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"You have to decide what your highest priorities are and have the courage -- pleasantly, smilingly, nonapologetically - to say 'no' to other things. And the way to do that is by having a bigger 'yes' burning inside. The enemy of the 'best' is often the 'good.'" --Stephen Covey

The Business of Runkle Consulting

Runkle Consulting coaches people through tough spots in organizations by providing organizational development consulting: executive and team coaching, change management, and strategic facilitation.

How to Engage Your Employees

How do you get people involved, committed, and engaged? According to a Gallup survey, only 26% of employees are engaged. Most people are disengaged and just do the minimum to get by - 55% . And the remaining 19% are actively disengaged, not committed to the company's future, and opposed to just about everything you do. In a new book, *Engaged Leadership* by Clint Swindall, Seth, the new call center manager, learns to engage his employees to meet the company's financial objectives. Seth learns 12 lessons around setting direction, motivating people to get there, and building the organization for the future. Two of the 12 lessons I use with clients:

- **Let your employees know how they contribute**
 - Assess how well you've communicated expectations
 - Assess how well you've communicated consequences – positive and negative
 - Ensure the consequence motivates the behavior
- **Lead with positive motivation**
 - Give employees something to run toward, not from
 - Ask employees what will inspire them
 - Focus on what they're doing well

Source: *Engaged Leadership* Clint Swindall, 2007

Signature Strengths

We spend a lot of time focusing on how we need to improve; especially after the new year. For 2008, take a moment to think about your strengths – those things that make you uniquely you and how you can make a difference with those strengths.

1. I know I do these three things consistently and uniquely well: _____
2. The three most important ways I use these strengths in my work are: _____
3. This year I will continue to use my strengths by: _____

Winter 2008 Recommendations

- Website: Freerice.com. For each word you get correct, 20 grains of rice are donated through the United Nations to help end world hunger.
- Book: *Covert Processes at Work* by Marshak, 2006. Managing the many hidden dimensions of organizational change – it's not all about logic and reason.
- Book: *Triple Impact Coaching* by Patwell and Seashore, 2006. For a cascading approach of coaching from you to your clients and from your clients to the people they work with for benefits in the individual, team and organization.

