



Building and Managing Creating Workplaces That People Love

Special points of interest:

- **Organizational LEADERSHIP**
What does that mean?
- **Effective Management Secrets**
- **The Power of Praise.** How to do it and why.
- **CUSTOMER SERVICE**
Get the "Bigger Picture" now.

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Paul L. Gerhardt, "The Organizational Doctor"

One very common problem leaders within organizations of every type find is that their experienced employees leave the company for one reason or another. Outwardly, it would seem that the organization could easily replace the misplaced worker. However, studies suggest that costs associated with replacing a long-term employee is much more expensive than just hiring an employee. Especially, if the replacement employee has less experience which seemingly justifies hiring at lower wage than that of the previous worker.

Cost of replacing an employee can be estimated by adding advertising costs, interviewing costs, training costs, and losses associated with new

workers making natural-mistakes associated with learning something new. One must not forget to factor in the "people costs." Organizations are truly not about the building, products, or services that are associated with the organization, but really they are more about the people of the organization.

Consider these costs: **1)** Perhaps, customers who knew the misplaced employee were only loyal to the organization because of the relationship they had with that particular employee. **2)** Perhaps, other co-workers of the misplaced employee maintained contentment within the organization primarily because of a positive relationship with the misplaced employee. **3)** Consider factoring in the costs associated with loss of customers who leave to continue doing business with the lost employee and tell their friends and family to do the same. **4)** Consider costs associated with employees who are no longer satisfied with their jobs because of losing their co-worker. **5)** How much would it have cost to keep the misplaced employee(s) from leaving and taking their relationships and experience with them?

The most-common reason workers leave their places of employment is dissatisfaction with their supervisor or other co-worker(s). Consider this: Wage-rate does indeed have a bearing on employee satisfaction. However, studies suggest that when employees are regularly shown appreciation with both verbal recognition and tangible rewards they are generally more satisfied with their jobs and actually work harder at making a positive difference within the organization.

Bottom-line: Organizational leaders: Practice, practice, practice telling employees in a GENUINE WAY, how much you appreciate them. Be specific about what you appreciate the employee does that you are recognizing him or her for. Give the recognition in private AND in front of other employees. Do it when tasks are completed or within 48 hours of accomplishments—for both BIG and SMALL. Make sure that everybody is getting paid what their counter-parts in other organizations are making—minimally, if not more. Most-importantly—ALWAYS take the time to genuinely LISTEN to every employee that speaks with you. Show him or her that you value what they have to say by reiterating in different words what you hear from them and show them that you are at least considering their ideas. Chances are, they see something that you have overlooked. If you do not take the time to listen or recognize employees, it may cost the organization much more in the long-run than costs associated with fixing a problem. ■

Understanding Leadership Principles

Being a leader does not always come with an official title. LEADERSHIP is all about being in the lead, being in front, being the best at something, or great at many things. Leadership represents power and responsibility. Scholars of leadership know that in order to be a leader, one must have followers. Human nature dictates that in order to maintain a "follower-ship," one must always act with **character, integrity, honesty, and do deeds that benefit the individuals of the group, team, or organization.** While leadership does fall under the responsibility of a title like manager, responsibility must go beyond job-duties.

Simply put, leadership power must be maintained constantly by the leader, and realize that power itself comes from the followers. When followers no longer believe in the leader, followers (*Yes, the followers!*) can take power back and place it with others who fulfill their needs. Therefore, always update your skills and find ways to give others around you what they need to succeed, including: Resources, acknowledgment, reward, leading-by-example, an open-ear, and consistent support. ■



Management is a job title associated with functions of budgeting, controlling, staffing, organizing, planning, and problem solving. The top-managers around the world understand the basics of each of those functions. However, they are also masters of motivating workers and know how to bring the very best out of each of their employees.

The first rule of management is to surround yourself with the right people—first. It would be impossible for a manager to know everything. Having the most talented people on a team supplements a manager's capabilities. Trust must be built with every team member and open lines of communication must never be closed. Employees must know that their opinions are valuable and do indeed count. Top-managers always encourage and provide educational opportunities and proper training when needed.

