“How to Find, Train, and Motivate and Retain Employees”

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Introduction

This program focuses on the following realities of people management:

- **Leadership vs. Daily Realities**
  - Most of us agree that leadership is important, but day-to-day deadlines, job anxiety, and production pressures keep us from maturing as leaders. While constant job pressures force bossing tendencies, no demand is forcing us to be better leaders. We must be self-motivated.

- **People Difficulties**
  - People are all different, making dealing with them can be quite a challenge. They hurt our feelings, steal from us, think differently than we do, and generally confuse us. Such difficulties can cause us to approach people problems with little or no logic. Successful people leadership requires commitment to basic people management practices.

- **People as an Investment**
  - People are like any other investment. With proper planning and selection, you can maximize your return. While there is guarantee you will be successful, you can increase your odds.

- **Productivity and Communication Pitfalls**
  - The larger a business becomes, the greater the likelihood of production and communication problems. Working smarter, not harder, is the key to enhanced productivity.

This program emphasizes skills and techniques you may use to expand your people management abilities. Most business owners, front-line supervisors, and other managers are not people management experts. Many are proficient technicians who were suddenly thrust into the role of managing people.
**Supervisorship: Keep It Simple**

If supervisors are not careful, they can over complicate their jobs and fail to get the fundamentals correct. Here is a basic checklist of some things you can do:

- **Raise Standards:** Constantly recruit new talent and, the bottom percentage of your crew causes most of your problems. If you eliminate and/or upgrade many of your problems will disappear.

- **Strategic Job Costing Review:** A small percentage of your activities cause most of the problems. Learn which of your activities provide you the biggest payback.

- **Business Structure:** Foreman need to build a structure that fits their needs and personality, rather than let the structure just “happen”. For many foremen, having a two key people that you can count on and will tell you the truth are critical.

- **Set crews:** It is impossible to hold your people accountable if you are constantly shifting people around.

- **Days and hour goals:** Your workers must be told hours/production rates and asked to hit the targets.

- **Identify Winners:** Identify which workers will perform, won’t perform or can’t perform.

- **Influencing Skills:** Foreman must learn how to effectively communicate and deal with negations, sales, conflict and also be able to influence workers, suppliers and other stakeholders to perform.

- **Systems:** Foreman need basic but simple systems for communicating to the crews, job set up, ordering material and things that are routinely required. These systems need not be over complicated. There purpose is to allow everyone to see and understand what is going on with jobs even if they are not present

These are some of the basic areas foreman should target for productivity improvement
Philosophies on Recruitment

It is OUR philosophy that it is much easier to teach a hard worker a craft than attempt to teach a poor worker how to work hard. With this in mind, remember these points:

• **Recruit work and hire the right ethic.**
  ➔ Don't be willing to accept someone else's rejects. Check all references. Avoid the pitfalls of hiring people because they are super-qualified, you like them, or because you are desperate.
  ➔ Hire the most suited person for the position. Ask applicants:
    ♦ "Tell me about your first job."
    ♦ "What might your former employers say about you?"

• **Use third-party qualifiers.**
  ➔ Consider using a third-party qualifier such as a coach, teacher, minister, or parole officer.

• **Ask for employee referrals.**

• **Develop mentors.**
  ➔ Assign teachers and mentors within your company.
  ➔ Establish a "top gun" program to train key employees.

• **Training**
  ➔ Set specific training goals and objectives.
  ➔ Train for career employment opportunities.

While most companies feel positive about recruiting the right people and setting up a training program, few actually put an effective program or system in place. Implementation is the key to success.
Some Fact-Finding Questions about Your Company and People

Many companies have trouble finding good people but do not change their management or recruitment methods. The following questions serve as an excellent self-evaluation:

1. **FINDING GOOD PEOPLE**
   Does your company have trouble finding good people?
   - [ ] Yes
   - [ ] No

2. **RECRUITMENT TECHNIQUES**
   What steps are you taking to constantly improve this situation?

