

# MaxImizing Insights

Workforce Trends, Forecasts and Solutions from Maximizing Insights

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MaxImize

## What Floats Their “Sale-Boats”?

What does it take to motivate a sales person? That’s exactly what one of our partner consulting groups was asked to find out.

They recently completed this pilot project using a tool called SalesMax for a national technology and networking company. Twenty of their top account executives from across the country were invited to participate in the study.

For the results of this survey, turn to page 2.

*“Organizations today need both competencies and values. It is just not enough to make people good performers. They must be ethical as well and possess a moral dimension that is consistent with the image the organization wishes to purvey. Lacking values, high potentials cannot be successful in the long term and cannot bring credit on the organizations of which they are part.”*

Source: Effective Succession Planning

### MaxImize

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### Will your company be all dressed up with no one to lead?

“Our general manager is retiring at the end of the year and we just don’t have anyone internally who has the talent or is not planning to retire within the next few years.”

“Our heir-apparent just left the company. In fact, he’s taking a year-long sabbatical to find a new career. I can’t believe it – one step from the top and he quits “to find himself”.”

These are real conversations being repeated day after day across America. As today’s generation of top executives and middle managers retire or contemplate second careers, there is a scarcity of talent capable of filling the shoes of those who leave the field.

What exists in many organizations is that there are quite a few deserving employees but few are qualified for the next step upward. Many managers have managed their specific areas very well, but few have the breadth, knowledge, or exposure beyond their department that will allow them to climb successfully to the next managerial or executive levels.

Preparing or recruiting talent for your future must start today.



### Honestly! Doesn’t everyone lie?

Most people would agree that cooking the books is dishonest and falsifying a safety report is wrong. But what about cheating on your taxes? Doesn’t everyone do that? If everyone does it, does that make a lie less of a lie? When does a lie or withholding the truth indicate a lack of integrity and ethics?

If you know information to be true but withhold this information due to a confidentiality agreement, are you being trustworthy or deceptive? Is being deceptive dishonest? Can you be trustworthy and deceptive at the same time?

Let’s suppose for a minute you are being asked a question by your new boss or your spouse or your best friend that would violate a confidence. Aren’t you being loyal to the individuals who asked you to keep the information in confidence but deceptive to your boss, spouse or friend who asked you about the information?

Before throwing competencies and values like honesty, integrity, ethics and values around in your company, make sure you understand that honesty may be black and white but integrity, ethics and values may be in the eye of the beholder.

Have an opinion? E-mail us at Barbara@maxproductivity.com.

*More on page 2.*

### What Floats "Sales-Boats"?

The top account executives from a national technology and networking company identified four personal motivators that drove (or didn't drive) their successful behaviors:

Two motivators that hit the right chords:

1. **Achievement.** They enjoyed challenges for their own sake and were motivated by overcoming successive challenges. *Over 85 percent of the top salespeople identified personal achievement as their personal motivator.*
2. **Developing Expertise.** They wanted to be recognized as the expert within their field. Again over 85 percent of the top performers were driven to be the expert.

Two motivators that miss the mark:

3. **Recognition.** Being in the limelight and receiving pats on the back were not enough to drive these top performers. 100 percent of the top performers identified that recognition was the least likely response to motivate them. So much for ego-building. They already now they're good!
4. **Affiliation.** Belonging to a group or helping people was not high on the list for 100 percent of these account executives. They selected affiliation as the next least likely thing to motivate them.

Other personal motivators included money, control, freedom and stability but these gave no clear patterns. Money, as with most studies on the subject, was important but likely only serves as a measuring stick of achievement.

What motivates your workforce?  
Contact us today at 512.278.1200.

### What's the Difference Between A Behavioral And Personality Test?

**Behavioral tests** describe how an individual reacts under specific circumstances. For example, DISC tests describe how an individual might respond to problems, people, pace and procedures.

**Personality tests** describe who a person really is and indicate his/her basic tendencies. The accepted five factors for personality tests are:

*Extraversion* (outgoing and group-oriented),  
*Independent* (competitive and assertive),  
*Conscientiousness* (organized and structured),  
*Stable* (poised and relaxed), and  
*Openness* (adaptability).

TotalView is one example of a personality test based on the 5-Factors of Comprehensive Personality.

Psychological tests are designed to identify causes or patterns of inappropriate clinical behaviors. They are, with few exceptions, not legal or appropriate to use for business selection.

Both behavioral and personality tests, when used for selecting and developing job-related behaviors, are legal to use.

