

PEOPLE POWER

Your front line influences the bottom line

"FACT: People leave jobs because they are dissatisfied with their boss, not the company they work for."



Imagine that you walk into your office tomorrow morning to find a handwritten envelope on your desk. Your heart sinks. You know it contains a resignation letter from one of your team. Who would you least like to lose? Which member of staff is the most valuable to your business? Would you try to convince them to stay? Would you offer them more money or training? When was the last time you spent time with them planning for the future? When was the last time you told them they were doing a great job, took them to lunch?

People are your business – literally. The right people drive your business forward; the wrong ones can drive it into the ground. Your front line team has a direct impact on your bottom line. If more organisations sought to become an employer of choice, more businesses would thrive and greater business potential would be realised.

Fact: People leave jobs because they are dissatisfied with their boss, not the company they work for. Research cites it as the number one reason why people leave. This is interesting, because when I ask managers to rate their people management skills on a scale of 1 – 10 (with 1 being pretty awful and 10 being highly motivational) most will

"An energized and committed workforce that knows you care about their welfare will focus on delivering to the best of their ability – because people work for people – not for organisations..."

score themselves as an 8 or 9. If I ask their team members the same question, the manager who rates himself or herself highest is often rated as low as a 2 by their team. So something is obviously wrong. How can a manager think they have great people skills while the team thinks they are awful? The prime reason is that we judge ourselves by our intentions while others judge us by our actions and our behaviour – and we have a tendency to assume that everyone is motivated by the same things that we are. However, some people are task-orientated; others are more people-orientated. They may have a different working style to yours, and you may need to adapt your style of communication to take account of those differences.

The old approach of "Treat people how you want to be treated" will only work if every team member has the same character and values as you. Instead, managers need to make it their business to fully understand the personality and skills of their people. The new mantra is, "I treat people the way they want to be treated." Here are my seven steps for encouraging a culture of appreciation and a respect for peoples' differences.

STEP ONE: Know thyself
Who are you? What do you stand for? Why should anyone follow you? Self-awareness is the key to inspirational leadership. Having an understanding of your own personality style and of individuals within your team is essential for effective communication. Ask your team for their opinions. Thank them. Tell them when they have done a great job. Ask them, "What are you working on today?" "What are your priorities?" "What additional support do you need from me?" "What training would enable you to do an even better job?" If you get something wrong, say, "Sorry I made a mistake" and remember, there are no bad teams just bad leaders. It's not okay to show you are in a bad mood at work – ever!

STEP TWO: Hire right first time
Your people power your business, so it is important to make the right choices. Resist hiring solely on the basis of a 'meeting of minds'. Consider the skills and traits you have in your business – and what you now need. Sometimes

you will need employees who have a different skill set to your own.

When I am hiring, I ask questions that ensure I will match personality to the job specification. I want to get a sense of whether candidates are people-orientated or task-driven, whether they are comfortable with detail or the big picture. Will they focus mainly on delivering the end result, or worry more about keeping everyone happy along the way? No one changes their personality to suit the job, they are far more likely to try to change the job to suit their personality. Hiring right first time will help to ensure that you retain key talent and develop your next generation of business leaders.

STEP THREE: Plan the Journey together
Inspirational leaders know where they are going. Companies that are clear about their purpose and vision have a pulse. People move with a purpose and teams celebrate their achievements. Great leaders are also great storytellers. They can communicate their vision for the company in a way that truly inspires. Take time to create a vision with your team, be clear about your company values and link them to standards and behaviours. If you're not excited and passionate about your business and where it's headed why should your staff be? Personal passion persuades others to follow.

STEP FOUR: Goal setting for success
Goal setting is a daily activity. At a football match the fans don't cheer only when the goal is scored, they start to jump out of their seats as soon as it looks like a goal is possible. Human beings are programmed to achieve goals it keeps us motivated. How do you set up your team for success each day? Great managers can help ordinary people achieve extraordinary results by placing them in an environment where they can shine, where they are clear about their goals and how to achieve them.

