



Two key words for making your business better:

### **Treat and Trust**

There are 3 distinct parts to any business:

1. Management or Ownership level
2. Employee level
3. Customer level

Successful businesses perceive these levels on a horizontal line rather than vertically or in a pyramid. Think of the old department stores built early in the 20<sup>th</sup> century. They had major departments on different “floors”.

Main floor – cosmetics, perfumes, ladies outer wear –  
2<sup>nd</sup> floor men’s wear –  
3<sup>rd</sup> floor children’s wear –  
Bargain Basement -

Many of those stores still exist in the downtown areas of major cities or in large malls. But the modern version of this is the “mart” style store with everything on the same level with a visual of all departments when you walk in the door.

Growing up I can remember going to a department store shoe shopping where we bought all our school clothes and my mom forgetting her purse. The lady behind the counter knew us and told mom to bring in the money the next day. Where could that happen today? I love the nostalgia of the old-style stores but like the convenience of the newer style. Can we learn something from this in our smaller business models?

In the old paradigm the customers had access to all but the top floor where the accounting offices and management perched, and the employees stayed pretty much on their floor. There was not nearly as much cross-training or interaction as today. Interaction is not automatically productive but lack of it is almost always counter-productive. We simply must plan and work hard to bring a consistency that is positive to the 3 levels of business. The cliché – “what’s good for the goose is good for the gander” still may have meaning.

What if Management treated their Employees like they want their Employees to treat their Customers?

It would then follow that Employees would treat their Customers like they wanted Management to treat them, the employee.

We now have a linear example of people treating people the best way which can result in improved customer and employee satisfaction. Management reaps the benefit of customer loyalty and employees who enjoy their job. This sounds easy but takes a conscious effort all along the line.

Trust can be one of the benefits resulting from this work. The cancers that can destroy a staffing model are:

1. Employee dissatisfaction and the feeling there is favoritism by management
2. Management not willing to allocate real authority to the employee to do their job
3. Management micro-managing the employee
4. Management giving the customer different answers than what the employee did

Unfortunately – all these problem areas are directly related to management. They either do not trust their employee(s) or they feel the need to keep a tight rein on them – which is basically the same thing.

To Manage means to direct an individual or team so as to succeed in accomplishing one's purpose.

Usually purpose has something to do with productivity which means quantities of quality. People who feel good about themselves produce good results.

Achieving productivity from the manager's perspective:

1. At the beginning of a new task, spend some time making clear what each person will be accountable for. Have them describe what they would like to see happen. Write out the selected goals on a single sheet of paper using less than 250 words. Retain a copy of the list so you can help check periodically on progress and identify actions that promote the goals.
2. The 80/20 rule applies to goal setting. 80% of your really important results will come from 20% of your short-term goals. Goals must be both quantitative and qualitative.
3. Don't tell me only about attitudes or feelings. I need to be told what is happening in observable, measurable terms. Now tell me what you would like to see happening.... If you can't tell me what you'd like to see happening, you don't have a problem yet. You're just complaining.
4. Catch people "doing something right". Tell them up front that you are going to let them know how they are doing. You will need to provide them with frequent and clear feedback. You must be observant and have the proper communication skills. Praise good performance immediately.
5. Use your preferred method for positive criticism. Your goal should be to eliminate behavior and keep the person. You must care enough to be tough. Be very tough on the poor performance - but only on the performance, not on the person's integrity.
6. In the organizations I worked for before coaching, I often didn't know what I was supposed to be doing. No one bothered to tell me. If you asked me whether I was doing a good job I would reply "I think so". My main motivation was not to do a bad job.
7. Feedback is the Breakfast of Champions. It is the #1 motivator of people. Feedback takes time, energy, and planning. It is the #1 priority of the manager.
8. Punishment .... You are potty training your dog. It has an "accident".  
You take the following steps:
  - (1) *Rub his nose in it.*
  - (2) *Hit him with a newspaper.*
  - (3) *Throw him out the window.*

You are not focusing on the behavior you want, but on what you don't want. After about a week, the dog will have an accident on the floor, and jump out the window. You must formulate a method to clarify your expectations and restate your goals.

9. Knowing as much as possible about your customers is as important as knowing everything about your product or service.
10. It is the customers job to be suspicious and cynical about the service you are offering. It's your job to help you employees neutralize these feelings so your service gets the fair chance it deserves.
11. Smile and say NO until you are hoarse. Make "heady" not "hearty" decisions. Make decisions with your heart and what you'll end up with is heart disease.
12. Have confidence in yourself and your team of employees. Humility is the most overrated of human emotions.

A leader knows WHAT'S BEST TO DO, a manager knows merely HOW TO DO IT.