

12: The Elements of Great Managing



Rodd Wagner

He is one of the foremost authorities on employee motivation and collaboration. He currently serves as vice president of employee engagement strategy at BI Worldwide.

Introduction:

The Value of Employee Engagement

Peanut talked about his supervisor Lou, and what characteristics defines a great manager. Lou is a great manager who not only works with employees, but also care about employees.

The Gallup Organization made a survey about the mechanisms matter in the human resources of organizations, which found that the senior team were the main drivers of employees' feelings about the company, and the research determined 12 elements that matter in the

employers and employees' relationship.



James K. Harter

He is co-author, chief scientist, workplace management and well-being, for Gallup's workplace management practice.

The First Element: Knowing What's Expected

Nancy Sorrells who used to work at Holiday Inn was recruited to the Winegarden & Hammons Inc. to deal with the deficits problem. She found that the payments system, which is called a "secondary compensation system" distracted employees from the right goals. Therefore, she pointed out the outcome-based rewards-bonuses to the supervisors, but the plan wasn't working. One of the biggest problem the company facing is how to combine individual efforts for the greatest cumulative result. Gallup researchers suggested the First Element: "I know what is expected of me at work" might be easier for Nancy to implement.

The first element can help for the company revenue because a electric utility solicits cost-reduction ideas from its employees, which shows engaged employees can make more benefits for the company. Therefore, the first element has a positive impact on generating money-saving strategies at companies. "Knowing what's expected" is more than a job description.

Everyone knowing how to do his job in concert with others, so the team accomplishes the larger goal. It works well in high-demanding jobs like aircraft carrier and sports teams. Sorrells decided to work hard on communications. She determined 5 aspect of hotel's missions. In the relationship with employees, she opened her mind, and getting to know employees; thus, it all came around. She also works hard on her competence to show her persistence on the missions of hotel. People in the hotel started to do the basics, and pay attention to details. In the process, Sorrells expanded employees' definitions of their jobs.

“ A good team is a lot like a great jazz band in which each player listens to the other instruments as he plays his own. ”

Employees are not only know what they are going to do, but also know what they have done would affect others. They're also concerning about guests, and receiving positive feedbacks from guests. Finally, Sorrells's efforts paid off. The hotel took a jump, going from 25th place among WHI's 31 hotels to 6th place. Overall engagement at the hotel went higher than that of 90% of al other workgroups in the Gallup database. The financial picture also brightened, and Sorrells received a "Global Leadership Award" for the commitment she had put in.



The Second Element: Materials and Equipment

The Rio Claro facility has been making fiberglass since 1971. Though, the process of making fiberglass hasn't been changed for ages, the details have been improved continuously, often through the suggestions of employees. The second element of Great Managing: ensuring employees have the materials and equipment they need to do their work well actually makes the company run successfully. Wetten is at the heart of operation. He said they focus on finding the right tools to backup employees' work, which makes employees more confident when doing their jobs. The materials and equipment like a safer glove and a reinforcing at the knee improved dramatically, which can make a great difference in the production.

A converse case happened in Chiat's advertising agency. Chiat possessed an idea that if employees would shed themselves of their traditional offices, they could more creative and productive. However, things didn't go well. As Chiat implementing his idea, employees couldn't get a personal working space to focus on their job. They had to bounce around to get the tools like paper from their office to make their work done. Everything was messed up.

Chiat learned a rule: Human nature always defeats a big idea about how to change human nature. People like using tools to get the job done. The use of artifacts to attain a purpose is

a fundamental human characteristic, so managers must accept it. Managers should make sure that employees have the right tools and enough materials to backup their work, so they can be more productive. Changing in office layout may cause stress for employees. According to the research did in 2004, Trier, Germany, whether employees have the materials and equipment needed to do his work well is the strongest indicator of job stress.

The job stress can also affect employees' relationship with their family and friends. However, employees are eager to work well. At the first six months of joining in a organization, employees are exited, and they have more engagement, but as the dissatisfaction in tools decreases, the positivity of employees drops roughly in half. The second element help

organizations hold a high productivity, safety record, and employees' engagement than their peers. Managers also play a role in adjusting tools for their employees to increase productivity. Wetten plays a vital role. He build a great team commitment through his priorities: employees' safety and facility's safety, which makes employees committed to their job. The emphasis on the right tools and safety has particular meaning to employees. If employees don't have the right tools, they will have

safety problem. The team at Rio Claro has built a strong level of employee engagement. They have learned that while they may not be able to rely on the power, they can rely on each other.

