

## ***Remembering Your Middle 70 Percent***

To bring out the best in your staff and employees, it is important to think about how you reward your middle 70 percent. Some thoughts to stimulate your thinking.

### ***Remember the Middle 70 Percent***

It is easy to want to work with your top 20 percent of your people—they're energetic, highly motivated, performing people. It is enjoyable to lead and work with these top people.

The bottom 10 percent can cause you heartburn. As such, you may spend significant time dealing with potential problems.

However, it is the middle 70 percent that will be the real key to your success over time. Your organization simply cannot perform its mission and accomplish the strategic objectives without their energy, abilities, and commitment. A major challenge will be to keep these 70 percent motivated. They will need your attention, be recognized for their efforts and provided training and development opportunities.

At a presentation by Marcus Buckingham, a senior consultant at The Gallup Organization and author of the bestseller *First Break All The Rules*, he pointed out that based on a sample of U.S. government, business corporations, and nonprofits—more than 3 million surveyed—70 percent of U.S. employees are not engaged at work. Of this 70 percent, 54 percent are physically engaged, but not emotionally engaged, and 16 percent show up for work but are disinterested. Furthermore, Gallop's research shows that the longer employees stay in the job, the less engaged they become.

I argue that this is a leadership issue and it requires your attention to motivate, educate, coach, and support the middle 70 percent of your people. Effectively engaging this middle 70 percent could lead to significant productivity and organizational effectiveness.

***Let me know what you think.***