

# TOWARD A MORE PRODUCTIVE CARIBBEAN #5



A Compilation of Content Through 2017

As the region's people struggle to grow their economies, Francis Wade tackles corporate issues of productivity, strategy, culture and process improvement. A summary of links to articles, columns, audios, videos and interactive content.

**Francis Wade**



## Introduction

Hi, I'm Francis Wade, and thanks for picking up this updated compilation of articles and content developed for a Caribbean business audience from 2010-2017.

Over the years, articles, audios, videos and other interactives have appeared on a number of platforms, including the Sunday Jamaica Gleaner, Trinidad Guardian, Trinidad Newsday, Television Jamaica plus our own websites. Also included are a selection of past links to 75 interviews on CaribHR.Radio.

2017 was once again a year of ups and downs with none of the region's English-speaking economies thriving. Thankfully, there are signs of a turnaround as energy prices stage a modest comeback and some countries making painful adjustments.

It's not an easy environment – each year, novel survival techniques are necessary.

Thanks to my colleague and wife Dale for pulling this issue together once again.

Happy New Year to you!

*Francis Wade*

Francis Wade

## How to Connect

You may know that I produce a great deal of content for the region's business professionals. I focus exclusively on topics related to time-based productivity, strategy, and process/culture change. The outputs include text (newspaper columns, blog posts, special reports), videos (YouTube), audios (podcasts, online radio shows), assessments (ProProfs), interactive games, and training programmes (MyTimeDesign Plus). Also, I also moderate a number of online communities, such as CaribHRForum.

If you happen to be a Caribbean professional, the best way to receive future information is to join my exclusive update list at <http://free.fwconsulting.com>. I promise to keep you in the loop without being overwhelming. Each year, you will receive the updated version of this compilation.



If you would like to reach me directly - use <http://ReplytoFrancis.info>. From this link you can set up a complimentary phone call, and reach me on multiple social networks such as the following:

 [@fwconsulting99](https://twitter.com/fwconsulting99)

 <https://www.facebook.com/pages/Francis-Wade-Columnist/171110322954500>

 <http://jm.linkedin.com/in/franciswade/>

 <https://plus.google.com/+FrancisWade>

 <http://www.youtube.com/fwadeyou>

I welcome your feedback and interaction on any of these platforms. Many ideas for future columns have come from chatting with readers in the most unlikely of places (including Carnival fetes!) Even if you don't have a new idea to share, take a moment to say "hello" after you make the link.

### **How to Use this Report**

I have provided a short summary of each piece of content. Along with each one, there's a link to

the actual article or interview online, so you must have an active Internet connection in order to gain immediate access.

Do make the most of this material, and continue to stay tuned for much more of the same ideas, information, and reviews.

Important: You can also find the original, unedited version of **all** my most recent articles on my blog – Chronicles from a Caribbean Cubicle (<http://blog.fwconsulting.com>).

# 2017

## Restoring Lost Motivation

Bob Marley famously jammed: "No bullet can stop us now, we'll neither beg nor we won't bow". His aspiration called for bold and brave actions, in keeping with the highest standards. However, most corporate executives don't believe their employees are Marleys, William-Gordons, or Boggles. Instead, they complain: Is pure Bredda Anansi we have! As a result, these leaders scoff at Bob's next line: "Neither can be bought nor sold." Long ago, they gave up on such lofty visions for their staff. Now, their primary concern is paying the lowest wage-price possible to purchase just enough employee motivation to make a profit. It's usually more than they think they can afford, which keeps them up at night, worrying.

<http://jamaica-gleaner.com/article/business/20171231/francis-wade-restoring-lost-motivation>

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THE SUNDAY GLEANER, DECEMBER 31, 2017 | BUSINESS

ADVISORY COLUMN: PRODUCTIVITY

# Restoring lost motivation

**Francis Wade**

SUNDAY BUSINESS COLUMNIST

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If you try to convince them that their people are better than this, watch as they pull out surveys to "prove" that staff only wants one thing: more money.

As I have reported in this column, research shows that such reactions are misleading. In fact, the put answers, so easily



find better information that illuminates the truth.

### MEASURING METHOD

The newest revelation arrives in the form of a method to measure each employee's current reasons for working. According to the authors of **Primed to Perform**, Neel Doshi and Lindsay McCann

### Intrinsic motivator 2 —

**Purpose:** In this case, staff members may not care for the work but they are driven by the immediate impact they have on other people, society or country. They put service above self.

### Intrinsic motivator 3 —

**Potential:** If the major benefit employees derive builds personal

from the work itself, but are linked with merely having a job.

### Extrinsic motivator 2 —

**Economic pressure:** If rewards and punishments are driving individuals to perform, they are probably motivated by a sense of tangible gain or loss.

### Extrinsic motivator 3 —

**Inertia:** The work is being per-

results tell you about your company's culture?

If your conclusion alarms you, consider the two following interventions.

First, teach managers to notice motivation levels and act accordingly. Start by advising them that part of their job is, over time, to shift the distribu-

get part their own achievement to teach employees who aren't like them.

Second, train employees to enrich their own experience. Most people simply don't know how to shift themselves to being consistently intrinsically motivated. Instead, they operate as if their minds are random, along with their attitudes towards their work.

You may be concerned about the training cost. Much can be done on a low budget. Usually, it's the clear commitment from the top that's missing. Just pick an approach from one of the main schools of thought and implement it systematically, starting with the executive team.

All worthwhile transformations include organisational leaders. As a member of top management, you can start by accepting the part you have played in contributing to the current state of employee motivation. Even if you recently joined the firm, the faster you take responsibility, the quicker you'll be on the side of those who are trying to effect change.

It's never easy to own the influence you have in an area so fraught with misunderstanding. Many of your colleagues may not see things the way you do. However, go ahead and launch an attempt; it can make a big difference in the lives of others.

Published: Sunday | December 31, 2017

## Employee Engagement In Complex Strategy

As a local executive, you should be concerned that at the end of every strategic planning activity, there lies a risk. While your organisation may excel at business-as-usual routines, it's probably weak on changing employee behaviours called for in your new plans. After all, you know what happens when people aren't engaged. The strategy flops. In the next retreat, your team struggles, unable to overcome the prior year's failure. Fortunately, the strategy-mapping approach invented by Harvard's Kaplan and Norton was made to bridge this gap. The bad news is that many companies have implemented it incorrectly. The end result looks little more than a picture of boxes filled with cliches that could belong to any company. In other words, it is not strategic and fails to do its job of getting people rallied behind a single vision of the future

<http://jamaica-gleaner.com/article/business/20171217/francis-wade-employee-engagement-complex-strategy>

Published: Sunday | December 17, 2017

**ADVISORY COLUMN: PRODUCTIVITY**

### How boards innocently get themselves into trouble

Francis Wade

MEMBERS OF company boards are accountable for solving a dilemma: how should they intervene when problems inside the organisation crop up? Do they always give managers the benefit of their advice? Should they become coaches, perhaps even taking up operational roles to help implement solutions? My reporting suggestions must be accepted to suit, else and create weak individual performance.

Many board members unconsciously cling to the notion that their job should be an easy one. The perks are well known: a relatively small part-time commitment in exchange for the prestige of helping to run a communal entity. Sometimes, there is even remuneration.

What isn't openly acknowledged is that the rules of the road are obvious. Most boards have enough turnover to prevent serious issues becoming established. Instead, each new member brings with him/her fresh experience. The benefits in their slighted contributions, but there's a downside. Most companies don't co-board each member very well, leaving them to learn how to be effective by the seat of their pants.

As a result, many boards may follow established conventions in their meeting rules, but not where it really counts: in their interactions with staff. If you've

never encountered, but if all board members do the same with staff, expect the following problems to occur without fail.

**PROBLEM #1 – BECOMING INDIVIDUAL COACHES**

If all acts innocently, with a sincere plan to help. A manager is unable to make it to you, a board member when he or she meets. You can't say to him you got a quick go-by from them showing the youngsters how things are done. After responding to additional calls you eventually slip quietly into the role of being an informal coach or mentor.

However, unknown to you, other board members are doing the same.

After a long, your meetings turn into trauma sessions in which each member has their own compelling story of raging incompetence. Sometimes, the larger, authoritative staff members, you are all giving

sticking to. Now you are sharing small problems, repeatedly elevating them from the benefits of the company where they truly belong. Over time, the big, fast challenges only a board can address go unattended.

**PROBLEM #2 – BRING A REGULAR PRESENCE VS AN EMERGENCY VISITOR**

Some board members fancy themselves as an impulsive observer to management consultations and in fact, they might possess superior industry knowledge.

If you do so, understand the most you could count.

Professional consultants do more than give advice. They build high-trust, short-term relationships in order to see problems permanently solved before departing. Consequently, they set up crystal clear written agreements to a necessary pre-engage.

However, as a board member,



## How Boards Innocently Get Themselves Into Trouble

Members of company boards are accountable for solving a dilemma: how should they intervene when problems inside the organisation crop up? Do they always give managers the benefit of their advice? Should they become coaches, perhaps even taking up operational roles to help implement solutions? My surprising suggestion: resist the temptation to aid, abet and enable weak individual performance. Many board members unconsciously cling to the notion that their job should be an easy one. The perks are well known: a relatively small part-time commitment in exchange for the prestige of helping to run a communal entity. Sometimes, there is even remuneration.

<http://jamaica-gleaner.com/article/business/20171203/francis-wade-how-boards-innocently-get-themselves-trouble>

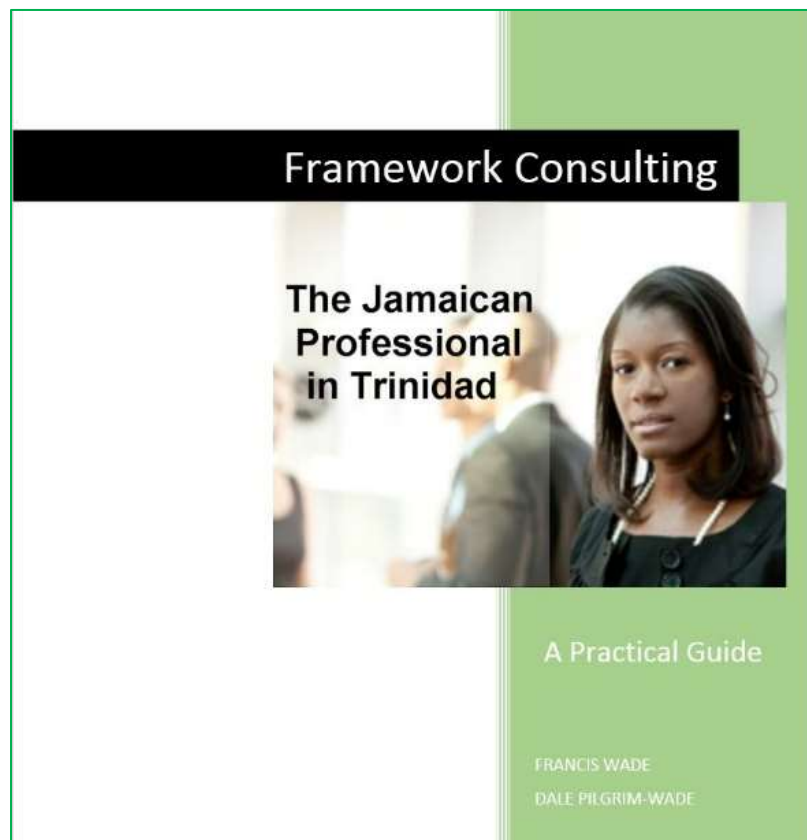
Published: Sunday, December 3, 2017

## How To Work In Trinidad? By Overcoming Misgivings

Have you ever wondered whether or not everything you hear about working in Trinidad is true? Perhaps you know their economy, although it's currently in recession, is far stronger than its fellow members in CARICOM. Even though it's a much easier country for Jamaicans to enter than ones in North America and Europe, the headlines have been disturbing, making it appear impossible. Are they true? Or is it hype? These are no idle questions. If you make the right decision, it can be a boon to your career and financial situation. If you are a business owner, doors could be open to a new market featuring a healthy middle class.

