

## BRINGING OUT THE POTENTIAL IN YOUR PEOPLE

Someone asked me, "What changes did you do to bring out the potential in your people?"

I realized then that my people are like children. Each of them has his own strengths and weaknesses. So I manage them with this mindset: "If you want to be fair to everybody, do not treat them equally!" While this may seem illogical, I learned that I need to treat each person according to their unique needs.

A few of my people in HP were sharp and could easily understand instructions quickly. But most of them needed to see an example of how things should be done before they could effectively carry out what I had asked them to do. I guess this explains why YouTube is very popular. People generally tend to learn faster by imitating others first before they can formulate their own responses. I've had people who had developed bad habits even before they came to work with me. And so I needed to discipline them first before they could become effective. As a whole, most of them carried different baggages that in one way or another wore them down—some emotional, others financial, physical, etc. I realized that before I could even succeed in my job, I need to help them overcome their own unique struggles.

I remember a sales engineer who could not seem to breakthrough even though he worked very hard. As I spent time with him, I found out that while he worked in Makati, his wife was working on the opposite side of Metro Manila, so they had to leave their children with the grandparents. They got to see each other only once a week, and this became a source of great stress. So before I can be an effective boss I needed to first be a counselor and friend. So I asked the couple to attend a marriage seminar in CCF. I explained the benefits of living together as a family and taught them to trust the Lord with their financial needs. When his problem got fixed, he became one of our top performers and even headed the sales team when I left HP.

According to the HP Way, everybody wants to do a good job and no one wants to fail! On my own I learned that what we see as irritating attitudes of our people are just external expressions of the burdens they carry. If the leader wants to succeed, he must decide to either help bear the burdens of his people or fire them in order to remove these problems. But when he decides to do the latter, he will need to still bear the burdens of the next person he hires. This is the cross that every leader must carry. But with this cross comes the privilege of improving lives and accomplishing greater things for the Lord.