

# RAJ REVIEW

Ideas

Insights

News

Monthly Briefing for the Business Professional

## A Message From RAJ



Here we are with summer half gone, the kids packing up for school, and the Olympics nearly over. We hope you've had a chance to get some rest and recreation. Perhaps the biggest news of the past few weeks was the extraordinary accomplishment of our own Michael Phelps – eight Olympic Gold Medals in one Game – making him the most decorated Olympic athlete ever! We could all take a lesson from this “wonder boy” – hard work and commitment really can and do pay off!

### Seminar Updates

Our inaugural breakfast seminar, Thinking Space for Business Leaders: Eliciting and Interpreting Behavior, was a huge success! As is our custom, we asked the participants to rank the session (from a low of extremely dissatisfied to a high of extremely satisfied) and to a person the rankings were equally split between “satisfied” and “extremely satisfied”. Each participant indicated that they would both use us again and recommend our sessions to others. We hope you can join us at our next session, Thinking Space for Business Leaders: Emotional Intelligence, which will again be held at the Mid-America Club on Octo-

## August 2008 Edition

### Reader Highlights

**Seminar Updates:** *“Each participant indicated that they would both use us again and recommend our sessions to others.”*

**FEATURED ARTICLE:** *Motivating a Multi-generational Workforce*

**TIP OF THE MONTH:** *Five Ways to Boost Retention*

**FOOD FOR THOUGHT:** *Should You Don the Boxing Gloves in the Office?*

ber 15th, 2008 from 7:30 a.m. – 10:00 a.m. For more information, or to register, please give us a call at (312) 943-0479. At only \$65/non-member, it's a learning experience you can't afford to pass up!



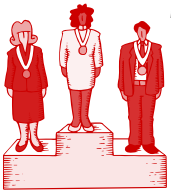
## Featured Article

### **Motivating a Multigenerational Workforce, Adapted from Article Written by Jonathan Eisler of RAJ Associates**

#### *Introductory Comment from Robal Johnson*

**Here at RAJ Associates we like to walk our talk, so one member of our own multigenerational firm is offering you insights from his point of view. Jonathan's ideas make me think of this quote by Mark Twain: "It were not best that we should all think alike; it is difference of opinion that makes horse races."**

In order for a company to be truly successful, all co-existing generations in the workplace need to be equally motivated and to understand and value each other, even when their perspectives and goals are vastly different. Because each generation is motivated by different sets of standards, it falls upon management to be the key players in ensuring that different generations work together toward everyone's benefit.



Many people view motivation incorrectly, thinking of it as a personal trait that some have and some don't; in reality, however, it results from the interaction between an individual and a situation. An unsatisfied need creates tension, thus driving a person to satisfy that need. Although motivated employees work intensely and persistently, even they need to be channeled in a direction that benefits the organization.

Typically, managers utilize two different approaches to motivation – positive and negative – each of which has its own distinct view of human nature. If a manager sees people as irresponsible and lazy, he/she will believe those employees (a) inherently dislike work and will try to avoid it; (b) must be coerced, controlled, or threatened to achieve goals; (c) avoid responsibilities and seek formal direction; and (d) place security above all other work-related factors and will display little or no ambition. On the

other hand, managers who see people as responsible and conscientious assume those employees (a) can view work as being as natural as rest or play; (b) will exercise self-direction and self-control when committed to their objectives; (c) can learn to accept, even seek, responsibility; and (d) have innovative decision-making skills.

The average individual has several needs of his/her own: psychological, safety, social, esteem, and self-actualization. Typically, they compare their job duties and outcomes with others before deciding for themselves whether they are receiving fair treatment. If they do not feel this is the case, they may distort either their own or others' duties or outcomes, behave so as to induce others to change, change their own duties or outcomes, choose a different comparison, or quit their job. Thus, individuals are concerned not only with the absolute rewards they receive but also with the relationship of their rewards to those of others. People generally act in a certain way on the basis of the expectation that an act will be followed by an outcome that is attractive to them. For example, an employee is generally motivated to produce more when she/he believes that the effort will lead to a good performance appraisal that will lead to organizational rewards that will satisfy the employee's personal goals. Thus, organizations are increasingly instituting different types of pay-for-performance compensation schemes in an effort to increase motivation. When employ-

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### **Books of the Month**

*Sales Management Demystified*, Robert Calvin

*Yes!: 50 Scientifically Proven Ways to Be Persuasive*, Noah J. Goldstein, Steve J. Martin, and Robert B. Cialdini



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ees perceive a strong relationship between their performance and rewards, their motivation is maximized. Competency-based performance pay is also gaining in popularity because it rewards people based on their skills, knowledge, abilities, and behaviors. Salaries increase as people's competencies grow and expand.

