

# ***SELF FULFILLING PROPHECY***

***IF YOU TREAT A MAN AS HE IS,  
HE WILL REMAIN AS HE IS.  
BUT IF YOU TREAT HIM AS IF HE WERE  
WHAT HE OUGHT TO BE, AND COULD BE,  
HE WILL BECOME WHAT HE OUGHT TO BE  
AND COULD BE.***

***—GOETHE***

***THE POWER OF PEOPLE:  
LEADING PEOPLE TO GROWTH & CONTRIBUTION***

# THE NEW AMERICAN HOSPITAL

## SYSTEMS CONTROLLED

- UNFAILING QUALITY
- CYCLE TIME STREAMLINING
- BANDITRY BENCHMARKING
- IT & STD PROTOCOLS (R<sup>4</sup>)
- BRASS TACKS TOUGHNESS

## CUSTOMER FOCUSED

- + QUALITY, [ COST
- REMOVE -, + VALUE
- USER FRIENDLY
- #1 IDEA SOURCE (SCR)
- CUSTOMER RETENTION

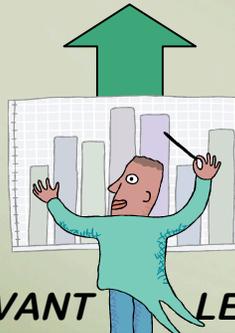
## ASSOCIATE POWERED

- JOB: -SERVE CUSTOMER  
-IMPROVE SYSTEM
- SECURE JOB/R.E.S.P.E.C.T.
- + UTILIZATION/FREEDOM
- TRAIN<sup>3</sup> + TEAM + REWARD
- IDEATION EXPLOSION



CUSTOMER  
KING

ASSOCIATE  
PARTNER



SERVANT  
LEADER

## UNCOMMONLY LED

- JOB: -GROW ASSOCIATE  
-IMPROVE SYSTEM
- FIT ORG. TO USERS & DOERS
- LISTEN, BELIEVE, DO—MBWA
- HANDS ON—DO THE WORK!
- MBP: RESULTS, NOT STATUS

## FUTURE CREATING

- REVENUE GROWTH
- SERVICE EXTENSION
- PROFITABILITY
- VALUE ENHANCED
- ABLE TO REINVEST

## VALUES DRIVEN

- + WORK ENVIRONMENT
- EFFERVESCENT CULTURE
- FUN & CELEBRATION
- BIAS FOR ACTION—JDI<sub>s</sub>
- CREATIVE CHAOS—DIG<sub>s</sub>
- ↑ SPEED, ↓ BARRIERS

CYCLE STARTS

# **PERFORMANCE = ABILITY X MOTIVATION**

WHICH HORSE WOULD YOU BET YOUR CAREER ON?

## **ABILITY =**

- **APTITUDE:** *Rx = SELECTION\**
- **EXPERIENCE:** *Rx = JOB REDESIGN*
- **TRAINING:** *Rx = TRAINING\**



## **MOTIVATION =**

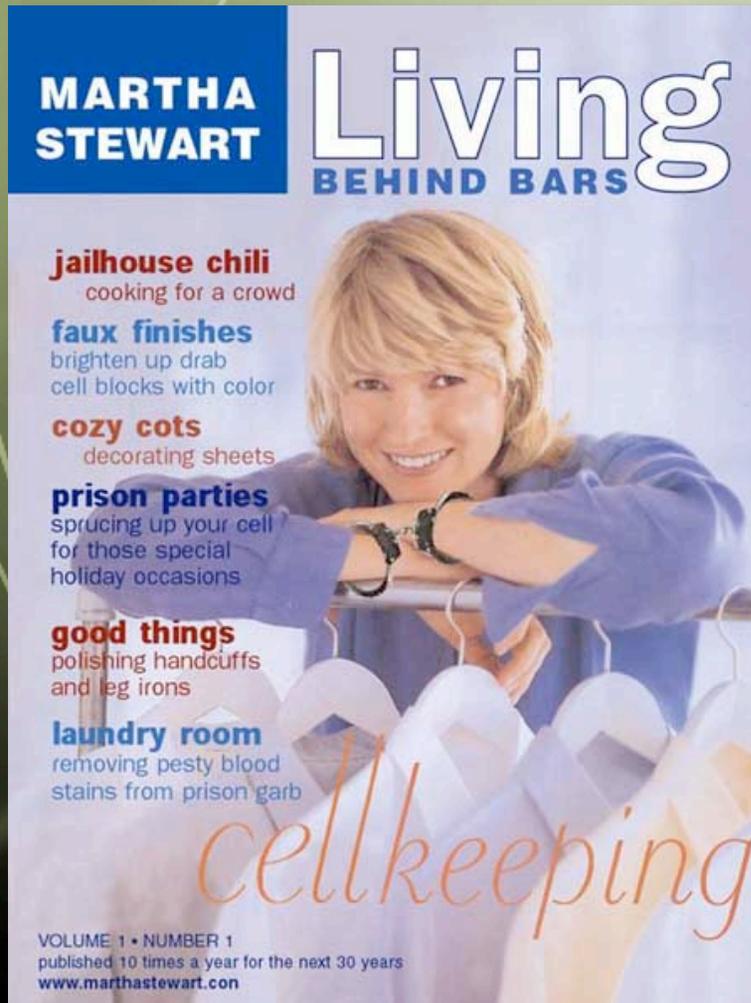
- **NEEDS/ATTITUDE:** *Rx = ACH PLAN\**
- **LEADERSHIP STYLE:** *Rx = HIGH C & S\**
- **CULTURE/CLIMATE:** *Rx = LOOSE/TIGHT*
- **REWARD SYSTEM:** *Rx = 3-R SYSTEM\**

*\*ACTION PRIORITIES*

***SELECTION***

***The First Law of Management***

# WOULD YOU HIRE A CRIMINAL?



Faces In The News

## Stewart: 'Apprentice' Producer Eyes Martha Reality Show

Greg Levine, 09.21.04, 1:42 PM ET

NEW YORK - Doers and doings in business, entertainment and technology:

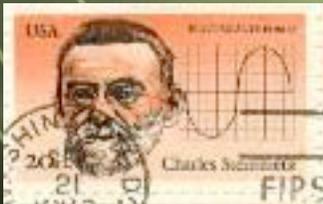


Household name. Not necessarily the description of **Mark Burnett**, the man. But as the television producer, behold his works: He's put together the stratospheric hit reality-TV shows *Survivor* and *The Apprentice*. The former is credited by many media watchers for turning around the once-anemic ratings for **Viacom's** (nyse: [VIAb](#) - news - people) CBS network. And the **Donald Trump** vehicle gave a much-needed kick in the seat to the flagging "must-see" Thursday lineup

on **General Electric's** (nyse: [GE](#) - news - people) NBC. Now Burnett has a new project in mind, for a candidate who could use a bit of his magic touch: celebrity convict. The high priestess of how-to is reportedly in talks with Burnett about revamping her show when she gets out of jail. "I'm very interested in reinventing her show," Burnett told the New York *Daily News*. He said he wants to buttress her image

# ***WOULD YOU HIRE THIS MAN?***

**HUNCHBACK DEFORMED, 4' TALL, REJECTED AT ELLIS ISLAND AS MEDICALLY UNFIT UNTIL A FRIEND BRIBED AN OFFICIAL. HE SWORE A LOT, DIFFICULT ACCENT, YELLED AT PEOPLE, TOBACCO STAINED CLOTHES, REFUSED TO FOLLOW POLICIES.**



- **HOW QUICKLY DO PEOPLE MAKE UP THEIR MIND ABOUT A PERSON?**
- **HOW VALID IS ONE'S INITIAL "READ" OF THE PERSON**

# ***SELECTION MADE EASY***

## **QUICK TIPS FOR QUALITY RESULTS**

- 1. UNDERSTAND RISK, COST & PHONY DYNAMICS**
- 2. PRIORITIZE SKILLS & TALENTS NEEDED & DESIRED**
- 3. INTERVIEW LONGER: REMEMBER THE RATIO**
- 4. MULTIPLY x 3: INTERVIEWS & VIEWERS**
  - UNUSUAL PANEL: ASSOCIATES, OUT-OF-DEPARTMENT
  - INFO GIVING IN LATER INTERVIEWS
- 5. APPLY GROUP MIND TO HIRE DECISION**
  - USE SHORTCUTS: LATENESS, SMALL INDICATORS
  - WORK SAMPLING & TRY OUTS
  - ADD INTERVIEW TRAINING & ASSESSMENT APPROACHES

# ***UNDERSTANDING MOTIVATION***

***Whence Cometh Job Joy?***

WHICH  
SUPERHERO  
ARE PEOPLE  
MOST LIKE?



