
Promoting Excellence[©]

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THE KENNA COMPANY
EMPLOYEE SELECTION ■ EXECUTIVE COACHING
LEADERSHIP DEVELOPMENT ■ SALES TRAINING

10 Ways to Reduce Job Burnout

1. **Stop suffering on the job.** Adapt to the job or get another one.
2. **Prepare yourself to succeed.** Instead of thinking “I can’t”, think “I haven’t yet”; then learn the skills so one day soon you can.
3. **Stop over-promising and then barely keeping up.** We tell kids to “just say no”. We should too.
4. **Balance your “give and take”.** If your work environment or relationships don’t allow both – decide what you’ll do about it. Then do that.
5. **Stop letting your job drain the life out of you.** Consider when you’re most / least energized and fulfilled at work. Replace 1 or 2 “exhausters” with 1 or 2 “energizers”.
6. **Turn bummers into blessings.** Didn’t get the bonus or promotion you’d expected? Use setbacks to pave the way for future success.
7. **Recapture interest and pleasure in your work.** If you’ve outgrown your role, volunteer for new challenges and learn to do them well.
8. **Focus on life’s simple pleasures.** What simple things make you smile? Identify 3 ways to make yourself smile today.
9. **Don’t give in or give up.** You aren’t forced to “flee or fight”. Hold firm to what you believe.
10. **Get your personal life on track.** Family conflicts or stresses are distracting and destructive. Decide what you want to do about them. Take one step that direction – today.

© 2003 Mindi McKenna, PhD, MBA Professor,
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Leadership Expert, Consultant and Speaker

In order to succeed, you must know what you are doing, like what you are doing, and believe in what you are doing.

– Will Rogers

10 Ways to Become a Better Manager



As you read through these tips, you might be tempted to say to yourself “I know that”. Great! The question is – are you practicing all 10 tips consistently? If you are not, choose the tip(s) that will have the greatest impact on the successful execution of your job, and work on it. If you have managers reporting to you, give them the same assignment.

1. Set **SMART** business goals (**S**pecific, **M**easurable, **A**ctionable, **R**ealistic and **T**ime-delineated) that are consistent with and supportive of your company’s goals. If possible, involve members of your staff (team) in setting the goals. You’ll end up with better goals and a lot more enthusiasm from your staff.
2. Communicate the goals to your entire organization so people understand why the goals are important. (It is best to explain goals face to face to help assure understanding. If goals are ‘passed down’, the chances of misinterpretation grow, and clarity WILL suffer.) Do a ‘clarity check’ with several people to confirm they’ve heard what you think you’ve said.
3. Have **every** employee within your organization set 4 to 8 of their own SMART goals – ones that help the department achieve its goals. Ensure that one of their individual goals focuses on continued personal development.
4. Throughout the year, refer often to your goals. This will keep people focused and help both of you measure their effectiveness and progress. It may also increase their job satisfaction – having a goal-oriented focus usually does.
5. Clearly define roles and responsibilities for all employees and team members. Make it easy for them to share information. Avoid having two employees do the exact same thing. Remember, the same title does not mean the identical role.

(Continued on page 2)

Important Life Lessons

A pick-up on a dark and stormy night

One night, at 11:30 p.m., an elderly African-American woman was standing by the side of an Alabama highway in the midst of a lashing rainstorm. Her car had broken down; she desperately needed a ride.



Soaking wet, she decided to flag down the next car. A young white man stopped to help her - generally unheard of in those conflict-filled 1960s. The man took her to get assistance and helped her into a taxicab.

The woman seemed to be in a big hurry! She wrote down his address, thanked him quickly, and rode away.

Seven days later a knock came on the man's door. To his surprise, a giant console color TV was delivered to his home. Attached was a special note that read: "Thank you so much for assisting me on the highway the other night. The rain drenched not only my clothes but also my spirits. Then you came along. Because of you, I was able to make it to my dying husband's bedside just before he passed away. God bless you for helping me and unselfishly serving others."

