

## Five ways to motivate using the Marines' MVP system

The U.S. Marine Corps follows a motivational path they call "MVP," or mission, values and pride. MVP is based on five practices that you can adapt to motivate your employees:

**1. "Overinvest to instill your organization's core values."** Start with the first time a job candidate contacts you and carry the message through their initiation and training after you hire them.

*Benefit:* The practice builds a sense of belonging to a worthwhile organization.

**2. "Prepare every person to lead."** If you're like most top managers, you separate followers from leaders. But that labels followers as disposable from the start.

Sending the message that each person can be a leader builds a collective pride

and trust. Each person knows he or she can rely on the next person to help.

**3. "Distinguish between teams and single-leader groups."** Teams are run by a group, and the entire group is accountable for results of their decisions.

A single-leader group identifies one person, usually a senior member, to lead and decide.

Both groups have a purpose, but don't confuse the two. Putting individual leaders in a room and labeling them a "team" forces those who think of themselves as leaders to give up control. And that will cause frustration and resentment but not results.

**4. "Attend to the bottom half."** In business, poor performance often leads to dismissal. That's because entry-level employees are generally seen as replaceable.

But devoting time to your entry-level staffers will not only build a stronger team but also send a positive motivation model to other leaders in the organization.

**5. "Use discipline to build pride."** While such top-down control may seem counterintuitive to motivation, the Marines view discipline as a tool to build pride.

*Here's how:* Holding recruits accountable for their actions helps them refine work habits, which improves their self-image. The result is greater motivation to discipline themselves so they can outperform expectations.

— Adapted from *Harvard Business Review*, Harvard Business School Publishing Corp., 60 Harvard Way, Boston, MA 02163.

### Accountability refines work habits

## How to manage those malcontents

You know who your discontented workers are. They never miss a chance to complain or to turn a positive into a negative.

Marietta, Ga., business consultant Kathy Simmons says you can lessen malcontents' harmful effect on morale and productivity by answering these questions:

- **"Have I set** specific, measurable and consistent goals for all employees?" If not, you have no objective way to measure malcontents' work—and that gives them an advantage over you. If so, you need to tell them exactly what you expect and then audit their performance carefully to make sure they do it.

- **"Is it possible** these employees don't have enough work to do?" Not having enough to do is often the cause of employee discontent. So check their workloads.

- **"Would the cold,** harsh truth work?" Tell the malcontent: "I regret you're unhappy here, but I don't see things changing enough to please you. Perhaps you should look elsewhere. Take a couple of days with pay to look." You'll win if the treatment works or if the employee decides to leave.

— Adapted from *HR Briefing*, Bureau of Business Practice, 24 Rope Ferry Road, Waterford, CT 06386.

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## What it takes to keep workers

How important are wages and bonuses in retaining talented employees? *Answer:* Not as important as other benefits, according to a survey of 352 employers by the American Management Association. Here are the four most cited incentives:

1. Sending employees to conferences and seminars.
2. Tuition reimbursement.
3. Skills training.
4. Pay for performance.

— Adapted from *Supervisor's Guide to Employment Practices*, Clement Communications Inc., 10 LaCruce Ave., Concordville, PA 19331.

## Bad news — to tell them or not

Even if your intentions are good, withholding bad news from employees could cause more damage than you're trying to prevent. So keep these warnings in mind:

- **If you're thinking** "It's too soon to tell them," they may be thinking "Nobody's telling us anything, so the news must be bad."
- **If you're thinking** "The news is too scary. We'd better wait," they may be thinking "The company is moving to Peru."
- **If you're thinking** "If I tell them, productivity will drop," they may be thinking "The company's finished. Where else can we get jobs?"

*Note:* If you really believe that not telling employees because it might hurt productivity is a good idea, answer this question: What do you think happens to productivity as they worry about their jobs and work on their résumés?

— Adapted from *Love 'Em or Lose 'Em: Getting Good People to Stay*, by Beverly Kaye and Sharon Jordan-Evans, Berrett-Koehler Publishers Inc., 450 Sansome St., Ste. 1200, San Francisco, CA 94111.

