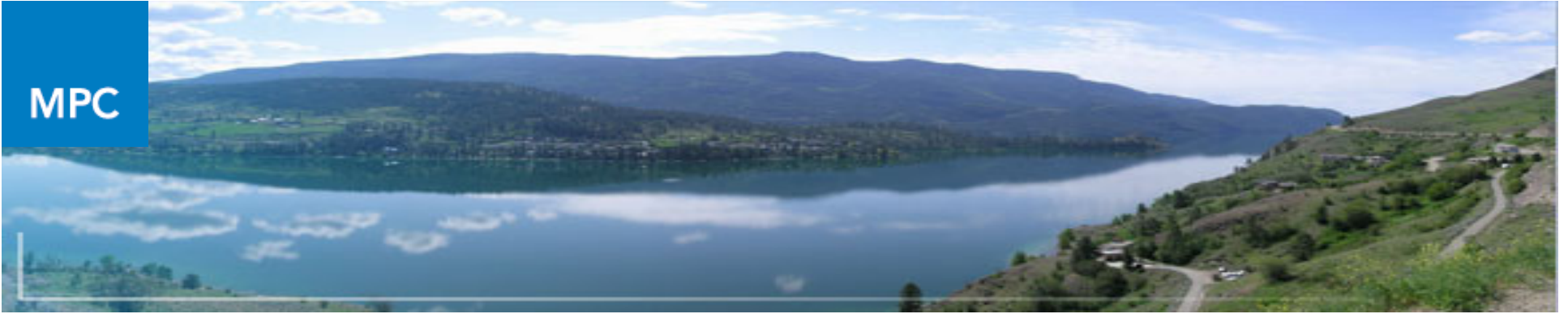




Insuring Your Organization Can Meet the Competitive Landscape June 28th, 2006

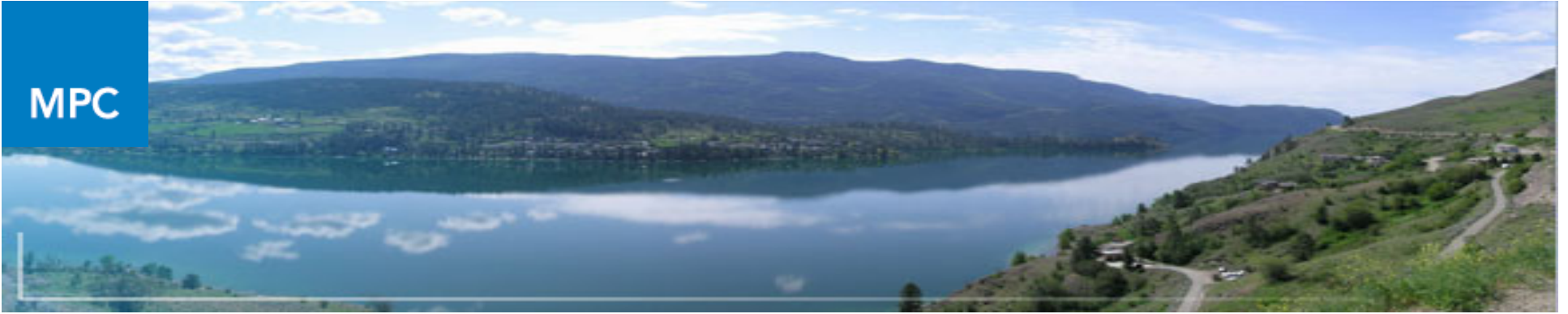
Geoffrey Dzikowski
MPC Intelligence
Think Before You Act



