Intro - Employee Job Satisfaction

- Have you ever thought about what creates happiness in your job?
- Tip: it is not money, for most people, what creates happiness. My theory is that this is because the item "money" is not part of our childhood desires.
- What is part of our childhood desires is: **that we do something meaningful**.
- But what is "meaningful"? Something that is meaningful for you may be different from what is meaningful for someone else. And something that was meaningful for you yesterday may no longer be meaningful for you tomorrow.
- My talk will give you insights into how you can find out when you work like a clockwork, and when you should rather look for a different job
- Tip: you should take up a new job if you already know that you will need ongoing and close management and help in order to perform well. That criteria does not only work for yourself but also for your peers, and for the people that you may be responsible for in the future.

This talk is all about

a) how to be and how to identify Class A people that
b) have a Level 5 mindset, and
c) that feel that their job is meaningful.

Employee Job Satisfaction

What We Really Want In Order to Achieve Happiness in Our Work

A Talk Given At Nanyang Technological University (NTU) Singapore
08 November 2022

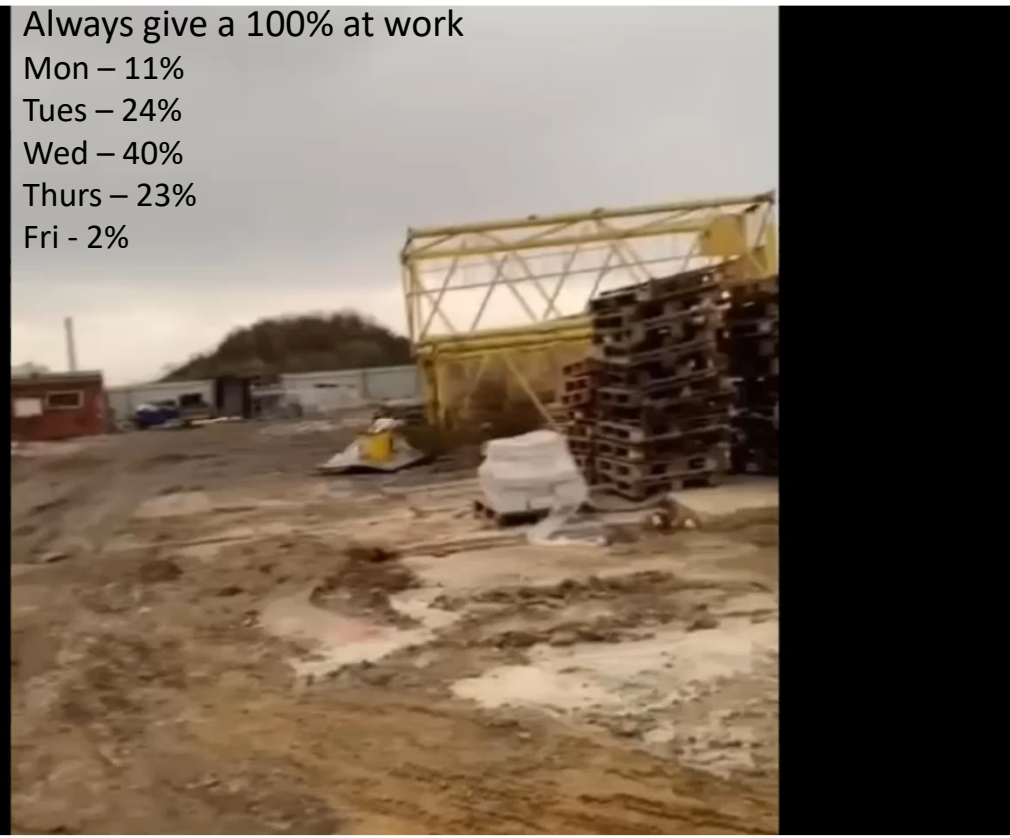
By Martin Schweiger

Why a Talk About Employees in an Innovation Course

These are the main pitfalls for enpreneurs:

- not re-investing enough for market response and market validation
- not re-investing enough for selling
- not re-investing enough for experimentation and product breakthrough development
- Not hiring quality people. There's an adage that goes hire the best and cry only once, as opposed to hiring the worst and keep losing them because they either do stupid things or they don't show up or you fire them
- You don't want to be the smartest person in a room. You want to be the dumbest, because you want to learn from everybody. So you want to hire people better than you

Do these videos resonate in you?



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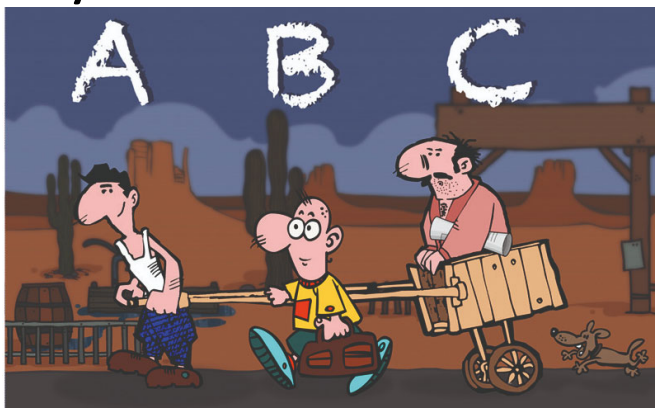
ABC analysis - also important for you!

I classify employees into A, B and C based on their performance.

