

# The Coaching Authority

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*Anything You Can Do – You Can Do Better!*  
FIVE STAR PERFORMANCE, LLC 574-286-1123

## Employee Loyalty

To get loyal employees employers must:

- ✓ Select employees carefully so they match the job and the company environment
- ✓ Pay fair market value wages and salaries
- ✓ Provide training in safety and job skills

Often when speaking to organizations or talking with clients, the subject of employee loyalty comes up. The questions asked are usually the same: “How come employees aren’t loyal any more?” or “How can I find employees that will be loyal to me?” The questions are the same and so is my response.

Employees today are as loyal as they were years ago. Today’s employees, like many employers have lost the ability to define and recognize loyalty in the employee-employer relationship.



Employers are looking for employees that will express their loyalty by doing what is expected of them, going the extra mile when really needed, follow the company rules, be reliable and remain a good employee (that is, “don’t leave us”).

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## Identifying Values

The Key to Valueship – Part 2 of 2

The key to **Valueship** is crystallizing the **values** that establish the parameters for behavior. Those **values** are driven throughout the organization by your behavior and your example. As an executive and a leader, if you engage in behavior which conflicts with your **values**, you will sacrifice your credibility. The end does not justify the means.

The true test of a commitment to **values** is whether or not those **values** are upheld during a crisis. What does your behavior or the behavior of the people throughout your organization express about your **values**? Will you compromise any of your **values** for expediency, or will you champion **values** under pressure?

At one time in the history of the United States of America, it is said that there were Iroquois Indians who made decisions only after they examined the effect of those decisions on seven generations. We have come a long way from that point of view. At one time we looked up to our leaders as heroes and role models. We held them up for our children and future generations to emulate. Today it is becoming increasingly difficult to find someone worthy of recognition and role-model status. We must change that for our own good and for the survival of a **values**-based society, the future of which rests on the ability of our leaders to articulate, exemplify, and operationalize personal and organizational **values**.

"Perhaps more than at any previous time, an organization today must know what it stands for and on what principles it will operate. No longer is value-based organizational behavior an interesting philosophical choice. It is a requisite for survival."





# ONE MINUTE IDEAS

## Communication

Remembering these six words – clear, mean, honest, feel, direct and want – can help you communicate better. Be clear by saying exactly what you mean. Be honest by saying what you feel. And be direct by saying what you want.

## Projects at a Glance

Color-code your calendar so you can tell at a glance the status of projects or assignments. **Examples:** Red ink for high-priority items that day; blue for anticipated project deadlines; green for following up other people's work; black for daily scheduled work.

## Liftoff to Space Exploration

See a real-time map of where the space shuttle, International Space Station, and other satellites are located. You can also find lots of information and news about space travel and the universe.

Check it out at: [www.nasa.gov](http://www.nasa.gov)

FIVE STAR  
PERFORMANCE

51818 Bonanza Dr.  
Granger, IN 46530

(574) 286-1123

E-mail:

[patrick.s.frazier@comcast.net](mailto:patrick.s.frazier@comcast.net)

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Employees on the other hand want a place to work that is reliable, safe, pays fairly, has good co-workers and is free of discrimination.

One would think that it would be pretty easy to match the two. But often it's not. The primary reasons employers are not able to find loyal employees is they don't invest enough time looking for loyal employees, and they don't invest enough effort in creating a work place that employees want to be loyal to.

Employers often fail to recognize that the employee loyalty of the past did not walk in the door with the employee as a part of the recruitment process. It was developed over time, as a part of the employment process. Loyalty, after all is a relationship. It is very similar to love. When we give love we expect love in return – so too with the relationship of loyalty.

The first and most important step in any relationship is finding the right person – a match. That person must be able to do or learn how to do the job, and they must be able to fit into the culture of the company.






Finding the right person for the job means clearly defining the requirements of the job and matching it to a person that has the required skills and work habits. Finding a loyal employee is finding a mate for your work place.

After hiring the right person for the job, the relationship must be nurtured. Clearly define expectations. Pay employees the market value of their skills. Be a fair, consistent employer - not fairly consistent, but consistently fair. Continuously train employees to work safely and efficiently. Teach them that you cannot give them lifetime employment, but their increased skills will provide them lifetime employability should they need to transfer their skills.

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## Just The Facts –

- ◆ The first product to have a bar code was Wrigley's gum. 
- ◆ American Airlines saved \$40,000 in 1987 by eliminating one (1) olive from each salad served in first-class. 
- ◆ Walt Disney was afraid of mice.
- ◆ The three most valuable brand names on earth: Marlboro, Coca Cola, and Budweiser, in that order. 

**Nothing so conclusively proves a man's ability to lead others as what he does from day to day to lead himself**

– Thomas J. Watson

**Wise are those who learn that the bottom line doesn't always have to be their top priority**

– William A. Ward