<http://jamaica-gleaner.com/article/business/20171105/francis-wade-how-work-trinidad-overcoming-misgivings>

Published: Sunday | November 5, 2017



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## Makers Versus Managers

Newly promoted managers sometimes become obstacles to people with good ideas. Often, they do not realise that their elevation to management puts them in a different world, with a new way of allocating time that interferes with the productivity of their best employees. A few years ago, an investor by the name of Paul Graham wrote an article arguing that there are two different kinds of schedules professionals make. In his 2009 post entitled "Maker's Schedule, Manager's Schedule", he described a shift that takes place when people who have technical or artistic expertise are promoted into managerial positions

<http://jamaica-gleaner.com/article/business/20171022/francis-wade-makers-versus-managers>

Published: Sunday | October 22, 2017

## How To Correct Vague, Cliche-Ridden Company Vision Statements

Most leaders know how important it is to inspire employees. However, their favourite tool, a corporate vision statement, is fast becoming an artefact of a time when trite cliches used to work. Today, these statements all sound the same so everyone ignores them. Perhaps your company should supplement your own with a 'backcasted' matrix developed during its next strategic planning retreat. When vision statements became popular the intent of its proponents was pure. An organisation needed to articulate exactly where it was going if it had a hope of gaining competitive advantage. Without it, stakeholders would act from their personal view of the future. In their pursuit of these mini-visions, they would create chaos.

<http://jamaica-gleaner.com/article/business/20171008/francis-wade-how-correct-vague-cliche-ridden-company-vision-statements>

Published: Sunday | October 8, 2018

## Bring Us In for a Complimentary Session



For information: <http://fwconsulting.com/wordpress/lunch-and-learn/>

## **Solving Those Nagging Customer Complaints That Never Go Away – Business Process Change**

If your company has over 100 employees and faces difficult customer service problems, it's likely that they have become intractable. They aren't fixed easily because the solution does not reside in the hands of front-line personnel. Instead, they exist because your organisation is too big for small-scale solutions. Every company which grows above a certain size discovers a new class of stubborn problems which can't be solved by tinkering with customer service representatives, or CSRs. Take the case of a call you make to complain about the inaccuracy of a bill. No matter how nice, empathetic or professional the CSR is, she is far removed from the source of the issue. All she can do is record the fact that it exists.

<http://jamaica-gleaner.com/article/business/20170924/francis-wade-solving-those-nagging-customer-complaints-never-go-away>

Published: Sunday | September 24, 2017



## Great Strategy Retreats Confront The Ugliest Truths

What's the harm in your next strategic planning retreat of restricting the discussion to focus on the positives the potential of the future? After all, everyone wants to walk away inspired by what can be accomplished, not bogged down by past losses and ugly failures. Should this sentiment be used to set the agenda to limit certain discussions while encouraging others? If you are the meeting planner or sponsor, it's a dilemma. For example, some may suggest renaming the meeting as a 'forward', instead of a retreat, to keep things positive.

<http://jamaica-gleaner.com/article/business/20170910/francis-wade-great-strategy-retreats-confront-ugliest-truths>

Published: Sunday | September 10, 2017

C6 THE SUNDAY GLEANER, SEPTEMBER 10, 2017 | BUSINESS

■ **ADVISORY COLUMN: PRODUCTIVITY**

**Francis Wade**  
SUNDAY BUSINESS COLUMNIST

# Great strategy retreats confront the ugliest truths



The fact is, anyone can write a strategy document — a CEO, chairman, or even an outside consultant. The main reason to do things differently, to use a team, is to ensure that there is wholehearted support from each individual. This is an emotional result, not a logical one.

To achieve it, understand that team members are likely to share an unspoken question at the start: What is known, and, by whom?

Even teams that work side-by-side every day face this quandary. It's the reason a good marriage therapist begins by establishing a base of facts that both parties can agree on.

In much the same way, participants have a profound need to create a joint view of current business reality. In our retreats, we build it in real time, using past data.

The end result is composed of five perspectives. Four are borrowed from the Balanced Scorecard — financial, customer, process, and people; and we also add a summary of external forces described by the acronym PESTER — political, economic, social, technological, environmental, and regulatory.

It's human nature to want such a joint view to emerge, alongside the warm feeling of fellowship that accompanies it.

**WATCH FOR SIGNS OF TROUBLE**

There are times, however, when this process is short-circuited. For example, someone powerful may 'suggest' that a document they have written is a sufficient substitute for this particular exercise.

If the team backs the potential shortcut, agreeing may be the only option.

If you do, stay alert for a sign of trouble.

As team members articulate visionary ideas, observe if they are repeatedly requesting present-day information. If this occurs, they are being hampered in their efforts to create the future by a lack of understanding regarding today's reality.

For example, a plan to double revenue in ten years is useless if the actual levels of current sales and the precise drivers are not known. Even the best-written document fails to provide the multiperspective insight that a full group discussion generates.

This isn't to say that it should be discarded. Instead, use it as a start — a point of departure.

**BOLDLY GO AFTER INFORMATION**

Sometimes, to help the team complete this real-time joint view, you must be bold to source the right data.

If Internet access is necessary, obtain it. If the employee with the information is at work or home on a weekend, call her. The issues being decided in the retreat are career-defining and require a certain level of urgency and commitment. It's the perfect time to be unreasonable given how much is at stake.

Of course, you are better off anticipating the need for this data. For example, if your industry is undergoing business process automation, then having an expert on call is a great idea.

But you cannot fully predict which direction the discussion will go, so be prepared to be resourceful.

The point here is to be ruthless in your pursuit of the truth as a necessary building block of a sound strategic plan. Once it's accepted in mind and heart, the team is ready to create a new vision that inspires them and those whom they represent.

There is just no shortcut. A joint agreement around even the ugliest truths cannot be circumvented.

■ *Francis Wade is a management consultant and author of "Perfect Time-Based Productivity". To receive a*

### **How New Managers Avoid Becoming Tyrants**

Perhaps you have observed what author Dacher Keltner calls 'The Power Paradox'. A well-liked employee gets a promotion into management and shortly after turns into a tyrant. If you are someone who aspires to lead others, how can you avoid a fall into this trap? First, understand that this tendency to become a hard-nosed, selfish manager is universal, but also peculiar to our culture. It's well documented in *Why Workers Won't Work: The Case Study of Jamaica* by Kenneth Carter. He describes the way employees change their minds after entering the supervisory ranks. Here's an example. Before their promotion, they report that their colleagues are motivated by training, recognition and participation. Afterwards, they complain about a lowly fixation on only one thing: money.

<http://jamaica-gleaner.com/article/business/20170827/francis-wade-how-new-managers-avoid-becoming-tyrants>

Published: Sunday | August 27, 2017

### **Bigger Is Not Better - Optimise Attendance At Your Strategic Planning Retreat**

I was recently called by a company interested in having 60 attendees at their one-day strategic planning event. As they described the desired outcome, I decided to give them the bad news up front. They had unwittingly put their goal in jeopardy. In short, the design of their workshop was in opposition to their intent to produce a quality plan. Too many participants and too little time would guarantee it. In addition, they were increasing the odds of people walking away feeling as if the activity were a waste of their efforts and the company's money. Unfortunately, this is not a problem that fixes itself during the retreat. In fact, it's possible to complete the event without hearing a single complaint.

<http://jamaica-gleaner.com/article/business/20170813/francis-wade-bigger-not-better-optimise-attendance-your-strategic-planning>

Published: Sunday | August 13, 2017



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### Why Leaders Need To Embrace Their Role As Best Performers

Do your company's top leaders need to be just like everyone else? Or should they publicly strive to achieve the highest levels of performance? Does it make a difference? I recently advised a client: "Why don't you try to run your meetings more efficiently?" The manager viewed me suspiciously, then laughed. "How effective do you think Bob's are?" (His CEO was infamous for poorly managed meetings.) He continued: "And you want mine to be better than his?" In three decades of work with executives, I have noticed leaders being ambivalent about their place at the centre of attention.

<http://jamaica-gleaner.com/article/business/20170730/francis-wade-why-leaders-need-embrace-their-role-best-performers>

Published: Sunday | July 30, 2017

## Getting IT And HR To Cooperate On Change

Many top executives find themselves in a tricky spot. Human beings and technology, two essential ingredients for a company to thrive, don't naturally work well together. Here is one way to tackle the issue: using the case of business process management or BPM. A recent McKinsey Journal article described the advent of a new role a

chief transformation officer, or CTO. Operating with the trust of the board, this change agent operates like an extension of the CEO, holding top managers to account. As a CTO, your mandate would be simple: cause the organisation to change itself, even as it continues to do business. With excellent emotional quotient and technology skills, you would be able to join the expertise of two organisations which usually avoid each other: human resources and information technology.

<http://jamaica-gleaner.com/article/business/20170716/francis-wade-getting-it-and-hr-cooperate-change>

Published: Sunday | July 16, 2017

## Overfull Inbox Means Low Productivity, Not High Popularity

Many top executives find themselves in a tricky spot. Human beings and technology, two essential ingredients for a company to thrive, don't naturally work well together. Here is one way to tackle the issue: using the case of business process management or BPM. A recent McKinsey Journal article described the advent of a new role a chief transformation officer, or CTO. Operating with the trust of the board, this change agent operates like an extension of the CEO, holding top managers to account. As a CTO, your mandate would be simple: cause the organisation to change itself, even as it continues to do business. With excellent emotional quotient and technology skills, you would be able to join the expertise of two organisations which usually avoid each other: human resources and information technology.

<http://jamaica-gleaner.com/article/business/20170716/francis-wade-getting-it-and-hr-cooperate-change>

Published: Sunday | July 2, 2017

### ADVISORY COLUMN: PRODUCTIVITY

## Getting IT and HR to cooperate on change



Francis Wade

McKinsey Journal columnist

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As a CTO, your mandate would be simple: cause the organisation to change itself, even as it continues to do business. With excellent emotional quotient and technology skills, you would be able to join the expertise of two organisations which usually avoid each other: human resources and information technology.

In most American companies, these functions operate in silos. As a result, HR is slow to adopt, let alone envision, new tech-

nologies. When this fact is observed, the business case for fancy automation is often found to be inflated due to poor, improper information.

Lastly, the IT professional who ends up in charge of implementing business change that don't require new technology is likely to struggle, it's just not his/her cup of tea.

Given the shortcomings of both these approaches, McKinsey's idea offer a third way.

A CTO is not simply another functional role in the usual line-up of corporate officers. Instead, if you were in the job, you would be the driver of behaviour change; the one who makes a difference in the practices, habits and ways used to do daily work.

Putting on all resources, you would need the trust of other executives to share their people's expertise. As you them

about business unit issues, you would help them implement process changes across silos.

You would be the advocate of the customer's journey — the success of both the customer faces as they interact with different touchpoints. Spanning the enterprise, you would be one to see where revenue generation and service levels are being thwarted by operational gaps.

In BPM efforts, it's critical that HR and IT continue to play their roles but don't make the mistake of adding their own

responsibilities they aren't capable of implementing. It's not about their failures, mistakes, their impact, and reduce their role to a series of small improvements.

When a company needs to be prepared to make big changes, only a CTO-like function can succeed.

Combining human and technological expertise, it's the only way to drive practical, large-scale change.

Francis Wade is a management consultant and author of "Perfect Time-Based Productivity". To receive a free copy of links to past columns, or give feedback, email: [fwc@fwconsulting.com](mailto:fwc@fwconsulting.com).



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### How To Intervene When Bosses Play The Victim

We Jamaicans take many of our cues from leaders. This is never truer than when a leader acts like a victim, blaming everyone else for sub-par results. Eventually, employees join the blame game, actively avoiding responsibility before fingers turn on them. Things worsen to the point where only an intervention can save the company from ruin. In a recent meeting with a CEO, I listened as he blamed his colleagues and staff for the predicament his organisation was in. He had a long list

of factual observations. Their actions were saddening, and I had no reason to doubt his veracity. However, when I suggested that from my prior experience

<http://jamaica-gleaner.com/article/business/20170618/francis-wade-how-intervene-when-bosses-play-victim>

Published: Sunday | June 18, 2017

## Don't Write Off 'Stupid' Employees - Here's How They Can Deliver Smart Outcomes

Are you stuck with employees who don't have what it takes to make necessary improvements to the way work is done? If so, avoid the mistake of believing they can't improve your company's processes. Here's why. As you analyse your operations, you may already recognise there are processes which need to be dramatically improved. If high unit costs, poor customer service, long lead times and bad quality are some of the problems you face daily, consider these to be signs confirming the need for an urgent change.

<http://jamaica-gleaner.com/article/business/20170604/francis-wade-dont-write-stupid-employees-heres-how-they-can-deliver-smart>

Published: Sunday | June 4, 2017



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# Dynamic Objectives

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## Why Leaders Need To Develop Productive Superpowers

In a recent speech, Inter-American Development Bank official Therese Turner-Jones understated that "firms in Jamaica are not particularly efficient" that and "private sector workers are as inefficient as the Government". As a business leader, this is a song whose tune is probably familiar. But it is frustrating, because as far as you know, you are working as hard as you can. However, it's obviously not enough because there is considerable empirical evidence that we are almost as far as we can from being the Usain



Bolts of productivity in the world. To state the obvious: closing the gap means doing things differently from ways we have ever done before

<http://jamaica-gleaner.com/article/business/20170521/francis-wade-why-leaders-need-develop-productive-superpowers>

Published: Sunday | May 21, 2017

## The Cure For Listless Employees

It is remarkable how quickly a new employee, once excited by the job, becomes just as ordinary as others who have been in the company for years. As a leader, what difference can you make before the rot sets in? In this article, I share one practice suggested by psychologists that works. Managers shake their heads in bewilderment. There is a disappointment they feel when they realise that a fresh new hire, in whom they have invested a modicum of hope, has lost his way. All of a sudden, when compared to his listless colleagues, he is just as disengaged and lacklustre. What happened?