– A pulls the cart (top performer)

– B walks alongside (follower)

– C sits on top (bully)



The A-employee: they are enthusiastic about their company and their work, motivated, have ideas that help the company to advance. Sometimes works overtime, if necessary. Is emotional, has an infectious cheerfulness, is helpful towards colleagues, go always first and are always ready to pull the cart - even out of the dirt

The B-employee: neither stands out positively nor negatively. They know what their job is and do it, but that's all. Walking the "extra mile" is not possible. They just do the job by the book. That means that they come on time and leave on time. Overtime? No, not possible. The work can wait until tomorrow.

The C-employee: *only from time to time* they will demonstrate that they have quit internally, they are grumpy - also towards their colleagues, do their work half-heartedly. Mistakes are possible, but not actively avoided, and they do not bother about the negative consequences. They see their work as "time against money“. They are most of the time against innovations, criticize often. Speak badly about the boss, and also about their colleagues.

Ask yourself: where am I in this picture?

danger: midlife-crisis to hit here, hard!

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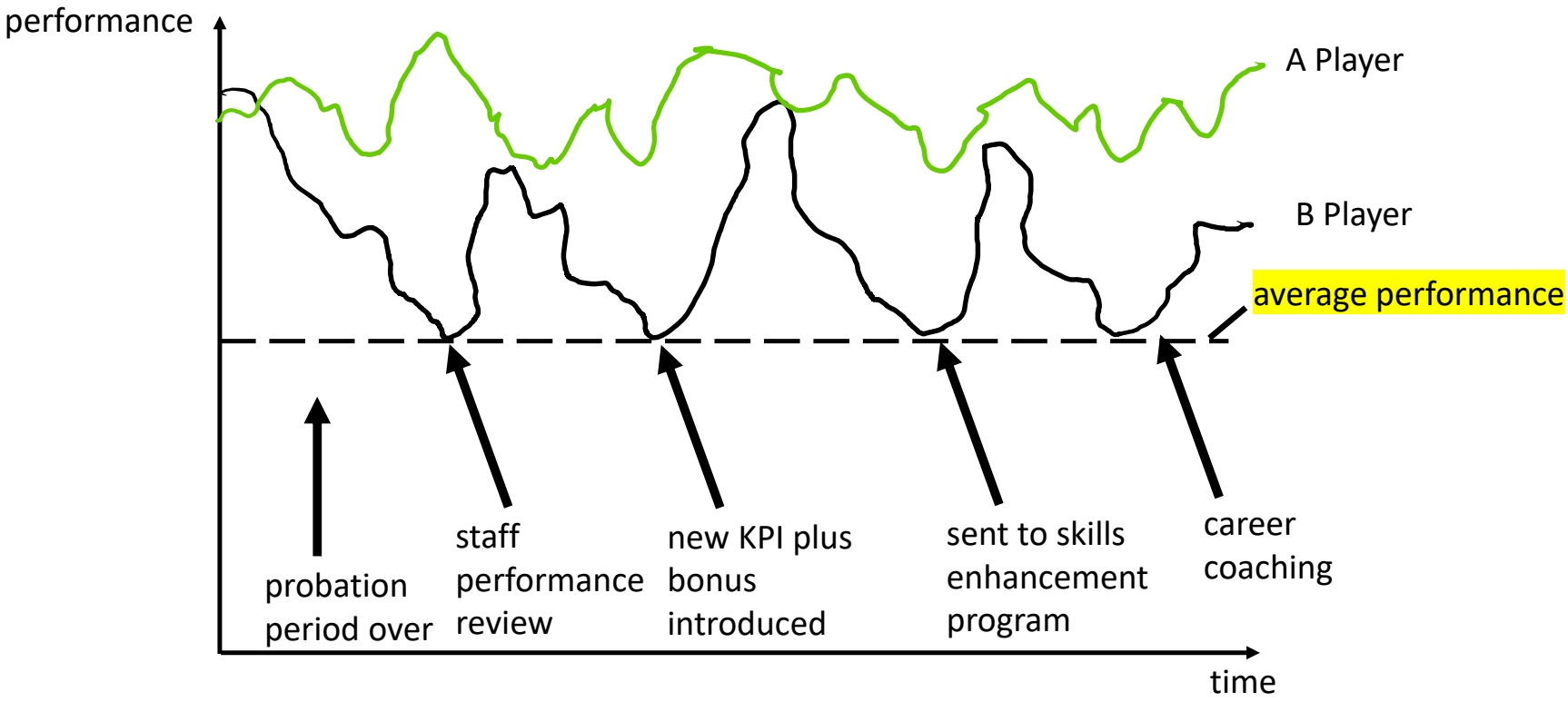
Performance of A/B/C Player Employees