### When is it OK to bend the rules?

Apparently when it's you who is doing the bending. According to a survey of top executives, 82% admitted to cheating at golf and 72% believe behavior on the golf course is a good indicator of business behavior. But 99% of the executives considered themselves honest in business.

Source: USA Today

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### The Tipping Point Between Desirable Personality Traits and Character Flaws is a Fine Line

The modern workplace is wrought with ambiguities concerning right and wrong behavior.

Consider the expression "pushing the envelope" or "don't leave anything on the table".

When does pushing the envelope cross the line into breaking the law - if you get caught?

When does "not leaving any money on the table" become winning at all costs?

What is your tipping point when the strengths of your star employees becomes their undoing?

# Stormy Labor Forecast Facts

## Is This What We Have To Look Forward To?

### Age Activated Attention Deficit Disorder (As heard on Car Talk)

I decide to wash the car; I start toward the garage and notice mail on the table. OK, I'm going to wash the car, but first, I'm going to go through the mail. I lay the car keys down on the desk, discard the junk mail and I notice the trash can is full.

OK, I'll just put the bills on my desk and take the trash can out, but since I'm going to be near the mailbox anyway, I'll pay these few bills first. Now, where is my checkbook? My extra checks are in my desk. Oh, there's the Coke I was drinking. I'm going to look for those checks. But first I need to push my coke further away from the computer, or maybe I'll just pop it into the fridge to keep it cold for a while.

I head toward the kitchen and my flowers catch my eye; they need some water. I set the coke on the counter and oh!, there are my glasses. I was looking for them all morning. I'd better put them away first. I fill the container with water and head for the flower pot—aaaagh!

Someone left the TV remote in the kitchen. We will never think to look in the kitchen tonight when we want to watch television so I'd better put it back in the family room where it belongs. I splash some water into the pots and onto the floor. I throw the remote onto a soft cushion and I head back down the hall to figure out what it was I was going to do.

End of day: The car isn't washed, the bills are unpaid, the coke is sitting on the kitchen counter, the flowers are half-watered, the check book still only has one check in it and I can't seem to find my car keys! When I try to figure out how come nothing got done today, I'm baffled because I KNOW I WAS BUSY ALL DAY!

## The Aging Bubble

1. More people are getting older.
2. More older people are staying active longer
3. Active people demand more services
4. More services require more people to deliver more services

Source: Success Performance Solutions

## Some "old" facts

- In 2000, people age 60 or older in the U.S. accounted for over 16 percent of the population
- In 1900, the average life expectancy of Americans was 47. Today life expectancy is 76.
- While one in eight Americans was 65+ in 1999, this ratio will rise to one in five by 2030.
- Active adults account for 60% of all healthcare spending. They purchase 70% of all prescriptions and 51% of all over the counter drugs.
- Adults 50+ control a household net worth of \$19 trillion or 80% of all financial assets in America.
- Of computer users aged 55-60, the number one reason they use a computer is the ability to continue to work.
- Eighty-three percent of centenarians are women. The number of women age 100 or older will double by 2010.

Source: Agelight

## Inappropriate Workplace Behavior

Sexual harassment costs the typical Fortune 500 company \$6.7 million a year in absenteeism, lowered productivity and turnover. Legal fees for defending a sexual harassment charge averages \$250,000 and judgments routinely exceed \$1 million.

Fifty-seven percent of companies will face an employment-related lawsuit within five years.

## 10 Workplace Signs Why You May Be Having Trouble Keeping (or Attracting) Employees

1. All the "girls" you employ work in the office.
2. Your sales and management teams are predominantly white males over 40.
3. You are surprised when "good worker" and "black or Hispanic" and "educated" are used in the same sentence.
4. English is the only acceptable language at work.
5. Multiple pierced ears are okay...for women.
6. Your managers think that all Spanish speaking people are from Puerto Rico.
7. You don't see pastel hair colors in your workplace.
8. You never hear @#%-it, &% \$@, or "ya know" on a regular basis.
9. You still ask people who have lived in your area for 25 years, "You're not from around here, are you?"
10. Your company response to change is "we don't do it that way around here."

Source: Success Performance Solutions

## Pre-employment Screening



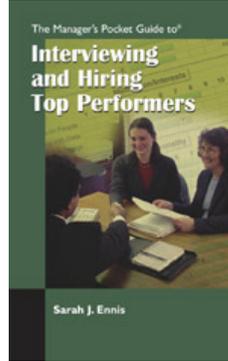
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By Sarah Ennis



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