<http://jamaica-gleaner.com/article/business/20170507/francis-wade-cure-listless-employees>

Published: Sunday | May 7, 2017

**ADVISORY COLUMN: PRODUCTIVITY**

# The cure for listless employees

**Francis Wade**  
SUNDAY BUSINESS COLUMNIST

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There's usually more than a single cause, but an employee can benefit from learning how to remain resilient. As a supervisor, you can fill the gap with the right lessons. If you intervene early and equip him with the skills and awareness he needs, you can help him keep his optimism intact.

Consider one powerful practice that has emerged from the research of Harvard Business School professor Teresa Amabile. In an effort to distinguish the elements that make for a great day on the job, she discovered that people's satisfaction and productivity are strongly tied to the belief that they are making progress. She noted that if you can help them notice their positive movement towards their goals and stay present to it, they are more satisfied.

However, the average manager is quite unaware of this finding, way. All of a sudden, when compared to his listless colleagues, he is just as disengaged and lacklustre. What happened?

A more useful focus would be to look for progress towards meaningful goals. When taught this lesson, employees can instantly recite their daily accomplishments on demand. For example, The Ritz Carlton is famous for including acknowledgments in its daily mandatory briefings. Keeping your achievements top of mind becomes a habit in this environment.

**LOPSIDED REACTION**

Employees also must learn that setbacks have a lopsided reaction to failure and success. According to the research, a setback has a greater impact than a win when measured in emotional terms. This remarkable fact can be used to train employees to be extra-vigilant during moments when their results are poor.

However, managers who don't know the importance of these elements leave employees

## Why You Shouldn't 'Try To Do It Now, Before You Forget'

Why is it that when you are overwhelmed by everything you have to do, it's hard to escape this unwanted feeling? Sometimes it's caused by unconscious habits such as the phrase many Jamaicans utter when we are under pressure at work: "Let me do it now before I forget." While this practice comes from a good place, there's a big drawback.

Recently, psychologists discovered that we don't trust our future selves. It's the version of you which is supposed to get things done later, the one to whom you delegate incomplete tasks. Where did this sentiment originate? A first thought could be that your parents taught you this mistrust. After all, they were the ones who insisted that you pick up your socks NOW, because you could not be trusted to do so later, on your own. What you may not realise is that hidden behind their words was a subtle, negative message.

<http://jamaica-gleaner.com/article/business/20170423/francis-wade-why-you-shouldnt-try-do-it-now-you-forget>

Published: Sunday | April 23, 2017



## Erasing The Pain Of Broken Company Promises

Are you the kind of businessperson who sometimes keeps your word and sometimes doesn't? What difference does it make to your company? A few years ago, a client advised me that he had a policy of not paying for weekend work. Unfortunately, I had already worked on Saturday and Sunday at his last-minute request. To make matters worse, he conveyed this news over the phone when I called to ask: "Why is this cheque less than I expect?" While it's

easy to paint him as a villain in this story, the fact is that there are many business people who have a loose relationship with their word. To some extent, we all do. When push comes to shove, and things become inconvenient or awkward, we abandon our original intentions. In that moment, we justify our actions to ourselves: they make perfect sense. Unfortunately, they create problems for others.

<http://jamaica-gleaner.com/article/business/20170409/francis-wade-erasing-pain-broken-company-promises>

Published: Sunday | April 9, 2017



## Managing Employee Boredom

To managers and older colleagues, new, millennial employees seem to be permanently stuck in a state of disinterest. Afflicted with short attention spans they appear to be unable to summon the drive and motivation of prior generations. If this observation is in any way accurate, what should managers do to engage their hearts and minds? One solution I explored in prior articles is the ways managers can gamify the work experience, challenging staff to use their best skills. In this article, let's look at the flip side — what does the employee need to do even if their environment remains unchanged?



<http://jamaica-gleaner.com/article/business/20170326/francis-wade-managing-employee-boredom>

Published: Sunday | March 26, 2017

## Holding On To Long Distance Relationships

As a person who has lived and worked overseas, it's hard for me not to compare: there is a big difference between the way local and foreign professionals maintain business relationships. My conclusion? To keep up with modern demands we Jamaicans must change our practices. Here's how. A colleague from overseas once led a few courses in Kingston. She received a few complaints—it appeared as if she were in a rush, trying to push people to act immediately. She agreed with the criticism—"The way I see it," she said, "my time is limited." We discovered that this view was at odds with that of her participants who expected her to be in their lives forever. In their minds, the interaction was the first of many. Not the last.

<http://jamaica-gleaner.com/article/business/20170312/francis-wade-holding-long-distance-business-relationships>

Published: Sunday | March 12, 2017

## Managerial Restraint Important To Protect Employee Productivity

When should managers restrain themselves from taking advantage of employee fears? Since the days of slavery, those in power have faced the temptation to use workers' anxiety as a way to get work done. These recessionary times are no exception, but today, this behaviour comes at a cost - a possible drop in employee productivity.

While our economy is showing some welcome signs of life, few believe that employment will improve in the short term. As a result, over several hard years, employees have become pliable - more likely to follow orders.

<http://jamaica-gleaner.com/article/business/20170226/francis-wade-managerial-restraint-important-protect-employee-productivity>

Published: Sunday | February 26, 2017



## Personal Habits More Important Than Intelligence Or Force

Why is there such a gap between average and high-performing employees? While there is no simple explanation, recent research suggests that your company may be looking in some of the wrong places for answers. The difference between the best and worst companies is huge, according to The Economist. The top 25 per cent of companies are a full 40 per cent more productive than their counterparts. It's not luck they have learnt how to inculcate repetitive behaviours. Most of us don't relate to habits this way. We are surprised by their power and unaware of their origin. Generally, we refer to them as negative practices we want to get rid of, but cannot.

<http://jamaica-gleaner.com/article/business/20170212/francis-wade-personal-habits-more-important-intelligence-or-force>

Published: Sunday | February 12, 2017

AN ADVISORY COLUMN BY FRANCIS WADE

# Why managers now need to communicate until it hurts



Francis Wade

ADVISORY COLUMN BY FRANCIS WADE

Why do managers fail to get people moving in the right direction? More often than not, they blame their staff, even as they lack the drive to push themselves to communicate outside their chosen comfort zone.

The answer to being a better motivator? Know your limits and exceed them.

If you replicate the work of others, you're not innovating — most managers chronically under-communicate.

While it isn't given the above position with research data, my anecdotal evidence suggests that many of your employees may find themselves stranded. Without sufficient dialogue and adequate answers, they come to their own conclusions with only the help of others who share their skewed thinking. A yawning gap emerges, which can only be spanned if you take the initiative.

You must do more than sit in your office or meeting, holding onto the belief that your conclusions are being well understood. There aren't. The only reason you don't realize this

is only comes from progressive oversight — the addition of new people.

The principle is simple: Managers become bigger and stronger when they are obliged to communicate. Add new people, and you're growth. It's the very opposite approach taken by the typical manager who is trying to reduce people, one by one.

One solution is to engage in the following three practices to be enabled by you, as a manager, with a kind of systematic, self-imposed discipline.

### USE NEW TECHNOLOGIES

When I started in the corporate world as a 20-year-old, internal communication occurred via the printed word or in person.

Today, if you stick to those approaches, employees are likely to assume that you and your message, that is, you are.

The improved, enriched forms of communication if you begin to use your employees' attention away from their devices with their continuous barrage of multi-media distractions. To keep up, you must learn how to adopt the latest popular technologies.

For example, today it's as important to master social networking tools as it is to know Word or PowerPoint, with one difference. The social network is

was used to be used in one direction. There, they were passive. This just won't do. Now, employees who are the target of one-way communication often respond, thank you, especially if they are motivated.

The fact is, they have been raised with an expectation that participation in a joint activity, regardless of who initiates the interaction, doesn't require a reward. Instead, think Facebook, Twitter and Snapchat as undisciplined chat activities, gone-the-question. This innovative change in the way we work.

To drive today's world, you must be proactive, using long, periodic, one-to-one and the wider world in ways that provide employees to interact. Like former times, however, you have no choice but to keep pushing the envelope to learn effective action.

do I understand at the beginning, if you are a manager, it's likely that you are not communicating enough. You may talk a lot about your ideas, perhaps even showing up others, but that's not the case. Most managers aren't

equipped to deliver the high frequency of communication required to proactively answer employees' questions and concerns. Understand that if they are using WhatsApp to talk to you with every other person in their life several times per day, then your monthly update meetings fall far short.

The worst managers resist such requirements, convincing themselves that "I am paying these people, so they should listen, be content and get on."

What if managers could see such requirements, convincing themselves that "I am paying these people, so they should listen, be content and get on."

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It's not, sustained, "baker's" thinking, which believed that leading and leading others was enough to see their heads.

Don't fall into that trap, instead, you work technology, creativity and your communication until you find yourself far outside your comfort zone.

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## Why Managers Now Need To Communicate Until It Hurts

Why do managers fail to get people moving in the right direction? More often than not, they blame their staff, even as they lack the drive to push themselves to communicate outside their chosen comfort zone. The answer to being a better motivator? Know your limits and exceed them. If you supervise the work of others, consider my observation



most managers chronically under-communicate. While I can't prove the above assertion with research data, my anecdotal evidence suggests that many of your employees may find themselves stranded. Without sufficient dialogue and adequate answers, they arrive at their own conclusions with only the help of others who share their skewed thinking. A yawning gap emerges, which can only be spanned if you take the initiative.

<http://jamaica-gleaner.com/article/business/20170129/francis-wade-why-managers-now-need-to-communicate-until-it-hurts>

Published: Sunday | January 29, 2017

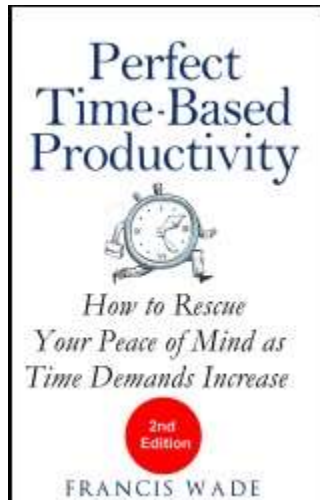
## Struggling With Backlogs? Use Process, Not Psychological Solutions

What can local companies do when faced with backlogs of any kind? From lists of overdue phone calls to folders of email messages, this nagging issue is difficult to solve. In this article, I argue that we are better off staying away from pop-psychological diagnoses in favour of process-oriented solutions. Case in point: Our justice system shows evidence of several, alarming backlogs. As citizens, we agree that they partially cause our increasing crime rate. When suspects never become inmates, criminals are emboldened. When an unsolved murder takes five years to come to trial, people lose hope.

<http://jamaica-gleaner.com/article/business/20170115/francis-wade-struggling-backlogs-use-process-not-psychological-solutions>

Published: Sunday | January 15, 2017

Second Edition - [Now Available](#)



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Second  
Edition

## How To Close Communication Gaps For A New Corporate Strategy

ADVISORY COLUMN: PRODUCTIVITY

### How to close communication gaps for a new corporate strategy



Francis Wade  
SUNDAY BUSINESS COLUMNIST

AS AN executive in a large Jamaican company, how do you ensure that good strategic ideas spark the right conversations between important stakeholders? Too often, these dialogues get trapped at the top or bottom of organisations so that fruitful meetings between leaders and those being led never take place. Sadly, poor corporate results ensue, leaving everyone mutually mystified, annoyed, and disenchanted.

By contrast, small companies have it easy. In a start-up in which I'm involved, a person with a bright idea is never more than one or two steps away from someone who can implement it. There are lots of opportunities to explore ideas in deep conversations, tearing suggestions apart in order to improve them. Obviously, this can't be done via email, memo, or in a speech. These channels just don't get the job done.

If your company employs hundreds or thousands, quick-water-cooler or coffee-conversations simply don't take place. They take too much work. It's easier to let the status quo remain, along with

Problem 3: When there are communication gaps, chosen strategies become confused, what leaders try to "cascade" them down the organisation. It's only human nature. By definition, a fresh strategy involves a new course of action. It's a cognitive and behavioural intervention, but many CEOs underestimate the challenge employees have upon hearing a new strategy for the first time. Whereas the top executive may have considered the new strategy for years, it is folly to expect employees to grasp it after a mere one-hour presentation. It is also easy to ask them to believe it will work then act on it with full motivation. Dialogue is required. Sometimes, making the strategy "stick" means encouraging staff to challenge it.