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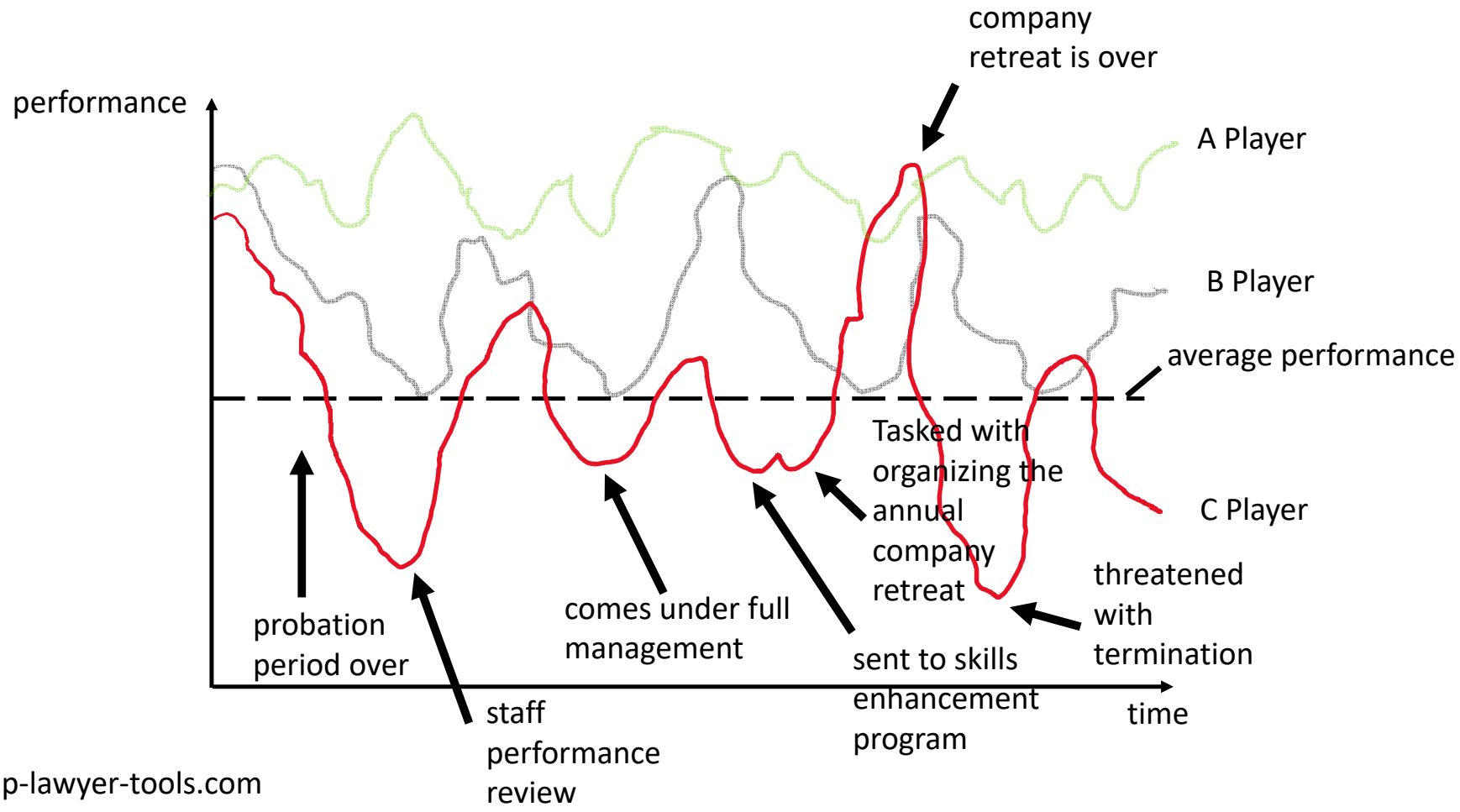

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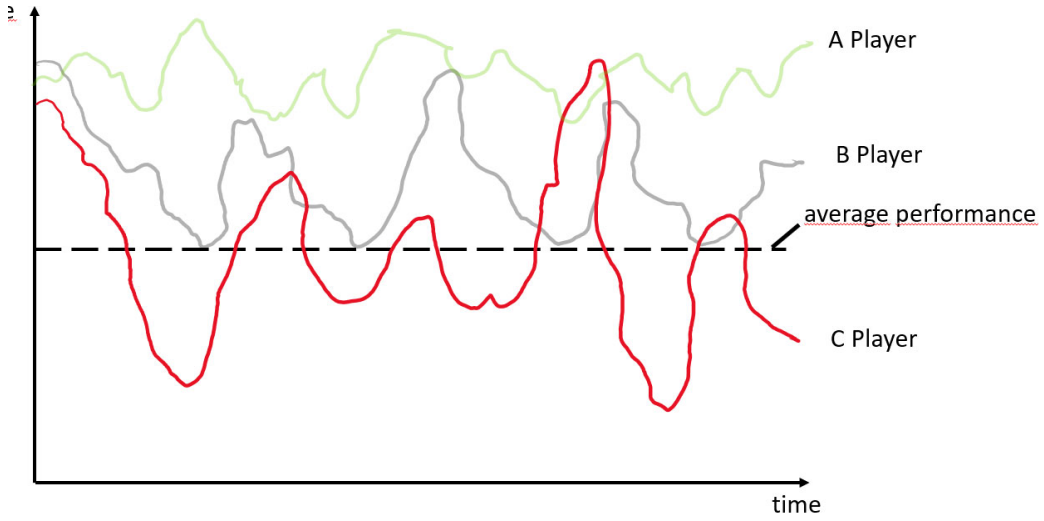
A, B, C Players, in Sports and Elsewhere

- We A players always try to be much better than the average
- It is not about the peaks but about the valleys. Never measure people at their "highs“. Measure them at their "lows“: when they are injured, or when the team is losing, or when it snows during a game.
- look at the comparison between A, B, and C players: they all have their highlights, but the difference is that the A players always play far above average



