

# Finding Favor

IF ALL YOU WANT IS A LITTLE RESPECT, READ ON.

**CONSIDERING YOU** make more money than they do, you can fire them if you see fit, and you generally enjoy more perks than they do, it can be hard for your employees to come up with a reason to like you. So how can you win them over? Give them a reason to hold you in high esteem. We asked some employees what their bosses did to earn their respect.

Brooke Coe, marketing director for Be Jane, a Los Angeles-based home improvement website for women, remembers giving what seemed like a failed pitch to a tool company last year. Her bosses Heidi Baker, 37, and Eden Jarrin, 30, stepped in to save the day. "Heidi and Eden really convinced them and turned them around," Coe says. A week later, Coe closed the deal.

Aubrey Cichelli went to work as a senior communications executive for the Intrepid Group, a PR agency in Salt Lake City, specifically because of the owners' reputations. Co-owners Mike Grass, 35, and Chris Thomas, 34, did pro bono work representing Elizabeth Smart's family during her kidnapping ordeal. "I feel they have the right attitude about public relations," Cichelli says.

**44%** of business leaders in the U.S. believe they have lost out on business contracts because a competitor paid a bribe.



An in-house employee literacy program at American Reading Co. in King of Prussia, Pennsylvania, earned the respect of Alison Nathan, the company's director of academic credibility. American Reading Co. was founded by Jane Hileman, 56, and runs a reading program for students nationwide to promote language skills and literacy. Hileman extended this learning initiative to her staff, partnering non-native English speakers with other workers. "It's amazing," says Nathan. "Everybody loves to partake in it."

**To the rescue:** Heidi Baker (l.) and Eden Jarrin (r.) pitched in to help Brooke Coe close a deal.

—JAMES PARK

## BOOKS > ENTREPRENEUR AND consultant

Michael A. Boylan identifies constraints to rapid business growth in *Accelerants: Twelve Strategies to Sell Faster, Close Deals Faster and Grow Your Business* (Portfolio, \$23.95), starting with problems in the client's or prospect's general perception of your industry and ending with your own inability to communicate the benefits of working with your company. Then he offers ways to control or eradicate these constraints, including learning which constraints may be slowing your growth, then taking steps to get rid of them.

## SPEED IT UP

LEARN WHAT'S KEEPING YOUR COMPANY FROM MOVING FORWARD.

Boylan's tips are often both unusual and insightful. For instance, he suggests entrepreneurs who have trouble reaching top decision-makers apply what he calls the Circle of Leverage. This requires you to use several methods to contact multiple individuals in the target organization. Ask each

person to meet you or arrange a meeting with a more appropriate decision-maker. The combination of contacts will exert enough influence on top decision-makers.

## GET PERSONAL

**AFTER STUDYING** more than 200,000 people over 10 years, Adrian Gostick and Chester Elton explain in *The Carrot Principle* (Free Press, \$21) that organizations that effectively recognize individuals have more loyal and engaged employees and generate higher profits. To maximize the effect, recognition should align with corporate values and also help employees achieve personal goals. For example, a security guard whose outside passion was conservation was recognized with the new title of security and energy conservation monitor, combining his interest in saving energy with the company's interest in keeping outside doors closed and unused lights switched off.

MARK HENRICKS is Entrepreneur's "Staff Smart's" columnist.

