



## Five Levels of Problem Solvers

Managers, please understand that employees fall into one of these five profiles...what are the risks and costs for keeping level 1 and 2's? There is some value in level 3 and 4's, but level 5 "Problem Elimimators" can save you money!

**Note: Do not keep level 1 or 2 performers**

### Level 1: Problem Avoiders

Inherently blind to or in denial of problems right in front of them.

This is especially true if they created it. They do not want to be associated with anything that could hurt their reputations.

### Level 2: Problem Identifiers

Like Avoiders, they can see there is a problem, but do not think it is their responsibility to do anything about it, because the problem does not overtly affect them and they have their own problems to deal with.

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*Do You Have Non-Performers in Your Organization?*

## The Cost of Keeping Non-Performers

You may be surprised on the amount of money that is wasted when you have non-performers in your business. With businesses feeling the economic crunch, it is important to be able to recognize those who are hard workers, and those who are only costing you money. There are many reasons why eliminating the non-performers in your business is a smart business move.

Here are some reasons why you **should not keep** the non-performers in your company:

1. **They Cause Bad Customer Service** – If you have a non-performer in your place of business, their attitude is going to show to your clientele. The non-performers won't feel impelled to give good customer service and often don't want to do anything to help the company. Your clientele doesn't want to deal with someone who is not catering to their needs, especially when they are buying from you. As the business owner, you must address these issues before your clientele starts using your competitor(s).

2. **They Cost You A Lot Of Money** – When a non-performer is not doing his or her job, it is costing you money and productivity. Plus, you may be missing out on gaining new clientele too. Having the employee that works hard and gets the job done, is what will help your business grow and to be more competitive. It is your responsibility as a leader, manager, owner, etc... to keep productivity high and the employees focused on the company goals.

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### Level 3: Problem Reporters

Can see there is a problem, but want someone else to deal with it. After all, they may not have created it and they may think they are not required or paid enough to fix it.

### Level 4: Problem Solvers

The hero (white knight), they are eager to solve the problems that pop up. They often have good intentions and mean to be helpful, but in reality, they think that they saved the day and you are lucky to have them. It is good to have problem solvers, but do not let them stop until the cause of the problem has been eliminated.



### Level 5: Problem Eliminators

Anticipates and addresses problem situations before they become a crisis. They examine the root cause of a problem and they address the issues and implement actions to prevent the problem from reoccurring.

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## Behaviors For Success

Busy professionals with a strong desire to achieve sometimes fall into slumps which can destroy creative drive. Do your best to avoid these slumps by accepting that you cannot do everything. Delegate responsibilities to others qualified to perform the task. They should share your goals for success.

- ◆ **Be a lifetime learner** – Don't assume you've learned all you need to know. Have a plan for personal growth and work on challenging goals in all areas of your life.
- ◆ **Be proactive** – Solve problems before they occur. Carefully plan procedures to prevent problems and proper handling in the event they do happen.
- ◆ **Communicate your goals** and let others know how they can help you achieve them. Listen carefully to information they provide you.

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3. **They Bring Down Morale** – Because the non-performer is not doing his or her work; it often means that someone else has to complete the tasks. This causes frustrations amongst the employees and causes the morale to decrease. Having a decrease in employee morale can lead to lower productivity and means that you have the potential for creating more non-performers. **This needs to be avoided at all costs.** If it is not dealt with, you can risk losing employees and clientele.

When you have non-performers eliminated from the payroll, your business can grow and prosper. Non-performers in your business are a plague to your bottom line. As a business owner, it is your responsibility to get to know your employees, keep them focused, productive, and to keep others from becoming a non-performer.

Non-performers will only decrease your chances to increase your revenues for your business. With the morale that is lost, the money that is wasted, and the poor customer service provided, these non-performers can really hurt your business if you don't take action.

Build a company of top performers by eliminating the poor performers and keeping everyone goal orientated.

### **What gets measured gets done!**

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## Belief

Belief is the knowledge that we can do something. It's the inner feeling that what we undertake, we can accomplish. For the most part, all of us have the ability to look at something and know whether or not we can do it. So, in belief there is power: our eyes are opened; our opportunities become plain; our visions become realities.

