



Corporate Learning Institute

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Optimizing Performance in 2012: What Works? A White Paper from CLI



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About Corporate Learning Institute

The Corporate Learning Institute's programs teach, inspire, renew, and challenge your people to become powerful performers. Our expert consultation and facilitation ensures that participants learn the skills that are critical to their success back at work. Our bottom line is to help achieve both personal and organizational success.

The Corporate Learning Institute offers a continuum of services from short-term training events to full-scale change projects. For maximum return on investment, our services are custom designed for each client we work with. Our services encompass the following five areas:

Consulting Services: Our approach is rooted in process consultation, organizational behavior, organizational development and expert facilitation. We provide strategic planning, vision, mission and values development, change management, culture work and executive planning retreats.

Training and Development Workshops: These dynamic skill building sessions include leadership, management and supervisory training, performance accountability, change management, customer service, diversity, personality styles, conflict management, train the trainer and communication.

Performance Coaching: Our expert coaches provide assistance with team coaching and development, individual performance coaching and executive coaching.

Adventure Programming: We provide provocative Team Challenge and High Ropes Courses tangibly designed to target performance improvement.

Corporate Team Building Events: Our lively, well-orchestrated, and power packed events create awareness of your organizations goals.



In this current down economy, companies are observing a steady decrease in their employees' satisfaction towards their work. It comes as no surprise, since 2009 was a year of downward economic spirals. According to The Conference Board (Franco, 2005), based on a survey of 5000 U.S. households, only forty-five percent of the survey recipients say they are satisfied with their current job. This number is down from sixty-one percent in 1987. 1987 was the first year the survey was conducted. With an increase in national unemployment, (around 10.4 percent in early 2010), and a decrease in job satisfaction, it is evident that the currently employed are working twice as hard, with half the staff population.

As a company who develops performance potential in client organizations, CLI truly believes that a company's number one asset are their employees. As the life-blood of the company, corporations need to find different ways to motivate their employees. According to Herzberg's Motivation-Hygiene Theory (Net MBA,

2007), there are certain aspects of the workplace that cause job satisfaction, while on the other hand, a separate set of factors which cause job dissatisfaction. According to Herzberg, there are many implications, which can motivate an employee:

- The employees' job and everyday tasks should have adequate challenges, causing the employee to utilize their full ability.
- If an employee demonstrates increasing levels of ability, then in-return, management should offer them increasing levels of responsibility.
- If an employees' skill set is not fully utilized, then an issue with motivation will arise. If a job does not intend to use an employee's full abilities, then management should replace the employee with one who has a lower level of skill and move the employee to a location where their skills will be fully utilized.

In compliance to Herzberg's model, CLI suggests the motivation will occur by:

- Helping leaders identify areas in which employees can contribute and make an impact.
- Leader's must personally meet with followers to gain a foothold on what follower's feel will motivate them, at work.
- Look for new opportunities to challenge the followed to learn new skills and contribute to corporation performance.

CLI interviewed a worker in the tech consulting industry. According to Paul

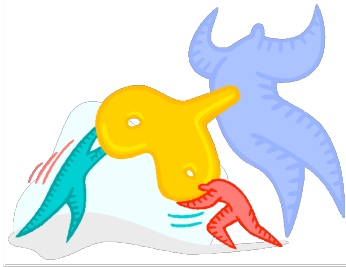
Hillman, of CDH Technology Consultants, "Motivation comes in many shapes and sizes. We try to tie in what the individual would appreciate." Like most companies, in 2010, bonuses and raises have been put on a freeze. By using creative management tactics, Mr. Hillman suggests that being flexible with employees can raise motivation and productivity. "Part of our goal, to gain motivation, is to pay for certification tests and training programs, and offer small rewards for passing these tests."

CLI also conducted an interview with business psychologist Dr. John Cwiklik, an organizational consultant and appreciate inquiry expert, who agreed fully with Paul Hillmans' statements. According to Dr. Cwiklik, "Employees are always looking for a way to become more valuable. By increasing value, they are also increasing job enrichment." Dr. Cwiklik adds by saying, "Companies need to encourage their employees to continue their education by paying for advanced certifications and ongoing training." CLI has developed several suggestions and new approaches to help employees stay motivated, and to keep performance from lagging:

1. Everyone is in the same boat: Raising performance will mean talking with your people about whether they feel stuck, victimized or excited and anticipatory about their work. We suggest that leaders meet with their followers to help them sound out hidden feelings and performance concerns.
2. Take action: if your budget allows, offer training or offsite sessions.

CLI offers many options at your location or ours. Consider taking a step towards risk and stretch comfort zones as a group by attending a high ropes course session at CLI. This will increase trust, communication, motivation and collaboration.

3. Gets serious about short term, "little winners": that your company can achieve in 2010. Identify short-term goals, and ensure that staff has the resources to accomplish them. CLI will facilitate strategies session aimed at prioritizing our 2010 opportunities.
4. Remove boundaries, lower suspicion, increase trust, and open communication by having CLI facilitate a town hall meeting at your location: This meeting allows concerns as well as possibilities to be shared.



With the help of CLI, 2010 can be a year to remember. We

hope this paper caught your attention and was interesting to you. If you would like more information please feel free to contact Dr. Sue Cain by email at: scain@corplearning.com or by phone: (630) 971-5074.

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