## Invest well in your employee relations

We're careful about how we handle our money because we know our present and future security depend on sound investments. As a manager, you need to be just as mindful of the investments you make in workplace relationships.

This is no "soft" issue. Manager-employee relationships can make or break a team, a division, even an entire organization. So it's your responsibility to keep accurate accounts of what you do—or can do—to build those relationships.

### Value your workplace relationships

Building interpersonal "accounts" requires frequent deposits of managerial goodwill. Those deposits begin the day a new hire walks in the door. Because once in the workplace, new employees quickly start to form opinions about the choice to join your organization. This is your opportunity to invest time, communication, patience and knowledge to keep that relationship solvent and productive.

But, as with all successful relationships, these "deposits" must continue or the value drops.

Clear and timely communications will keep you from shortchanging workplace "accounts." If you're too busy to listen once in a while, or must put off raises or promotions, you can still maintain a comfortable balance by communicating the reasons.

*Caution:* Make sure employees understand the reasons. Don't leave them

wondering, brooding or thinking about leaving when it's possible to offer a clear explanation for the "overdraft."

You'll find that, when a workplace relationship is healthy, you can make periodic "withdrawals" without lasting damage. But don't make it a habit.

For example, a curt reply or a closed door will be excused, if rare. But without regular, sincere gratitude for a job well done or a willing ear to listen to problems or ideas, too many "withdrawals" will put you in the red. And your investment in workplace relationships will start to lose value.

### Make regular deposits

When manager-employee relationships fail, there's seldom a way to wipe the slate clean. Filing for bankruptcy might work for a business, but it won't fix a relationship that's past healing.

Employees who've had enough will foreclose without warning. Those who feel you don't appreciate, listen, respect or value their input will leave. They'll head for the first competitor who says "You're the kind of person we're looking for."

So hold on to your personnel assets by remembering to make regular relationship deposits. Say "What you just did is what makes our company great." And say so in front of others. That's a deposit you—and they—can take to the bank.

—Fred Pryor, business consultant

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# THE LEADER'S EDGE

## Do you have the right mix of charisma and humility?

Too much humility can weaken a leader. Too much charisma can be as bad, says executive coach Patrick Lencioni. To find out where you stand, answer “True” or “False” to each statement:

1. I believe others in my organization are as important as I am.
2. Praise doesn't bother me.
3. I respect others' time as much as my own.
4. I believe my leadership is a key factor in my organization's success.
5. I meet the same standards I expect others to meet.
6. I think others in the organization are reluctant to give me candid feedback.
7. I want to hear what lower-level employees have to say.
8. Others in the organization enjoy my presentations.

9. Employees at every level feel comfortable about approaching me.

10. I seek opportunities to speak and act boldly in public.

**Scoring:** A “False” to all the odd-numbered statements means you probably have plenty of charisma, perhaps to the point that others see you as self-serving. On the other hand, you're not very humble.

A “False” to all the even-numbered statements indicates you may be too humble to be effective—you need to work on exuding more charisma. If you said “True” to all—or most—of the statements, you have a good mix of both.

— Adapted from *Leader to Leader*, the Drucker Foundation and Jossey-Bass Inc., Publishers, 350 Sansome St., San Francisco, CA 94104.

## Valuable leadership lessons from a smart cab driver

When you think of leaders, cab drivers usually don't spring to mind. But management consultant Jim Beaubien tells this story about one charismatic cabbie:

City leaders planned to ban the use of cars more than five years old from being used as cabs, regardless of how mechanically sound—and safe—the cars were. One cabbie saw the proposal as a direct threat to many in his profession. So he organized more than 250 drivers to fund legal action against the city.

*The problem:* About 20% of the cabbies refused to pay into the legal fund until everyone else paid. They didn't want some cabbies to get “a free ride” off their money.

The cab driver who was leading the action knew he needed their full support. So he appealed to that 20% to contribute by comparing them to lions. Here's what he told them:

Lions don't hunt to feed hyenas, even though hyenas feed off the carcasses lions leave behind. Lions hunt for

their own best interests. If the hyena gets what's left over, so what? And paying into the group's legal fund is in the best interest of each driver who commits to the cause.

