Tips for Getting the Best from Your Staff

How to Manage and Motivate People

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MMS
Making More Sales
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HOSPITALITY
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# Table of Contents

1 Are You Ready to Harness Your Potential? .............................................. 4

2 The Formula for Results ........................................................................ 6
   • Work for Results .............................................................................. 8
   • Cultivate your Mindset ..................................................................... 8
   • Act Effectively ................................................................................. 9

3 Attitude Makeover: From Grumpy to Great ............................................ 10
   • Uplift Yourself ................................................................................ 10
   • Engage Others ............................................................................... 12

4 Do You Know What Makes Them Tick? ............................................... 14
   • The Languages of Love .................................................................. 14
   • The Finishing Touch ....................................................................... 19

5 The Three Focal Points of Masterful Management .............................. 21
   • Manage your Energy ...................................................................... 21
   • Manage your Words ....................................................................... 23
   • Manage your People ..................................................................... 24

6 Leadership Begins with Understanding ............................................... 27
   • Generation “Why” ......................................................................... 27
   • What Kind of Boss are You? .......................................................... 30
   • Hiring for the Right Reasons ......................................................... 33

7 A Final Word ......................................................................................... 36

8 Manager Tools: Extra Reading .............................................................. 37
Every so often, you come across a book that changes your life. It changes your life, because it troubles you. It tickles your brain; it challenges your mindset. If you’re accessible enough, it changes the way you think – and thus it changes your life.

My life was changed in just such a way when I stumbled across Dale Carnegie’s *How to Win Friends and Influence People*. It isn’t a modern book, literally – it was written before most of us were born, back in 1936. But it is a timeless book, because it applies just as completely to today’s world as it did “back in the day” – and, I predict, it will apply even more in the future. It’s timeless, because it examines and analyzes the aspect of humanity, which rules us the most: emotion.

Never underestimate the power of emotions and attitude. You truly connect, bond, cooperate with, and influence others only by touching their emotions. We pride ourselves in being logical, rational creatures, and to an extent that’s how we must be. Emotions are our fire: When a fire goes out, it is because the oxygen is lacking; it dies. Logic is what keeps the fire within the hearth, what keeps it burning when we want a campfire, and what keeps it from raging out of control and burning down the house or the forest.

Emotions are what we feel. Logic is how we handle what we feel.

Dale Carnegie understood the power of human emotion. He realized that you can pretty much make anyone do anything – beginning with yourself. If you can harness your attitude, you can harness your mindset, and you can live your life to your fullest potential. If you can realize what makes people tick, you then have the resources to make them tick. In an industry such as this, which is one of most heavily relationship-driven and people-oriented businesses in the world, adept human interaction is the cornerstone of your success.

“The way I like to measure greatness is… How many people can you make want to be better?”

–Will Smith

Chapter 1

Are You Ready to Harness Your Potential?
When you seek to become greater than you are at this moment. When you seek to awaken the potential that is caged inside of you. You will begin to question yourself and your patterns of life, seeking ways to improve yourself and thus the world around you. As a leader and a manager in your field and business, your power and influence – and consequently your responsibilities and obligations – have an even greater impact on the people with whom you interact.

You’ve picked up this book, because you seek something specific. You desire the keys to success, and, in particular, the keys to successfully managing and influencing people. You’re on the right track, and on the right page.

Within the pages of this book, you’ll discover:

- The formula for getting any result.
- How to create and use your attitude.
- The essentials of great customer service.
- How to fill the “love bucket” of your staff.
- What three things you must master as a manager.
- Different techniques for influencing different types of people.
- The most effective manager mantras and resources, and much more.

Seek, and you shall find.
“Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.”

–Steve Jobs

Congratulations. You’re the boss. But what are you, really? Are you a manager? Or are you a leader?

Think about your day and role. It’s not about hosting, regulating, and getting bogged down in back-to-back meetings. It’s not about shuffling through emails, keeping an eye on financial resources, and slicing your time between staff, distributors, suppliers, stakeholders, customers, and prospects. It’s not just writing the screenplay of the business, not just about theoretical strategizing and drafting good mission statements. It’s not about having the final say and making sure that ends meet.

That’s a fraction of what it’s all about.

Those tasks all may fall under the hat of a manager. But as a true leader, your additional responsibilities and obligations are much more intense, influential, and important. A good leader realizes that success is the sum of everyone’s contribution. He or she listens and learns about his or her people. He or she empowers and inspires. He or she promotes tolerance, cooperation, and communication amongst his or her team. He or she deals with problems quickly, directly, and effectively. He or she delegates and trusts, appreciates and rewards, goes the extra mile, and always leads by example.

What do people want?
In the workplace, it all boils down to a pleasant, productive, and purposeful environment. If you make people happy, they’ll happily stick with you. It’s that simple. It’s a demanding marketplace and a fast-paced world. There’s always somebody else who wants to eat your lunch. But people want excellent leadership. If you can give that, you’ve given the greatest incentive to stay.

If you make people happy, they’ll happily stick with you.

Once upon a time – in 1986, to be exact – I was involved in the functions business, and I opened a functions center. Honestly, it wasn’t going all that well. I realized that if I wanted to change anything, I had to first change my own self and my own mentality. So I took courses, read books, spoke with people, and tried to orient myself on the road towards improvement. That’s also when I came across How to Win Friends and Influence People, which taught me two big lessons:

“Don’t criticize, condemn, or complain. Give honest and sincere appreciation.”

“First, arouse in the other person an eager want. He who can do this has the whole world with him. He who cannot walks a lonely way.”

In translation, that boils down to two things: attitude and strategy. You decide your attitude, and you dictate your own strategy. If you can manage and excel in these two elements, you’ll attain what you need.

Unhappy employees and customers result from a boss who is hypercritical, complains, or is sarcastic.

Opening my eyes to the world around me, I noticed a pattern: Unhappy employees and customers result from a boss who is hypercritical, complains, or is sarcastic. Using Carnegie’s book as my guide, I worked to become a nicer guy in the workplace. The domino effect was incredible: I was nicer to the staff. As a result, the staff became nicer to the customers. As a result, the business really started to boom. As a result, we got really busy! I bought a second venue, and then a third. In 2000, I sold them all off; during the last twelve years, I’ve been growing other businesses with multimillion-dollar sales turnaround.