# ***DUAL FACTORS IN MOTIVATION***

## **WHAT MAKES SAMMY RUN?**

### **MAINTENANCE**

***DISSATISFIERS, TURN OFFS***

- POLICY/PROCEDURE
- SUPERVISION (TECHNICAL)
- WORKING CONDITIONS
- INTERPERSONAL RELATIONS
- SALARY

***JOB CONTEXT, ENVIRONMENTAL***

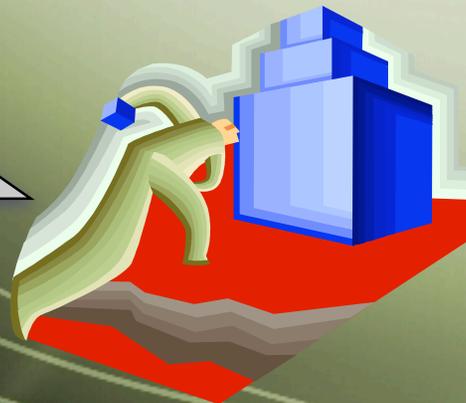
### **MOTIVATORS**

***SATISFIERS, TURN ONS***

- ACHIEVEMENT
- RECOGNITION
- THE WORK ITSELF
- RESPONSIBILITY
- PROFESSIONAL GROWTH

***JOB CONTENT, JOB ITSELF***

**JOB 1**  
**CLEAN UP**  
**KRYPTONITE**



**JOB 2**  
**ENRICH JOBS,**  
**TRAIN FOLKS**

# WHAT DRIVES EMPLOYEE SATISFACTION?

CORRELATES TO  
"OVERALL SATISFACTION"  
&  
"ENCOURAGE FRIENDS  
TO APPLY"



HERE'S  
THE  
ACTION!

## 1. PERSONAL

- PRIDE/RECOGNITION
- ATTITUDE OF EMPLOYEES
- RESPECT FROM MANAGER
- LEADER COMMUNICATIONS
- FREEDOM/AUTHORITY IN JOB
- IDEAS ACCEPTED BY MANAGER
- MANAGER RESPONSE TO PROBLEMS

## 2. WORK-RELATED

- ACHIEVABLE GOALS, CLEAR POLICIES
- OVERALL TEAMWORK • ADEQUATE TRAINING
- MANAGER AVAILABILITY • RESOURCES TO DO JOB
- ADVANCEMENT OPPORTUNITY • GRIEVANCE PROCESS

## 3. ENVIRONMENTAL FACTORS

- SALARY • CLEANLINESS • VACATION TIME • BENEFIT PLANS



POWER OF FACTORS

HIGH  
COST

—Source: Press-Ganey, 1997

# ***BUILD ON STRENGTHS***



1. STAFF FOR STRENGTH—DISCOUNT WEAKNESSES
2. DEMANDING JOBS
  - GIVE AUTHORITY, TOLERATE MISTAKES
  - ALLOW GROWTH TIME
3. ASSIGN STRENGTH TO OPPORTUNITIES, PROBLEMS
4. RUTHLESSLY PRUNE ARGUMENTS THAT BLOCK UTILIZATION OF STRENGTH
5. WHAT OF SIGNIFICANCE WILL I CONTRIBUTE TODAY?



# MANAGING MOTIVATION RELEASE

UNIT:  
DATE:

MANAGER:

## A. INDIVIDUAL MOTIVATION PLANNING

## B. MANAGER RESPONSE PLANNING

## C. TEAM FOCUS

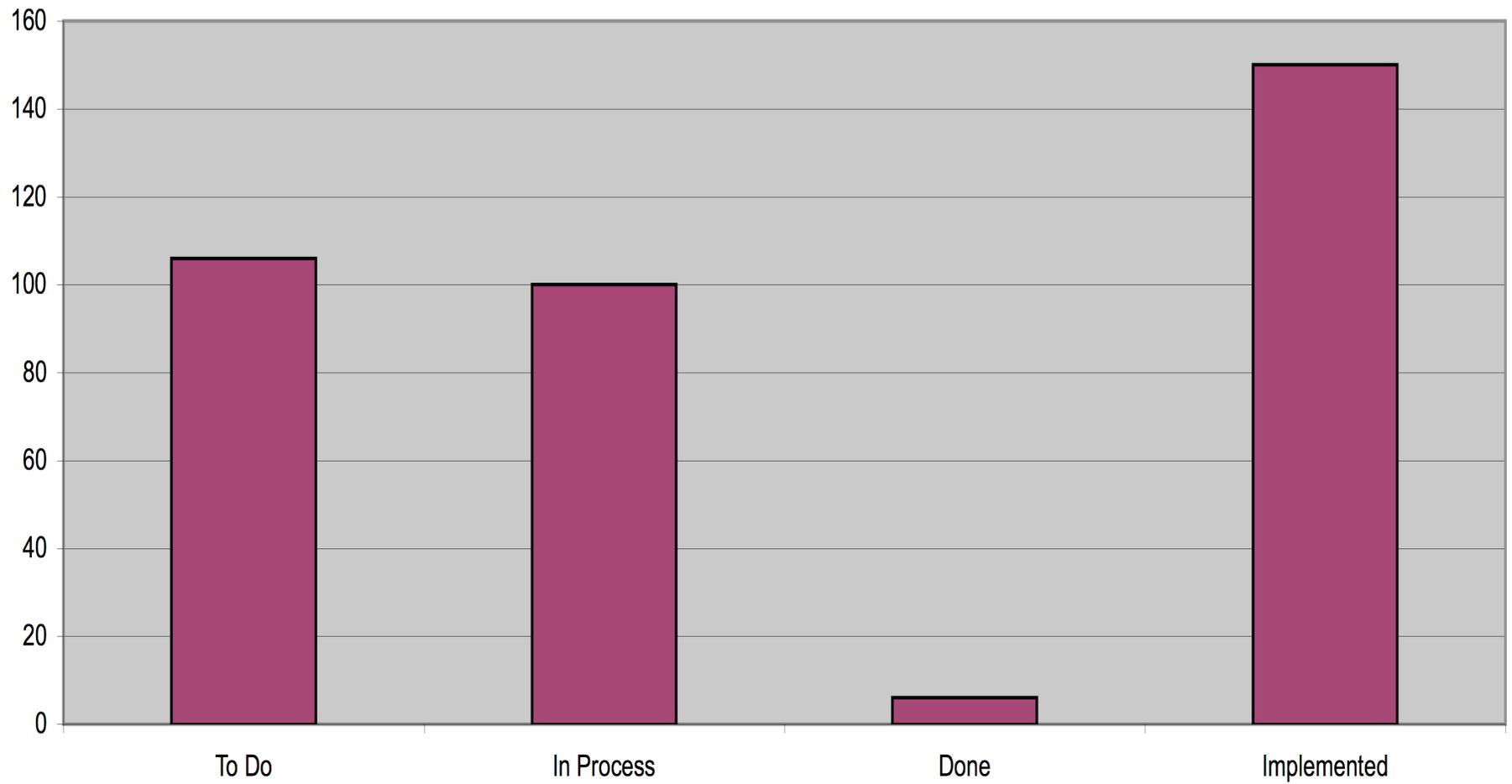
ASSOCIATE	KEY TALENTS, STRENGTHS TO BUILD ON	SIGNIFICANT ASSIGNMENT, AUTHORITY UPGRADE, OR ACHIEVEMENT OPPORTUNITY	OBSTACLE REMOVAL OR SPECIAL SUPPORT NEEDS	REWARD, RECOGNITION, OR REINFORCEMENT	1. Teams: What approaches for group with work at hand?
					2. Feedback: Provide measures of group performance?
					3. They need you. What training, coaching, mentoring provide?
					4. MBWA. How get more time with the troops?
					5. What's a heaven for? What group reward/ceremonies due?
					6. Job joy. What socialization this quarter?

