



Paul Herr  
consulting



Leadership  
and Employee  
Engagement  
Tool

introducing

**The Horsepower System™**

**MASTER THE FORCES THAT  
DRIVE HIGH PERFORMANCE**



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# Motivating Employees to Execute the Corporate Plan

## EFFICIENT EXECUTION IS ONLY POSSIBLE WITH DEDICATED AND ENGAGED EMPLOYEES

CEO's agree that the best strategy in the world will fail without employees who are motivated to energetically and enthusiastically execute the plan, yet far more time is devoted to strategy than to motivation.

How would you respond to your board if they wanted your precise plan to improve innovation, achieve top scores for employee engagement and to reduce employee turnover and interpersonal conflict?

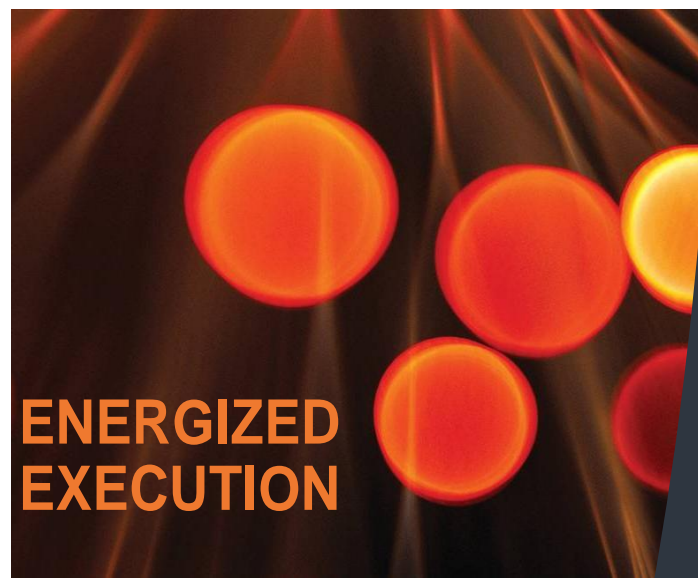
These are all challenging questions because they involve the murky subject of human motivation. The Horsepower System™ will help you achieve all of these priorities, and supercharge your motivational engine in the process.

The Horsepower System brings simplicity and analytic clarity to the people-side of the success equation and helps you strike the proper balance between strategy and execution. Our approach is to measure motivation monthly and put the results front and center on the management dashboard where they belong. Managers and supervisors get their own leadership dashboards to monitor whether their employees are functioning optimally or malfunctioning. If the motivational engine is malfunctioning, the software provides targeted leadership tips (Tune-Up-Tips™) for getting the motivational horsepower to go up. It therefore delivers a complete solution instead of a partial one.

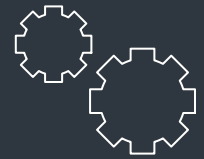
We hope you enjoy this next-generation approach to leadership and employee engagement.



THE HORSEPOWER SURVEY™ MEASURES THE EMOTIONAL PAYCHECK—OR HOW REWARDED YOUR EMPLOYEES FEEL AT WORK.



## ENERGIZED EXECUTION



### EASY AS 1-2-3

Our Human-Performance Technology consists of three components:

#### COMPONENT ONE

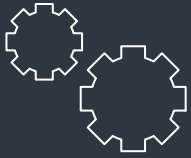
An advanced theory of human motivation developed by Paul Herr over the past 30 years

#### COMPONENT TWO

An intrinsic-reward survey (Horsepower Survey™) derived from the theory to measure motivation

#### COMPONENT THREE

A powerful leadership methodology to get the motivational horsepower to go up



# The Primal-Management Solution

IT'S NOT JUST A SURVEY, IT'S A HUMAN-PERFORMANCE TECHNOLOGY

**FORMER  
ENTERPRISE  
RENT-A-CAR  
EXECUTIVE,  
LARRY  
UNDERWOOD  
SAYS:**

**"I've read hundreds  
of business books  
over the course of  
my career, but this  
is the best  
business book I  
have ever read."**

**FORTUNE 500  
CEO JIM  
ESTILL SAYS:**

**"Every CEO  
should read this  
book."**

Paul Herr, in his critically-acclaimed book, "Primal Management: Unraveling the Secrets of Human Nature to Drive High Performance," describes what the motivational engine "looks like", so managers can deeply understand it and tap into it.

The motivational engine is not really that complicated. Herr uses engineering logic and the latest science to unravel its secrets. There are ten cylinders in the motivational engine—five that regulate our biologic needs, like hunger and thirst, and five that regulate our social needs to innovate, to feel like respected experts, to experience rewarding wins on a regular basis, to work cooperatively as part of a tight-knit group, and to feel protected.

The Horsepower Survey™, which is described in Chapter 2 of Primal Management, measures the extent to which these social needs are being met and thereby determines if the motivational engine is humming or sputtering.