#### VULNERABLE

The net result of these problems is that key information and strategies never make their way from the top of your organisation to the bottom and vice versa. Left in fester, this condition makes the company vulnerable to disruption by smaller, nimbler competitors. A typical example? Jamaica's Cable and Wireless in 2001 had leaders who ignored the threat of Digicel, even as many of their own employees knew better. How can your company and other large firms reduce the risk inherent in their size?

As an executive in a large Jamaican company, how do you ensure that good strategic ideas spark the right conversations between important stakeholders? Too often, these dialogues get trapped at the top or bottom of organisations so that fruitful meetings between leaders and those being led never take place. Sadly, poor corporate results ensue leaving everyone mutually mystified, annoyed and disenchanted. By contrast, small companies have it easy. In a start-up in which I'm involved, a person with a bright idea is never more than one or two steps away from someone who can implement it. There's lots of opportunities to explore ideas in deep conversations, tearing suggestions apart in order to improve them. Obviously, this can't be done via email, memo or in a speech. These channels just don't get the job done.

<http://jamaica-gleaner.com/article/business/20170101/francis-wade-how-close-communication-gaps-new-corporate-strategy>

Published: Sunday | January 1, 2017



# **BUSINESS PROCESS CHANGE A CARIBBEAN CHALLENGE**

## **Summary**

In this series of articles published in the Jamaica Gleaner, Francis Wade explores the difficulty regional companies have using Business Process Management and Reengineering.

FRAMEWORK CONSULTING INC.

**Don't Write Off  
Stupid Employees  
– Here's How They  
Can Deliver Smart  
Process  
Outcomes**

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**Got a Backlog of  
Anything? Use  
Process, Not  
Psychological  
Solutions**

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**Is Your Company  
Wasting  
Employees' Time  
With Flawed  
Processes?**

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[Tune into the webinar and read the report](#)

# 2016

## Controlling Email Flow Can Transform Your Company

In most companies, email means more than having a messaging app on your computer. Its ubiquitous nature, plus its tendency to be addictive has turned it into a productivity killer most people abhor. Gaining control has become more than a personal choice for individual benefit - it's a matter of boosting corporate capacity. Readers of this column may know that controlling one's environment is a skill that's essential to high productivity in the digital age. Visual distractions, audible disruptions, and haptic alerts are the modern contrivances of clever designers, intent on pulling your attention away at random times.

<http://jamaica-gleaner.com/article/business/20161218/francis-wade-controlling-email-flow-can-transform-your-company>

Sunday | December 18, 2016



## Avoiding Costly Responses to RFPs

A juicy request for proposal (RFP) could be a dream or a nightmare. As a business owner, how can you tip the scales in your favour so that you end up winning a higher percentage of better opportunities?

It comes as a pleasant surprise. A casual scan of The Gleaner reveals an RFP that fits your company's work. From all appearances, it's an easy shortcut - a lead which has fallen

into your lap without any marketing effort. Unfortunately, 'easy' is a misnomer. By definition, each RFP wastes the time, money and resources of losing respondents, who are in the majority. In the worst cases, they fail to be awarded so no-one benefits. How can you protect your firm from costly distractions? Here are three suggestions.

<http://jamaica-gleaner.com/article/business/20161204/francis-wade-avoiding-costly-responses-rfps>

Published: Sunday | December 4, 2016

## Would You Hire a Patty? - A Tasty Take On Innovation

Most corporate executives and entrepreneurs would agree that true innovation is hard to come by. It's easier to copy what someone else is doing. In this article, I share an approach that opens the door to innovative product thinking. It starts with an unusual question which I have applied to the simple Jamaican beef patty. The question of patties doing jobs may be a bit strange, but it's an important one that Clay Christensen, Harvard Business School professor, would ask the owners of Tastee or Juici Patties. He wouldn't be facetious. It's a step he takes to spur his clients to innovative product thinking, a topic he's spent the better part of three decades researching.

<http://jamaica-gleaner.com/article/business/20161120/francis-wade-would-you-hire-patty-tasty-take-innovation>

Published: Sunday | November 20, 2016

## How to Give Video Game-Quality Feedback

There's a good reason millennials spend so much time playing computer games. These programs are designed to deliver fast, consistent, and objective feedback after every action a player takes, helping them to make rapid improvements. When they also offer carefully crafted levels of achievement, it's hard not to become addicted. Given their success, what can you as a manager learn from them in engaging your staff? In my article published October 9, 2016, we saw that companies crowd out employees' intrinsic motivation when they rely on carrots and sticks. While managers think that these contrivances work, they are weak and unsustainable in the long term.



<http://jamaica-gleaner.com/article/business/20161023/francis-wade-how-give-video-game-quality-feedback>

Published: Sunday | October 23, 2016

## **How to Stop Demotivating Your Highly Motivated Staff**

Why is it that so many employees reach their one-year anniversary on the job only to be less motivated than when they joined? Does it represent an inevitable decay, a psychological disaster that cannot be overcome? Or is it a result of outdated mental models? An old man in rural Jamaica lived in a house with a zinc roof. One day, schoolchildren passing by on foot decided to stone his roof, delighted at the loud sound it made. He ran out, alarmed, and chased them away angrily. The following day, they returned with a few more friends and repeated the act. Once again, he ran them off. On the next day, just before they could escape, he approached them calmly. This time, he offered them \$100 each to come back the next day and do it again. They looked at each other, agreed that he must be crazy, and arrived the next day to comply.

<http://jamaica-gleaner.com/article/business/20161009/francis-wade-how-stop-demotivating-your-highly-motivated-staff>

Published: Sunday | October 9, 2016

## **Why Strategic Thinkers Leave Leaders Stranded**

In today's turbulent financial and economic environment, there's no doubt that companies need strategic thinkers at all levels. However, most do little to develop employees who have this skill, leaving it to chance. What should your firm do differently to prepare itself to face real challenges that possibly threaten its very existence? Most Jamaican companies are led by strong personalities who are, on average, quicker in mind and speech than their colleagues. The corporate model is summarised as "follow the gifted leader".

<http://jamaica-gleaner.com/article/business/20160924/frances-wade-why-strategic-thinkers-leave-leaders-stranded>

Published: Sunday | September 25, 2016





## Micromanagement A Bitter Medicine That's Needed, Sometimes

What can you as a manager do to rehabilitate the performance of a direct report when all else has failed? Do you issue a written warning to scare up some motivation, or is there a more reliable path to restore results? It's a familiar scenario - a person who used to perform well has been faltering for several months. As their manager, you have given all the advice you can, but nothing has changed. Now, a trend of poor results is infecting the organisation, and you must act decisively. What should you do to turn things around?

<http://jamaica-gleaner.com/article/business/20160911/francis-wade-micromanagement-bitter-medicine-thats-needed-sometimes>

Published: Sunday | September 11, 2016

## How Efforts to Make Employees Happy Kill Productivity

Recent research shows that there's a big difference between (H)appiness and (h)appiness. If, as a manager, you know how to separate the two, you can avoid the mistake of demotivating your employees. (H)appiness is defined as employee satisfaction, the kind of overarching experience someone reports after a look back at the past year on the job. It's all about selected, recaptured memories. It's quite different from (h)appiness, the immediate, moment-by-moment experience which flows from one minute to the next. This experience is, for the first time, being uncovered by social scientists who are pinging employees via smartphones and laptops. They are discovering some surprising results

<http://jamaica-gleaner.com/article/business/20160826/how-efforts-make-employees-happy-kill-productivity>

Published: Sunday | August 28, 2016

## How High Performers Convert Single Actions Into Habits

There's no way to achieve long-term professional success without learning how to convert critical behaviours into habits. It's a skill that's not taught in the workplace, even though it's key to accomplishing all worthwhile goals. How can you develop this ability? Let's start with a definition. A habit is an action that is initiated without conscious effort or motivation. If you have ever found yourself turning your steering wheel for home only to realise that you are supposed to be going in the opposite direction, you may understand its power. Habits require little energy to get started, making them a powerful ally. Of course, some can also become life-threatening enemies, causing us to focus on them exclusively. That's a common mistake.

<http://jamaica-gleaner.com/article/business/20160814/francis-wade-how-high-performers-convert-single-actions-habits>

Published: Sunday | August 14, 2016

## How to Restore Your Broken Work-Life Balance

Unlike other problems professionals face, issues of work-life balance don't happen overnight. How do you, as an ambitious employee, confront, overcome and master this challenge? Consider two cases: 1. A retired executive reports: "I delegated my children to my wife. Apparently, she didn't do a very good job because now that I am retired with lots of time to spend with the grandkids, none of them want anything to do with me!"

**ADVERTISING COLUMN (LOCAL EVENTS)**  
**How to restore your broken work-life balance**  
Francis Wade

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<http://jamaica-gleaner.com/article/business/20160731/francis-wade-how-restore-your-broken-work-life-balance>

Published: Sunday | July 31, 2016

## How Executives Overcome Hidden Communication Gaps

Why do CEO's make egregious mistakes in the area of internal communication? Often, they resist a key requirement of the job: to develop 'soft skills' outside their comfort zones. For years, they long to be promoted to the company's pinnacle, while failing to see the downside. It's hard for them to understand how the top job is quite different from any other. The fact is the CEO or managing director position is the only one in which one's boss isn't visible on a daily basis. It gives new occupants a new-found freedom to act (or not), producing some bad outcomes, including the following cases: 1. A CEO walks through the office each morning, much in the same way he did before his promotion. After a few weeks, his trusted secretary pulls him aside to advise him: "Whenever you come in with your screw-face, everyone has a bad day." He's shocked.

<http://jamaica-gleaner.com/article/business/20160717/francis-wade-how-executives-overcome-hidden-communication-gaps>

Published: Sunday | July 17

## How to Use Notifications for High Productivity

In today's world, as an ambitious hard-working person, you are cursed. With the help of mobile, Internet, and cloud technology, you give yourself more to do than professionals in prior generations ever imagined.



One of the problems you face is how to interrupt yourself when you get lost in a critical task. If you have ever watched the TV show *The West Wing*, you may have noticed that the president employed the perfect administrative assistant. She never forgot anything, possessing a skilful way of interrupting her boss - the most powerful person in the world. Her message was simple: Stop doing this; start doing that. These

interventions kept the president on track with his plans for the day. Without them, he'd be operating blind. Eventually he would fall into chaos, a fact backed up by recent McKinsey research showing that assistants make a measurable difference to an executive's performance.

<http://jamaica-gleaner.com/article/business/20160703/francis-wade-how-use-notifications-high-productivity>

Published: Sunday | July 3, 2016

### **Customer Service Must Be More Than Personal Service, Part Two**

Jamaicans experience a daily struggle to receive a consistent, high level of customer service. This happens, in part, because quality service is allowed to devolve into a personal matter between an individual provider and his/her customer. Instead, it should be about a business relationship. In a Gleaner column a few years ago I shared that there are three kinds of service experienced in Jamaica. Now, there is a fourth; here is a summary of each one.

<http://jamaica-gleaner.com/article/business/20160619/francis-wade-customer-service-must-be-more-personal-service-part-two>

Published: Sunday | June 19, 2016

### **Customer Service Must Become More Than 'Personal' Service, Part One**

Jamaicans experience a daily struggle to receive a consistent, high level of customer service. This happens, in part, because quality service is allowed to devolve into a personal matter between an individual provider and his/her customer. Instead, it should be about a business relationship. In a Gleaner column a few years ago, I shared that there are three kinds of service experienced in Jamaica. Now, there is a fourth. Here is a summary of each one

<http://jamaica-gleaner.com/article/business/20160605/francis-wade-customer-service-must-become-more-personal-service>

Published: Sunday | June 5, 2016

## Why Consultants Need to See Your Watch to Tell Time

Here's an old joke: 'Ask a consultant what time it is and he'll ask to see your watch. This canard contains more than a grain of truth that can be converted into something useful a way for executives to avoid the



need for outsider-led interventions. The executive suite is unlike any other team in a company. Newcomers who believe it's just a slightly different version of other teams experience a rude awakening. New CEOs, for example, discover that team members treat them differently in spite of their efforts to remain 'one of the guys'. This relationship change has the following two effects: The first is that people who work for top executives

withhold bad news for fear of provoking an unwanted reaction. The second is that leaders who enjoy solving problems on their own learn that habitually doing so leaves others in the dark, unable to understand how or why key decisions are made.