— Adapted from *Words of Mouth*, P.O. Box 38, Station Main, Georgetown, ON L7G 4T1.

### Quick Tip

**Try President** Andrew Jackson's formula for building support: Form a “kitchen cabinet” of advisors. That's an informal, diverse group that not only listens to your ideas but also connects you to those who can help you reach your goal.

— Adapted from *Leadership for Dummies*, by Marshall Loeb and Stephen Kindel, IDG Books Worldwide Inc., 919 E. Hillside Blvd., Ste. 400, Foster City, CA 94404.

## Recognizing your employees

Looking for a “new” way to recognize employees? Ask them to participate in an important project they might not otherwise work on.

Why? Using involvement to reward workers tells them that you value their performance. And it provides you with a pool of creative thinkers to draw from.

— Adapted from *Pay People Right! Breakthrough Reward Strategies to Create Great Companies*, by Patricia K. Zingheim and Jay R. Schuster, Jossey-Bass Inc., Publishers, 350 Sansome St., San Francisco, CA 94104.

## Joe Rubinfeld's management secrets

What are the management secrets of the man who managed the team that invented the antibiotic Amoxicillin?

Joe Rubinfeld, who holds 38 patents and founded two successful biotech companies, says his success stems from looking for something positive in every situation. *Three of his strategies:*

**1. Treat employees well**, even after they leave. Rubinfeld retains talented workers by showing them that he cares about their relationship. He'll even call other firms to help find positions for departing workers. *The payoff:* Greater loyalty from all employees.

**2. Don't assume a weakness** is a weakness. Early in his career, Rubinfeld worried that his heavy Brooklyn accent would alienate people, so he decided to take a diction course. But the company president urged Rubinfeld to “go back to the old, fast-talking Joe” he'd hired.

**3. Drop a problem** you can't solve—or start to solve—in three months. Rubinfeld says it's not a matter of throwing in the towel but facing reality. Focus your energy on what you can finish. Return to the problem when a solution is more likely.

— Adapted from *Investor's Business Daily*.

## Beat turnover odds with this approach

For many reasons, fast food restaurants have a tough time holding on to their employees. In fact, some have turnover rates close to 100%.

But that's not the case at the Chick-Fil-A in Beckley, W. Va., where some workers have eight, nine or 10 years' service. Owner Joe Clark explains his low turnover rate this way:

"I treat my employees as customers." Clark greets them when they arrive for work, talks to them throughout the day and says good-bye when they leave.

— Adapted from *TempDigest*, TempDigest International Inc., P.O. Box 384, Alief, TX 77411.

## Defend yourself against counteroffers

In most cases, your top candidate is already working for someone else. But you want the candidate, so you offer some extras that you hope will ensure he or she will take the job.

If you want to land the candidate, don't forget this important point: Prepare him or her to deal with a counteroffer from the current employer.

To do that, you need to walk candidates through their reasons for wanting to change employers. *Possible questions:*

- **Do you feel** unappreciated?
- **Does your boss** take the credit for your work?
- **Is the organization** stagnant or on a downward path?

*The point:* Help top candidates remember why they want to leave their current employers in the first place. Then keep your fingers crossed.

— Adapted from *Canadian Business*, Canadian Business Media Ltd., Maclean Hunter Bldg., 777 Bay St., Toronto, ON M5W 1A7.

# MOTIVATE

## Having fun at work doesn't happen by accident

Having fun at work boosts morale, productivity and creativity, while reducing burnout and turnover.

But it doesn't happen by accident. Here's how three companies promote fun at work:

- **Lands' End recruits** about 2,600 employees a year for its catalog business in Dodgeville, Wis.—a small town in a state with low unemployment. What's the draw?

To start, department heads listen to employees' ideas for activities. Managers sometimes serve their staff members cookies and other treats. And the Lands' End Choir provides a musical outlet for about 70 employees. *One result:* *Fortune* magazine ranked Lands' End among the 100 best places to work three years in a row.

*Fun events:* On "Inside-Out Day," warehouse workers wear clothes—what else?—inside out. At a "Harvest Ball," customer service reps wear tuxedos and old bridesmaid dresses. And in the "Cruise Room," employees can enjoy punch and calypso music during breaks.

