

COMPLIMENTS OF

Frank Easterly's



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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.

VOLUME 1 ISSUE 6

MANAGEMENT METHODS: *The Third Time's a Charm*

I promise...here's my last article on GMP (Greatest Management Principle). It's just that folks love the stories, love the principles...and want to understand more about how to use it. So here goes a summary and action plan.

SUMMARY OF THE GREATEST MANAGEMENT PRINCIPLE

THE BASICS: The things that get rewarded get done. If you aren't getting the results you want, ask the magic question: "What's being rewarded?"

STRATEGY: What to reward...what not to....and how.

THE 10/10 MANAGEMENT SYSTEM:

REWARD	INSTEAD OF
1. Solid solutions	1. Quick Fixes
2. Risk taking	2. Risk avoiding
3. Applied creativity	3. Mindless conformity
4. Decisive action	4. Paralysis by analysis
5. Smart work	5. Busywork
6. Simplification	6. Needless complication
7. Quietly effective behavior	7. Squeaking wheel behavior
8. Quality work	8. Fast work
9. Loyalty	9. Turnover
10. Working together	10. Working against

THE TEN BEST WAYS

1. Money
2. Recognition
3. Time off
4. A piece of the action
5. Favorite work
6. Advancement
7. Freedom
8. Personal Growth
9. Fun
10. Prizes

(Continuation of The 10/10 Management System on Page 2)

Managing Motivations: *The Weakness of Rewards in Sustaining Behavioral Change*

I know it may sound like I'm contradicting my GMP article, but read on carefully. If you're only using rewards to get behavioral change in yourself and others, think again. If your organization's first response to "how do we change behavior" is "provide an incentive," this is the wrong track to be on. This is especially true when you're providing monetary incentives to unhappy employees – assuming the underlying reason for their unhappiness is not unfair, non-competitive wages. Often, the results of applying a money solution to a non-money issue are:

- More cash needed to sustain poor performance, and
- *Wealthier, unhappy* employees.

The real key to sustained, positive performance is employees who improve performance because it's in their inherent self-interest to do so – meaning their objectives are aligned with those of the organization!

NEWS FLASH: It's the managerial leader's job to create this aligned environment!



Frank and Max

ARTICLES:

• **MANAGEMENT METHODS**
THE THIRD TIME'S A CHARM

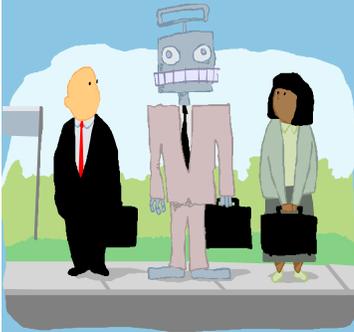
• **MANAGING MOTIVATIONS**
THE WEAKNESS OF REWARDS IN SUSTAINING BEHAVIORAL CHANGE

• **MUSINGS**
REFLECTING ON REFLECTION

• **MULTIPLICATIONS**
V6V—A FORMULA FOR SUCCESS BEYOND JARGON

• **LEARNING SUMMARY**

(Continuation of The 10/10 Management System)