**IN YEAR ONE, THIS ASSIGNMENT IS MET BY DIGs/JDIs FOR ALL!!**

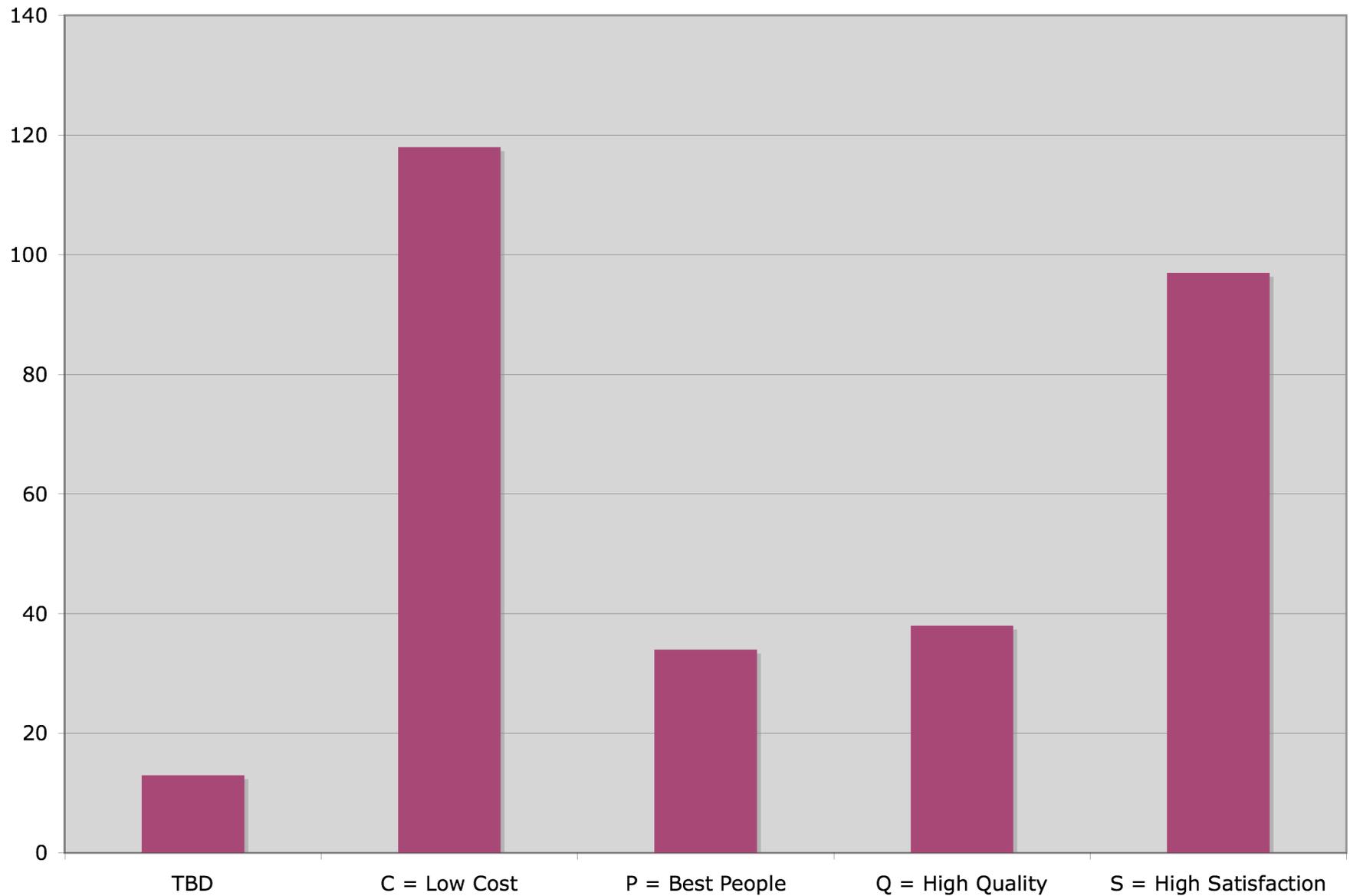
***SPEAKING OF DIGs....***

***Are we slip-slidin' away?***

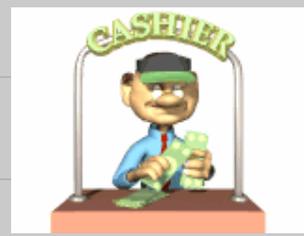
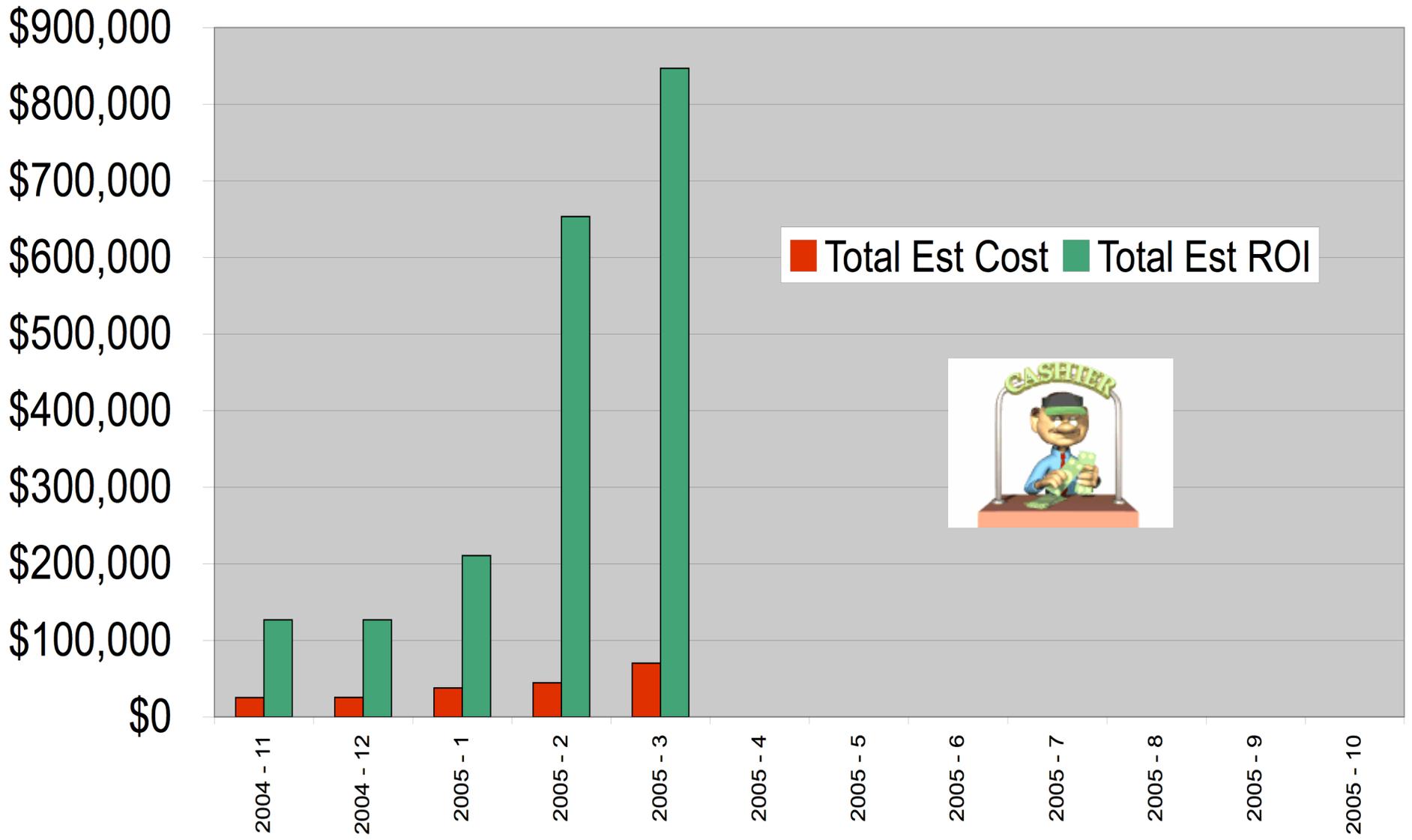
## *ALL SUBMITTED DIG/JDI STATUS 3/1/05*