Outstanding managers know that **motivation is intrinsic** and that **managers can only INSPIRE**

employees to accomplish tasks—**not make them do it**. Managers cannot be seen as enemies, but rather—suppliers of motivation, resources, and support. Managers must be responsible for “painting the bigger picture” for employees. They must help each employee see how they play a part in accomplishing common and greater goals.

Micro-management is weak leadership. Great managers give support and autonomy to their employees by providing adequate resources, materials, and tools to accomplish job-tasks.

Likewise, top-managers help remove any barriers that may inhibit success of goal-

accomplishment by employees. They positively-communicate expectations with the use of obtainable and measurable objectives and language that positions the employee for consistent long-term success.

Bottom-line: Managerial success is a professional-practice of communication, trust, education, training, empowerment, positive attitude, and support. Great managers cannot know everything, but if they know these basic secrets of managerial success, they will reap the rewards of greater job satisfaction and achievement. ■

Building and Managing Organizational Success

Creating Places Where People Love to Work, Productivity is Enhanced, and Profits are Maximized.

Taking Customer Service to New Levels

The internet has changed the way we do business. Online retailers have increased product selection and availability. Consequently, this helps bring prices down due to increased competition. Therefore, pricing can no-longer be the single most-important way to compete. Customer service is becoming the principle way that organizations distinguish themselves from their competition. Every person is a customer, including subordinate employees. No person is too important to deliver truly exceptional customer service all of the time. Customer service is not difficult. However, there is somewhat of a science behind it. These following rules of enhanced customer service demystify the science behind exceptional customer service experiences:

Customer Service Rule No. 1: Treat customers as you would like to be treated as a customer. Yes! Trite, but true! Customer service experts know that people are generally not stupid and expect to be treated well. Customers expect to be always told the truth and be treated with the values of the **Golden Rule**. Make it your goal to be exceptional in EVERY personal encounter! GIVE EVERY CUSTOMER YOUR VERY-VERY BEST.

Customer Service Rule No. 2: Customers deserve to be helped quickly (now) and efficiently. The only reason that one should never drop what they are doing to help a customer is: That you are already giving full-attention to another customer. If this is the case,

acknowledge the customer and let him or her know that you will be right there to help when you are finished helping your current customer or you will get someone else to assist him/her.

Customer Service Rule No. 3: Attitude is everything! ALWAYS SMILE (give good eye-to-eye contact), DRESS PROFESSIONALLY, BE ENTHUSIASTIC, and COURTEOUS when working with customers and other co-workers. This helps maintain a positive and friendly environment where people want to work in and do business with. Smile when you are on the phone—people can tell. A professional attitude is the key to success in every kind of organization. Remember that non-verbal communication is more powerful than words. Therefore, make sure that your body is showing that you have a genuine positive and helpful attitude.

Customer Service Rule No. 4: Listen to the customer. The most-effective aspect of communication is listening. Ask questions that help clarify what the customer needs. Show the customer you are listening by repeating what you believe you heard, but in different words. Pay close attention to your facial expressions. Show empathy and choose words that are professional sounding. If you do not know the answer to a question, **do NOT make something up**. Find someone who knows the answer or offer to do some research and get back with him or her as soon as possible.



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Contact us today and invite us to share ideas and training that benefit your organization!

Customer Service Rule No. 5: Customers are NOT always right. Although this may be the case it is imperative to help clarify that you and the customer are on the same page (see rule No. 4). Remember you are representing your company when dealing with customers and are therefore being paid to keep customers satisfied in their experiences with the company. Keep them coming back. Find creative ways to make “lemonade out of lemons” with win-win solutions. Do this for even the most-difficult of customer-centered situations. Know that each customer has the power to spend thousands of dollars in their lifetime with your company. Conversely, they can also powerfully-influence thousands of friends, friends-of-friends, and family not to do business with your company because of a negative experience that could have been avoided.

Bottom-line: Make every customer service experience EXCEPTIONAL, CREATIVE, FUN, and POSITIVE. Exceptional customer service is the life-blood of every organization. **It must come from every employee, be shared with every other employee and given to every customer—alike!** ■