

PATRIOT BUSINESS COACHING
CLARITY OF PURPOSE, SYNERGY OF GOALS

Why Do People Leave Their Job? Experience-Based Retention

- *Is it because of money?*
- *Benefits?*
- *The fact they believe there are no real opportunities for them at the company?*

While many might argue about which of the above has more impact on whether or not a person decides to jump ship, attempting to identify the main overall culprit is probably the least productive approach to increasing retention. Why?



Because while studies may show that one factor carries more weight than another, those same studies also show that **all** of the factors have the ability to influence people to some degree.

So that means by focusing solely on the main culprit – whatever it might be – your retention plan is only as good as the number of people in your company who are primarily affected by that factor. Which means that it's nowhere close to being 100% effective.

People and situations

Are you going to retain every person you hire? Of course not.

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Employment Laws You Should Know

Adverse Employment Action is any action taken by an employer that negatively affects an employee's job, for example, demotion, firing, discipline or failure to promote. In most employment discrimination cases, the employee will have to prove that the employer took some sort of adverse employment action in order to win.



Affirmative action includes efforts by employers to remedy past discrimination in the workplace or an industry by making a special effort to hire women or members of certain minority groups. Most private employers are not required to conduct affirmative action, and in fact, may violate the law by doing so. Government employers and contractors, in contrast, are often required by law to institute affirmative action programs.

Bona fide occupational qualification ("BFOQ") is a job requirement, such as a specified age or sex, or the ability to lift a certain weight, that is potentially illegal because it excludes a protected class of people, but which is proven to be in good faith and legal under the circumstances. The successful use of a BFOQ defense is rare.

Contact your legal representative for more information and/or clarification.

Great Managers Remove Obstacles

"Managing is the art of getting things done through and with people in formally organized groups. It is the art of creating an environment in which people can perform as individuals and yet cooperate towards the attainment of group goals. It is the art of removing blocks to such performance."



– Harold Koontz



ONE MINUTE IDEAS

Identifying Potential Team Leaders

As a team leader, you are the most important source for identifying potential team leaders in your company. This list shows some of the things you should remember as you evaluate your team members:

- ◆ **Have** clear goals and objectives outlined for each member. (Or review what they have outlined)
- ◆ **Observe** each members behaviors, skills, attitudes, values, and personalities.
- ◆ **Make** sure each team member has an opportunity to be the leader of a project or task.
- ◆ **Encourage** them to enhance their skills by attending seminars, getting leadership training and development, and/or taking educational courses.
- ◆ **Keep** everyone aware of your team goals, objectives, and accomplishments.

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"Do what you can, with what you have, where you are."

— Theodore Roosevelt



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The key is to retain those people you *want* to retain, those employees who make a difference and contribute a tremendous amount to the company in numerous ways. And in order to retain those superstar employees, you have to consider what kind of **experience** you're providing to them.

Life is nothing more than a series of experiences, and people respond to them in a rather predictable fashion. They strive to avoid negative experiences, and they tend to gravitate toward positive ones. That rule certainly applies to people. After all, people provide an experience, don't they? I'm sure you could identify people in your life who provide negatives experiences and people who provide positive ones.

Which ones do you try to avoid?

The same holds true for an employment situation. If people aren't receiving a positive experience in their job, they're going to try to find a new one. The challenge is to ensure that they're receiving that positive experience.



However, there are two aspects of this challenge to keep in mind:

Experiences are very **person-specific**. In other words, what one person believes is a positive experience might not be the case for another person. Employees are not apt to come right out and tell you what constitutes a positive experience for them. Unless you have a very outgoing and highly communicative person on your team, you'll have to gather that information yourself.

Productivity and profitability

As you might imagine, there are many different components to an experience, especially an employment experience. The good news is that there are ways to not only account for all of them, but also to ensure that you're addressing them in a way that will create positive experiences with your team and increase retention.

In future issues, we're going to identify and discuss these different components, how they affect the overall employment experience and why, and how your understanding of them can help you to maximize the productivity – not to mention the profitability – of your team.

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Delegation



Test how well you delegate authority to your employees by asking yourself these questions:

- **How often** do I say "I should have taken care of that myself"?
- **What is** the turnover rate among my employees?
- **Are my** employees frequently absent when they're not sick?
- **How many** people that I have directly supervised still work with me?
- **How many** of my employees would follow me if I took a new job at another company?

Source: *Streetwise Managing People*, by Bob Adams et al., Adams Media Corp., Holbrook, MA 02343



Bob Stinson

What Drives You? Understanding Our Motivations

So you really understand what motivates you? Everyone knows how important it is to “know yourself,” yet few people do. Motivations are subconscious, so deeply embedded that we don’t get a good look at them. They are experienced as instinctive, as part of who we are.

Are there basic drives that are common to all human beings? Which ones are driving us in our daily lives? How are they influencing the choices you make?

It used to be that people looked to Freud’s psychodynamic theory for explanations: we are driven by sex and power. But surely there is more than that. More recently, Maslow helped us to understand our basic needs for shelter, food, clothing, ego and belonging. Yet he told us that only a few of us would become “self-actualized.”