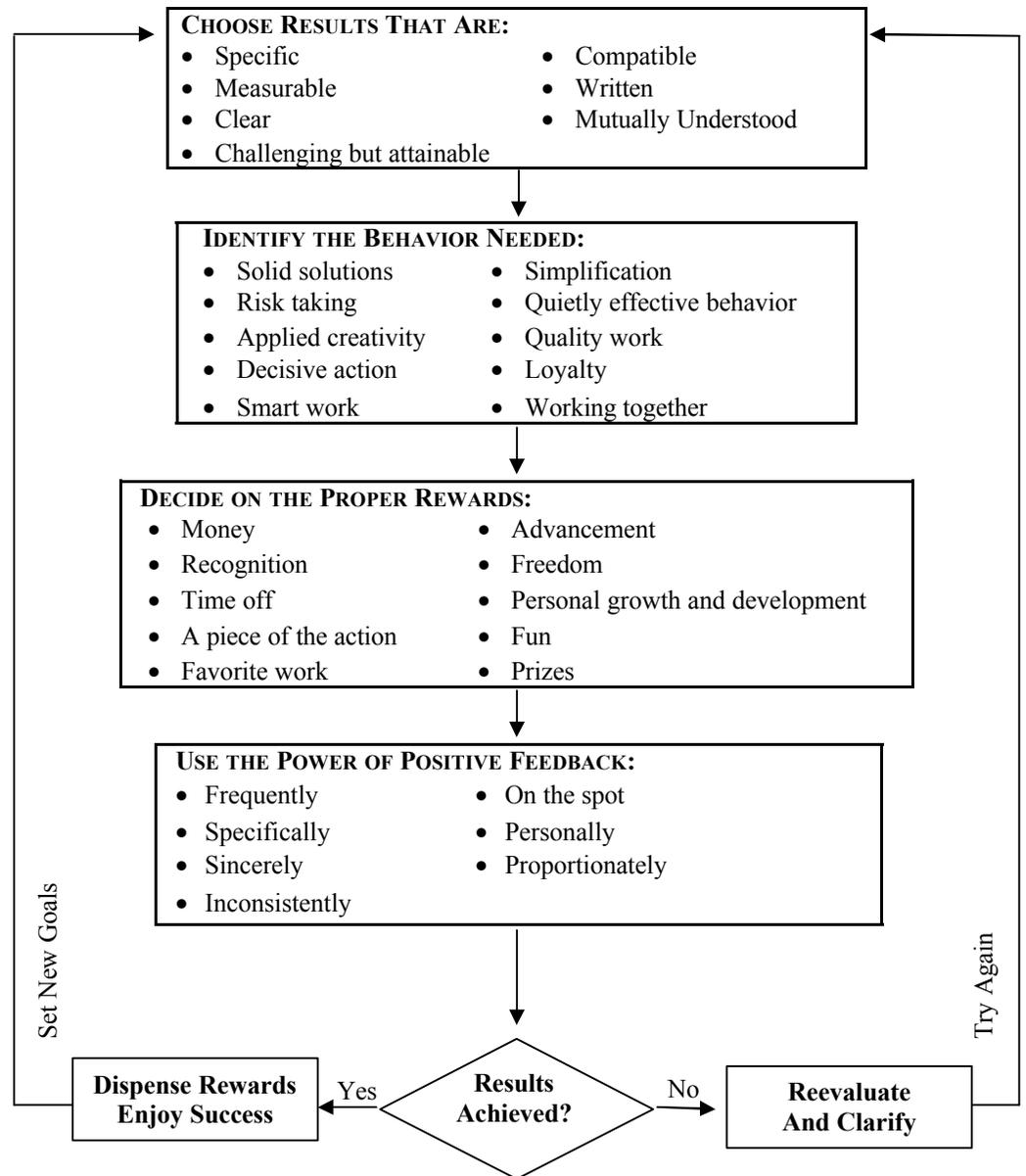


People are not robots and therefore don't work on Stimulus→Response.



Decide on the proper reward....

THE 10/10 MANAGER'S ACTION PLAN



Here are a couple of caveats:

- 1) People are not robots and therefore don't work on S→R (Stimulus→Response) only. People are S→O→R (Stimulus→Organism→Response), meaning that the "little" thing we call Cognition (Thinking + Belief systems) plays a huge role in determining behavior.
- 2) That being said, if rewards are non-existent or not aligned properly with desired behavior, you have little chance of sustained progress.
- 3) While GMP may not be the last word in managing, it is the first!

Multiplications: V6V – A Formula for Success Beyond Jargon

I was reading an editorial in “T&D Magazine” in which the editor was ranting and raving about sitting through another professional conference in which every presentation was inundated with jargon. While I think he was overdoing it, I completely agree that the downside of jargon is knowing ex-

actly what these terms mean (or at least mean to the presenter).