Miracle? If you’d like, you can call it that. A miracle that you can create, yourself.
Work for Results

You measure success by the results that you create. These results emerge from the effective application of two key elements: mindset and process. Naturally, your results will be as effective or as ineffective as your mindset and your actions.

**Results = Mindset + Processes**

Remember, your team is a reflection of your mindset. Your business is a reflection of your processes. The work culture – and all of its followers and outputs – is affected more by you than by any other factor. You choose this, you work for this, and you deserve this. Don’t aim for a lighter load. Aim for a stronger back.

Cultivate your Mindset

It’s possible to change a mindset. In fact, it’s essential. Minds, like diapers, need constant changing. A mindset is cultivated. The more time you spend in nurturing it, the sweeter the fruit. It is not easy, by any means, but it is the most worthwhile endeavor.

“We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. Life is 10% what happens to me and 90% how I react to it.”

– Charles R. Swindoll

The Six Components of a Success-Oriented Mindset:

- **Attitude.** As Winston Churchill once said, attitude is a little thing that makes a world of a difference. Aptitude without attitude is nothing. Attitude, with an improving dose of aptitude, is everything.

- **Belief.** For anyone to believe in the business, you must first believe in it yourself.

- **Confidence.** People are taking their lead from you. That’s something to take seriously. You lead them best when you display confidence, which is partially a result of you knowing what you’re doing.
Discipline. You must be disciplined in order to stay focused, dedicated, and driven. You must learn and know how to manage your time, your resources, and – most importantly – your energy.

Effectiveness. There’s a difference between being efficient and being effective.

Focus. Cultivate awareness and attention. You need to know where you’re going before you realize how to get there. Your people are motivated by the same thing you are: they need a purpose, a direction, and the tools to get there.

Act Effectively

The main difference between being efficient and being effective is that you know what you’re aiming at and if you’re working towards it. You could be very meticulously, consistently, and devotedly (in a word: efficiently) cutting someone’s hair, but if the result is the exact opposite of what they requested of you, and the hairstyle is so awful that they throw a fit and leave without even paying (much less thanking) you, your work as a barber has been anything but effective.

Keep your eyes on the prize. If you know what you’re aiming at, you have a much better chance of hitting it. What you have to do is earn the right to get people really engaged. How do you engage people?

You appeal to their emotions.

But before you can effectively do that, you have to be that which you seek to create. Do you want a positive, productive, encouraging, innovative, dedicated, and happy team? That’ll only happen if you’re positive, productive, encouraging, innovative, dedicated, and happy yourself.

Begin with the person in the mirror.
“Action seems to follow feeling, but really action and feeling go together; and by regulating the action, which is under the more direct control of the will, we can indirectly regulate the feeling, which is not.”

– Dale Carnegie

Perhaps the most telling characteristic of a great leader is in his or her ability to flick him or her own switch – the one that says that no matter what mood he or she’s in, no matter how late he or she’s stayed up, no matter what argument he or she just untangled himself or herself from, he or she has to put his or her best face on because he or she is the leader. He or she must do this for the sake of his or her team, for there is such a thing as “mood contagion.” Within 15 minutes of him or her arriving, his or her team has judged his or her mood and has been thoroughly affected by it.

**Uplift Yourself**

So, flick the switch. If it doesn’t sound easy, that’s because it isn’t. You’re a human, not a robot. Yet because you are human, you have an incredible power within you – if you can just rouse it. As a general rule, this is one of the most important things to master as an individual, and especially as a leader. Before you can master or influence anyone in the world, you must first know how to master and influence yourself.

Every day, every minute, every second, you have a choice. You can wake up in the morning and clothe your body with the attitude of *Screw you*, or you can clothe yourself in an attitude of *Have a nice day!* Just as you affect others, you will be affected by the world around you, but you have the choice in how you react to what is happening. This is a choice that you can control.
Chapter 3  
Attitude Makeover: 
From Grumpy to Great

The Journey of Happiness:

- **Get Moving**: Motion => Emotion (walk, dance, exercise…)
- **Get Quiet** (deep breathing, meditation…)
- **Get Grateful** (remember what you’re thankful for, show someone appreciation, focus on the positives…)
- **Get Psyched** (practice positive affirmations, visualizations, focus on goals…)
- **Get Alert** (get your caffeine buzz, listen to music…)
- **Get Involved** (surround yourself with positive friends, volunteer, play with your kids or your pets…)

What makes you happy? What keeps you fulfilled? What’s working for you in this life? What do you look forward to? What are you grateful for?

Answer these questions, and you have a rich armory of techniques to keep yourself uplifted. Whenever you find yourself slipping from positivity to negativity, consult your stepping stones on the Journey of Happiness and act upon them. You must realize that ultimately, only you have the power to view your day as a piece of heaven or a piece of hell.

**Flick your own switch from Grumpy to Great!**
Engage Others

Once you learn how to engage yourself, you’re not finished. Now how do you engage other people? Do people even need to be engaged?

They certainly do.

I’ve travelled across Australia and I’ve done “engagement surveys” with lots of teams. This has nothing to do with marital status – it has everything to do with how invested a person is at his or her job. My findings backup the findings of others; Australians are, on average, only 60% engaged. Meaning that, the average person who is working for you is working at about 60% of his her capacity.

I surveyed a group of 143 employees at LEGO. They scored themselves at 90% engaged. And it was true; they obviously love the place, they love working there, and they love cooperating with each other. The place truly felt healthy and welcoming!

But I’ve been to other places where the folks score themselves at 30% engaged. They hate each other, hate the customers, and – most of all – hate the boss. They’re all particularly sad. Generally speaking, if you’ve got 100 employees who rate at 30%, it’s as if you’ve only got 30 full-time employees. Whew!

I used to go up to some people and ask, “How’re things?” They’d be very extremely unhappy and they’d vomit on my foot. People have a bad pattern of focusing on their problems. It’s what we love talking about, although it’s really not good for us. Now, instead of a vague “how’re things”, I zone in on the good stuff. Now I ask: “What do you like about your job?” and “What are you looking forward to?” and “What are you most grateful for in your life?”

