

Staff Development & Management



**Hiring and retaining good staff members.
Coaching and training tips to keep your team growing and motivated.**

INTRODUCTION AND GETTING TO KNOW YOU

HIRING

Discussion Question

Best hire? Why
Worst hire? Why?



The 5 Biggest Mistakes Made in Hiring

- **Clearly Identify Company Needs**

When seeking to fill a position, your company must clearly define its goals in terms of skills, experience, character, and competency. Determine the actual, objective standards a candidate must meet, and the requisite educational background, exact work experience, and specific technical skills they must possess.

- **Guard Against Hiring Out of Laziness**

Despite the high stakes associated with hiring, we often get lazy. Often, we simply want to avoid the hiring process altogether. After all, we have jobs to do. Companies and managers must fight this very human tendency to do less rather than more.

Do Not Blindly Promote from Within & The Fallacy of the Player/Coach

- A **player-coach** (also **playing coach**, **captain-coach**, or **player-manager**) is a member of a sports team who simultaneously holds both playing and coaching duties.



The 5 Biggest Mistakes Made in Hiring

(Continued)

- **Watch Out for Infatuation**

A series of surveys has revealed that during the hiring process, most interviewers made their decision up or down within the first 10 minutes of the interview. They then spent the next 50 minutes internally justifying that decision.

- **Do Not Blindly Promote from Within**

We are firm believers in promoting from within an organization. However, your best performers aren't necessarily always the most qualified candidates for a specific job. This is especially true when promoting to the management level. Simply because someone is particularly adept at handling a certain function doesn't mean they are capable of managing others. Many a career has gone downhill after such a promotion.

- **Perform Extensive Background and Reference Checks**

Discussion Question

**What are Some
Common Reference
Checking Mistakes?**





**Test drive applicants
before hiring.**

Discussion Question

**What is the Most
Important Two Traits to
Look for When Hiring?**



Making Great Hires



**Why do so many
companies struggle
when it comes to
making great hires?**

Forbes

<http://www.forbes.com/sites/mikemyatt/2013/02/14/the-secret-to-making-better-hires/>

Making Great Hires

- A **values based approach to hiring** increases performance, enhances collaboration, reduces turnover, improves morale, and creates a stable culture.
- **Character and Integrity**
- If you can't **trust** someone to do the right thing, it doesn't matter how likable, passionate or talented they are. You can teach many things, but altering the hardwiring of an adult's character is not skill set of an employer.

Forbes

<http://www.forbes.com/sites/mikemyatt/2013/02/14/the-secret-to-making-better-hires/>

7 Steps To Hiring Success

- Have a Process
- Know What You Are Looking For
- Develop a Recruitment Mentality
- Prepare Effective Questions
- Maintain Control of the Interview
- Evaluate Against the Profile
- Sell Your Job the Right Way at the Right Time



Sell Your Job The Right Way

**“Why should I work
for you?”**



Sell Your Job The Right Way

“Good candidates always have choices. How is your job and company going to stand out from the crowd as the employer of choice?”

