

THE MCGMT

MULTIPLIER X

How to win with the people you lead so they give you their best and stay with you longer.

MARK SAWATZKY

Today, the art of people management
is no longer an option if you want to
maximize team performance and keep
good people.

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“People work harder and stay longer for people they like, and at work, people like those that make them feel valuable.”

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HOW TIMES HAVE CHANGED

If you have ever been to a leadership workshop and the question was asked, “*What’s your greatest asset?*”, what do you most often hear? “*Our people.*” If you then went back to those organizations and compared their investment in people versus their investment in other areas of the business, you would likely find their investment does not match their answer. But here’s the thing, the answer is right, people are your greatest asset, but they are also your most frustrating asset because they all operate differently. Or do they? I believe there is a common thread that connects all people, and if managers know the thread, leadership becomes less complicated and investing in people becomes easier.

The common thread that connects the performance of all people is to make them feel valuable. If you read nothing else, this one piece of information is critical to getting the most out of people because people’s perceived value sets their long-term performance bar.

People’s perceived value works just like the thermostat in your home. Set the temperature and it will not go above or below that setting for long. It works the same way in people. People will not consistently work above or below their value line. This truth brings us to the secret to winning with people ... make them feel valuable, and at work, because it’s primarily an economic relationship, the best way to make people feel valuable is to let them know you’re leading for their work success.

This brings us to a common point of frustration among many managers today ... feelings. Here’s what I often hear ... “*Why do feelings matter so much?*” ... “*Why can’t people just come to work, work hard, get paid, and be happy with that?*” I believe there are two primary reasons for this and as a manager, you need to know these reasons because it will help you set aside your frustration, and you need to do that because frustration always gets in the way of achieving best results.

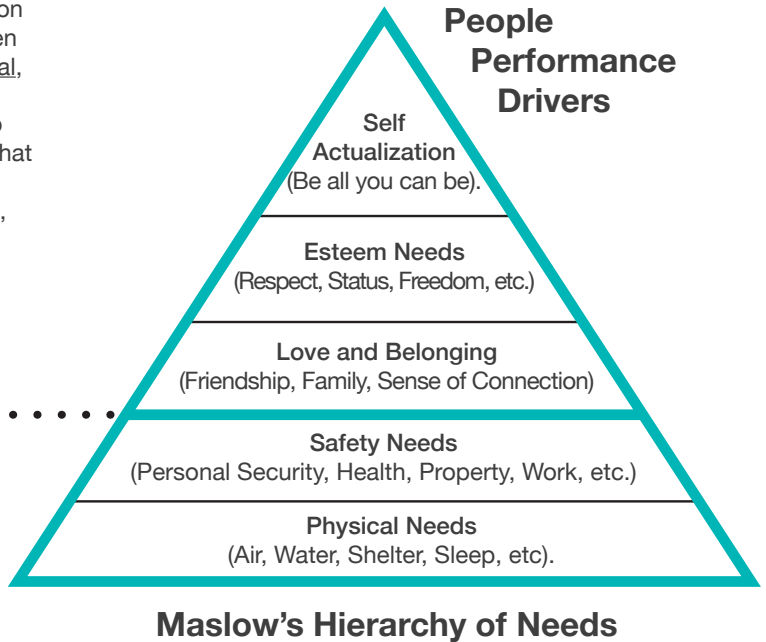
The first reason why feelings matter more today is the cost of living has far outpaced the rise in wages. Most raises today do not change a person’s standard of living and this is why pay has lost some of its motivating power. Second, most of today’s workforce has grown up in a time when many of their basic needs have been met. This has also weakened pay as a performance driver. This rise in standard of living and its affect on what drives people can be seen on the next page in Maslow’s Hierarchy of Needs. In 1943, American psychologist, Abraham Maslow proposed a theory of human behavior that recognized that as basic needs are met, drivers of behavior move from practical to relational. If you’re over 50, the practical drivers of yesterday that built some of the work basics you’re looking for, have not been in play for many people, and so those things have not had the opportunity to develop. Because of this, today, feelings, the top part of Maslow hierarchy of needs, are strong behavior drivers.

