

# Building a Culture of Success April, 2009

## Greetings!

This month we introduce one of our Consulting Partners and a new look to our newsletter. Our Consulting Partners are professionals in their fields of expertise who "come to the table" in collaboration with the team at Through Eagles Eyes. Next month will include an introduction of another of our Consulting Partners.

## Consulting Partner

Read on!

## Kerry Garman



Kerry Garman has been a pioneer in using assessments to help fully develop associate skill levels. Within his position as VP of HR at Ralston Purina, ConAgra and now with KALSEC in Kalamazoo, he has teamed with Profiles International to provide assessments recognized by EEOC and the US Labor Department as valid evaluation tool for both hiring and promotion decisions.

Through Eagles Eyes is proud to have Kerry on our team of people and systems experts.

## Building a Culture of Success

What is your current level of employee engagement? How do you know? If you did know, what would you do to improve it?

We've referred to the Gallup Organization polls of key employee respondents to employee engagement studies in previous newsletters. While Gallup found 50% of the employees polled felt they were positively engaged in their work, ten per cent were actively disengaged, meaning they were actively working to the company's detriment. The Harris Group, in similar studies, found higher engagement (63%) but higher active disengagement as well...almost 20%.

These disturbing results create lost profitability of at least \$350 billion annually, according to the **Workforce Analysis Studies of Profiles International, Inc.** It is clear that the disastrous performance of key employees in our largest banks and investment houses has resulted in catastrophic losses, estimated over \$30 trillion worldwide as of this writing.

How does this happen, and more importantly, how do we fix it? Stephen R. Covey, in his book, **The 8th Habit**, states "90% of Leadership Failures are Character Failures". Integrity, honesty, trust, respect and admiration for colleagues all enter into this profound failure of fiduciary responsibility causing problems for so many right now.

The leaders of our great companies have little trouble promoting their leadership principles throughout their organizations. They are of high character, behave with high character, and hire people of high character at

every level.

## Quick Links

[www.throughagleseyes.com](http://www.throughagleseyes.com)

<http://michiana.shrm.org>

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So where do we start? It has been said that "*What gets measured, gets done*". Effective assessments provide the measurements for knowing who is on board with your goals and what the stumbling blocks are to higher employee engagement, and thus higher productivity. Once the results have been tabulated and organized, a strategy of improvement often is quite obvious. The results of the engagement study will tell company leadership where to start and how to proceed.

Telling the truth, valuing each employee's contribution and their differences, treating employees with respect and fairness and effectively training the entire employee group at every level are all part of the solution. Creating a work environment that is safe, meaningful, ethical and enjoyable is key. And allowing employees, indeed, requiring employees to apply the **Whole Person** to the job...physically, emotionally, intellectually and spiritually (meaning a person's core values)... is essential if employees' potential are to be realized. Only then can a company reach it's potential.

Our **Executive and Business Coaching Model** is perfectly suited to discovering your potential, and identifying the essential steps toward maximizing that potential. We are always happy to provide a complimentary, no obligation introduction to our work building a step-by-step approach to creating and/or enhancing YOUR Culture of Success.

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***What gets measured, gets done!***

**Kerry Garman** will speak on the best use of assessments for the

***Michiana Society of Human Resource Managers Luncheon -***

**Tuesday, May 19**

***Please join us!***

**11:15 am to 1:00 pm.**

