

## Stop Sending Mixed Messages

Think about what you ask of your staff members. Do you send conflicting messages? For example, do you:

- **Emphasize employee satisfaction**, but expect employees to work so much overtime they miss family events?
- **Stress quality and customer service**, but undermine them by cutting corners when you purchase supplies and equipment?
- **Encourage staff members to show compassion** for co-workers' feelings, but criticize them for occasionally becoming emotional in front of you?

**Remember:** Your job is full of difficult decisions. But if you want to keep employees' respect and cooperation, practice the principles you teach. ●

Source: *Manager's Edge*, as adapted from *Team Leader*, The Dartnell Corp., (800) 621-5463.



*Do You Send  
Conflicting Messages?*

## Internet Drives Shift To Leaderless Corporations

Expect more teamwork at the top. According to *Business Week*, truly leaderless corporations will continue to make more sense because the Internet allows information to be shared horizontally.

In 1987, 28 percent of the largest 1,000 public companies boasted at least some self-directed groups, according to the University of Southern California Center for Effective Organizations. By 1996, 78 percent had self-directed groups.

Some CEOs say they welcome the trend: "I learned a long time ago that a team will always defeat an individual. And if you have a team of superstars, then you have a chance to create a dynasty." says John Chambers, CEO of Cisco Systems, Inc.

The report notes that Chambers has two to three times as many people reporting to him as the average executive. It forces him to give his direct reports greater autonomy because he can't possibly keep up with every detail. ●

Source: *Business Week*

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### Motivational Quotes

**"Indecision is often worse than wrong action."**  
– Gerald Ford

**"By failing to prepare, you are preparing to fail."**

– Benjamin Franklin

# *The High Performance Work Force*

*By Ryan Scholz*

*President, Leadership Strategies Associates*

People can make a difference in the profitability and success of an organization. This is the conclusion reached in two recent books I have read – Peak Performance by Jon Katzenbach and Hidden Value by Charles A. O'Reilly and Jeffrey Pfeffer.

Katzenbach characterizes a high performance workforce as follows:

1. A large number (more than a third) of employees consistently exceed the expectations of their leaders and customers
2. The average worker performs better than the average competitors worker
3. A strong emotional commitment to higher standards and aspirations is reflected across the workforce
4. The collective performance of the workforce is a competitive advantage and is extremely difficult to copy

What then, is the secret to developing a high performance workforce? The answer is simple – **leadership**. In sports we see a new coach take over a team with essentially the same players as the year before, yet produce dramatically different results. We can look close by to the University of South Carolina and Lou Holtz to see a vivid example. In business, as in sports, leadership can have dramatic impact on the performance of the team. I have personally seen examples where two groups of people from essentially the same population perform dramatically different.

Although the answer is simple, the implementation is difficult. The key to unleashing the potential of people is to get the emotional commitment of the workforce to the goals and needs of the organization. This only happens when the personal needs of employees are balanced with the needs of the organization.

*Continued next column —*

It takes a lot of time and effort to make the changes necessary to achieve a cultural change. It begins by developing an attitude within the organization that people matter and can make a difference.

Is your organization achieving all that it can? If not, are you blaming the people or are you looking at the leadership capability within the organization? Could another “coach” achieve different results?

The good news is that leadership can be developed – it is not inherited. Anyone can become a better leader. To enhance the leadership within your organization call today! ●

Call Bill Burtch at 901-272-7390 or

E-mail: [bburtch@harmonycc.net](mailto:bburtch@harmonycc.net)

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## *Humor Is Healthy...*

Two snakes were crawling along when one snake asked the other, “Are we poisonous snakes?”

The other replied, “That’s right, we are! We’re rattlesnakes. Why do you ask?”



To which the first replied, "I just bit my tongue."

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## Interesting Legal Facts

### Don't Try Docking Pay For Smoking Breaks

An employer who allowed his workers to take a series of short smoking breaks had to compensate them for the time.

**Reason:** Such approved short breaks (20 minutes or less) are considered hours worked under the Fair Labor Standards Act (FLSA). That opinion comes from an opinion letter by the U.S. Labor Department's Wage and Hour Division. (*W&H Letter No. 2007*) The FLSA doesn't require you to give workers rest periods, but if you do decide to allow short breaks, the time is compensable.

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### You May Be Liable If Employees Do Business By Car Phone

You want your managers to stay productive, so you suggest they get wireless phones. You may even buy phones or reimburse for them. This is fine, as long as the employees don't drive carelessly.



In a Pennsylvania case, a Smith Barney broker who allegedly was talking on his cellular phone dropped it, bent down to get it, ran a red light and killed a motorcyclist. Smith Barney agreed to pay \$500,000 to the motorcyclist's family, which sued the firm for contributing to the accident.

Despite the company's big settlement, it argued that the accident occurred outside the scope of employment – at 9:30 on a Saturday night. And the firm didn't own the phone or the car. (*Roberts v. Smith Barney, E.D. Pa. No. 97-CV-2727*)

If you expect staffers to use car phones for business, be sure to write a policy that requires them to pull over while they talk.

*Consult your legal advisor for more information and advice.*



## Web Site Of The Month!

### Class Action Database

Too often, you only find out about class-action suits after they've moved through the courts. This alphabetical database keeps you posted on the latest class-action proposals, and even provides a way for you to join them.

Check it out at: [www.bigclassaction.com](http://www.bigclassaction.com)



### Downloading Files

Creating a single directory in which you download files with your browser will simplify the process of finding those files later. Create a directory called "Download" or "Modem" on an easily accessible location, and always download files to that directory. Placing a shortcut to that directory on your desktop makes it even easier to find once the file has arrived.



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### Reboot...Reboot... Reboot

If you like to leave your computer on at all times, remember to reboot it at least every two days. Even the most popular operating system develops problems after being on that long.



## *Define Success*

**M**ake it clear to your employees what constitutes success and how they should measure their achievements. Goals must be realistic. The people who do the work, for example, must set project schedules. People will accept a "bottom-up" deadline they helped set but they'll be cynical about a schedule imposed from the top that doesn't map to reality. Unachievable goals weaken an organization. At my company, in addition to regular team meetings and one-on-one sessions between managers and employees, we use mass gatherings periodically and e-mail routinely to communicate what we expect from employees. If a reviewer or customer chooses another company's product over ours, we analyze the situation carefully. We say to our people, "the next time around we've got to win. What will it take? What's needed?" The answers to these questions help us define success.



– Bill Gates, Microsoft

**Let us help you define success for you and/or your company!**

*Call us today to find out how we can help you get where you want to go.*

Harmony Coaching & Consulting, 901-272-7390 or E-mail: [bburtch@harmonycc.net](mailto:bburtch@harmonycc.net)

***Sparking Ideas and Action in You and Your Business***

## *Schedule Of Public Courses*



Course Title	Date(s)	Time
Wheel of Life	February 11, 18, 2003	6:15 - 8:15 PM
Harassment in The Workplace	February 6, 2003	9 - 11:30 am
Affirmative Action & Equal Employment Opportunity	February 20, 2003	8 am - 12 noon
Essential Training Techniques	April 7, 2003	8 am - 4:30 pm

"All course are offered through the University of Memphis Office of Continuing Education. To register online, go to [www.coned.memphis.edu](http://www.coned.memphis.edu). For additional information on the courses check out my website or send an e-mail to [info@harmonycc.net](mailto:info@harmonycc.net) requesting a copy of the Program at a Glance."