Fit Form Function



FOSTERING LONGEVITY

The Loyal Employee

**“Why does fostering
longevity matter?”**



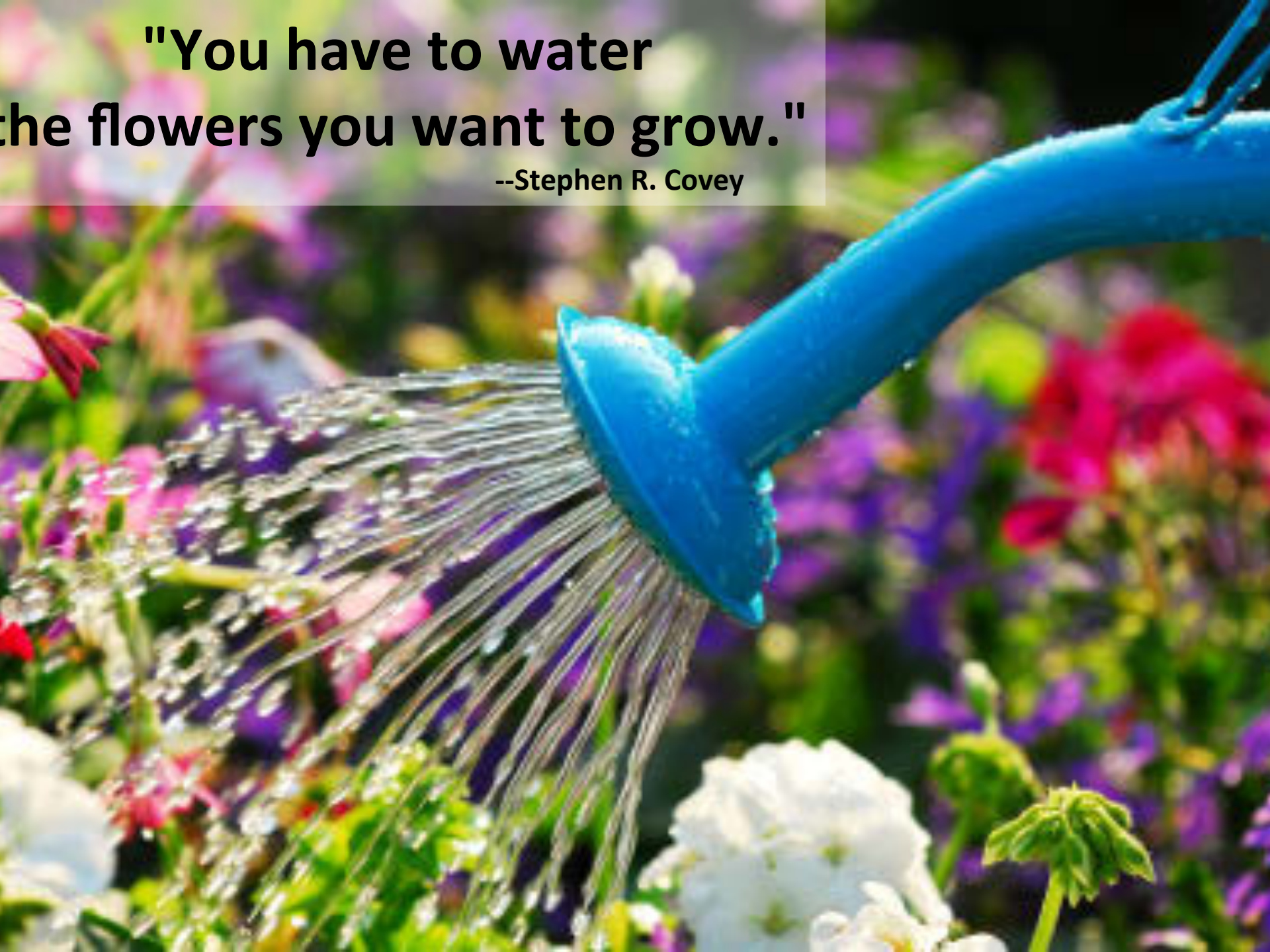
The Cost of Lost Talent



*Replacement costs
for lost talent can be
two to four
times the annual
salary!*

**"You have to water
the flowers you want to grow."**

--Stephen R. Covey



Retaining valued employees gives your company a vital competitive edge. But how do you begin tackling this challenging process? Stay competitive in the war for talent by using creative and effective retention strategies.

- Manage or remove common obstacles to retention, such as burnout and work-life imbalance
- Develop programs to better meet employees' diverse needs and interests
- Hire the right employees in order to improve retention

A Talent Focused Leader

- Develops staff so they grow
- Builds relationships that develop loyalty
- Creates a positive work environment



Supporting Employee Growth

- Know Employees Talents
- Collaborate on a Plan
- Suggest Options
- Offer Perspective



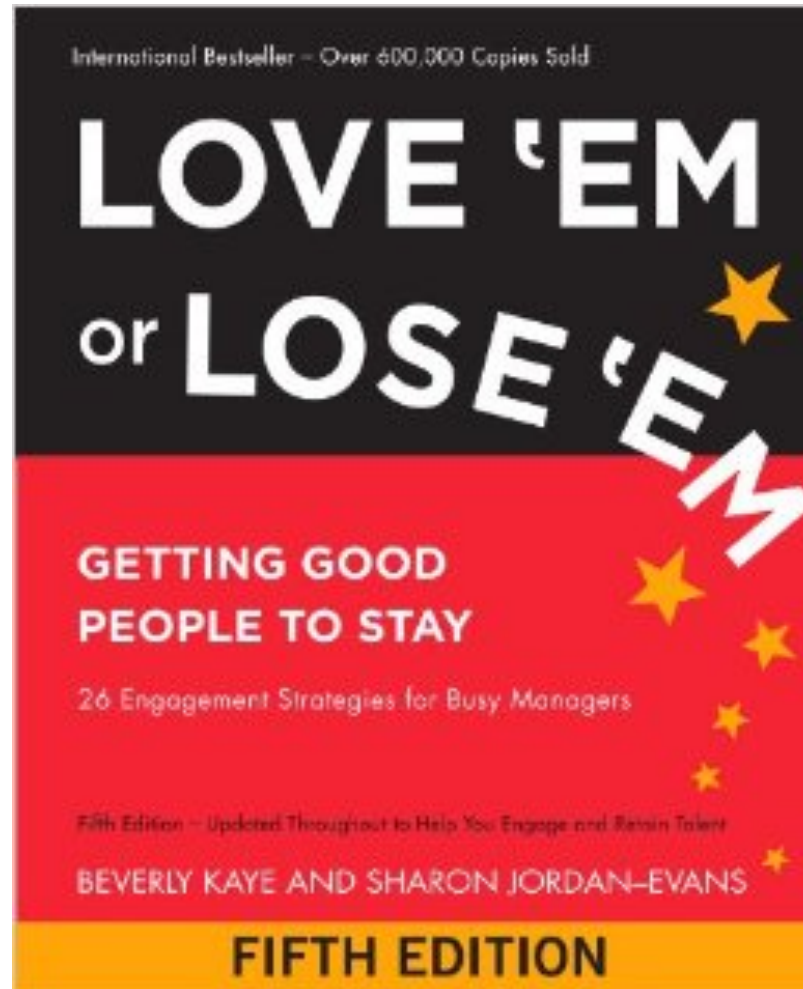
STAY FACTORS

Stay Factors

“Why do people stay?”



Love 'Em or Lose 'Em: Getting Good People to Stay



Stay Factors

- Exciting work challenges
- Recognition, value and respect
- Meaningful work
- Positive work environment
- Competitive wage
- Fair boss
- Benefits
- Opportunity for advancement/growth
- Pride in organization and work

Try a “Stay Interview”

- What about your job motivates you to jump out of bed in the morning? What makes you want to press the snooze bar?
- If you went back to a past position that you enjoyed, what would it be? Why?

Try a “Stay Interview”

What can I do to keep you?

What would tempt you to leave?

Ask them questions such as:

- What kinds of work are you most passionate about?
What types of opportunities for learning do you find most exciting?
- What types of rewards most motivate you?
- Are you most energized by money, autonomy, affiliation, title, time off, or intellectual challenge?

Sometimes these questions are difficult to ask directly. Instead, you may have to deduce the answers by asking less direct questions.

RECOGNITION

Reward by Recognition

What is more important—praise or pay?

- The Universal Reward
- Reward Rules
- Out of the Box (Time, Favors, Fun, Toys, Freedom, and Trophies)



Reward by Recognition

Opening Lines

- “You really made a difference by...”
- “I’m impressed with...”
- “You got my attention with...”
- “You were right on the mark with...”
- “You can be proud of yourself for...”
- “We couldn’t have done it without your...”
- “You’re right on the mark with...”

Employee Longevity

A 25 year study of 12 million workers in 7,000 different companies discovered:

The relationship with a manager determines the length of an employee's stay.

