Keys to Retaining & Motivating Your Associates

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Agenda

Introductions
Goals & Objectives
Topic Background
Dos & Don’ts
Relationships
Culture
Expectations
Lessons Learned
Q&A
Early Conditions
Early Conditions
Things Progressed
Deregulation Caused Change
Today
So What?
You Win With People

Wayne “Woody” Hayes
Famous OSU Football Coach
You Win With People

- This is a people business
- Recruiting
- Motivating
- Appraisals (feedback)
- When the going gets tough . . . . .
  - Downsizing
  - Exit Interviews
- Communications, Communications, Communications
Motivation

The word "manager" has many definitions, one of which is:

“One who is in charge of the training and performance of an athlete or a team".

Although this definition pertains mainly to sports, it perhaps most effectively defines your job.

You may handle any number of responsibilities but if you manage people, more than 70% of your time is actually spent monitoring, training, and counseling your associates.
Maslow's Hierarchy of Needs

- Physiological Needs
- Safety Needs
- Belonging Needs
- Esteem Needs
- Self Actualization Needs
The “E’s”

- Jack Welch (former CEO General Electric) “E’s”
  - Energy
  - Energize others
  - Edge, the courage to make tough decisions
  - Execution - - getting the job done
- Essential leadership traits
  - Communications
  - Vision
  - Empathy
  - Self-control
  - Coaching skill
  - Positive attitude
  - Common touch
Things Don’t Just Happen

- Employees don’t just leave
  - Lack of appreciation
  - Lack of respect
  - Lack of challenge
  - Lack of feedback

- Employees don’t just organize
  - Lack of appreciation
  - Lack of respect
  - Lack of challenge
  - Lack of feedback
Herzberg Theory

According to Frederick Herzberg, **Man has two sets of needs**; one as an animal to avoid pain, and another to grow psychologically.

Herzberg's research proved that **people will strive to achieve hygiene needs because they are unhappy without them**, but once satisfied the effect soon wears off - satisfaction is temporary. Examples of hygiene needs in the workplace are policy, relationship with supervisor, work conditions, salary, company car, status, security, relationship with subordinates, personal life.

**True motivators were found to be completely different factors**: achievement, recognition, work itself, responsibility, advancement, and personal growth.
Herzberg Theory

People commonly argue that money is a primary motivator. It's not. Surveys repeatedly show that other factors motivate more.

A survey by Development Dimensions International published in 2004 interviewed 1,000 staff from companies employing more than 500 workers, and found many to be bored, lacking commitment and looking for a new job. Pay actually came fifth in the reasons people gave for leaving their jobs. The main reasons were lack of stimulus jobs and no opportunity for advancement - classic Herzberg motivators. 43% left for better promotion chances, 28% for more challenging work; 23% for a more exciting place to work; and 21% for more varied work.
Two Dimensions of Satisfaction

Hygiene issues (dissatisfiers)
- Company and administrative policies
- Supervision
- Salary
- Interpersonal relations
- Working conditions

Motivators (satisfiers)
- Work itself
- Achievement
- Recognition
- Responsibility
- Advancement
Satisfaction

- Job satisfaction is good not only for employees but employers, too; it increases productivity and decreases staff turnover.
- Employee satisfaction is also correlated with customer satisfaction.
- Research from motivation theorist Frederick Herzberg suggests that employee satisfaction has two components: "hygiene" and motivation.
- Hygiene issues can only dissatisfy if they are absent or handled improperly by employers.
- An organization's policies, if unclear or unfair, can stand in the way of employee satisfaction.
- Although employees do want to be paid fairly for their work, money is not an effective way to motivate individuals.
- Employees need a reasonable amount of social interaction on the job.
- Employees also need some degree of personal space, which diffuses tension and improves working conditions.

- Practices should address the hygiene issues before attempting to tackle the motivators.
- If hygiene issues are ignored, excellent employees will seek jobs elsewhere while mediocre employees will stay behind.
- To begin motivating employees, help them believe that their work is meaningful.
- If you discover a task that is truly unnecessary, eliminate it so that your employees can focus on tasks that matter.
- To help employees achieve on the job, provide them with ongoing feedback and adequate challenges.
- When your employees do good work, recognize them for it immediately.
- To increase an employee's sense of responsibility, do not simply give them more work; give them freedom and authority as well.
- You can help employees advance in their professional lives by promoting them, when appropriate, or encouraging continuing education.
What Do Your Associates Want?