Now if you see feelings as a problem I want you to reset that and see them as an opportunity, because they really are a great leadership opportunity. At work, winning at feelings (making someone feel valuable) does not require more money, it only requires a few simple shifts in leadership and I’ll show you how to make those shifts in this short management coaching book.

The key to the art of people is knowing how to connect and that’s what you’ll discover in the pages that follow. Are you ready to begin? If so, the practical journey to great management starts with knowing the formula for engagement, the formula for influence and the power of motivation.

When I (Mark) look at the Hierarchy of Needs Pyramid, I see the time when the Internet was easily accessible on a daily basis as a point in time when motivators began to shift. In general, I think those that grew up before the Internet are more connected to traditional motivators while those that grew up with the Internet are more likely to be motivated by relationships, feelings and time off.

The Internet



Today, in addition to feelings being a significant performance driver, people's time frames for getting things has also sped up. In my day, I had to wait all evening beside the radio to maybe hear my favorite song. Today, I can get that song on my phone in seconds.

If you can relate to this, the thing to think about is this ... had you or I grown up post Internet, our expectations for things would be much shorter.

Why is this important to point out? Because it will keep you from directing your frustration at a group of people rather than the cause of the behavior, and this is important because people-frustrations get in the way of creating a solution-based-performance environment.

MANAGEMENT FORMULAS



Part one to winning at
management is knowing its
formulas.

THE FORMULAS FOR ENGAGEMENT AND INFLUENCE

It has been said that management is really about influence, and I believe that to be true, but I also believe management is about staff engagement, and so to win at management, it begins by knowing both the formula for engagement and the formula for influence.

Let's start with the formula for engagement.

What is staff engagement? I have heard it defined as an emotional connection to a job or company. When someone is emotionally connected to a job or company, their performance potential goes up.

Sounds pretty good, but the bad news is that most people today are not engaged in their work. Some studies have found that engagement at work is around 32%. (Gallup)

That's a low number, but there is another number found in that same survey which is cause for optimism. It was found that managers have up to a 70% influence factor on engagement. (Gallup)

How managers do what they do can greatly change the engagement percentage, and this makes sense when you know the mathematical formula for staff engagement:

Staff Engagement Formula: Pay + Environment = Engagement

You've probably heard that people don't leave jobs they leave managers, and the findings in the Gallup survey bare this out. Management is a big part of the environment that determines people's performance and whether they stay or go, and this is a good thing, because there is less room to increase pay and winning with people, as you will see in this book, is not that hard.

For now, what's important is knowing that if you create an environment where people feel valued, you will elevate your team's performance potential and lower your risk of losing good people.

Let's now talk about the formula for influence.

To get people to do what you want them to do, you need to know the formula for influence. No one does anything long-term unless the following formula for influence (aka action) is in place.

Influence Formula: Perceived Benefit > Cost = Action

As a manager, you can influence this formula and drive higher performance in three ways:

1. Raise a person's pay so the higher performance you're looking for is seen as worth it.
2. Raise punishments so the perceived benefit of the higher action is greater than its cost.
3. Raise a person's value so the action you're looking for matches how they see themselves.

Looking at these options, the best long-term driver is option three because it internalizes the connection to the performance you're looking for and it does not hurt your bottom-line.

High performing staff that you can influence is what's available if you engage these formulas through the people performance strategies that are coming up, but before we go there, we need to first answer the question of whether managers can influence the motivation of the people they lead.

“Gallup found that 23% of employees worldwide and 32% in the U.S. are in the engaged category.”

The US figure in my opinion (Mark), could be seen as representing a North American figure.

“Gallup also found managers have up to a 70% influence factor on engagement.”

“The strongest force in all of us is the need to stay consistent with how we define ourselves.”

- Tony Robbins -