Sincerely, Mrs. Nat King Cole

Never pass up a chance to help someone in need.

Valuable Management Skills

Here are the 6 most 'sought after' management skills.

- 1) Public speaking
- 2) Financial management
- 3) People management
- 4) Interviewing skills
- 5) Training skills
- 6) Writing abilities

Do you know how to tell whether your job candidates have those skills?

Source: Andrew Sherwood in *HR Magazine*



Customized training that is designed to achieve targeted goals, delivered effectively to educate and motivate, and reinforced through timely follow-up, can significantly improve your bottom line. Our programs help clients:

- Recruit, interview and select STAR performers for optimal results
- Manage people and projects on time, within budget
- Develop leaders who challenge and inspire success

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Continued from page 1 – *Become a Better Manager*

6. Conduct performance reviews with all employees who report to you. Have other managers and supervisors do the same thing. An informal review once per quarter and a formal review once per year (close to the employee's anniversary or the beginning of the new fiscal year) will help people know where they stand – what they are doing well and how they can improve. Most employee surveys rank '**lack of feedback and clear direction from managers**' as one of the main sources of job dissatisfaction.
7. Spend quality time with your staff. Focus on their accomplishments and needs. One of your key responsibilities is to help your staff develop. This means being available to them and listening to them. Perhaps you're thinking '*I can't do that - I'm already overwhelmed with work and family!*' Odds are high, so are they. Find time each week to coach and praise your people. It improves both morale and productivity.
8. Ask others to let you know how you're doing. It would be nice if you could simply ask your staff and expect them to be candid. But that may be tough to do. Use a 360 degree feedback program so they can anonymously provide feedback. You'll improve as a manager and demonstrate to your staff that you are serious about personal improvement. When they tell you what you can improve upon, let them know you will. And tell them how and when you plan to do so.
9. Build credibility by being a 'straight-shooter'. Share as much information as you can with others. The more people feel included and involved, the higher their trust and the better their results. Information cuts down on time-consuming rumors.
10. Take the time to hire employees who will be a GREAT fit for the work they will be doing. This probably means you'll need to benchmark the skills needed in the job and the kind of person who will best fit the job. For example, some jobs call for someone who is extremely organized; others require concrete thinkers or subject matter experts.



ACTION: Pick one or more of these 10 tips to work on. You'll become a better manager if you do.

For more help on
'Becoming a Better Manager' contact
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Top 10 Signs of Employee Addiction

Employee addiction can be terribly costly, especially when undetected for months or even years. Yet many drug and alcohol addicts become quite skilled at hiding or explaining away signs of their addictions. If you are concerned about an employee, consider whether the person often ...

1. Comes to work late or is absent, especially on Mondays.
2. Leaves early just after receiving a paycheck.
3. Exhibits variance in performance that can't be explained by job-related reasons, especially if 'below par' in the mornings.
4. Borrows money from colleagues and is slow to pay it back.
5. Is evasive or general during conversations about weekend activities.
6. Chooses not to include family and friends at employee activities (such as company picnics) where they would be welcome.
7. Holds to grandiose ideas that don't align with reality.
8. Experiences more personal crises and difficulties than most people.
9. Has unexplainable or uncontrolled mood swings.
10. Drinks more and faster than others at social gatherings, or leaves and returns without explanation.



If you spot these signs, don't look the other way. Encouragement from a manager can be powerful. It can prompt employees to get appropriate treatment and so return to full productivity. This is much more effective than automatic termination of addicted employees, which is neither humane nor advisable. Addiction is a disease, not a moral choice. Some addictions are covered by the *Americans with Disabilities Act*.

Adapted from Diana Robinson, Ph.D., CASAC, © 1997 -2003, by Coach U, all rights reserved.



Site of the Month

A conservation group called the **Trust for Public Land** highlights local "success stories" from across the nation on its website. Founded in 1972, TPL is the only national non-profit that works exclusively to protect land for human enjoyment and well-being. Visit www.tpl.org to learn 'what's new' and 'what's hot' in land preservation efforts.