<http://jamaica-gleaner.com/article/business/20160522/francis-wade-why-consultants-need-see-your-watch-tell-time>

Published: Sunday | May 22, 2016

## Why 'Nap Time' Is Good for Workplace Productivity

It runs counter to commonsense thinking. Taking a sleep break in the middle of the workday turns out to be a smart practice, even though it runs afoul of tradition. For the most part, we don't question our old assumptions. Everyone 'knows' that Jamaica's workers are inherently lazy. This deeply ingrained corner of our psyche hasn't been questioned since work was organised in the first West Indian workplace the slave plantation. Avoiding work, we accept, was a matter of principle in those days. Doing so without being detected by 'Backra' became an art-form. Maybe his absence explains why I feel guilty whenever I take a midday nap. I have learnt that my best work occurs in spurts, where I focus exclusively on a single task while actively avoiding distractions. This approach is endorsed by the authors of books like Flow, by Mihaly Csikszentmihalyi, and Deep Work, by Cal Newport.

<http://jamaica-gleaner.com/article/business/20160508/francis-wade-why-nap-time-good-workplace-productivity>

Published: Sunday | May 8, 2016

## HRMATT 2015 Recap Episode with Dr. Robert Kaplan

This episode is a recap of the HRMATT Conference 2015, which featured the prominent guest speaker, Dr. Robert Kaplan. He's the co-creator of the Balanced Scorecard and the Strategy Map. During the conference, CaribHR.Radio sat down with him and also with T&T presenters Leah deSouza and Maxine Attong.



<http://radio.caribhrforum.com/hrmatt-20155-conference-recap>

Published: Sunday | May 8, 2016

## How to Cope With The Unreliable Mr. Crack

There is a persona haunting the cubicles of corporate Jamaica. Mr. Crack is a presence in all except the smallest of companies, an obscure figure who quietly slips in for an indefinite stay. He has earned the name 'Mr. Crack' because anything he's asked to do falls smartly through the cracks, unknown to others. Only the uninitiated rely on him to get anything done. Everyone else who has been burned knows that he's only as good as their right arm an appendage that does what it's told within just a few milliseconds. It has no working memory, and neither does he. A foreign friend of mine who lives in Jamaica returned to attend a conference in the United States. Upon meeting a conference organiser she needed to work with, she unconsciously began treating him like Mr. Crack. After a few interactions, he caught on, announcing: "No need to follow-up like that, I'm a professional."

<http://jamaica-gleaner.com/article/business/20160424/francis-wade-how-cope-unreliable-mr-crack>

Published: Sunday | April 24, 2016

## How to Keep Your Productivity Up Amid Change

Are personal productivity skills learned once and then used forever? While this may have been true in the past, becoming one of the most effective professionals in today's world requires you to change your tools and techniques on an ongoing basis. When I completed my book in late 2014 I thought it captured the state-of-the-art in using to-do lists and calendars. Based on the research I did, I thought I did a great job. Then I discovered a programme called SkedPal, introduced to me by a colleague's post on her website. In the past year, it's forced me to declare two chapters of my book obsolete. They have to be rewritten to catch up with my new daily habit of using the application.



<http://jamaica-gleaner.com/article/business/20160408/francis-wade-how-keep-your-productivity-amid-change>

Published: Friday | April 8, 2016

## How to Protect Your Daily Productivity, Peace of Mind

What if the key to having a productive day has less to do with how hard you work during the average work hour, but everything to do with a focused activity that takes no more than 30 minutes? In this article, I describe the power of a daily technique used by the most productive people. If you ask these people what they do to be effective, you'd find it's not the kind of question you can pose directly. I liken it to querying a centurion "What's the secret to a long life?" Oftentimes the answers you receive are just as confusing as those given by the most productive. To find the truth behind their anecdotes, you must turn to research involving large numbers of people. In my book, I share a key finding: a person performs better when they make a detailed, daily plan. In these modern times, what is the nature of this plan and how is it made?

<http://jamaica-gleaner.com/article/business/20160327/how-protect-your-daily-productivity-peace-mind>

Published: Sunday | March 27, 2016

## It's Better to Remove Toxic Employees Now Rather Than Later



It's a dilemma common to executives: What should they do when they realise their company is staffed with mediocre performers? The immediate instinct is to go out and recruit superstars, but there's new research indicating that there's a better approach: remove or transform your toxic employees. If you recently joined a new company or just received a new promotion, you may have discovered that your staff is not effective. Whether by grand epiphany or slow discovery, you see the problem clearly and desperately want to solve it. You envy departments filled with high

potentials brimming with vibrant energy, wishing you had the kind of people whose work ethic and intelligence you could admire. Your secret wish is to somehow attract a few good ones, who would, in turn, bring in others, but there is new evidence to show that you should focus your efforts elsewhere.

<http://jamaica-gleaner.com/article/business/20160313/francis-wade-its-better-remove-toxic-employees-now-rather-later>

Published: Sunday | March 13, 2016

## Acceptance an Essential First Step In Transforming Company

Most organisations are led by executives who see the world differently from their employees. They can envision a particular future, anxiously acting to grasp hold of it. How can companies make sure that executive impatience doesn't produce a reckless rush to failure? We live in a world in which changing one's computer, smartphone or automobile is as easy as completing an online order. The hard work to ensure technical interoperability has been done elsewhere, by someone else. It's so easy; it seduces corporate leaders into thinking that all changes are simple. However, the most complex corporate transformations involve far more: behaviour changes implemented by lots of people, sustained over time. These are by far the most difficult transitions to implement.

<http://jamaica-gleaner.com/article/business/20160214/francis-wade-acceptance-essential-first-step-transforming-company>

Published: Sunday | February 14, 2016





## Why You Aren't Able to Motivate Your Workers

Executives are often baffled; they ask why their employees are un-motivable. There's a good reason - employees just don't get enough of the right information to be inspired. The problem starts with the curse of the corner office. Inevitably, executives lose touch with what's happening on the ground, inside the daily routine of the average employee. It's their job as a leader, after all, to become absorbed in strategic activities and concerns, but this sometimes crowds out their ability to engage in person-to-person enrolment. They fail to move employees to action.

<http://jamaica-gleaner.com/article/business/20160228/francis-wade-why-you-arent-able-motivate-your-workers>

Published: Sunday | February 28, 2016

## The Science of Surviving Large Volumes of Email

It's likely that you are facing a rapid increase in the number of email messages you receive. What should you do in the future if you decided to take on a new project or accept a promotion? How will you cope then? The solution isn't to avoid email. Some people tell others: 'I'm not good with email', 'Call me instead' or 'I don't have time for email'. Some just lie 'I didn't get your message'. All these responses are fast becoming signs of incompetence. However, it's not our fault. We were never taught how to manage large numbers of incoming messages. In the absence of proper training, most of us defaulted to snail-mail techniques. In the post office world, mail is meant to be read slowly, leisurely and passively. It's an approach that worked when you received 20 or 30 email messages per week. Now, as you approach the average of global 150 messages per day, it fails because it just doesn't scale. Here is a way that you can cope.

<http://jamaica-gleaner.com/article/business/20160131/francis-wade-science-surviving-large-volumes-email>

Published: Sunday | January 31, 2016

## Economic Stress in the Caribbean Workplace – Radio Show

Listen in to my interview recorded in the summer of 2015 with **Dr. Robert Brown**, author of Economic Stress - Harsh Truth and Keys to Empowerment. In this conversation he's out to empower Human Resource Managers in the Caribbean with the ability to help employees deal with economic stress.

It's a timely interview as even Trinidad's recession deepens and employees start to feel the impact of the downturn in every single country in the region. It's a great message and a sound book to use if you want to help your employees continue to be productive.

To find out more about Dr. Brown and his work click [here](#), or read this interview he did with BlackEnterprise Magazine.

<http://directory.libsyn.com/episode/index/id/4083829>

Published: Monday | January 18, 2016

## Tapping The Hidden Power of Not Being a Know-It-All

When we are young we learn to believe that the more you appear to know, the better. It's only later in life, working closely with others, that we realise the belief is quite limited. In this column I explore why local executives must set it aside in order to produce extraordinary results. I pride myself on knowing a lot of stuff. I'm my father's son, as he came closer than anyone I know to being what Malcolm Gladwell calls a 'maven'. This persona helps messages go viral by not only knowing a great deal, but also having the social skills to spread it widely. However, I have learned from observing executives closely that it's easy to take this childhood lesson too far. Some of them, as you may know from first-hand experience, are quite obnoxious. They fight for the intellectual limelight, making sure that everyone around knows how much they know. Speaking confidently on a wide range of topics, they demonstrate an extroversion which puts them at the forefront.

<http://jamaica-gleaner.com/article/business/20160117/francis-wade-tapping-hidden-power-not-being-know-it-all>

Published: Sunday | January 17, 2016

## **How to Stop People From Grabbing Your Valuable Time Away - Part 2**

Have you ever been in a meeting when, after only a few minutes, you realise that your precious time is about to be wasted? Social pressure may keep you rooted to your chair until it's safe to leave, but how should your organisation prevent valuable hours from being lost from the outset? In my last column, I addressed the problem of email abuse in organisations while offering immediate solutions, plus a few from the future. In this article, I turn to another problem that's similar. Meetings have the potential to waste thousands of hours but the average company does little to prevent the loss. Here are three suggestions.

<http://jamaica-gleaner.com/article/business/20160103/how-stop-people-grabbing-your-valuable-time-away-part-2>

Published: Sunday | January 3, 2016

2015



## How to Stop People from Grabbing Your Valuable Time Away - Part 1 - Email

Email and meetings have become two of the biggest productivity killers in Jamaican corporate life. In this first article in a two-part series, we will focus on the cost of bad email. You are in your office after 6 p.m. with the door closed. Unfortunately, you are struggling to catch up while at that moment, the Time Grabbers who wasted your attention all day are at home, relaxing. Even if it happens to be the rare person who can't stand to leave with important work unfinished, you probably still think it's not fair. How did you reach this point?

<http://jamaica-gleaner.com/article/business/20151220/how-stop-people-grabbing-your-valuable-time-away-part-1>

Published: Sunday | December 20, 2015

## How Leaders Can Rescue Professional Victims

Many executives are relatively strong at taking responsibility, especially in areas where others do not. They stand up to be counted, assuming risks that others won't. However, they are often baffled when their followers show an excessive and inexplicable fear of victimisation. What should leaders do to eradicate this bad habit that makes good people slip into dependency and turns potential future leaders into weaklings?

<http://jamaica-gleaner.com/article/business/20151130/francis-wade-how-leaders-can-rescue-professional-victims>

Published: Monday | November 30, 2015

## **Three New Habits That Can Save the Jamaican Economy**

Most Jamaicans are wondering where the spark will come from that will ignite our economy. Instead of hoping for foreigners to bail us out, maybe we should be looking at what we are already wasting - individual time. It may not be the path advocated by the International Monetary Fund, but it's one that post-World War II Japan would readily recognise. In their recovery, they made unprecedented monumental improvements in their manufacturing operations. They leapt from being a producer of laughable products to being world leaders.

<http://jamaica-gleaner.com/article/business/20151122/francis-wade-three-new-habits-can-save-jamaican-economy>

Published: Sunday | November 22, 2015

## **Excluding 'Certain People' From Executive Team Is Bad for Business**

In the past few weeks, one of Jamaica's most prestigious literary talents won a major international prize. Below the headlines, however, is the story of a writer who has exiled himself from a country he can't live in. Is your company also discouraging some of its best people and thereby promoting mediocrity?

<http://jamaica-gleaner.com/article/business/20151025/francis-wade-excluding-certain-people-executive-team-bad-business>

Published: Sunday | October 25, 2015

## **How Social Media Skills Are Changing Business Forever**

Is social media just a passing fad that mature businesspeople can safely ignore? Is it all just a waste of time? Doesn't lasting, meaningful social activity take place only in person, not over the Internet? Recently, a Kingston-based friend of mine...

<http://jamaica-gleaner.com/article/business/20151011/francis-wade-how-social-media-skills-are-changing-business-forever>

Published: Sunday | October 11, 2015

## **Business in a Rut? Stop Second-Guessing Yourself!**

One way that leaders in local companies get stuck in a rut is by refusing to accept the current business world as it is. While it sounds obvious, there are many who are losing profits by complaining incessantly that the local environment isn't the way it should be. How do you get yourself unstuck, if you are?

<http://jamaica-gleaner.com/article/business/20150927/francis-wade-business-rut-stop-second-guessing-yourself>

Published: Sunday | September 27, 2015

## **Why High Performers ‘Hug Up’ Their Incompetence**

We all know that it's rude to call someone incompetent. Unfortunately, this polite norm blocks Jamaican employees from outstanding accomplishment. The solution is to embrace rather than eschew individual incompetence. Here's why.

