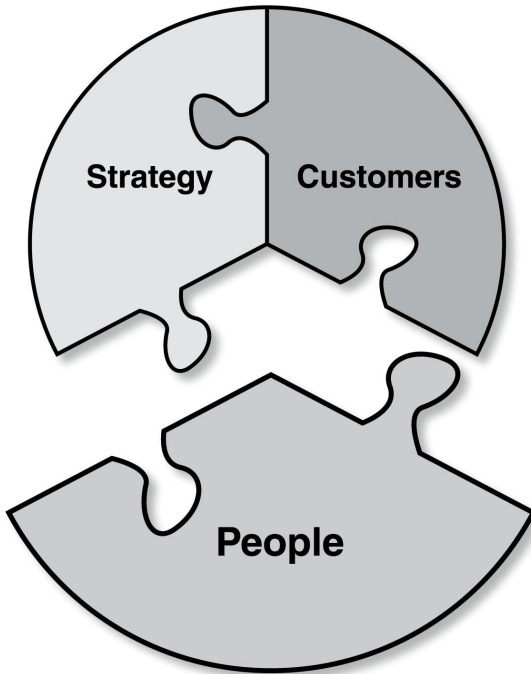


Section II

People

***“Whatever your life’s work is, do it well.
A man should do his job so well that the living,
the dead and the unborn could do it no better.”
– Martin Luther King, Jr.***



As previously mentioned, People is the term we are using to define your employees, associates, partners, team members, workers, labor or human capital. The following three chapters outline the steps to maximizing the potential of people in your organization.

Like any resource, there must be planning to gain the maximum utility from it. Though people are a resource, they are unique in their ability to think, act and feel on their own intuition. This is what makes working with people one of the most interesting aspects of leading a business, not to mention the most challenging. This challenge begins with determining the roles within your organization that are needed – and the skill levels required by people to perform in these roles. Beyond that, finding the people with whom you are most comfortable entrusting your organization and ensuring that you retain them for as long as possible are consistent challenges.

Communication is an essential tool to solve the retention problem. This is not limited to just being heard by your people. Rather, effective communication refers to clear, consistent and usually concise messages about your organization. Poor communication from superiors to their direct reports is the number one reason people leave an organization. Overcoming this is not as difficult as many have been led to believe.¹

This book began with a discussion of strategy, and no strategic initiative is complete without input and feedback from your people. The AL²A (Ask, Listen, Learn, Act) process provides your organization with an opportunity to assess people's (employees') current reality, and align their goals with those of the organization. Chapter 6 demonstrates how AL²A provides the bookends related to People and Customers surrounding your Strategy. As discussed in Section I, this alignment between people, their interventions, and corporate strategy is imperative to fulfill long-term goals and your main objective.