



Best practices for companies moving to the next level
Wednesday, June 13, 2007

In this issue...losing sleep over your business

For the **Recommended Reading List** from SmartGrowth, Inc., [click here](#).

7 Synergies of Business Success

1. Grow from the inside out.
2. Develop a brand promise and live it daily
3. Put people first.
4. Hire leaders and managers.
5. Values validate valuation.
6. Lead to create and maintain value.
7. Monitor, monitor, monitor ...whatever you measure will improve.

Plus...The quality of the company is directly proportional to the quality of the CEO.

For an article about the 7 Synergies of Business Success [click here for the article](#).

Opportunity:

Free Assessment To see how you stack up against other growing companies, complete the 7 Synergies of Smart Growth Assessment - write info@smartgrowth.com or [click here for the assessment](#)

[Click here](#) to order Pam Watson Korbel's book "More Money, Less Work, More Fun™! 123 ideas for smart growth in today's business environment."

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Getting Employees to Talk, Commit & Think

Best advice received as CEO..."If you are the only member of the management team losing sleep, you are not sharing enough with your management team and staff," according to Wayne Murdy, retiring CEO of Newmont Mining Corp.

This case study expands on that thought.

John Smith is the CEO-Founder of the Great American Widget Company. (Real situation with the names changed.) He stays awake at night with these questions:

1. How do I get my people to tell me what I really need to know?
 2. How do I get them to take ownership of their jobs?
 3. How can I get my employees to own our company success?
- Great leaders know how to achieve all three. Great managers often do not. First, leaders understand that employees need to hear the same messages constantly. Repeat yourself again and again. For Smith, he found himself getting bored repeating the same messages. However, when he did not repeat the messages, his employees assumed that the message had changed.

To get employees to talk to him, Smith uses these tactics:

- Walks through the plant and office daily stopping to ask front-line employees about their work, customers and results (i.e managing by moseying).
- Holds an open door meeting session between 3:30 and 4:30 p.m. daily when any one can walk in and talk about anything.
- Takes 4 employees, each from a different department, out to breakfast once a month and lets the employees establish the agenda. Smith found that the second time through the rotation that information started flowing more openly.

To inspire his employees to own their jobs, Smith found that he had to quit being a "helicopter" manager (like "helicopter" parents...just in a manager role).

He practices being unavailable ("I have a call I need to take." "I have another meeting." "I'm on vacation.") Then, he reinforced accountability by publishing every employee's scorecard for all employees to read. The result: peer pressure to do the job had greater impact than management pressure.

Finally, he worked in 360-degree performance evaluations where supervisors, peers, subordinates and customers provided input into each employee's evaluation.

The toughest task for Smith has been getting employees to take ownership of the company's success (formerly labeled lack of success). After applying several techniques, he finds that the true leaders and key players want to be involved in constructing the future.

This has helped him identify the right people for the right jobs. And he rewards people who commit to being part of the vision with larger bonuses and commission.

Over the past two years, Smith learned that his job is not the endless list of tasks that he used to post in his day planner. He views his job as a "people function" just keeping an ear to the ground and motivating the right people to move the company ahead.

And, he is sleeping at night because he shares the burden.

-----**More**

more money, less work, more fun!™

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