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- the B players are always above average. But B players never think ahead. B players say "not my problem“. B players need repeated motivation in order to perform above average
- the C players also have their highlights. But their overall performance sucks, it is below average. They leech on the work results of others. They – inadvertedly - destroy things and cause damages. They are not there when you need them most.
- C people are a never-ending pain in the neck because they need constant management. Training does not help.
- Salaries for C players can be seen as “charitable donations”
- What I have always underestimated are the damages that Class C employees cause to Class A employees

Summary: It is by now clear that we are looking for Class A players

Conclusion: You only know them when they are at their worst …

- … and not when they are at their best.
- Before you hire a new co-worker: talk with their former co-workers.
- Let the new candidate arrange the interviews with their former co-workers.
- Use a script for talking with their former co-workers so that you can compare the answers given
- You will be surprised what you hear when you confirm that the talk is going to be kept secret

Warning: Don‘t Use The ABC Method In Big Companies

while the Jack Welch method works well for small companies, it can become mechanistic in large enterprises

Example: identify each year 15% of the employees of each department as „Class C employees“ and remove them, even if the department as a whole works very well

Insight & Contribution Levels

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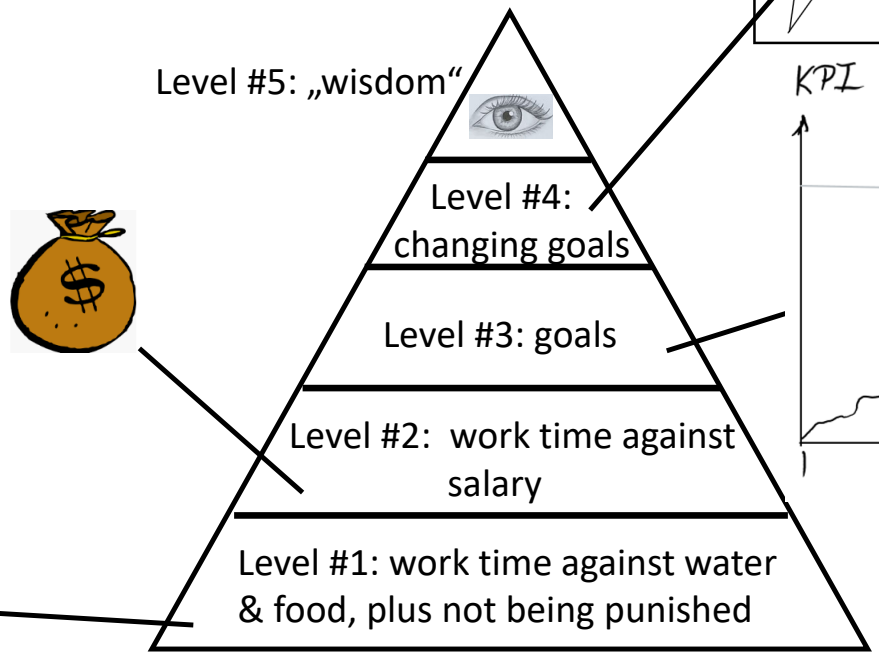
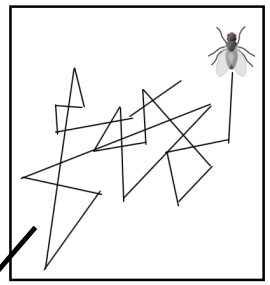
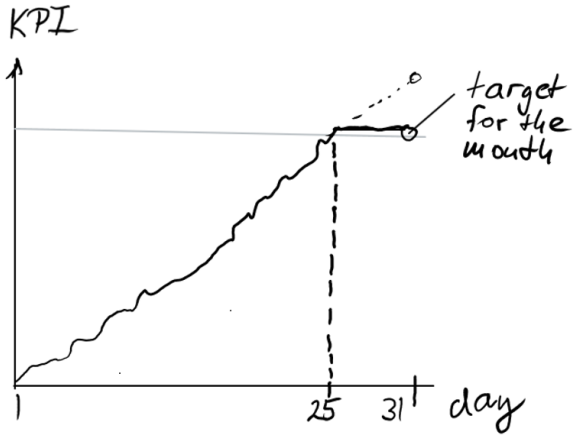
Ask yourself: „where am I in this picture?“







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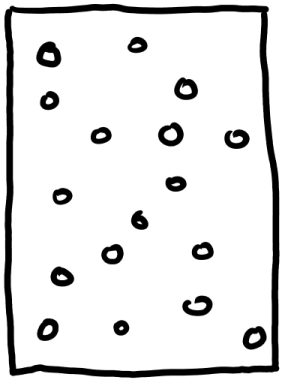
5 Levels of **Insight & Contribution**
Ask yourself: „where am I in this picture?“

