

# Bob Legge

Helping organizations maximize their return on people

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## Now's the Time For a Mid-Year Check

The summer is rapidly flying by. It's a good time to take stock of where you are with objectives, goals and key initiatives. Here's a checklist:

- Performance objectives - You should see progress on virtually all objectives at this point of the year. While some are tied to calendar events occurring in the Fall, it won't be many. If someone is falling way behind on accomplishing objectives, now is a good time to take appropriate action.
  - Don't forget to acknowledge and validate those who are on top of their objectives. It's not yet time to celebrate accomplishment, but it never hurts to reinforce progress.
  - Do a realistic check on performance plans vs. forecasts. Are your goals and objectives still appropriate? It's not too late to take action to rectify problems. What you do now will largely determine how you end up in December.
  - It's not too early to begin thinking of next year's goals and objectives. What few things look to be most important to accomplish in the coming year?
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## 5 Keys to Improving Employee Engagement

There is an old joke about a CEO who was asked how many people worked in his company. His answer: "About half of them."

It has the ring of truth. According to studies, only 30% of employees are fully engaged in their jobs. 50% of employees are somewhat engaged. And 20% are actively disengaged.

I've never seen a company with happy employees and unhappy customers. Engaged employees drive results, positively affect attitudes, and enable a company to outperform its competitors. They drive customer satisfaction, product and service quality, and revenue growth. When Herb Kelleher retired as Chairman of Southwest Airlines last year, he said, "You have to treat your employees like customers. When you treat them right, then they will treat your outside customers right. That has been a powerful competitive weapon for us."

### The five things you need to know about improving employee engagement:

1. **Engaged employees feel valued.** No matter how well a person fits the job, or understands the business, he or she also needs to feel valued to be engaged.
2. **Leadership is required.** Leaders who build commitment also build engagement.
3. **Make sure HR practices reinforce engagement.** For example, if teamwork is important, is it reinforced with compensation plans?
4. **Engaged employees are involved.** Employees value having input on decisions that affect them.

5. **Only let the right people into your culture.** If you hire the right people to begin with, you're way ahead.
6. **Take your foot off the brake.** Find out what gets in the way of people getting their work done and do something about fixing it.

[Click here to read the full article](#)

## Legge News

Bob was elected to the Board of Directors of McKenzie Institute - USA, one of 26 international branches of McKenzie Institute International headquartered in New Zealand and focused on research, diagnosis, and treatment of spinal and extremity disorders.

Bob recently spoke at a Rochester Business Alliance session on "Performance Management That Actually Improves Performance."

Bob will be a guest speaker for an MBA class at St. John Fisher College on July 16.

Legge's articles have been published recently in publications internationally.

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## Do You Know Your Team's Strengths?

I was working with a client company CEO this week on teamwork at the top and succession planning. We were discussing how individual executives have their own strengths and weaknesses that they bring to a team. I noted that Peter Drucker said to manage people for their strengths and make their weaknesses irrelevant. That can be easier said than done, particularly when you need the full package.

Anyway, this CEO recalled his high school basketball coach who, one day, had the group take turns answering this question: "Where on the floor do you feel most confident of making a basket?" As each team member thought about the question, and identified their preferred spot, a very useful pattern emerged - What were the best shooting locations for each player? Who did they want to get the ball to in certain situations?

What about your team? Are you clear on each other's strengths and points of confidence?

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