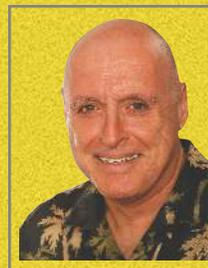


THE EXTRA POINT

BY JERRY ROBERTS



726 Scott Kirby and Aristotle Get it Right

On Thursday, we spoke about leadership and examined a handful of well-known styles. I also revealed one using the acronym G.U.A.M. There's more to talk about today, courtesy of a fella named Aristotle, and another named Scott Kirby. I'm Jerry Roberts, and we'll get together with those two guys, next, on The Extra Point.

Greek philosopher Aristotle died 2,342 years ago, and he said this: "We are what we repeatedly do. Excellence, then, is not an act but a habit." Excellence is a habit.

Scott Kirby, not nearly in the same age range, is the current CEO of United Airlines. He said: "My main job is about people and taking care of people."

The connection of these two gentlemen is courtesy of Bill Murphy, Jr., who writes for Inc. Magazine. Here's where I jump in. If we mash up those two quotes, we get something like this: "Excellence is a habit. My main job is taking care of people. If I focus on that repeatedly, it will become a habit, one that will lead me to excellence in taking care of people."

We're going to come out of this pandemic in the coming year, and Guam's economy will rebuild. Leaders at every level need to do some simple things to show workers they are important, not just cogs in the wheel. That acronym I used, G.U.A.M., stands for:

G = Gratitude. Be grateful for the opportunity to lead and for every worker who calls your place home.

U = Understanding. Get to know, really know, your team members. Don't pay it lip service. Put in the work.

A = Altitude. Train people up, coach them, and give them a success plan. Help them get there.

M = Motivation. Do the first three really well, and this one is pretty much automatic. Your efforts to motivate will gain more traction and

deliver better results.

Now here's the thing. Most managers do this badly, if at all. Most executives are the same. Their world is one of reports, key performance indicators, holding the next level of managers accountable, who hold the next level of managers accountable, who try to find somebody to hold accountable. That's the normal organization.

When Scott Kirby, along with countless other company leaders, say people are their main concern, do we believe it? Shouldn't we be skeptical? Shouldn't we be thinking, "Come on Kirby, what you really care about is putting butts in seats, your profit and loss statement, and your stock price. You only say you care about people because it's fashionable, and your union contract negotiations are probably coming up — right?"

Scott cares about all of that. He has to. That said, I'm sure he means what he said, that his job is about taking care of people. I'm sure he also knows he gets more from people, when he puts more of himself into people.

Question. If you're a manager, how can you tell for sure that you're getting the best out of your people? I won't make you struggle for the answer, which is...you can't.

Let's say you're my boss. I deliver work on time, don't mess things up too badly, and meet goals. Is that my best? Do I have another gear you haven't seen? Do you know? No, only I know. Only I know if I'm giving my best.

When a strong relationship exists between manager and worker, the odds of that worker performing at a higher level goes up. The odds go down if we don't have that relationship.

The Gallup Organization annually shows worker

(Con't.)

engagement rates, and for many years it has been clear that only one of three workers is actively engaged.

Two of three are not engaged, and a big chunk of those are actively disengaged — which means they have chosen to mentally dial out.

2021 can be different. Put your people at the top of your list. Your organization will change for the better.

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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