
Promoting Excellence™

JUNE 2004

VOLUME 2 ISSUE 6

THE KENNA COMPANY HELPING LEADERS SELECT & ENGAGE HIGH IMPACT PERFORMERS

How Successful Managers Build Motivated Teams

I recently heard a manager complain that *“Today’s employees just aren’t motivated!”*. I didn’t openly contradict him (it wasn’t the time or the place to do so) but couldn’t help thinking to myself *“Apparently, YOU just don’t understand how to motivate your employees!”*

You see, every one of us is motivated by something. Some are motivated by a desire to earn as much money as possible. Others are motivated by the opportunity to be challenged professionally or to work as a subject matter expert.

That frustrated manager may be right in perceiving that fewer employees today find their workplace motivating than did employees of years gone by. I believe that says as much about today’s workplace as it does about today’s workforce.

Years ago an insightful executive told me *“It’s human nature to act in our own best interest—to behave in ways we believe will help us achieve whatever we value in life. The role of the manager is to align the organizations’ goals with the employees’ goals so that, by acting in their own best interest, the employees will also be acting in the best interest of the organization.”*

For example, Bea Yourself (not her real name☺) is rather unconventional. She is willing to complete the tasks assigned to her—IF they seem meaningful. If not? She may procrastinate or do just the minimum required to keep from ‘getting in trouble’. Bee’s manager will be wasting his time if he tries enticing her to ‘work harder’ by promising her a promotion to a role in which she’s given even more responsibility for even more tasks which she finds meaningless.

Bee’s manager should first assess whether there is actually a good ‘fit’ between what the job requires and what Bee requires to ‘be fulfilled’. Perhaps the job duties can be described in terms that Bee does find relevant and motivational for her. If she likes the thrill of inventing new approaches to routine tasks, her manager should clearly describe the ultimate goals and then encourage Bee to achieve those goals any way she likes.

Continued on Page 2 – Motivated Employees

Thought you’d be interested:

I’m done reading this issue of *‘Promoting Excellence™* sent to us by The KENNA Company. Please route it right away to:

- 1) _____
- 2) _____
- 3) _____

Good To Great

My favorite recent business book is *Good To Great* by Jim Collins. In it, the author shares five years of research about a few companies that have gone from Good To Great. Most people I’ve talked with who have read the book were surprised at many of the findings. Few, though, could dispute the facts.

The book points out that many companies have a challenge because they ARE GOOD (successful). They become comfortable with being GOOD. The author notes that “good is the enemy of great” because it can dull the passion to become great.

I believe the concept applies to managers and leaders as well. How many managers and leaders are satisfied with their GOOD accomplishments, skills, and contributions to their organizations? How many are willing to work to become GREAT?

Have you read *Good To Great* yet? If not, I encourage you to do so. Not only will you find many insights for helping your company become GREAT, you’ll also find insights for making yourself great. I found the insights to be very inspirational and motivational. I hope you will too.

Visit his website: www.jimcollins.com

He has lots of cool stuff, thoughts, readings and tools. If you haven’t read his book, do so. It is not just good, it’s GREAT!

(within pre-defined parameters, of course).

Bee's motivational values are quite different from those of I. M. Ambitious. I has his sights set on the executive suite. He's willing to work long hard hours and gain whatever skills it will take to earn a promotion. His zeal annoys his co-workers, though, who see him as a self-centered over-achiever. I's manager should help him understand that alienating his co-workers will hinder him from attaining the promotion he seeks, and coach him to refrain from expressing his ambition so openly. I's manager should help him see how his behavior discourages, rather than encourages, others from giving their best efforts, and thus hurts the team's overall results.

So, how do successful managers discover what motivates their employees? One way is by asking them! I'm amazed by how little time some managers spend getting to know their employees. How can managers possibly expect people to be –willing to strive for excellence each and every day on the job– if the managers aren't even willing to invest time listening to, understanding, and yes, caring about the things (or people) their employees care about?

Do you know the names of your employees' loved ones? Do you know what brings them joy? Why they initially chose to work in your organization, and why they choose to return each day?

Want to understand what motivates your employees—but lack the time to get to know each person individually? Fortunately, products are available that can help us discover and describe our motivational values—in workplace terms. For example, our “*Workplace Motivators*”™ is an online questionnaire that takes just twenty page personalized report that employees and their managers can use to discuss how to align the organization's goals and the manager's goals with the goals and values of the employee.

Would you like your employees to be more motivated at work? If so, please give me a call! Why? You guessed it— one thing I find very motivating is helping people work better together!

By Joe McKenna The KENNA Company. ©2004

Helping leaders select and engage

high impact performers

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Motivational Thoughts

“Learn enough about your goal that you would recognize it if you saw it.”

- Robert Fritz

“Losers visualize the penalties of failure. Winners visualize the rewards of success.”

- Rob Gilbert

“The most important measure of how good a game I played was how much better I'd made my teammates play.”

- Bill Russell

“Americans should set the example. I revel in the words ‘One nation under God, indivisible, with liberty and justice for all.’ These words brought my parents from India looking for the American Dream.”

- Mahnaz Shabbir

How to Delight Your Customers

Concerned by the number of customer complaints you've been receiving? One way to increase customer satisfaction is by improving customers' actual experience with your organization and its products or services. But what if you can't significantly improve product quality or service levels? Is there anything else you can do? **Yes!**

Another way to increase customer satisfaction is to manage customers' expectations. You see, our satisfaction level isn't determined by what we experience, but by the difference between what we experience and what we expected to experience.

