

# Value Your Employees to Deliver Excellence

Part 3 *Excellence Wins*, by Horst Schulze

## SUMMARY

Business is about human beings: two sets of people: Customers and Employees. How you value and treat them will be a reflection on your pursuit of excellence. One will never achieve true excellence with the customers and be the best in the world without valuing people. This is a shortcoming in most companies.

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## NOTES FROM THE VIDEO

*Many times business leaders slip into thinking human beings as little more than “function fillers” – bodies hired to do a certain task. When we identify an operational function and then go looking for a warm body to fill that function we are being shortsighted. We’re treating people as just another category of things. I believe this is not only bad practice, but even immoral.*

– Horst Schulze

Too often we hire people and treat the employees based on their function. What should be different? We should hire people to come *join* our vision. This a leadership principle – leaders cast the vision and this motivates people to rise to the occasion. What is the vision for my company? Is that vision good for all concerned: investors, customers, and employees? Does it serve all the people?

## Four Steps to Hiring the Right People

Consider hiring people to a *vision* and a *purpose*. Connect them to join you in meeting your vision, purpose, and objectives. When people know where they are going, then you can check to see if they are aligned. Excellence comes when you combine purpose with alignment. This creates a great workforce.

Hire the right people. Take your time, know what you are looking for.

- 1. Selection:**  
Have a standard of selection or profile. Take your time. Selection needs to be done carefully. Don't be too hasty – if you rush you will end up with the wrong person.
- 2. Orientation:**  
Orient the employee to your vision, objective, and your valuing the customers. This will improve the employee. Many companies make terrible mistakes. The first day is absolutely important!
- 3. Teaching the Processes:**  
Teach the **non-negotiables of the company**, teach them their function. Consider the 20 Standards that Horst shared his company would go over frequently.
- 4. Empower:**  
Give people the understanding and power to resolve problems.

These four steps will create greater retention, which in the long run is a great cost savings.

## **SCRIPTURES TO CONSIDER**

*Where there is no vision, the people are unrestrained...*

— **Proverbs 29:18**

*Do nothing from selfishness or empty conceit, but with humility of mind regard one another as more important than yourselves; do not merely look out for your own personal interests, but also for the interests of others. Have this attitude in yourselves which was also in Christ Jesus.*

— **Philippians 2:3-5**

## **QUESTIONS FOR TABLE DISCUSSION**

1. How might valuing your employees help motivate them?
2. How are you doing at hiring the right people?
3. How is your process compared to the process that Horst outlined?
4. What would you need to do to improve your hiring process?

## **A FEW NOTES ABOUT BRUCE WITT**

Bruce Witt is the Iron Forums facilitator for Cobb County. He is also the President of Leadership Revolution, where for nearly a dozen years he has offered personalized coaching and leadership roundtables to key executives to help them with professional and personal growth. Bruce was key in connecting Iron Forums with Horst Schulze, and also in developing this content module. If you would like to speak with Bruce, you can contact him at [bwitt@ironforums.org](mailto:bwitt@ironforums.org).

## **A FEW NOTES ABOUT “EXCELLENCE WINS” BY HORST SCHULZE**

The content for this exclusive interview Horst Schulze did for Iron Forums is based on his book, *Excellence Wins*. Horst shares more details of his visionary and disruptive principles that have produced global successes over the course of his career with Ritz-Carlton Hotel Co. This review from Zondervan Publishing says it well: “If you're searching for the blueprint to beating the competition and out-performing everyone around you, look no further than *Excellence Wins*. Schulze pulls no punches as a masterful guide to becoming the very best in a world of routine compromise.”