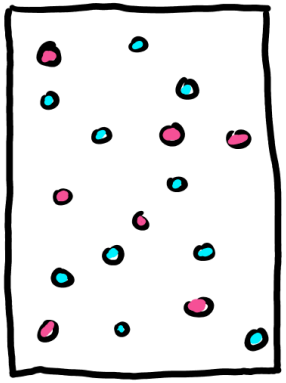
the crucial point is here

all is data



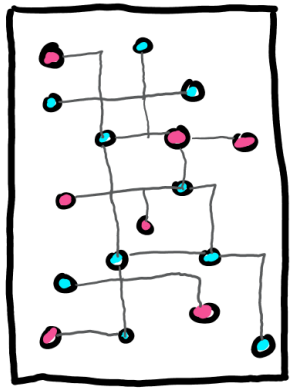
Level 1

data becomes information



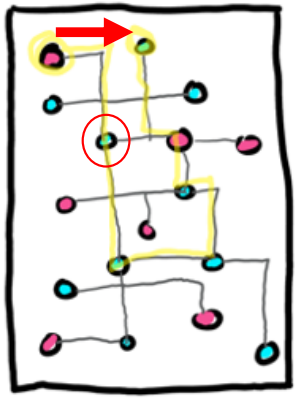
Level 2

connecting the dots: tactics



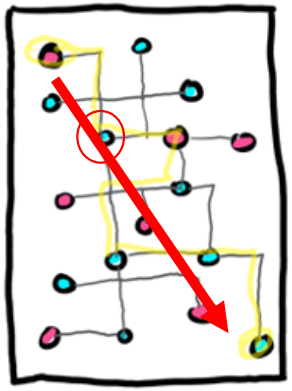
Level 3

know what and when to do: strategy

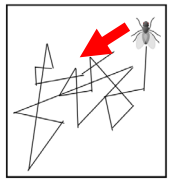


Level 4

wisdom



Level 5



Plans based on knowledge, with interests of internal politics in mind

Sees the highest purpose in <u>everything</u> they do. See the company’s interest above their own interests

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X = wisdom level

- strategy
- define KPIs
- connecting the dots
- reflection
- inspired work
- Innovation/inventing

5

new products, what marketing, what clients, etc.

4

- tactics: enable overall strategy to be put into practice
- automation/improve processes
- Fire fighting training
- decision making

5

- fire fighting (internal, not billable, or external, billable)
- tapping shoulders to get work load done
- work load balancing

4

for Marketing& Sales, operations, HR, finance, and IT

non-routine work

routine work

work on the company

work in the company

- questioning KPIs

5

- doing audits

4

4

- Operations/Billing + Quality Control
- Marketing & Sales
- HR
- Finance
- IT

3

2

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Some Insights

- Level 5 people never get a burn-out if they are working in their zone.
- Level 5 people never fall from „Class A“ to „Class B“ for an extended amount of time. They would rather resign than becoming „Class B“.

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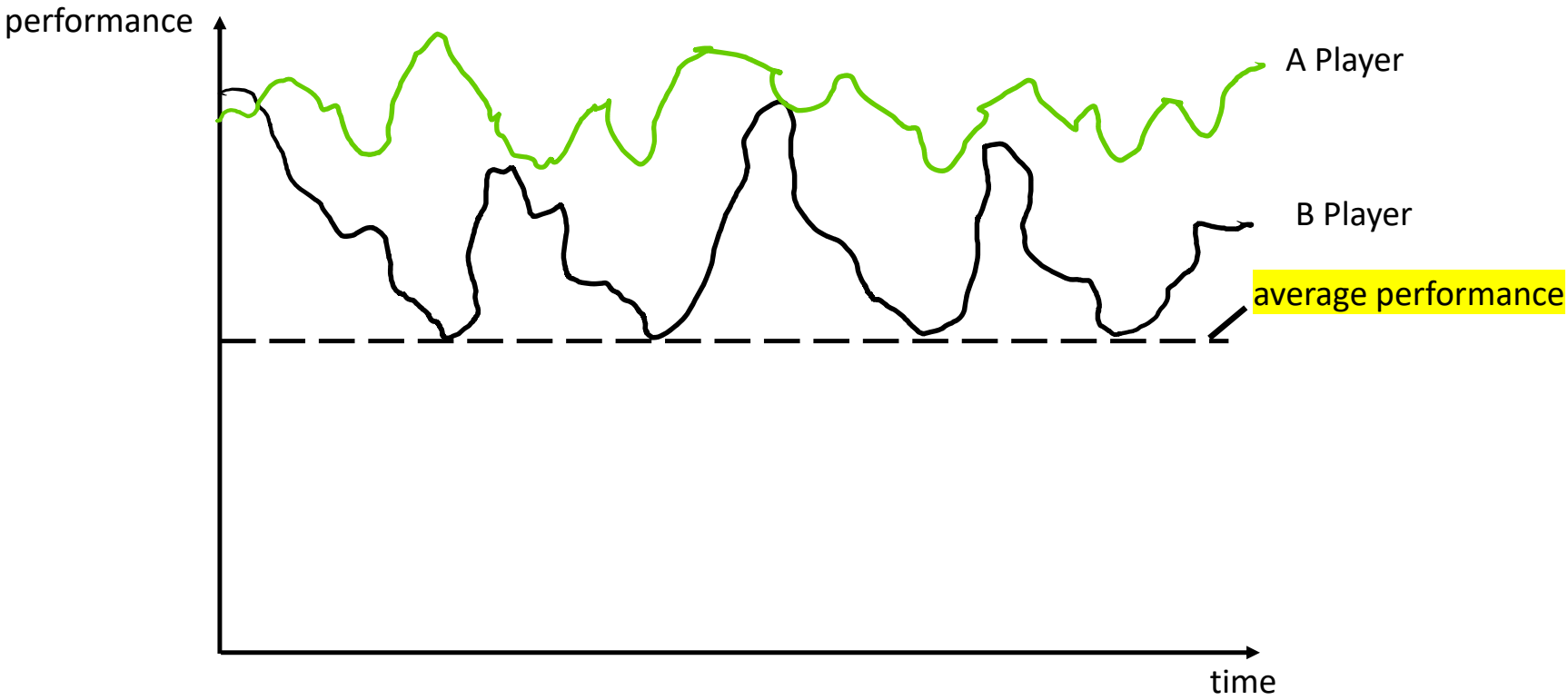