STEP FIVE: Monitor and measure
Every business should have Key Performance Indicators (KPIs) that act as a business dashboard, lighting up vital information at a glance. KPIs are often very sales focused; however in my organisations, every member of staff has individual KPIs that they complete on a weekly basis. Let team members work out their own KPIs that you can both agree. It is then easier to guide and motivate based on the information they give you regularly.

STEP SIX: Retain your top performers
Retaining top performers starts on the day they first arrive and continues every day thereafter. In my businesses we celebrate a new recruit's first day to let them know they are valued from the outset. They receive a card signed with messages from the whole team and will find flowers or champagne to welcome them on their desk. We go out for a team meal to celebrate our success and build team spirit.

Tips for retaining top performers

- Show them, make them feel special, whatever job they are doing within the company.
- Make sure they know what they need to do to be successful.
- Have a planned induction process that ensures new recruits meet everyone in the company and have a contact in every department.
- Develop and train, help them to consistently exceed their personal best.
- Make sure they are in the right role to match their skills and values.
- Ensure you have a balance between support and challenge.
- Be honest, open and respectfully direct.

STEP SEVEN: Develop an owner mentality in every employee

When an employee has an ownership mentality they never come to you with a problem without delivering a solution too. They are less likely to forget to turn off the lights or the air conditioning at the end of the day; they will be polite to all customers and will be more likely to return a sales enquiry. When a member of staff has an owner mentality they are creative and move with a purpose. They speak about the business with passion and commitment. They are driven by results and take great pleasure in achieving success for the business.

Steps to creating an ownership mentality

- Have belief in your team and demonstrate by giving them projects to champion.
- Manage your mood and choose the appropriate response.
- Be honest about your financial goals and set up charts to monitor progress.
- Be a mentor to them.

When your employees have an ownership mentality they feel empowered to make a difference and care about the bottom line as much as you do. An energised and committed workforce that knows you care about their welfare will focus on delivering to the best of their ability – because people work for people – not for organisations.

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The satisfaction of GIVING

There is no silver spoon in my family. I went to a fairly tough comprehensive school in the St Paul's area of Bristol and I grew up in a single parent family. So when I did well in business I felt that I wanted to give something back. Writing a cheque for a charity would have felt too easy; I wanted to do something more practical.

In 2007, I started to look at this in more depth. After researching the routes available to me and discounting the 'charity tourist' route, I was put in touch with a very small Bristol based charity called Clinic Nepal who work near the Indian border. They look after all of the medical needs of the local population. The nearest hospital is only 25 km away, but it is a two hour drive because of the state of the roads and the transportation system, so local clinics are vital. I began my involvement in Kathmandu, getting an overview of how the charity worked. After that I was based on the clinic campus in the village of Megauli. I didn't tell them I had money and I ditched all my western trappings. For six weeks I lived in a small shack. I ate with my local family, sat on the floor, ate with my hands and lived as they lived. The power would go off at 7pm each evening, or whenever it felt like it; it would be pitch black and that was how it was. To me, actions speak louder than words in that situation and so you just get stuck in and you help. I was very fortunate that the people of Megauli completely took me to their hearts. They involved me in their local Hindu festivals and I got to see things that a tourist just wouldn't see.

My brief while over there was to look at the infrastructure and transportation needs of the charity. As I watched volunteers strapping medicines on bicycles at 5 am, ready to cycle for two hours to set up a village clinic, it was immediately clear that better



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transportation would allow them to help more people. It was an incredibly liberating and uplifting experience to be involved and able to help.

My experience with the clinic and the people of Megauli gave me a real reality check and helped me to discover that my true work satisfaction comes more from giving back than taking out: not just in monetary terms, but in practical terms. I enjoy solving problems and making the difference. I'm a doer. I like to get involved.

You don't have to have the wealth of a business 'dragon' to make things happen; anybody can give back. There is nothing as precious in this world as your time or more valuable than your expertise. By asking questions and making suggestions, you can make a difference. "Why don't we do it like this?" "Has anyone thought of that?" Often your experience can provide a short cut to a better way of doing things. Had I just written a cheque instead of travelling to Nepal, the charity may still be doing things in the same way they had always done, which may not have been the most productive.