“Talking about our problems is our greatest addiction. Break the habit. Talk about your joys.”

– Rita Schiano

Apart from listening, you’ve got to cultivate appreciation. A great “team appreciation exercise” is to regularly group people together, and ask each of them to thank someone and appreciate them—I’d really like to thank Fred for letting me car pool with him when my old car is acting up. It’s the most thoughtful gesture, and he is always so sweet about it; lately he offers me a ride before I even have to ask. It builds the appreciation of the team and cultivates a culture of compassion.

There are many ways to create a culture of cooperation and camaraderie. Believe it or not, staff training is an excellent option, and you’ll hit two birds with one stone: your team learns new skills and they also bond by learning and training together. Any sort of
focus on OHS, basic service skills, general communication courses or study programs – anything, really, as long as it gets people together as a team and engages them.

Finally, you need to cultivate trust. *Praise in public, punish in private* is a cliché phrase for a reason: it’s the truth. If your people don’t get enough positivity and instead suffer from an overload of negativity, you’ve lost their appreciation and their trust. You’ve lost them completely. That’s not to say that you can’t point out their mistakes; people need to know if they’ve done something wrong, otherwise they might not realize what or how to improve. But you have to be precise in that; never humiliate others in public, abuse them in front of others, tell them off, or lose your temper. The positives have to outweigh the negatives 3:1.

“We live in a world which is full of misery and ignorance, and the plain duty of each and all of us is to try to make the little corner he can influence somewhat less miserable and somewhat less ignorant than it was before he entered it.”

– Thomas H. Huxley

Positivity is the most beautiful kind of tree: Water and nurture it, and it will reward you with sweet fruit and a refreshing shade. The culture of the company is the reflection on all the attitudes in the place. And the team is a direct reflection of its leader’s mindset. Monitor your self-talk and your positivity. And while you should always be at least fairly positive, you need to notice when the team or even one individual needs a positivity buzz, much like a caffeine buzz. When they’re fading out, you need to do a tune-up. You water them with consideration and appreciation. You fill up their love bucket.

Do you know how to push people beyond their comfort zones? That’s a huge responsibility as a leader, and it can be a tricky business. Most people don’t like to be nudged from their comfort zones; that’s their “happy place”. When you try to push them out, fear and stress set in. If you force them, they’ll be stubborn and unhappy and your intentions will backfire. As always, you first need to understand the person who you’re dealing with, and figure out what makes him tick.

In his book *Primal Leadership*, Daniel Goldman talks about emotional intelligence, and pinpoints that the team is a reflection of the mindset of the boss, and the amount of customers that you get is a reflection of the mindset of the team. He also points out that 80% of someone’s engagement and happiness is based off of his or her relationship with his or her immediate supervisor.

As the Chinese say, the fish rots from the head down. Keep it fresh.
“Our attitude towards others determines their attitude towards us.”

–Earl Nightingale

The Languages of Love

There are always two choices. You can either want to do something, and do it gladly; or, you have to do something, and you do it grudgingly. As a leader, you have the power to determine whether your staff want or have to do what you need them to do. That choice will have the most tremendous impact on what gets done and how it gets done.

People want to do things for you when they like you. People want to do things that are interesting. People want to do things when they feel that those things are meaningful, effective, and enjoyable. Fit together these puzzle pieces, and you’ve got yourself a perfect picture.

The best way to energize people is by filling their love bucket. Yup, you heard that right. Everyone has a love bucket – including you. Not all love buckets are created equal, mind you. They come in different sizes, different shapes, and different textures. Some are made of netting, so they can hold stones, and some are made of plastic, and can contain water. You fill these buckets with love languages, but not everyone responds to the same language. A bucket made out of netting won’t hold water; a bucket made of iron isn’t practical to lug along in the sand pit.

If you want to hold a conversation, you have to figure out what language the other person speaks, before you can be understood.
Praise and Appreciation

Some languages seem to be more universal. Most people respond well to praise. It’s been proven that praise is most effective; however, only when it’s geared towards someone’s effort. Instead of saying “you are”, in other words, you say “you did”.

The key to praising effectively is in truly meaning it. You have to be genuine about what you say. Sarcasm is worse than saying nothing. If you offer phrases like, “thanks for joining us today” or “I really appreciate you turning up” and yet you poison them with a sarcastic tone, your words will have an intensely negative effect. It’s just as bad if you’ve gained a reputation for being sarcastic and then try to offer genuine praise. Who would listen to you then? Why would they believe you?

“Make it a habit to express your appreciation, sincerely and without the expectation of anything in return. Truly appreciate those around you, and you’ll soon find many others around you. Truly appreciate life, and you’ll find that you have more of it.”

– Ralph Marston
Did you know that 80% of staff feel underappreciated in the workplace? Praise and appreciation costs absolutely nothing, and yet many of us are so stingy with it. Weakness is not in praise, it is in belittling. Strength is in positivity, not in negativity. Stand out from the crowd and attract people with your good nature; be brave and reveal that you care enough to make a difference.

Make the time to celebrate any improvement!

**Recognition and Reward**

A very similar language that is based off of praise and appreciation is that of recognition and reward. When you recognize or reward someone, you offer him or her a tangible result. It might be a pat on the back, a financial bonus, or it could be a paid trip to the Caribbean, which includes the family. It doesn’t have to be big – in fact it’s the little things in life that count. And the best things aren’t things.

Recognition means keeping track of people’s birthdays and somehow celebrating them. Do you let them leave work early? Treat them with a paid dinner-for-two? Host a surprise party at the office with streamers and cake? You want to keep things interesting and fun. KFC and Yumm! give their staff movie vouchers, and some hairdressers reward their staff by giving them a $5 bonus for every five bottles of salon product they sell. McDonald’s offers recognition to their staff for learning how to use the fryers, and even for learning how to make coffee! What all these companies have in common is that they’ve realized the power of recognition and they’ve made it part of the game.