Over the years, I’ve been asked to explain my model for organizational success (or using more recent jargon, “taking an enterprise from good to GREAT!”). I developed the V6V model and included descriptions of each key element to avoid the “what the heck does

he mean by that” response.

While I’ve used “+” (addition) symbols in the model, fact is they could (or should be) “x” (multiplication) symbols. Hope this model helps you multiply your organization’s success:

Victory = Vision + Vantage + Value + Voracity + Volume + Velocity

VICTORY means

- delivering superior shareholder and market value
- realizing ambitious, yet attainable performance goals
- creating a world class organization

VISION means

- assessing the current situation
- picturing the idealized future state
- formulating strategic initiatives and milestones to realizing the future

VANTAGE means

- scanning the environment for winning opportunities
- building on strengths
- competing only when there is competitive advantages
- taking control of one’s destiny

VALUE means

- progressing in all initiatives aimed at team empowerment, diversity, and contribution
- progressing in all key investment concerns
- manifesting integrity in every organizational ‘moment of truth’

VORACITY means

- stimulating the leadership team’s appetite for success
- igniting team creativity and entrepreneurial zeal

VOLUME means

- expanding services and products
- expanding the customer base through effective marketing
- increasing margins and reducing costs

VELOCITY means

- lightning-quick, not glacially-paced organizational transformation
- implementing initiatives with alacrity
- anointing leaders able to drive rapid progress through dedication and inspiration



In short, organizational **VICTORY** happens when team members share:

- *clarity* of Vision
- *congruity* in Values
- *competence* with Vantages
- *commitment* to Voracity
- *creativity* towards Volume
- *capacity* for Velocity

Vision
alues
antages
oracity
olume
elocity

POWER

Musings: Reflecting on Reflection



If you want what lies buried, dig for it.



Avoid biting when a simple growl will do!

I came across a plaque the other day entitled, "Things We Can Learn from a Dog."

Here's the shortened version:

1. Never pass up the opportunity to go for a joy ride.
2. Allow the experience of fresh air and the wind in your face to be pure ecstasy.
3. When loved ones come home, run to greet them enthusiastically.
4. Run, romp and play daily.
5. Eat with gusto.
6. If what you want lies buried, dig for it.
7. Avoid biting when a simple growl will do.
8. Delight in the simple joy of a long walk.

I'm sure you've run across similar sayings that make you stop and think---at least for a moment or two. That's one of the reasons **BRAIN FOOD** includes several quotable quotes each issue. Our hope is that one or more of those quotations will occupy your consciousness for a brief moment and in doing so might cast a different light on a familiar

scene...reframe that picture and re-energize how you approach that part of your life.

Candidly, I used to do a lot more structured reflection when I was younger. The older I've gotten, the more I feel the tug and pull of my world. And damn it, I don't like it. I still believe the examined life is the only one worth living. So here's what I'm committed to doing for the next 30 days. Join me in a structured reflection experiment and let's compare our results.

Morning Reflection

(10 minutes)

1. What am I happy about in my life now? What about that makes me happy?
2. What am I excited about in my life now? What about that makes me excited?
3. What am I proud about in my life now? What about that makes me proud?
4. What am I grateful about in my life now? What about that makes me grateful?
5. What am I enjoying most in my life right now? What

about that do I enjoy?

6. What am I committed to in my life now? What about that makes me committed?
7. Who do I love? Who loves me?

Afternoon Reflection

(10 minutes)

1. What is great about this challenge I'm facing?
2. What is not perfect yet in this area of my life?
3. What am I willing to do to make it the way I want it?
4. What am I willing to no longer do in order to make it the way I want it?
5. How can I enjoy the process while I do what is necessary to make it the way I want it?

Evening Reflection

(See **BRAIN FOOD** Volume 1 Issue 4 – The Most Important 30 Minutes of the Day)

1. What am I grateful for today?
2. What did I accomplish today that I'm proud of?
3. How will I approach tomorrow's challenge(s) with a spirit of contribution?