We are marketing this technology as the simplest, most-logical, most-scientifically-advanced approach to motivation on the market. This is a bold and audacious claim, but we have the statistics, science and real-world results to back it up. We encourage you to read the first two chapters of Primal Management for free on "primalmanagement.com". The logic behind our approach, we believe, speaks for itself.

**BUSINESS  
PROFESSOR  
BILL  
FREDERICK  
SAYS,**

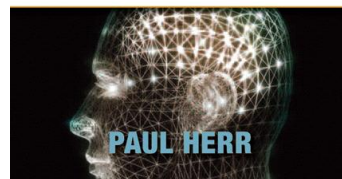
**"PAUL HERR'S  
INSIGHTS INTO  
EMOTIONS IN  
THE  
WORKPLACE  
ARE STUNNING,  
ASTONISHING  
AND ORIGINAL."**

**CIO INSIGHT  
MAGAZINE**

"Essential Read for Business Leaders"



**PRIMAL  
MANAGEMENT**



**AMA™**

**American Management Association**  
Featured Book  
Spring, 2009

# Primal Management Success Story

The true measure of a new idea is the real-world test-track. Here is a success story that proves the remarkable potential of The Horsepower Survey™ and the Primal-Management approach.

CEO, Scott Ransom, achieved spectacular results when he applied the human-performance technology described in the Primal Management at Marshall Erdman and Associates, the United State's largest designer and builder of hospitals and clinics.

Ransom led a buyout of this fifty-seven-year-old family-held company, which included participation from forty managers and two outside investors in 2004. Revenues nearly doubled in a four-year period, profits increased 300 percent, employee engagement went from slightly below average to the top tenth percentile. In 2008 the company merged with a publicly-held health-care real-estate company at a value of almost ten times the initial equity investment.

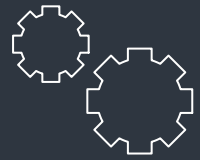
One of the investors, a large, international, private-equity firm, said it was among the best returns on investment the company had realized in its twenty-three years in the private-equity arena and Ransom was featured in its annual report. The improved performance resulted in generous employee bonuses, 15 percent annual retirement funding and a sparkling new headquarters complete with an employee health club and internet café.

Ransom is a leader who balances business acumen with excellent people skills. His success illustrates the benefits of balancing cool, analytical rationality with respect for the emotional and interpersonal sides of human nature.

Paul Herr's coaching played a significant role in this financial turnaround. Herr got Ransom on the right path by explaining how the motivational engine works and how Marshall Erdman and Associates could effectively tap into it.



**ALIGNING CORPORATE  
POLICIES WITH HUMAN  
NATURE YIELDS THE BEST  
RESULTS**



**“HOW DO YOU  
FEEL?”**

**THIS SIMPLE  
QUESTION  
GOES TO THE  
CORE OF THE  
MOTIVATIONAL  
ENGINE**

**THINK OF YOUR  
EMPLOYEES AS  
YOUR INTERNAL  
CUSTOMERS**

**Assess their needs  
and then design a  
workplace  
environment that  
satisfies those  
needs.**

# Understanding the Problem

## THE DISENGAGEMENT EPIDEMIC

In our opinion, traditional top-down, command-and-control, machine-like workplaces are antiquated dinosaurs that are ill equipped to survive in a turbulent global marketplace characterized by rapid change because they fail to bring out the best in people (they fail to tap into the motivational engine). The status-quo approach is coercive and creates grudging compliance instead of passionate performance.

The status-quo “best practices” have created a dysfunctional world where only 30% of employees care about their work (Gallup, 2009), only 30% of strategy initiatives succeed (Harvard Business Review, 2010), only 30% of change initiatives succeed (Harvard Business Review, 2010), and where only 20% of mergers and acquisitions increase shareholder wealth. Put another way, corporations are failing “Employee Engagement 101.”

This is not surprising because we have all been miss-educated. Business schools teach us how to organize and plan but not how to energize and empower our organizations. We are taught to disrespect the motivational engine by treating our employees in a cool, dispassionate fashion and it costs us dearly in terms of lost productivity and reduced innovation. If you agree that corporate priorities are out of whack, we can help your company get headed in a more promising and profitable direction where everybody wins!

**70% OF EMPLOYEES  
ARE DISENGAGED  
(Gallup Survey)**

## MOTIVATION MATTERS

Companies on Fortune Magazine’s “100 Best Places to Work For” list outperformed the market between 1998 and 2005 by a wide margin (14% ROI versus just 6% for the market as a whole).