## ***DIG/JDI FOCUS BY NUMBER OF SUBMISSIONS***



# TOTAL DIG/JDI ESTIMATED COST/ROI BY MONTH



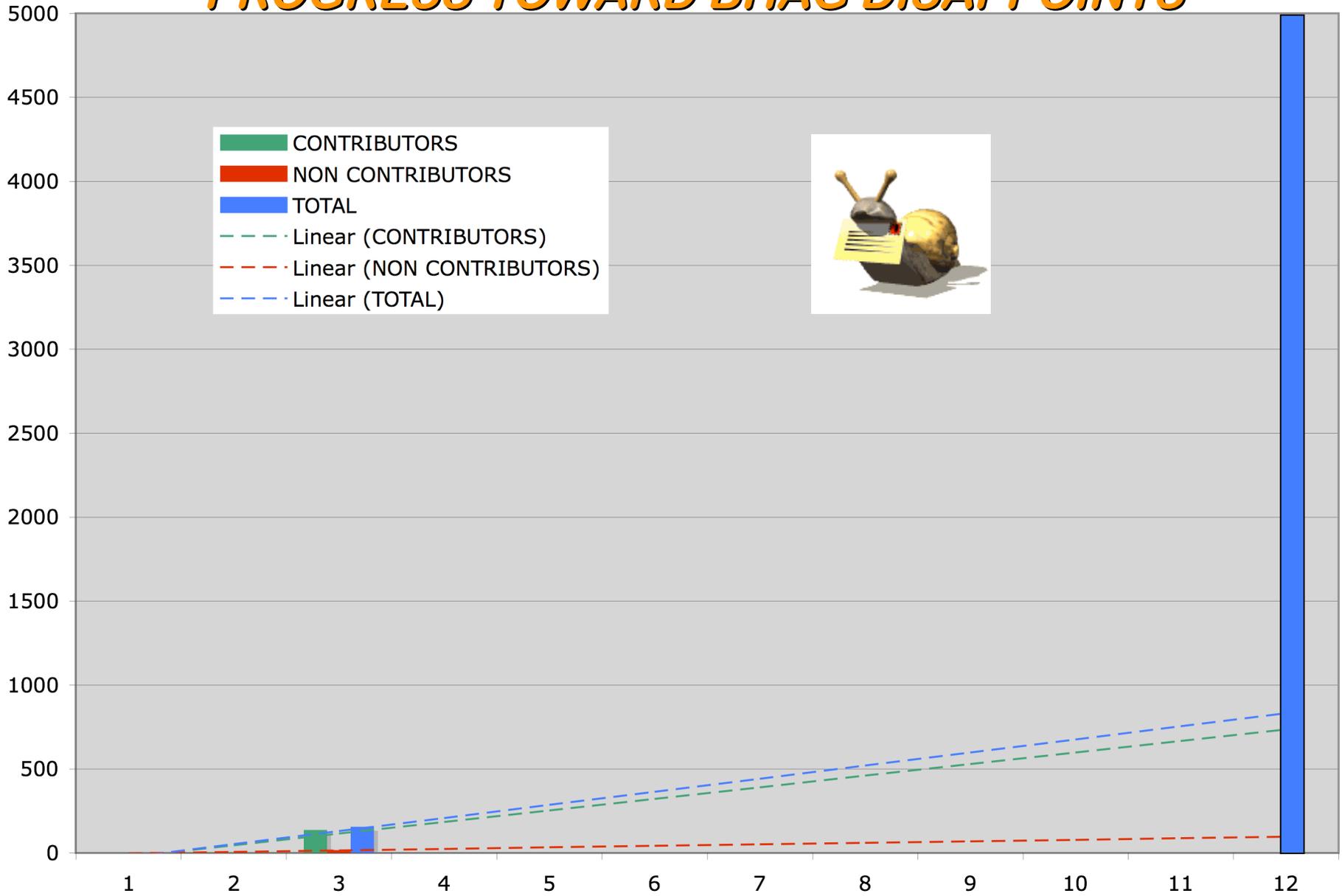
# HALF OF NMH CONTRIBUTING AT 0.1 IDEAS/ASSOCIATE

CONTRIBUTING GROUP	Ideas/ Assoc	Tot Ideas Done	Total Assoc
ADMINISTRATION - FOUND	2.0	2	1
HEALTHACCESS	1.2	17	14
PLANT OPERATIONS	0.5	9	18
PLANNING & MARKETING	0.5	1	2
SECURITY	0.4	6	15
DIALYSIS UNIT	0.4	7	20
MED LIBRARY	0.3	1	3
MEDICAL AFFAIRS	0.3	1	3
MENTAL HEALTH	0.3	9	32
BIO-MEDICAL	0.3	1	4
PURCHASING	0.3	4	16
CARE COORDINATION	0.3	6	24
PIM	0.2	9	40
FINANCE - NMH	0.2	2	9
CARDIAC CATH LAB	0.2	6	32
Unknown	0.2	4	22
HARBOR VIEW	0.1	8	55
RISK MANAGEMENT	0.1	1	7
GRAPHIC CENTER	0.1	1	7
HOUSEKEEPING	0.1	6	46
CARDIAC REHAB	0.1	1	8
HUMAN RESOURCES	0.1	1	10
FLOAT POOL	0.1	7	72
EMERGENCY	0.1	4	43
PATIENT ACCESS	0.1	2	22
CARDIOVASCULAR	0.1	6	76
DIETARY	0.1	4	51
RESEARCH / EDUCATION	0.1	1	14
FINANCE	0.1	1	15
IMAGING	0.1	5	83
LAUNDRY / TRANSPORT	0.1	2	35
REHAB SERVICES	0.1	3	56
<b>Average/Total</b>	<b>0.2</b>	<b>138.0</b>	<b>855.0</b>

NON CONTRIBUTING GROUP	Ideas/ Assoc	Tot Ideas Done	Total Assoc
LAB	0.0	4	81
PARK VIEW	0.0	2	43
IT	0.0	1	23
PHARMACY	0.0	1	24
SURGICAL	0.0	6	161
HUC	0.0	2	59
LAKE VIEW	0.0	1	53
WOMEN AND CHILDREN	0.0	1	76
BPT	0.0	0	16
BPT - ADMINISTRATION	0.0	0	1
BPT - BUSINESS OFFICE	0.0	0	12
BPT - MEDICARE DISTINCT UNIT	0.0	0	52
CARDIO/PULMONARY	0.0	0	5
DIABETIC PROGRAM	0.0	0	5
FOUNDATION	0.0	0	6
FREE CLINIC	0.0	0	5
HOSPITALITY HOUSE	0.0	0	3
I.V. THERAPY	0.0	0	8
INFUSION / ONCOLOGY	0.0	0	31
INSURANCE BILLING	0.0	0	11
INTENSIVE CARE UNIT	0.0	0	57
LIVING ROOM	0.0	0	12
MOBILE HEALTH	0.0	0	2
PATIENT ACCOUNTING	0.0	0	8
PERFORMANCE IMPROVEMENT	0.0	0	5
RESPIRATORY THERAPY	0.0	0	32
THERAPY - BPT	0.0	0	2
<b>Average/Total</b>	<b>0.0</b>	<b>18</b>	<b>793</b>



