

Developing our staff's potential



In the course of our research, we have found that some managers were better than others at getting the people they supervised to grow. When we assigned a new employee to a "bad tempered manager", after a while we would notice that the faults and weaknesses of that employee had worsened. The new employee would begin to show the negative effects of a management style that exacerbated and intensified his weaknesses. In the case of the "antagonistic manager", on the other hand, we noticed that while he was fairly good at managing medium-to-low level employees and getting them to grow, when these employees reached a certain level, he was no longer able to develop their potential any further.

On the other hand, there were some managers who in the majority of cases were able to get the people they managed to improve considerably. These manager were successful not only in making medium-to-low level employees productive (as in the case of the antagonistic manager), but also in getting these employees to develop the requisite characteristics for aspiring to management positions.

By studying the latter, we were able to single out a number of characteristics that they all had in common. We were particularly struck by the fact that these characteristics were displayed not only by successful managers but also by good mentors as well as those who seemed to have the gift of developing other people's qualities in the social sphere more generally.

THE BOOK

The New Leaders A Leadership Manual for the Management of the Third Millennium

Paolo A. Ruggeri is a leading authority on leadership, people management and training of personnel. He has been training business owners and professionals in Europe and the United States for over twenty years. In his book *The New Leaders* he is making available to readers the successful techniques and actions developed in the course of fifteen years' work, which have helped numerous small-to-medium sized companies to achieve a leadership position in their own markets. *The New Leaders* has sold over 50.000 copies in Europe alone.



In this newsletter we publish an excerpt from the tenth chapter of the book where Paolo explains how developing your staff's potential.

The New Leaders, a Leadership Manual for the Third Millennium Manager, is available on [I-Tunes](#), at leading bookstores in the United States and directly from the author by writing to info@paoloruggeri.net. For more information about Paolo Ruggeri's books and services visit www.paoloruggeri.net

Don't miss the opportunity to read Paolo Ruggeri's first and most famous book: *The New Leaders*. The book will help you improve your leadership skills. It contains practical advice and smart tips you can apply immediately to increase your staff's effectiveness.

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Dealing with employees' mistake with a positive attitude and not a negative one

We have found that the best managers display a feeling of strong interest when dealing with their staff's mistakes or lack of performance. What do we mean by "a feeling of strong interest"?

Strong interest is what we display and feel when our curiosity is aroused by something that makes us want to understand it in greater depth

in other words, when we are attracted by something. An example of this is when we are reading a compelling book and are curious to find out how it will end. We want to press on with it. Another example is when we feel a deep interest in a new person we have just met and like.



We have to distinguish between **strong interest** and suspicion or diffidence. There are times when we are interested in the reason why a person did a particular thing because "we want to understand what their faults are and draw attention to them", or because "we suspect that something fishy is going on and that they want to trick us into something". In such cases, what we feel **is not deep interest** but suspicion or diffidence. Suspicion and diffidence cause the person we are dealing with to withdraw or to be **on the defensive**. Strong interest, by contrast, makes them open up. When faced with staff mistakes or bad staff performance, managers should **not feel annoyed, angry or resentful**, but should feel a sense of curiosity to get to know more about it; their interest should be aroused by what happened **WITHOUT THEM BEING IN ANY WAY ACCUSING OR CRITICAL**.

MANAGERS SHOULD DO THEIR BEST TO AVOID HAVING FEELINGS THAT WILL PUT THEIR STAFF ON THE DEFENSIVE, or cause those invisible effects that, in the long run, will put employees in a state of mind that will compound the problem. If the manager who strives to do this finds out that one of his staff has made a mistake which resulted in a large loss to the company, **HE WILL FEEL A DEEP INTEREST IN THE MATTER!!!**

He will simply be deeply interested, he will want to understand what happened and why it happened, with a positive outlook. He will say to his staff member, **"What happened? Tell me! Don't worry, explain to me what happened"**.

The I-Profile Analysis

EVALUATING employees

Sometimes one of your employee isn't performing properly or you're not completely satisfied of his results.

The hard question is: **It is you who are not managing him the proper way or the problem lies in the fact that such employee doesn't have the capabilities to make it?**

Evaluating employees and their potential is among the top skills a CEO or a COO should have in order to be successful.

How do you tell the potential of a person?
How can you single out the great performer from the losers?

Using the I-Profile Analysis, you can know in just a few hours the potential of anyone of your staff.



For more information, call us at **786-683-7369** or send an e-mail to info@paoloruggeri.net

Good managers don't try to gain the support of their staff through criticism or threats

They earn it through their enthusiasm and their ability to "sell advantages"

Bad-tempered managers, and sometimes antagonistic managers, too, lead their staff to believe that if they don't do their job well or on schedule, or if they don't improve their performance,

THEY WILL FACE NEGATIVE CONSEQUENCES.

At meetings with their area managers, they say, "I want to remind those of you who fail to meet budget targets by the end of the year that you will not get off scot-free. There will be consequences..." These executives think that by saying this kind of thing, they will stimulate their staff to be more productive.