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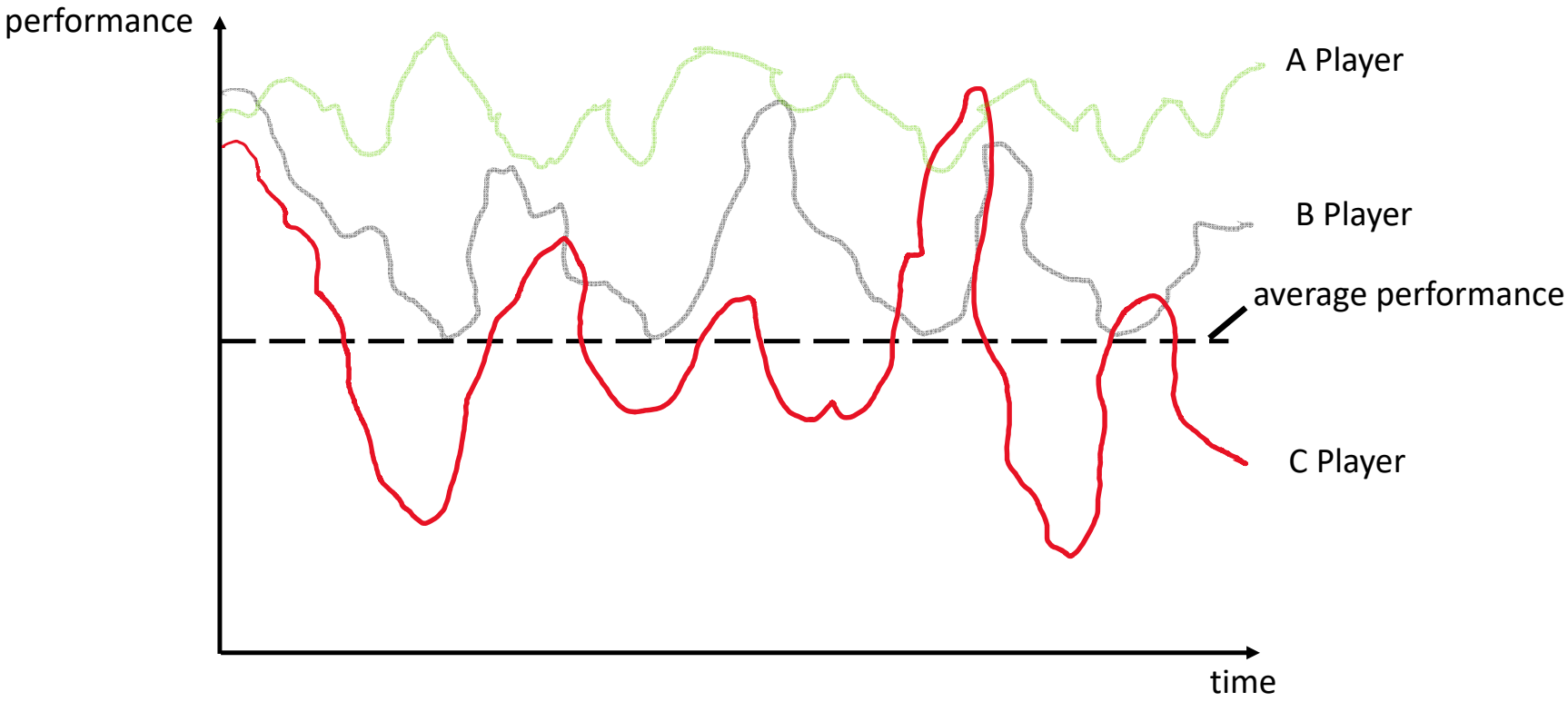

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- Level 4 people and below can be lifted from „Class C“ to „Class B“, and even to „Class A“ if they find their zone.

