

BRAIN FOOD...

Published for the clients, associates, and friends of Frank Easterly's LEGACY DEVELOPMENT GROUP who search for unique tools, tips, and techniques to improve the human side of organizations... and who yearn to leave a lasting legacy both personally and professionally.

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COMPLIMENTS OF

Frank Easterly's



Legacy
Development Group
www.LegacyDG.com

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MANAGING MOTIVATIONS: *In praise of NO praise!*



Frank Easterly
President/CEO
Legacy Development Group

Call me old fashioned, but I still believe in the adage: "First you eat your mashed potatoes, and then you get dessert." SEQUENCING is everything when it comes to rewards, and praise is a reward. The correct sequence for rewarding desired human behavior is: set goals... achieve goals...receive praise!

MANAGEMENT METHODS:

The Difference Between Price and Salaries Is Not Profit

If you're one of those businesses in which employees compare their salaries to the prices charged customers and feel de-motivated, try this:

Hold a demonstration of the company's expenses illustrated as portions of a hypothetical \$100 order. As the presenter explains where the money is going, have different departments come forward

I'm in favor of **NO** praise when:

- There is no deliberate achievement
- Praise is done in generalities, rather than specifics
- Praise is given in a 'hit and run' manner, and
- Praise is a substitute for rewards you can take to the bank, buy groceries with, and/or build a better career.

If you must praise...and you MUST to be a great manager...try this with employees:

Take the time to set mutually agreed-upon goals, coach performance towards goal achievement, encourage progress, and offer genuine,

heart-felt praise when goals are achieved. (So much for microwave praise!)

Be specific in your praise about what exactly was accomplished, how, and at what cost to the individual or group. (This shows you know and care!)

Make the praise a learning experience. "Exactly what were the keys to your success? What can we learn from this success that can be applied to our next challenge?" (Who said you learn more from failure than success?)

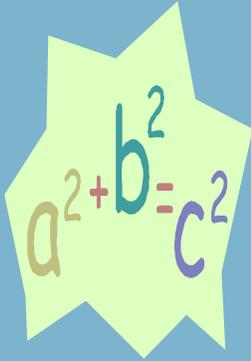
Go to the wall for THANK YOUs that your employees can eat with, raise their kids by, and/or build a better career on.

to claim the proceeds of the sale. An oversized \$5 bill, for example, was disbursed to cover the cost of Yellow Pages advertisement... approximately 5% of the receipts. Let the pile of cash get whittled down as claims are made for rent, health insurance, and other fixed operating expenses. When all the bills get paid, let's say, \$5 remains.

This demonstration, if done with a positive spirit, should accomplish two things:

- a. Everyone now has a more realistic picture of the business finances; and
- b. Everyone can see they can have a meaningful role in cutting expenses and looking for more cost-effective ways of doing business.

EMAIL INFO@LEGACYDG.COM FOR A FREE SUBSCRIPTION TO BRAIN FOOD!



Where do the best sales prospects come from?

The answer, of course, is ...

your mother!

"A real friend is one who walks in when the rest of the world walks out."

Walter Winchell

MULTIPLICATIONS:

Getting More and Better Customers through Referrals

Where do the best sales prospects come from?

- Cold calling... you must be kidding!
- Direct Mail... do you have a big, big list?
- Advertising... do you have a big, big check book?

Where do the best sales prospects come from?

The answer, of course, is ...your mother!

You know if your mom lines up a prospect for you, she's already done most of the qualifying, pre-selling, and a little guilt to boot. It's darn near a done deal! Now you're going to retort, "I've only got one mom (or two, or three... depending), and you can't build a career or business on that!" Right you are, but the principle underlying this sale is as good as gold. In fact, it's money in the bank. The best way to build a career and business

is to develop lots of people who love you like your mom (well, kind of), who will rave about you and your products or services, and who will ACTIVELY refer more potential "moms" your way. This is when $1+1=3$, $3+3=9$ and so on.

Now, what do you have to do to make this "mom" system work? First, ask yourself, do you love and respect your mom? If the answer is yes, you're starting with the right heart. The best way to develop raving and referring moms is to genuinely care about your prospects and clients.

Second, ask yourself, how do you demonstrate your love and respect to your mom? The answers will vary but they'll all add up to staying in regular contact (in person, by phone, thru e-mail if she's 21st century, or a card or note). That's what you have to do with prospects and clients.

Next, ask yourself, how does mom feel after the contact? If she not only feels good about you (appreciative), but more importantly you made her feel good about herself (valued), you now have the third step in place. In other words, when people are glad and energized by your contact, their good feelings about you are contagious.

