

## First, Break All the Rules

### 1.) Quick Quote To Consider

"The leader for today and the future will be focused on how to be — how to develop quality, character, mind-set, values, principles, and courage." Frances Hesselbein

### 2.) First, Break All The Rules: What The World's Greatest Managers Do Differently

Last January, we shared with you "12 Predictors of Employee Satisfaction" (visit [www.northwoodconsulting.com](http://www.northwoodconsulting.com) Archives for January 2001), which was from a Gallup Organization Report. Marcus Buckingham and Burt Coffman just published a book, *First, Break All the Rules: What the World's Greatest Managers Do Differently*, on the insights uncovered in the report. After interviewing over 1 million employees and 80 million managers, The Gallup Organization discovered the following:

"Our research yielded many discoveries, but the most powerful was this: Talented employees need great managers... Perhaps the best thing any leader can do to drive the whole company toward greatness is, first, to hold each manager accountable for what his employees say to these 12 questions, and second, to help each manager know what actions to take to deserve "Strongly Agree" responses from his employees."

#### 12 Essential Employee Questions

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
- 10 Do I have a best friend at work?
- 11 In the last six months, has someone at work talked to me about my progress?
- 12 This last year, have I had opportunities at work to learn and grow?

#### What Story The Data Told

After analyzing all the data, Gallup did discover that there was a high correlation between positive responses from employees on the 12 questions and business performance. Each question correlated with at least one of the following:

productivity,  
profitability  
retention, and  
customer satisfaction.



Questions 1, 2, 3, 5, and 7 were linked to retention. Responses to these five questions were directly influenced by the employee's relationship with his or her immediate manager. From this, the authors concluded that "people leave managers, not companies. So much money has been thrown at the challenge of keeping good people--in the form of better pay, better perks, and better training--when, in the end, turnover is mostly a manager issue. If you have a turnover problem, look first to your managers."

### **What Great Managers Do**

"The manager role is to reach inside each employee and release his unique talents into performance. This role is best played one employee at a time: one manager asking questions of, listening to, and working with one employee....To warrant positive answers to these questions from his employees, a manager must be able to do four activities well: select a person, set expectations, motivate, and develop the person."

### **The Four Keys**

1. "When selecting someone, they select for talent...not simply experience, intelligence or determination.
2. When setting expectations, they define the right outcomes...not the right steps.
3. When motivating someone, they focus on strengths...not on weaknesses.
4. When developing someone, they help him find the right fit...not simply the next rung on the ladder."

### **Reflections on Being a Great Manager**

Although the higher unemployment rate has taken some pressure off of attracting and retaining talented employees, the problem will re-emerge as we come out of this recession. Are you prepared for it?

### **Here are several things to reflect on about retaining talented employees:**

1. In addition to knowing what skills or knowledge is needed for a person to be successful in a position, do you know what innate talents are required to make someone successful in that position?
2. How comfortable are you as a manager in relinquishing control to your staff in determining how to achieve the right outcomes?
3. How can you cultivate your employees' unique talents to help each person strengthen his or her natural abilities?
4. What ways can you help each of your employees to grow into the right role within the company versus up the corporate ladder?

Northwood highly recommends *First, Break All The Rules* to everyone involved in getting the best out of the people in your organization. It's not a new theory on management, but a book based on 25 years of serious research, data, and common sense.

### **3.) Coaching Your Managers To Great Success**

How can you empower each of your managers to take the appropriate actions that will lead to success? Each manager has talents that are unique. The challenge is to strengthen those talents. Coaching can be a powerful tool for increasing an executive's effectiveness and helping an executive reach his or her peak performance. It's a one-on-one program designed specifically for that manager's talents and challenges.

Here's our special offer to you. It's our Coaching-On-Call Program. We'll meet with each of your managers to uncover their unique challenges and opportunities. Then we'll design a customized coaching program for each executive. We'll hold a 1-hour session with each executive every two weeks for three months.