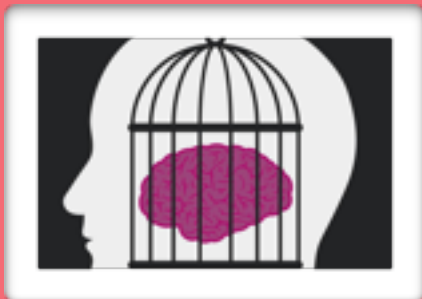


The Third Element: The Opportunity to Do What I Do Best



Stryker developed a navigation system to help surgeons do orthopedic replacements. The company wished to use the system to create a link between the actual patient during surgery and the image that was created of the patient beforehand. However, people who purchase said there are unexpected problems in the instrumentation. Stryker is from Leibinger which used to develop software for brain surgery. Unlike brain surgery, hip and knee replacement surgery require more sheer force. For the reputation of Stryker, Welte was in charge of the team.

New product was required to save the company's reputation. Welte had to match employees to the right position to get things effectively done. However, the most difficult part is how to determine whether the employee has the potential in certain position. The

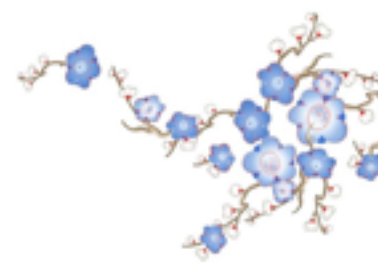


majority hold that human have identical potential, while research says any given person is unique combination of talents who will succeed to the degree these essential traits are employed. Other research on twins shows a genetic explanation. In reality, when managers hire employees, they are not concerning those scientific methods. In 1969, a group of Gallup scientists began looking for a series of questions that could differentiate the various ways of naturally thinking, feeling, and acting that make someone uniquely successful.

People who can achieve their goal have irresistible urge to succeed. They can take advantage of their talents. In order to optimize the organization, managers have to help employees mold the job, motivate them, and let them feel that them are gifted in the position. It means each employee will succeed in a relatively unique way, applying his own style to the accomplishment. A personnel strategy based on talents creates financial advantage and improve engagement level. The third element: the opportunity to do what I do best explains the personnel strategy, and one in three employees agree.

Stryker team began to know their employees' talents and let employees know about themselves. Welte matched employees with certain position to apply the best potential of them, and created a effective team. They hold meetings and worked hard as a team to solve the problem of their system. Each employee's talents combined perfectly to improve the hip navigation system. For all the effort they put into creating a system to give the surgeons instantaneous, detailed, and accurate feedback, the Freiburg team received silence-precisely the wonderful, reassuring silence the team hoped for.

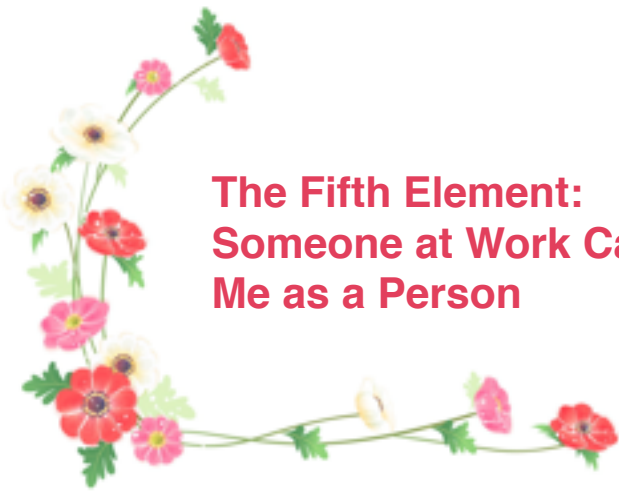
The Fourth Element: Recognition and Praise



The work flow in the warehouse which is one hundred kilometers south of Gdansk was poorly organized. Gorska is the first female manager in the plant. She worried about managing people, especially male. At first, she attempted to introduce recognition and praise into the group. However, the team felt more envy than gratitude. She needed to devise a strategy for the situation.