<http://jamaica-gleaner.com/article/business/20150913/francis-wade-why-high-performers-hug-their-incompetence>

Published: Sunday | September 13, 2015

## **Rescue Low Followership with Advanced Listening Skills**

Executives are often amazed to discover how much they can accomplish with advanced listening skills. Unfortunately, the path to developing them is shrouded in mystery, resulting in a numbing mediocrity that undermines their best efforts.

<http://jamaica-gleaner.com/article/business/20150830/francis-wade-rescue-low-followership-advanced-listening-skills>

Published: Sunday | August 30, 2015

## **Why Your Company Should Not Be Ignoring Its ‘Promisphere’**

If you suspect that there is something wrong with your corporate culture here's one way to start cleaning things up now, before the situation worsens. The 'promisphere' in your company is defined as a network consisting of every promise ever made. Each individual commitment contributes to the overall promisphere, regardless of its current state

<http://jamaica-gleaner.com/article/business/20150802/francis-wade-why-your-company-should-not-be-ignoring-its-promisphere>

Published: Sunday | August 2, 2015

## **Why Companies Should Hire Inexperienced People**

It's a human resource mistake that appears, at first, to be a smart strategy: only hire people who can hit the ground running, without any training. Unfortunately, your company could be sowing the seeds of mediocrity in the form of a short-cut that draws long-term blood.

<http://jamaica-gleaner.com/article/business/20150718/column-francis-wade-why-companies-should-hire-inexperienced-people>

Published: Saturday | July 18, 2015

## **The Low-Pay Productivity Trap**

Some Jamaican executives are caught in an unproductive trap of their own making. By investing as little as possible in their people's development, they have produced cultures of low productivity. How long does it take for such a policy to bear bitter fruit and how can it be reversed?

<http://jamaica-gleaner.com/article/business/20150705/francis-wade-low-pay-productivity-trap>

Published: Sunday | July 5, 2015

## **The Right Way to Manage Work-Styles**

As business professionals, we often fall into the trap of treating our colleagues as if they manage their time in the same way. Recent research by Dr Brigitte Claessens from the Netherlands reveals the truth: professionals differ in the way they approach mid- and long-term tasks.

<http://jamaica-gleaner.com/article/business/20150621/right-way-manage-work-styles>

Published: Sunday | June 21, 2015

## **Advisory Column: How to Thrive As a 'Type A' Personality**

Most leaders of Jamaica's companies share a single trait - the 'Type A' personality. It means they face some unique and growing challenges to the realisation of their goals. A Google search offers up many definitions of this trait, some of which are quite extreme. Most leaders, however, aren't the hypertensive, unfeeling, Machiavellian types who are often used to dramatise the definition. Instead, they have deep, passionate commitments and love to solve real problems, the bigger the better

<http://jamaica-gleaner.com/article/business/20150510/advisory-column-how-thrive-%E2%80%98type-a%E2%80%99-personality>

Published: Sunday | May 10, 2015

## **How to Make Civil Servants Attractive To the Private Sector**

Can workers who have become accustomed to low standards be trained to achieve otherwise? The debate is currently raging in Trinidad and probably will arrive before long in Jamaica. One of my first summer jobs involved working on a project in a government department. As outsiders to the company, our team had a specific, tedious task that afforded us the opportunity to observe the employees in the organisation.

<http://jamaica-gleaner.com/article/business/20150524/how-make-civil-servants-attractive-private-sector>

Published: Sunday | May 24, 2015

### **Advisory Column: Does Our Own Time Window Make Us Less Productive?**

Why does a Jamaican employee struggle with being on time? Is 'laziness' the right answer? Or is it due to something else we can actually transform? In my column of May 25, 2013, I made the point that people who live next door are often the last to arrive at work in the morning. I suggested why this is true. As it turns out, I was a bit wrong.

<http://jamaica-gleaner.com/article/business/20150426/advisory-column-does-our-own-time-window-make-us-less-productive>

Published: Sunday | April 26, 2015

### **How to Manage Your Time for Better Sales**

Many salespeople in Jamaica believe that their results are all about the numbers. They focus on seeing the most prospects in the shortest amount of time. They approach sales planning with 'brute force' and they see time management as a tool to cut out all non-sales activities. However, this approach overlooks something essential.

<http://jamaica-gleaner.com/gleaner/20130331/business/business7.html>

Published: Sunday | March 31, 2013

### **Advisory Column: Executives Must Make It Easy To Get Direct Feedback**

High-level executives live in a rarefied world of extreme competition and ambition, but the longer they stay at the top, the harder it becomes to get the kind of advice that overturns their thinking. Here's what they can do early in their careers to open the doors to quality feedback that keeps them and their companies growing

<http://jamaica-gleaner.com/article/business/20150301/advisory-column-executives-must-make-it-easy-get-direct-feedback>

Published: Sunday | March 1, 2015

### **How Women Might Solve Corporations' Productivity Problems**

A few weeks ago, Jamaicans woke up to a surprise announcement: We have the highest percentage of female managers in the world. While this certainly has social ramifications, it also means that we can leverage the power that women possess to solve our productivity problems.

<http://jamaica-gleaner.com/gleaner/20150215/business/business6.html>

Published: Sunday | February 15, 2015



## Surprising Research from India: Non-family CEO's More Productive

It comes as a surprise to family-owned companies: external, non-Family CEO's are more productive than their related counterparts, according to recent research.

<http://blog.fwconsulting.com/2015/02/16/more-on-indian-ceos-of-family-firms/>

Published | Thursday, February 12, 2015



## How to Ensure a Lack of Time Doesn't 'Mash Up' Your Strategic Plan

AS we enter the post-festival season, many local companies embark on fresh annual and quarterly strategies that just won't succeed. Most executives will blame "the culture" but they are mistaken: it has more to do with their ineffective use of time.

<http://www.newsday.co.tt/businessday/0,206874.html>

Published | Thursday, February 12, 2015

## **The Stress of Being One of a Reliable Few**

Executives, managers and board members are always on the lookout for the handful of employees who are completely reliable. They come to depend on them, giving them greater responsibilities, while shunning those who are seen as flaky. Is this the best company strategy in the long term, especially if you are one of the reliable few?

<http://jamaica-gleaner.com/gleaner/20150201/business/business6.html>

Published: Sunday | February 1, 2015

## **Are You A 'Helicopter Manager'?**

As a manager, do you need to unlearn the bad habit of hovering over employees while they work? If you don't, you run the risk of stifling your employee's development. Like other managers, you may argue that your employees are uniquely unproductive: outsiders have no idea how awful they are. Convinced of their incompetence, you reel off one fantastic story after another in which you had to intervene to prevent a tragedy.

<http://jamaica-gleaner.com/gleaner/20150118/business/business7.html>

Published: Sunday | January 18, 2015

# 2014

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## **How to Manage A Change In The Public Sector**

"Why is it so hard to transform the public sector where so much is at stake?" There are a myriad of reasons, but here's one I discovered in two episodes of CaribHR.Radio summarized here: Caribbean countries are stuck with a form of government that makes it hard to effect change.

<http://jamaica-gleaner.com/article/business/20141221/how-manage-change-public-sector-0>

Published: Sunday | December 21, 2014

## **How to Overcome Employees' Minimal Efforts**

Left to their own devices, employees who become accustomed to giving a minimal effort forget what it's like to work hard. How can you, as a Jamaican Manager, turn their performance around before it's too late.

<http://jamaica-gleaner.com/article/business/20141207/how-overcome-employees-minimal-efforts-0>

Published: Sunday | December 7, 2014

## **Is Your Company Engaging or Entertaining Employees?**

Employee engagement means more than just hiring comedians, handing out balloons and renting the island's biggest Bounce-About for Family Day. Instead, it has to do with addressing staff's key concerns in a way that builds a firm's capacity for dealing with problems in the future.

<http://jamaica-gleaner.com/gleaner/20141123/business/business92.html>

Published: Sunday | November 24th, 2014

## **6 Modern Symptoms of Ineffective Time Management**

In the past, the signs of poor time management were obvious, but in today's age of the 'always on' mobile Internet, you could be suffering from the modern symptoms afflicting Jamaican employees and not know it.

<http://jamaica-gleaner.com/article/business/20141109/6-modern-symptoms-ineffective-time-management-0>

Published: Sunday | November 9, 2014

## **Positive thinking can be bad for business**

The number of business people who believe in the power of positive thinking is increasing, even though some new research shows that they may be mistaken.

<http://jamaica-gleaner.com/gleaner/20141026/business/business82.html>

Published: Sunday | October 26, 2014

## **Conquering the corporate disease of 'fake listening'**

Talking with someone while they furiously multitasked was something rare, and often seen as a sign of sheer bad manners in the work space. It simply wasn't done. Now it's become the norm, and for some people, an irresistible habit. In the middle of a phone call, a meeting, or just a simple conversation, their attention shifts.

<http://jamaica-gleaner.com/gleaner/20141012/business/business7.html>

Published: Sunday | October 12, 2014

## **Family CEOs are less productive**

Research has discovered that family CEOs work fewer hours, plan less, conduct fewer meetings, spend more time with outsiders, and engage in more one-on-one meetings

<http://jamaica-gleaner.com/gleaner/20140928/business/business7.html>

Published: Sunday | September 28, 2014

## **How to be a great salesperson in tough times**

Being a salesperson in a recessionary economy is tough. It takes a certain kind of perseverance to keep going when all the news seems to be bad, and tactics that used to work fail to produce results.

<http://jamaica-gleaner.com/gleaner/20140914/business/business8.html>

Published: Sunday | September 14, 2014

## **Managing your free time**

The short vacation you took was good, but a longer one would have been even better.

Scientists have discovered that by themselves, longer vacations don't make a difference. Rather than the number of days, what has an impact is how well we manage our free time.

<http://jamaica-gleaner.com/gleaner/20140831/business/business83.html>

Published: Sunday | August 31, 2014

### **Three tests for effective coaching**

As a manager, it's hard to give good feedback. Most of our attempts fall flat, and employees end up confused, ultimately changing none of their behaviours.

<http://jamaica-gleaner.com/gleaner/20140817/business/business91.html>

Published: Sunday | August 17, 2014

### **The dubious value of looking over employees' shoulders**

There's a common belief among managers in Jamaica that employees need to be watched closely. Without constant supervision, the reasoning goes, they are likely to slack off and shirk their duties; people perform better when they know they are being observed. However, there's intriguing new research that shows exactly the opposite.

<http://jamaica-gleaner.com/gleaner/20140803/business/business83.html>

Published: Sunday | August 3, 2014

### **Don't be a wimp, learn to fire people!**

In Jamaica, we appear to have a widespread problem: we keep employees in positions far longer than we should. It might be a vice-president who hasn't actually done anything - other than talk - for five years, or a gardener whose sticky fingers have resulted in empty fruit trees.

<http://jamaica-gleaner.com/gleaner/20140720/business/business93.html>

Published: Sunday | July 20, 2014

### **Flawed processes wasting employees' time**

Why is it that your company's employees seem so stressed, have so much to do, and never seem to get ahead? Part of the reason may be that your internal processes aren't working. This causes well-meaning employees to compensate for a failure to implement process management.

<http://jamaica-gleaner.com/gleaner/20140706/business/business8.html>

Published: Sunday | July 6, 2014

## **The Incompetence Of Not Returning Phone Calls**

When the incompetence relates to a colleague's inability to respond to phone calls and emails in a timely manner - or at all - we are likely to excuse them completely. After all, we are in the same boat: buried by how much work we have to do, struggling to keep up.

<http://jamaica-gleaner.com/gleaner/20140622/business/business7.html>

Published: Sunday | June 22, 2014

## **When culture is a very bad word**

Here in Jamaica, the line of reasoning is common - we suffer from low productivity because of cultural reasons. The causes are obvious, we argue, given our history of slavery and the fact that so few of our ancestors came to these shores willingly.

<http://jamaica-gleaner.com/gleaner/20140608/business/business5.html>

Published: Sunday | June 8, 2014

## **Why people next door are always late for work**

If you have ever lived near work, school or church, you may know the truth: people who live in close proximity to the workplace are often late. It defies common sense. Why would those who travel an hour in traffic, from Spanish Town and Portmore, consistently arrive 15 minutes early, while those who don't even need to drive are never on time?

<http://jamaica-gleaner.com/gleaner/20140525/business/business83.html>

Published: Sunday | May 25, 2014

## **How to issue an effective RFP for consulting services**

The majority of RFP processes I have participated in were stalemates, and were never awarded at all. It's not that the organisation issuing the RFP ran out of money, although this does happen. There was neither spite nor malicious intent. It's just that an RFP is only useful in certain situations, but so much of a hindrance in others that no decision can be made. How can the process be improved so that everyone benefits?

