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"Achieving Excellence" Issue 24 - October 2022

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Welcome

Welcome to the October issue of "Achieving Excellence" which is inspired by clients and friends of Seventeen Gorman Advisors. We enjoy new ways of thinking and new ways of helping you achieve your goals.

Seventeen Gorman Advisors is a consulting practice focused on improving individual and organizational performance through skill building programs and developmental services.

Our approach to problem solving and issue resolution involves client participation at all points in the process. Above all, we listen to our clients to understand their needs and goals so that the solution we develop together - as true partners - provides a sustainable business advantage.

Best Regards,

*Jeffrey C. Leventry
Principal*

In Your Quest For Excellence

"Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations. Expect the best of yourself, and then do what is necessary to make it a reality" - *Ralph Marston (Author of The Daily Motivator)*

The Manager's Role in Motivating Performance



Over the past 8 years I have taught approximately 12 courses in the Management Department at The College of New Jersey, Rider University and Drexel University. One of the common themes that pervades my courses is the concept of motivation, and how it ultimately drives employee performance. In my experience as a Manager and Business Leader, I recognize that those who succeed in business are highly motivated to perform their roles in organizations, and achieve performance objectives that produce bottom line results.

I also realize that Managers utilize many different approaches to motivate their employees – some more effective than others. In fact, one of the main responsibilities of a Manager is to devise ways to motivate Team members to produce superior performance, individually and collectively.

Hall of Fame baseball player Joe DiMaggio offered a unique perspective on motivation by arguing that, “Motivation is something that nobody else can give you. Others can help motivate you, but basically it must come from you and it must be a constant desire to do your very best at all times and under any circumstances.”

Based upon my business experience, I believe the motivation to perform is a combination of both intrinsic (internal) factors and extrinsic (external) forces that work together to yield a positive outcome.

What do we mean by employee motivation?

Management experts have defined this concept in different ways, based upon their research about what motivates human behavior.

I prefer the definition suggested by Kathleen O’Donnell (an employee communications and culture expert). She says: “Employee motivation is the level of energy, commitment, and creativity that a company’s workers bring to their jobs. Your motivated employees are the ones who roll out of bed almost every morning feeling excited to go to work and take on new challenges.” She also

believes that “they look forward to learning new skills, stretching their capabilities, and taking on new responsibilities.”

Interestingly, motivation is derived from the Latin word, “movere” which literally means movement. This implies taking action or setting things in motion, rather than remaining passive. This correlates with Kathleen’s definition and suggests that employees should use their energy and drive to actively perform their roles in the organization.

How can employee motivation be encouraged?

While it is true that extrinsic rewards such as compensation typically motivate employees to perform their best (since it is normally a sign of how much the company values them), I suggest that a Manager’s toolkit should also include other proven approaches that are equally successful in motivating performance.

Based upon my experience, here are several ways that Managers can motivate their employees to perform:

- First and foremost, treat your employees with respect and facilitate meaningful relationships with your direct reports. Surveys have shown that employees who feel respected and valued by their managers are significantly more engaged and productive at work.
- Second, include your employees in goal setting so they have a “say” in their performance objectives for the year, vis-à-vis the goals the manager envisions for them. When employees understand the goals of the department or organization and how their actions directly impact progress toward those goals, research indicates that this positively influences employee engagement and motivation.
- Third, recognize a job well done and offer honest praise when an employee accomplishes important tasks or performance objectives. Positive feedback helps employees feel valued in their roles and motivates continued performance at the highest level.
- Fourth, encourage autonomy when an employee has demonstrated that they can handle it, and reward them with increased authority to make business decisions. This reinforces a healthy respect for the employee’s continued professional development – including an enhanced employee skill set.
- Fifth, consider both job enrichment and job enlargement to keep employees engaged and more productive. Job enrichment refers to making jobs more interesting and varied so employees experience feelings of responsibility, achievement, growth and recognition in their role. Job enlargement is a process in which a person's responsibilities are expanded to include more opportunities to add value to the organization. Both approaches have proven to achieve success and pay huge dividends (individually and organizationally) according to articles published in the Harvard Business Review.
- Finally, ensure a healthy work-life balance for your employees so they understand that you respect their need to balance work versus free time with family and friends, or to pursue personal interests. In addition, consider flexible work arrangements (including working from home) so employees can address outside demands made upon them. The pandemic has demonstrated that remote workers can be very productive and accomplish performance objectives as well (or even better) than commuting to an office

environment every day.

