How to Find, Train, Motivate and Retain Employee’s

Presented by:
Kevin L. Dougherty
Sarasota, Fl.
salesacademy@verizon.net
714.801.0524
941.926.0141
Introduction

- Leadership vs. Daily Realities
- People difficulties
- People as an Investment
- Focus on the focus
- Leadership and management
- Communication difficulties
Keep It Simple

- Raise standards: Upgrade your talent pool
- Understand your crew rates and how to maximize your production
- Strategic crew management review: a small percentage of your activates can make a big impact
- Crew Structure - build structure that fits your needs and allows you to hit production rates
- Set Crews - can’t hold men accountable if people shift
- Days and hour goals - workers must know goals
- Identify winners - find which workers will, won’t or can’t perform
- Influencing skills - Supervisors /managers must learn to communicate, negotiate and handle conflict
- Systems/process - basic, simple and focused
Philosophies of Recruitment

- Recruit work ethic.
- Use third-party qualifiers.
- Ask for employee referrals.
- Can they do the job?
- Will they do the job?
- How long?
- Develop mentors.
  - Establish a "top gun" program to train key employees.

- Training
  - Set specific training goals and objectives.
  - Train for career employment opportunities.
Transition to Management

• Investment
• Do you have trouble finding good people?
  ◦ Wages
  ◦ Tools, support, and Facilities
  ◦ Training
• Technical and People skills
Leadership and Outside Influences

Leadership

• People no longer meek
• Worker attitudes have changed
  ◦ Greatest Generation
  ◦ Boomers
  ◦ Gen x-Y
  ◦ Millennial
  ◦ Gen Z
• How do workers differ from yesteryear
• 1992 Vs 2017
Leadership

- Definition
- Hot Stove rule
- Leaders Vs. Bosses
- Positional Vs Interpersonal influence
Management Vs. Leadership

- Leaders - Lead people, Achievements, Simply look at problems and devise new, creative solutions. Using their charisma and commitment, they excite, motivate, and focus others to solve problems and excel. Leaders lead people so they can manage themselves.

- Managers - Manage work, Results, Create strategies, policies, and methods to create teams and ideas that combine to operate smoothly. They empower people by soliciting their views, values, and principles. They believe that this combination reduces inherent risk and generates success.
Leadership Checklist

• Consistency and integrity
• Self-Awareness
• Walk the Talk
• Admit your shortcomings
• Coach, train and mentor
• Make your intentions known
• Create a positive environment
• Be Honest
Personalities

- Introvert
- Extrovert
- Detailer
- Conceptional
- Urgent
- Steady
- Retreater
- Aggressor
Understanding Leadership Styles

- Direct--- the telling style
- Supportive--- the asking style
- Handling attitude problems
- Handling skill difficulties

- There are two reasons people don’t perform
Effective On-The-Job Coaching

• Coaching Skills
  ◦ Tell Them
  ◦ Show them
  ◦ Let them try it
  ◦ Observe the results
  ◦ Praise or redirect

• Coach don’t criticize

• Do more pre-job coaching and less post-job criticizing
Dealing with Personalities

• Maverick
• Mule
• Plodder
• Race horse
Motivating People

- Create a motivational environment
- Self interest for their own reason
- Behavior vs. personality

- Money
- Fear
- Recognition
Utilizing Motivational Skills

• Management Proximity
• Goal setting
• Value of feedback
• Winning environment
  ◦ They need to win
• Employee adaptation
  ◦ Hold, kiss, slap
Self-Communication

1. Take a moment and list by who and how you were taught to communicate
   (your parents, first boss, coach, etc):

2. Think of someone you have a close relationship with; spouse, girlfriend, boy friend, children, brother, sister etc.
   a) What positives things do they say regarding how you communicate?
   b) What might they say you need to improve?

3. List all the training programs, classes, courses and other things you have formally done to improve communication.
Communication Realities

- Traditionally three factors impact how people communicate:
  - Habits
  - Personality
  - Skills
- Personal Versus Structured Communication
  - Instant or Personal Communication
  - Structured Communication
Rules of Timing

• Rule 1: least emotional person wins

• Rule 2: People love to complain

• Rule 3: Think and plan first
Managing Phony Feedback

- **Phony feedback**: is a preprogrammed defensive posture that is reactive in nature.
- **Taglines**: A tagline is a non-emotional response designed to diffuse the “emotional” nature of the conversation. For convenience, we have created some standard taglines you can use:
Tagline examples

• **Acknowledgement lines:** We all want to be heard; certain lines help the person feel you have at least heard their position:
  ◦ “I can appreciate how you feel, however…. 
  ◦ “If I were you, I might feel the same way, however…. 

Tagline examples

• **Character lines:**
  ◦ “This isn’t like you and we need to …
  ◦ “You are one of our better people an
• **Strength lines:**
  ◦ “You are seen as one of our leaders and….
  ◦ “You have so much potential and…
  ◦ “You are such a great craftsmen and…. 
Having Tough Employee Conversations

• To change a behavior
• When you have let the person skate along
• When the person has been a loyal employee for a long time and has earned some loyalty
• Relative or close friend
• Someone who is going through a tough time
Closing

• Questions and Comments?
• If you have questions about the presentation please contact Kevin Dougherty at 714.801.0524 or 941.926.0141
• salesacademy@verizon.net
• www.kevinldougherty.com