<http://jamaica-gleaner.com/gleaner/20140511/business/business72.html>

Published: Sunday | May 11, 2014

## **Want success? Pencil the time into your schedule**

While it's commonly known that superior results require an investment of time, very few professionals go the next step and actually block out the hours in their schedule to produce these results.

<http://jamaica-gleaner.com/gleaner/20140427/business/business8.html>

Published: Sunday | April 27, 2014

## **Confronting colleagues via email a bad idea**

There's a new, unproductive email tactic being used in some workplaces to get people to act on your requests, called 'swarming'. In my time-based productivity class a few weeks ago, a frequent victim of this tactic shared her story, which I'll paraphrase for the sake of clarity in this article.

<http://jamaica-gleaner.com/gleaner/20140406/business/business91.html>

Published: Sunday | April 6, 2014

## **Shut up and listen!**

Some techniques to stop top performers from leaving the workplace. Is your company good enough to get them to stay?

<http://jamaica-gleaner.com/gleaner/20140316/business/business82.html>

Published: Sunday | March 16, 2014

## **The customer may not always be right**

It's a conundrum. As a Jamaican business person developing a new product or service, how much should you listen to customers? The orthodox answer is that you should only focus on the voice of the customer - everything else is irrelevant. The opposite view, espoused by innovators like Steve Jobs, is that customers don't know what they want. Instead of telling you they want 'the automobile', they'll say they want 'faster horses'.

<http://jamaica-gleaner.com/gleaner/20140302/business/business71.html>

Published: Sunday | March 2, 2014



## Perfect Time-Based Productivity



*A Unique Way to Protect Your Peace of Mind as Time Demands Increase*

FRANCIS WADE

### **Wide-open offices bad for productivity**

If you sit in a wide-open office each day, struggling to stay focused amid multiple distractions, you have a right to complain. Research is showing that these environments are ruining your productivity.

<http://jamaica-gleaner.com/gleaner/20140216/business/business93.html>

Published: Sunday | February 16, 2014

### **Executives need advanced email skills**

If you have ever dealt with executives who couldn't manage their email effectively, you may have been right to wonder how they function. The short answer might be that they are a relic of a time when the Internet did not exist, but for up-and-coming professionals, the requirements are much different; dealing with a high volume of email is becoming a required skill, rather than a nice-to-have option.

<http://jamaica-gleaner.com/gleaner/20140202/business/business8.html>

Published: Sunday | February 2, 2014

### **How to prepare for encounter with a 'boss from hell**

You are in a tough spot. Your boss, whom you thought of as a nice person, has turned into a monster as evidenced by his or her terrible behaviour towards another employee.

<http://jamaica-gleaner.com/gleaner/20140119/business/business82.html>

Published: Sunday | January 19, 2014



## **Corporate strategy and New Year's resolutions - making them foolproof**

It's the time of year in local companies when new promises are made and visions are shared. Unfortunately, it's also a time when the seeds of strategic failures are sown. Your company's inability to follow through on its strategic plans will inevitably lead to feelings of regret and guilt if you don't put in place the right implementation skills.

<http://jamaica-gleaner.com/gleaner/20140112/business/business6.html>

Published: Sunday | January 12, 2014

# 2013

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## **How to manage your time like a CEO**

There's an interesting similarity between the way that CEOs and college students manage their time. If you are someone who is time-starved, or aspire to be a top professional, this article is for you.

<http://jamaica-gleaner.com/gleaner/20131222/business/business74.html>

Published: Sunday | December 22nd, 2013

## **How to avoid the Planning Fallacy**

Human beings are prone to making big mistakes with regards to estimating how long it takes to complete important tasks. I examine this problem, called the Planning Fallacy, in an article in my regular column for the Trinidad Newsday.

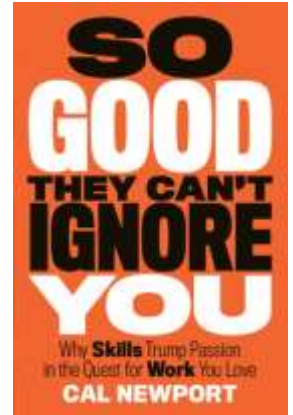
<http://blog.fwconsulting.com/2013/12/how-to-avoid-the-planning-fallacy/>

## How to make your business 'So Good They Can't Ignore You'

This article is essentially a review of the book "[So Good They Can't Ignore You](#)" by Cal Newport. It's an important one, as it attacks the belief that passion is the essential ingredient in starting your own business.

<http://jamaica-gleaner.com/gleaner/20131208/business/business92.html>

Published: Sunday | December 8th, 2013



## Pretentious public versus truthful private comments

Dysfunctional companies have one thing in common – there's a big gap between what's said in public versus private discussions: a difference that makes people crazy. In this article, I talk about my work to help companies bring the two closer into alignment, and ways in which any company can use the same principles.

<http://jamaica-gleaner.com/gleaner/20131124/business/business81.html>

Published: Sunday | November 24th, 2013

## How hard is it to come to work on time

This article speaks to the difficulty that many people have in coming to work on time each day.

<http://jamaica-gleaner.com/gleaner/20131110/business/business91.html>

Published: Sunday | November 10th, 2013

## 'Saving Service from un-Productive Automation' / audio and slides

In November, I gave a speech to the Jamaica Customer Service Association, addressing the way that productivity problems aren't being solved by automation - and in fact, these "solutions" are degrading the customer's experience. This link will take you to both the audio recording and the slides during my speech.

<http://www.slideshare.net/fwade/increasing-productivity>



## **Why your strategic plan takes team effort**

There are many companies across the region where a bright CEO or MD started the company, and believes that he can do it all himself. It's a mistake to treat strategic planning this way, and this article explains why.

<http://jamaica-gleaner.com/gleaner/20131027/business/business81.html>

Published: Sunday | October 27th, 2013

## **Why you should become a business columnist**

I have a radical idea: if you have an idea of how businesses could improve the way they operate, it deserves to be turned into a column for the local newspapers. This article explores the idea.

<http://jamaica-gleaner.com/gleaner/20131013/business/business7.html>

Published: Sunday | October 13th, 2013

## **How to detect and avoid 'scaling' problems**

In this article, I tackled a difficult problem to describe – scaling. Or in other words, why today's solutions become tomorrow's problems.

<http://jamaica-gleaner.com/gleaner/20130929/business/business81.html>

Published: Sunday | September 29th, 2013

## **Why I offer a distraction-free discount**

With a combination of hubris, chutzpah and confidence, I have started to offer a “Distraction-Free Discount” to strategic planning clients. This article covers why.

<http://jamaica-gleaner.com/gleaner/20130915/business/business4.html>

Published: Sunday | September 15th, 2013

## **Change your email response strategy - NOW!**

This article speaks to new thinking which needs to happen on the front-line, when employees interact with customers via email.

<http://jamaica-gleaner.com/gleaner/20130901/business/business5.html>

Published: Sunday | September 1st, 2013

### **The overlooked power of business process management**

This technique was abandoned in the 1990's when it became synonymous with the term "downsizing", but Business Process Improvement has powerful roots that need to be followed by every Caribbean company that hopes to become more efficient. This article speaks to the topic.

<http://jamaica-gleaner.com/gleaner/20130818/business/business5.html>

Published: Sunday | August 18th, 2013

### **How to harness the hidden power of free workplace talent**

This is an article which focuses on what many more companies can do to set up space and time for volunteers.

<http://jamaica-gleaner.com/gleaner/20130804/business/business7.html>

Published: Sunday | August 4th, 2013

### **Try this revolutionary sales technique... 'Give Away Your Secret Ideas'**

In the Caribbean, we maintain a distinct fear of being ripped off, especially when it comes to someone "stealing" our ideas. This article argues that it's better to give away ideas in order to generate leads, than it is to keep them to oneself. Giving them away allows for new ideas to arise, which keeps the flow going and actually improves the quality of the ideas.

<http://jamaica-gleaner.com/gleaner/20130721/business/business6.html>

Published: Sunday | July 21, 2013

### **How to get employees to do the job of two people**

This is an article on some new points to look at from a different angle, on a topic that's going to become more important in the next few months.

<http://www.newsday.co.tt/businessday/0,180905.html>

Published: Thursday | July 18<sup>th</sup>, 2013

### **How to overcome employees' demotivation (lack of motivation?)**

This is an article based on the findings of "Why Workers Won't Work: The Case Study of Jamaica" by Kenneth Carter.

<http://jamaica-gleaner.com/gleaner/20130707/business/business9.html>

Published: Sunday | July 7th, 2013

### **Is your company a 'burn-out-and-replace' machine**

There are several companies across the region that are developing reputations for having environments that burn out employees before simply searching for replacements. This article speaks to this topic.

<http://jamaica-gleaner.com/gleaner/20130623/business/business5.html>

Published: Sunday | June 23rd, 2013

### **How to get employees to do more work...willingly**

Is there a way to get employees to work harder, and to do it in a way that meets their interests? This article focuses on this important topic, and the jobless recovery that's the most likely path of recovery.

<http://jamaica-gleaner.com/gleaner/20130609/business/business81.html>

Published: Sunday | June 9th, 2013

### **How to recruit super employees**

It used to be that the best way to select an employee was to put them through interviews. Now, there are better techniques that can help you make more objective assessments.

<http://blog.fwconsulting.com/2013/05/how-to-recruit-super-employees/>

Published: Sunday | May 26<sup>th</sup>, 2013

### **How to manage your time for better sales**

If you are a salesperson, you may have decided that your productivity has something to do with your time management skills. That's a reasonable insight, and this article sheds some light to the very topic.

<http://jamaica-gleaner.com/gleaner/20130331/business/business7.html>

Published: Sunday | March 31st, 2013

### **How to respond to the IMF's message to Jamaica**

My thinking is that we shouldn't be paralyzed by the recent macro-economic trends in Jamaica, but focus instead on the small actions that we can each take to expand our own productivity.

<http://jamaica-gleaner.com/gleaner/20130317/business/business7.html>

Published: Sunday | March 17th, 2013

### **Why executives need to teach time management**

There are a number of reasons why the Caribbean executive needs to do more than just out-work his/her peers, but must also share the way in which they are able to be productive. If they project the

idea that they "have arrived", then that's what people around them will think is the formula for success; hubris and over-confidence.

<http://www.newsday.co.tt/businessday/0,174828.html>

Published: Thursday | March 14<sup>th</sup>, 2013



### **Bill's Im-Perfect Time Management Adventure**

My fable tells the story of Bill, a project manager, who must improve his productivity or face the certain loss of his job. He struggles before finding a secret that few discover... by Francis Wade <http://perfect.mytimedesign.com>

Click Here

### **Vital job for CEOs: Teachers of Time Management**

This article speaks to the reasons why leaders need to show their employees how to learn by being transparent about their own learning. It's a much better way to teach.

<http://jamaica-gleaner.com/gleaner/20130303/business/business5.html>

Published: Sunday | March 3rd, 2013

### **How to conduct difficult workplace conversations**

The recent news in Jamaica predicts that we are in for some difficult times. These harsh new economic realities bring an increase in the number of hard-to-have conversations you're likely to attempt.

<http://jamaica-gleaner.com/gleaner/20130217/business/business5.html>

Published: Sunday | February 17th, 2013

### **Are you a callous, unfeeling manager**

The Jamaican workplace has a serious hangover from slavery days – a tendency to feel that each of us has to be harsh when we become the boss.

<http://jamaica-gleaner.com/gleaner/20130203/business/business5.html>

Published: Sunday | February 3rd, 2013

### **How to turn friction into opportunity**

Wherever business friction exists, there's the possibility to make profits, and complaining about it only masks the fact that a door of opportunity has just opened.

<http://jamaica-gleaner.com/gleaner/20130120/business/business9.html>

Published: Sunday | January 20th, 2013

### **TVJ Appearance - On the Topic of Time Management**



This is a short interview on TVJ on the topic of Time Management, for managers and employees who have an interest in working from home.

<http://televisionjamaica.com/Programmes/SmileJamaica.aspx/Videos/24556>

Aired: Wednesday | February 26th, 2013

### **Using employee self-interest to motivate**

How can Jamaican employees be motivated so that we tap into their deepest interests?

<http://jamaica-gleaner.com/gleaner/20130106/business/business6.html>

Published: Sunday | January 6th, 2013

Over 80 Interviews and counting

<http://radio.caribhrforum.com>



# 2012

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## **How to use weak ties to form a strong network**

Today, it's important to build a network of weak ties - a problem many of us have as we build a network of professionals who are outside our comfort zone of trusted friends.

