

INTRODUCTION

EmTrak 3.1 is built up on this foundation of the leader as coach and builder. I can't make your employees any less fearful of evaluations, but I can help you change your culture so that they accept and want your input. Let me give you the essence of EmTrak 3.1 in a simple quote. H. Gordon Selfridge worked for Marshall Field & Co. in Chicago, then eventually opened Selfridge's in London. He was the one who coined the phrase "the customer is always right" (he also reminded people how many shopping day until Christmas!) More importantly, here's what he noted about leadership and management.

The boss drives people; the leader coaches them. The boss depends on authority; the leader on good will. The boss inspires fear; the leader inspires enthusiasm. The boss says I; The leader says WE. The boss fixes the blame for the breakdown; the leader fixes the breakdown. The boss knows how it is done, the leader shows how it is done. The boss says, GO; the leader says LET'S GO!

Last December we introduced EmTrak 3.1, a completely new approach to managing your personnel on-line. Now it is the winter of 2006 and, based on your input, we've made additional changes to EmTrak – the new EmTrak 3.1. I hope it meets your needs and desires better than ever – I challenge you to find a program – anywhere in our industry or beyond, that offers the variety of tools that EmTrak 3.1 does:

- Fully customizable job descriptions
- Easy to use evaluations
- Coaching ideas for every task
- Assistance with every element of HR management

Now, let me share with you one of my challenges. There are so many tools available in EmTrak 3.1 that is easy to get overwhelmed with them. Don't let it. If all you need EmTrak 3.1 for is to annual reviews, it's easy. If you have a culture at your company where coaching your employees is a part of your practice, I've got plenty of help for you – however, if you don't like the concept, it's not required. EmTrak 3.1 has documents to commend employees, documentation for disciplinary actions. It offers interviewing questions and questions for exit interviews. We have an agreement in place for pre-employment assessment and drug testing/background checks. There simply are very few things related to managing your personnel that EmTrak 3.1 doesn't address – BUT – use only the pieces you need.

Here's my challenge in creating this guide. I have a digital camera that can do more things than I can imagine or use. The instructions are about 100 pages long. It's hard to find what I need when I need it – for example, I want to find out how to use manual focus. I would think there would be a topic that's called "Manual Focus" – there's not. The index doesn't show – I search through pages and pages. Finally, I find it under Camera Settings – Options. I say all that to say this:

Writing this instruction guide is a challenge because it is simply hard to know what order to go in – so many things are interrelated. That's why I created it on this CD, so you could go directly to the pieces you need. I also tried to create every piece so that they could stand alone. For example,

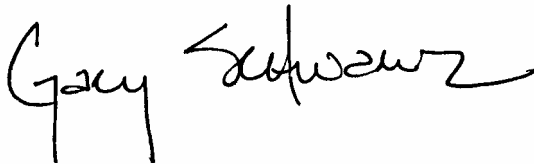
Annual Reviews use Coaching Documents as part of the eval and goal setting. I decided to go into detail on how to create those within Annual Reviews (and within periodic evaluations and introductory evaluations) so that you don't have to go to the Coaching Document piece on this CD to review how to do it.

I've also tried to create an index that lets you easily find what you need. You will notice a link to Index. Within that I've tried to create an index so that you know each place where Coaching Documents, for example, are mentioned.

I want your help. If, after using this guide, you find challenges or elements that are unclear, would you be good enough to let me know. My email address is gschwantz@medgroup.com and my phone number is 800.825.5633.

It is my great privilege to work with you.

Sincerely,

A handwritten signature in black ink that reads "Gary Schwantz". The signature is written in a cursive, flowing style.

Gary Schwantz, Ph.D.