

# The McKenzie Mailer

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## UPCOMING EVENTS

IT IS NOT TOO LATE  
TO REGISTER

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## Motivation - a Matter of TRUST

This is a difficult time for both employers and employees. The country is at war, the economy continues to struggle and corporate scandals such as Enron, Worldcom, etc. have increased the distrust and stress level of many employees. Motivating employees can be very difficult during these times. However, inspiring workers to higher levels of performance is much easier when employees trust their managers and the company they work for. The following tips go a long way to keep employees concentrating on doing what is important.

**T**ell the real story. In good and not-so good times, communicating business results is a major motivator. If revenue is less than anticipated, involve the employees in cost saving ideas. Explain what is going on and what employees can do to assist in reaching company goals and objectives. In a trusting work environment, employees continually feel that they are making a contribution to the success of the organization.

**R**einforce and reward behaviors that demonstrate the values of the company. This is easy in boom times. However, when times are difficult, it becomes more important to fortify the standards that are the foundation of the organization. Trust in your organizational values is what made your company successful in the first place.

**U**nderstand that uncertain times cause a strain on working relationships. Employees should be continually informed on business conditions. Keep the lines of communication open to ensure that the harmful rumors are stopped before they become widespread.

**S**incerity in the message given to employees is vital. Sugar-coating difficult news in bad times is a recipe for disaster. A company leader who publicly states that everything is fine two weeks before a major downsizing has lost all credibility with employees. If a lay off is necessary, communicate with the employees who stay with the company. Explain the reason for the lay off and what the company must do to avoid future reductions in the workforce. Engaging employee support becomes more critical after a lay off.

**T**raining is always important, but especially during slower business times. It is an investment in the future. The most successful companies dedicate a significant amount of time and money to continually train their employees. Slow periods are actually an ideal time for training as employees should have more time to attend seminars. Additionally, companies that invest wisely in training enjoy higher employee morale.

Are your employees ready for the upturn when it comes?