P-** Provide a positive working environment
- R-** Recognize, reinforce, and reward each individual’s efforts
- I-** Involve everyone
- D-** Develop the potential of your workforce
- E-** Evaluate and measure continuously

Provide a Positive Working Environment

Creating and managing a good organization takes an entirely different approach. Indeed, one-third of the executives surveyed by Robert Half International Inc. now say the work environment is the most critical factor in keeping an employee satisfied in today’s business world.

Happy employees make productive employees. Studies from the Gallup organization show employees who have an above-average attitude toward their work will generate 38 percent higher customer satisfaction scores, 22 percent higher productivity, and 27 percent higher profits for their companies.

Recognize, Reinforce, and Reward Each Individual’s Efforts

Money may attract people to the front door, but something else has to keep them from going out the back. People have a basic human need to feel appreciated, and recognition programs help meet that need as well as generating the behavior important for organizational success.

A successful reward and recognition program does not have to be complicated to be effective. An equipment dealership in Louisville, Kentucky has almost eliminated turnover by their programs. Incentives and benefits they provide include:

- Twice a year employees’ children receive a \$50 savings bond when they bring in their “all A’s” report card.

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President & Captain of the Ship

Greg is a business growth consultant, and shows executives and business owners how to attract and keep customers and build organizations that retain and motivate their workforce. He has been featured in *Business Week*, *Kiplinger’s Personal Finance*, *President and CEO*, and other publications. He has appeared on television programs including Bloomberg Business News and PBS television.

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- They reward employees with a “Safety Bonus Program.” Each employee’s driving record is screened twice a year. Anyone who has a citation is removed from the program. Those employees remaining at the end of the year split \$2,000.
- To minimize the “we-they” syndrome, every Friday employees rotate jobs for one hour. For example, the person in the Parts Department becomes a service technician. This builds a stronger team, and improves communication within the company.

Involve Everyone

Typical organizations make decisions without input from the workforce. Exceptional organizations involve the ideas and suggestions of everyone. The Sony Corporation is well known for its ability to create and manufacture new and innovative products. Founder Masaru Ibuka’s philosophy for success is “never follow others.”

In order to foster the exchange of ideas within departments, Sony’s Corporate Research sponsors an annual *Idea Exposition*. During the exposition, scientists and engineers display projects and ideas they are working on. Open only to Sony’s employees, the exposition lets individuals share ideas with each other to encourage cross-departmental innovation.

Develop the Potential of Your Workforce

For many people, learning new

skills is just as important as the money they make. In a study by Linkage, Inc. more than 40 percent of the respondents said they would consider leaving their present employer for another job with the same benefits if that job provided better career development and greater challenges.

The National Center on the Educational Quality of the Workforce (EQW) found on an average, a 10 percent increase in the workforce education level led to an 8.6 percent gain in total productivity. On the other hand a 10 percent increase in the value of equipment only increased productivity 3.4 percent.

Evaluate and Measure Continuously

Someone said, “If you don’t know where you are going, any road will lead you there.” Evaluation and measurement must surpass normal accounting procedures like profit and loss, but include measuring turnover, customer satisfaction, employee attitudes, and management effectiveness.

La Rosa’s Pizza Company completes a cultural audit once a year which measures employee’s feelings about pay and benefits, care and recognition, etc.

Making your organization the best place to work doesn’t take magic, nor is it only about money. It is about creating a work environment where people enjoy what they do and feel like they have a purpose, and providing them the tools and training to reach their potential.

Motivating Workplace



Provide a Positive Working Environment
Recognition, Reward & Reinforcement
Involve Everyone
Develop Skills & Potential
Evaluate & Measure Continuously

Job Satisfaction Survey

The survey was conducted by
 Chart Your Course International

What are the reasons you stay at your present job?

Salary	55%
Interesting work	53%
Benefits	52%
Sense of purpose	42%
Challenging job assignments	39%
Flexibility in work hours	38%

To improve your workplace environment what would you like to see your executives/supervisors/managers do?

Communicate better	77%
Show more appreciation	70%
Reward performance	57%
Set the example	55%
Show genuine concern	50%
Handle performance problems	42%

What causes you the greatest dissatisfaction at work?

Poor communication	53%
Lack of appreciation	46%
Lack of opportunity	30%
Overworked	25%
Pay and benefits	23%
Lack of training and development	22%

What would be the greatest single thing your company could do to improve retention?