As companies seek to maintain their competitive advantage, they should look at the demographic differences within their talent pool and how motivation differs among them. Flexibility in one's thinking is necessary here because it is important to accommodate the differences as much as practicable. Due to the magnitude of differences in today's workforce, understanding and valuing diversity is key and of benefit to everyone. For instance,



the "boomers" have always been seen as loyal to their companies because they feel a sense of belonging and dedication based on their history. They are often motivated by position, power, and prestige, and by working together on professional projects in affiliation with others like them. They are also motivated by compensation that is more long-term, such as profit sharing and health care benefits, including long-term care. Younger professionals are more focused on the present and future. "Gen-Xers" need flexibility to manage their other priorities, such as dependent children, aging parents, and continuing educational endeavors. They enjoy opportunities for collaboration and teamwork and in receiving recognition in ways that connect with what they most value. "Gen-Yers" need flexibility in where and when work is done. They are motivated by change and by challenging the status quo.

Instead of looking for quick solutions to generational differences, spend some time getting to know the talent with whom you work, focus on their perspectives and goals. Then everyone will be in a better position to capitalize on the strengths and the differences, and your challenges will be minimized.

## Tip of the Month

**Five Ways to Boost Retention**, by Judith A. Ross, excerpted from *Harvard Management Update*

In boom times and slow times alike, you need to keep your best people. The best ways to accomplish this are:

1) **Provide Room to Grow:** At Telephia (Nielsen Mobile), management sits down three times a year to review its employees' opportunities for growth. Executives pinpoint successors for key roles and identify those interested in promotion and those who might fill interim spots. According to Sidney S. Gorham, President, "Without these reviews, we might miss candidates for internal promotions and cross-functional rotations." Leigh Branham (*The 7 Hidden Reasons Employees Leave*) advises organizations to provide easily accessible information on career paths and competency requirements, company strategy, direction, and talent need forecasts so that workers are assured they have room to grow.

2) **Continually Enrich the Experience:** Work with your direct reports to expand their skill sets and empower them to do more.

3) **Express Appreciation:** While pay may not be the first reason people leave, it can be a significant factor. Many companies link base pay more to value creation and less to rank or years of service. Other best practices include rewarding results with variable pay that is tied to business goals and making cash payouts for on-the-spot recognition.



4) **Counteract Stress:** Employee stress is a symptom of all the other things that can go wrong within a workplace. Organizations can address stress issues by initiating a culture of "giving before getting" by providing generous work-life and health benefits, and a wide range of employee services so they know you are concerned with their welfare. Spontaneous rewards also provide a break from stress and generate loyalty in return.

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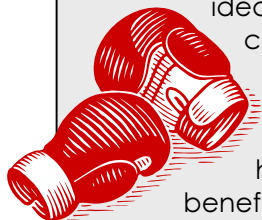
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**5) Cement Connections to Senior Executives:** Employees want to know their firms will be successful, assuring them of a job and a future. Leaders should inspire employee confidence with a clear vision and a belief that employees can achieve it.

### Food for Thought

#### **Should You Don the Boxing Gloves in the Office?**

Before you present an idea or suggestion in a group setting, make sure you believe in what you're saying. Why? Because other people will argue against it – some because they have their own point of view, others because they simply enjoy shooting down ideas.



But good results can come from debates that take place when people go head-to-head over ideas they truly believe in or truly hate. Organizations usually benefit from meetings where there are strong arguments for different viewpoints.

### Inspirational Thoughts

The moment will arrive when you are comfortable with who you are, and what you are – bald or old or fat or poor, successful or struggling – when you don't feel the need to apologize for anything or to deny anything. To be comfortable in your own skin is the beginning of strength.-Charles Handy

In order for tomorrow to change, you must do something today.-Phillip Gee

### On the Humorous Side

A sales rep, an administration clerk, and the manager are walking to lunch when they find an antique oil lamp. They rub it and a genie comes out. The genie says, "I'll give each of you just one wish." "Me first! Me first!" says the admin. "I want to be in the Bahamas, driving a speedboat, without a care in the world." Puff! She's gone. "Me next! Me next!" says the sales rep. "I want to be in Hawaii, relaxing on the beach with my personal masseuse, an endless supply of pina colodas and the love of my life." Puff! He's gone. "OK, you're up," the genie says to the manager. The manager says, "I want those two back in the office after lunch." Moral of the story: Always let your boss have the first say.

### And for all of you Chicago Bears fans ...

#### **The Way the Ball Bounces**

Sure, luck means a lot in football. Not having a good quarterback is bad luck!  
Don Shula

### GET IN TOUCH

We love feedback. Let us hear from you about what's most useful in our newsletters, how we can make it better, and topics you'd us to tackle for you.

Call us to discuss your needs, explore how we can help, and learn more about our services.

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