

Lead Your Team into the 21st Century...



Whether you supervise a few people or run the whole organization, you can become a “highly effective manager” by attending *The 7 Habits for Managers*, an exciting workshop based on *The 7 Habits of Highly Effective People*®—“the most influential business book of the century.”

The 7 Habits for Managers workshop is leadership education for the 21st Century. This two-day experience will help you unleash the limitless potential of your team. The result? A breakthrough to sustained superior performance.

Learn from the stories of some of the most effective business leaders in the world, from world-class video illustrations of the concepts, and from the experience of other participating managers.

Dates:	October 20-21, 2009 November 19-20, 2009
Time:	8:30am - 4:00pm
Cost:	\$499 (Education); \$649 (Business)
Location:	Camp Allen (October workshop) Texas A&M campus (November workshop)
Facilitator:	Jan Richards, FranklinCovey Certified
Credit:	12 Prof. Dev. Hours = 1.2 CEUs

**Change ineffectiveness to effectiveness.
Sign up today.**

<http://capso.tamu.edu/all-programs/franklincovey/manager>

Lunch will be provided, along with morning and afternoon refreshments.

A good reason for us to TRAIN good managers, right?

WHY EMPLOYEES LEAVE ORGANIZATIONS

Every [organization] faces the problem of people leaving the [organization] for better pay or profile.

Early this year, Mark, a senior software designer, got an offer from a prestigious international firm to work in its India operations, developing specialized software. He was thrilled by the offer. He had heard a lot about the CEO. The salary was great. The company had all the right systems in place, employee-friendly human resources (HR) policies, a spanking new office, and the very best technology, even a canteen that served superb food. Twice Mark was sent abroad for training. "My learning curve is the sharpest it's ever been," he said soon after he joined.

Last week, less than eight months after he joined, Mark walked out of the job. Why did this talented employee leave? He quit for the same reason that drives many good people away. The answer lies in one of the largest studies undertaken by the Gallup Organization. The study surveyed over a million employees and 80,000 managers, and was published in a book called "First Break All the Rules." It came up with this surprising finding:

If you're losing good people, look to their immediate supervisor. More than any other single reason, s/he is the reason people stay and thrive in an organization. And s/he's the reason why they quit, taking their knowledge, experience and contacts with them...often straight to the competition.

"People leave managers not companies," write the authors Marcus Buckingham and Curt Coffman.

"So much money has been thrown at the challenge of keeping good people - in the form of better pay, better perks and better training - when, in the end, turnover is mostly manager issue." If you have a turnover problem, look first to your managers. Are they driving people away?

Beyond a point, an employee's primary need has less to do with money, and more to do with how he's treated and how valued he feels. Much of this depends directly on the immediate manager. And yet, bad bosses seem to happen to good people everywhere. A Fortune magazine survey some years ago found that nearly 75 per cent of employees have suffered at the hands of difficult superiors. You can leave one job to find - you guessed it, another wolf in a pin-stripe suit in the next one.

Of all the workplace stressors, a bad boss is possibly the worst, directly impacting the emotional health and productivity of employees. HR experts say that of all the abuses, employees find humiliation the most intolerable.

The first time, an employee may not leave, but a thought has been planted. The second time, that thought gets strengthened. The third time, s/he looks for another job.

When people cannot retort openly in anger, they do so by passive aggression. By digging their heels in and slowing down. By doing only what they are told to do and no more... by omitting to give the boss crucial information. Dev says: "If you work for a jerk, you basically want to get him/her into trouble. You don't have your heart and soul in the job."

Different managers can stress out employees in different ways - by being too controlling, too suspicious, too pushy, too critical, but they forget that workers are not fixed assets, they are free agents.

When this goes on too long, an employee will quit - often over seemingly trivial issue. It isn't the 100th blow that knocks a good man down. It's the 99 that went before. And while it's true that people leave jobs for all kinds of reasons- for better opportunities or for circumstantial reasons, many who leave would have stayed - had it not been for one man constantly telling them, as Mark's boss did: "You are dispensable. I can find dozens like you." While it seems like there are plenty of other fish especially in today's waters, consider for a moment the cost of losing a talented employee.

There's the cost of finding a replacement. The cost of training the replacement. The cost of not having someone to do the job in the meantime. The loss of clients and contacts the person had with the industry. The loss of morale in co-workers. The loss of trade secrets this person may now share with others. Plus, of course, the loss of the [organization's] reputation. Every person who leaves an [organization] then becomes its ambassador, for better or for worse.

Talented [employees] leave. Dead wood doesn't.

Jack Welch of GE once said, 'A company's value lies "between the ears of its employees.'"

- Azim Premji, CEO- Wipro