

Motivating Employees

When it comes to motivating employees, cash isn't always king. Neither is a pat on the back. While these are important factors and tools in your quest for an engaged group of employees, you may be surprised at what ultimately motivates individuals.

As a teen, Mark Selles started his first business with a few residential clients and gradually worked the business up to 25 employees. He then sold that business and joined DeSignia Inc. Currently, Mark is responsible for the management of over 50 employees and has learned what it takes to motivate them.

Our next educational event was chosen by you the members as your number one interest when it comes to educational topics. On **June 24th**, Mark will present his topic "**Motivation: A look inward**". This is sure to be an informative evening that will likely include some discussion. So please plan to attend. (see June meeting details below)

Summer Schedule

June: "Motivation: A Look Inward"

Date: Thursday, June 24, 2010

Time: 6:30 pm

Location: Reedy Creek Park, Shelter #3
2900 Rocky River Road, Charlotte, NC
Call 704-577-5933 to make your reservation.

July: Take the month to enjoy time with your family and friends.

**August: Quarterly Meeting:
Panel – Question and Answer**

We are working on putting together a panel of Bob Morgan, Director of the Charlotte Chamber of Commerce, and possibly Charlotte Council Members:

Ed Peacock and/or Jennifer Roberts.

Date: Tuesday, August 24, 2010

Time: 6:30 pm

Location: Reedy Creek Park
2900 Rocky River Road, Charlotte, NC
More information to come for this meeting.



Post Office Box 220942
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"To provide green industry education, leadership and resources that promote environmental responsibility, professionalism and public awareness."

JUNE
2010

CGIN

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704-577-5933

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From Our President



J. Mark Smith

Are you frustrated with how you stand with your client's value chain? Do you feel appreciated for the value you offer to the asset? What are you doing about it?

How do you climb your client's value chain? (Value Chain-- in the client's hierarchy they have stakeholders that contribute to the value to their enterprise. The highest influence to increase asset value is the highest on the chain and the lowest contribution has the lowest value to the owner of the asset).

- Where do you fit in the client's value chain perception?
- Where does the industry fit in the community's value chain?
- Is there an opportunity to form an organization to raise the community's perception of the industry's value?
- How are you creating value in your business?
- Do you have metrics established to report value performance creation?
- Is your business sustainable?
- Do you have a Purpose?
- Do you have a business model that supports your purpose?
- Are you perusing your dreams?
- Who are the stakeholders in your business?
- What is important to the stakeholders?
- Do you plan time off to recharge?
- How does your team know when you win?

We are a product of the question we ask ourselves and our stakeholders. I personally invite you to our next Education Meeting you will learn ways to add value to your business and be able to talk with others that have many of the same questions that you have about your enterprise.

MidasNation Founder Rob Slee is widely recognized as the country's foremost authority on the capitalization and financial management of privately owned companies. And that is just the beginning. Read Rob and other Midas Managers' views on marketing, operations, skill leverage and the legal and economic environments affecting private business.

Following is a Note from MidasNation, written by Rob Slee:

I've read a few books lately that argue talent is severely overrated. The very existence of talent is not, as these authors put it, supported by evidence. Even if talent exists, it probably is not as important as it's been made out to be. In studies of accomplished individuals, researchers have found few signs of precocious achievement before the individuals started intensive training. Similar findings have turned up in studies of musicians, tennis players, artists, swimmers, mathematicians, and

others. Even Mozart and Tiger Woods are described as examples of people who accomplished extraordinary things without extraordinary talent. What's next: you don't need brains to be smart? OK, if talent is not the stuff of success, what is? As usual, I am swayed by Malcolm Gladwell's argument in *Outliers* that practicing 10,000 hours at your craft is the most important contributor to success. This makes sense to me. Gladwell uses The Beatles and Bill Gates as exhibits. The Beatles performed live in Hamburg, Germany over 1,200 times from 1960 to 1964, amassing more than 10,000 hours of playing time, therefore meeting the 10,000-Hour Rule. Gladwell asserts that all of the time The Beatles spent performing shaped their talent, "so by the time they returned to England from Hamburg, Germany, they sounded like no one else. It was the making of them." Gates met the 10,000-Hour Rule when he gained access to a high school computer in 1968 at the age of 13, and spent 10,000 hours programming on it. Gates says that unique access to a computer at a time when they were not commonplace helped him succeed. Without that access, Gladwell states that Gates would still be "a highly intelligent, driven, charming person and a successful professional," but that he might not be worth US\$50 billion. Gladwell explains that reaching the 10,000-Hour Rule is simply a matter of practicing a specific task that can be accomplished with 20 hours of work a week for 10 years.

Geoff Colvin, author of *Talent is Overrated*, also says that talent isn't the issue — but takes the argument a step further by saying that well-designed practice is. Practice is well-designed when it's:

- specific & technique-oriented
- high-repetition
- paired with immediate feedback

Big performers often don't display the most "talent" when they're starting out. What they DO display is:

- self-regulation
- an ever-growing base of knowledge
- powerful mental models for organizing / accessing / using that knowledge

That's it. Don't worry about how much talent you have for whatever-it-is you're passionate about. Just start practicing better. So what does all of this mean regarding our migration from tradesperson to Value Architect? First, let's review what these terms mean.

Most (85-90%+) small business owners are tradespeople or mechanics. They learn a set of skills, and use the expert model to generate and conduct business. They are purely tactical — meaning that the owner can make a living, but not create wealth, for that requires strategic thinking and action. By definition, tactical means low leverage. Many years ago my dad, an owner of a mid-sized construction company, told me that most people learn some skills on their first job, but don't progress much beyond that point during their career. I didn't think this was possible. But lifetime tradespeople prove his point.

Many tradespeople owners evolve into general contractors (GC's). This evolution is probably caused due to the tradesperson getting tired of

working incredible hours, with little more to show for it than a decent salary. At some point these people realize that to get ahead they need to move upstream from the purely expert model. GC's leverage their intellectual capital enough to create a lifestyle, but usually don't create substantial value in the business. GC's put their fingerprints on most parts of their business, which creates a constraint on growth and value creation. This behavior is reflective of control freaks that have a hard time letting go enough to move to the ultimate value creation level.

About 5% of managers evolve into Value Architects. This group creates the structure that enables substantial value to be created in a business. Specifically, they do the following: 1) design and package a compelling value proposition for all stakeholders; 2) rationalize their company's space chain (own their intellectual capital, and outsource non-value added process steps); 3) then choose strategies that leverage the value-added (intellectual capital) process steps; 4) they keep fingers on the pulse of the business. The actual management and implementation of the architecture is delegated to general contractors — who may or may not be employees of the firm. General contractors attract and oversee the appropriate resources to build the architecture.

Moving from a tradesperson to Value Architect involves behavior modification. In other words, all managers can learn to become Value Architects. It's not a talent-thing, or an I.Q.-thing; rather, it's a mentoring thing. Managers need to be mentored to this highest value creation level. And the best news: if you've spent at least five years working on your craft, MidasNation can mentor you to Value Architect status in just a year or two.

- Rob

Smart Irrigation

Thank you John Sullivan and Wes Maxwell for a great seminar at the May CGIN meeting.

These guys presented some great technical information regarding irrigation systems past and present.

They proved the case for irrigation practices that will safeguard our scarcest most valuable life sustaining resource: water.

The CGIN has once again afforded its membership the chance to gain educational growth from professional leaders in the Green Industry.

Great job John and Wes for increasing awareness about the environmental responsibility to manage water usage properly.

CGIN members: Don't let these opportunities to learn pass you by. Come join the party!

Frank Tosto
CGIN Board Member