Don’t take the game too far, though. You want to keep it respectful and straightforward. One of the branches of Hooters in the U.S. tried this incentive for their employees: The staff member who sells the most beer will be taken to the parking lot and presented with a Toyota! In time, the woman who won was led out to the parking lot and was given… a toy Yoda. She was very unhappy about it; in her perspective, it was a dirty and cheap trick, not a funny joke. As a result, she sued Hooters and made them pay her $100,000.

In the end, that makes for a pretty expensive Toyota, don’t you think?

It’s also important to understand that different people respond to different forms of recognition. Some people are very competitive, and they love competing for vouchers, prizes, and other incentives. Others just want to
belong, so they want rewards that bond them with the rest of the team, or that make them stand out in a really good light. Some people enjoy physical recognition (always keeping it professional, friendly, and non-sexual, of course) like a hug or a pat on the back or a high-five. Australians are a friendly and a demonstrative culture; 80% of us don’t mind being touched. We always can appreciate a hug!

**Quality Time and Attention**

There’s a quote that says: *Respect people who can find time for you in their busy schedule... but love people who never look at their schedule when you need them.* Many of us have realized that one of the most precious resources and gifts is our time. How you spend quality time and attention says a lot about you, and it speaks to others as well.

“Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.”

– Anne M. Mulcahy

Staff truly desire quality time from their boss. They want to know that you are there for them, and, above all, that you are invested in them. Since actions speak louder than words, you must prove this. Begin by devoting some quality time and by practicing active listening, especially when your people need you.

Be kind to people. Practice humble and selfless acts of service – you’re not being weak, you’re being considerate, and you’re setting the example: “I’m getting a cup of coffee. Can I get you one as well?” The more you are nice to the staff, and welcome them every day with a smile and a “Good morning!”, the more you will see this attitude reciprocated in turn. But try to be democratic with your time and delegations; hand quality jobs out to everybody, and hand ordinary jobs out to everyone. If you want an engaged team, do not play favorites.
Chapter 4  Do You Know What Makes Them Tick?

- **Speak their Language**

  Then there are those people who are not so big on praise. They’d much rather be literally helped; that is the method by which you can empower them and show your consideration and appreciation. This is common with the back-of-house staff, the team in the kitchen, the administration group, and so forth. They appreciate *ease/remove my pain* techniques.

  I realized that the best question for me to ask of them was, “What’s the one thing I can do to help you do a better or more accurate job? What can I do to make your life easier?” For the chef, I realized that it wasn’t about going in the kitchen and saying “You did a fabulous job, Chef! You’re marvelous. You’re wonderful. You’re great.” Chef would say, “Yep, I know. I was born perfect and got better.” Instead, it is about me going in there and asking, “If there’s one thing that I can do today to help you do a better job, what would that be?” He responds with, “Sharpen my knives” or “Get me a new trolley.” I do that; suddenly he’s very pleased.

  You have to know how to be there for different people. You can make them happy only by first understanding what makes them happy. You have to learn a person’s love language.

  “Personally I am very fond of strawberries and cream, but I have found that for some strange reason, fish prefer worms. So when I went fishing, I didn’t think about what I wanted. I thought about what they wanted. I didn’t bait the hook with strawberries and cream. Rather, I dangled a worm or grasshopper in front of the fish and said: Wouldn’t you like to have that? Why not use the same common sense when fishing for people?”

  – Dale Carnegie

- **Establish Mutual Trust**

  Finally, you have to trust people. Establish a pattern of mutual trust: when you delegate, trust that people will get the work done to the best of their ability once you know that they understand what you need. Honestly, you can’t do everything yourself. And even if you could, you shouldn’t. In turn, they must trust you to excel in leadership and take care of them and the business. That’s why everybody is part of a team; everyone contributes.
If you see a team that’s disengaged, chances are that there’s no trust. Generally, that’s the number one characteristic of disengaged staff. A leader is not a leader if he or she is not trusted. Trust is the glue of any relationship – be it a friendship, a familial or romantic relationship, or a professional relationship. Without trust, things inevitably fall apart.

As a leader, you must earn trust. It can’t just be given to you. You work at it every waking moment. I remember one classic: one of the managers at a bike store rang me up and asked, “Dave, can you come out and tell the staff to trust and respect me?” You must realize that you can’t ask someone to trust you. You prove yourself trustworthy or you prove yourself untrustworthy. You only need to break someone’s trust once or maybe twice – and then it’s over. The staff will no longer trust you, and you’ll be doing the bulk of the work on your own, in a pretty tense and toxic work environment.

“Mate,” I told him, “you have a chance. They watch you like a goldfish in a bowl. And if you do anything wrong, if you lose your temper, if you’re stupid, if you steal things, if you’re disrespectful of other people, if you’re racist or sexist, then you lose the trust. And then you’ll really have a cultural problem.”

It’s that simple.

The Finishing Touch

Up at the Tradies Club in Sutherland (New South Wales), there’s a guy called Tim McAleer. One day, he put up a sign on his front door, and put up more copies of that sign in his company’s parking lot, on walls, and on tables throughout his space. The sign says that he’s open to feedback on his customer service. Lots of people say that, but they don’t really mean it. They don’t want to hear it. They don’t want to know. They chicken out at the thought of bad news (because that, for them, means going on guilt trips or initiating annoying policy changes). Instead of letting people go to Trip Advisor, Total Travel, or Yelp and telling everybody how wonderful or how awful his place, people, and service all are, McAleer is asking them to personally tell him.

What his sign is saying is: I really want to hear about it.

“Your most unhappy customers are your greatest source of learning.”

– Bill Gates
The benefits of direct feedback are a hundredfold. Tim McAleer truly does want to know, because he truly does want to improve and offer the best. He reaches out to customers and provides them with easy ways in which they can get in touch with him immediately. He's accessible. He's available. He's genuine.

And in being so and acting so, he is far braver than all the other people who “don’t want to hear it”. Are you brave enough to put up such a sign on your company’s front door and let people own up and tell you about it? Remember, if they’re not telling you about your service now – and if they’re not giving some feedback for your staff now – then, generally speaking, they’re going online and telling others, they’re persuading/dissuading their friends or they’re talking about it on the social media…
Chapter 5

The Three Focal Points of Masterful Management

As a leader, it’s easy to often feel that you’re being pulled in 10 different directions all at once. Any more pulling, and you’ll be torn at the seams. But really, it’s up to you. How are you managing the pressure around you? What are you prioritizing? Are you surviving or are you thriving? Are you acting or are you reacting?

