



# Keys to Retaining & Motivating Your Associates

Tom Freese – Principal - Freese & Associates, Inc.

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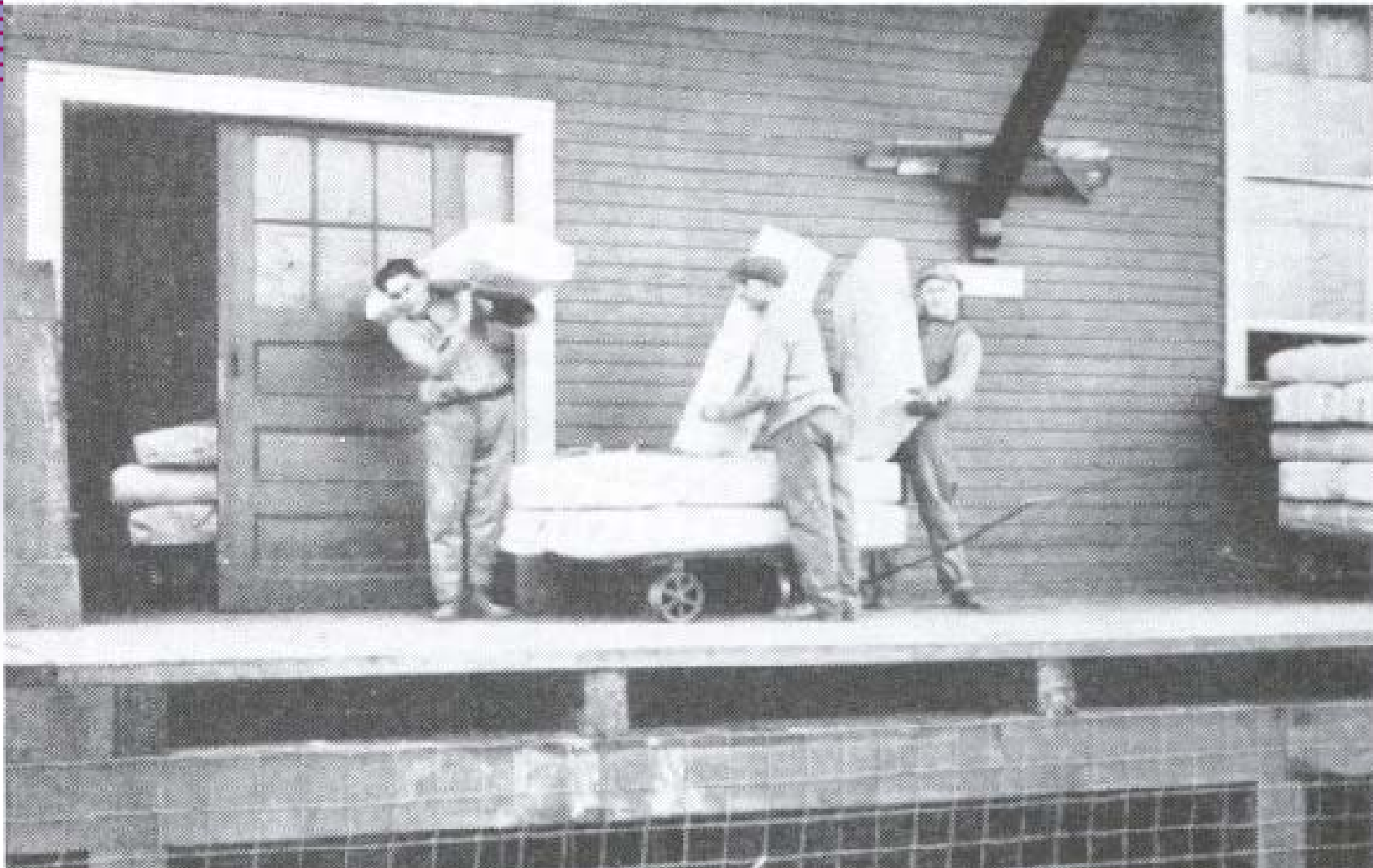
Grand Palms Hotel & Golf Resort,  
Pembroke Pines, FL

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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



*An Association of Distribution Professionals*



## Deregulation Caused Change



**Today**



*An Association of Distribution Professionals*

**So What?**





**You Win With People**



**Wayne "Woody" Hayes  
Famous OSU Football Coach**

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## You Win With People

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

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## 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.

