



# Keys to Motivating Associates

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Adam's Mark Dallas, TX

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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



*An Association of Distribution Professionals*

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## So What?





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## What do your Associates think?

### *Actual Hourly Associates Responses.*

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

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## Avoid at all cost...

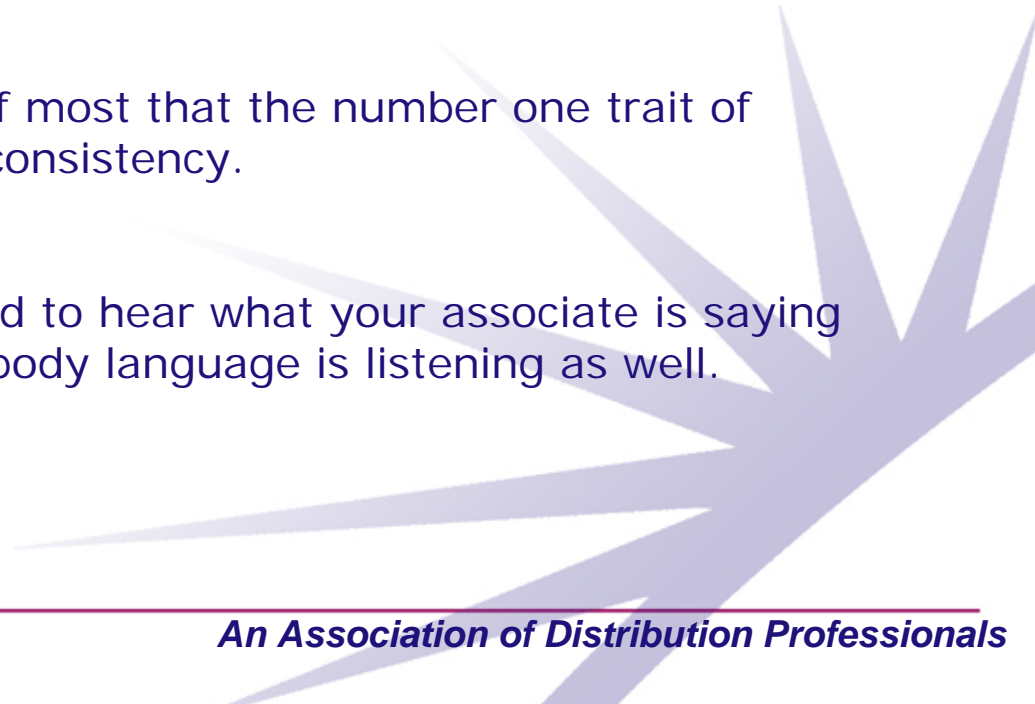
### *Destroying Morale is easy to do!*

- Tolerating poor performance of an associates co-worker(s)
- Not offering Feedback
- Don't promise financial rewards
- Criticize in group setting
- Not properly train or share your expectations

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## Strive to....

### *Be a Leader, not a Manager!*

- 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.
- 
- A large, stylized starburst or sunburst graphic in the bottom right corner, composed of several overlapping, elongated triangular shapes in shades of purple and blue.

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## Strive to.... (Continued)

- Create a safe work environment
- Become a Leader

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# How would your Associates describe your style?

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# 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?



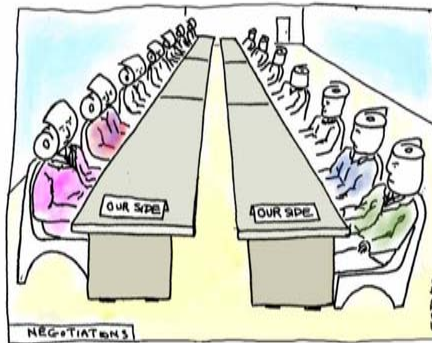
# Relationship Stages

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 organizations 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 Mgt 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
- Mgt by command vs. Mgt 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.

6.

2.

7.

3.

8.

4.

9.

5.

10.

# Expectations



Examples of an organizations 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.

6.

2.

7.

3.

8.

4.

9.

5.

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
- Earn 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