- **Schwartz Communications**, Waltham, Mass., has 160 employees and yearly turnover of about 12%—one-third its industry's average. *Fun factors:* an on-site swimming pool, Ping-Pong, dart boards, video games, a freezer full of ice cream and parties at unusual sites, including the Boston Aquarium.

- **Gymboree Corp.**, Burlingame, Calif., offers "snack time" and "recess" for its employees. The children's product manufacturer gives its 300 staff members small perks that add up, such as 15 minutes on Wednesday afternoons for snacks paid for by in-house sample clothing sales. They also endorse a half-hour break on Thursdays to walk around the lagoon, play Frisbee, hopscotch or Hula-Hoop—or simply to lounge.

*Fun dividends:* While Gymboree employees "play," they often talk about work. Ken Myers, senior vice president of human resources, says it pays off. "We're

a company of creativity, and creative ideas don't always come sitting in an office." Also, Myers stresses intangible benefits, such as team building and developing a better understanding of the organization's clients—children.

— Adapted from *Journal of Business Strategy*, Faulkner and Gray Inc., 11 Penn Plaza, New York, NY 10001.

### Quick Tips

**Pump up your stars**—and get some great ideas in the process—with this approach from Pitney Bowes division VP Killeen Dibble.

Dibble gathers her top sales reps for quarterly, two-day brainstorm sessions. Then she asks them to share:

- Their biggest challenges.
- Their success stories.
- Their best ideas for remaining competitive.

The reps "feel good because they are recognized," Dibble says, "and [we] tap the best ideas."

— Adapted from *Sales & Marketing Management*, Bill Communications Inc., 355 Park Avenue S., New York, NY 10010.

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**Surround yourself** with positive thinkers at work by using the "thumb" test: Seek those with a "thumbs-up" mind-set.

— Adapted from *Bridges to Balance: 365 Ways to Balance Your Life and Achieve Your Goals*, by Rick Griggs, Manfit Press, P.O. Box 2390, San Ramon, CA 94583.

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# COMMUNICATE

## Sound communication advice for managers

You think you do a good job of sharing information with your employees. You write memos on major changes, hold monthly staff meetings, post announcements on the bulletin board.

But still they complain that they're not getting enough information. What's wrong?

Your employees could be stuck in an information vacuum that you unintentionally create.

But you can free them—and boost morale, productivity and job satisfaction—with a simple information-sharing program using these guidelines from Peter Lichtgarn, author of *The Corporate Communicator's Quick Reference*:

- **Show your face.** Interacting with employees face-to-face not only increases your visibility and makes them feel more comfortable sharing front-line details, it also gives them a model of open communication to follow.

Plus, when you spend time with employees, you have a better chance to read and feed the grapevine.

- **Supplement face time** with other communication methods at your disposal. You can't be everywhere at once, but your messages can.

Use paper, e-mail, an internal newsletter, your intranet—even handwritten notes—to convey your enthusiasm for the organization and your concern for employees.

- **Encourage those who** report directly to you to regularly gather and share information, too. And let them know you'll be watching their progress.

Monitoring information flow in the entire organization is the best way to ensure employees have what they need to succeed.

*Tip:* Remember the three F's of employee communication: make it fast, frequent and factual.

— Adapted from *Communication World*, International Association of Business Communicators, 1 Hallidie Plaza, Ste. 600, San Francisco, CA 94102.

### Quick Tip

**Don't rush to fill** a brief pause in your next conversation with someone from another culture. *Reason:* Outside the U.S., silence often means the other person is thinking about what you've said or preparing to offer more information than you asked for.

— Adapted from Sally J. Walton, *Global Perspectives*, 1610 Perseus Court, Petaluma, CA 94954, www.globalperspective.com.

## What not to say in your job offers

If you send candidates a letter containing a job offer, keep in mind that it's viewed as an implied contract, and make sure you don't include any statements like these:

- **“As long as** you perform well, your job will be secure.”

- **“If your performance** is satisfactory, after a year, you'll be entitled to X.”

- **“Your pension will** be vested after X years.”

- **“We'll consider you** a career employee, and we look forward to a mutually rewarding association.”