We’ve all got limited resources. You have a limited about of time, energy, attention, money, and staff. And, yes, it always does start from within.

Manage your Energy

You’ll hear a thousand tips about time management, but that’s not really the issue. We all have the same amount of days in a week. We all have the same amount of hours in a day. It’s what we dedicate ourselves to that makes all the difference. And it’s how much dedication we put into each activity or idea that we tackle.

It’s not about time management. It’s about energy management. Do you know what boosts your energy? Make a DEAL with yourself – pledge that, above all, you’ll take care of these four aspects of your life, because they in turn are what take care of you:

- Diet
- Exercise
- Attitude
- Lifestyle
To be a great leader, you’ve got to be a beacon of positivity. You’ve got to give love and trust in order to receive it. Maintaining this positive energy is a challenge! It’s nothing that you can’t tackle, but you have to have a strategy on your side. Eat healthfully, and make time for exercise – even just a 15 minute walk can make a world of difference. Get out, get some fresh air, meditate, pray, call a loved one; do whatever it takes to screw your head on the right way in the morning and throughout the day. Balance your lifestyle so that you’re not always stressed out. Too much stress will either tear you apart or turn you into an adrenaline junky.

Either way, you’ll upset the staff.

“To be fully engaged, we must be physically energized, emotionally connected, mentally focused, and spiritually aligned with a purpose beyond our immediate self-interest.”

– Jim Loehr
You’ve only got so many places and people who you can turn your attention to. What can you outsource? What can you delegate? What can you do offshore? If you manage your resources wisely, you’ll accomplish anything you set your mind to. Sometimes, don’t forget, the magic word is no. If you’re trying to do too many things and you’ve tackled too many obligations at once, you’ll die out like a flame that’s buffeted by too much air. You need just enough oxygen to keep yourself going; too little or too much are both bad options.

I see so many people just throwing money at the staff, believing that it’s the solution to magically making everything tick. That’s not necessary, and could actually backfire. You need staff engagement. Pour more attention into them, take the time to make them happy, to appreciate them, to seek their help and cultivate their trust.

If you’ve picked the right people and if you treat them the right way, they’ll be willing to do anything for you.

Manage your Words

What are you devoting your energy to? Your thoughts control your attitude; your attitude patterns your habits; your habits form your behavior; your behavior reflects your life. Remember, *Results = Mindset + Focus!* You walk in the direction that you’ve swerved your body towards.

Stop a moment and jot down an answer to this question: *What do you talk about?*

- Personal thoughts?
- Problems or solutions?
- Performance?
- Products/services?
- Possibilities?
- Profits and prices?
- Places?
- Positives or negatives?

You focus on what you attend to. You succeed at what you focus on. Relationship-oriented people talk about relationships. Results-focused people talk about results. Positive people talk about positive ideas and opportunities.

“Words are, of course, the most powerful drug used by mankind.”

—Rudyard Kipling
Chapter 5 | The Three Focal Points of Masterful Management

It’s not just self-talk that’s the issue. How do you phrase your conversations with your staff? Are you a Demander or an Asker?

I used to be a demander. “I want you to do this,” I’d tell them. And the staff would say, “Yes, sure, no problem.” But then, one week later, I’d notice that nothing had been done, so I’d tell them again: “You’ve got to do this.” Nothing. Then, I’d tell them again. I used to think that I was suffering from bouts of déjà vu. But what it really turned out to be was that I’d been acting as a Demander. They would just respond to my words with words, not with actions.

What I also realized was that I got drastically better results if I would ask people if they could do something – or better yet, ask them in a way that made them realize that this “something” had to be done. When my people come to me with a problem, or if I approach them with a concern, we first define the problem: “There’s a problem with this.” Following in the footsteps of Dick Smith (“bring me solutions, not problems”) and Socrates (whose method is legendary), I ask my team: “What do you think we can do about it?”

Then they give me an answer. Usually, the first answer isn’t so good. And that’s natural, because it’s all in the process of brainstorming. So I prompt them: “What else can we do about it?” And so the conversation flows. At last, I ask, “Which one of those options is the best?” They come up with their own solution – and often, a very intelligent solution indeed. I don’t want to solve their problems; I always will, if they cannot, but that’s not the point. I want to teach them how to think. I want to help them become solution-oriented.

- Attitude
- Skills
- Knowledge
- Experience
- Relationships

Manage your People

Our beauty and complexity is in our uniqueness. Every person is different. It took me a while to realize that. We all know, in theory, that we are all different, but our ignorance, or our wisdom, appears when we apply what we “know”. Our differences are very significant, because they determine what makes each of us tick.

There are classifications for different character or lifestyle traits. For example, I’m sure you know some fast-paced people who seem to always be saying Quick! Quick! Quick! Now! Now! Now! You probably also have worked with people who are more laidback, and they hate it when you try to press their fast-forward button. There are folks who are
extremely results-oriented: for them, it’s all about getting to the outcome. Other people are very relationship-oriented; friendly and easy-going and preferring to stay in a job for a longer period of time. Some people focus on facts; others focus on feelings. There are those who tend to be very direct and blunt, and there are some who enjoy small talk and prefer diplomatic conversations. Some people are comfortable with seeing the big picture, while others need all of the details before drawing their conclusions.

Different people experience energy peaks at different hours, they respond to different types of feedback, and they prefer different love languages. A person often excels in a profession that meets his or her type of profile; leisurely, but results-oriented people tend to prefer back-of-house administration or finance divisions, whereas a fast-paced and relationship-oriented individual might excel in the sales department. There are many versions between the extremes, of course, and there are people who are flexible enough to adapt to almost any style. My point is just to show the diversity.
Chapter 5
The Three Focal Points of Masterful Management

Different people if you listen to them – will ask different questions.

- “Who’s going to be there?” (people-oriented);
- “Why are we doing that?” (results-oriented);
- “What’s happening and what’s going on?” (facts-focused);
- “How are we doing and how are things going?” (feelings-focused); and
- “What if…?” (analytical), and so on.