***“In the moment that you carry this conviction...  
in that moment your dream will become a reality”***

~ Robert Collier



## How Can You Effectively Criticize A Coworker?

One way is to create the perception of a common goal. This is where choosing the right words helps. It's using a cooperative vocabulary. Instead of saying, "Unless you get moving fast on those statistics, I'm not going to be able to get this report done on time," try emphasizing the common goal: "We could get our report done quickly if you firm up the statistical data while I enter the text." Use words like *we* and *our*.

The second way is to show how a peer's performance affects both of you. So instead of saying, "Get to the meeting on time," try something like, "Look, when you're late, it makes you look bad, it makes me look bad, and we don't get the next project. If we're both on time, we do." Now you've made a permissible criticism. You're saying, it is my business, because it affects my job.

A third tactic is to agree with the coworker, but point out that somebody else higher up would disagree. You say something like, "You know, I used to do it this way because it's easier. But when Jack finds out about this, he's going to make you do it over." Now you've aligned yourself with the person.

~ Author unknown



### New Oxford Dictionary announces its "Word of the Year"



For 2009, that word is a verb, one with which most of us in our social network should be very familiar with: "**Unfriend**: To remove someone as a 'friend' on a social-networking site such as Facebook."

## IRS 2009 Standard Mileage Rates

The Internal Revenue Service mileage rates for calculating the deductible costs of operating an automobile for business, charitable, medical or moving purposes, were published in January 2009.

The standard mileage rates for the use of a car (inc. vans, pickups or panel trucks) is:

- 55 cents per mile for business miles driven;
- 24 cents per mile driven for medical or moving purposes; and
- 14 cents per mile driven in service of charitable organizations.



Just a reminder as we end the year and begin gathering all of the information and documents for filing taxes.



## One Minute Ideas

### How Many Businesses Open And Close Each Year?

An estimated 627,200 new employer firms began operations in 2008, and 595,600 firms closed that year. This amounts to an annual turnover of about 10 percent for entry and 10 percent for exit. Non-employer firms have turnover rates three times as high as those of employer firms, mostly because of easier entry and exit conditions.

### How Do Regulations Affect Small Firms?

Very small firms with fewer than 20 employees annually spend 45 percent more per employee than larger firms to comply with federal regulations. These very small firms spend four and a half times as much per employee to comply with environmental regulations and 67 percent more per employee on tax compliance than their larger counterparts.

*Life is like a ten-speed bike.  
Most of us have gears we never use.*

~ Charles Schulz, Cartoonist

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## Ideals



As you think, you travel. As you love, you attract.  
You are today where yesterday's thoughts have brought you.  
You will be tomorrow where today's thoughts take you.  
You cannot escape the results of your thoughts.  
You can endure and learn. You can accept and be glad.



You will realize the vision, not the idle wish of your heart, be that vision blasé or beautiful, or a mixture of both.

For you will always gravitate toward that which you secretly love.

In your hand will be placed the exact result of your thoughts.

You will receive that which you earn, no more, no less.

Whatever your environment or circumstances may be; you will fall, remain, or rise with your thoughts, your wisdom, your ideals.

You will become as small as your controlling desire, and as great as your dominant aspirations.

~ James Allen

*People often say that motivation doesn't last. Well, neither does bathing – that's why we recommend it daily.*

~ Zig Ziglar

## Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
<b>The Coaching Clinic®</b> is a two-day workshop for executives, managers and leaders to experience and learn coaching skills and competencies.	TBD	TBD	<a href="http://www.harmonycc.net/coachingclinic.asp">www.harmonycc.net/coachingclinic.asp</a>
<b>Essentials of Human Resources Certification</b>	April 2 <sup>nd</sup> & 9 <sup>th</sup> 2010	8:30am - 4:30pm	<a href="http://umce.memphis.edu/">http://umce.memphis.edu/</a>
<b>Leading at the Speed of Trust™</b> is a two-day workshop for anyone interested in increasing revenues, decreasing costs, enhancing/repairing relationships, or improving their credibility with employees or customers.	TBD	TBD	Email: <a href="mailto:info@harmonycc.net">info@harmonycc.net</a>

Happy Holidays

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