# PROGRESS TOWARD BHAG DISAPPOINTS





***DOING THE LEADERSHIP THING***

***Where To Set Expectations***

# UPWARD COMMUNICATION



<i>JOB ELEMENT</i>	<i>STAFF</i>	<i>MGMT</i>
APPRECIATION OF WORK DONE	1	8
FEELING "IN" ON THINGS	2	10
HELP ON PERSONAL PROBLEMS	3	9
JOB SECURITY	4	2
GOOD WAGES	5	1
INTERESTING WORK	6	5
PROMOTIONAL OPPORTUNITIES	7	3
MGMT. LOYALTY TO WORKERS	8	6
GOOD WORKING CONDITIONS	9	4
TACTFUL DISCIPLINE	10	7

# **EFFECTIVE WORK GROUPS**

## **LEADER BEHAVIORS**



- GENERAL, NOT TIGHT SUPERVISION
- LESS INSTRUCTION GIVEN
- MORE TIME SPENT IN SUPERVISION  
(75% VS. 33% SPENT 50% TIME THUS)
- TALKED WITH, NOT TO PEOPLE
- GAVE FEWER PROMOTIONS/INCREASES
- MORE CRITICAL OF COMPANY/POLICY
- FREE DISCUSSION: EMPLOYEE CENTERED
- HELD HELPFUL, PARTICIPATIVE MEETINGS
- MINIMIZED STATUS DIFFERENCES



# THE 4 E'S OF MANAGEMENT PERFORMANCE

## A SUGGESTED MANSYS ADDITION



### GE Values

*All of us... always with unyielding integrity...*

- Are passionately focused on driving customer success
- Live Six Sigma Quality... ensure that the customer is always its first beneficiary... and use it to accelerate growth
- Insist on excellence and are intolerant of bureaucracy
- Act in a boundaryless fashion... always search for and apply the best ideas regardless of their source
- Prize global intellectual capital and the people that provide it... build diverse teams to maximize it
- See change for the growth opportunities it brings... e.g., "e-Business"
- Create a clear, simple, customer-centered vision... and continually renew and refresh its execution
- Create an environment of "stretch," excitement, informality and trust... reward improvements... and celebrate results
- Demonstrate... always with infectious enthusiasm for the customer... the **"4-E's" of GE leadership:** the personal **Energy** to welcome and deal with the speed of change... the ability to create an atmosphere that **Energizes** others... the **Edge** to make difficult decisions... and the ability to consistently **Execute**

# ***LOQ SCORING INSTRUCTIONS***

- 1. TEAR OFF RIGHT FRONT MARGIN. TURN TO THE INSIDE SHEET MARKED “SCORING INSTRUCTIONS.”**
- 2. ADD UP THE NUMERIC POINTS IN BOXES WHERE YOU MADE YOUR MARKS = “S” SCORE. TOTAL ENTIRE PAGE.**
- 3. ADD UP THE NUMERIC POINTS IN CIRCLES WHERE YOU MADE YOUR MARKS = “C” SCORE. TOTAL ENTIRE PAGE.**
- 4. ENTER BOTH SCORES ON INSIDE COVER UNDER “RAW SCORE”.**

# ***THE BEST LEADER I EVER KNEW...***

## **CONSIDERATION**

- CARED, CONCERNED
- COMMUNICATOR—2 WAY
- CONNECTED
- CLOSE TO THE PEOPLE
- NEVER ASKED YOU TO DO ANYTHING HE....
- WARMTH, RAPPORT
- RELATIONSHIP
- AGAPE LOVE
- SUPPORT DURING CRISIS
- STRAIGHT ARROW
- “FOR REAL” HUMAN BEING

## **STRUCTURE**

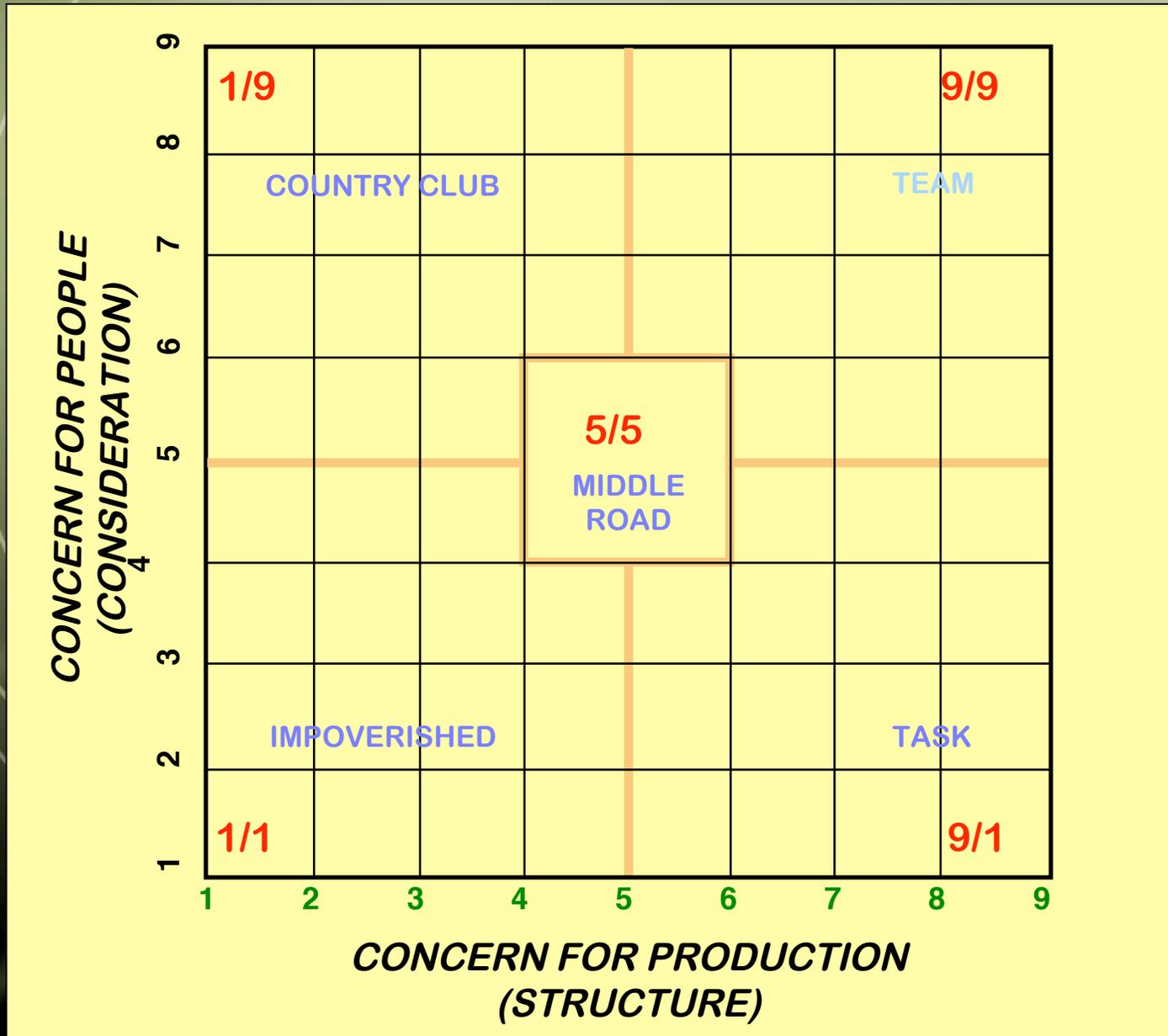
- HIGH EXPECTATIONS
- HIGH STANDARDS
- DEMANDING
- CHALLENGING
- SET GOALS
- SET DEADLINES
- TASK-MASTER
- TOUGH (LOVE) AT TIMES
- NO NONSENSE
- PUSH—”YOU CAN DO IT”
- “KICK ASS” IF NEEDED