3. **FACILITIES INVESTMENT**
   How much did your company spend on equipment and facilities last year?

4. **PAYROLL INVESTMENT**
   How much money did your company spend on wages last year?

5. **TRAINING INVESTMENT**
   How much money did your company spend on training and developing your employees' potential (not wages) last year?

6. **SUPERVISORY INVESTMENT**
   A. Does your company have difficulty in finding and developing leaders?
      - [ ] Yes
      - [ ] No

   B. What are you doing to correct this problem?
Understanding Management Transition

Transition into leadership is difficult. Supervisors are caught between the office and field, thereby making the transition even more difficult. Being a good worker does not ensure success in. Leadership is imperative to success.

• **Being a good leader requires a different set of skills other than just being a good worker.**
  ➔ New supervisors should be coached and trained in the areas of problem solving, trouble shooting, and other basic supervisory skills.
  ➔ When possible, new supervisors should be temporarily promoted into supervision with an avenue available for possible return to production.

• **Workers need leaders, not buddies. Supervisors must make this transition.**
  ➔ When possible, new supervisors should be given non-peer groups to supervise.

• **Most new supervisors will not admit to being lost or ineffective.**
  ➔ Management should make it easy for them to reach out for help.

In summary, even though frontline management is a key position in most organizations, little training and development of supervisors actually takes place.
Leadership and Outside Influences

While leadership skills can help control a manager’s destiny, social, economic, and employment trends, the following also must be taken into consideration:

- **People are no longer meek.**
- **Depression-era employment attitudes are gone.**
- **Economic conditions affect attitudes.**
- **Age and cultural activities of employees affect their perspectives.**
- **Social conditions and trends carry over into the workplace.**
- **Workers today are different than twenty five years ago.**

While improved leadership will improve your results, many other factors will also influence the outcome.
Leadership and Self-Management

Our philosophy is that you must first be able to effectively manage yourself before you can effectively manage others.

Leadership is defined as the influential process of accomplishing goals through others. Supervisors act like wardens. Leaders develop people.

- **Bosses**
  - Get compliance.
  - Are short-term oriented?
  - Don’t develop employees.
  - Have a project-to-project focus.

- **Leaders**
  - Get commitment.
  - Are long-term oriented?
  - Build organizations.
  - Are opportunity-oriented.

- **Musts for Leadership:**
  - Integrity
  - Consistency

Leadership is an acquired skill. However, without self-evaluation and constant self-motivation, job pressures can turn the best of leaders into bosses.
Checklist

The leadership skill sets that today’s field leader must attain can be a learned skill. We have found that rarely does a field leader achieve high standards in all the skill sets, but through practice and determination they can improve.

- 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
Understanding Leadership Styles

All people have personalities, communication habits, and behavior traits that influence their leadership style. These traits are ingrained in us and are difficult to change. Leaders, unlike bosses, learn to control their natural tendencies, and develop versatile management techniques.

- **Personalities**
  - Individual personalities can also affect leadership techniques. Some standard personality styles are:
    - Introvert vs. Extrovert
    - Detailer vs. Conceptualizer
    - Retreater vs. Aggressor

- **Communication Styles**
  - The Teller or Directive Style
    - This person is most comfortable when giving information.
  - The Questioner or Supportive Style
    - This person is most comfortable when receiving information.

- **Match Up**
  - It is important to use the most appropriate style and not just do what is comfortable to you.

Controlling personalities and behaviors can maximize your ability to influence others, but the single most important person to affect is you.
Effective On-The-Job Coaching

Coaching is a skill practiced on the job to teach and support employees. Timing, pre-job meetings, look-ahead reports, walkthroughs, and other "pre-performance" tools should be used as a way to change how employees think without appearing critical. Coaching is not preaching, criticizing, or learning by trial and error; it is logical counseling.

- **Coaching Guidelines:**
  - Tell them what to do
  - Show them what to do
  - Let them try it
  - Observe the results
  - Praise or Redirect

- **Coach, Don’t Criticize**
  - Dominant leaders or people with dynamic personalities may be better at doing projects themselves and be poor at developing others.

