

TRANSCRIPT

EPISODE 11

Business Health Check

September 24th, 2019

3PHASE
RADIO

With Jeffrey Mort



<p>0:00 <i>Jeff Mort</i></p>	<p>Today's audio masterclass, a business health check. Does your company have cancer? Most do and don't even know it. Today on 3-Phase Radio.</p>
<p>0:23 <i>Music</i></p>	<p><i>[Bluesy rock by CryBaby Creek]</i></p>
<p>0:23 <i>Jeff Mort</i></p>	<p>Welcome my friends to episode number 11 of 3-Phase Radio, your "Transformation Station," a global educational program created to help skilled electricians just like you live your best life and accelerate your career. I'm your host, Jeffrey Mort. Thank you for joining us today from around the world in the 3-Phase Radio community.</p>
<p>0:44 <i>Jeff Mort</i></p>	<p>Thanks to my friends and family of CryBaby Creek for the intro music. You can enjoy more of their talent wherever music is found and check out all the new videos on YouTube, or find them performing live in beautiful Southern New England.</p>
<p>1:00 <i>Jeff Mort</i></p>	<p>You may have noticed that I said we are a global education company. I'm excited to say we now have listeners around the world in 10 countries including Europe, Asia, and Canada. So I wanted to take this opportunity and thank each and every one of you for your support. I really appreciate it.</p>
<p>1:21 <i>Jeff Mort</i></p>	<p>Today's audio master class: a business health check. Does your company have cancer? Today, we'll perform a health check to help you evaluate if your company has some underlying ailments that could be fatal to its growth and its existence.</p>
<p>1:35 <i>Jeff Mort</i></p>	<p>Just a quick reminder to please, as always, share, subscribe, and review to help this valuable program grow. Before we get started, today's program is brought to you by our very own resource center created for</p>

	<p>your convenience there you'll find awesome tools, reliable gear and apparel, personal and professional development resources. It's not easy to find products and services that you can trust@thejeffreymoore.com resource center. Each item is tested and approved by me so you don't have to worry. I recommend only products, services, and companies that I believe in. Full disclosure, as an affiliate for some of the products listed there, I may make a small commission. However, there is no additional cost to you and all proceeds are put back into supporting new and approved programs and resources. Just for you, visit Jeffrey mort.com or three-phase radio.com and click on the resource button or simply find the link in the show notes.</p>
<p>2:33 <i>Jeff Mort</i></p>	<p>Today's program is for both employees and business owners, with companies of 5 to 5,000 plus employees, and the bigger the company, the bigger the problem. Now, broken systems and processes are a problem, but that's not what we're covering here today. Corporate cancer is the problem, and I'm referring to toxic people, negativity, and personality disorders. So let's go through a few of those, shall we?</p>
<p>3:03 <i>Jeff Mort</i></p>	<p>First we'll talk about personal ego, and that's a big problem. Those people with personal ego are usually after self gain. That's their priority. And I'm talking about leaders, leaders that would talk down to their crew. I'm talking about people with controlling behavior. So if you notice anybody that has regular moodiness, or jealousy, or they feel threatened by you. Maybe they're short tempered, or they're demeaning and overcritical, or they won't accept no for an answer. Or they have lack of respect for your preferences.</p>
<p>3:37 <i>Jeff Mort</i></p>	<p>Those are all signs of controlling behavior. And then we can go deeper into narcissistic personality disorder. And this is one of several types of personality disorders. It's a mental condition. That's right. It's a mental</p>

	<p>condition in which people have an inflated sense of their own importance, a deep need for excessive attention and admiration. They're in troubled relationships and have a total lack of empathy for others, so that is the definition of a narcissistic personality disorder.</p>
<p>4:11 <i>Jeff Mort</i></p>	<p>Let's talk about upper management for a minute. You business owners may have a project manager whose numbers are extraordinary, but that could just be surface level. As a business owner, do you know how the manager's attitude affects the workers that report to him? Do you know the cost impact that a poor attitude or personality disorder can have on the performance and efficiency of a team ultimately affecting your bottom line?</p>
<p>4:38 <i>Jeff Mort</i></p>	<p>What about field management? Owners, how well do you know your leaders? Is this something you've said before--"He's the best leader we have. His jobs are always on time and under budget"? But at what cost? Let's talk about the true cost of employing a bad leader. According to research from the Blanchard company, less than optimal leadership practices cost the typical organization an amount equal to as much as 7% of their total annual sales. As much as 32% of an organization's voluntary turnover can be avoided through better leadership skills. So you can maintain and retain as much as 32% of the people that voluntarily leave a company. Just by tuning up the leadership skills within your company.</p>
<p>5:26 <i>Jeff Mort</i></p>	<p>More on that research from the Blanchard company: most organizations are operating with a 5% to 10% productivity drag that better leadership practices could eliminate. Gallup's 2013 State of the American Workplace Report indicates that 50% of employees merely put their time in, while a remaining 20% show their discontent in counterproductive ways, negatively influencing their coworkers, missing days on the job,</p>

