



LOOKING FOR WAYS TO DO MORE?
Experts offer advice on getting job done when you have fewer resources. **PAGE 7**

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A new program aims to help 400,000 homeowners avoid foreclosure. **PAGE 2**

WORKING THROUGH IT

Doing more with less

What can you do to maintain momentum with fewer people on board?

BY LAWRENCE HOUCK

In this time of tightening budgets, many groups at JPMorgan Chase need to do more with fewer employees and resources.

The challenges that managers and employees face can be considerable, but there are some steps that people can take to help themselves and their groups manage through these tough times.

A POSITIVE THING

"The first thing (to think about) is morale," said Yoon Connon, a business coach and consultant.

"The positioning must be right so that when you give the message that the business is restructuring or reorganizing, it doesn't create a sour environment," Connon said.

It helps to see the changes as a "growth opportunity for your team," she said.

When resources are limited, it gives people a chance to re-evaluate the job they are doing and to come up with new, creative ways to get things done, Connon said.

"You need to make sure that each individual is performing at their best," she said.

Managers should solicit contributions from employees about ways that a team can do a better job with the resources that are available.

"If they take on the cause of the company and the company's challenges, it helps the staff take ownership," Connon said. "When they take ownership, they start to think differently."

That new thinking is key to identifying areas where greater efficiency gains can take place.

"You start getting fresh ideas and the group is really so much more powerful than one or two people trying to solve these problems," Connon said.

It's also important to address individual concerns regularly, she said.

"Be careful not to just have contact with someone on a monthly basis or think that group contact is contact enough," she said. "That's not going to give (managers) a true heartbeat for the organization."

Individual conversations can help managers understand the concerns that people might not feel comfortable airing in a



Illustration by Michael Sloan

group setting. "They then can give them the right tools to overcome and turn frustration into energy," she said. "A lot of times, it could be a short, five- to 10-minute conversation that can turn people around in their attitude."

SETTING GOALS

While creating the right attitude is essential, that alone won't help you meet the challenges of doing more with less.

It's also important to take a hard look at the current workflow of the group, according to productivity consultant Sara Caputo.

"First and foremost, you should make sure there is real clarity around the team's or department's goals," she said.

Clarity is important because a group may have to make choices about what can and can't be done. "Some things need to shift," Caputo said.

Like Connon, Caputo said there is opportunity in the loss.

"We can hit the reset button, revisit our goals as a team and get energized around them," Caputo said. "That's the best way to get the team on board."

Hitting the reset button means that everything you do gets a second look, said consultant Olivia Fox of Spitfire Communications.

"In having to do more with less, you will naturally have to get better at prioritization," she said. "It will force you to delete things from your to-do, should-do or could-do list, which is something you should do anyway." Fox recommended being ruthless in de-

terminating what truly needs to be done. This is essential, she said, because focusing solely on being efficient won't get you where you need to be.

"Are you being efficient, or are you being effective?" Fox said. "You can be efficient at all the wrong things."

Kathleen Alessandro, president of Energized Solutions, agreed that deciding what needs to be done is an important early step.

"Departments, teams and companies need to come together and clarify what our priority is," she said. "We can't just assume that when other people are let go and we're left with the same amount of work that we can do it. We're deluding ourselves to think that it can all get done."

Alessandro said managers and employees should also take a close look at their work process.

For example, are employees using e-mail in an effective way in the office, or does it interrupt the workflow and cause distractions? Basic discussions about best practices in the workplace can bear fruit.

"I think we have to revisit what are not necessarily useful things that we've learned to do over the last 10 years," Alessandro said.

Alessandro added that incorporating the changes into the culture of a workplace is essential because running leaner, more efficient organizations is a business change that is here to stay.

"It's not just that there's a layoff in the company or that there's a bit of a downturn," she said. "This is a whole different 21st century model."

'Wall of Fame' highlights good service

BY ERIK BATTENBERG

Retail branch employees who go the extra mile to serve a customer might find their name in lights.

As part of Chase's efforts to emphasize the importance of good customer service in branches, it has launched a service "Wall of Fame" to recognize employees.

The physical wall is at the Polaris facility in Columbus, and a "virtual wall" that could be viewed online was scheduled to go live in late December, said Matt Dunlap, senior program manager for the Customer Experience team in retail banking.

"It's amazing what some folks have done in the field to serve customers," Dunlap said.

"We're trying to recognize those who go above and beyond," he said.

Branch employees can nominate their colleagues for consideration on the Wall of Fame, and a selection group reviews the nominations and chooses winners, Dunlap said.

When an employee is selected for the wall, his or her photo is posted along with a summary of what he or she did to earn the honor.

Andy Fadel, a personal banker at an in-store branch in Naperville, Ill., was featured on the wall in mid-December after he helped customers during a torrential downpour. Umbrella in hand, Fadel walked customers to their cars and helped them unload groceries. Chase and the grocery store received a number of calls and thank-you letters later.

An employee is added to the wall every week, Dunlap said. When an employee is selected for the wall, the Wall of Fame selection group calls the employee and sends an e-mail to everyone in the employee's branch.