RIGHT TIME, RIGHT PLACE, RIGHT ATTITUDE

In my experience there are plenty of people in this world who have been in the right place, at the right time, but who have completely the wrong attitude. They try to blame everybody else when things don't work out as they wished. Equally, there are many people with exactly the right attitude who have never quite been at the right time in the right place. They are the ones that I try to help, to look at things in a slightly different way. Doing, rather than giving, that's what makes a difference.

SIX WAYS TO ENJOY THE SATISFACTION OF GIVING

- You don't have to be a millionaire to give something back. There is nothing as precious in this world as your time.
- Remember – there is nothing more valuable to others than your expertise.
- When things aren't happening quite as you planned, try looking at the situation another way. Many lessons can be learned from those who have very little.
- It's not about being in the right place at the right time – it's about having the right attitude and making things happen.
- True work satisfaction comes from giving back more than you take out.
- Doing, as well as giving, is what really makes a difference.

"I was put in touch with a very small Bristol based charity called Clinic Nepal who work near the Indian border. They look after all of the medical needs of the local population"



Making SCENTS of business brilliance

Variouly known as 'the fragrance connoisseur's connoisseur' (Tom Ford) and 'a god, only rather more omniscient' (Hannah Betts in The Times), Roja Dove is the most revered authority on fragrance in the world – indisputably. By Bev James

It seems impossible to write about him without using superlatives. A winner of the industry's prestigious Gordon Whitehead Award, he was also the first non-family member to hold the position of Global Ambassador at Guerlain, and is the world's sole Professeur de Parfums. To find your way to Roja Dove's Haute Parfumerie on the 5th floor of Harrods is to enter an exciting and luminous world of scent and splendor that sets the heart racing. His perfumery is a haven for the senses and a concept that could only have been conjured up by an alchemist of genius, with a passionate dedication to his craft. The man himself is renowned for his captivating speeches, talks and lectures and he has a unique and glorious place in the world of scent.

I had the great pleasure of meeting Roja and was intrigued by his stories of an opulent and scandalous world of perfumes and pleasure; but I also wanted to understand how he came to develop his unique concept of bespoke haute parfumerie, how his business mind works, and how he managed to build such an excellent team.

"I never ever intended to open my own business, let alone to open a shop, albeit one that has become the most famous perfumery in the world. When I was young, sciences were my strong point and I assumed I would develop a career in medical research; but instead, in my late teens, I discovered the world of

Guerlain and thereafter became determined to work for them. From childhood I had been fascinated with the intoxicating power of scent and its impact on sensual memory. As I learned about Guerlain I discovered that perfumery has a rich history. Each distinctive scent is personally created by somebody exceptionally skilled in their craft; many products endure the passage of time. What makes one fragrance endure and another one fail? The more I learned the more I wanted to know.

I wrote to the company's subsidiaries around the world, trying to get answers to all my questions. This pre-dated email, so I was sending numerous letters, faxes or making phone calls. At the time, Guerlain was still privately owned by three cousins in the Guerlain family. Eventually, one of them offered me a job, saying I'd be less of a nuisance inside the company than I was outside of it – and so it was that I became trained in the art of perfumery. In time I became the first non-family member to represent the brand internationally, which was an enormous honour. I worked for the company for twenty years and I thought I'd work with them forever; but when, in 1994, Guerlain was bought by the L'Oréal Vuitton Group, inevitably, there were changes; not all of which I was comfortable with. The time had come for me to begin a new journey. When I left, Vogue wrote a news piece about my departure, which is quite a rare occurrence.