<http://jamaica-gleaner.com/gleaner/20121223/business/business6.html>

Published: Sunday | December 24<sup>th</sup>, 2012

## **How UTECH's mob can spark an institutional transformation**



It's a worldwide assumption: universities are safe havens for free thought and self-expression. The recent chasing and beating of a supposedly gay student at UTECH undoubtedly violated this ethos.

<http://blog.fwconsulting.com/2012/12/how-utechs-mob-can-spark-a-transformation/>

Published: Sunday | December 3rd, 2012

## **Is your firm “un-clientable”**

This article sheds light on why “un-clientable” companies actually have deeper problems occurring.

<http://jamaica-gleaner.com/gleaner/20121118/business/business62.html>

Published: Sunday | November 18th, 2012

## **What to do about employee engagement**

My trip to give a keynote speech at the HRMAB Conference was interesting, not so much for what I said, but for what I learned. This article comes directly from a panel discussion, headed up by Kim Tudor, on the topic of Employee Engagement in Barbados.

<http://jamaica-gleaner.com/gleaner/20121104/business/business6.html>

Published: Sunday | November 4th, 2012

### **Strategy more important than your budget**

It takes courage to revisit old assumptions, even when it's obvious that their presence is preventing a company from moving forward. Few executive teams are willing to fight these battles; however, they need to be conducted if the internal status quo is to be set aside in order to do the right thing.

<http://jamaica-gleaner.com/gleaner/20121021/business/business7.html>

Published: Sunday | October 21st, 2012

### **Fine line between business cheat and savvy executive**

Executives sometimes don't maintain enough of a commitment to their integrity, and they cross the line into doing what's profitable, or simply convenient.



<http://jamaica-gleaner.com/gleaner/20121007/business/business5.html>

Published: Sunday | October 7th, 2012



### **How to reward staff without spending a fortune**

This article received a number of off-line comments from readers, who argued otherwise, but the research conducted by Kenneth Carter is clear, and it's based on the worker surveys.

<http://jamaica-gleaner.com/gleaner/20120923/business/business6.html>

Published: Sunday | September 23rd, 2012

### **Avoid the 'perfect' strategy**

Trying to develop the absolutely perfect strategy means waiting to get all the right research completed, which in the real business world simply isn't possible. Here's why you need to

develop your strategic plan using the data you actually have available.

<http://jamaica-gleaner.com/gleaner/20120909/business/business7.html>

Published: Sunday | September 9th, 2012

### **Many of our executives operate like corporate immortals**

Here are some reasons why senior executives hire others who are less capable than themselves.

<http://jamaica-gleaner.com/gleaner/20120826/business/business5.html>

Published: Sunday | August 26th, 2012

### **Strategic planning retreat or 'amen corner'**

Caribbean executives need to be very careful not to overwhelm their direct reports with their ideas. This is especially true in planning situations.

<http://jamaica-gleaner.com/gleaner/20120812/business/business4.html>

Published: Sunday | August 12th, 2012

### **Do you have the courage to hold high work standards**

Jamaicans love high standards in many spheres of daily life, and like to know that we are among the very best in the world. So, we accept without question that a sound method for distinguishing high performance in any field requires judgment that is strict, impartial, and fair. However, in our focus on achieving high standards, we often miss an important element. This article looks closely at holding high working standards.

<http://jamaica-gleaner.com/gleaner/20120729/business/business6.html>

Published: Sunday | July 29th, 2012

### **The 'bligh' we should not give**

One of the ways that we Jamaican professionals encourage organisational slackness is by easily forgiving the sin of unanswered emails, phone calls, and text message. Here is an article about individuals allowing each other to never take responsibility to matters which are important.

<http://jamaica-gleaner.com/gleaner/20120715/business/business6.html>

Published: Sunday | July 15th, 2012



### How to be a better, more grateful manager

Commit yourself to never leaving the office each day without acknowledging 10 people in a way that makes them notice. Push yourself to where it may be uncomfortable: like many behaviour changes, the act of giving positive feedback can be learned through diligent and consistent practice.

<http://jamaica-gleaner.com/gleaner/20120701/business/business7.html>

Published: Sunday | July 1st, 2012

### Changing jobs into transformational careers

In an environment in which training travels with us at all times, even companies without a budget can be very creative about plugging their employees into learning opportunities.

<http://jamaica-gleaner.com/gleaner/20120620/news/news91.html>

Published: Sunday | June 20th, 2012

### How executives unwittingly turn employees into morons

There are a number of studies linking professional productivity with the ability of professionals to find quiet, undisturbed time. Designing an office with small cubicles and low walls promotes distractions, and flies in the face of this research.

<http://jamaica-gleaner.com/gleaner/20120610/business/business91.html>

Published: Sunday | June 10th, 2012

### **Jamaican companies need more EQ than IQ**

The best companies use assessment centres which allow hiring managers the chance to see how someone performs in a simulated environment. This approach radically increases the chances that the person who is hired can actually demonstrate the skills that are needed from the very first day on the job.

<http://jamaica-gleaner.com/gleaner/20120513/business/business6.html>

Published: Sunday | May 13th, 2012



### **The pitfalls of lacking time management**

Rightly or wrongly, one of the yardsticks we use to measure the effectiveness of our colleagues is how well they manage their time. Skills vary widely from the bottom to the top of corporations, but we tend to assume that the higher the position, the better the skills.

<http://jamaica-gleaner.com/gleaner/20120422/business/business6.html>

Published: Sunday | April 22nd, 2012

### **How companies can make the most of migrating Jamaicans**

Global firms, like McKinsey & Company, encourage ex-employees to play these roles and others. Many major players on the world stage have even gone as far as to establish formal alumni groups with their own communication channels, special gatherings, and unique perks. It is their way of building a powerful global network that serves to strengthen the firm and expand its capabilities.

<http://jamaica-gleaner.com/gleaner/20120408/business/business10.html>

Published: Sunday | April 8th, 2012

## **Migrating? Make the most of it as a working professional**

For too long, Jamaicans have viewed migration to the United States, United Kingdom, or Canada through a very unproductive lens. It has led to a host of mistakes committed by those who leave, and also by those of us who remain. We need a fresh mind-set to help us take better advantage of the opportunity that living in a foreign country provides.

<http://jamaica-gleaner.com/gleaner/20120325/business/business5.html>

Published: Sunday | March 25th, 2012

## **The limited appeal of 'raw-chaw' results**

We fool ourselves into thinking that the hero who makes it after a humble start is all there is to the story. We ignore the larger truth that everyone who becomes good at something must pay very costly dues, and pay them repeatedly just to remain near the top of their game.

<http://jamaica-gleaner.com/gleaner/20120311/business/business7.html>

Published: Sunday | March 11th, 2012

## **Why cutting prices can save your business**

The local company that can beat the competition, from anywhere in the world, will always be successful.

<http://jamaica-gleaner.com/gleaner/20120226/business/business61.html>

Published: Sunday | February 26th, 2012

## **Why your company needs to limit email**

Creating the right policies is not difficult, but it does require some careful consideration as companies ask themselves whether or not a particular behaviour is scalable. That is, will it work for large numbers once it becomes widespread?

<http://jamaica-gleaner.com/gleaner/20120212/business/business45.html>

Published: Sunday | February 12th, 2012

## **Don't drag old habits into 2012**

Many professionals don't even bother to deal with unread emails as a year closes. They simply delete all of the email in their inboxes, and dump all their correspondence without even reading it. They 'start all over again' and it's your bad luck if they happen to 'forget' about your matter, reasoning that if it's important, you'll call back. You may be appalled at this end-of-year practice, but from one point of view, it's understandable.

<http://jamaica-gleaner.com/gleaner/20120122/business/business71.html>

Published: Sunday | January 22nd, 2012

## **Shaking up egotistic leaders**

Not all executives are bad leaders, but it's a great idea for them to create learning opportunities that require the development of a 'beginner's mind'. It would help rid them of the arrogance and short-sightedness that often turns out to be so very costly. This is an article which looks more closely at leaders.

<http://jamaica-gleaner.com/gleaner/20120108/business/business7.html>

Published: Sunday | January 8th, 2012

# 2011

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## **Executive team building - a waste of time?**

What's the best way to build an executive team? Ropes? Climbing courses? Games? Quizzes? Or is there a better way that fits in with their actual job?

<http://jamaica-gleaner.com/gleaner/20111225/business/business10.html>

Published: Sunday | December 25th, 2011

## Getting past the post-retreat flop

Strategic planning retreats might succeed, but what matters is the depth of implementation afterwards, and that's where most executive team members don't pull their weight.

<http://jamaica-gleaner.com/gleaner/20111120/business/business72.html>

Published: Sunday | November 20th, 2011

## Taking the very long view in strategic planning

Implementing a big corporate transformation is a matter of making consistent improvements over long timeframes. That requires more than short-term thinking.

<http://jamaica-gleaner.com/gleaner/20111023/business/business7.html>

Published: Sunday | October 23rd, 2011

## Lazy Jamaican companies

Are your employees really lazy, or is their behaviour a result of poor management practices?

<http://jamaica-gleaner.com/gleaner/20110821/business/business72.html>

Published: Sunday | August 21st, 2011

## 2 Speeches at the JAHSE Conference



At the Jamaica Association of Health Service Executives Conference in October 2011, I spoke twice in a single day; once on the topic of time-based productivity, and the second time on what it takes to create a culture of accountability. Here's the link to the slides of both speeches, PLUS you can listen to the audio of each one if you look for the audio link in the comments.

<http://www.slideshare.net/fwade/accountability-jahse-symposium-2011>



### **Habits...not a 'bag a mout'**

It's much harder to change your time-based productivity habits than it is to talk about what needs to happen differently, and here's why.

<http://jamaica-gleaner.com/gleaner/20110717/business/business8.html>

Published: Sunday | July 17th, 2011

### **Why we aren't doing enough about Jamaica's productivity**

There's so much more we could be doing about our country's productivity, but it has little to do with blaming and finger-pointing.

<http://jamaica-gleaner.com/gleaner/20110703/business/businesss8.html>

Published: Sunday | July 3rd, 2011

### **Inspiring Jamaican employees**

What does it take to inspire local employees to give up more discretionary time and effort?

<http://jamaica-gleaner.com/gleaner/20110403/business/business7.html>

Published: Sunday | April 3rd, 2011

### **Black holes**

There are some people in your office that you simply can't rely on - everything sent to them disappears, never to be heard from or seen again.

<http://jamaica-gleaner.com/gleaner/20110119/business/business91.html>

Published: Sunday | January 19th, 2011

# 2010

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## Why Jamaicans have to migrate to become productive



It's a mystery to Jamaicans - why do so many people succeed after they migrate, when it appears as if they had stayed at home they would have accomplished so little?

<http://jamaica-gleaner.com/gleaner/20101205/business/business8.html>

Published: Sunday | December 5th, 2010

## Productivity in the new age of 'Time Demands'

There's no such thing as "time management", but there IS something that we are already managing as working professionals - all of us.

<http://jamaica-gleaner.com/gleaner/20101010/business/business7.html>

Published: Sunday | October 10th, 2010

## The Smartphone: hindrance to management productivity

Smartphone technology, improperly used, is being used in myriad ways that actually undermine their purpose: greater productivity.

<http://jamaica-gleaner.com/gleaner/20100815/business/business7.html>

Published: Sunday | August 15th, 2010

# Calling all Human Resource Professionals



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## Biography

**Francis Wade** began his Florida-based consulting firm, Framework Consulting, Inc., after leaving AT&T Bell Labs in 1993. He spent five years there as an internal consultant, specializing in the application of business process improvement techniques to the company's manufacturing problems.

Today he lives between Trinidad and Jamaica, inspired by the differences he's discovered between productivity in the Caribbean and North America. It's led him to continue the learning he started as a student at Cornell University, where he completed Bachelors and Master degrees in the discipline of Operations Research and Industrial Engineering. He continued his academic career by teaching for seven years at the University of Phoenix in their Graduate School of Business.

He's been a proponent of Time Management 2.0, a robust set of ideas that are challenging the conventional wisdom in the area of time-based productivity. The second edition of his book - Perfect Time-Based Productivity - outlines a process in which any person can improve his/her skills in small steps. As a consultant, Francis has worked in Europe, North America, Latin America and a variety of Caribbean countries, developing a successful practice in the process that is now focused on serving regional clients. He has served telecommunications firms such as AT&T and Lucent Technologies in the USA and CANTV in Venezuela to conclude successful change initiatives.

He is the founder of CaribHRForum, the largest cross-regional network of Human Resource practitioners, and the author several and an Internet radio show. He has also spoken to a variety of audiences across the region, and writes columns for the Jamaica Gleaner regional newspapers.

To access his latest columns and sign up for updates, visit <http://blog.fwconsulting.com>.

Francis can be contacted here: <http://ReplytoFrancis.info>