



# The Human Factor

Releasing the Power of Your People



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## Improve Morale – Give Employees Time Off!

Given the current state of the economy, giving your employees time off is probably the furthest thing from your mind. However, **not** giving enough attention to this subject could come back to bite you later . . . and it might do so sooner than you think!

The reason is simple. There's a good chance that the employees you currently have are anxious and apprehensive at the moment. With layoff figures and unemployment numbers in the headlines just about every week, it is only natural that they carry some trepidation with them to their job. The problem is that you need them at the top of their game in order to put their talent and skills to the best possible use.

This is why we suggest that you ensure your employees take time off, especially their vacation time. If they are well rested and refreshed, you will reap the benefits upon their return:

- **Company culture** – A more relaxed atmosphere contributes to a better culture within the company. Employees are intrinsically drawn

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*How Are You Improving Morale?*

## Implementing a Health & Productivity Management Program

In the first two articles we looked at the basics of a Health & Productivity Management (H&PM) program, as well as the advantages associated with using one. In this, the third and final article in the series, we are going to explore how a company can implement such a program. The way in which we'll approach this analysis is from the standpoint of size. In other words, how both larger companies and smaller companies can implement their programs for the purpose of maximizing their efforts.

### Blueprint for larger companies

Bigger companies with thousands of employees face more challenges than smaller companies, in large part because of their size. As you recall, the effectiveness of Health & Productivity Management is tied directly to its emphasis on integration throughout the system. The bigger the company is, the less integration there is, for a couple of reasons.

First, employees are more likely to be scattered throughout the country (or around the world) at various locations. Second, the different departments within a larger company tend to work more independently of each other than they do in a smaller company. As a result, the company is less efficient—and subsequently, less effective—in the area of employee health and productivity.

The keys for the implementation of any program are consistent and explicit **communication** and set **expectations**, and this is especially true in the case of large companies.

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to people and/or things that help them to reduce the stress in their lives. Make your company one of those things.

- **Productivity** – Employees are more productive when they're rested and relaxed, not when they're frazzled and worn out.
- **Loyalty** – A relaxed atmosphere, a better company culture, more productivity...it all leads to more loyalty within the ranks.
- **Retention** – This is the ultimate payoff. The economy is going to turn around at some point and some employees might be tempted to sample what they believe might be greener pastures. However, they will remember your investment in their peace of mind and may resist that temptation.



During tough economic times, improving morale is often difficult to accomplish. However, by focusing your efforts on helping your employees take the time off they need, you'll not only improve morale, you'll also improve productivity.

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*Accept challenges, so that you may feel the exhilaration of victory.*

~ George S. Patton

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## Be on the Lookout for Coaching Moments

Coaching isn't appropriate for every situation. Sometimes, staffers want to work on their own, uninterrupted by the boss.



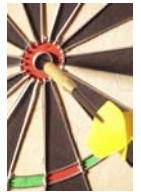
To spot employees ready for coaching, pay attention to when things aren't going well or when they could use an extra hand on a tough project. That's when they'll be eager to work with you.

A good coach will be able to identify the learning opportunity, and then she will be adept at drawing out the "Right Action" for the employee to take. Coaching is about helping them realize what to do, not telling them what to do.

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With that in mind, below are important steps that must be undertaken if an H&PM program is to succeed.



1. Secure specific details from senior members of management regarding what they expect the program to achieve. The more detailed, the better. What's the target?
2. Identify a team of 10 or more people—including a leader—to create and then carry out the program's overall vision and individual objectives. This might include the use of an outside consultant.
3. Determine which members of the group will be responsible for which tasks. Make sure those roles and responsibilities are properly communicated.
4. Decide when and where integration and interventions will be utilized. (*Refer to the first article in this series for more information about these aspects of the program.*)
5. Devise a preliminary draft of the program's plan, including the evaluation process, for whatever span of time has been approved for the initiative. Three to five years is the norm.
6. Use feedback from senior members of management and stakeholders to modify the plan and present it for final approval.
7. Begin implementation of the H&PM program, making adjustments when necessary.

## Blueprint for small to medium-sized companies

As you might imagine, the blueprint for smaller companies is, well, smaller than it is for larger companies.

However, the core directives and procedures remain basically the same, especially in regards to consistent communication and set expectations. These are crucial to ensuring success with any Health & Productivity Management program.

Rather than list how the blueprint for small and medium-sized companies is the same as for larger ones, it will be easier to list how they're **not** different:

1. The plan is shorter and simpler in scope and ambition.

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2. The group of people comprising the implementation team is smaller as well, perhaps consisting of four to six people as opposed to 10 or more for larger companies.
3. The span of time approved for the initiative is usually shorter, no more than three years in most cases.
4. If the company is too small to conduct proper integration and interventions, these tasks are outsourced to a separate vendor.



### Attention to detail

For a Health & Productivity Management program to be successful, its implementation cannot be haphazard or neglected in any way. In addition to consistent communication and set expectations throughout the process, **attention to detail** is also of paramount importance, especially during the evaluation phase. Remember, an H&PM program is not unlike any other business initiative – it's designed to save the company both time and money and help it become more productive and profitable. If it's not accomplishing these goals, then it's ultimately not effective.