- **“We'll evaluate your** work annually.”

— Adapted from *Personnel Legal Alert*, Alexander Hamilton Institute, 70 Hilltop Road, Ramsey, NJ 07446.

## Send messages that grab the guts

Which warning sign is more effective: “Private beach; no swimming” or “Please don't feed the sharks”?

Before you distribute your next “basic” message to employees, make sure you're telling them something that not only provides information they need but also grabs their attention.

— Adapted from *The Joy of Thinking Big*, by Ernie J. Zelinski, Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707.

## Learn what you can before they leave you

Talking about seven key issues with employees who resign can tell you what you need to know to keep others from leaving. So says Lincolnshire, Ill., human resources consultant Ray Baumruk.

Here are Baumruk's seven topics, along with some questions you can ask to get useful answers:

1. **Compensation.** “How satisfactory were your pay and benefits?”

2. **Workplace quality.** “What's your view of the work-life balance here?” “Did you feel secure here?”

3. **Relationships.** “Did managers praise you enough, or did you crave more recognition?” “What—if any—problems did you have with managers, co-workers or customers?”

4. **Opportunities.** “How satisfied were you with your chances to advance, learn new skills and develop your career?”

5. **Culture.** “Did you feel that you fit in here, or did the workplace environment clash with your beliefs and values?”

6. **Job description.** “Did your job description match what you actually did, or do we need to modify it?”

7. **Leadership.** “What doubts—if any—did you have about the organization's goals or direction?”

— Adapted from *Training*, Lakewood Publications, 50 S. 9th St., Minneapolis, MN 55402.

## Tap your creative CORE

Loosen your creativity—and that of your staff—by examining your CORE:

- **Curiosity.** Do you know all you need to know to get by? Are you as curious now as when you were a child? *Exercise:* List three things you're curious about and two ways you can discover more about them.

- **Openness.** Do you welcome or seek new ideas? Do you shun those with different mind-sets? *Exercise:* Read a book or magazine that contradicts your beliefs.

- **Risk tolerance.** Do you turn away from risks? What do you most fear about taking risks? *Examples:* embarrassment, rejection, criticism, loss, injury. *Exercise:* Interview people who take risks and ask them how they handle the areas you fear. Take notes.

- **Energy.** Do you think of yourself as a high- or low-energy performer? Do you know what feeds or saps your energy? *Exercise:* Identify one factor that lowers your energy level and eliminate it from your day.

— Adapted from *Aha! 10 Ways to Free Your Creative Spirit and Find Your Great Ideas*, by Jordan Ayan, Crown Publishers Inc., 201 E. 50th St., New York, NY 10022.

## Two simple fixes that yield big results

Investing in equipment that allows employees to work more easily and safely can pay off big. *Examples:*

- **Using adjustable machinery** and chairs and automatic spooling devices eliminated carpal tunnel cases at Sequins International Inc., Woodside, N.Y. *Payoff:* In a 5 year time span, workers compensation costs dropped from \$98,000 to \$800.

- **Installing height-adjustable** platforms and spring-loaded tools at Perdue Farms Inc. poultry plants slashed the number of lost workdays by 94% in eight years. And three of the plants have logged two million hours with no lost days.

— Adapted from *The Wall Street Journal*.

# POWER PRODUCTIVITY

## Making time to do the important work

Sure, you're busy. But you can use your available time more wisely with these techniques:

- **Stop fooling yourself.** Denying how long it takes you to complete certain tasks—especially your favorite ones—only hurts you in the long run.

So, for a week or two, log the time it takes you to complete each task. Yes, this is a pain in the neck. But what you see when you read your time log will force you to face reality. And it will help you decide what tasks to delegate.

- **Look for shortcuts.** Are you writing rough drafts or memos and letters for an assistant to type? You talk faster than you write, so why not dictate them instead.

Place files you need most often near your desk. Instruct employees working on similar tasks as a group instead of one on one.

- **Change directions.** Sticking with the same task for too long can spin you off into boredom or a foolish quest for perfection. A change of pace every 30 minutes to two hours will keep you fresh and help you get more done.