- **Pre-Job vs. Post Job Training**
  - Timing is a critical element of training.
  - Do more pre-job coaching and less post-job criticizing.

- **Set direction.**
  - Employee development is most effective when a specific career plan is followed.

Monitor responsibility.
  - Employee growth is faster when specific mentors have been established.

Unlike asset development, people development takes time, and coaching is a vital component of leadership.
Dealing with Personalities

Social background, education, work experience, genes, and many other factors contribute to people's individuality. Yet, certain personality types are clearly defined by an employee's work habits.

- **The Mavericks**
  - Classic "unbreakable" or difficult workers.
  - They should be isolated, overloaded, and praised. Never give them a chance to influence the workplace.

- **The Mules**
  - Build profits. Generally dependable and relentless but are non-communicative workers.
  - They should never be taken for granted. Forced feedback can identify problems before they grow beyond repair.

- **The Plodders**
  - Typical followers whose dreams have died. They tend to be "rent an employee" or "time putter-inners."
  - Easily influenced. Praise, short term goals, and constant feeding of rewards will influence the plodder.

- **The Racehorse**
  - New employees who run on a constant diet of enthusiasm.
  - Their enthusiasm will wane with time and will not stay new forever. Constantly review their work to sustain their energy.

While it is impossible to categorize all employees, these tendencies are probably evident with some of your co-workers. Adapting to individual needs is a key element of people success.
Motivating People

While we cannot make people do what they do not want to do, there are certain basic variables to be aware of before you can maximize performance.

- **Environment**
  - Create a motivational environment to influence behavior.

- **Individual Differences.**
  - All people are different.
  - Adapting to individual needs and personalities is essential to success.

- **Self Interest.**
  - People are motivated to do things for *their* reasons, not yours.

- **Behavior vs. Personality**
  - It is a reasonable management goal to attempt to control an employee's behavior.
  - It is not reasonable to attempt to change an employee's personality.

Motivating employees is an ongoing process that requires maintenance and continual improvement.

**Motivation Tactics**

- **Management Proximity**
  - You being there at certain times can boost performance

- **Goal setting**
  - Make the expectations clear and in the employee’s terms so that they can understand goals.

- **Value of feedback**
  - Providing constant feedback will insures employee stays on track. Match the feedback to the employee’s skill and confidence level.

- **Winning environment**
  - They need to win

- **Employee adaptation**
  - Hold, kiss, slap
Communication Basics

A company's efficiency depends on the quality of its communication. Supervisors and managers must continually work to improve their communication skills.

- **Frontline**
  - Frontline supervisors are the gatekeepers of communication within the organization.
  - They are the company's link with upper management, employees, and customers.

- **Management**
  - It is not a worker's responsibility to figure out what the supervisor (sender) communicates.
  - In reality, there are no dumb workers, just poorly communicated messages.

- **Communication Gaps**
  - The largest gap in communication occurs between the office and the field.
  - This problem intensifies when the only time the office and field people talk to one another is in a problem or crisis situation.
  - All organizations suffer communication gaps.
  - The larger the organization, the greater the probability of a communication problem.

Only by working to improve communications can a company avoid problems. Since organizations constantly evolve, this is an ongoing practice.
Types of Communication and Misconceptions

There are many systems of communication. The four basic modes of communication are:

- **Symbolic or Judgmental**
  ➞ Clothing, grooming styles, vehicles, height, age, etc.

- **Verbal**
  ➞ Information passed on through content and tone

- **Non-Verbal**
  ➞ The Quiet Communicator
  ➞ Facial expressions, posture, subtle gestures, etc.

- **Written**
  ➞ Documentation and data preservation

**Misconceptions**

- **Words are precise**
  ➞ Words are not precise.

- **Technology is always accurate.**
  ➞ People operate technology and there are margins for error.

- **Talking and listening dominate communication**
  ➞ There is more to communication than just talking and listening.