Our Current Landscape

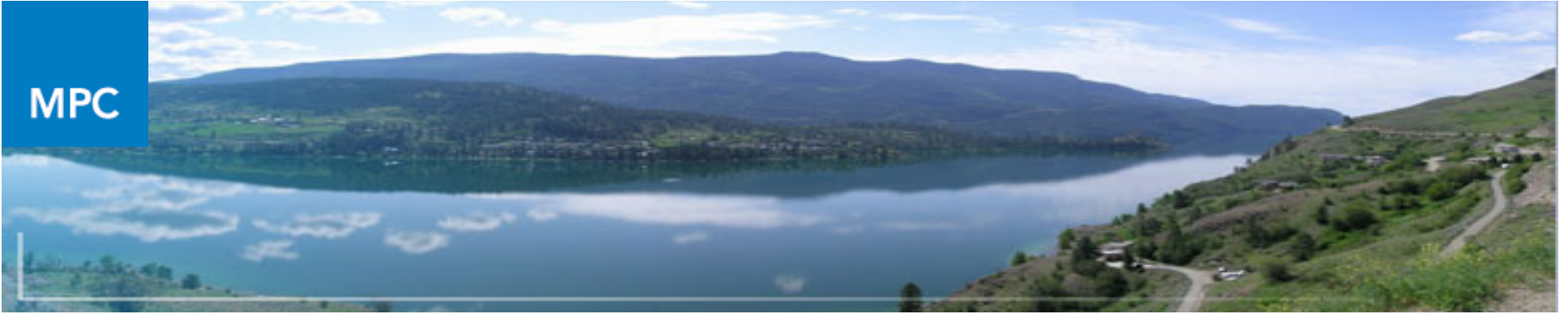
Reality today - We are in a seller's market!

- **Tightest labour pool since the 50's**
- **Retirement increasing**
- **Recruitment pool is shrinking**
- **Retention issues**



Our Current Landscape

- **Impact of technology**
- **Productivity and efficiency have dropped**
- **Gap between management and workers**
- **Hands-off**
- **Work environment of less is more**



Our Current Landscape

- **3rd party help**
- **Attitudes have changed**
 - Attitude of “now” – but don’t want to work for it
- **Demographics have changed**
 - Partially how they were brought up

The New Workforce Nexus Generation (Y)

Interesting Facts:

- Happiness vs money
- Need diversity
- Varying assignments
- WANT mentorship and coaching
- Work/life balance
- Direct communication
- Reduced hierarchy

The New Workforce Nexus Generation (Y)

Why?

Grew up in an environment where everyone was too busy to help them

Result:

- **Don't trust**
- **Less patient**
- **Could care less –all about me!**

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MEDIOCRITY

IT TAKES A LOT LESS TIME
AND MOST PEOPLE WON'T NOTICE THE DIFFERENCE
UNTIL IT'S TOO LATE.

www.despair.com



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For your organization to be successful
It's about **People** and NOT just your
Business

Invest in your **People**
People ARE your most valuable asset



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Think about this:

“My lowest paid employees have all the relationships with my customers”

CEO of Ritz Carlton

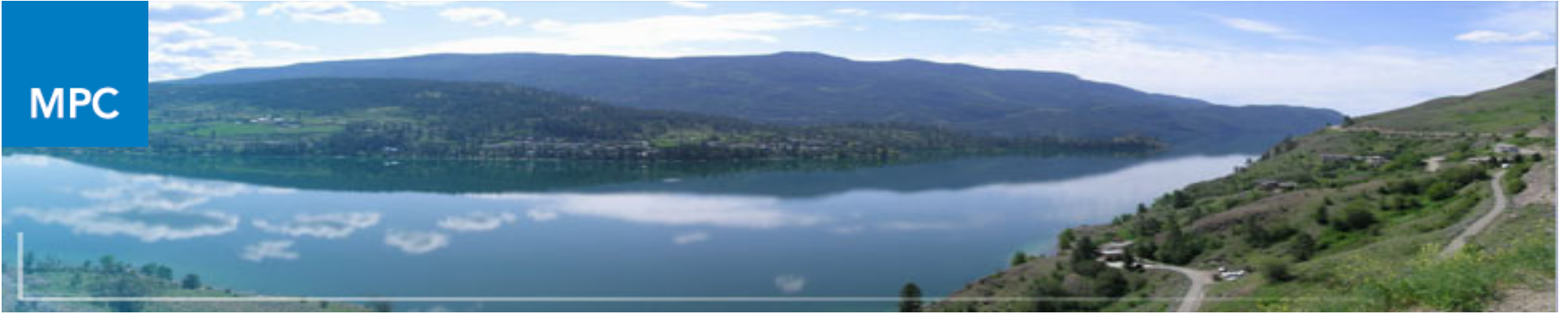
- **Know what drives your employees**
- **They are the ones that have the direct contact with your customers**



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Answer this:

Are supportive work environments policies an accommodation, a nice gesture, a gift to employees, or an integral business strategy?