What I’ve discovered from studying all of this is that you can use profiling tools to work out who is what, and you can thus place the correct person in the correct spot in order to get phenomenal results. In the kitchen, you don’t want a chef who talks a lot; you want him to be focused, quick, and efficient. At the reception desk, you want someone who is chatty and friendly and relationship-oriented. You want someone meticulous and results-oriented for the bookkeeping. You need someone receptive and feelings-focused on your marketing team.

Finally, don’t forget the innate differences between generations. In a nutshell, we’ve got:

- **Builders** (born pre-1945; 67+ years old)
- **Boomers** (born 1945-65; 47-67 years old)
- **Gen X** (born 1965-80; 32-47 years old)
- **Gen Y** (born 1980-1994; 18-32 years old)
- **Gen Z** (born 1995-2010; 2-17 years old)
- **Gen Alpha** (in the works…)

Most of today’s young workforce is made up of Generation Y. Or, alternatively, Generation *Why*. Just a few observations to make, first. Gen Y is children of the baby boomers; their parents generally bought assets, property, and shares when they were cheap and made lots of superannuation money; as a result, they’re the wealthiest generation in Australia. Yet Gen X was also the *Debt Generation*; marriage, mortgages, and kids means that they need to earn lots of money and are a bit more motivated to work. Gen Z, the children of Gen Y, is beginning to enter the workforce; in general, they’re not flushed with funds, so they also seem to have a better work ethic. I’m generalizing, of course, but you can probably follow the pattern of my logic.

So how do you handle Gen Y? You’ll have to understand them, first.
Leadership Begins with Understanding

Generation “WHY”

- **The why refers to the questioning mentality of this group.**
  
  Why can’t we do things my way? Why should I respect you? Why do I need to learn that? Why should I care? Why should I adhere to the dress code? Why should I wait? More so than any prior generation, the members of this generation have specific questions and needs that they want answered – and they won’t collaborate with you until you can do that.

- **Provide incentive.** Gen Y may need more of an incentive to work. One of the issues with Gen Y is that they don’t always need that $15/$18/$20 an hour from you; they can get it from their parents. Some of them have failed to launch from their couches; there’s little incentive if they’ve got a boomer bank at their backs. Remember, there’s always a carrot dangling in front of the horse, but it needn’t be made of money.

  “When dealing with people, let us remember that we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.”
  
  – Dale Carnegie
Know their background and values. Gen Y may have been born offshore, or they may have been born of immigrant families with a poor background and a high work ethic. Some of the best managers I know come from New Zealand. There are some motivated folks coming in from California, Ireland, and even Spain, where the unemployment rate is higher and they are keen to find fulfilling work in Australia. You can certainly find Gen Y employees with Gen X’s work ethic.

Understand how they think. If “digital immigrant” educators truly want to teach and influence “digital natives” (people who were born into a world of computers, cell phones, X-box, and the Internet), they’ve got to adapt their methods to better impact their younger audience. Gen Y students think and process information very differently from their predecessors; according to Marc Prenksy (Digital Game-Based Learning):

- They’re used to receiving information very quickly.
- They prefer parallel processing and multi-tasking.
- They prefer their graphics before their text.
- They prefer random access (i.e. hypertext).
- They function best when networked.
- They thrive on instant gratification and frequent rewards.
- They prefer games to “serious” work.

Manage with FAMILY values:

- Fun. Make it a game. Entice them; we prefer do something we want to do as opposed to something that we have to do.
- Applaud. Recognize and reward; remember, what gets rewarded gets repeated.
- Model. Lead by example, and “walk the talk” (if you don’t, why should they?).
- Involve others. Show them the bigger picture; give them a purpose.
- Lead, train, and develop people. Give them resources to succeed.
- Yield to requests. Be flexible, especially when rostering (when possible, work around others’ schedules; plus, if you can get them to tell you what days they’re available, you’ll see who has the thirst to really work).

Transform work into play. Infuse it with:

- Action-packed scenarios. This creates a sense of urgency, which is something familiar (and even desired) in a fast-paced world.
- Continuous scoring. Playing up on the concept of competition, consistently provide feedback and information. Score on the average dollar sale, the number of items per sale, or the number of sales made per hour. Let’s try some
product promotions and some competitions. Product of the week? Product of the month? Keep track of the Top 10 Sales and Top 10 Most Improved!

- **Real-time complex problems.** This generation is trained to solve problems, and you can provoke them by asking questions: “Right, we’ve got a problem with this. What do you think we should do about it? How can we use fewer chemicals? How can we sell more upmarket spirits? How can we get more people to give us their emails? How do we get more people to like us on Facebook?”

- **Positive reinforcement.** Celebrate every small improvement, and provide ego-boosts, which can be extremely motivating.

- **Flexible hours.** If you can, work around their program, or offer your availability at any time; accessibility is much appreciated.

- **Role-playing games.** Spark their creativity and innovation. What if they are the customer for a change? Ask them about their favorite product in the bar, at the restaurant, or their favorite high-margin item in the business. Give them a sampler of it and reasons why they’d sell it.

- **Time constraints.** This generation gets oriented with deadlines; a deadline is a challenge. Challenge accepted.

- **Cheating options.** They want the fast-track to higher levels. Show them how to get better results quicker and faster.
“Leadership: the art of getting someone else to do something you want done because he wants to do it.”