It is true that if this is said once and is then followed up by a great deal of encouragement and practical advice in the subsequent weeks and months, it might give the environment a positive shake-up. But by itself and without subsequent help and encouragement, or even worse, if it is repeated regularly, it will do nothing but depress the staff's enthusiasm and make them less effective. Good managers use reason and enthusiasm to make their staff understand why a particular project is important and why it should be carried out quickly. Ineffective managers use anger, or let it be understood that, "If this doesn't get done quickly, you'll be in trouble."

There is a substantial difference between these two approaches. **BY REASONING AND THROUGH THEIR POSITIVE CHARGE, GOOD MANAGERS UPLIFT THEIR STAFF TO A STATE OF MIND THAT WILL MAKE THEM MORE PRODUCTIVE.** Ineffective managers throw their staff into a state of fear of disciplinary measures because they have the idea, which is partly true, that a person who is afraid and fearful will not question orders. The problem is that a person who is afraid and fearful is also not very productive, has little initiative and generally performs badly.

THE EVIDENCE

When we hold an improvement interview with an employee, in order for him to change for the better, his positive sides must always outweigh the negative sides that we wish to correct

BY "IMPROVEMENT INTERVIEW" WE MEAN ANY MEETING OR INTERVIEW WITH AN EMPLOYEE WHEREBY WE WANT TO CORRECT SOMETHING IN HIS BEHAVIOR OR PERFORMANCE THAT IS NOT UP TO STANDARD. WE MIGHT EVEN CALL IT A "CORRECTION INTERVIEW".

If, for example, I had to deal with one of my salesmen who is only focusing on his existing customers and never makes any effort to get new customers (his negative side), in the course of the interview in which I was addressing this weakness, I would also emphasize to him the range of positive sides he has that outweigh the negative side I am aiming to correct. "John", I might say, "I've noticed you're doing a great job with your existing customers. I can see from your statistics that you regularly visit your customers. By the sound of it, many of them are so happy with you that they wouldn't want to deal with any other salesman in the world. I've also noticed that your customers' payment times are better than the company average. Congratulations!"

THEN I WOULD PAUSE FOR A FEW SECONDS.

"Now, John, I would continue, "I also wanted to talk to you about all the opportunities you have for getting new customers. Since you're so good at managing your existing customers, if you improve even just a little in this area, you could really achieve great results." And I would carry on in this vein.

AS A RESULT OF SUCH AN APPROACH, THE SALESMAN WILL NOT BECOME WITHDRAWN OR BE ON THE DEFENSIVE.

HIS MOTIVATION WILL BE KEPT HIGH, HIS SELF-ESTEEM WILL NOT BE BRUISED AND, MOST OF ALL, BY PLAYING ON HIS POSITIVE SIDES, THIS APPROACH WILL STIMULATE HIM TO CORRECT HIS NEGATIVE SIDES.

HOW THE CHARACTERISTICS OF A GOOD MANAGER

can be used to distinguish between employees who have growth potential and those who do not

Some of our clients have achieved amazing results by changing their management style with apparently negative employees.

Are the **"average people"** in our company truly "average people" or do they actually have inside them the characteristics that could turn them **into superstars?**

We can only answer these questions if we truly devote ourselves to improving our human resource management style.

I would ask you to do the following things in particular:

a) **"Reset"** the negative sides of the people you manage. **Forget about the past.** Forget about all the ideas about their negative sides that you have built up in your mind over the years.

b) Espouse the principle of Causativity. It is not our staff who are making mistakes, but it is us who are not training or motivating them adequately. **Even just considering yourself more as the cause will make you begin to feel far less tense.**

c) Devote some time from your schedule to important but non-urgent activities, **particularly to personnel training and motivation.** Make a specific list of the activities that you should be carrying out and schedule them in advance. Allocate at least 30% of your time to such activities.

d) Walk around the company to catch people when they do things right and **express your appreciation to them.** Work on the positive sides of the people you manage.

e) Get your middle managers, too, to read this book so that you are not the only person "who has to be the cause of everything". I can assure you that if you work on a person following points a) to d) above consistently for a period of two to three months, even "the zombies" among them will begin to improve and to be productive! **Some individuals will really surprise you.**

From the tenth chapter of *"The new Leaders"* written by **Paolo Ruggeri**

The I-Profile Analysis

Find the RIGHT PEOPLE

is one of those activities that can make or break a company. Wise business owners know this and therefore invest time and resources to know who they are hiring. Although they are very important, criminal and background checks aren't the only thing you should do. **You should also measure the ability of the person to be productive and make a difference once she joins the team.**



We offer a comprehensive testing tool, the **I-PROFILE ANALYSIS**, that can help you establish someone productivity well in advance.

For more information, call us at **786-683-7369** or send an e-mail to info@paoloruggeri.net

K2USA

"To better service to the many franchisee's and US customers who requested our support we are in the process of establishing **K2USA, a Miami company that will distribute our services in North America. Stay tuned for more news".**