

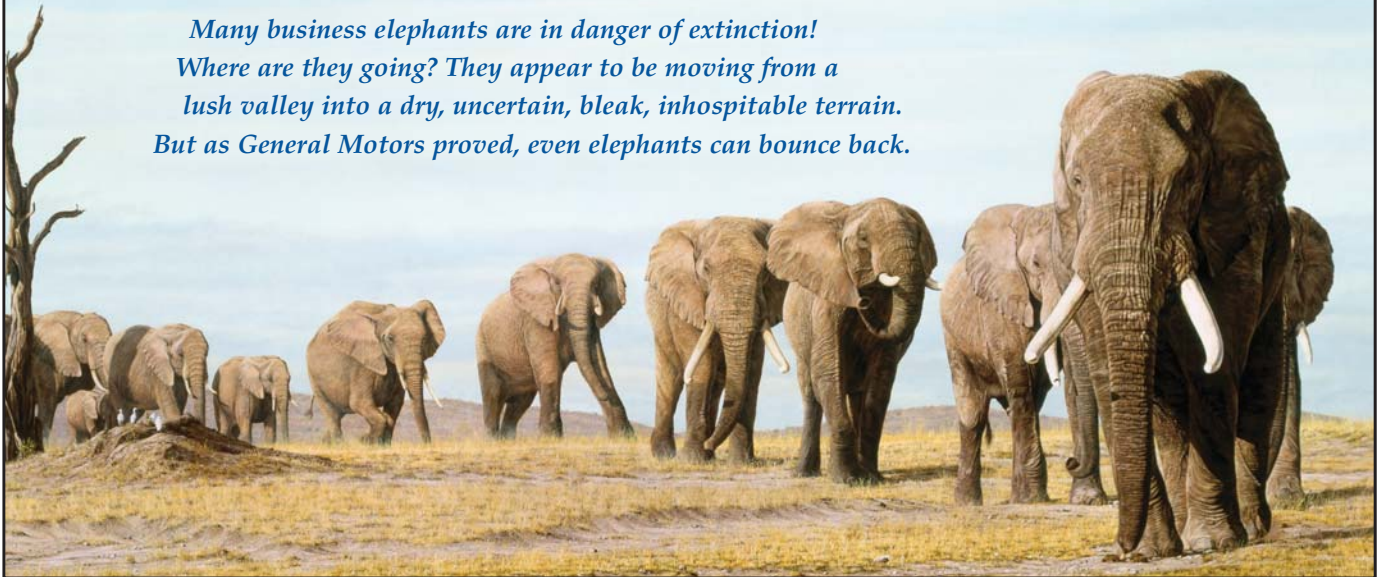
LEADERSHIP *Warren Bennis* Excellence



THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY
 VOL. 29 NO. 2 THE GLOBAL LEADERSHIP DEVELOPMENT RESOURCE FEBRUARY 2012

Last of the Elephants?

*Many business elephants are in danger of extinction!
 Where are they going? They appear to be moving from a
 lush valley into a dry, uncertain, bleak, inhospitable terrain.
 But as General Motors proved, even elephants can bounce back.*



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Great Employees

Motivate, develop, attract.



by Will Moore

MOST LEADERS AGREE that attracting, developing, and motivating employees is their biggest challenge, but struggle to find, hire and keep all the great employees they need.

To attract great employees, leaders first need to understand: 1) we all do what makes sense to us: we do what we do because of what happens to us when we do it; and 2) we are motivated by feelings, purpose, skill mastery, autonomy, and recognition. If leaders were better at *motivating* their people and creating great jobs, *developing* and *attracting* great employees would be easy. *No great jobs, no great employees.*

Focus on Five Fundamentals

Your company will excel if *all* your employees are engaged in their jobs. Great employees attract other great employees. There are millions of *great employees* ready and anxious to work in your company if you *provide opportunities that will allow them to excel*. And you can—if you have the *right fundamentals*.

To create a high-performance culture that motivates, develops, and attracts the best employees, focus on **five fundamentals:** 1) a *clear picture* of where the company is going, how and why, communicated and understood by all employees; 2) a *structure* that most effectively leverages the work of employees to attain this picture; 3) *employees* with the natural skills, aptitudes and interests aligned with the function and role that needs to be performed in each position; 4) *systems, practices, processes* that provide continuous and specific feedback to all employees linking their results with the actions needed to achieve their personal goals and the needs of the company; and 5) *managers* who are effective at hiring, guiding and supporting the right employees in achieving their personal goals and the company's needs.

How well does your company motivate, develop and attract the best and most high performance employees? Ask your employees. A short, non-invasive survey is the best indicator of how motivated your employees are, what they know and feel about the company,

their job, their supervisor, and their future. An individual strengths/ aptitude evaluation will tell you what role each employee is best suited for.

How does this score compare with your current rate of *employee turnover, customer satisfaction, innovation, productivity, growth, profitability* and other performance metrics? Usually this score will be below optimal, and scores in certain areas will correspond with the performance in that area. Strengths evaluations may also reveal that employees are in positions that do not or not optimally match what they would do best.

The results of this survey also tell you where the company stands on the five fundamentals, what has to change, where to start, and what your ROI will be from the changes you make.

You might think the vision and purpose is clear—but your employees *don't know* where the company is going or how they fit in. You might think that the way the company sells, produces, and manages, is the best way to do it, but your employees know that *there are much better ways* to do what you do. You may have hired people whose backgrounds and experiences perfectly match their jobs, but neither their previous jobs nor this one matches their *best natural skills, aptitudes and interests*. Employees may know clearly what is expected of them in their jobs, but meeting those expectations *does nothing* to advance their goals and interests. You may have cutting-edge systems and practices, but your employees *don't know* how their efforts contribute to their success or company performance.

When you run a company based on how *employees know* it should operate, turnover drops, customer satisfaction and loyalty jump, and productivity increases—boosting *revenue and profits*.

Where Do You Start?

Determine which of the *five fundamentals* are in place. Find out how motivated your employees are now. And, *adjust the application* to fine-tune performance.

You will enjoy six results: 1) The best employees will seek you out; 2) turnover will drop; 3) innovation and problem solving will increase; 4) sales will increase; and 5) efficiency will increase; and 6) profitability will climb.

When you motivate high-performance individuals, they in turn will build a motivated, high performance company—and then attracting the best employees won't be a problem. **LE**

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ACTION: Attract, develop and motivate.