– Dwight D. Eisenhower

- **Practice the “Tough Love” Model.** On the other hand, it can’t all be fun and games. Getting work done is always a matter of disciplining yourself and others. Be straightforward and exact when it comes to expectations, discipline, and counseling. The “Tough Love” Model requirements:
  
  - **Establish house rules.** Be clear on the things you will not tolerate in the workplace (drug use, hangovers, pranks, poor hygiene, theft, friend visits, freebies, Internet misuse, inappropriate language, behavioral misconduct, etc.)
  - **Uphold a code of conduct.** You should have certain standards when it comes to behavior, dress code, hygiene, hair standards, etc. What you allow is what you teach; you have to ensure that everyone is following the same rules.
  - **Keep your expectations high.** If an employee’s car looks like a bomb just went off in it, chances are that his or her home and his or her desk won’t be much neater. The difference is, he or she can do whatever he or she wants at home; the workspace is a different story, and it must be respected. Dingy, dirty, and dour is a disaster that won’t be tolerated.
  - **Practice fair discipline.** Punish in private, and never display favoritism. Also, be clear. Your staff love clarity; be clear about your purpose and their invaluable role in the business, and you’ll enjoy far better results.
  - **Lead by example.** That’s the only way you can fairly expect others to follow suit.
  - **Push people out of their comfort zone.** That is how we grow as individuals and as teams. Don’t forget to reward them for their efforts!
  - **Use documentation systems and processes.** This will help you stay organized, track results, and show this “evidence” to your staff in an interplay of incentive and reward.

**What Kind of Boss are You?**

There are some bosses who bring shame to the name. You’ve got the “nice boss”, the type that people walk all over and do whatever they want with. Since what we allow, we teach, the employees will take advantage of a nice boss who allows them to come late and bail out on their workload. You’ve got the “smart boss”, who knows what he or she is doing and who is intellectually savvy, if not emotionally intelligent. He or she
is usually effective. Then you’ve got the “wise boss”, who knows how to coach and cheer from the sidelines. He or she is the most effective of all. Finally, you’ve got the domineering “boss-hole”, who is highly assertive and highly ineffective.

You’ve probably been in a place run by a mono-maniac or a disciplinarian. You can tell, because everyone’s queued up, sweating like a pig, or unable to function if the manager’s out of sight. The boss can never go on a holiday. The business crumbles without him or her. And all he or she does all day is run around screaming and yelling at everybody and complaining that the staff is stupid.

I used to complain about my team. “How can I work with these people?” I’d grouse.

A wiser man took me aside and asked: “Who hired them?”

“I did,” I replied.

“And what systems, policies, and procedures do you have?”

“We don’t have any.”

“What induction and training did you give them before you unleashed them on the unsuspecting customers?”

“None.”

And he said, “I think we found the problem.” Sure enough, it was me.

I revamped my ways. I hired more wisely. I set up better systems, policies, checklists, procedures, inductions, and trainings. I stopped telling people what to do and started asking them. My business shifted, then skyrocketed. I was now practicing situational leadership.

“Do you wish to rise? Begin by descending. You plan a tower that will pierce the clouds? Lay first the foundation of humility.”

– Saint Augustine

Your thoughts, words, and actions define you in the eyes of others. Remember the difference between being a Demander and an Asker? If you want to be a leader, you have to learn to be a coach. There are numerous books on the subject, including
Chapter 6  Leadership Begins with Understanding

Shawn Hayashi’s *Conversations for Change: 12 Ways to Say it Right When it Matters Most and Conversations for Creating Star Performers*. It’s all about asking the right questions to get people to break bad habits and change old ones.

Ken Blanchard has come up with an excellent leadership model called *Situational Leadership*. What it revolves around, basically, is the idea that you have to lead a little differently in respect to different situations. You can’t manage a newcomer the same way you manage a veteran. You can’t similarly delegate something to a person who’s been on the staff for 15 years and someone who’s been on the job for 15 minutes. When you hire someone, it’s a bad idea to say “Hello, righty-o, you’re in charge at the bar now. Good luck.” Did you just hire someone new? It’s up to you to induct them; show them around, show them where everything is located, direct them, and share what your expectations are. They’re starting out. They’re nervous. They’re on their best behavior. You both should know that the first 90 days are truly a probation period.

Ninety days. That’s right – 90 days to work out whether people are any good or not. If they’re not what you need, chuck them out and recruit better. Find out what went wrong, and learn from that. Hire before you have a need to hire; that way, you’ll have the time to choose wisely and you won’t be desperate. Write a great job description, advertise wisely, and hand out business cards to people who attract you: “if you’re ever looking for a job, come and see me.” Hire when you find good people, and you’ll build an excellent team.

> “Hire in haste, repent at leisure.”

- Anonymous

Once you choose good people, you work to develop their knowledge, experience, and workplace relationships. You begin by explaining and showing, and after a while you can stop showing and start selling. This is where influence and persuasion come into play – but you don’t want to just be a salesperson (*I do you a favor, you do me a favor; I’m nice, I’m positive; I make you coffee, I’ll throw in the odd bribe*). Most managers can get to that level, but you need to be more than that. You need to be a leader.

A leader commands by respect and trust. You promise things and you deliver on your promises. You cultivate cooperation and communication. You earn engagement and buy-in, and the new person becomes accountable and active. You can delegate to him or her now; instead of asking, “What do I do next? And then? And what now? What do I do now?” By delegating, he or she comes to you with answers and solutions. Now this person follows the footsteps of you and your team: “systemize the routine and humanize the exception.”
Finally, you can empower him and give him or her more responsibility and power: “You’re in charge of the bar now.”

“A leader is a dealer in hope.”

– Napoleon Bonaparte

Four Stages of Situational Leadership:
1. Tell
2. Sell
3. Participate
4. Delegate

Hiring for the Right Reasons

“Character is, in the long run, the decisive factor in the life of individuals and nations alike.”

– Theodore Roosevelt

During our lives, we keep choosing people. “I want to share the crayon box with you.” “I want you on my soccer team.” “I would like to date you.” “Wanna be my roommate?” “I want to take the same class as you.” “Will you marry me?” “I want to live in this neighborhood with these people.” “I want to hire you for my business.” Our lives are interwoven with the lives of others, and we often relish that we can sometimes choose which lives crisscross with ours.

In the business world, choosing your staff is a big deal. It’s one of the most significant choices that you’ll make, and it will really help to make or break your business. So yes, it’s important… but could it be simple?

There are a number of fantastic profiling tools that leaders can use when recruiting people. There are methods, like the “Character First” Program, which focuses on people’s positive character traits. Character development is the foundation for success. If you want a good employee, hire a good person.

