

January 2000

TO: Executive Addressed
FR: James E. Lukaszewski, APR, Fellow PRSA Chairman
RE: Transforming Employee Attitudes: Positive Success Principles

Virtually all studies of employee satisfaction show that influencing employee attitudes is more effectively done by local managers and supervisors than by any other force within a business or organization. Positive attitudes, behaviors, and language are the most critical ingredients, supported by constant application, interpretation, and example provided by organizational leadership.

Here are seven of the most powerful principle-based techniques and behaviors management must use if it truly hopes to redirect, redefine, and refocus how employees think, speak, behave, and achieve in their work environment.

1. Be constructive. (Constructive Behavior)
 - Seek to make and solicit positive, constructive suggestions, every day.
 - Seek out useful questions to answer every day.
 - Critique performance constructively.
 - Help others benefit more than you do.
2. Be positive. (Positive Behavior)
 - Teach others to have fun and celebrate some success every day.
 - Use positive declarative language.
 - Reduce the use of negative language.
 - Eliminate negative emotional words.
3. Be prompt. (Prompt Behavior)
 - Do it now.
 - Ask it now.
 - Answer it now.
 - Fix it now.
 - Sell it now.
 - Attack, attack, attack.
4. Be outcome focused. (Focus on the Goal)
 - Learn positive lessons from adverse situations.
 - Focus on today and tomorrow.
 - Commit to forward momentum.
5. Be reflective. (Seek to Learn, Everyday)
 - What could you have done more or less often?
 - What could you have done to make something better?
 - Could you have conducted yourself differently, more consistently?
6. Be pragmatic.
 - Make your forecast achievable.
 - Help others achieve their goals.
 - Forecast underwhelming results.
7. Relentlessly seek positive incremental improvement everyday.
 - Break problems into solvable parts.
 - Resolve each part promptly.
 - Prepare for luck and the big break.

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