



Session Goals

At Bel Red Energy Solutions, we grew our revenue by 8% in 2009 while many of our competitors were shrinking or going out-of-business. We're projecting over 25% growth in 2010! *That growth started with getting the right people into the right places.*

If you focus on *who* you need rather than *what* you need, you can adapt to any situation and be successful

Session Goals:

- Realize the impact of poor employee performance on their company
- Learn when to coach and when to cut
- Overcome the "Four Deadly Sins" of Employee Relations, and feel better about terminating employment when necessary
- Drive ongoing improvement, and improve employee retention, through individualized development plans
- Gain concrete tips for making better hiring decisions
- Develop 3-5 concrete action steps to improve their teams, and the results of your business

"If you begin with who rather than what, you can more easily adapt to a changing world."

Good to Great. Jim Collins

“Given the many things that business can’t control, from the uncertain state of the economy to the unpredictable actions of competitors, you’d think companies would pay attention to the one thing they can control – the quality of their people. An organization’s human beings are its most reliable resource for generating results year after year. Their judgments, experiences, and capabilities make the difference between success and failure.”

Execution: The discipline of getting things done.
Larry Bossidy & Ram Charan

“No company can grow revenues consistently faster than its ability to get enough of the right people to implement that growth.”

David Packard, co-founder of the Hewlett-Packard Company

“There are going to be times when we can’t wait for somebody. Now you’re either on or off the bus.”

The Electric Kool Aid Acid Test. Tom Wolfe

The Impact of Poor Performance

- When a team member is not doing their job well, what happens?
 - Someone else does their job for them, in which case their own work or their longevity suffer.
 - Their job doesn't get done right, you lose customers, and revenue declines.
 - You lack the resources you need to respond to changes in the marketplace.
 - Ultimately, it creates a drain on resources, and produces a sub-par product or service.

The Impact of Poor Performance

- List all the things you do in a day, because others don't do their jobs:
 - Managing employee issues
 - Handling crisis
 - Handling complaints
 - What else?



“If you have to do others’ jobs for them, then you’re not doing yours, or you’re working way too hard.”

Adam Gloss



The Impact of Poor Performance

- If you didn't have to manage these issues, what would you like to be doing with your time?
 - Staff training
 - Program development
 - Revenue enhancement
 - What else is on your wish list?



The Impact of Poor Performance

By putting the right people in the right spots,
you will position your business for
excellence.

**OK, Now we know what we'd like to do.
How do we get there?**



Setting Consistent Expectations

- The first step is to determine what you expect from your staff.
- What are your real expectations, not of each employee, but of each position?

“Every employee is different, but the expectations for each position should always be the same.”

Round Pegs in Square Holes

- Not every employee will be able to meet the expectations of their position.
- We often have people in positions because they've always been there, or we feel a sense of loyalty to them, or they were the best prospect at the time.
- By keeping someone in a job they are not suited for, you are actually being disloyal, not allowing them to realize their full potential.
- If you have the wrong person in a job, ask yourself if they would be better suited in another position.
- Sometimes you just have to recognize the brutal reality that you're faced with, and deal with it.
- Sometimes it means replacing an adequate employee with an excellent one.

Coaching and Training – When to A.C.T.

- Before you move someone from a position, ask your self three questions:
 - Does this person have the ABILITY to meet the expectations of their position?
 - Does this person possess our CORE VALUES?
 - Integrity
 - Innovation
 - Delight
 - Development
 - Unity
 - Has this person had the TRAINING necessary to meet the expectations of their position?

Coaching and Training

- If this person does not have the ABILITY or CORE VALUES, but has received the training, you should have no guilt about moving them out.
- If they possess the ABILITY and the CORE VALUES, but have NOT had the TRAINING, then shame on us. It is time for training.

Abilities + Core Values = Training

Development Plans

- Every manager should have a development plan for each of their employees.
 - Prioritize your needs and develop short-term and long-term goals for employees to meet those needs.
 - Short-term goals deal with specific and essential performance shortcomings.
 - Work flow
 - Specific skills and/or techniques
 - Processes and procedures
 - Long-term goals deal more with professional growth
 - People management
 - Advanced skills
 - New skills necessary for career advancement
 - Etc.
 - Allow the employee to give input for their goals.

Development Plans

- Recognize and reward improvement
 - Personal notes
 - Public / Peer recognition
 - Gift cards
 - Certificates / Awards
 - Performance bonuses
 - Other ideas?

Document, Document, Document

- Documentation is the only way to demonstrate your actions to address shortcomings in an employee, and to show what you did to give them an opportunity to be successful.
- EVERYTHING needs to be documented, good and bad
 - If we notice a shortcoming, we need to address it with the employee, AND document what we did to address it.
 - If we provide training to someone, we need to document the training so we can prove they were given the opportunity to succeed if we need to.
 - One of the biggest problems we face when HR issues arise, is a lack of documentation to support our case...Why?



Four Deadly Sins of Employee Relations



PATIENCE

If we stay the course, they will change eventually.

HOPE

The situation will change by itself somehow.

CHARITY

We don't want to do something that will draw attention to someone's shortcomings, so we ignore them.

LOVE

We want everyone to like us, and are afraid they will get angry if we confront them.

Termination: Pruning the Tree

- Pruning a tree is difficult work and makes the tree awkward for a bit. But the tree has more energy to devote to growth and is healthier in the long run.
- When you've done your job teaching, coaching and documenting, termination is not the last option, it is the BEST option.
 - By eliminating staff that perform poorly, you demonstrate to other staff members that similar behaviors are not acceptable, and you set consistent expectations.
 - By eliminating staff that have a negative impact on the morale of others, you immediately improve morale.
 - Good staff members will always step into the void left by a bad employee to make sure the work gets done.

Hire Right

- The key to encouraging growth after a termination is hiring the right person to fill the spot.
 - Hire for Ability and Core Values. You can Train for skills.
 - Write down what key personal characteristics are required for success in that position AND in your company.
 - Look for people who are flexible and can change and grow based on the changing needs of your business.
 - Learn from your mistakes, and hire the right person for the right job.
 - Use interviewing tools
 - Develop questions to help you identify people who possess the key characteristics you are looking for.
 - Personality profiles / Aptitude tests (Prevue, Brainbench, etc.)
 - Drug and background checks
 - Check references thoroughly
 - Don't fill the spot until the right person is identified. You will find a way to get by until the right person is identified.

Hire Right

- Even with unemployment high, employers make every effort to hold on to their best employees. It still isn't easy to find the *right* person.
- If you can't find the right person, change your tactics, not your expectations.
 - Look internally for someone who can be promoted or retrained from a position that is easier to fill
 - Networking
 - Change your ad
 - Promote employee referral program
 - Flexible schedules
 - Job sharing
 - Relocation
 - Other ideas?

3 Simple Truths

1. If you begin with *who* rather than *what*, you can more easily adapt to a changing world.
2. If you have the right people, the problem of how to motivate and manage largely goes away.
3. If you have the wrong people, it doesn't matter whether you discover the right direction, you'll never reach your destination.

Good to Great, Jim Collins



Implementation

What will YOU do to build a better team?

- 1.
- 2.
- 3.
- 4.
- 5.

More?