What are the benefits derived from motivated employees?

There are many reasons why employee motivation matters so much in an organization. In fact, enhanced employee motivation is directly linked to high levels of employee engagement which yields bottom-line results for the company.

Some of the critical benefits of cultivating motivated employees include the following:

- **Productivity and Performance** – It generates greater productivity and better overall performance in the workforce so that employees are more efficient and effective in their roles at the firm. This results in not only the achievement of individual performance goals, but the accomplishment of Team and organizational objectives as well.
- **Creativity and Innovation** – It produces greater levels of creativity and innovation as employees readily take on new challenges and overcome obstacles that stand in the way of success. Employees utilize their high level of motivation to effectively deal with business uncertainty and creatively solve difficult problems that pervade today's business environment.
- **Commitment and Loyalty** – It supports higher levels of commitment and loyalty to the organization. Motivated employees normally put their “best foot forward” and exert more effort toward their work to achieve agreed-upon business objectives.
- **Employee Satisfaction and Development** – It fosters employee satisfaction as they are given opportunities to excel in their role with the firm. Satisfied employees typically pursue professional development and the enhancement of their skill set, which enables career advancement in the organization – including well-deserved promotions.
- **Absenteeism and Retention Rates** – It encourages employees to show up at work on time, every day and be ready to tackle the tasks that await them. Thus, absenteeism is lowered and costly employee turnover is reduced or avoided altogether. Simply stated, motivated employees tend to stay with the firm for longer tenures and employee retention rates remain strong or continue to rise.
- **Company Culture and Reputation** – It fuels the development of a collaborative corporate culture that gives the company a competitive advantage in the marketplace. Employees share their excitement with other members of their social network which enhances the firm's reputation and makes it easier to attract top-notch talent that helps the company grow.

In conclusion, stimulating employee motivation is one of the primary jobs of today's Managers, and those who succeed in this aspect of their role guarantee the success and sustainability of the organization. Fortunately, the Manager's toolkit is full of effective ways to motivate employee performance, so it is up to the Manager to decide which ones will be most constructive to accomplish individual and Team goals.

If your firm is challenged with equipping Managers with proven approaches for motivating employee performance, I would encourage you to consider the ones that I have articulated above so you can reap the tangible benefits that accrue from a highly motivated Team!

The Real Value of Job Rotation Programs



Several years ago my son Jonathan was fortunate to land a summer internship with GE Power in Greenville, South Carolina. He worked hard, made some very good connections and achieved the performance objectives that were established by his manager.

At the end of the internship he interviewed for a permanent position at GE and was ultimately selected for the prestigious Financial Management Program (FMP) at GE. The FMP is a two-year early career development program that entails 4 rotations in different business units, lasting 6 months each. He lived in 4 cities over the two-year period and his final rotation assignment was with the Investor Relations Department at the Boston headquarters. He graduated from the program in 2020 and now works as a Senior Finance Manager at GE in Boston.

Job Rotation Programs have been in existence for many years, and have served as a proven path for accelerated career growth at numerous Fortune 500 companies. In fact, countless current business executives are graduates of such programs, and readily credit their success to the invaluable experience they gained from their participation in Job Rotation Programs.

What does Job Rotation entail?