And last but not least, if you want mom (and a hundred other "moms") to rave about you and your business, for heaven's sake make sure she knows what you do AND ask directly to pass the good news on to other friends, acquaintances, and associates! This should roll off your tongue with ease and pride. After all, if your mom's proud enough of you to refer clients, why shouldn't you be proud enough of yourself to ask...and ask often for referrals.

MANTRAS:

Quotable Quotes You Can Use and Live By

"We act as though comfort and luxury were the chief requirements of life, when all we need to make us really happy is something to be enthusiastic about."

Charles Kingsley

"Those who dream by day are cognizant of many things which escape those who dream only by night."

Edgar Allen Poe

"In solitude we give passionate attention to our lives, to our memories, to the details around us."

Virginia Woolf

Always live your life with one dream to fulfill. No matter how many of your dreams you have realized in the past, always have a dream to go. Because when you stop dreaming, life becomes a mundane existence.

Sara Henderson

Musings: The Next Frontier...Managing Our Wily Unconscious

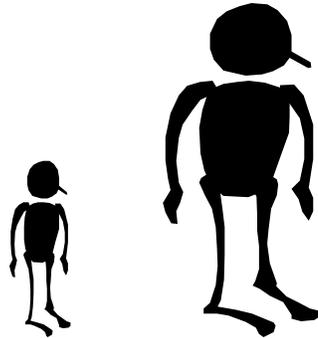
Are you surprised that many of the CEOs and Fortune 500 companies are mostly men? Probably not.
How about that they are mostly white men? Again, probably not.

But would you be mildly surprised that almost all are tall? On average, the white male CEOs were just a bit under six feet tall, while the average American male is five foot nine inches. But that's only part of the story.

In the US population, 14.5% of all men are six feet or taller, while among the Fortune 500 CEOs, that percentage is 58%.

And how about this: In the general American population, slightly less than 4% of adult males are 6'2" or taller. Among the CEOs it is nearly 33%!

One last attempt on my part to surprise you: In one recent sampling of the Fortune 500 CEOs, of the tens of millions of American men below



5'6", a grand total of **10** – **yes 10** – reached the level of CEO!

What's the point?

There are two:

First and most obvious, in our American culture height triggers a certain set of very positive unconscious associations. Second, to my knowledge there is no evidence that effective organizational leadership (or leadership in any setting) is directly related to height (in case you're wondering, I'm 6'2"). Yet clearly American organizations, at least those exemplified by the Fortune 500, still are unconsciously biased towards eliminating short folks as leaders.

Are we making employment and promotional choices with deliberate prejudice? Hardly. No more than most people get up in the morning and choose to screw up other people's days. And yet, clearly the result is that quite often we do! We do screw up other people and our own days, and we do hire and promote poorly – **unconsciously!** Does it do any

real harm? Well, you decide. The studies suggest that poor hiring decisions often result in cost, on the low side, of **FOUR TIMES** the annual salary of the position in question. And what about the unfortunate person who was not hired because he was short? It's been calculated that each inch of height is worth \$789 a year in salary. That means a six-foot male will earn \$5525 more per year than a five-foot-five male. Over a 30-year career and compounded, we're talking hundreds of thousands of dollars lost!

What can be done? On an individual level, stop thinking you don't have prejudices that affect your choices – especially those made around how you treat other folks. Consider the possibility: When you get poor responses from others, it just may be some unconscious behaviors on your part that are triggering those responses.

If you're an organizational leader, especially involved in hiring and promoting, sign up for training that deals with this concern from a personal and systems approach. Our training is called:

GREAT HIRING

- Goal-centered position descriptions**
- Reliable interviewing techniques**
- Emotional bias control**
- Attracting top talent**
- Teaming for results**

THE LESSON:

YOU CAN MANAGE THE UNCONSCIOUS

Frank Easterly's
GREAT HIRING Workshop

Date: Thursday, June 30th
Time: 8:00-11:00am
Place: Legacy Development Group
783 Rio Del Mar Blvd., Suite 67

Call (831) 662-8025 for reservations

"...in our American culture, height triggers a certain set of very positive unconscious associations."

LEARNING SUMMARY

- When it comes to praise, more is **NOT** better. Praise deliberately, thoroughly and thoughtfully.
- When it comes to business realities, show and tell is better than just tell.
- Referrals from mom (raving clients) turbocharge sales.
- Wake up and manage the unconscious — or it will manage you.

Inspirational Resources:

Donna Renn, *Open-Book Management 101*
Malcolm Gladwell, *Blink*

Legacy Development Group is a human resources and organization development firm headquartered in Aptos, California.

COMPLIMENTS OF



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