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## Maslow's Hierarchy of Needs



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## 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



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## 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

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## 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.

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## 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.

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## 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

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## 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.



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## 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

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## 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

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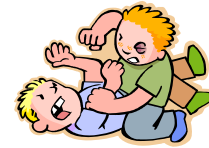
## Strive To....

- 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

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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?



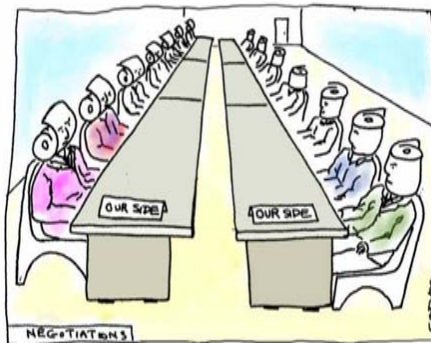
# Relationship Stages

Stage 1



Adversarial

Stage 2



Negotiated

Stage 3



Partners

Stage 4



Strategic



# Elements of All Relationships

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## 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

# Values



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
- Hierarchical 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.

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.

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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

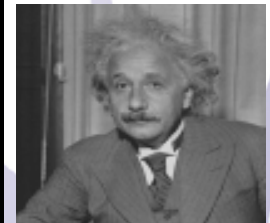
## The Challenge of "Change":



**"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.

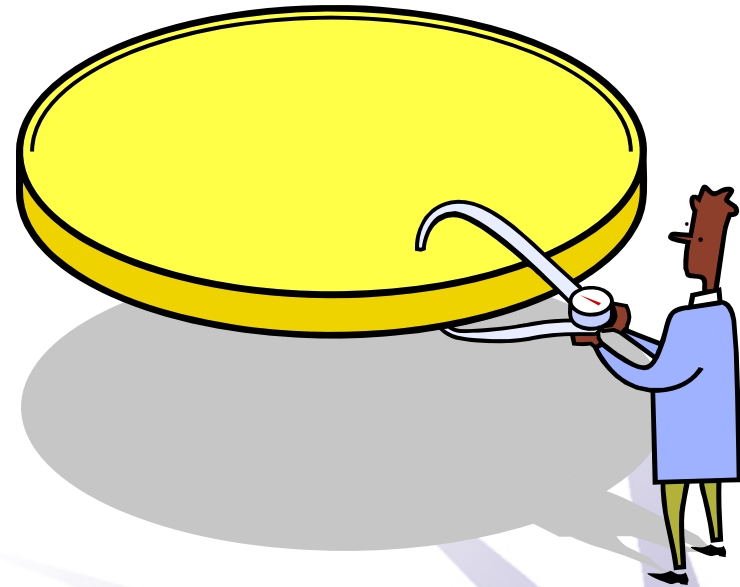


## Measurement

People respect whatever you inspect.

Success is tied to measurement and the ownership of results.

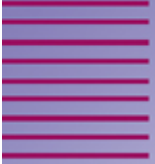
You will not succeed unless there is commitment and acceptance by everyone involved.