The Society for Human Resource Management (SHRM) defines job rotation as follows: “Job rotation is the systematic movement of employees from one job to another within the organization to achieve various human resource objectives, such as orienting new employees, training employees, enhancing career development, and preventing job boredom or burnout.”

Importantly, it is worth noting that the process serves both management and the employee since it helps management to discover the talent potential of employees, while it assists the employee in his / her career development. Both objectives are critical reasons to explore the benefits that accrue from a Job Rotation Program.

What are the benefits of a Job Rotation Program?

Companies create Job Rotation Programs for a myriad of reasons, including to promote the sustainability of the organization, retain high potential employees and perpetuate a preferred corporate culture.

Among the most important benefits of a Job Rotation Program, are the following:

- **Career Development** – it is normally part of a Management or Leadership Development Program that is designed to accelerate career development for individuals who display both high performance and high potential during a summer internship
- **Succession Planning** – it is a critical component of succession planning in the company since it helps to develop a pool of candidates who can be placed in a mid-level or senior-level position when someone retires or leaves the firm
- **Creating Job Fit** – it supports the effort to place employees in the most advantageous role at the company where they will be able to maximize their skill set to excel and add value to the organization
- **Operational Awareness** – it exposes employees to various functional areas and operations so they understand the firm's business model, including how each department contributes to organizational objectives
- **Networking** – it provides program participants with an opportunity to develop invaluable connections throughout the enterprise, who can serve as great resources when the Team is tasked with solving complex business problems
- **Motivating Performance** – it gives employees an opportunity to experience different types of jobs to keep them engaged and motivated to perform well in their functional area, thus reducing the chance of boredom or monotony in their role at the firm

What are the best practices for creating a Job Rotation Program?

Once it has been decided that a Job Rotation Program is worth implementing, the firm must decide how best to create the program so that it achieves the intended objectives.

Based upon my personal experience creating successful mentoring and high potential programs, this is the process that I recommend for developing a Job Rotation Program:

- First and foremost, generate a clear strategy and purpose for the program, involving a diverse Team of organizational members who are invested in the initiative – including the Executive Management Team
- Second, create a structure or framework for the program that includes the duration of the program, the criteria for selecting candidates to participate in the program, and other important facets of the program
- Third, construct a project plan that supports the achievement of program objectives and includes an approach for implementing the plan
- Fourth, develop an oversight committee of individuals who will provide direction and leadership, as well as monitor progress in meeting the program objectives
- Fifth, provide instruction and guidance to all program participants so they fully comprehend the objectives and expectations of the program
- Sixth, consider a pilot program for the first cohort of participants so the program's effectiveness can be evaluated prior to rolling it out to the wider audience of employees
- Finally, once the initial participants graduate from the program, conduct an after action review, and market its success across the organization to build

excitement and an awareness of the program's objectives and actual outcomes

Conclusion

Today, the best firms include Job Rotation Programs in their arsenal of professional development tools to achieve a wide array of corporate objectives. In particular, rotation programs typically play an integral role in both Management and Leadership Development Programs, based upon their proven success in developing the future Leaders of the organization.

In light of the tangible value of Job Rotation Programs, what is preventing you from implementing such a program at your firm so you can reap the individual and organizational benefits?

Our Offerings Include The Following:

Developmental Services

Seventeen Gorman Advisors offers a wide range of services to improve individual and organizational performance and support achievement of goals.

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Skill Building Programs

Seventeen Gorman Advisors is pleased to offer a range of programs that are designed to develop competencies and enhance skills.

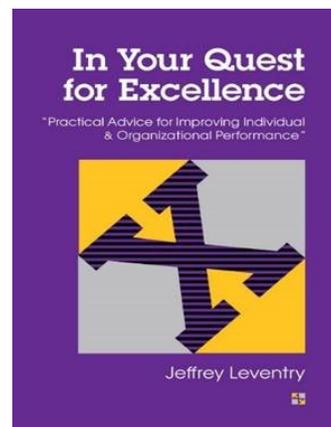
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