I developed the concept of haute parfumerie almost by chance in 2002, when I was asked if I would create a scent for The Terrence Higgins Trust Gala Auction, hosted by Christie's. I decided to offer an empty Baccarat perfume bottle and create a bespoke scent for the highest bidder. Baccarat agreed to rebow one of their most exquisite 1922 designs especially for the event. On the night, the other lots included a one-off pair of specially commissioned Manolo Blahnik shoes complete with the original artwork, and a Mercedes sports car that hadn't yet been released. My perfume and bottle fetched the most money and the partner of the winning bidder wanted their own bespoke scent too. With that recommendation I entered into the world of bespoke perfumery. The experience made me realise that there was a market for people who were driven not by price but by the desire to own something of quality that was unique to them.

A couple of years later, George Hammer from Urban Retreat in Harrods asked whether I would like to open a perfumery. I said, "No, what I would really like is a cup of tea," which is what I had been invited in for. Harrods already had an amazing perfumery and there are many hundreds of others around the world, so I questioned the need for another. But by the end of the pot of tea I realised that that my reputation and experience would enable me to create something very special for people who had an appreciation of fragrance. The Roja Dove Haute Parfumerie launched in 2004 and remains the first and only perfumery in the world able to offer a personally edited selection of the best perfumes in the industry. It has since become a phenomenon and my term haute parfumerie has since been adopted by other leading perfume houses.

My first semi-bespoke fragrance was created in response to the number of customer requests we were receiving. I didn't want the product to be out on show. I can't explain why. Instead I said to the staff, "If someone comes in who you think really appreciates scent, open the little draw where it is kept and let them smell it – but only fifty people can ever buy it." That is how the first book of names began.

We now produce sixteen exclusive scents and there is nothing else like them in the industry. Each is identified only by a number. They have a cult following around the world. Once the fiftieth person has bought each scent, that book is shut and I will continue to



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Business

make that fragrance only for those fifty names. Quality fragrance can only be made using the highest quality ingredients and I may pay as much as £32,000 for 1 kilo of jasmine oil, which is necessarily reflected in the price. Each scent comes with a £1,000 price ticket.

Of course not everyone can afford £1,000 so having established the haute parfumerie I have also launched three scents under the commercial brand name of Roja Parfums. The parfumerie on the 5th floor is a destination while the ground floor establishes the brand.

BE TRUE TO YOUR VALUES

I am very aware of what is going on in my market both within the UK and, importantly, globally – but I don't shape what I do to take account of what others are doing. I have just started creating amenities and bespoke scents for hotels. We're using that as a very, very soft marketing tool so that potential clients see the Roja Parfums brand and think to themselves, "Oh, there's the man we saw on British Airways; or, he's the man with the store inside Harrods." Following others inevitably leads to compromise – instead of creating a clear identity for your brand.

YOUR TEAM IS YOUR BRAND

A company is only as good as the people who are representing it and in my industry knowledge develops over time, so I want my people to stay. My manager, Annette, has worked with me for years. Last year she contributed to a 38.8% increase in our business. I imagine we are one of only a few perfumeries in the world that can make such a statement.

SELL THE CUSTOMER WHAT THEY WANT, NOT WHAT YOU LIKE

A lot of salespeople are sales 'fascists'. They will say, 'I can sell a lot of that because I love it.' The problem is that if I were to force my taste on you in order to close the deal, you might decide you don't like my choice, which means I will never get a repeat sale or your personal recommendation. So I employ people who are very warm, friendly, and incredibly knowledgeable; always profit-focused but who, to the best of their ability, would never sell a customer the wrong product. The customer, when they get home, should feel nothing less than thrilled that they have stopped off in my store.

BE REMARKABLE – KEEP RAISING THE BAR

The ability to surprise and astonish is essential when creating something exceptional. We are about to launch Roja Parfums in Harrods' Black Hall Perfumery and I enlisted the help of my friend Silvio Denz, who owns Lalique crystal, to help me to create

the counter. Each perfume jar and each of the little lids you open to smell the scent will be made of Lalique crystal. The counter will be like nothing else that exists in the market.