Something else to remember is that an H&PM program is a bit like a fingerprint. No two programs are exactly alike. What works for one company may not work for another. However, if done correctly, the creation and implementation of such a program can hold the key to combating the challenges presented by current economic conditions and the state of healthcare in the years to come.

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*Individually, we are one drop. Together, we are an ocean.  
~ Ryunosuke Satoro*

## On The Lighter Side

### The Boss Moral

A Sales rep, an Administration clerk and their Manager are walking to lunch when they find an antique oil lamp. They rub it and a Genie comes out in a puff of smoke. The Genie says, "I usually only grant three wishes, so I'll give each of you just one."

"Me first! Me first!" says the admin clerk. "I want to be in the Bahamas, driving a speedboat, with out a care in the world." Poof! She's gone.

In astonishment, "Me next! Me next!" says the sales rep. "I want to be in Hawaii, relaxing on the beach with my personal masseuse, an endless supply of pina colodas and the love of my life." Poof! He's gone.

"OK, you're up," the Genie says to the manager. The manager says, "I want those two back in the office after lunch."

**Moral of the story:** Always let your boss have the first say.



# ONE MINUTE IDEAS

## Leadership Lessons from the Ant

(Proverbs 6:6-8)

Do you want to make a difference? Then pay attention to the metaphor of the ant. It's amazing that one of the smallest of all creatures can become one of our greatest teachers. The lessons that the ant teaches us can be summarized this way:



### A – Attitude of Initiative

Ants do not need a commander to tell them to get started.

### N – Nature of Integrity

Ants work faithfully and need no outside accountability to keep them doing right.

### T – Thirst for Industry

Ants work hard and will replace their anthill when it gets ruined.

### S – Source of Insight

Ants store provisions in the summer.

If we consider and learn from the ways of the ant, we can grow wise.

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## Developing Confidence

Confidence is a critical ingredient to your growth and development. You develop self-confidence by creating success. Through creating and working your goals plan, you can provide for frequent successes. Start by setting short term goals in the beginning. Experience often the satisfaction of moving a **'Short Term Goal'** to the **'Goal Accomplished'** area of your daily planner or other tracking device. People who have well-defined goals in life develop confidence through achieving these goals. Thus, the people are always better prepared to confront new situations, and achieve higher goals. As you achieve your goals, and feel the satisfaction of achievement, your confidence in your abilities is enhanced as is your potential to achieve more and higher goals.

Lack of confidence also stems from our inability to visualize successfully doing whatever it is we want to do. Careful planning, specific action steps, and affirmations help you to clearly plan exactly how and why you can and will achieve your goals. It focuses your imagination on the positive rather than the negative.

Confidence is the key ingredient to any plan. It is part of the solution to every obstacle you have identified in your goal. Fortunately, confidence is a limitless resource; the more you use of it, the more there is to use.

However, there is a price to be paid. To **'use'** confidence requires involvement: only through involvement (and consequent testing and confrontation) are boundaries pushed back and fears overcome. To take goal setting seriously guarantees that you will need to increase your confidence. To take goal setting seriously also guarantees that you will increase your confidence.

*Reference source: Resource Associates Corporation, Supervisory Development Program. Copyright protected worldwide.*



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## What Do We Do, and Why Should You Care?

*Well, don't ask us – ask our clients:*

re: **Jerry Fons** - *President & Executive Coach*

### **Hiring Jerry to facilitate our Strategic Plan was the smartest thing we did in the past 12 months**

"My company, Goff's Enterprises, hired Jerry to facilitate the creation of our 2 year strategic plan. The step-by-step "Building block" process that he used with our team really put us on the right track while creating focus with my senior management. Recently I was interviewed by Small Business Times and they asked the question "What is the smartest thing that you've done in the past 12 months?" To paraphrase, I answered "Hiring Jerry to facilitate our strategic planning!" I continue to be impressed with Jerry not only for the services that he provides but his continued reliability as an excellent business resource!" - *Tony Goff, President & Owner, Goff's Enterprises*

### **He has helped us work more collaboratively and strategically**

"Jerry has worked with us on Executive and Staff Development, Executive coaching, Strategic Planning, and new hire selection tools. He has helped with the growth and development of our management team and helped us work more collaboratively and strategically." – *Bruce Miller, President & CEO, National Insurance Services*

### **Jerry is an expert in the area of personality types and their effect on teams.**

"Jerry is a terrific business coach and speaker, and an expert in the area of personality styles and their effect on teams." – *Pat Lyons, TEC Chair, The Executive Committee*

### **He coaches me and my team to be able to perform at a level where we want to be**

"Jerry provides me with an invaluable service; he coaches me and my team to be able to perform at a level where we want to be instead of where we are going. This has required building our team dynamics with the experience and performance in mind when hiring and promoting. He has helped my team understand and implement new service standards for our clients and building our internal branding of customer loyalty instead of customer satisfaction." – *Michael Bartholomew, Vice President of Sales & Marketing, DDN Pharmaceutical Logistics*