

Beyond the Horizons Consulting

Volume 5, Issue 7

July 2008

Therapy for Business®

Have you ever wondered why some organizations function so well, while others seem to have nothing but logjams? — Leaders need to have vision which they communicate clearly to their employees. Leaders also need to engage their workers emotionally in the tasks at hand. **Sometimes an organization needs a little therapy!**

Our July Newsletter topic is “Company Culture and Management Behaviors.” We again feature two illustrations which appear in our soon-to-be-released book *Soft Skills for Tough Issues: Fostering Interpersonal Communication in the Workplace*. **Our July article begins on page 2 of the Newsletter.**



An example of sender-receiver distortions: “We need to step up production.” — “We need to get set for a reduction!”

Beyond the Horizons Consulting offers a variety of services for individuals, teams, and organizations.

- ◆ Individual coaching for managers is a process that begins by identifying your style, what you want to retain and strengthen, and what you want to modify. Objective assessments are part of the process, as are also a mutual give-and-take process of creative problem solving and supportive guidance.
- ◆ We offer group seminars on identifying and

dealing with stress in a relaxing and supportive environment.

- ◆ Our team building seminars will help your team or department run more smoothly, whether it is a brand-new team or one that has been put together after a reorganization.
- ◆ Our communication seminars identify crucial parts of the communication equation and help you put them all together by using role play, among other practical, hands-on experiences.
- ◆ Critical Incident Stress Debriefing (CISD) is a special tool we are equipped to provide to your business whenever there is a traumatic incident — death of a coworker, robbery, layoffs, etc. — in the workplace.
- ◆ We also offer group seminars utilizing excellent tools, including the Myers-Briggs Type Indicator or the DISC, to help you see *in black-and-white* differences in personality type and behavior.
- ◆ Our conflict resolution services help opposing parties identify mutual purpose(s) and restore harmony to the workplace.
- ◆ It is our pleasure to tailor a seminar to your company’s, department’s, or team’s needs!

Our serene, off-site location appears featured in our May and June 2005 Newsletters.

Call us to schedule a complimentary consultation for yourself or your business!

Our helpful Office Administrator, Stan, will work with you to schedule a meeting time that fits your schedule.

Stan and Jean Eva can be reached at (505) 466-4990, or on-line at

Company Culture and Management Behaviors

Behaviors are usually a direct result of attitudes and values. A strongly held value is expressed in terms of a person's words and actions.

If your company or organization wishes to foster certain attitudes among employees, *what changes in the organization will foster those attitudes and beliefs?*

As managers and leaders, you will need to demonstrate these attitudes — model them from the top down!

What we are looking for are intrinsically motivating practices, those attitudes and behaviors which allow employees to have a stake in the outcome of company decisions and to invest in the process *and* in the company. This happens when management systems push decision making out to the workplace.

Empowering behavior begins with your decision to share all but the most sensitive information with employees, to keep them on track in terms of product and process changes, and to value their input by implementing worthy suggestions. "Instead of focusing on reward points and incentives, concentrate on building an intrinsically motivating workplace by changing management practices and support systems" ... to create a "workplace culture that encourages personal learning and commitment to performance."*

When management adopts an empowering attitude toward workers, their ownership in positive outcomes increases a thousand-fold. *What such an innovative management is doing is essentially training these folks to take over management and supervisory roles one day.*

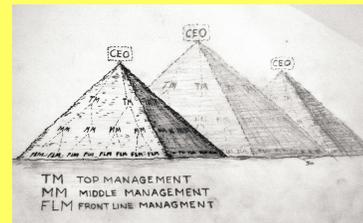
Think about it for a moment: Instead of believing that you as manager, CEO, CFO, or other high-level officer will continue "forever" in that role, you are actually admitting your mortality, your limitations. When you do so, you allow a bit of your armor, known as the ego, to fall away. In essence, you become more human, more of a real leader.

How does empowering others to make decisions and to work independently as individuals or teams make *you* feel? Contrast this behavior with how you feel when you direct from the top or micromanage.

*Kevin Herring of Ascent Management Consulting responded to the question, "How Do We Instill a Culture of Learning?" in "Dear Workforce," *Workforce Management*, Sept. 22, 2006

Employees need and want to learn how to perform key functions and to serve customers to the best of their ability. Management must allow this to happen by removing excessive restrictions and controls on resources. Empowering behaviors like these are what we expect of good parents as children reach adolescence. Parents are preparing them to take on adult roles by empowering them to make their own decisions and choices. Of course, these same parents have ideally prepared their children all along the way by requiring them to take smaller and, later on, larger responsibilities.

Well-prepared employees very often will be able to bring the company new business because of their outstanding commitment to customer service. Some employees of large companies have even championed a customer service review team to elicit and evaluate



customer responses to installation of new equipment and service issues with existing equipment. Instances such as these clearly

It starts at the top!

deserve the support of upper management. Sometimes top leaders need to be apprised to grass-roots efforts so that they can allocate to middle managers the resources needed to carry them through.

EMPLOYEE MOTIVATION

Throughout our Newsletters we have emphasized the importance of intrinsic rather than external motivation. Small perks such as a special parking spot for "the employee of the month" or recognition in a company newsletter can be wonderful. However, the most satisfying reward for any of us is the sense of pleasure that comes from having completed a job to the best of our ability or from having been of service in our area of expertise.

Several studies have demonstrated the power of four drivers toward high intrinsic motivation, and we will describe them in detail in next month's newsletter.

They are

- * Clear and promising direction
- * Confidence in leaders
- * Collaboration and collegiality
- * Developmental opportunities