Attitude beats aptitude, every time.
Chapter 6  Leadership Begins with Understanding

The 49 Character Traits of the Character First program:

1. Alertness  26. Hospitality
2. Attentiveness  27. Humility
3. Availability  28. Initiative
5. Boldness  30. Justice
6. Cautiousness  31. Loyalty
7. Compassion  32. Meekness
8. Contentment  33. Obedience
9. Creativity  34. Orderliness
10. Decisiveness  35. Patience
11. Deference  36. Persuasiveness
12. Dependability  37. Punctuality
13. Determination  38. Resourcefulness
15. Discernment  40. Security
16. Discretion  41. Self-control
17. Endurance  42. Sensitivity
18. Enthusiasm  43. Sincerity
19. Faith  44. Thoroughness
20. Flexibility  45. Thriftiness
21. Forgiveness  46. Tolerance
22. Generosity  47. Truthfulness
23. Gentleness  48. Virtue
24. Gratefulness  49. Wisdom

“The world believes the way to achieve success is to find your flaws and fix them. We live a remedial world fascinated by weaknesses. You won’t get the performance improvement you want by getting people to work on their weaknesses.”

– Marcus Buckingham
What Great Managers Do Differently… Do You?

- **Know what you really want.** You’re more likely to find something if you know what you’re looking for.

- **Practice fast induction.** Choose someone and get him or her up-to-speed in 2-3 days, not 2-3 weeks. Test him or her for 90 days, and “if in doubt, chuck him out.” You can’t waste time investing on someone you are unsure about.

- **Be thorough when reference checking,** and save yourself the double work later. Ring up his or her references at old workplaces and ask: “Would you re-employ this person?” If the answer is “yes”, you’re off to a good start.

- **Select people based on personality, values, and talent.**

- **Focus on the right outcomes** when setting expectations for employees.

- **Fit the person with the job.** To develop an individual, find the right job fit for that person.

- **When motivating someone, focus on strengths.** According to Marcus Buckingham, most performance appraisals spend two minutes focusing on “strengths” (what an individual does well) and twenty-eight minutes on “weaknesses” (the person’s flaws and how to fix them).

- **Hire highly engaged people; promote highly engaged people.**

A good boss talks to people more about who they are, and less about who they are not. They find their people’s passion, their fire, and then they fan those flames. If you get people to feel really good about themselves in something, then you can get them to be good at other things, and that’s the essence of performance improvement.

Don’t fool yourself. It does take time – you may have heard that you need 10,000 hours to become an expert. I can’t guarantee those hours to the dot, but I do know this: deliberate practice, continuous feedback, and lots of repetition are how a person develops mastery.

“Focus on a few key objectives… I only have three things to do. I have to choose the right people, allocate the right number of dollars, and transmit ideas from one division to another with the speed of light. So I’m really in the business of being the gatekeeper and the transmitter of ideas”

– Jack Welch
As the leader, you are the backbone of the organization. You’re the person who keeps things upright; the person who allows the pulse of the business – its people – to function correctly and keep the business alive. You serve your business by serving your people. Remember, just as children are the reflection of a family, so is a business the reflection of its leader.

Everything begins and ends with how you interact with your people. If you improve that, you automatically improve your fighting chance for success. You have the tools and the know-how to accomplish that, now. Be a beacon of positivity, of love, of dedication, of attention, of good work ethic, and of human integrity. Be whatever you wish to attract; focus on what you want to expand.

Be the change you wish to see in the little world of your business. Then get ready for some phenomenal results.
Chapter 8
Manager Tools: Extra Reading

**Bounce:** *Mozart, Federer, Picasso, Beckham, and the Science of Success*, by Matthew Syed

**Conversations for Change:** *12 Ways to Say It Right When It Matters Most*, by Shawn Hayashi

**Conversations for Creating Star Performers**, by Shawn Hayashi

**Drive:** *The Surprising Truth About What Motivates Us*, by Daniel H. Pink

**Employee Enragement**, by James Adonis

**Everyone Communicates, Few Connect**, by John Maxwell

**Good Boss, Bad Boss**, by Robert Sutton

**Go Put Your Strengths to Work:** *6 Powerful Steps to Achieve Outstanding Performance*, by Marcus Buckingham

**Outliers:** *The Story of Success*, by Malcolm Gladwell

**Reviving Work Ethic:** *A Leader’s Guide to Ending Entitlement and Restoring Pride in the Emerging Workforce*, by Eric Chester

**Self Leadership and the One Minute Manager:** *Increasing Effectiveness Through Situational Self Leadership*, by Ken Blanchard, Susan Fowler, and Laurence Hawkins

**Talent is Overrated:** *What Really Separates World-Class Performers From Everybody Else*, by Geoff Colvin

**The Talent Code:** *Greatness Isn’t Born. It’s Grown. Here’s How*, by Daniel Coyle

**Why People Fail:** *The 16 Obstacles to Success and How You Can Overcome Them*, by Simon Reynolds
Wouldn’t you like to know…

- How you can sell more without ever reducing your prices?
- How you can dramatically increase your sales in quiet times?
- How you can sell the products your customers seem to be overlooking?

David is your man.

Anyone can tell you how to sell more when times are good. David shows you how to grow great profits even in the most turbulent of times.

Growing up in modest circumstances, David worked in his family’s hardware store from the age of six. Money was always tight and his family struggled. Tired of hardship, David resolved to become a millionaire by the age of 30 and give his family a better life.

It didn’t go exactly as planned. Although David worked hard seven days a week, he found himself with few customers and on the brink of bankruptcy. But something happened…

Within no time David raised himself and his business from the struggle. From narrowly escaping bankruptcy, David went on to create an award-winning business empire in Victoria Australia with several hundred employees and a multi-million dollar turnover. How did he do it?

The good news is that David can teach you his magic.

Everyone can sell popular products during the best times of the year. Selling ice cream in summer is not what David is all about.

David uses his unique, no-nonsense strategies to help you sell during quiet times – without major discounting.

Armed with hard-earned experience from the trenches of entrepreneurship, David will demonstrate how you too can make sales when no one else is selling, no matter the time of the year, month or week.
Big Hat Professional Services provides consulting, coaching and training expertise to CEO’s, Entrepreneurs, and Senior Management, of the corporate, government, non-profit, and business sectors. The six programs listed below are customised to suit the needs and meet the goals of each client.