



between the old employee departing and the new one coming fully up to speed that is costing the company money. The key is to have a company-wide business strategy that combines people, business processes, and technology — such as intuitive Customer Relationship Management (CRM) software — in place to ease the transition. There must be enough easily-accessible data about what the former employee was working on so that the manager or a new employee could pick up the important projects and make sure that they are completed.

Nikolaus Kimla

Founder of the CRM software, Pipeliner

www.pipelinersales.com

a no-excuses policy on deadlines, but when you personally miss one, you just finesse the client into giving an extension. Sure, we all make mistakes. But if you're not holding yourself accountable to the values you say are important, don't be surprised when your bad behavior starts to trickle down—and ultimately impacts the company's bottom line.

Julie Miller and Brian Bedford

Co-Authors of *Culture Without*

Accountability—WTF: *What's the Fix* Say

www.millerbedford.com

Setting Healthy Boundaries at Work

Success in the workplace depends on your ability to relate effectively to people. Research shows that 60%-80% of all difficulties in organizations stem from strained relationships between employees, not from deficits in an individual employee's skill or motivation.¹ Difficult workplace relationships are far more than a nuisance; they can cause anxiety, burnout, clinical depression, and even physical illness.

Healthy relationships at work can propel you to great heights of achievement; dysfunctional or toxic ones will tether you to mediocrity. When you mismanage relationships, the fall-out affects productivity and quite possibly your ability to advance. Your success at work depends on your ability to set the kinds of boundaries that encourage mutual respect and keep the focus on productivity.

Van Moody

Speaker and media expert

Author of *The People Factor*

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¹ Association for Psychological Type International, APTI

Handling Turnover Transition

Turnover is difficult to deal with in any department or company. When people depart, they usually do not leave a step-by-step list of duties behind for their replacement. The downtime between the point at which the old employee leaves and the new person comes on is difficult, but it is actually the downtime

Treat Customers with Respect

Customer satisfaction is a leading reason why consumers choose to work or not to work with a business. Lack of respect or courtesy between your employee and customer interaction can be detrimental to or even kill a sale. For the optimal customer experience, employers need to teach employees to implement Compassionate Communication. Compassionate Communication involves four concepts that encourage respectful dialogue between employers, employees, and clients:

1. **Observation**
2. **Needs**
3. **Feelings**
4. **Requests**

Both employers and employees need to implement these proven and effective steps in order to facilitate effective and enjoyable conversations with their customers, and keep them coming back!

Rick Goodfriend

Communications expert and teacher

Author of "I Hear You But..."

Build a Culture of Accountability

Almost every leader has been there. One minute you're living the company values, and the next you're making an exception—for yourself. Perhaps you have an official policy of being super-responsive, but when an especially problematic client calls, you avoid him for a day or two. Or despite a stated commitment to respectful communication, you lose it and shout at Margaret in sales when she falls short of her quarterly goal once again. Or you have

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