Recognition and praise are absent from most companies. It's also the reason for larger consequences of quitting. The fourth element makes greater productivity at 6.5 percent, and 2 percent higher customer engagement. There was an experiment about people's behavior when areas of their brain were activated by the psychological reward of winning. The experiment shows that the brain craves a surge of dopamine, and people alter their behavior to get those delightful bursts. Positive words specifically have been found to activate regions of the brain related to reward. The chemical not only makes healthy employees feel good when they get praise; it also is crucial to memory and learning. It creates an internal reward system that makes employees want to repeat behavior that the company needs-if doing the right thing earns them recognition. Managers have many excuses of not give praise to their employees. However, managers who fail to deliberately use the power of positive feedback are not only handicapping their own managerial effectiveness, they also diminish the power of the salaries they are paying.

To discover how to manage Gorska's team better, she began to have individual meetings with employees. She also adjust the measures of giving praise. The praise she gives can be backed up with objective examples, and she gives public praise only to the entire team. She took two years efforts to change the culture in the warehouse. Those efforts drove employee engagement from the most disenchanted quartile in the Gallup database to the top quartile.



The Fifth Element: Someone at Work Cares About Me as a Person

Qwest's Idaho Fall call center runs poorly enough that its attrition was high, attendance was low, and customer satisfaction scores and revenue were poor. For the sake of this company, Qwest tapped 13-year company veteran Larry Walters with the daunting task of pulling the Idaho Falls Operation back from the precipice. All organizations inevitably depend on their employees' psychological commitment to their immediate manager and colleagues. It is measured by the fifth element: my supervisor, or someone at work, seems to care about me as a person. People would like to let others taking a personal interest in them because of human nature. Creating a team where employees with different background work together for the same social benefits is the best solution for Qwest. Larry makes efforts to build a cooperative team. He is willing to talk with employees to avoid their grievance, and think at the employees' position. Changing the management ranks, focusing on results, building a partnership with union, embracing his employees, and leavening it all with numerous costume changes had just the right effect. The company sees the turnaround. Customers satisfaction scores increased 5 percent, and revenue per call increased 16 percent. The company ranks the first in sales in 2004.



The Sixth Element:
Someone at Work Encourages My
Development



Pete Wamsteeker began to learn great values from a businessman at his teenage time. The businessman thinks highly of his potential, supported him during his college years, and encouraged him to accomplish in the business field. Two decades later, Wamsteeker became Cargill manager applying the principles that he learned from the businessman.

Advisor or mentor is penetrated everywhere in people's lives, between master craftsman and apprentice, resident physician and intern. People tend to learn from others who have more experience and competence. From this fact stems the sixth element of great managing: someone at work encourages my development. A research shows that scientist found mirror neurons that explains "human see, human do". People used to observe others and do what they admire. If a company wants its employees to quickly assimilate "best practices", there is no faster conduit to have a role model. Business writer Don Cohen once noticed that drivers always have lunch together to share experiences, which creates a results-driven culture. In the early 1980s, Boston University Professor Kathy E. Kram interviewed young managers. The interview shows that guidance from mentors or veteran peers can give newcomers approachable measures to achieve the goal. They can bring seemingly impossible goals down to earth and give those they advise a shot of confidence.

Wamsteeker has great coaching skills and interpersonal abilities. He built a great team, where the sixth element and the third element are displaying. Matching employees to the suitable position ensures the manager can give the most approachable guidance. He also truly help employees to success, and he asks questions in a manner, which makes employees really admire him, and see him as the successful leader of Cargill.

➡ Vector Background

The Seventh Element: My Opinions Seem to Count



The hospital for Sick Children is one of the leading pediatric health care and research facilities in the world. However, there is a disagreement between nurses and techs. Most of nurses are likely to argue against sedation, while the techs are more likely to favor it. There is lack of understanding in the job between them. They are not knowing and rescoeting each other's roles. To solve this problem, Susan Jewell was hired. The missions for her are to reduce the CT scan and MRI wait list and ease the tension between nurses and the techs. Susan gathered facts about wait-time problem and remodeled to improve patient flow. To ease the tension between the techs and nurses,

she decided to hold a meeting with both sides. The meeting was a whole day with a big progress. The techs and nurses began to know each other's roles and made agreement in domains of roles. Nurses are in charge of sedation, and the techs are responsible for scanning. They agreed to communicate better. Increasing engagement and dissipating the nurse-versus-tech animosity was key to reducing wait times. MRI wait times declined to four weeks, and CT wait times dropped to three days.