- Recognition
- Safe and clean work area
- Enjoyment of the job and a “fun” work environment
- Being treated fairly
- Stability
- Wages / compensation
Avoid At All Cost...

*Destroying Morale is easy to do!*

- Tolerating poor performance of an associate’s co-worker(s)
- Not offering feedback
- Promising financial rewards you can’t deliver
- Threatening penalties you can’t enforce
- Criticizing in group setting
- Not properly training or sharing your expectations
Strive To....

- **Be Honest**
  - It has been said that less than 50% of followers trust their leaders.

- **Be Consistent**
  - It is the viewpoint of most that the number one trait of effective leaders is consistency.

- **Listen**
  - Not only do you need to hear what your associate is saying but make sure your body language is listening as well.

- **Create A Safe Work Environment**

- **Become A Leader**
How Would Your Associates Describe Your Style?

The beatings will continue until morale improves?

Ashes of problem associates?

Do as I say, not as I do?
Relationship Stages

Stage 1: Adversarial

Stage 2: Negotiated

Stage 3: Partners

Stage 4: Strategic
Elements of All Relationships

**Enablers**
- mutual respect
- objectivity
- honesty
- consistency
- integrity
- trust
- long term view
- shared risk
- shared reward
- celebrate success
- proactive & regular communications
- letting go
- win-win approach

**Inhibitors**
- disrespect
- they’re always wrong
- cheating, lying, stealing
- inconsistency
- corrupt
- doubt
- short term view
- that’s your problem
- how can I get more tomorrow
- that’s what I pay you for
- I hope they don’t find out
- let me show you how
- I win no matter what
The principles that underlie an organization’s actions are its shared values, personality, philosophy, vision and climate.

Examples:
- Anything goes as long as it works
- Squeeze suppliers for every dollar
- Customer-for-life vs. customer is expendable
- Open, sharing management style vs. autocratic
- Empower employees to make decisions
- Seek employee input
- Hierarchal structure vs. team decisions
- Reward individuals vs. reward groups
- Value employee entrepreneurship
- Focus on costs/rates vs. quality and service
- Family friendly vs. 12/7 mentality
- Focus on minimizing hourly wages
- Actions based on handshake vs. contract
- Management by command vs. management by objectives
- Focus on new ideas vs. our way or the highway
- Profits at all cost
## Expectations

What are the likely expectations you might have of your associates?

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10.
Expectations

Examples of an organization’s expectations of its associates

- Dependability
- Continuous improvement in productivity
- Communications that are timely
- Communications when goals/timelines will not be met
- Seamless integration
- Honesty/integrity
- Low levels of turnover
- Stability in performance
- Willingness to share knowledge
- Proactive search for better ways to operate
- Active use of “open door policy”
- Confidentiality
- Sharing good and bad news
- Face-to-face communications
- Constructive suggestions recommendations
Expectations

What are the likely expectations an associate might have from your organization?

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10.
Expectations

Expectations of an associate from their employer:

- Open communication
- Sharing good and bad news
- Open door policy
- Communications that are timely
- Communications when goals/timelines will not be met
- Reasonable wages
- Low levels of turnover
- Share in the profits
- Honesty/integrity
- Be provided information on changes that affect them
- Be treated as part of the team, not an outsider
- Clearly defined performance expectations
- Performance measures controllable by the associate
- Information necessary to operate the business
- Let them do “their job” – hands-off
- Providing key information on operations/performance
- Training/Tools
The Challenge of “Change”:

“It is not the strongest of the species that survive, nor the most intelligent, but those most responsive to change” (Charles Darwin)

“Consider how hard it is to change yourself, and you’ll understand what little chance you have of changing others.” (Albert Einstein)
Trust

Most companies have maintained an arm’s length relationship with their employees.

With this type of culture, it is no surprise that mistrust exists.
People respect whatever you inspect.

Success is tied to measurement and the ownership of results.

You will not succeed unless there is commitment and acceptance by everyone involved.
Who Wins?
Lessons Learned
Opportunities

**Company**
- Values
- Cost reduction
- Service expectations
- Business rules
- Confidence & trust
- Vision

**Associate**
- Paycheck
- Pride
- Stability / Consistency
- Personal Values
- Goals

Shared Values
Shared Visions
Shared risk
& reward

An Association of Distribution Professionals
Teamwork Can’t Be A Zero Sum Game
Questions?
Suggested Reading...


The Manager’s Coaching Handbook by David Cottrell & Mark C. Layton
An Association of Distribution Professionals

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Thank You!

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