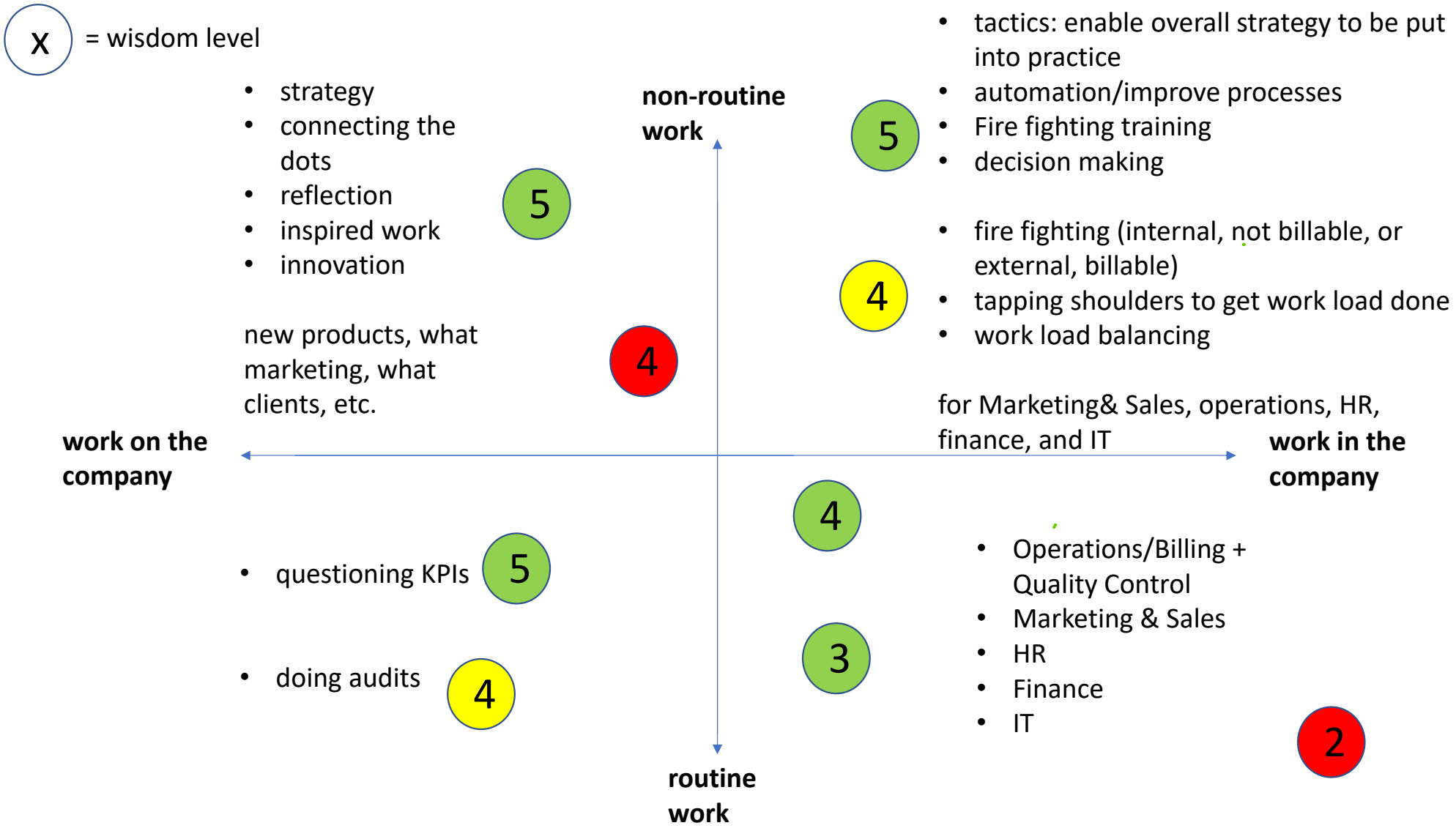
Some More Insights

- Class B people cannot and will never hire Class A people, they can only hire Class B and Class C people
- A, B, and C Class performance type depends on the actual job (which quadrant) and on the personality (Good-to-Great Level, psychopathy, and Big5)

  Example:
  - Sally vs MS cleaning the office
  - Jerzy‘s Production Group Leader who was promoted to be a Production Manager
- Class A people never have problems with offering references from their past. To the contrary, they love to contact their earlier employers.

Even More Insights

- the Class A/B/C and the Level 1-5 teachings only make sense if you combine them with my "work in/on the company vs. routine/non-routine work" diagram



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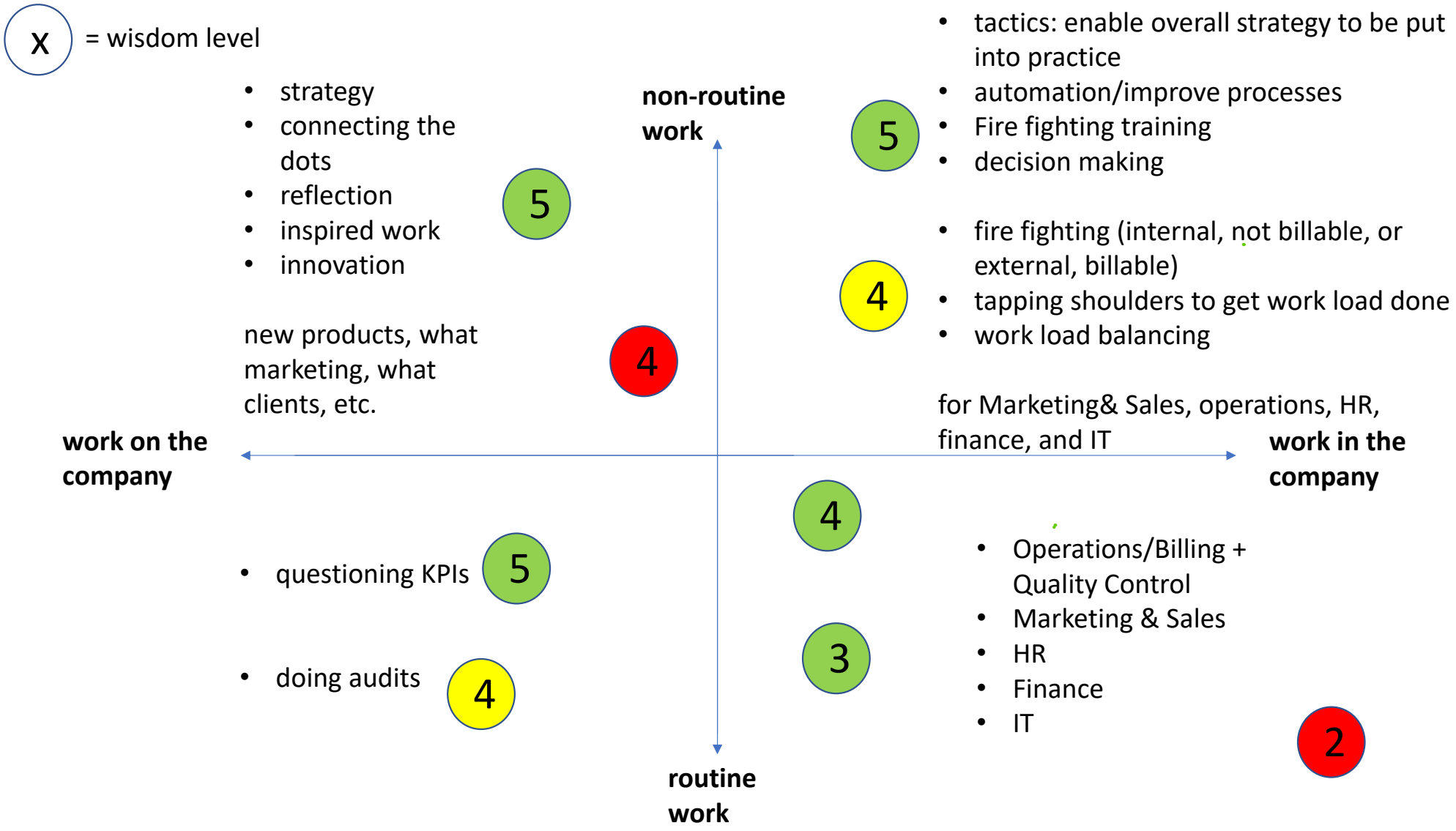