The Eighth Element: A Connection With the Mission of the Company



On August 12, 2004, Cabela's opened a 175,000-square-foot showcase store in Wheeling, West Virginia. It is the efforts that managers and employees put into makes the new store opened successfully. The eighth element is the key the success. Mission- driven workgroups suffer 30-50 percent fewer accidents, and have 12-30 percent lower turnover. On the day of opening, managers hold meetings twice a day, which can give employees a very clear direction. All the problems were solved efficiently, and actions were well-organized. When the employees of the Wheeling store were surveyed

by Gallup on the 12 Elements, their connection to that mission stood out. More than 60 percent strongly agreed that the "mission or purpose of Cabela's makes me feel my job is important". The Wheeling team members say that they pushed so hard to make the opening date because they were eager to work in a store that matches their own enthusiasm for outdoor recreation. A shared passion about their outdoors lifestyle and their new employer kept the Wheeling team moving through hundreds of difficulties.

The Ninth Element: Coworkers Committed to Doing Quality Work

Best Buy is a low-margin business with a fraction of each electronic equipment sale. In 2003, Taverna became the manager in the store of Manchester. His mission was to maintain morale of employees. A

survey conducted in 2003 shows employees give low ratings to the seventh element and the ninth element. Faced with weakness in the ninth element, Taverna and associates managers came up with a threefold plan for responding to

employees' concerns. The plan requires manager to be on the same page, pull their weight, and go on a "team close" procedure. The results confirmed the value of listening to employees and making changes in response to their suggestions, and there were increase for both the seventh and ninth elements. Store 484's employee engagement score jumped from good to great, reaching the top 10 percent of the workgroups in the Gallup database.



The Tenth Element: A Best Friend at Work

Things in Vehicle Engineering and Quality Unit in Bangalore, India were not good. Engineers were working alone, and they were not satisfied with the situation. There is no teamwork in the company. Employees even didn't communicate in meetings. Nagesh had to change the situation, and motivated employees. He moved their work areas together. The process of vehicle design requires teamwork from other engineers. In order to force employees to depend on each other, Nagesh had the idea of rafting. He wanted to set employees in trouble, and let them work as a team. The activity had a positive effect on engineers. They began to rely on each other. The bonds between them improve both the work experience and the quality of their work. Nagesh's success in building a great team lies in his characteristics. He is modest, always asking questions, not assuming he has all the answers. In his view, friendship between employees takes a period, but it's very important.

The Eleventh Element: Talking About Progress

Philippe Lesornez is a veteran manager. The veteran manager's team scores him among the top 20 percent of supervisors worldwide on the eleventh element of great managing. Lesornez is considered the one of the best mentors in his company, and was recognized with its "Line Manager Excellence" award for Europe. For Philippe Lesornez, one of the challenges of motivating his team is seeing the potential of each employee and deciding what progress would be most meaningful. He gave each person special attention on his team. He is often open to employees, and he like to give employees recognition and praise to motivate them. He encourages employees and pushes them step forward. In his view about a employee's progress, he thought if a employee is not good, he should question himself about what he could do to improve, coach, help the person, and he'll do everything to guide employees.

The Twelfth Element: Opportunities to Learn and



The store in Bangor, Wales was in urgent need for Colleen Saul's help. However, Saul didn't run well due to a lack of training. When she considered to quit, she met Simon Gaier, manager of the store in Wrexham. Employees love him, because he gives them a chance to grow. Simon Gaier needed his employees to succeed and progress, both for their own sakes and to meet the need of the store. In his view, once manager has a deep understanding of a person's strengths and hopes for the future, he can match an employee with the right opportunities. He took a series of individual conversations with

each employees, and learned their hopes for the future. He gives them suggestions, guidance, and encouragement. Having received training, Colleen Sault flourished over the prior year while managing the gardening center of the Wrexham store. Gaier's combination of pep talk, forthrightness, confidence in her, and his plan for her future made all the difference. He give employees confidence to trust themselves in completing a perfect job. He found that helping his employees learn and grow allowed him to delegate more and spend more time on other aspects of improving the store.



The Heart of Great Managing

**“Our people are our greatest asset
The manager who are best at getting the most from people are those who give the most to them. Those who create the greatest financial performance start with the least pecuniary ”motivations. They work hard to do the right thing for their people, and they end up doing well.”**

References: Wagner, R., & Harter, J. K. (2006). 12: *The elements of great managing*. New York: Gallup Press.