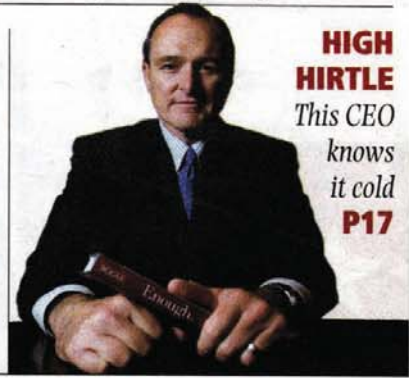
"We try to build some excitement within their branch," Dunlap said.

"I've gotten a lot of great feedback from branch managers who say the wall is making a difference," Dunlap said. "It's helping to increase awareness around service."

Washington Mutual has a similar program in place, and elements of that program will be folded into the Chase program as WaMu is integrated into Chase, he said.

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'What is the one thing you stand for? What one core value are you most passionate about?'

Yoon Cannon | Tactics P14

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Tactics

Rise above the economy: Get ahead while outlook is dim

Philadelphia Business Journal - by Yoon Cannon

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Many companies are trimming down on payroll to weather today's tough economic storm. But, staffing decisions affect both budget and revenues. While high turnover certainly bleeds resources, low turnover can also inhibit a company's growth if that staff has gone stale. Seniority should not win over stagnant.

In either case, recruiting the right talent will be vital to survive tough economic times and to thrive in years to come. Although more people are out looking for work today, business owners will still have to compete to attract and recruit top level talent. Here are seven steps and reminders for effective recruiting.

Step 1: Identify your company's ideology.

Before you start looking outside for who you need, you have to first look inside at who you are. More than your company's mission statement carefully think through what your company's ideology is. A greater purpose — a greater cause will sustain your people and challenge them to perform at higher levels. What is the one thing you stand for? What one core value are you most passionate about? How clearly is that message communicated throughout every aspect of your company?

Step 2: Dream plan your trophy employee profile.

Most hiring managers and business owners are not specific enough as to who they are looking for to fill needed roles in the company.

- Write down the top five skills needed for the bench you are trying to fill.
- Rank the top five personal qualities you can not live without.
- Rank several characteristics you know you can not live with.
- Rank top three factors that your trophy employee is motivated by.

Have exact written profiles not just for the upper level positions, but also for entry-level positions like receptionists, assistants, and even the interns. Poor performance at any level can clog up the whole system. Conversely, exceptional entry-level teams add tremendous value to your company's growth. And, don't just keep this information in your head. A written list will help you from not compromising on those things you already established as critical and important.

Step 3: Do your research.

You need conviction in the interview when you sit eyeball to eyeball with the potential trophy person you want to recruit. You may be your applicant's first interview or your interviewee may have been on 14 other interviews prior to yours. Knowing your top three competitors' pay packages, benefits, culture, advancement opportunities and what their ideologies are will help you when you do steps four through eight.

Step 4: Have a USP for each of your job openings.

As a small business owner you may not be in the financial position to out bid all of your competitors in order to attract the best staff. But, knowing what everyone offers can help you leverage your company's best qualities. Each of your job openings should be presented in print and in the interview with its USP — unique selling position. Contrary to common

beliefs, money is not the primary motivator in recruiting the best talent. Also, a job opening isn't just a bench that is empty. Include those weak-performing benches as well in your interview process.

Step 5: Search and find your draft picks.

Don't just rely solely on a staffing agency. Open the nets much wider to find your diamond-in-the-rough. Have a staff meeting and brainstorm a list of where to find these draft picks. If you want the best players on your team you need to engage other people's ideas, resources and creativity. Success is never accomplished alone. Make sure your USP is clearly communicated in each of the recruiting strategies.

Step 6: Stage your company.

If you wanted to sell your home to the highest bidder you would pay careful attention to how you stage your home. As a business owner or hiring manager you need to stage your company to help you recruit the highest talent. Pay careful attention to all the details that contribute to communicating your company's ideology. Is the physical space and work flow aligned with your core values? Is your existing staff a strong reflection of your company values? Effective business-staging will articulate your company's core ideology. Like pieces of a puzzle you will know when you meet the right candidate — and they will too.

Step 7: Create competition in the interview process.

You do not need to conduct group interviews to create a competitive atmosphere among your potential candidates. But your attitude of competition does matter in not just recruiting someone, but in recruiting them right. The person whom you hired may have turned out to be your only applicant, but they do not need to feel that way.

The goal to win the competition makes people work for the job. It's important to set the tone that the applicant wants you more than you need them. When they are recruited right, they arrive wanting to be there, grateful to be there, and work hard to stay there.

We're not the only ones to experience a storm. Animals have an innate sense when a storm is approaching. While the turkey will hide to weather the storm, the eagle will fly to a high spot and wait for the winds to come.

When the storm hits, it sets its wings so that the wind will pick it up and lift it above the storm. While the storm rages below, the eagle is soaring above it. The eagle does not escape the storm. It simply uses the storm to lift it higher. As business owners you can use recruiting strategies as wind to lift your company to higher levels of success above this economic storm.

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