**Who Wins?**



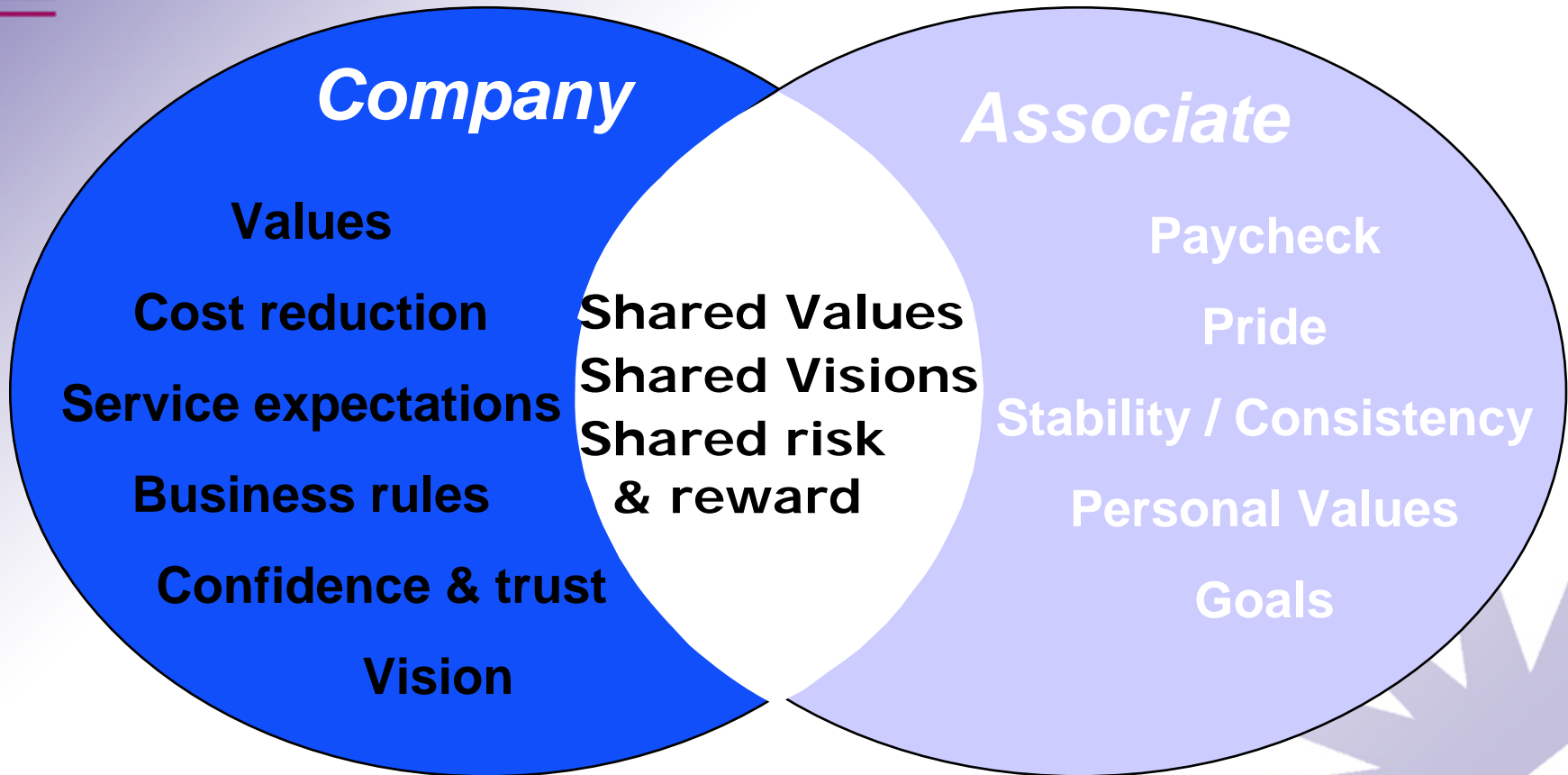




# Lessons Learned



# Opportunities



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## Teamwork Can't Be A Zero Sum Game



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**Q & A**

# Questions?

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## Suggested Reading...

The Motivation to Work by F. Herzberg, B. Mausner, B.B. Snyderman.  
Somerset, NJ: Transaction Publishers; 1993

Motivation and Personality by Abraham Maslow New York, Harper and Row,  
1954

The Manager's Coaching Handbook by David Cottrell & Mark C. Layton





**Thank You!**

Tom Freese  
Principal  
Freese & Associates, Inc.  
[tfreese@FreeseInc.com](mailto:tfreese@FreeseInc.com)  
440-564-9183

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