



FIRST, BREAK ALL THE RULES – MARCUS BUCKINGHAM AND CURT COFFMAN

The authors of this book were employees of the Gallop organisation and this fascinating book is based on 25 years of research into the behaviours of front line managers in corporate America. As part of this research over 20,000 interviews were held with the managers from over 400 companies. What's intriguing about the book, and has led to the title, is their finding that most of the successful managers break all the rules that you might expect them to follow. Great managers do not help people overcome their weaknesses. They do not believe that each person has unlimited potential. They do play favourites, in fact they break the rule book every day.

Buckingham and Coffman found that the best managers...



1. Know what can be taught, and what requires a natural talent.
2. Set the right outcomes, not procedures to be followed. They standardise the end but not the means and let the employee use his own style to deliver the result or outcome you want.
3. Motivate by focusing on strengths, not weaknesses.
4. Know that casting is important, if an employee is not performing at a high standard, maybe she is not cast in the right role.
5. Recognise that every role is important; respect it enough to hire the right skill set for each job.
6. Excel in the art of the interview to identify if the potential employee's patterns of behavior match the role he is to fulfill. Ask open-ended questions and let them talk.
7. Find ways to measure and reward outcomes.

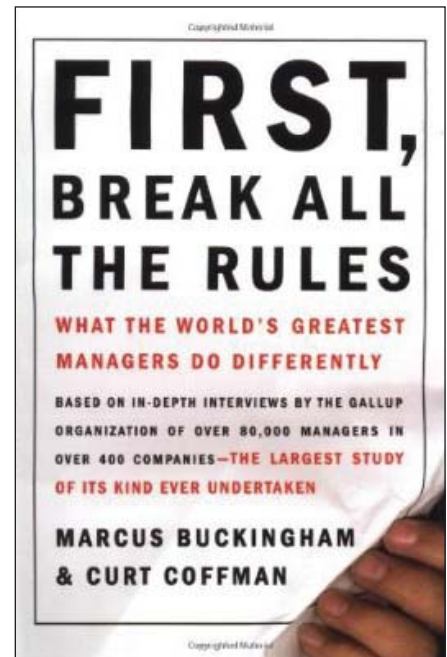
8. Give constant feedback; if you can't spend an hour every quarter talking to an employee, then you shouldn't be a manager.
9. Know that there are many ways of alleviating poor performance. Devise a support system, find a complementary partner for the person under performing, or perhaps an alternative role.
10. Know they are on stage every day. They know their people are watching every move they make. Therefore leading by example at all times is absolutely critical.

Buckingham and Coffman offer clear advice on management. In short their research showed that there is a clear link between staff

satisfaction, staff productivity and profit. The best managers do not achieve high profits on their own, they achieve this through attracting and retaining high quality employees. Reading this book will give you a much clearer understanding of what makes employees satisfied and what the benefits of satisfied employees are to your business. You will also see what great managers are doing to keep their staff motivated, productive and enjoying their role.

Ten things you can learn from this book:

1. Without great managers your business will not be successful.
2. Never forget that there is a strong relationship between staff satisfaction and profitability. If you manage your staff well, they will 'manage' your business and your customers well.
3. When delegating tasks don't insist on a procedure to be followed, insist on the outcome.
4. When looking to motivate staff, focus on



their strengths not their weaknesses. The best way to drive better performance in a person is to increase their confidence.

5. If someone is underperforming don't simply assume they are not good enough, they may just need a different role.
6. If you are not confident at making judgments in interviews then develop your performance in this area, it is a critical skill to have as a manager.
7. Measure performance and reward success wherever you can.
8. The best form of on the job training is giving your staff constant feedback, make sure you commit dedicated time to doing this.
9. Focus on employee development, it is a great way to motivate and also increase staff retention.
10. Don't forget that when you are at work you are always being watched and judged by your employees. Make sure you lead by example 100% of the time.

PRELIMINARY PERFORMANCE GROUP FINANCIAL REPORT

In response to Performance Group member feedback we will now be aiming to send out a preliminary Performance Group financial report to all group members a week before each meeting. Getting this report to members will have many benefits including:

- You will have time to double check any surprising results leading to more accurate data being presented in the meeting.
- Participants will have time to research causes behind their results leading to more productive conversations in meetings.

- Your facilitator will have more time to highlight opportunities for profit improvement and raise them in the meeting.

To help us help you it is essential that you aim to have your financial survey completed and returned 4 weeks prior to your Performance Group meeting. This will enable us to ensure you receive the above benefits. If you are unable to provide your completed survey by at least three weeks before the meeting we cannot guarantee that your results will appear on the preliminary statement.

KEEPING IT PROFESSIONAL

June and July saw Professional Golfers from all over Australia attend a series of financial management workshops facilitated by the Resurg Group, Don't be surprised if next time you play golf the prices in the pro shop have been rounded and the manager refuses to discount!



Avondale Golf Club, Pymble
The venue for the Sydney workshop.

The PGA are also continuing with a Performance Group program for professional golfers and the next meeting will be held at Oatlands Golf Club on September 6th.



Professional golfers take a day out to attend a financial management Workshop, the facilitator is Resurg's Michael Aylen.

WASHINGTON STATE



Congratulations to members of our latest Performance Group in Wenatchee Washington. Thanks to participant Bob McDonnell, the meeting was hosted overlooking the golf course at the Wenatchee Country Club. Some enjoyed a round of golf afterward. Thanks Bob!

This meeting was a landmark as it was the first Performance Group to be facilitated by an American, Resurg facilitator Rob Collins. Participants of the meeting were:

- Stan's Merry Mart – Brandon Wright
- Greenview Ace Hardware – Jim Michener
- Grant Road Ace Hardware – Bob McDonnell
- Filbin Ace Hardware – Mike & Denise Filbin
- Kelly's Ace Hardware – Gene Kelly, Pat Kelly & Pat Fink
- ACE Hardware Anacortes – Randy Strand
- Graham Ace Hardware – Neil & Debbie Hansch
- Woods Ace Hardware – Norm Woods



PERFORMANCE GROUP CALENDAR AUGUST 2011

4th, 11am	IGA QLD	Conference Call 1800 857 029 Pin 90673653#
4th & 5th 9th 11am	Best Practise Group IGA Supa WA	Blue Sydney Conference Call 1800 857 029 Pin 90673653#
15th & 16th 16th 11am	HWT QLD BIG4 Group1	Watermark Hotel, Brisbane Conference Call 1800 857 029 Pin 90673653#
16th & 17th 16th & 17th	HWT VIC1 WA	Hotel Grand Chancellor, Melbourne Tradewinds Hotel, Fremantle
16th & 17th	IGA NSW2	Warren Cultural and Sport Centre
23th & 24th	Swimart QLD	Mercure Clear Mountain Lodge
25th & 26th	TSAX NSW1/VIC2	Novotel Canberra

HAVE YOUR SAY...

We are always keen to hear your thoughts on your Performance Group, whether it's good, bad or just an idea follow the link below to complete a quick online satisfaction survey http://www.surveymonkey.com/s/Performance_Group_Survey.