- Only if you undertake for business reasons, do you have a chance to succeed
- **People** management **MUST** be a strategic goal
- Staffing is a challenge but managing **People** resources has to become a top priority



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No:

“What does it cost to change”

Yes:

“What are the costs of not changing”

- **Costs for a supportive environment = LOW**
- **Costs of NOT responding = High**

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DEMOTIVATION

SOMETIMES THE BEST SOLUTION TO MORALE PROBLEMS IS
JUST TO FIRE ALL OF THE UNHAPPY PEOPLE.

www.despair.com

Costs of Not Changing

Short-Term

- **Retention**
- **Turnover**
- **Staffing Challenges**

Long Term

- **Organization loses focus**
- **Lost productivity and efficiency**
- **LOST SALES and/or OPPORTUNITIES**

Why People Leave?

- Challenges
- Satisfaction
- No clear vision or direction
- Can't relate how they contribute
- Mid-level managers create a poor environment

Just Arrived



Convinced

Week 1



Doubtful

Week 2



Suspicious

Week 4



Skeptical

Week 6



Astonished

Month 2



Nervous

Month 3



Hopeless

Month 6



Disappointed

Month 9



Shocked

Year 1



Frustrated

Year 2



Disturbed

Year 4



Stupid

Year 6



Idiot

Year 8



Totally Lost

Year 10



Converted

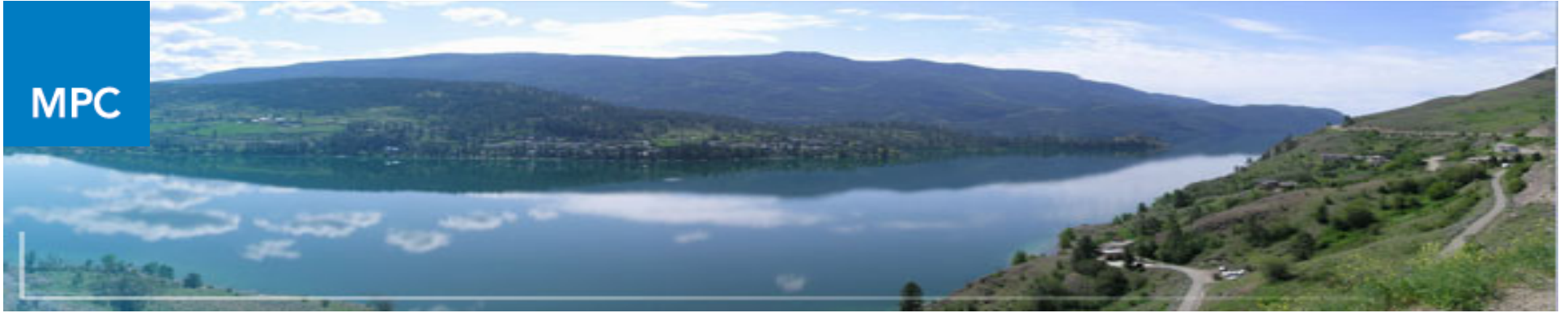


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**So how should your organization
improve your competitive
landscape?**



**Policies and
Procedures
are not the
answers**



To be successful in today's marketplace organizations need to focus on:

- 1. Cultural Change and Communication**
- 2. Accountability and Alignment**
- 3. Middle Management**

Culture Change

Has to start from the top!

Leadership - How they run their company and how they are perceived are very different

Be true to yourself and operate with this belief

Culture Change

Whatever the vision and belief you operate in:

Must have a clear idea of where you are going

United Vision

Employees need to believe that change is:

- 1. Desirable**
- 2. Achievable**

Everyone in the organization has to clearly understand your organizations values, core operating principles, and purpose

Know Your Why

Know how to clearly define **why** you are in business

The purpose of your existence!