	and driving customers away through poor service.
6:00 <i>Jeff Mort</i>	Gallup's estimate shows that the 20% group alone costs the U.S. economy around half a trillion dollars a year. That's right. A trillion with a T. I'll let you guess...what's the largest cause for employee disengagement? You guessed it. Poor leadership. Some of the typical underlying problems that cause disruptive and extremely expensive behavior are upper level pressure, disengagement due to lack of reward and recognition, inadequate or complete lack of leadership training, physical issues such as illness due to poor self care; things like stress, depression, sleep deprivation, occupational burnout, mental health issues. They may need support and professional counseling or even therapy.
6:50 <i>Jeff Mort</i>	Fact: hurt people, hurt people. If your managers and forepersons are not right with themselves, they most likely will be an unhealthy fit for your corporate culture. Owners: how well do you know your leaders? Over the course of my career, I've been witness to many of these activities that can spread negatively throughout a company like a disease.
7:14 <i>Jeff Mort</i>	I've seen firsthand the damaging effect poor leadership has on morale and productivity as well as turnover rate of talent and skilled labor in many companies, both large and small. My curiosity eventually got the best of me, and I began to study cases and the common recipe it takes to create and maintain a healthy culture-driven cancer-free business--something many businesses lose sight of while focusing on their clients and their profit margins. The solution: it starts at the top with business owners. As the leaders of the company, everything that happens downstream is your responsibility. Is your company vision and the message of your mission and core values something that will attract

	<p>skilled talent and dedicated employees to want to join your common purpose?</p>
<p>8:03 <i>Jeff Mort</i></p>	<p>Is that message and those values clear to your entire company? Does everyone from C-suite executives right down to the lowest company position know your message? If asked, can everyone repeat that message back to you like they are proud to be a part of it, that they feel appreciated and included in the overall plan? Is it a message that everybody wants to stand behind? Complacency is a killer. Whether it's regarding a company vision or a lockout/tagout, never assume that everyone gets the message.</p>
<p>8:35 <i>Jeff Mort</i></p>	<p>As an owner, when was the last time that you evaluated your message? Owners, employers, CEOs and COOs-- start listening. Get out there and get to know your people face-to-face and not with an entourage of C-suite executives, human resources, or a compliance consultant. Just you and perhaps someone to take notes. Throw on some work boots, some jeans and a t-shirt, and relate to your people. Ask for the raw honest truth on how each person feels about your company. Keep a pulse on the vibe of the people that actually get the work done for you.</p>
<p>9:11 <i>Jeff Mort</i></p>	<p>Never assume you know how someone feels. Ask what they don't like, ask for their suggestions, take notes, and then take action. Times have changed for how a thriving culture-based business operates in 2019.</p>
<p>9:24 <i>Jeff Mort</i></p>	<p>we'll get right back to the program in just a minute if you like what you're hearing each and every week. As always, please review, share and subscribe. I'm proud to announce that now you can support three-phase radio on Patron. I produced an offer this podcast for free to help my fellow electricians and business owners out. If you like what you've heard and you'd like to help make more episodes possible, please</p>

	<p>support me on Patricion. Supporters will get bonus content including extra episodes. I saved the really good ones for the inner circle. You'll also get worksheets, how to guides and direct access to me via a monthly group coaching. I'd also love to use Patricion as a platform to offer even more coaching, education and mentorship opportunities. Once I hit my first milestone of \$100 a month in support, I will be able to add tiered membership options that include access to courses, videos, and so much more. This membership link, as always will be in the show notes. I sincerely thank each and every one of you for your support and you can always find that link@threephaseradio.com look for it at the top or the very bottom and sign up to become a member today. Thank you. Now let's get back to it.</p>
<p>10:42 <i>Jeff Mort</i></p>	<p>A recap: before the break, we talked about how company cancer is from toxic personalities and poor leadership. Talked about how 32% employee turnover rate happens because of poor leadership. Talked about how 50% are discontent with their employment. We discussed the underlying problems. We discussed that the solution starts at the top with the business owners. And the owners--you just need to start listening and take action. Leadership has changed for businesses of 2019.</p>
<p>11:10 <i>Jeff Mort</i></p>	<p>So moving on, healing the disease just doesn't fall on the business owners. Employees, speak up if you believe in yourselves and in the company. When you see or hear actions that damage productivity, crush morale, threaten and coerce you or your coworkers--take some notes. Keep a journal. Frame the situation as if you were the business owner. What would you want your employee to tell you about the situation?</p>
<p>11:39 <i>Jeff Mort</i></p>	<p>Now, don't be a whiner, and don't cry wolf, and don't be spiteful or seek revenge for your hurt feelings. Set your ego aside. Check and control</p>