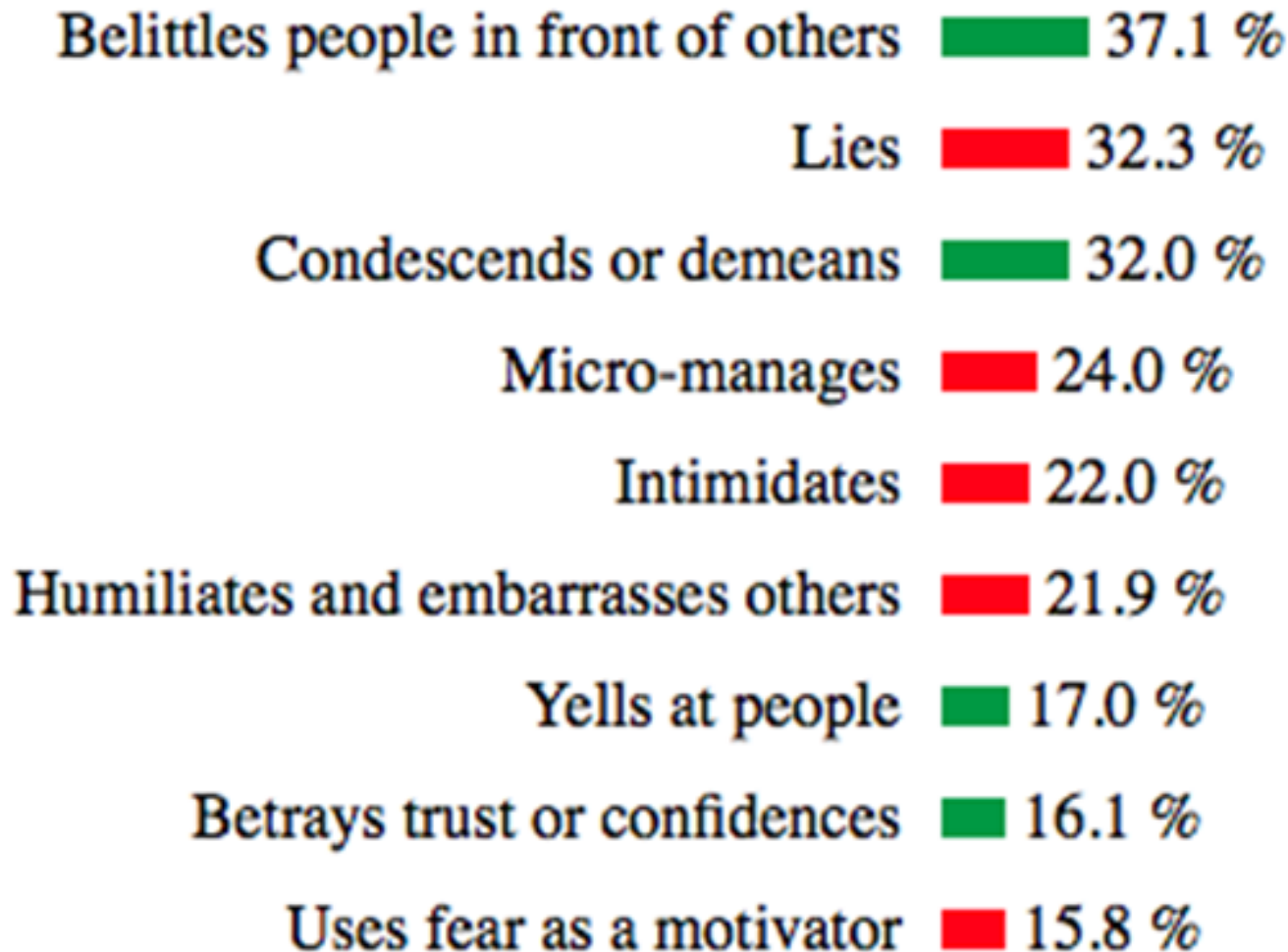
--The Gallup Organization



**"What jerk supervisor behaviors
will cause you to leave?"**



Top Ten "Jerk" Behaviors That Causes Employees to Leave



Unprofessional Behaviors

- Demanding
- Impatient
- Temperamental
- Undependable
- Fails to Listen
- Distrusting
- Unrealistic Deadlines
- Accusatory
- Irresponsible
- Negative
- Critical



COACHING



“It is time for us to stand and cheer for the doer, the achiever, the one who recognizes the challenge and does something about it.”

--Vince Lombardi

The Coaching Investment

As an experienced and knowledgeable manager, with limited time, it's best to invest it in coaching opportunities that will deliver the highest return. Examples are:

- A new subordinate needs direction
- A direct report is almost ready for new responsibilities and needs just a bit more help
- A problem performer can be brought up to an acceptable level of work if he or she receives some guidance

HBR GUIDE To Coaching Your Employees



SMARTER THAN THE AVERAGE GUIDE

HBR Guide to

Coaching Your Employees

Ask before you tell
Tailor your feedback
Foster steady growth

Listening For Signals

- **Is the person willing and able to be helped?**
 - Coaching works only when the coachee willingly agrees to participate.
- **Is the performance problem solvable?**
 - Some problems are so deeply ingrained that no amount of coaching can help. How do you identify such problems?
Unproductive behavior whether it's bossiness, competitiveness, or lack of self-confidence that manifests itself frequently and in a wide variety of situations most likely can't be improved through coaching.

Listening For Signals

Gather additional information by listening for signals indicating the kind of coaching that may be needed. The table below provides examples.

Common Signals to Act On

If your employee says . . .	He or she may need help . . .
"I can't finish the project on time."	Managing time
"Maybe Ed should do this job."	Building confidence or strengthening a particular skill
"About that new job . . . I'm not really interested."	Preparing to take on greater responsibilities

