

PROFIT OR LOSS

Are your management practices jeopardising the future of your business?

Watching Oliver, the movie, on television the other night, highlighted the stark contrast between employment practices of today compared to the days of child labour and the impoverished conditions of the time.

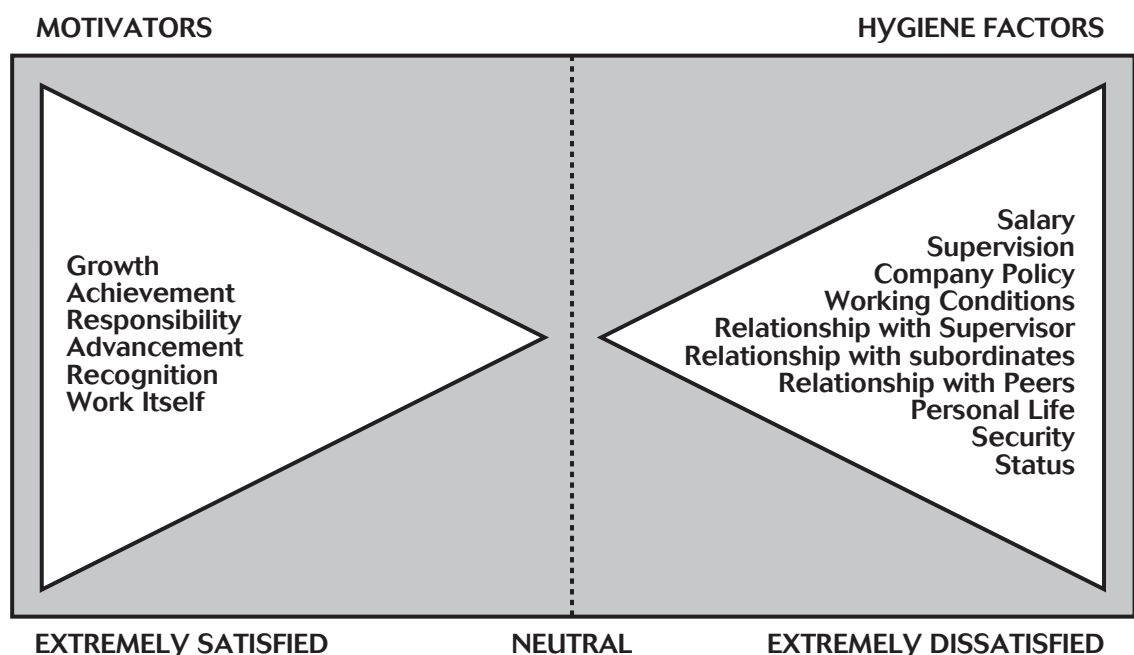
We have come along way since the industrial revolution in both technology and industrial relations but have we come far enough?

Some people might argue we have and others might argue we haven't. Whatever your position we must continue to strive for best practice, continually reviewing our strategies. Here is one man's perspective and a checklist that you might consider.

The Motivation-Hygiene Theory was proposed by psychologist Frederick Herzberg. By asking people and getting

detailed descriptions, he concluded that an individual's relationship to his or her work was a basic one and that his or her attitude can very well determine success or failure. Intrinsic factors such as achievement, recognition and responsibility were related to job satisfaction and when employees were dissatisfied they tended to cite extrinsic factors such as company policy, interpersonal relationships, administration and supervision.

The factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that create job dissatisfaction can bring about peace, but not necessarily motivation. They are placating employees rather than motivating them. The factors that don't motivate employees Herzberg called Hygiene Factors. When these factors are adequate people will not be dissatisfied; but to motivate employees Herzberg suggests emphasizing Motivators, the factors that increase job satisfaction.



HERZBERG'S MOTIVATION-HYGIENE THEORY

NO MAN CAN BECOME RICH WITHOUT HIMSELF ENRICHING OTHERS.

- Andrew Carnegie

Organisations are confronted with ever increasing competition. The good beginning we made when we first started our business does not ensure a good finish. It is crucial to be able run our business effectively in the mature stages of it's life as it's inception. This demands effective management of our most valuable resource, our employees. The following is a list of seven strategies that might keep your vision alive:

1. Are you being generous with your employees. If getting all we can at the expense of others is driving your business, can you be sure they will be there for you when the chips are down. Are words of appreciation and genuine recognition almost non existent in your organisation or are you sending memos advising people how valuable they are.

GENEROSITY: YES NO

2. Are you listening and staying in touch with your business. Absentee leadership doesn't work. Two way communication is absolutely essential in any group effort. This means talking and listening. You can't possibly know what is going on if you can't or don't listen to those around you. Interestingly it's possible to isolate ourselves from what's going on by refusing to deal with reality.

COMMUNICATE: YES NO

3. Manage anger before it controls you. We use the word manage because without a doubt anger is one of the most powerful emotions we experience and it needs to be managed if we are to keep our vision of a successful business alive. It may make us feel better to vent on someone, but at what cost.

CONTROL ANGER: YES NO

4. Confront people problems. We all hate conflict and confrontation. But if we don't confront the issues and hope they will go away, we are putting our business in jeopardy. As long as there are people there will be people problems. As long a we are in business we will need people. The cost of confrontation is often

high. The cost of neglect is even higher.

CONFRONT PROBLEMS: YES NO

5. Set fair standards that apply to everyone. Most people can tolerate even tough leadership when they know that everyone is in this thing together. There may not have been a tougher general than Douglas Mcarthur and yet the men who served under him adored him. Why? Because his rank did not keep him from sharing the same dangers as his men.

FAIR STANDARDS: YES NO

6. Focus on being a servant rather than a celebrity. Our lives are assayed typically in two ways: in adversity and in prosperity. It's easy to see how adversity tests our capabilities but we don't usually think of success as test. Success has disrupted the equilibrium of many a good person as well as destroyed some good businesses. Have you forgotten the focus that made the business the success that it is today.

CUSTOMER FOCUS: YES NO

7. Are you clearly focused on your company vision. In other words stay off the rabbit trails. The focus of your objectives that brought you this far can't be surrendered if you want your vision kept alive. Organisations that forget their purpose are in danger of losing their vision. If we lose sight of our vision and get distracted from our purpose we must recognise it for what it is and get off the rabbit trails.

STAY WITH VISION: YES NO

Well, how did we rate?