Mantras: Quotable Quotes You Can Use Immediately

Hands that help are holier than lips that pray. ~Sai Baba

We do ourselves most good by doing something for others. ~Horace Mann

No man can sincerely try to help another without helping himself.
~Ralph Waldo Emerson

The best way to cheer yourself up is to cheer someone else up. ~Mark Twain

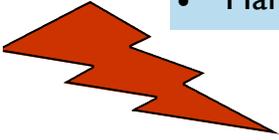
I expect to pass through life but once. Any kindness I can show, or good thing I can do, let me do it now...for I shall not pass this way again. ~William Penn



Delight in the simple joy of a long walk.

LEARNING SUMMARY

- The things that get rewarded get done.
- Giving monetary reward to unhappy, average performers results in wealthier, unhappy and sometimes poorer performers.
- We operate on $S \rightarrow O \rightarrow R$, not $S \rightarrow R$.
- The formula for organizational success is $V6V$.
- Only the examined life is the one worth living.
- Hands that help are holier than lips that pray.



Inspirational Resources:

- *Michael LeBoeuf, Ph.D.*
- *Anthony Robbins*

Summertime means vacation time.

We hope you enjoy yours!

**Make it a re-creational experience
for you and yours.**

We at Legacy will be on ours from August 1-15!

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Propelling Progress

THE BEST SECRETS ARE SHARED



Frank Easterly

We're doing business with a new sense of purpose. Our work team has greater drive, discipline and even constructive conflict. Our best kept secret has been Frank...a professional and personal coach, sales and management trainer, family business facilitator, and most of all, an insightful and compassionate business ally. Frank's mission is to propel progress and that is exactly his legacy with V Macken. In just the last several months, I've referred four business friends of mine to Frank. It's great sharing a secret to success.

Valerie Macken
Owner of V Macken, Santa Cruz



FRANKLY SPEAKING...

Verbal pyrotechnic keynotes on critical topics related to business, professional and personal development.

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~ Reo Carr, Editor in Chief
San Diego Daily Transcript

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Highly motivated teams of professionals desiring to push the envelope on both their personal and professional development while living a balanced life.

"You made us face realities that were hard to discuss and helped guide us towards developing goals and objectives that not only seemed achievable, but ones we were proud of."

~Sara Grignon, Housing Choices Coalition

THE LEGACY CONNECTION

"BUILDING your business through networking; PROPELLING your business through learning."

"Frank possesses that rare combination of fantastic communication skills and business savvy."

~ Dave Hood, Vice President
First Alarm

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One-on-one strategic and tactical business coaching to launch or turbocharge your professional practice (24/7 unlimited access to Frank).

"You provided guidance, clarity and energy. You enabled me to re-think the issues, clarify the problems, and develop a winning direction for our agency. I could not have done that alone."

~Lisa Jackson, Executive Director
Housing Choices Coalition

Frank Easterly's Legacy Development Group

BRAIN FOOD...

Twice per month, thought-provoking FREE subscription with tips, tools and techniques for improving the human side of organizations.

"These types of stories definitely push people beyond their comfort zones, but are very, very provoking.... I salute your courage!"

~ Dave Dias, Vice President

MANAGEMENT MAGIC COACHING

The 24 skills you MUST know and be able to do extraordinarily well to be a successful supervisor, manager and executive - delivered one-on-one in twenty-four 2 hour sessions.

"From playing professional baseball to managing the city of Fresno, I've had some great coaches. But none touches the organizational creative genius and motivational power of Frank. He's a 10+."

~ James Aldredge, Ph.D.
Professor CSU Fresno and former Fresno City Manager

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GREAT Hiring
Motivating the Best to Become GREAT
Building POWERFUL Organizations
Accelerating LEADERSHIP Development & Transition

"Frank, 33 out of 34 managers rated your workshop a '10"! Many said it was the BEST training they had ever experienced. It doesn't get better than this."

~ Tim Ledford, Sr. VP
CAL FED Bank

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