Harvard Business Review

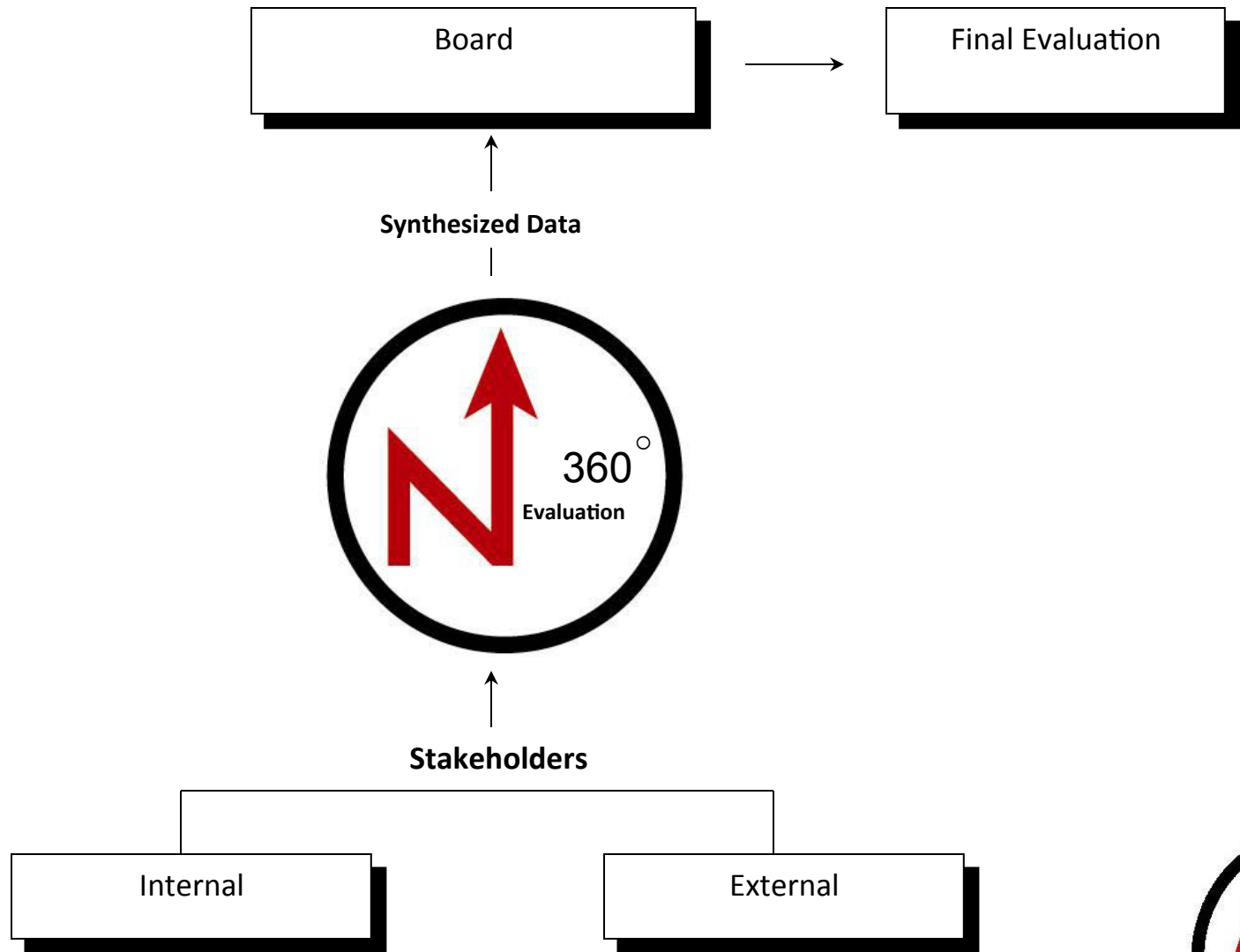
When you're swamped with work, how can you make time to coach your employees and do it well?

It's a common problem. But if you don't help them build their skills, they'll keep coming to you for answers instead of finding their own solutions. That kind of handholding kills productivity and creativity, and you can't sustain it. In the long run, it eats up a lot more time and energy than investing in development.

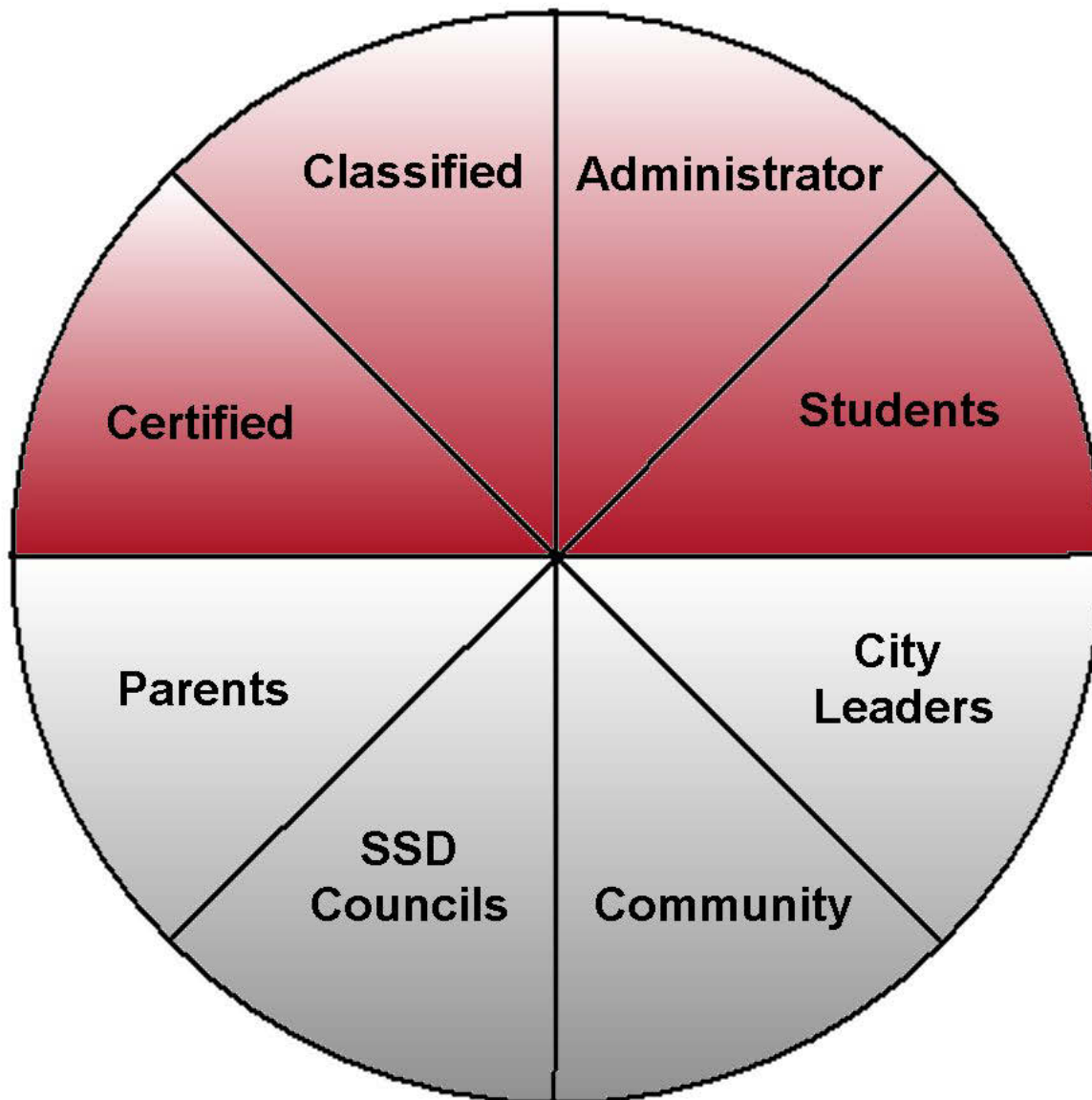
Ask for feedback yourself. By asking employees to give you feedback on your effectiveness as a leader and manager, you'll benefit in three ways: You'll get valuable input, you'll understand what it's like to be on the receiving end, and your willingness to listen will make your own feedback mean more.