David McClelland outlined three basic motivations in the 50s: the drive to achieve, the drive for power, and the drive to affiliate with others. His theory has been widely applied to understanding motivations at work.

Another psychologist in the 30s, Edouard Spranger, proposed that we seek to satisfy our interests in six areas: theoretical, utilitarian, aesthetic, social, individualistic, and traditional or religious. While this helps explain our areas of interests, it doesn’t address the underlying drives or motivations.

Here is a new theory that proposes all humans have four basic drives in common. These four drives have been present since the beginnings of our species and have helped in our survival. These four basic drives are embedded in our genetic DNA and remain very much active in us today.

Four Basic Human Drives

The four basic drives are:

1. The drive to acquire
2. The drive to bond
3. The drive to learn
4. The drive to defend

In their book on motivation, *Driven: How Human Nature Shapes Our Choices* (Jossey Bass, 2001), authors Paul R. Lawrence and Nitin Nohria explain this new theory on basic drives in humans.

These two Harvard Business School professors draw evidence for their four-drive theory from evolutionary psychology and Darwin as well as from social sciences and organizational life.

Human beings are driven to seek ways to fulfill all four drives because these drives are the product of the species’ common evolutionary heritage: they increase the ability of our genes to survive.

1. The drive to acquire objects and experiences that improve our status relative to others: This is defined as a drive to seek, take, control and retain objects and personal experiences. In the course of evolution humans have been selected naturally for this drive by survival pressures, based on the basic needs for food, fluid, shelter, and sexual fulfillment.


People are driven to acquire both material and positional goods. Both goods and social status are important here. The *drive to acquire* is rarely satisfied; you always want more and always seek ever greater status.

2. The drive to bond with others in long-term relationships of mutual care and commitment: Humans have an innate drive to form social relationships and develop commitments with others that is fulfilled only when the attachment is mutual. Groups of individuals who were bonded to one another had a better chance of surviving environmental threats than groups that were not. This drive draws humans into cooperation with others.

3. The drive to learn and to make sense of the world and of ourselves: Humans have an innate drive to satisfy their curiosity, to know, to comprehend, to believe, to appreciate, to develop understandings or representations of their environment and of themselves through a reflective process. This drive without doubt has enabled mankind to survive the elements and has given humans distinct advantages over other creatures.

4. The drive to defend ourselves, our loved ones, our beliefs, and our resources from harm: Humans have an innate drive to defend themselves and their valued accomplishments whenever they perceive them to be endangered.

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The fundamental emotion manifested by this subconscious drive is alarm, which in turn triggers fear or anger. This drive has obvious survival value. This may have been the first drive to have evolved in earlier human species.

The *drive to defend* manifests itself in modern life in many ways. Much of human activity is generated by this drive. It is activated by perceived threats to body, possession and one's bonded relationships, and also by threats to one's own cognitive representations of the environment and of one's self identity.

The Balancing Act

The four drives are innate and universal, found in some physical form in the brains of all human beings. The drives are independent even though they are highly interactive with each other.

Each drive has a "dark side," as when the *drive to acquire* becomes excessively competitive and diminishes respect for others, or when the *drive to defend* one's current thinking diminishes the *drive to learn* new perspectives.

You only have to look around you at how people act and interact in any workplace environment to see how these motivators drive people in both positive and negative ways.

Each of these four drives exist in all of us, and determine the choices we make. In some people, one drive will be more developed than others, creating an imbalance. In some jobs, some drives will be emphasized more than others.

Understanding how each of these drives shows up in your life can help you understand how and why you make the choices you make. Working with your coach can help you understand yourself better.

You may be relying too much on your *drive to acquire*, or placing too much emphasis in the *drive to bond*, while neglecting your *drive to learn*. Often the *drive to defend* can overwhelm other important drives that must be satisfied in order to have a well-balanced, successful life.

Which drives are guiding your choices? Which drive do you neglect? All four drives are basic to human nature and a balanced life includes some satisfaction in all four areas.

"The challenge is to find a course forward that fulfills all of our basic drives in some creative, balanced way. ...The way forward must be to use the best side of each drive to check the dark, excessive potential of human nature" (Lawrence & Nohria, p. 283

"Seek first to understand and then to be understood"
Stephan Covey

This Fall Look for the Following Workshops

Building a More Profitable Business Through Customer Loyalty

Little River, SC

This multisession workshop focuses on the development and implementation of a plan to develop a competitive advantage through customer loyalty. It is recommended for small business owners and managers who may operate in a seasonal market.

Team Building within a Non-Profit Organization.

Morehead City, NC

The success of a charitable organization falls on the shoulders of its Board, volunteers, and paid employees. Although all three are dedicated and have the best of intentions, conflict will often arise which may interfere with the good work being done. This workshop will concentrate on a method to creating harmony in purpose and motivation for the betterment of the organization. This session is recommended for board members, executive directors, pastors, and others of good intentions.

Developing Donor Loyalty

Morehead City, NC

Fund raising is the life's blood of any non-profit organization. The donor is the good heart that acts as the pump. This workshop will concentrate on building a loyal donor base who contributes by funding the charity on a regular basis and helps recruit new sources of revenue. This session is also recommended for board members, executive directors, pastors, and others of good intention.

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