For example, suppose you're dining at a 5-star restaurant and order a steak. It arrives ten minutes later. You're quite satisfied, right? The following day, you're in a fast food drive through and order a hamburger. It arrives ten minutes later. You're not at all happy! Why? The difference in these scenarios is NOT the amount of time you waited, but the difference between what you expected to happen and what actually happened. $S = f(A > E)$ Satisfaction is a function of the extent to which our actual experience exceeds our expected experience.

By influencing what your customers expect to experience, you can increase their satisfaction significantly—even if you can't directly improve the quality of products or speed of service. Try this today and watch what happens!

Do You Have The Right People On the Bus?

The executives who ignited the transformations from good to great did not first figure out where to drive the bus and then get people to take it there. No, they *first* got the right people on the bus and in the right seats (and the wrong people off the bus) and *then* figured out where to drive it. They said, in essence, “Look, I don’t really know where we should take this bus. But I know this much: If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, then we’ll figure out how to take it someplace great.”

The good-to-great leaders understood three simple truths.

1. By beginning with “who,” rather than “what,” you can more easily adapt to a changing world. If people join the bus primarily because of where it is going, when you’re ten miles down the road and need to change direction, what happens? You have a problem. But when people are on the bus because of who else is on the bus, then changing direction is much easier. People are more likely to say to “Hey, I got on this bus because of who else is on it; if we need to change direction to be more successful, fine with me.”

2. When you have the right people on the bus, that age old problem of motivating people largely goes away. The right people don’t need to be tightly managed or fired up; they will be self-motivated by the inner drive to produce the best results and to be part of creating something great.

3. When you have the wrong people on the bus, it doesn’t matter whether you discover the right direction; you *still* won’t have a great company.

Great vision without great people is irrelevant.

From the book *Good To Great* by Jim Collins

Note: Let us show you how we can help you select the right person for the job. Call today (816) 943-0868 or visit our website and click on employee selection.



How to Set (and Achieve) SMART Goals

I once heard that a long term study of Harvard Business School graduates showed the single best indicator of someone’s ultimate career success (as measured by income and job satisfaction) was not intelligence quotient, or grade point average, number of hours worked or occupation. The best predictor of career success was the use of specific, written goals! That’s right! Apparently, having our goals written down, rather than just in our minds, is a powerful force!

Whether you’re responsible for the goals and results of hundreds of employees, or just your own work, you’ll benefit from creating—and using—SMART goals. **Specific, measurable, actionable, realistic, time-delineated goals.**

For example, suppose you want to convert your website to a profit center by accepting orders online. If you think to yourself “I’ll add an order form, mention it to a few customers, and hope for the best ... you’re unlikely to generate much revenue! However, if you define your specific intent (to enable online ordering) in measurable terms (the number of orders, or dollar volume, for example) you increase the odds of success. Better yet, define the goal in actionable terms—specify the action you’ll take—what will you start doing, or stop doing, or do differently! Be realistic, and set a timeframe for measuring progress. Using the online order example, imagine the results if you commit that “By December 31st we’ll generate \$25,000 in revenue from online orders”. Sure beats the wishful thinking of saying to yourself “I hope more customers buy from us!”

Do you already have written goals? Great! Check to ensure they’re specific, measurable, actionable, realistic, and time-delineated. Don’t have written goals yet? What are you waiting for?

How to Use A Coach to Enhance Your Effectiveness

Odds are, you know someone who uses a professional coach to enhance their success at work. A popular trend these days, coaching offers several valuable benefits—IF both the coach and the client are clear about what they intend to accomplish, why and how they'll accomplish it.

Here are three of the most typical reasons my clients have told me they've chosen to use my coaching services. Do any of these 'fit' your situation?

1. To gain about their strengths and weaknesses, as a reality check for the feasibility of their aspirations, or simply to gain a fresh perspective and sounding board from a confidential professional relationship that's neither 'insider' (their boss or staff) or 'outsider' (their spouse or neighbor).
2. To carve out a 'sacred space' in the calendar for brainstorming, reflection, big picture thinking and planning. While many of us could do this by ourselves, few of us are able to stem the onslaught of tasks and meetings that encroach on our 'thinking time' unless we've designated it for a coaching appointment, or some other forum.
3. To gain structure and accountability for following through on our ideas. Although a coach won't set your goals—that's your job to do for yourself—a coach will ask you about the progress you're making toward completion of those goals. For some of us, just knowing we'll be asked is a powerful incentive—powerful enough to ensure we do the things we know we need to do, but haven't yet.

Are you interested in learning more about my coaching services?

Call Joe McKenna today at (816) 943-0868 for a free complimentary coaching session.

Or learn more about Joe's coaching services at www.kennacompany.com.

Web Site Of The Month!

Have you seen The KENNA Company's re-designed website?

Our website has recently been updated with the very latest technology and graphic design. It now offers more free resources, less text, faster navigation. Why? Because we're completely dedicated to

Helping busy leaders (like you!) select and engage high impact performers.

Plan to visit us soon at www.kennacompany.com.

About The KENNA Company

Founded in 1996, The KENNA Company provides leaders with services and products that help their companies select and engage high impact performers.

We specialize in:

- **Employee Selection Benchmarking and Candidate Assessments**
- **Executive Coaching**
- **Team Building**
- **Communication Skills Training**
- **Leadership Training and Development**
- **Employee Development Assessments**
- **Customized Training**

Call (816) 943-0868

Or visit

www.kennacompany.com

info@kennacompany.com