- **Kill two birds.** Say you want to improve your presenting skills but can't

find time to take a course or seminar. Learn to present while improving your image at work by volunteering to head one weekly management meeting each month.

— Adapted from *Organizing From the Inside Out: The Foolproof System for Organizing Your Home, Your Office and Your Life*, by Julie Morgenstern, Henry Holt & Co. Inc., 115 W. 18th St., New York, NY 10011.

### Quick Tip

**Improve your time management skills** by asking those who handle pressure well to answer this question: "How do you decide what to do first when you're pressed between three or four critical projects at one time?"

— Adapted from *Talk Your Way to the Top: Communication Secrets to Change Your Life*, by Kevin Hogan, Pelican Publishing Co. Inc., 1000 Burmaster St., Gretna, LA 70053.

## Bill Walsh's plan for building a super team

Within two years, Bill Walsh turned the doormat San Francisco 49ers into NFL champions. *Here's his formula:*

- **Resist the urge** to clean house. Give yourself time to evaluate existing talent, and give the team time to learn what you're looking for. Those who can supply it will be worth your patience. Those who can't will move on.

- **Seize control from** the start. A committee can't save a sinking ship. Make sure all major decisions go through you.

- **Take inventory of** assets and obstacles. You need to know what hand you've got before you can play.

List the team's pluses and minuses, including personnel, attitudes, administration and perceptions.

- **Find the hidden gems.** Look for raw talent, not just a solid track record.

Quarterback Joe Montana was a third-round draft pick, small and inconsistent. But Walsh saw Montana's potential when he rallied Notre Dame to win the 1979 Cotton Bowl. *Walsh's theory:* One miracle can become a life skill with training, support and practice.

— Adapted from *Attaché*, Pace Communications Inc., 1301 Carolina St., Greensboro, NC 27401.

plan ... balance ... delegate ... cope ... relieve ... change ... plan  
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 ... cope ... relieve ... change ... plan ... balance ... delegate ... cope ... relieve

# CONQUER THE CHAOS

## Finding—and doing—what you enjoy most

If your life seems out of balance, it may be because you're not carving out enough time for the things you enjoy doing.

And the first step toward reclaiming these “personal gratifiers” is identifying them. *Try this exercise:*

- **Identify gratifying activities** from your past by completing this statement: “I wish I still had time to ...” Write down everything that comes to mind, listing as many items as you can.

- **Now list potential** gratifiers by completing this statement: “I never had time or got around to it, but I wish I could ...” Divide the list into “Current” and “Future” activities. *Examples:* cooking lessons, exercise, volunteer work, running for elected office.

- **Rank the items** on all your lists from the most practical to the least.

Once you've identified the gratifiers that are within reach, plot your next

move—now. If swimming regularly is on the top of your list, for example, find a place in your community with a pool. If reading more is your first goal, reinstate your library card—and then use it.

— Adapted from *Winning at Work: Breaking Free of Personal Traps to Find Success in the New Workplace*, by Mel Sandler and Muriel Gray, Davies-Black Publishing, 3803 E. Bayshore Road, Palo Alto, CA 94303.

### Quick Tip

**Remember this** planning lesson from marketing guru Sergio Zyman: Plans don't guarantee reaching your destination. To keep yourself on course, you must ask questions continually. If you're in danger of missing your goal, you'll be able to regroup.

— Adapted from *Sixteen Ways to Keep a Business “On-line,”* by John R. Graham, Graham Communications, 40 Oval Road, Quincy, MA 02170.

## Give yourself a break

If you're burning a lot of energy and concentration on a task, you should take *more* breaks, not fewer, for this reason: Even a few minutes away from the task will increase your overall productivity by easing tension, keeping you upbeat and focusing your mind.

If you find that hard to accept, consider this: You can work for two hours at an unfocused 75% to 80%, but a 15-minute break will allow you to work for an hour and 45 minutes at 100%.

— Adapted from *CatchFire: A Seven-Step Program to Ignite Energy, Defuse Stress and Power Boost Your Career*, by Peter McLaughlin, Fawcett Columbine, 201 E. 50th St., New York, NY 10022.

