

Hundred Percenters

Author: Mark Murphy

Book Review by Bill Burch, SPHR, ACC

Mark Murphy, in his book *Hundred Percenters*, aims to challenge the notion that a happy employee is a motivated and productive employee. In his research of 500,000 employees and leaders, 72% say they aren't giving 100%.

So, how do we get the best, 100%, out of employees on a regular basis? Moreover, how do you become a 100% Leader? One key concept I found provocative was the idea of setting HARD goals. In the book, the idea of SMART goals (Specific, Measurable, Achievable, Realistic and Time bound) are said to be limiting and safe. Instead, he makes an argument for leaders to challenge their employees by cooperatively setting HARD goals...goals that challenge the employee to reach further, be innovative, and gain new KSA's. I found this to be a very intriguing concept and it resonated with me.

Mark uses HARD as an acronym saying that goals that help create "Hundred Percenters" are:

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*What is a 'C' Team
Costing Your Company?*

Understanding The Cost Of A 'C' Team

To comprehend the cost of a 'C' team, it is important to understand what a 'C' team is. 'C' team members are unhappy in their position within an organization, are unfulfilled and, more often than not, disengaged. A team member exhibiting these characteristics has a negative effect on team morale and motivation, resulting in poor work performance.

Integrating Existing Team Members into 'A' Teams

To make improvements to employee morale, increase job performance, and ultimately to net an increased profit, begin by restructuring the members of the organization. An employee assessment is a crucial part of this strategy. The purpose of the assessment is to select areas and roles best suited to individual employees.

Characteristics Included in the Assessment Process

- ✓ Experience
- ✓ Intelligence
- ✓ Skills
- ✓ Behaviors
- ✓ Attitudes / Values

An employee's experience for a managerial position may look good on paper, but having the right experience does not always directly correlate with having the proper attitude or behaviors needed to become a success in the position.

An effective employee assessment delves into what motivates the employee in life, both personally and professionally.

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Motivated employees are happier, work harder, and strive to succeed.

Analyze Employee Competence

After completing the assessment, analyzing employee competence is fundamental. Look for high proficiency in the job skills needed to maintain high performance within the organization. These include:

- ✓ Personal Accountability/Accountability for Others
- ✓ Developing/Influencing/Leading Others
- ✓ Self-Management/Self-Starting
- ✓ Team Work/Interpersonal Skills
- ✓ Conceptual Thinking/Objective Listening/Empathetic Outlook
- ✓ Conflict Management/Problem Solving
- ✓ Continuous Learning/Goal Achievement/Results Orientation
- ✓ Planning and Organization/Decision Making
- ✓ Diplomacy and Tact/Flexibility/Resiliency
- ✓ Customer Focus

‘A’ team members must possess the qualities and job skills needed to work as a productive team member, implement self-management, and to keep pace with a growing organization.

After analyzing the assessment, use the resulting data to ascertain whether existing employees fit into the currently vacant positions. Restructure positions and terminate employees if needed.

In some cases, an employee may already hold the best position for them and the organization. Consider which factors motivate them and add motivating responsibilities to their job descriptions. Adjusting positions to fit employees will encourage them as well as maintain high employee retention rates.

These twenty-three skills are recognized universally and are integrated into many organizations as part of the employee training process.

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Tailored Employee Training Programs

Employees and job positions are not one-size fits all. While assessments are used to place and hire employees, they are also used to benefit employee training programs. Personalizing training programs saves an organization both time and money while keeping the employee undertaking the training both stimulated and motivated.

After hiring the right employee for the job, the assessment should be used to create a training program based on individual needs. Assessment analysis provides organizations with the strengths and weaknesses of each existing and potential employee. The assessment also highlights particular skills that the employee possesses. Implementing these skills in training and in the workplace is a highly motivating factor for employees and leaves them with a sense of being valued. Employees that feel justified in adding value to an organization strive to perform at their best and achieve to their fullest potential.



The Results

Eliminating C teams is a highly effective strategy that is cost effective and performance boosting. Possessing the knowledge of how an existing employee works and what motivates them to do so, is valuable information that can be used to build an **‘A’ team**.

‘A’ teams consist of individual team members that work well together, and benefit from the skills and experience each possess. An **‘A’ team** member will step forward when another team member is struggling and use their job skills to teach and motivate. The whole team draws on each other’s strengths and make up for their weaknesses; real teamwork. ♦

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“Teamwork is so important that it is virtually impossible for you to reach the heights of your capabilities or make the money that you want without becoming very good at it.”

~ Brian Tracy

Exceptional Leaders... Align Their Body With Their Intentions

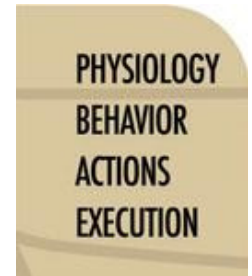
The way you carry yourself has an impact on how you are perceived by others. Your "bearing" can convey confidence, poise, decisiveness and openness. It can also convey arrogance, aloofness, indecisiveness and powerlessness.

Your posture also can have a significant impact on your internal state. Are you ambitious, full of energy, or are you listless and resigned? How you carry your body will influence your moods and what you can achieve. Concave chest, stooped shoulders, slow movements, and shallow breathing can lead to disempowered states, while erectness, deep breathing, sureness of movement can be empowering.

When you shift how you hold your body, new behaviors become possible.

Thought Provoker

- ✚ Do you move through the world with confidence?
- ✚ Do you stand tall?
- ✚ What does your posture say about you to others?
- ✚ When you observe another, do you make judgments based on how they hold their body? Others do so with you.
- ✚ Have you tried to shift your mood by changing your posture, how fast or slow you walk, or perhaps how you sit in meetings.



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Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
SHRM Learning System® is the preparation course for the HR Certification Exam <i>(Every other Saturday)</i>	Feb 8 thru Apr 30	8:30am - 4:00pm	www.cbu.edu/shrm
The Coaching Clinic® is a two-day workshop for executives, managers and leaders to experience and learn coaching skills and competencies.	TBD	TBD	www.harmonycc.net/coaching-clinic.php
Leading at the Speed of Trust™ is a two-day workshop for anyone interested in increasing revenues, decreasing costs, enhancing/repairing relationships, or improving their credibility with employees or customers.	TBD	TBD	Email: info@harmonycc.net