*—Ohio State Leadership Studies*

# LEADERSHIP OPINION QUESTIONNAIRE

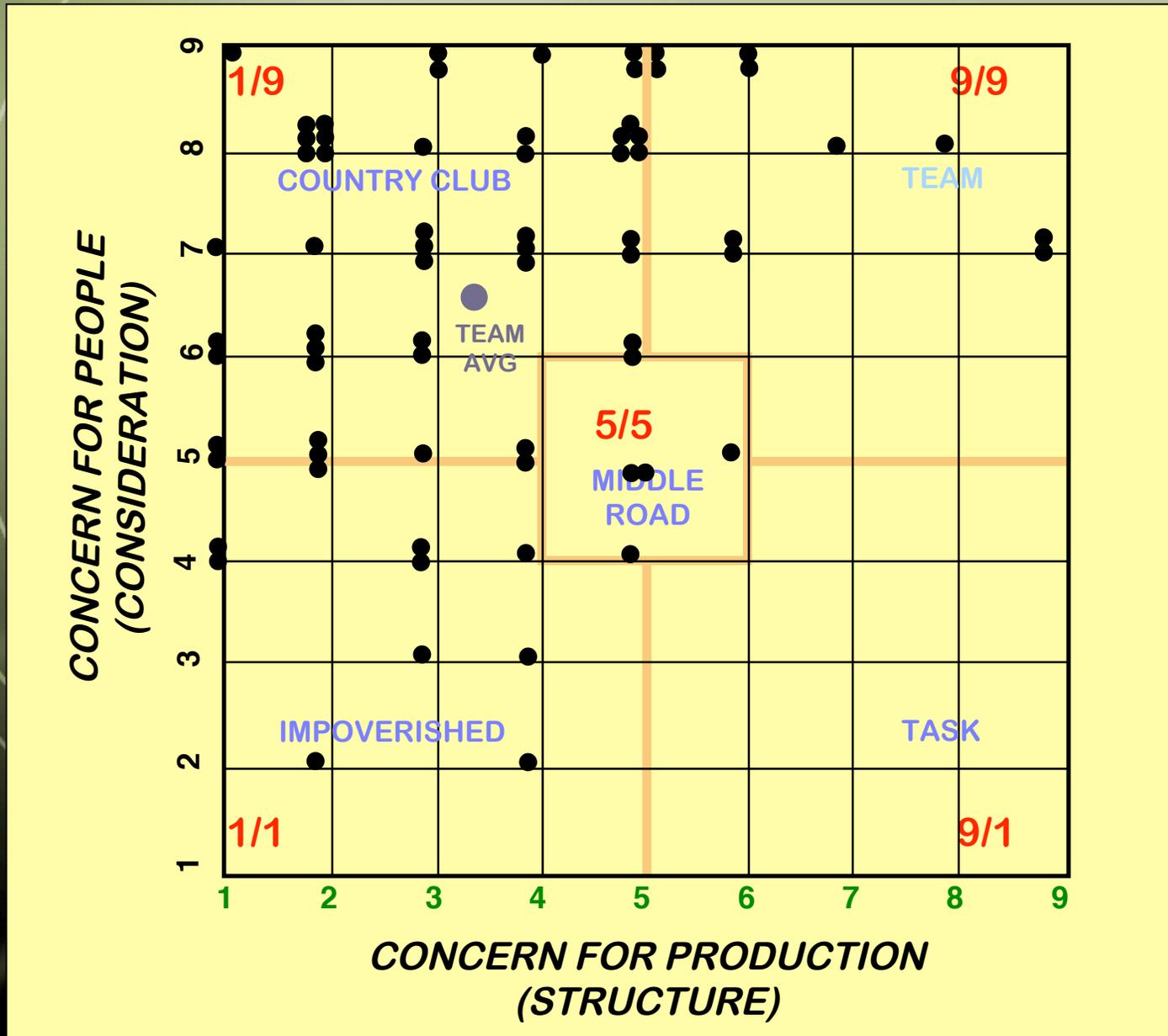
	CONSIDERATION	STRUCTURE	% TILE	STANINE
VERY HIGH	72	68	99	9
	69	66	98	
	68	64	97	
	65	63	95	
	62	60	90	
	60	58	85	
	59	57	80	
NORMAL	58	55	75	6
	57	54	69	
	55	52	60	
	53	50	50	
	51	49	40	
	50	47	31	
	48	45	25	
VERY LOW	47	44	20	3
	46	42	15	
	44	41	10	
	42	38	5	
	41	36	3	
	40	34	2	
	38	31	1	

# MANAGERIAL GRID



# A HOSPITAL TEAM ON MANAGERIAL GRID

LOW STRUCTURE CREATES RESULTS PROBLEMS



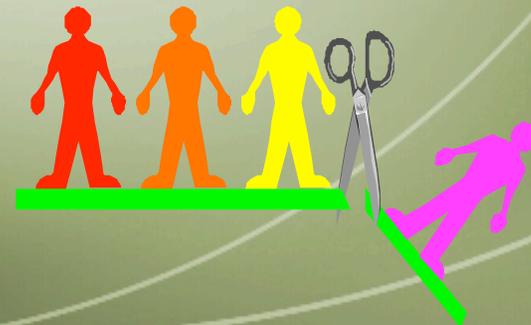
## ***A LEADER IS...***



**A LEADER IS BEST  
WHEN PEOPLE BARELY KNOW HE EXISTS.  
NOT SO GOOD  
WHEN PEOPLE OBEY AND ACCLAIM HIM.  
WORST WHEN THEY DESPISE HIM.**

**BUT OF A GOOD LEADER WHO TALKS LITTLE,  
WHEN HIS WORK IS DONE,  
HIS AIM FULFILLED,  
THEY WILL SAY,  
***“WE DID IT OURSELVES.”*****