## Keep your family with you on trips

When a business trip takes you away from home for a few days, maintain a balance between work and family with these techniques:

- **Show your family** on a map where you'll be. *Note:* If you have time, take photos of the area and your hotel room so they'll have a better idea of where you spent the time away from them.

- **Include a phone** “appointment” with your family in your daily calendar—and make sure you keep it.

- **Hide items**—a card for your spouse or trinkets for your children—around your house before you leave. Then, when you talk to them each day, give them clues on where to look.

- **Devote a minute** or two to writing a brief message on a postcard each day—and be sure to mail it.

- **Post a calendar** at home and number the days in reverse order, leading up to the end of your trip, so your family can count the days until you return.

— Adapted from *Sales & Marketing Executive Report*, The Dartnell Corp., a division of LRP Publications Inc., 360 Hiatt Drive, Palm Beach Gardens, FL 33418.



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## Quick Tips

■ **Build a stronger** team with “hodgepodge” staffing—a combination of full-time, flex-time, part-time, contractor, temporary and telecommuting workers. You’ll have access to more talented, hard-working, creative employees.

— Adapted from *Generation X, The Workforce of the Future*, Rainmaker Thinking Inc., 53 Lawrence St., Ste. 1, New Haven, CT 06511.

■ **Select interactive** training videos that require choices or pose questions before employees view them. If you don’t, employees may do what they often do when they watch TV—become passive viewers who let the information wash over them with little effect.

— Adapted from *Guide to Internal Communication Methods*, edited by Eileen Scholes on behalf of the ITEM Group, Gower Publishing Ltd., Old Post Road, Brookfield, VT 05036.

■ **Make sure you** describe all of a job’s negative points to applicants you’re really sold on. *Reason:* If you stress only the good points, you may get the best qualified candidate, but the person may soon become disenchanted.

— Adapted from *Supervisor’s Guide to Employment Practices*, Clement Communications Inc., 10 LaCrue Ave., Concordville, PA 19331.

■ **Consider basing** your knowledge-management system on the tenet followed at Sun Microsystems Inc.: Nothing is secret and people get in trouble only for withholding information.

— Adapted from *Industry Week*, Penton Publishing, 1100 Superior Ave., Cleveland, OH 44114.

■ **Offset negative** office energy by treating unpleasant co-workers the same way you would unpleasant customers: Say “Please,” “Thanks” and “No problem.”

— Adapted from *Take This Job and Thrive: 60 Ways to Make Life More Rewarding in Today’s New Workplace*, by Anita Bruzzese, Impact Publications, 9104-N Manassas Drive, Manassas Park, VA 20111.

## Which employees will work through change?

Enacting change in your organization is a lot easier when you know which employees are most likely to accept it and which ones are worth trying to persuade.

Here’s some help on that front from the Hay Group, a worldwide human resources firm whose research has identified four types of employees, based on how they adapt to change.

The four types, along with tips on how to handle them:

**1. Superstars.** They’re the high performers who understand the organization’s vision and know what it takes to achieve it.

*What to do:* Do whatever you need to do to keep them: rewards, compensation, choice assignments. In exchange, they’ll help you drive the change by serving as examples for the rest of organization.

**2. Open-minders.** These aren’t your top performers, but they’re ready to sign on to the plan. You can develop their talent and increase their contributions to the group. It’s worth the effort and cost to get them on board quickly.

**Identify them early and you can turn skeptics into stars**

*What to do:* Offer coaching, formal training and development, and rewards for improved performance.

**3. Skeptics.** This is a critical group because they’re good workers, but they’ll wait and see how the changes shake out. If you identify them early and help them adjust, roughly half of this group will become Superstars. The other half will become dead weight.

*What to do:* Once you’ve identified who’s worth developing, invest heavily in mentoring and coaching. Clearly state your expectations and tie their rewards to changes in attitudes and behaviors.

**4. Resisters.** This group comprises about 15% of employees in most organizations. They’re likely to be strong producers, but they worship the status quo. Your only choice may be helping them to move on.

*What to do:* Concentrate on developing the other three groups.

— Adapted from *Hay Group News*, The Hay Group, 229 S. 18th St., Rittenhouse Square, Philadelphia, PA 19103.



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