- **Open communication is best.**
  ➞ Politics, individual ego strength, and the need for straightforwardness dictates appropriate openness.

- **Communication does not solve all problems.**
  ➞ Communication identifies problems.

Communication is a complicated subject.
Self-Communication

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

2. Think of someone you have a close relationship with; wife, girlfriend, 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:** Our parents, bosses, teachers and friends all taught us how to communicate. This is why someone who grew up in a ghetto will communicate differently than someone who attended prep school. No matter whether people communicate well or poorly, their patterns and style will vary.

**Personality:** Just like some people are short and some people are tall, we all have individual personality traits that makes us who we are. While we may have difficulty in actually seeing this personality, it makes it no less a part of us.

**Skills:** Some people have learned skills that enable them to be better communicators than others. However, many of these skills have been learned through trial and error during actual job and life situations. Example: a waiter or waitress that has learned that by being friendly and listening to ensure the order is correct; he or she will make more money.

**Personal Versus Structured Communication**

For training purposes, we will combine communication into two formats:

**Instant or Personal Communication:** Most personal communication issues are instantaneous. They are driven by our habits, emotions and responses and are reactive by nature. Personal communication can be very difficult to change, as it is spontaneous and intuitive.

**Structure Communication:** Structured communication is a formal process where a plan or goal is followed to reach a certain objective. If practiced properly, structural communication replaces haphazard personal communication patterns
**Communication Realities**

**Rules of Timing:** Timing has a huge impact on communication effectiveness. Learning to use timing to your advantage will improve your communication skills.

**Rule 1: Least emotional person wins:** Try not to immediately “react” to an emotional situation. Calm down prior to responding.

**Rule 2: People love to bitch:** It is human nature to blame the problem. By forcing “future” oriented conversations, you are focusing on solutions.

**Rule 3: Think and plan first:** Never start spur of the moment conversation on major issues without a chance to organize your thoughts.

In summary, by focusing on structured communication we can downplay and overcome our personal communication impulses.
Tag Lines

**Tag Lines**: A great tool for acknowledging the other person’s position is to practice and use standard tag lines. Two that work well are:

- “I can appreciate how you feel that way, however……”

- “If I were in your shoes, I might feel the same way, however……”

**Task Accountability**: Only talk about the task and what needs to change. Focus on behavior, events and tangible issues such as production hours, schedule, product, etc. Avoid “you” and “I” references. Talk about the task, not each other.

- Timing Tip-Was the task’s standard clearly pre-determined? If not, the purpose of this session is to clearly pre-determine what outcome you want to achieve.
Managing Phony Feedback

Customer and company perceptions frequently differ. A pattern that can develop when forcing conversations with topics that are unpleasant or uncomfortable is the tendency to reply with false or unrelated circumstances.

**Phony Feedback:** is a preprogrammed defensive posture that is reactive in nature. While not hostile, it is very personal, as it confronts your sense of fair play and values and thereby sets the groundwork for taking things personally.

Tip-Phony feedback is always presented in a personal manner and designed to take advantage of your character and sense of values.

**Examples of phony feedback:**

Scenario 1: Your 12 year old daughter, Sue, wants to go to a party at her friend’s house, who has a somewhat wild high school sister and who will also have friends over. You don’t know these people, and while the parents may or may not be home, it is a very large house and you are concerned. You have said no, but the your 12 year old does not accept the answer.

Scenario 2: You and your wife live out of town. Both of your parents want you at home for Thanksgiving dinner. You have made a decision to alternate visits every other year but your Mom is playing unfair and beating you up on this.

Scenario 3: One of your lead people, Mark, is late at least once a week. However, he is your hardest worker, his jobs always come in under budget and is always willing to stay a little late off the time clock. However, his being late is an issue, as others look up to him and a helper must wait for him.

Scenario 4: One of your long-term workers, Joe, has had attendance issues. His wife left him. You know he has two kids to take care of and one of the children is having problems at school and was caught with drugs. You also know he is having financial problems. Joe has missed 11 days in the last month.