Train managers	32%
Listen to employees	28%
Be willing to try something new	24%
Pay more	23%
Select better managers	22%

*Are You Trustworthy?
Mistrust: A Bigger Problem Than Ever Before*

*Top Ten Reasons People Leave
Jobs*

Trust is a key factor needed for effective leadership. The problem today is you can't tell or even expect people to trust you. . you must prove it first. *In God we trust, but all others bring data.*

Furthermore, maintaining trust is like walking on eggs—slow going and easily crushed. Here are some ways to maintain a high trust level within your organization.

In God we trust, but all others bring data.

- **Your personal life is your public life.** Your personal life reflects who you *really* are. If you are in a leadership position, your personal life is open to scrutiny. Your ability to lead others will increase if people respect you.
- **Keep your promises.** How many times has someone told you, "I'll get back to you on that," but never followed up? Don't make promises you can't or won't keep.
- **Tell the truth all the time.** The worst thing you can do is not be open and honest with people. Trying to hide information will always catch up with you. Tell people everything they need to know, even if it's bad news. It's better to say too much than too little.
- **Treat everyone with respect.** You may not *like* everyone you work with, but you must *treat* them as

if you do. People want to feel they have value and worth as individuals.

- **Show appreciation.** Surprise people by doing something unexpected for them. When you see one of your employees doing something good, write them a note of appreciation or walk up and just tell them. They will respect you and trust you even more.
- **Avoid favoritism.** Don't turn to the same person for help over and over again. Train and develop all your employees so everyone has equal opportunity to prove themselves.
- **Consistently enforce the rules.** Either enforce rules or eliminate them. The selective enforcement of policies damage credibility.
- **Treat people as equals.** Because of the Enron scandal, there will be more pressure on boards and executives to give all employees the same privileges normally reserved for executives. If executives can sell their stock options, why can't other employees?
- **Don't tell jokes at others' expense.** Telling jokes is a good way to lower your trust quotient. The most harmless joke will be offensive to someone.

1. Management demands one person do the jobs of two or more people, resulting in longer days and weekend work.

2. Management cuts back on administrative help, forcing professional workers to use their time copying, stapling, collating, filing and performing other clerical duties.

3. Management puts a freeze on raises and promotions, when an employee can easily find a job earning 20-30 percent more elsewhere.

4. Management doesn't allow the rank and file to make decisions or allow them pride of ownership. A visitor to my website E-mailed me a message that said, "Forget about the "professional" decisions—how about when you can't even select the company's holiday card without the President rejecting it for one of his own taste?"

5. Management constantly reorganizes, shuffles people around, and changes direction.

6. Management doesn't have or take the time to clarify goals and decisions. Therefore, it rejects work after it was completed, damaging the morale and esteem of those who prepared it.

7. Management shows favoritism and gives some workers better offices, trips to conferences, etc.

8. Management relocates the offices to another location, forcing employees to quit or double their commute.

9. Management promotes someone who lacks training and/or necessary experience to supervisor, alienating staff and driving away good employees.

10. Management creates a rigid structure and then allows departments to compete against each other while at the same time preaching teamwork and cooperation.

Interesting, isn't it, all ten factors begin with the phrase "Management....?"

In our recent worklife survey, I asked people to rate the following job categories asking, "Who do you trust more?" There were 140 respondents.

Ranked in order: (low score equals highest level of trust)

1. Firefighter/Police Officer	363 pts
2. Physician	368 pts
3. Small Business Owner	471 pts
4. Military Officer	483 pts
5. Corporate Executive	700 pts
6. Attorney	721 pts
7. Elected Official	854 pts

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SEVEN STEPS TO BUILD CUSTOMER LOYALTY

Select the right people. Most businesses do a poor job of hiring people. Spend more time recruiting and hiring the right people with good personalities. Focus on those who are friendly and demonstrate an interest and enthusiasm for the job. Consider using personality profiles as part of the hiring process.

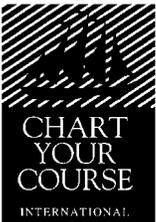
Sensationalize the experience for your customers. A Gallup survey showed a customer who is "emotionally connected" to your place of business is likely to spend 46% more money than a customer who is merely "satisfied" but not emotionally bonded.

Set performance standards. Create a behavior model of how employees should act, speak, and respond to customer needs and requests.

Sustain on-going training and reinforcement. Effective customer service training must be reinforced and taught on a recurring basis. For example, the Ritz-Carlton hotels provide a thorough customer service training program for all of its employees during their orientation.

Specify incentives for good behavior. The front-line supervisor has the greatest impact on motivating and retaining employees. Reward those who exceed the standards and provide development for those who do not.

Survey your customers and reduce your defection rate. On average, businesses lose 15-20 percent of their customers each year to their competition. To improve retention, one client sends out a customer service report card to its top customers every month. This requires an evaluation based on four specific criteria.



the navigator

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We accelerate workplace performance