360° EVALUATION



INTERNAL



EXTERNAL



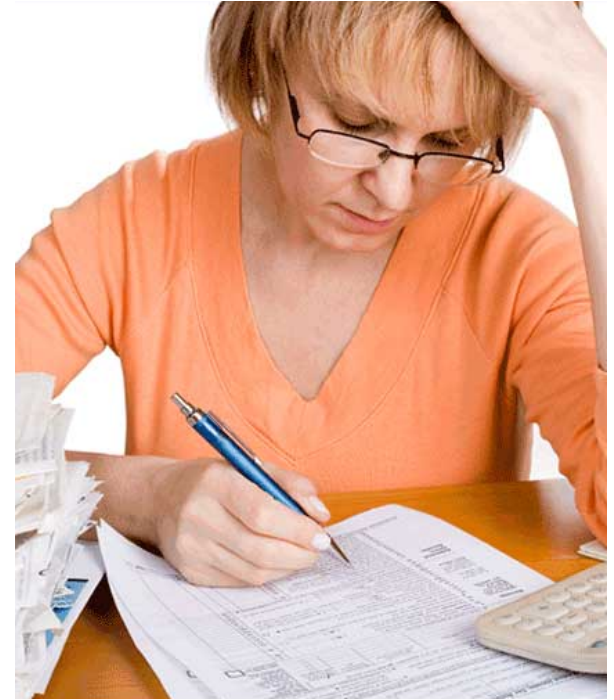
Coaching Stars, Steadies, & Strugglers



Stars



Steadies



Strugglers

Coaching Stars

- **Provide Genuine and Frequent Praise**
- **Rein Them In**
- **Encourage Them to Play Nicely**



Coaching Steadies

- **Accept Them For Who They Are**
- **Recognize and Reward Them**
- **Provide Them With Options**



Coaching Strugglers

- **Create a Clear Plan for Improvement**
- **Provide Candid, Real-Time Feedback**
- **Offer a Support Network**



LINCHPIN

Are You Indispensable?



Bestselling author of *Purple Cow*, *The Dip*, and *Tribes*

SETH GODIN

THE NEW YORK TIMES BESTSELLER



COACHING TIPS

Set the Stage

- **Timing.** Choose a time that is best for both. Avoid times that either of you are experiencing a stressful time.
- **Duration.** Take into consideration how long the conversation will likely take if it goes well (or if it goes poorly) so plenty of time is available.

Set the Stage

- **Physical Location.** Meeting locations can reinforce hierarchical roles which although useful if you need to establish some distance between yourself and the other person, can also induce stress and increase the odds of a threat response. A less formal setting will create a more even footing and reduce the likelihood of a threat response.
- **Proximity.** Selecting seating can either reinforce authority (sitting across from each other) or create a stronger connection or sense of empathy (closer and adjoining sides of table or desk).

4 Phases of Effective Coaching

- **PREPARATION:** Observe potential coachee, test your hypotheses about his or her skills or performance, listen for signals that your help is needed, estimate the probability of improvement, and ask the employee to prepare for coaching.
- **INITIAL DISCUSSION OF SKILLS AND PERFORMANCE:** Share observations with the potential coachee, ask questions and listen actively to his or her responses, and explore potential causes of the performance problem or the need for new skills. Next, agree on goals and create an action plan that will best address performance problems or close skill gaps.

4 Phases of Effective Coaching

- **ONGOING DIALOGUE:** Check your coachee's progress on the action plan, refine your approach, blend inquiry with advocacy, and give feedback.
- **FOLLOW UP:** You regularly discuss what's working well and what isn't, and make any needed adjustments in the goals or the coaching process.

During the Discussion

During the discussion, ask **open-ended questions** (those that don't require merely a "yes" or "no" answer) to encourage participation and generate ideas for addressing a performance problem or skills gap.

Examples of open-ended questions include:

- "What would happen if ...?"
- "How do you feel about your progress to date?"
- "What are the major challenges with your on-the-job training?"
- "If you could replay that last sales presentation, what would you do differently?"
- "What do you think prevents you from sharing your views at team meetings?"

During the Coaching Sessions

During ongoing coaching sessions, you and your direct report meet to discuss job performance or needed skills in more detail.

During the sessions, remember that coaching is a partnership and requires a positive emotional bond.



During the Coaching Sessions (Continued)

Cultivate that bond by:

- Positive tone
- Focusing on the opportunity for personal development
- Demonstrate sincerity
- Share advice, suggestions, and observations
- Listen to responses and ideas
- Strengthen agreement on desired outcomes
- Gain agreement to create an action plan
- Set up a follow-up date to review progress

What Not to Do

- Intimidate
- Slam Doors/Yell
- Withhold Praise
- Withholds Information
- Arrogant
- Taking Undue Credit
- Fails to listen
- Distrustful
- Micromanage
- Break Word
- Negative
- Set Unrealistic Deadlines
- Use Fear to Motivate
- Blame Others
- Demand Perfection
- Act Superior

Encourage Enthusiasm

- Uncover and Discover Their Passion
- Demonstrate Your Passion
- Connect Them to a Meaningful Mission



