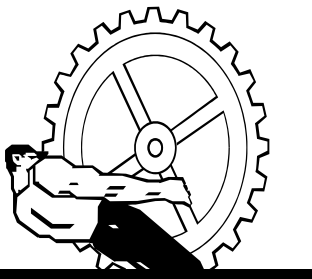


Promoting Productivity

Developing the skill of managing people effectively is one of the best investments an organization can make to affect a real boost in productivity.

The shocking reality is: Canada has the poorest productivity record in the developed world. This is strongly influenced by two factors: taxes and union militancy.

Canada has the third worst record for lost days due to strikes, trailing only Iceland and Spain. Corporations cannot do much about taxes. However, there is a great deal that management can do about staff and union relations. Unfortunately, most executives don't understand or take responsibility for the bad management practices, ineffective leadership, and poor employee relations that caused the problem in the first place.



Sincere efforts by unionized Canadian companies to improve productivity failed due to management and union short-sightedness. Each group looks at the situation through the prism of their own psycho-social conditioning.

A sink-or-swim mentality only creates a low-trust culture.

Management tends to focus on short-term financial goals, while most Unions perceive any efforts towards productivity improvement or efficiency as a threat to their members' jobs and therefore ensure the initiative will fail.

The solution lies in promoting talented people into management who have displayed consistently strong interpersonal and communication skills and then providing the two "T's".

The first "T" is **Training**. This includes an assessment of attitudes and interpersonal behaviours while under stress. Then delivering practical leadership training including tools which would be simple-to-implement, tangible and pragmatic.

Productivity improvement requires educating managers and union leaders

on the psychological elements of a working environment. The total leadership team must learn to respect the self-esteem and aspirations of its employees.

The other "T" is **Tenure**. All new managers should be mentored through their first critical year of management to enhance their skills, confidence and personal integrity.

A continuation of the sink-or-swim mentality can only increase the gap and decrease trust among executives, managers, employees and labour groups.

Canadian companies that can increase the people management skills of their managers, and in turn motivate employees to trim their labour costs, will be the survivors in an environment of strong global competition and market volatility.

About the Author



**Joseph Sherren, CSP
President
Ethos Enterprises Inc.**

An Internationally acclaimed speaker and trainer, Joe has been delighting audiences with his thought-provoking, interactive and inspirational presentations for over 20 years.

Joe teaches powerful techniques designed to identify your thinking styles, communication preferences and improve management effectiveness. His sessions will change behaviour and improve your personal and professional life.

Well known for his popular communications program "The Birds", Joe has trained thousands of executives, leaders and professionals in leadership, coaching, team-building, customer loyalty, ethics and strategic planning.

He is co-author of Vitamin C for a Healthy Workplace.