STUDY BY WHARTON  
FINANCE  
PROFESSOR  
ALEX EDMANS



# In the Primal-Management Solution— Everybody Wins

Our goal is to hit a high-productivity sweet-spot where everybody prospers. If everybody didn't prosper, the system wouldn't work because the losers would refuse to cooperate. Here is what happens when we combine enlightened leadership with our proven methodology:



1. Employees win because their emotional paycheck goes up.



2. Managers win because they become more confident, capable leaders and because the company becomes more productive, profitable and innovative.



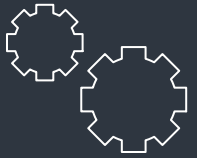
3. Customers win because they get better goods and service from people with a good attitude.



4. Shareholders win because they make money.



**REMINDE ME AGAIN, WHY DON'T WE WANT THIS?**

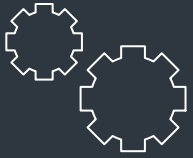


**PRIMAL  
MANAGEMENT  
WAS  
PUBLISHED BY  
THE AMERICAN  
MANAGEMENT  
ASSOCIATION  
IN MAY, 2009  
AS A FEATURED  
BOOK**

**PRIMAL  
MANAGEMENT  
WAS  
TRANSLATED AND  
PUBLISHED IN  
JAPAN BY**

**Shoisha**

**IN DECEMBER  
2009**



**WHAT GETS  
MEASURED  
GETS DONE**

# Motivational Horsepower is the Master Metric

We believe in the management credo, “What gets measured gets done.” Motivation typically doesn’t get measured so managers often lose sight of it. We will help you turn employee motivation from a once-a-year afterthought into a vital business priority. In other words, we will embed leadership and motivation into the fabric of your day-to-day routine.

We measure motivation monthly with a simple seven-question survey. You might protest, “We are too busy to take a monthly survey. Besides, we already measure employee engagement on an annual basis.”

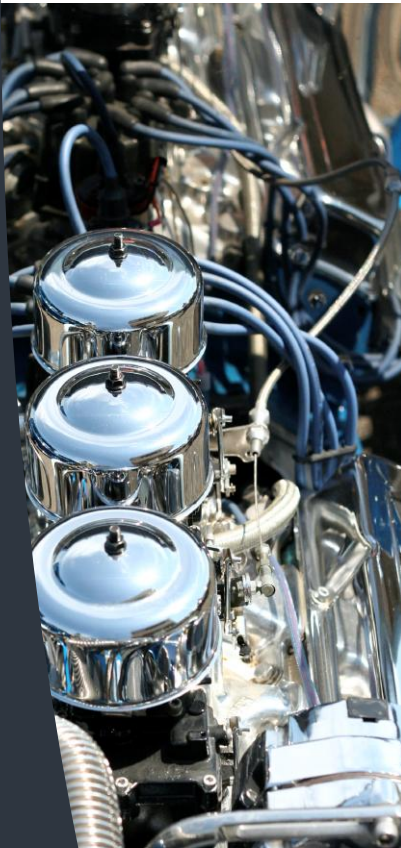
My answer, “Would you measure cash flow annually? Or revenue annually?” It is our contention that motivational horsepower is the master metric that drives everything else. If you can get your horsepower to go up, then every desirable financial, HR and operational metric will go up with it. It is simply un-businesslike to measure employee motivation just once a year. Do you really want to wait until the end of the year to find out that your motivational engine is malfunctioning?

Here are a few of the many ways that monthly monitoring can drive business success:

- The monthly survey results provide a good excuse to meet with your employees and perform “preventative maintenance” on your valuable human capital.
- If the horsepower trend-line shows a downward deviation, management can assess and remediate the motivational malfunction before it affects the bottom line.
- Measure the ability of managers and supervisors to lead and engage their staffs. If Department A has high horsepower and Department B has low horsepower, management can investigate what Department A is doing right and replicate it.
- Monitor the effectiveness of programs designed to improve workplace engagement and productivity.
- Provide concrete evidence to employees that management is concerned about their core wellbeing.
- Detect looming turnover problems before they become a reality.

**THE HORSEPOWER  
SURVEY™ WAS  
TESTED AGAINST  
ONE OF THE MOST  
WIDELY-USED  
EMPLOYEE  
ENGAGEMENT  
SURVEYS AT 100  
COMPANIES IN  
NOVEMBER, 2008.**

The Horsepower Survey™ captured the same engagement signal, but with 7 questions rather than 38.



**HOW DO YOU  
MONITOR AND  
MAINTAIN  
YOUR HUMAN  
ENGINE?**

# Take The Horsepower Survey™ for a Test Drive!

Are you itching to take The Horsepower Survey™ for a test drive? It's simple and easy--just type the link to the right into your internet browser. Make sure that your computer's speakers are turned on so you can listen to the narrated PowerPoint tutorials. The survey software has two components that you can test drive on the demo website.

1. A seven-question, online, Intrinsic-reward survey, and
2. A data-reporting website where managers log-in to view their leadership dashboard and obtain Tune-Up Tips™.