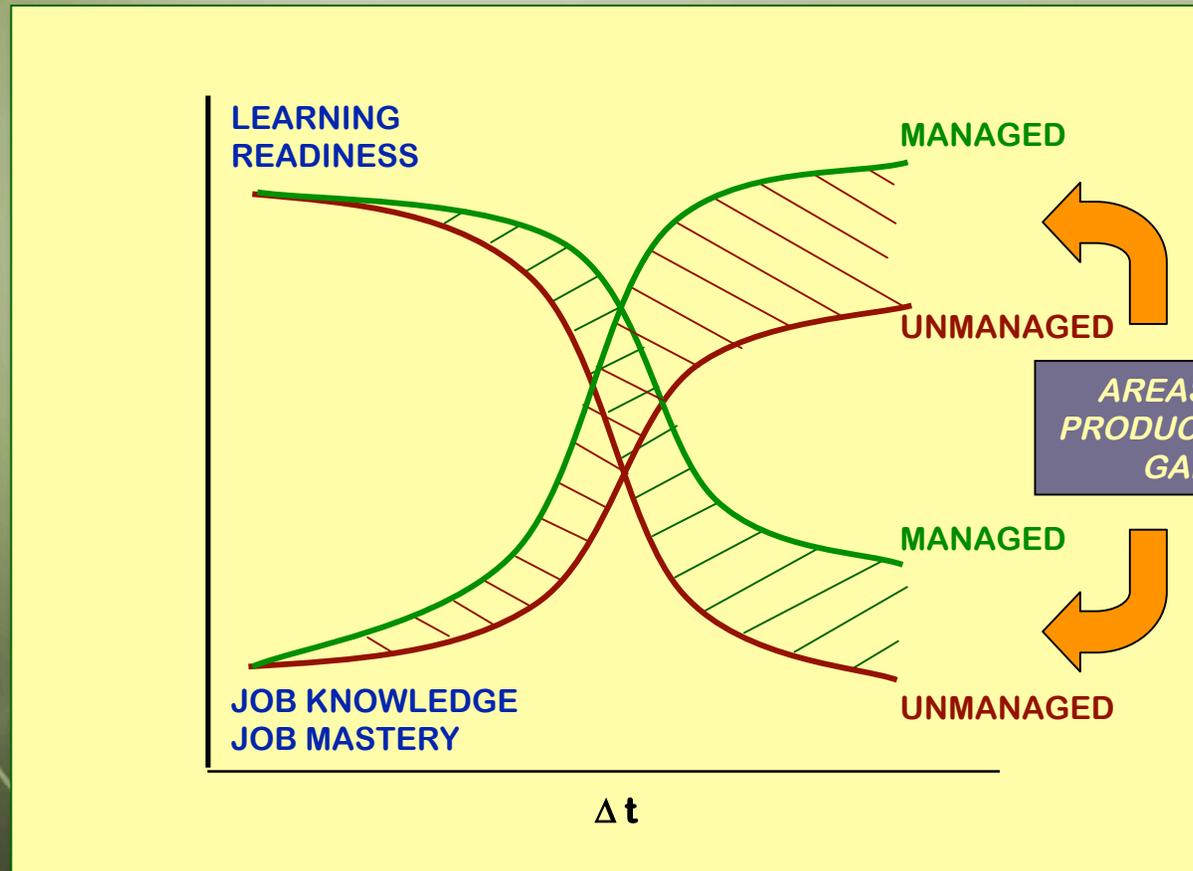
*—Lao-Tsu, 565 B.C*



***TRAINING, EDUCATION,  
DEVELOPMENT***

***How Much of a Good Thing?***

# LEARNING CURVE PHENOMENA



## MANAGEMENT CAVEATS:

1. BEHAVIOR IS LEARNED: WHO'S TEACHING
2. EMPLOYEE FLEXIBILITY FOLLOWS FLEXING
3. CAN YOU AFFORD TO INTENSIFY DEVELOPMENT

# ***JOB INSTRUCTION TRAINING***

1. ***EXPLAIN:*** WHAT'S TO BE LEARNED & WHY IT'S IMPORTANT
2. ***DEMONSTRATE:*** SHOW HOW TO DO THE TASK
  - **ELEPHANT EATING; INCHES VS YARDS**
3. ***PERFORM:*** ASSOCIATE DOES THE TASK
4. ***FOLLOWUP:*** TRAINER
  - **EVALUATES & REINFORCES**
  - **REDEMONSTRATES AND RECYCLES**
  - **TOTAL SUPPORT/PATIENCE**



## ***SUPPLEMENTAL APPROACHES:***

- **BUDDY SYSTEM—MENTOR WITH BEST WORKER**
- **DEVELOPMENT LOG**



# **LEADING PEOPLE TO GROWTH & CONTR**

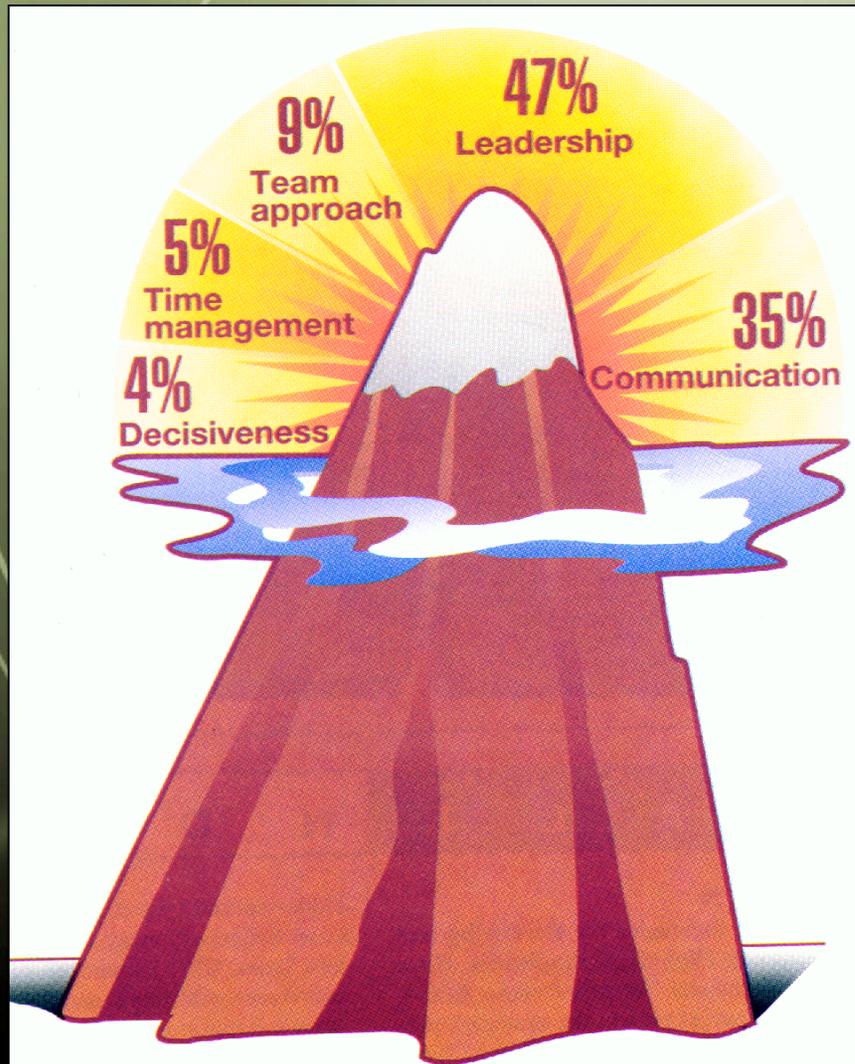
## **DISCUSSION TOPICS**



1. **“LOST LEADERS”—WHAT’S IN/OUT IN TERMS OF LEADERSHIP BEHAVIOR NOW? WE’RE MOVING TO HIGHER GROUND—TEAM TALK**
2. **HOW SHOULD ASSOCIATES BE MANAGED IN THE FUTURE? WHAT IS THEIR NAH ROLE? HOW WILL THE RELEASE TIME PROBLEM FOR DIGs BE HANDLED?**
3. **I.D. “KRYPTONITE KRAP” THAT IS DAMAGING ASSOCIATES & SAPPING SUPERPERSON ENERGY? WHAT IS LIMITING MOTIVATION RELEASE?**
4. **WHAT TRAINING & DEVELOPMENT Rx DO YOU RECOMMEND: WHO NEEDS WHAT SKILLS/KNOWLEDGE? CREATE A PRIORITY LISTING TO SUPPORT NAH.**
5. **ACHIEVEMENT OPPORTUNITIES—WHAT GOALS, TARGETS, LEVELS OF ATTAINMENT COULD A MANAGER SET UP FOR PEOPLE?**
6. **LIST 50 NON FINANCIAL 3-R’S IN MANAGER’S CONTROL TO BE GIVEN FOR ACHIEVEMENT.**
7. **WHAT CLOUDS ARE HURTING ORGANIZATION CLIMATE THAT NEED TO GO?**
8. **WHAT SYMBOLS OF CHANGE CELEBRATION ARE NEEDED? WHAT/HOW SHOULD WE CELEBRATE TO TEACH NAH & ENCOURAGE CHANGE?**
9. **WHERE ARE WE NOT PURSUING A BEST PEOPLE STRATEGY? WHERE ARE WE AT RISK FOR NOT UTILIZING OUR MOST EXPENSIVE AND IMPORTANT RESOURCE?**

***SUPPLEMENTAL SLIDES***

# MANAGING SKILLS



- ACCORDING TO ONE SURVEY, THESE ARE THE MOST VALUED SKILLS IN MANAGING.
- WHICH OF THESE DOES OUR TEAM NEED?