UNDERSTAND THAT EACH MEMBER OF YOUR TEAM IS A STAR IN THEIR OWN RIGHT

Inspire your team by understanding them as individuals. I am sure that I am sometimes very demanding to work with, but lots of people seem to stay with me for a long time. If people know you value and appreciate them they are more likely to respect and tolerate you in return.

"IT WILL DO" WILL NEVER DO

My driving mantra is always, 'It will do, will never do.' It's a simple phrase, and I am sure I am not the only person to use it, but it perfectly encapsulates my approach. The minute you 'make do' with ingredients in a scent, or 'make do' in the way you approach your service or how a counter looks, you deliver mediocrity. That is not what I am about.

ROJA DOVE, the perfumer, is founder of The Roja Dove Haute Parfumerie and author of The Essence of Perfume (Black Dog Books). His commercial brand, Roja Parfums, will be introduced to the Black Hall Perfumery in Harrods on 2 July. www.rojadove.com

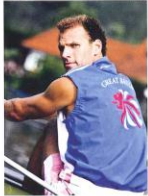


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Health

Are you fit 4 business?

Travel doesn't have to mean the abandoning of healthy habits



My name is Toby Gerbett and my background in the world of health and fitness originates in the cut-throat world of Olympic rowing where the time and effort you put in is precisely what you get back.

The margins for success and failure in the world of sport come down to hundredths of a second. This can be likened to the width of an apple and in 2002 cost me a gold medal, this equated to just 0.02 of a second! I was a World Champion in the preceding years and went on to represent Great Britain at the Athens Olympics.

In business, you may or may not be accountable for business being won or lost by fractions of a second but being as fit as you can be, mentally and physically, could help you win, or stop you from losing that important contract!

I now thoroughly enjoy bringing my experience, understanding and motivation to assist others in the office or at home as a personal trainer.

GLOBAL BODY

Travelling whether for business or pleasure can be stressful, tiring and can also derail any fitness program you currently have. Even the most committed of my clients find it difficult to stick to a fitness regime whilst away from their normal environment. However, many good intentions they have packing their workout kit, it often doesn't make it out of the suitcase!

Travel doesn't have to mean the abandoning of healthy habits as you can nearly always fit in some exercise. Whether you find yourself in a hot or cold climate or even confined in a hotel bedroom you can avoid coming back with extra unwanted baggage!

TOBY'S TRAVEL TIPS

■ Get comfortable – Ensure you have loose fitting clothing made from natural fibers to travel in and try to take your shoes off.

■ Before a long journey plan ahead so you are not panicking at the last minute. Go for a fast walk to get some fresh air and get a good nights sleep.

■ If you are going on a long haul flight, try and get an aisle seat to make it easier to get up and walk around once an hour. In between, try tracing the alphabet with each ankle as often as possible. You may want to wear flight socks or compression clothing to reduce your chances of DVT or blood clots.

■ Plan ahead. Before leaving home check out the facilities at your hotel or if there are nearby parks or local

gyms. They will often give day passes to visitors.

■ Stay calm and get to the airport or station in good time so you start off in a good state of mind. Breathe deeply and relax before boarding and once on board.

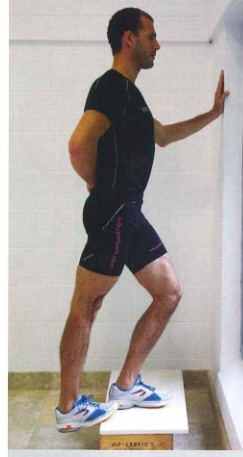
■ Be creative and find fun ways to exercise that are not just walking or jogging, such as beach volleyball, water skiing or some pool walking for a challenging workout.

■ Be realistic. You probably won't be able to fit in your normal workout but try for 50% of it and you can't go too far wrong.

■ The ideal piece of workout equipment whilst travelling is a resistance band which can provide you with an entire upper and lower body workout.

Simple exercises

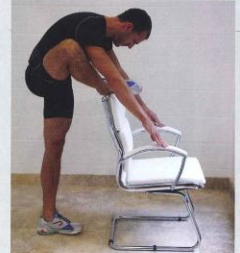
STRETCH YOURSELF!