	<p>your own emotions, which is a skill in itself that most adults never master. Be logical and be professional. Use your notes to articulate in written words and tell a story of the impact of the situation and how the poor leadership is costing the company real money. Be sure you know the owner's mission statement and vision story. Use those two key pieces of corporate content to diagnose the cause of the disease. Remember, a company at dis-ease has a disease. And finally, before you say it or send it in most cases, just sleep on it and make sure that you feel the same about it the very next day. This is one of the best pieces of advice I have ever gotten, unless of course the situation is criminal and needs to be addressed immediately. Then take action, but before you do know who you are working for or you may just talk yourself out of a job.</p>
<p>12:40 <i>Jeff Mort</i></p>	<p>If you're working for an employer with no mission statement or vision story, or is one that supports leading with fear and coercion or the command and control method, it may be time to compare your own core values to those of your employer and possibly seek other opportunities. The true definition of leadership? Quote: "The leaders who get the most out of their people are the leaders who care most about their people." Simon Sinek.</p>
<p>13:07 <i>Jeff Mort</i></p>	<p>Managers are only leaders when their primary focus is helping their foreperson develop professionally and personally. And forepersons are only leaders when they help their crew develop professionally and personally. And if that's not happening in a company large or small, you only have a team of misguided workers.</p>
<p>13:27 <i>Jeff Mort</i></p>	<p>Another place for action and a business health check is with the hiring process. So business owners: hire slow. Hire morally healthy people for your business. Attract potential leaders in the advertisement. Ask the right questions in the interview, and give the right assessments before</p>

	onboarding.
13:46 <i>Jeff Mort</i>	Give clear expectations in the job description and use your company vision as a guide for hiring. Use your core values for expectations. And once onboard, practice regular upstream anonymous evaluations with the freedom and encouragement for honest employee feedback.
14:05 <i>Jeff Mort</i>	So not only do you need to hire slow, but you need to fire fast--but always for good reason. Those expectations that you used in the hiring process enforce those in the firing process. Hold leaders accountable for evaluation comments. One option is to make a violation of company vision and core values a non-negotiable offense. In this case, a brief company-wide explanation of a termination can potentially build trust in the culture that the company has your back when it comes to toxic people and poor leadership. As a business owner, there are several things you can do to control corporate disease. Regular wellbeing health checks across the board. Create wellness training workshops with anonymous stress assessments to know the overall health of your company.
14:52 <i>Jeff Mort</i>	It's not enough just to offer training programs. You can take it a step further and incentivize your training programs. Create incentives for wellness. Offer exercise incentives, offer nutrition programs and incentives, offer financial education. And seriously evaluate pay scale related stress. This is a major cause for corporate and even actual physical disease. The stigma around not talking about pay coupled with financial turmoil leads to occupational discontentment, bitterness, and even depression. Making sure your leaders are properly trained, mentally/physically healthy, and most importantly adequately compensated for their role could very well be the best investment you could make in your company.

<p>15:39 <i>Jeff Mort</i></p>	<p>Conversely, assuming that they are all of the above could very well be promoting cancer within your company. Business without a leadership plan relevant to today? Looks like, well, sadly enough, the majority of companies in construction today. Most still operate based on the industrial age of leadership and as the saying goes, what got you here won't get you there.</p>
<p>16:03 <i>Jeff Mort</i></p>	<p>Survival is the ability to adapt, to change. And with four generations in the workforce today, businesses must constantly adapt and change and stay creative, agile, and resilient to stay ahead, acquire customers, and retain talent. The successful plan is solid with encouraging and approachable leadership. This builds trust, this creates culture, it increases production, it boosts morale, it retains talent, and it satisfies clients for repeat business. And most of all, it avoids corporate disease and promotes a healthy community. So remember, teach your leaders to be encouraging and most of all approachable.</p>
<p>16:45 <i>Jeff Mort</i></p>	<p>If you would like to get your hands on the 3-Phase Radio leadership assessment download, you can find it in our membership community. Just go to 3PhaseRadio.com and click on the Patreon button to join. If you would like a front row seat to everything new with the program such as our free leadership course, be sure to get on our mailing list by going to 3PhaseRadio.com, scroll to the bottom, and sign right up. I promise your email address is safe with me and I will never send you junk, spam, or give out your precious email address.</p>
<p>17:18 <i>Jeff Mort</i></p>	<p>Now I have a quick question for you. Remember when you were a kid and you had that magic eight ball and that you could ask anything, shake it and get the answer. We'll imagine if instead of getting one of the same 20 predictable answers every time you asked it a question that you got an informative, purposeful answer backed by decades of experience and</p>

	<p>knowledge in a call to action to send you in the right direction. Well, you now have that very power at your fingertips. Just go to three-phase radio.com and click on the ask Jeff button at the top the page. Submit your question, and not only will you receive a valuable response, but selected questions and answers will be read at the end of each three phase radio podcast.</p>
<p>17:58 <i>Jeff Mort</i></p>	<p>Consider this a complimentary and valuable resource and an opportunity to plug in to over 30 years of experience brought to you by 3-Phase Radio and Jeffrey Mort Industries. I hope you enjoyed today's episode. Thank you so much for listening. I sincerely appreciate everyone's support for what we're doing here in this program, and I hope that you will join us again next time. If you don't want to wait that long, sign up to be a member and get all the bonus episodes and content that will help you live your best life and accelerate your career. Until next time, please remember that the best investment that you can make is in yourself. Cheers, everybody.</p>
<p>19:08 <i>Music</i></p>	<p><i>[Bluesy rock by CryBaby Creek].</i></p>