An **Effective Communication Skills Workshop** can be just the thing you need to help your employees understand their communication styles and the impact of their styles on their job effectiveness. Communication skills are consistently rated one of the most important competencies within nearly every organization surveyed.

We are happy to offer our clients a customized version of the "Effective Communication Skills Workshop". Call us today at (816) 943-0868 to schedule the workshop in your organization.



Become a better listener...

Listening is one of the hardest skills for most people to master. We live in a very busy world. We are often distracted, rushed or feeling urgent about 'our agenda' and our 'yet-to-be-completed tasks'.

Have you ever felt like you could hardly wait for someone who is speaking to take a breath so that you could say something 'brilliant'? I call this 'listening with your answer running'. It is more common than most of us would like to admit.

Here's an idea I share in my sales training workshops. I call it '**the four question rule**'. The idea is simple. When someone is telling you something relevant, ask them four questions about what THEY are saying – before sharing your opinion. To do this you'll have to listen. You might be amazed at how **really listening** can positively affect a discussion.

Source: Joe McKenna from 'How to ask the right questions in sales'.

Please let us know what you think of this newsletter. And please, pass it on to others.

'Promoting Excellence'

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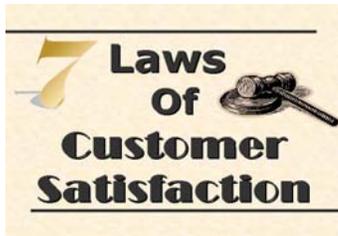
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"These 7 laws of customer-satisfaction will keep you ahead of your competition", says Ken Makovsky of Makovsky and Company:

1. **Treat** the customers you already have as though they're prospects.
2. **View your customers** as partners—members of your team.
3. **Consider recruitment** as serious business — and hire only the best.
4. **Give your staff the tools they need** to build skills and develop professionally. Evaluate them on what they accomplish, not the hours they work.
5. **Prepare for the inevitable conflicts** that arise in any customer relationship by keeping this thought in mind: "It's how you handle a problem that sets one professional or organization apart".
6. **Invite customer complaints** rather than just responding to what comes in.
7. **Foster exchanges** among your organization's groups and individuals to get their ideas on how to better satisfy customers. Test what you assume is working—even your best programs.

Adapted from Communications Briefings - *The Public Relations Strategist*, as cited in *Executive Report on Customer Satisfaction*, 215 Park Ave. S, Suite 1301, New York, NY 10003.

Helping people work better – together!

The KENNA Company

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NEW SELECTION PRODUCT ANNOUNCEMENT

Be sure you are choosing the best candidate for the job!

Organizational productivity suffers when people are in 'the wrong jobs' – jobs that just don't fit them. Not only does poor 'job fit' reduce productivity. It increases conflict, turnover and stress (for the people in the wrong jobs, their peers and their managers). How do managers let this happen? The problem often builds like this: A job becomes available. Candidates (internal or external) with good work histories, experience and skills apply. After one or a dozen interviews and background checks, a candidate (often the best interviewer) is offered the job. Six months later it's obvious something doesn't fit (either to the manager, peers or the employee themselves). Everyone loses. So what went wrong? Odds are the hiring manager overlooked 1, 2 or all 3 of these important considerations:

1. The behavioral style(s) that will or won't fit the nature of that work
2. The interests and values that are needed in order to motivate someone to do that job well
3. The attributes (capabilities) that are needed to achieve consistency and great results on the job

Until now, The KENNA Company has been helping clients address the first 2 pieces of the 'job fit puzzle' – style (how people like to work) and values (why people do what they do). We're pleased to introduce a new tool to help you address the 3rd piece of the puzzle. It's called the Attributes Index™. We are introducing it as part of the new TriMetrix™ JobFit System which will help you develop objective benchmarks for positions and compare candidates to the Benchmarks.

By using the TriMetrix JobFit System (including the Attributes Index™) you'll have a complete picture of your jobs and candidates' job fit – including their work style, motivation, and capability.

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