In our modern day society you are never far away from an escalator. This can offer a great opportunity to relieve those tight calves and swollen ankles from your long journey. Quite simply place the ball of your foot on the edge of the step whilst standing upright and slowly sink your heel towards the bottom step whilst keeping a straight leg. You can then enhance this stretch into the Achilles area by bending the knee forwards and compressing the ankle joint.



A stiff neck is one of the main discomforts that can arise from long travels. This does not have to be the case. For any stiffness radiating from the back of the neck, sit up straight place your hand on the back of your head, assist this by tucking your chin in towards your chest, then push gently to relieve pain.



When you finally get to your destination, a great stretch for the hip and lower back that helps the sciatic nerve is the Piriformis stretch whilst standing. You will need to find a table or chair that is around waist height and gently place the outside of your foot with your knee flared out. To increase this stretch reach forwards.

For more information on how to get in the zone contact Toby on tg@tobygerbett.com. www.tobygerbett.com Toby is the EBA Fitness consultant and personal trainer.

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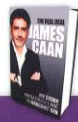


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REAL BUSINESS

Each month we speak to the owners of startups and growing businesses about their strategy and vision.

David Alan Consultants



Rosanne Shochot

Describe your business and your target market
David Alan Consultants is a recruitment business specialising in secretarial and administrative support in Central London & Docklands. We also focus on Human Resources positions, from Junior HR administrators to HR Advisory Managers, HR Directors and Business Partners.

What makes your business unique?

Like most recruitment consultants we thoroughly interview all our candidates but what makes our service special and unique, is that we create a professional video interview of each suitable candidate and send an edited video clip to the client with the traditional written CV. This gives the client the opportunity to see and hear the candidate respond to a list of questions given to us by the client.

Our service saves our clients time interviewing candidates that would not be a match with their organisation although their CV indicated otherwise and enables them to create their short list more accurately – removing the personal opinion of the recruitment consultant.

We also endeavour to treat candidates and clients equally, which is one of the main reasons why I founded David Alan Consultants over 10 years ago. I was tired of being treated like a number. As a result, my candidates always refer clients and candidates back to me because of the positive experience they have had with us.

What has been your proudest day in business?

After I set up David Alan Consultants I started winning big clients like Ernst & Young, PricewaterhouseCoopers, Barclays, BUPA, etc. Quite a few of the candidates I placed with them over ten years ago are still employed and have progressed internally; that means I've done a great job and made a difference in helping my candidates' careers.

What has been your hardest business day?

It is always difficult telling candidates that they have not been successful in applying for a job. After congratulating the one who has been selected I don't look forward to the conversation telling the others they were not successful. I care about my candidates, their requirements and careers, so I feel the pressure too.

What is the most important lesson you have learned in business?

To listen and ask questions if things are not clear. Even with clients that I have worked with for many years, I am still learning new things about their businesses.

Who or what is your biggest influence?

Long ago when I started in recruitment, I worked closely with an HR officer at Ernst & Young. From her, I learnt from her how to question candidates thoroughly and probe to get in-depth answers and a thorough understanding of my candidates. As a result I placed a lot of staff at E&Y, some of whom are still employed today! Also James Caan's book *The Real Deal* has played a huge part in my role. I never felt I was good enough as a consultant until I read his book and realised I interviewed my candidates in a similar way to him (wow) and gained lots of information just by asking questions and finding out how my candidates tick.

Who or what is your biggest inspiration?

Serial entrepreneurs, including James Caan and Richard Branson. My brother David Shochot also plays a big part in my life.

If you had a business slogan what would it be?

Making exceptional talent VISIBLE.

Where do you hope to be in five years time?

I will still be working in David Alan Consultants helping clients with staff retention, recruitment and other HR issues and helping my candidates to achieve their goals.

What advice would you give to a budding entrepreneur?

We are so lucky to be in this position of working for ourselves. Focus on your strengths and get staff on board that complement your weaknesses. Never be scared about employing someone who knows more than you.

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