Generations in the Workplace



Generations in the Workplace

Name	Date	Traits
Veterans/ Traditionalist	1922-1946	<ul style="list-style-type: none">• Lived through WW II• Raised w/strict regimen that taught them to value quality, respect and authority
Baby Boomers	1946-1964	<ul style="list-style-type: none">• Embraced value of having to sacrifice to get ahead. That sacrifice made them very loyal to their employers and colleagues.
Generation X/ Gen X'ers	1965-1980	<ul style="list-style-type: none">• Latchkey children who watched their parents forge a new work environment.• First generation to grow up with computer technology.• Care more about productivity than they do about the number of hours spent on the job.
Millennials/Gen Y	After 1980	<ul style="list-style-type: none">• Entrenched in technology• Multitask and bore easily• Understand how to maximize/leverage new technology• Value a balanced life style

Motivators

Traditionalists

- Formal rather than informal
- Face to face communication (not text/email)
- Traditional recognition (e.g. plaques, photos, messages)

“Your experience is respected here”

“Loyalty is valued and will be rewarded”

Baby Boomers

- Need to see steps toward defined goals
- Love pep talks
- Recognition with wide public profile (e.g. company newsletter)

“You’re valued”

“Your contributions are important to our success”

Motivators

Generation X

- Tell them what needs to be done, but not how
- Give multiple tasks, but allow them to set priorities
- Informal recognition, such as day off

“Do it your way”

“There aren’t a lot of rules here”

Generation Y

- Provide opportunities for continuous learning
- Be more a coach, less a boss
- Communicate informally thru email/hallway conversations

“You and your co-workers can help turn this company around”

MANAGING TEAMS AND THE ROLE OF STAGES OF GROUP DEVELOPMENT

Where Are We?

- What strategies are most important to your team?
- What are areas that need strengthened?
- Where will you begin?