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- „Good to Great” only talks about the Level 4 – 4.5 management team but not about the downstream people in the lower right quadrant
- A company consists of at least 80% of people in the lower right quadrant, volume-wise
- Are you “Level 4” or “Level 5”? Do you short-cut in order to promote yourself (politics) or to promote the company goals. Be honest to yourself. The incumbents never go for the latter.
- Ask yourself: can you let go your personal goals for the sake of the company goals? Can you do that always, even if you don`t like the personal consequences?

„The Zone“ – Where Your Performance is MAX

- „The Zone“ is inherent in you, by design. It is unique.
- The application of „the Zone“ is acquired. It is your responsibility to find out where you apply your life such that you hit your zone.
- Hitting your zone, and not money, makes you happy. At least for most of us.
- What is sure is that you have a zone.
- Getting into your zone is your own responsibility. This is different for every human being.
- Cookie-cutter approaches or psychological diagnostics can be helpful, but they are ultimately only inaccurate guides.
- Getting in your zone does not come from thinking about your zone. It is about pursuing your zone with actions

The Dream Co-Worker

"Whatever you give me, consider it done“

Replying to emails on Sunday?

“I don’t need to reply to any Whatsapps or Emails on Sundays because I have anticipated what might burn on Sunday.”

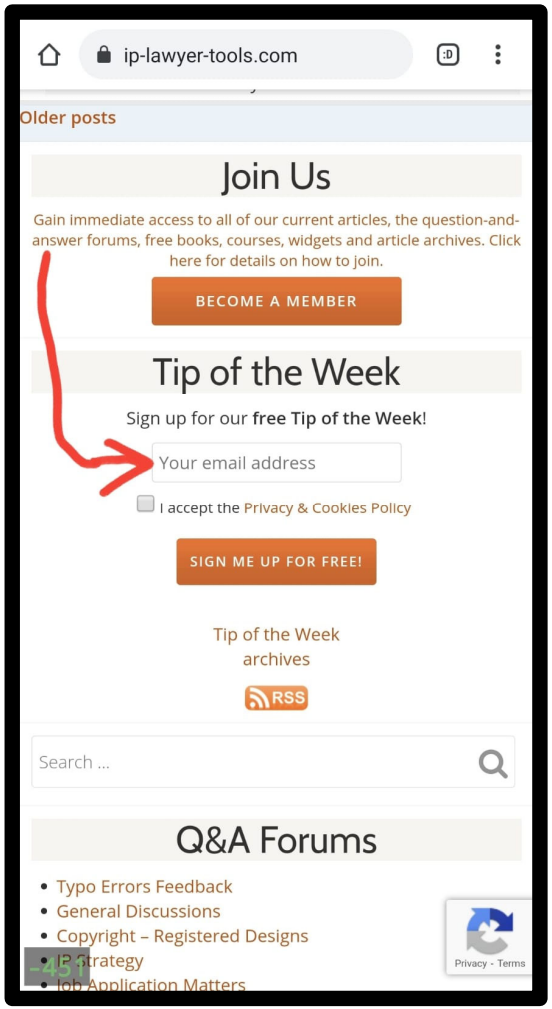
“All my work is done by Saturday. If something gets on fire on a Sunday, I need to decide ad-hoc what to do. If it is a dangerous fire, yes, I will also reply on a Sunday. Otherwise probably not.”

Reading List

- Jim Collins – Good to Great
- Jörg Knoblauch, Jürgen Kurz – Die Besten Mitarbeiter Finden Und Halten (Die ABC-Strategie nutzen)
- John Samuel – Living In Your Zone: Where Work Becomes Delight

Contributions

- Signs of A, B, C Players
- 5 Contribution & Insight Levels, with Strategy (Level 4) and Wisdom (Level 5)
- The 4 job type quadrants in a company (work in/on the company and routine/non-routine jobs)
- The job type correlates with contribution level and performance class
- Most important: find your “zone”

Sign up for my free “Tip of the Week”

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