The clearer **why** you are in business, **what** you do, and **how** you service your customers, the better aligned your internal staff will be

AND your Customers' will thank you!

The MPC logo consists of a solid blue square with the letters "MPC" in white, sans-serif font centered within it.

MPC

MPC Intelligence

Our Business Allows Customers to

Think Before They Act

MPC Intelligence

Why:

Sharing to Enhance and to Enrich What Others Are Doing

What:

The Trac

Consulting Services

Everything and Anything Else We Take On

How:

Communicate in Real Time

Give a Complete Picture

Be Transparent

MPC Core Values

It's all about sharing

Our values guide us in all that we do!

MPC – Operating Principles

Expectations of ourselves:

- Raise problems as they happen
- Solve problems as they happen
- To prepare and come prepared
- Celebrate together

Change - Not Easy

To transmit or change culture is not easy:

- **Needs deliberate role modeling, teaching, and coaching**
- **Needs rewards**
- **Needs repetition**
- **Needs clear criteria for expectations**



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How does one instill the right culture?

To change culture you need to focus on an **accountability** framework and open **communication!**

Accountability

The emphasis in many organizations is on:

- **Presence NOT performance**
- **Hours NOT output**
- **Work or Family life NOT work and family life**

Accountability

Build Accountability around **People**

People need to have clearly defined:

1. Goals and Objectives
2. Clear relationships
3. Formal review programs
4. Roadmap for the future



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And most importantly you need to provide:

Autonomy and Empowerment

but

Expect Results

Communication

- Open and constant communication
- Involve **People** on matters of the business
- Get buy-in
- Pay more attention, listen, especially to upward feedback
- Endorsement promotes retention
- Have fun and laugh a lot
- Provide an environment to express themselves freely

Other Factors for Change

- **Listen to employees at all levels**

- There will be resistance and sometimes the resisters are correct

- **Be Truthful**

- There will be winners and losers

- **To Persist**

- Keep repeating the message

- **Start with Low Hanging Fruit**

- Keep the process moving, don't wait for big initiatives

Middle Management

Many managers see the supportive work environment as:

- **Just another flavour of the month**
- **As compassionate but not essential**

Middle Management

Glue that holds your organization together

“Transmitter” of Culture

If managers are not committed then policies:

- **Won't be taken seriously**
- **Will be applied inconsistently**
- **And won't be followed**

Why are Managers not Supportive

- **Don't Know How**
 - Poor soft skills
- **Don't Have Time**
 - Too overloaded, good people management needs time
- **Aren't Motivated**
 - Not rewarded or no incentives for being supportive
- **No Role Model**
 - No top support to push it downward

Managers Need...

You need to train managers on how to:

- 1. Communicate**
 - 2. Develop their employees**
- Promote those who walk the talk and WHO promote balance**
 - Reward good people skills**
 - Don't give unrealistic expectations**

Supportive Managers

- **Positive feedback**
- **Open and two way communication**
- **Good listeners and gives respect**
- **Focus on output not hours**
- **Consistency**
- **Constant coaching and mentoring**

So What Does A Competitive Organization Look Like?

- **Flexible workplace**
- **Employee participation in decision making**
- **Extensive team work**
- **Strong core of middle management that can execute**
- **More skilled and knowledge intensive tasks**

So What Does A Competitive Organization Look Like?

- **Delegated responsibility**
- **A Learning organization**
- **Horizontal career paths**
- **Supportive work environments**
- **Balance between family and work**



Conclusion

For companies to survive in this competitive landscape they need to make human resources and supporting employees a priority

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MOTIVATION

IF A PRETTY POSTER AND A CUTE SAYING ARE ALL IT TAKES TO MOTIVATE YOU,
YOU PROBABLY HAVE A VERY EASY JOB. THE KIND ROBOTS WILL BE DOING SOON.

www.despair.com

For more information or a copy of this presentation
please visit:

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Thank You