Cross-Pollination



Fit Form Function



Forming



Storming



Norming



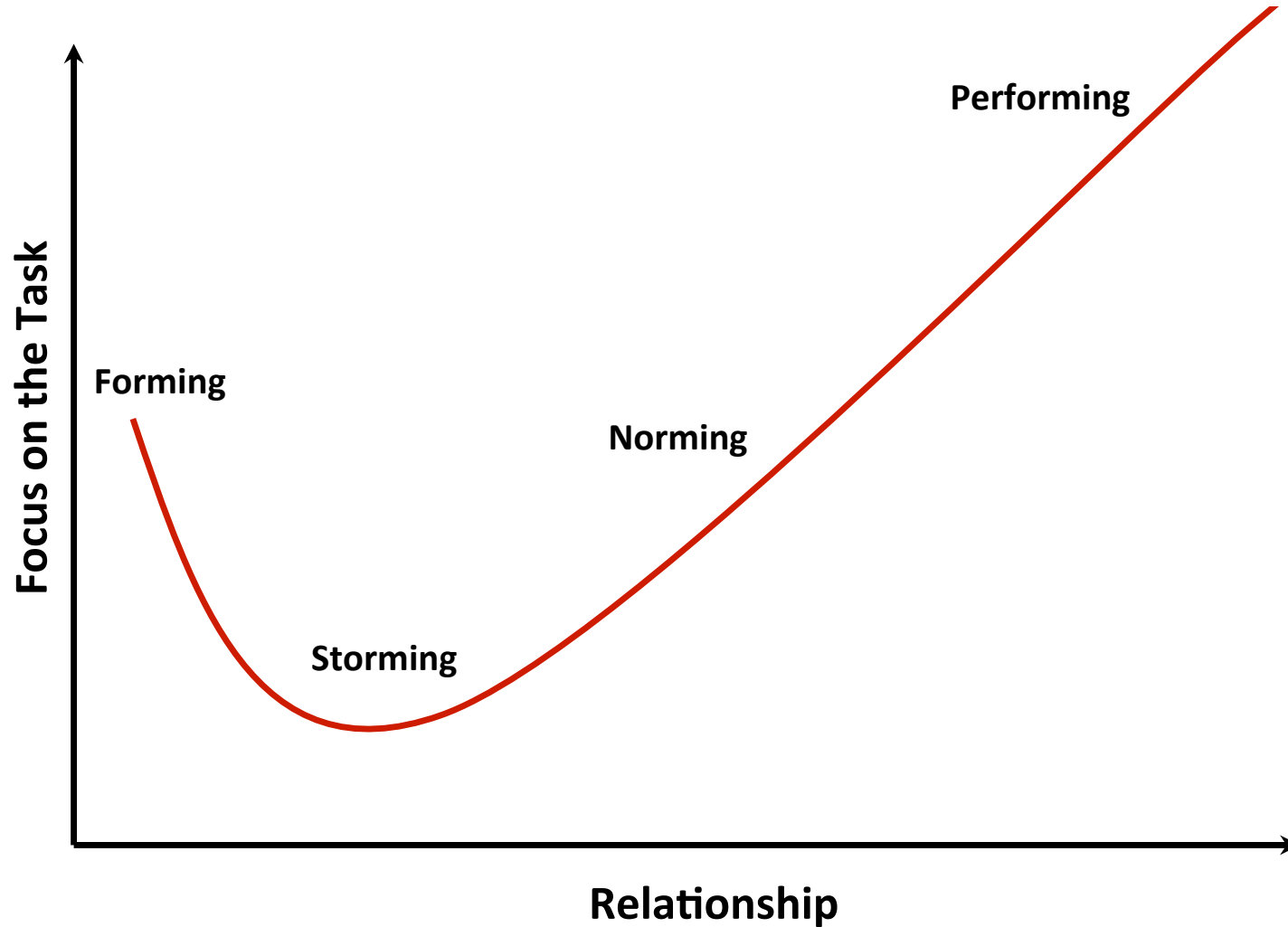
Norming



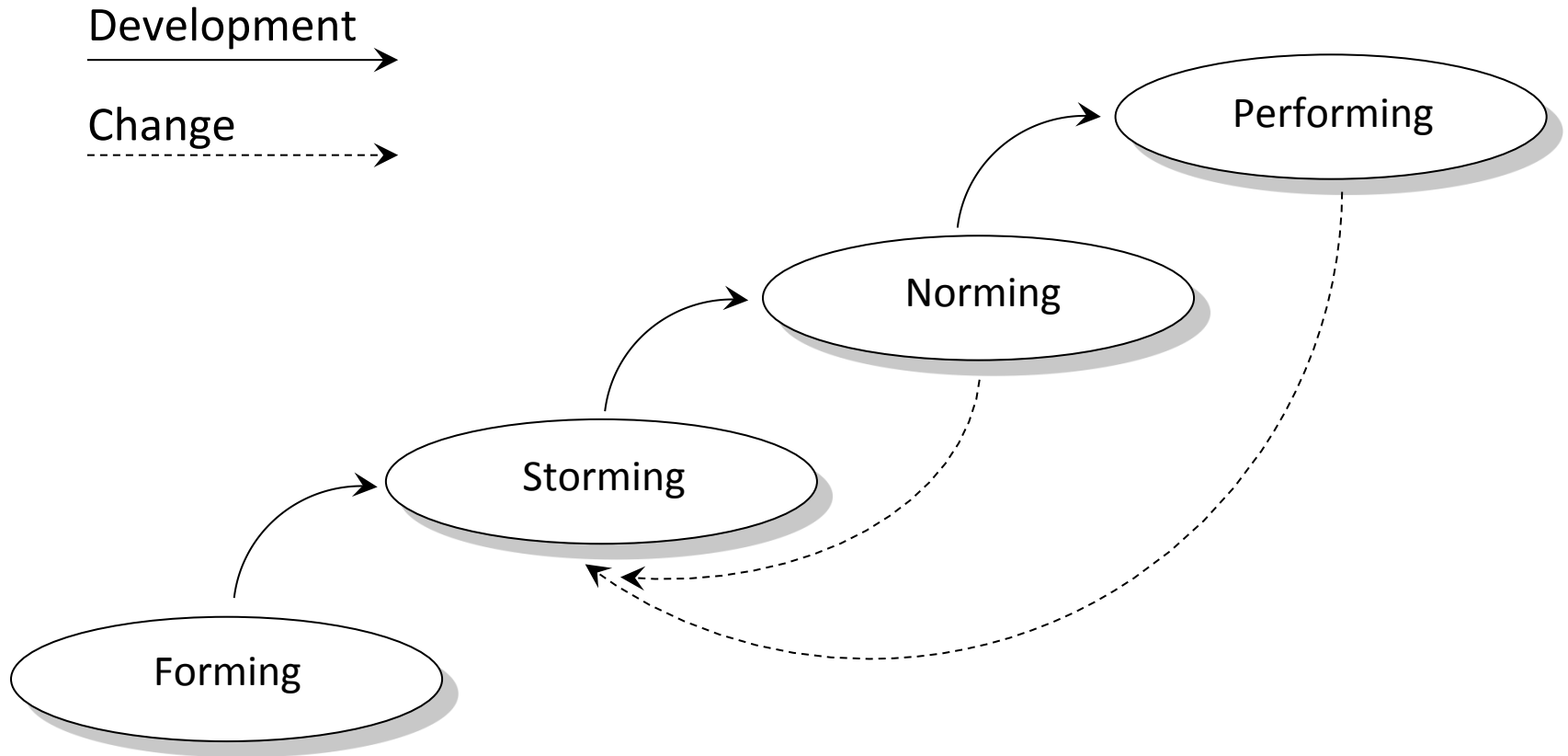
Performing



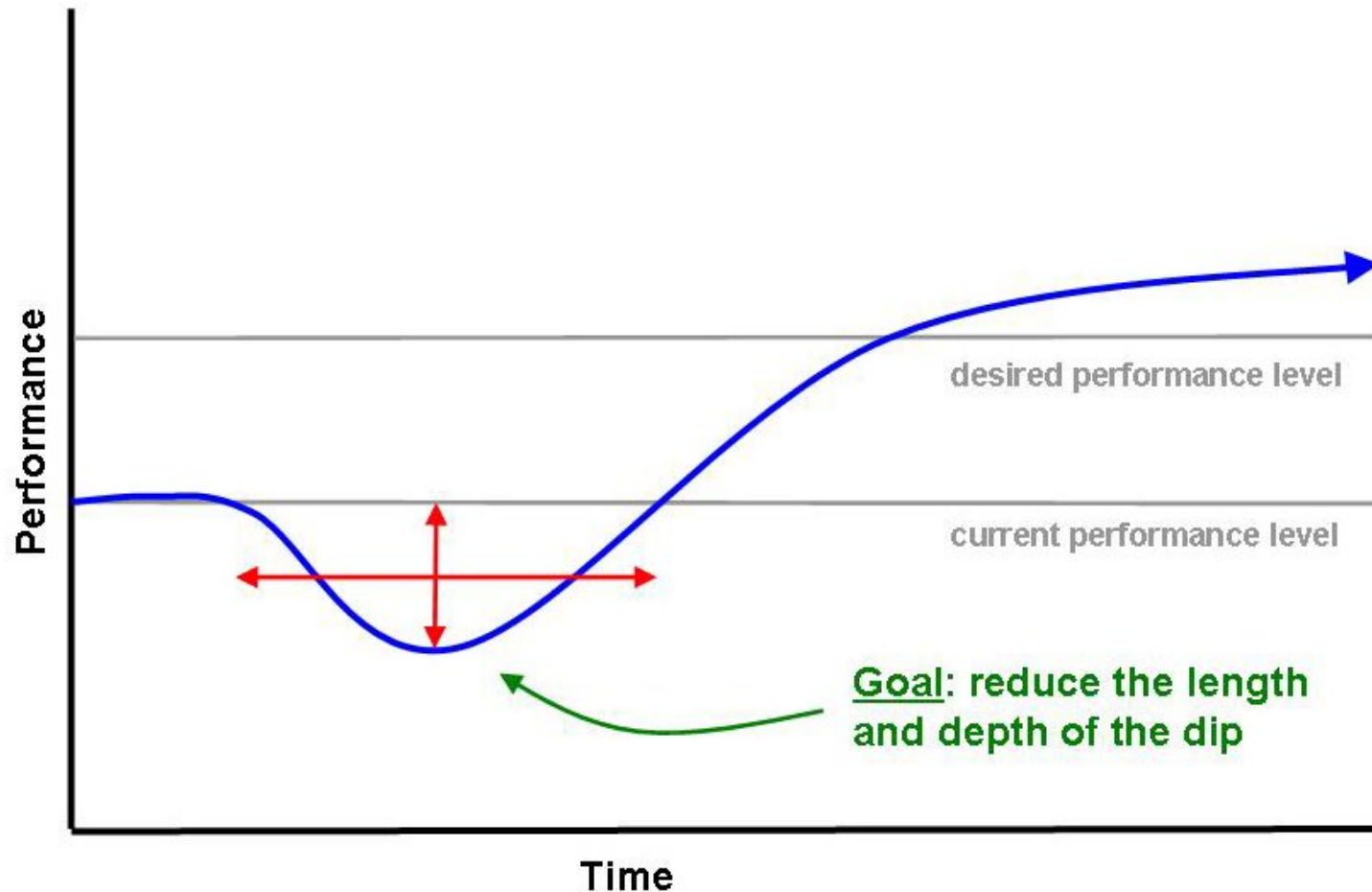
Flow of Group Development



Stages of Group Development



The Implementation Dip



(Fullan, 2001)