—Source: RHI Management Resources

# ***BEST PEOPLE STRATEGY***

## **PEOPLE PREMISES FOR PEAK PERFORMANCE**

- 1. STRATEGY: HOSPITAL OF CHOICE = EMPLOYER OF CHOICE. HR KEY TO BUSINESS & COMPETITIVE SUCCESS**
- 2. PEOPLE ARE *FIRST*: “PRIME COMPETITIVE ADVANTAGE”—MOST IMPORTANT & COSTLY, HUMAN CAPITAL, INTELLECTUAL ASSETS.  
*“CUSTOMERS ARE SECOND”—Herb Kelleher, Southwest Airlines***
- 3. PEOPLE HARD, NOT SOFT SIDE OF MGMT. R.O.I. > MOST OTHER PROBLEM AREAS. EXECUTIVE DEFAULT—COMPLEX, NOT *URGENT***
- 4. HUMAN VALUES ARE GOOD BUSINESS, NOT HUMANITARIANISM. TEST: “IF IT’S GOOD FOR PEOPLE, IT’S GOOD FOR THE BUSINESS”  
*“CUSTOMER RELATIONS SIMPLY MIRROR EMPLOYEE RELATIONS” —Disney***
- 5. INCREASE FIT BETWEEN *STAFF* & EVERYTHING ELSE IN THE ORGANIZATION. IF OUR GOOD PEOPLE DON’T LIKE IT, IF IT DOESN’T HELP THEM, THEN IT MUST BE CHANGED. MEASURE PEOPLE PRACTICES TO AVOID HR NEGLECT/FAILURE**

# ***BEST PEOPLE PRACTICES***

## **PEOPLE EXCELLENCE FOR COMPETITIVE ADVANTAGE**

### ***1. HIRE WINNERS: BEST 2X MORE PRODUCTIVE THAN WORST***

- **ATTITUDE & COMMUNICATION > EXPERIENCE & TRAINING**
- **PRESENT vs GROWTH CAPACITY: FORGET EASY SKILLS**
- **FIT: VALUES, TEAM, NAH CULTURE, SELF DIRECTED?**

### ***2. GROW PEOPLE: ARE THEIR BRAINS KEEPING US COMPETITIVE?***

- **DEVELOPMENT BHAGs—INTENSE INVESTMENT FOR ROI**
- **MULTISKILLING: CROSS TRAIN/UTILIZE ADDS SECURITY & MAKES WORK PROCESSES TRANSPARENT**
- **INFORMATION AGE CHOICE: RETRAIN OR REPLACE FOLKS**

### ***3. REDESIGN JOBS: BIG JOBS + ORG POWER***

- **DIGs & JDIs FOR OD—CUSTOMER SERVICE + SYSTEM ATTACK**
- **SDTs— + ACCOUNTABILITY, PEER EXPECTATIONS RISK TO LAGGARDS**
- **SUPPORT WITH I.T. & TOOLS**



#### **4. PAY WELL: + APPLICANTS, JOB JOY, PRODUCTIVITY, [ TURNOVER**

- LOWER WAGES DO NOT = LOWER LABOR COSTS
- NO STEPS, COLAs, OVERALL PERF INCENTIVES—ALL \$ TO MERIT & MEASURABLE INDIVIDUAL/TEAM INCENTIVES
- COMPRESS WAGES—DEEMPHASIZE PAY, WORRY OVER \$
- SOCIALIZATION, RECOGNITION, CELEBRATION, MOTIVATION

#### **5. RETENTION: “LOYALTY IS DEAD” = COMPETITIVE ADVANTAGE**

- NO COMMIT TO STAFF = NO LOYALTY, NO EXTRA EFFORT
- “RETAIN THE BEST”—HIRE HI RETENTION PROFILE, REMOVE IRRITANTS, + QUALITY OF WORK LIFE
- “FIRE THE REST”—NO OJRs, HI TURNOVER EARLY YEARS
- NEW AGE SECURITY: EMPLOYABILITY, NO LAYOFFS AFTER....?

#### **6. LEADERSHIP & ORGANIZATION: WHAT HELPS, HINDERS?**

- FLAT & TIGHT ORG, CHANGE INFO FLOW & DM, + POWER
- SYMBOLIC EGALITARIANISM—SQUEEZE OUT SEPARATION PERKS, EXEC ISOLATES, [ # JOB TITLES TO [ SEGREGATION
- HIERARCHY MONITORS: NO ADVANTAGE TAKING, COACH GROUP DYNAMICS, COORDINATE BIG TASKS



# QUALIFYING EMPLOYEES FOR A JOB

PERCENTAGE USED BY 259 PRIVATE AND PUBLIC BUSINESSES

QUALIFIER	USED 1994	USED 1987
DRUG TESTING	69	33
PRE-EMPLOYMENT PHYSICALS	52	57
MED HISTORY WITHOUT EXAM	19	19
PSYCHOLOGICAL TESTING	19	17
POST-EMPLOYMENT PHYSICALS	10	12
PAPER & PENCIL HONESTY TEST	2	NA
AIDS TESTING	1	2
GENETIC TESTING	1	NA
HANDWRITING	1	2
<hr/>		
VERIFICATION OF EDUCATION	84	81
PAST EMPLOYMENT VERIFICATION	84	79
PERSONAL REFERENCES	60	52
FACULTY REFERENCES	43	39
CONVICTION/POLICE RECORD	34	25
CREDIT BUREAU CHECK	26	13
PLACEMENT OFFICE REFERENCES	22	19
SECURITY CLEARANCE	20	20
<hr/>		
CITIZENSHIP/VISA	76	NA
TRANSCRIPT REVIEW	63	NA
SOCIAL SECURITY VERIFICATION	30	NA
DRIVING RECORD	20	NA
WRITING SAMPLE	10	NA

# ***HOW MUCH DEVELOPMENT?***

## **HOW MUCH DOES EXCELLENCE TAKE?**

### **VALUES & CULTURE**

- MISSION & BHAGs
- BUSINESS REALITIES
- STRATEGY (HI, HI, LO, BEST)
- VALUES—WHAT'S IN,OUT
- DEPT/ORG ORIENTATION

### **CUSTOMER SKILLS**

- CUSTOMER EXPECTATIONS
- GUEST RELATIONS
- HOW WE COMMUNICATE
- PERSONAL/PROFESSIONAL SOPs
- CSTs

### **JOB ROLE**

- CUSTOMER SERVICE #1
- IMPROVE SYSTEM #2
- DEPT & INTERDEPT RELATIONS
- REWARDED EXPECTATIONS:
  - EDUCATIONAL HOURS
  - IDEAS & DIGs

### **GROUP PROCESS SKILLS**

- DIGs, JDIs, DO-IT, CHAIR

### **SPECIAL SKILLS**

- DOC ACCT MGMT
- DOC OFFICE STAFF—DIGs

*Make Me Feel*

**IMPORTANT!**



## ***PERCEIVED RELEVANCE UTILITY***

**"IF IT WERE DESIRED TO REDUCE A MAN TO NOTHING,  
IT WOULD BE NECESSARY ONLY TO GIVE HIS WORK A  
CHARACTER OF USELESSNESS."**

*— Dostoevski, House Of The Dead*



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C.C. BECK