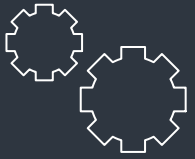
**LINK TO THE DEMO WEBSITE**

<http://www.horsepowermetric.com/demo.php>

**IF YOU DON'T  
MEASURE THE  
RIGHT THING,  
YOU DON'T DO  
THE RIGHT  
THING!!**







# Check out the Leadership Dashboard

Screen-Shot of Dashboard



## VIEW YOUR SURVEY RESULTS AT A GLANCE

Our powerful software tracks the motivation of each department separately and provides every manager and supervisor with his/her own results. The first thing managers see when they log-in is the main reporting dashboard (see screen-shot above). This dashboard gives busy managers a quick intuitive readout of their current survey results.

The large dial in the center depicts overall motivational horsepower. If the horsepower is positive (as it is in this example), employees get pleasure from their work, which contributes to their motivation and productivity.

If the horsepower is negative, employees find it painful coming to work, which is equivalent to a deduction from their monetary salary. If the horsepower is negative (in the red zone), the motivational engine is malfunctioning and a “Check Engine Soon” light will be illuminated at the center of the main dashboard dial.

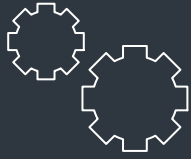
The side gauges measure the individual productive-pleasures that contribute to overall horsepower. You can think of them as the individual cylinders in the motivational engine. The side gauges are used to diagnose which employee needs are being met and which are being starved.

REVIEW IN  
PUBLISHER'S  
WEEKLY  
MAY, 2009

The biological approach lends a fresh aspect to the subject of employee performance enhancement, and the well-researched, entertaining presentation should make this an appealing reference for progressive business leaders.

PW  
PUBLISHERS WEEKLY

# Tune the Motivational Engine to Peak Performance



Measuring horsepower is the easy part. Getting it to go up requires energy and commitment. It typically takes 4-6 months of concerted management effort to develop a trust-based workplace that fires on all five motivational cylinders.

Don't be surprised if your motivational horsepower is initially negative. We live in a hyper-rational culture that does not understand the motivational engine or how to maintain it. If the horsepower is low or negative, look at it as a leadership challenge with a tremendous upside.

The Horsepower Survey™ includes a methodology to get the motivational horsepower to go up. If the gauges on the main dashboard indicate that the motivational engine is misfiring, managers can click on the Tune-Up Tips™ tab to obtain targeted suggestions for fixing the problem.

## TUNE-UP RESOURCES ON THE TUNE-UP TIPS™ TAB

The resources on the Tune-Up Tips™ tab include:

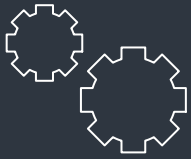
- A Chapter from *Primal Management* dealing with the malfunctioning cylinder in question.
- Recommended readings for the cylinder in question.
- An online community of Horsepower Survey™ users where managers can exchange tune-up tips.
- Better yet, try out your own ideas and insights for getting the motivational horsepower to go up.
- If you need further assistance tuning your motivational engine, we have experts who can help.



**TRY ONE TUNE-UP TIP EACH MONTH.**

**USE A TIP FROM PRIMAL MANAGEMENT, OR A TIP FROM THE RECOMMENDED READINGS**

**BETTER YET, EXPERIMENT WITH YOUR OWN TUNE-UP IDEAS!**



# Does it Feel Right?

As you can see, The Horsepower Survey is more than just a survey--it is a human-performance technology for getting the very best from your organization. In other words, it is a complete solution as opposed to a partial one. Now we need to make a decision—does it feel right to you?

- Does the Primal-Management approach strike a resonant chord?
- Do you believe, deep in your gut, that managers ought to care about their employees and mentor them in order to ignite their motivational engines (and enjoy a healthy bottom line)?
- Do you believe that there is more power in “we” than “me”, and that the best leaders serve their employees instead of controlling them?
- Are you frustrated with the Wall-Street-driven trend toward dispassionate, machine-like workplaces where employees are treated like disposable pawns on a chess board rather than as people?
- Do you agree that most organizations are motivationally muddled and have little understanding or motivational engine or how to tap into it?

If you answered yes to most of these questions, then you are a progressive and enlightened leader and a perfect candidate for the Primal-Management approach. If we combine your leadership instincts with our proven tools and approach, we can achieve greatness together. Henry Ford said it eloquently *“Coming together is a beginning, keeping together is a process, working together is a success.”* The Primal Management approach can inspire your organization to collaborate at a level achieved by only a few elite companies. We’d be honored to help you build a more collaborative, dynamic and productive workplace for you and your stakeholders. Call or email us today for an initial consultation, and when you call, remember to inquire about our extraordinary guarantee.



FOR A MORE  
PRODUCTIVE  
AND  
REWARDING  
FUTURE, CALL

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