

Within five years, that \$2 million company became a \$15 million company. The owner was able to sell and retire.

### **Case: Owner Too Stressed**

A delivery service owner was too stressed and busy to find time to build his company or train employees. His wife called Hefley.

"The owner learned how to hire the right people and delegate effectively," she says. "He hired someone to do the dispatch work and rearranged his time to do the right things in the right order."

In one year, the business grew 86 percent.

### **Why Team Members Lose the Game**

Hefley says there are five reasons why employees are not successful:

1. They don't know what to do and why. If an employee doesn't know why the boss wants something done, it's not going to happen. An organization must have a clearly defined vision, purpose and values that are communicated to everyone on the team.
2. They don't know how. Forty percent of all new supervisors fail within the first 18 months, because it takes different skills to lead people than it does to perform a task. They haven't been taught skills to lead. Classes taken in college won't necessarily teach how to run a business or lead people. Most MBAs end up working for entrepreneurs.
3. They need to have resources and an environment in which they can be successful and in which they feel safe and valued. Twenty-one percent of all turnover comes from employees not wanting to be in the environment any longer. People don't quit companies. They quit bosses.
4. They don't have the aptitude to do the job. This causes disharmony, because other people need to pick up the slack. You can't put a square peg in a round hole.
5. They just don't want to. They may be going through the motions. Maybe it's because they don't know what to do or why or how. Or they have had no proper training or coaching. Or some-

thing has happened in the environment and they don't want to be there.

Sixty-six percent of all hires are mistakes, Hefley says. She adds that the saddest part is not that people leave, but that they stay. Companies end up with a workforce where only 25 percent of the people take pride in what they do. Twenty-five percent admit they could be more productive. And the other 50 percent put enough time, effort and energy just to keep their job.

### **Soar Like An Eagle**

The logo for Hefley's company is an eagle, "because an eagle never misses its prey," she says. "It has vision and can see a long way and goes after the prey with laser focus. All of us have some eagle in us."

"In order for an eagle to leave its nest, it needs to be pushed out. I'm the person to give a push out of the nest, out of their comfort zone."

She says business coaching is not new. It's just gone under different names.

"We used to call it leadership development," says Hefley, who grew up in Clare, Iowa, the daughter of Czechoslovakian immigrants. She held her first sales job at age 14 and has held executive positions with Browning-Ferris Industries, Meredith Publishing and Mutual of Omaha.

Hefley's husband, George, is a project developer. Their oldest daughter and son-in-law serve in the Air Force. She works at the Pentagon. Their youngest daughter lives in Fredericksburg, Va., with her husband, a Marine pilot. The Hefleys have four grandchildren.

She is a past president of the Nebraska Chapter of the National Speakers Association and is a member of Toastmasters, the National Association for Female Executives and the Society for Human Resource Management.

Hefley has written a chapter in a book that also features Stephen Covey, who wrote "The 7 Habits of Highly Effective People," and Kenneth Blanchard, who wrote the "One Minute Manager." The book, "Speaking of Success," is available at bookstores. Or contact her by email or phone. [rosemary@successisahabit.com](mailto:rosemary@successisahabit.com) or 402-597-1447. ■