# Who Wins?

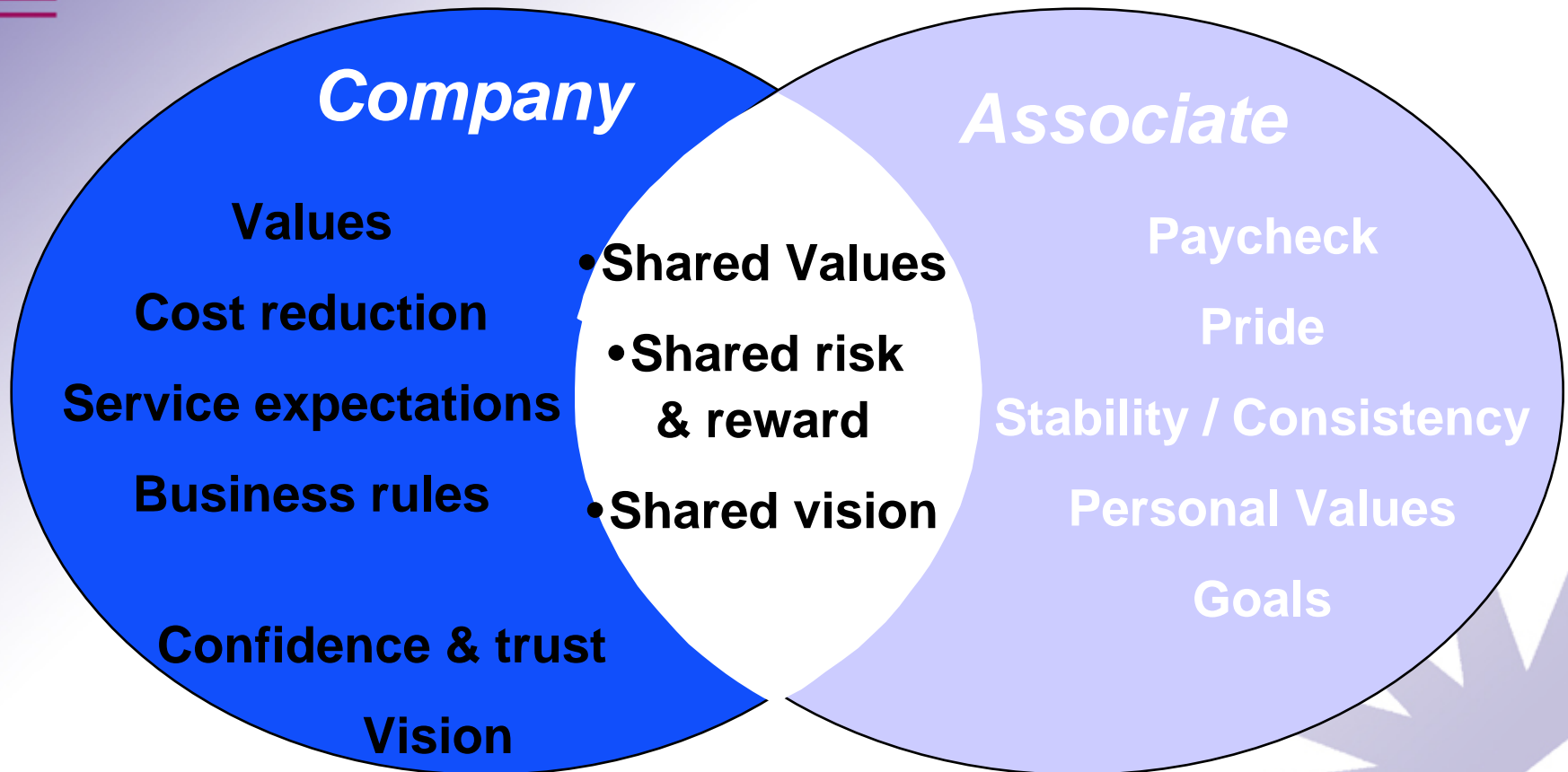


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# Lessons Learned

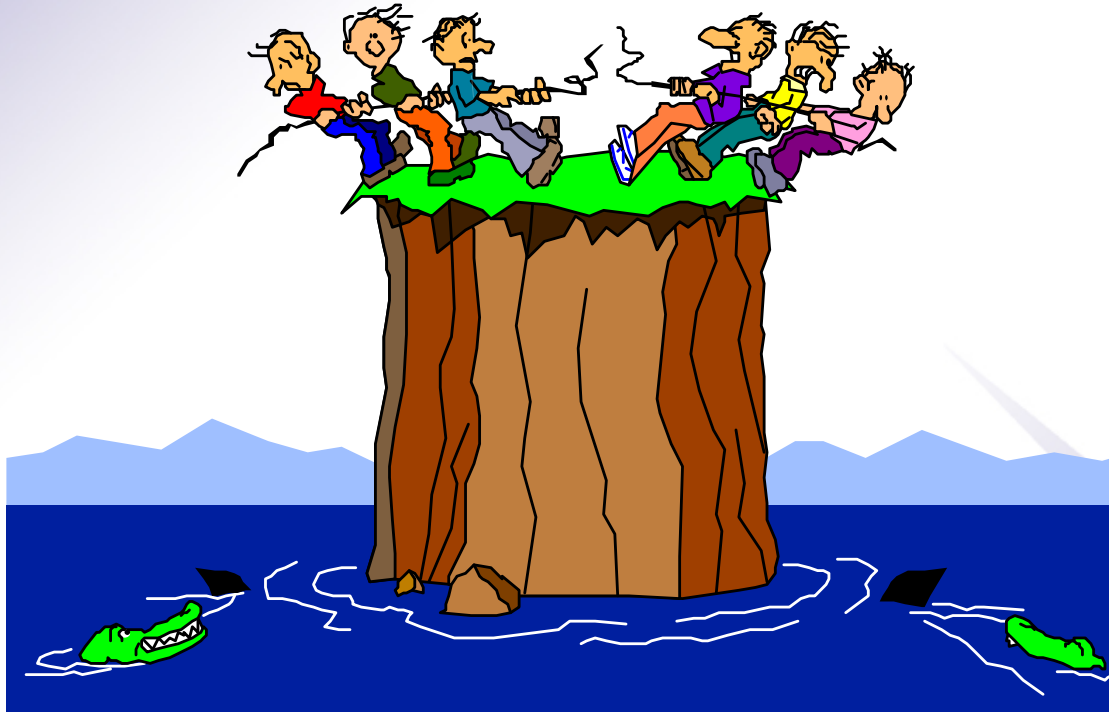


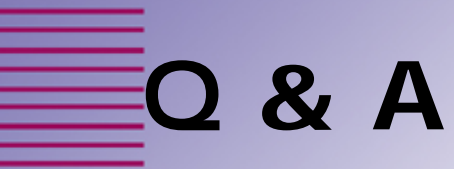
# Opportunities





# Teamwork Can't Be A Zero Sum Game



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# Questions?

The word "Questions?" is written in a large, bold, sans-serif font across the center of the slide. Each letter is a different color, following a rainbow spectrum: Q (magenta), u (red), e (orange), s (yellow), t (green), i (light green), o (blue), n (dark blue), s (purple), and ? (dark purple). The text has a soft shadow beneath it.

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# Suggested Reading...

[The Manager's Coaching Handbook](#) by David Cottrell & Mark C. Layton



# Thank You!

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