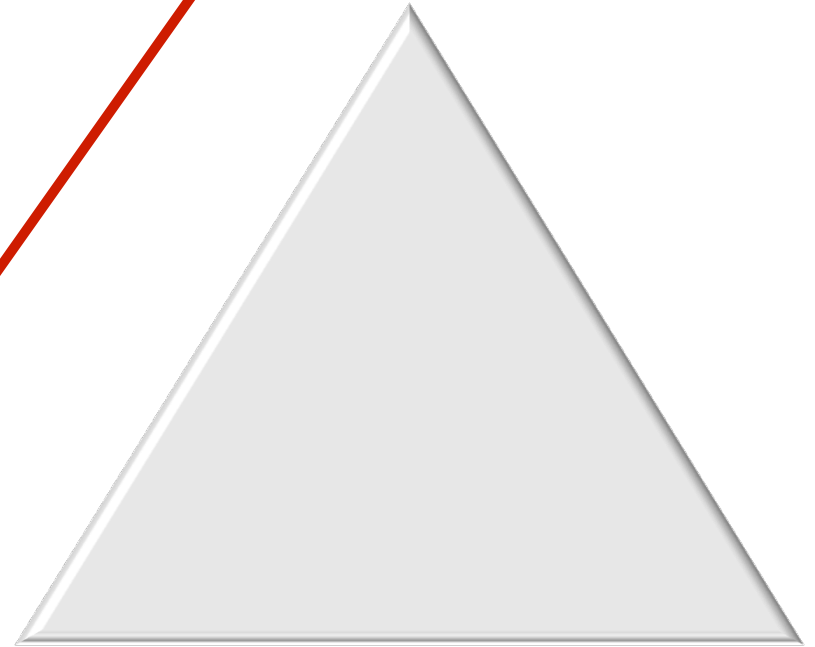
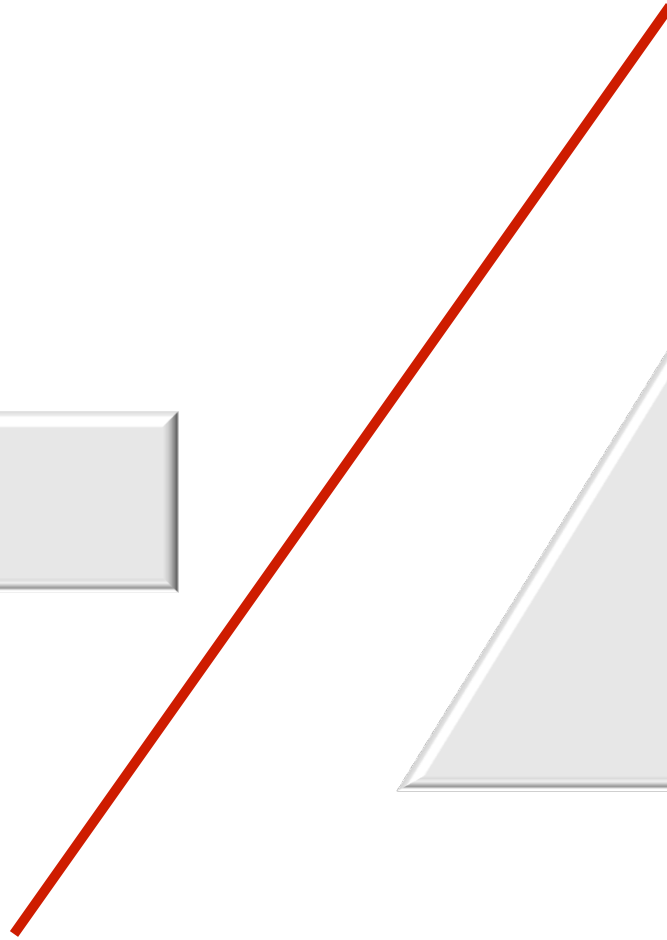
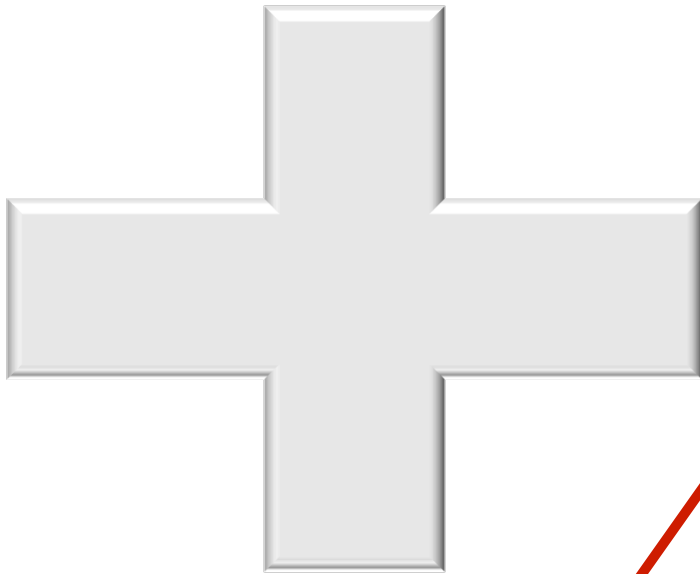
CLOSE

Closing the Loop

- Making it relevant
- Takeaways
- What now?



Training Days – Plus/Deltas



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jeffdefranco@gmail.com