

**WELCOME TO
“HOW TO HIRE,
DEVELOP, MANAGE AND
RETAIN BRILLIANT
TALENT FOR YOUR
COMPANY”**

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INTRODUCTIONS

- Mark Munoz – Chief Operations Officer for BostonCoach
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WORKSHOP OBJECTIVES

- the true value of implementing an effective hiring process
- How continual training produces employee confidence and bottom line profits
- How continual constructive feedback will produce dramatic results in employee performance and client satisfaction
- the many unique aspects of employee retention

THE HIRING PROCESS – A WISE INVESTMENT

The hiring process must start with a detailed job description including ...

- The essential functions of the job
- The “Core Competencies” the candidate must have
- The required qualifications
- Physical requirements
- Required licenses or certifications

These elements dictate how and who we will hire ... How we will train ... and How we will evaluate performance.

PRE-EMPLOYMENT SCREENING

- Advertising for applicants
- The employment application
- “Behavioral Interviewing”
- Pre-employment testing

TRAINING AND PROFESSIONAL DEVELOPMENT

- ✓ New employee orientation ...
- ✓ Assignment of a mentor ...
- ✓ Continual constructive feedback on performance ...

PERFORMANCE MANAGEMENT AND RETENTION

STATISTICS AND NATIONAL SURVEYS CONTINUALLY SHOW PEOPLE DO NOT ABANDON OR LEAVE ORGANIZATIONS.

THEY LEAVE LEADERS WHO HAVE FAILED TO LIVE UP TO EXPECTED CONTRACTUAL ELEMENTS AND/OR COVENANTS.

LEADERSHIP IS THE KEY

Therefore, in order to truly address the issue of employee retention, we must look at the quality of ourselves as leaders and those we place in positions of responsibility and entrust the well being of our most valuable assets ... The Company's "Human Capital" portfolio.

RELATIONSHIPS

Every relationship involves elements that are CONTRACTUAL and elements that involve COVENANTS.

CONTRACTUAL ELEMENTS

The contractual elements of relationships cover such things as expectations, objectives, compensation, working conditions, benefits, incentive opportunities, constraints, timetables, etc.

These are all a part of our normal life and need to be there.

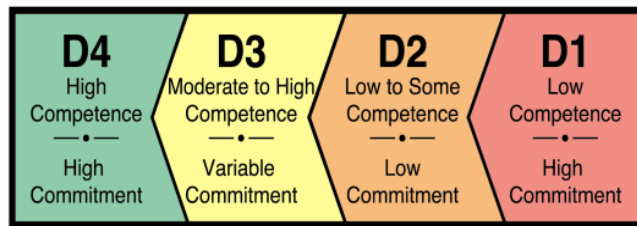
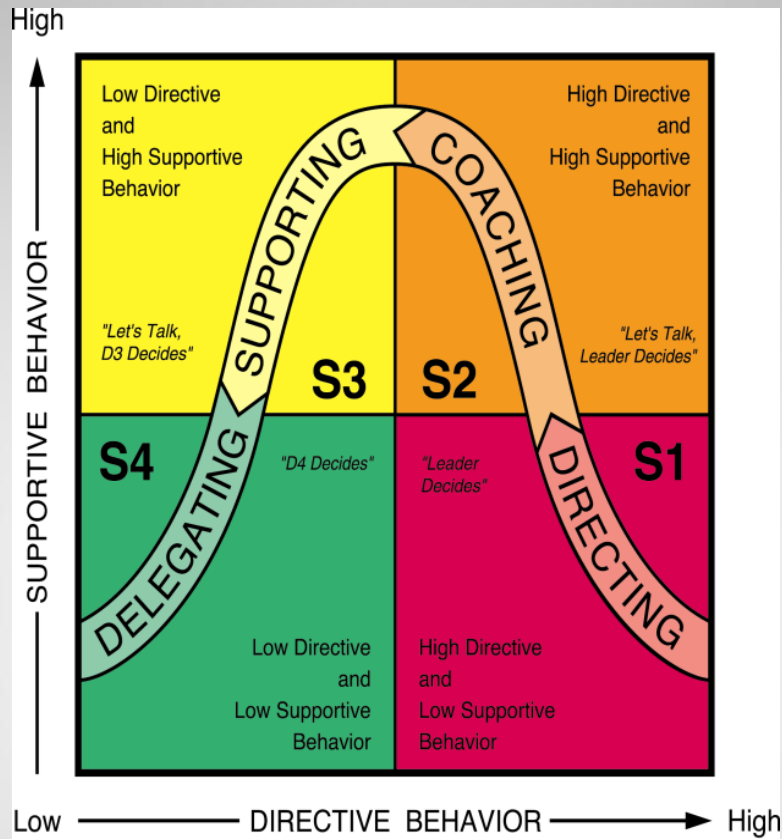
COVENANTS

Covenants bind people together and enable them to trust and depend on each other. These elements enable people to meet the organizational needs by meeting the needs of each other.

SITUATIONAL LEADERSHIP

Several years ago, Ken Blanchard, Patricia Zigarmi and Drea Zigarmi developed the Situational Leadership model.

This module is designed to “Match” the leadership style used by supervisors to the development level of the individual employee.



DEVELOPED ←———— DEVELOPING

COMMUNICATIONS

ONE-ON-ONE MEETINGS

These types of meetings serve as the very foundation of “Constructive Feedback”.

It is recommended each “Reporting Senior” conduct one-on-one meetings with each of their direct reports on a consistent basis.

Four simple questions should be asked ...

HOW ARE YOU DOING ON GOALS AND/OR OBJECTIVES?

Goals and/or measurable objectives should be outlined on the last performance evaluation. If not, establish goals and objectives at the first meeting.

Have the staff members come prepared to the first meeting with short, intermediate, and long-term goals.

Short term would include those items that can be accomplished during the quarter. Intermediate should be achieved within six months. And long term should be within the year.

IS THERE ANYTHING YOU NEED FROM ME TO BE MORE EFFICIENT IN YOUR JOB?

This could include additional training, support staff, equipment, supplies, etc.

Once the employee has identified the specific needs, either do it, get it for them, or explain why you cannot.

HOW ARE YOU GETTING ALONG WITH EVERYONE?

This provides the supervisor with an opportunity to address any real or perceived conflicts or issues before they get to the point that they cause a disruption to departmental operations or create an adverse impact on guest or employee services.

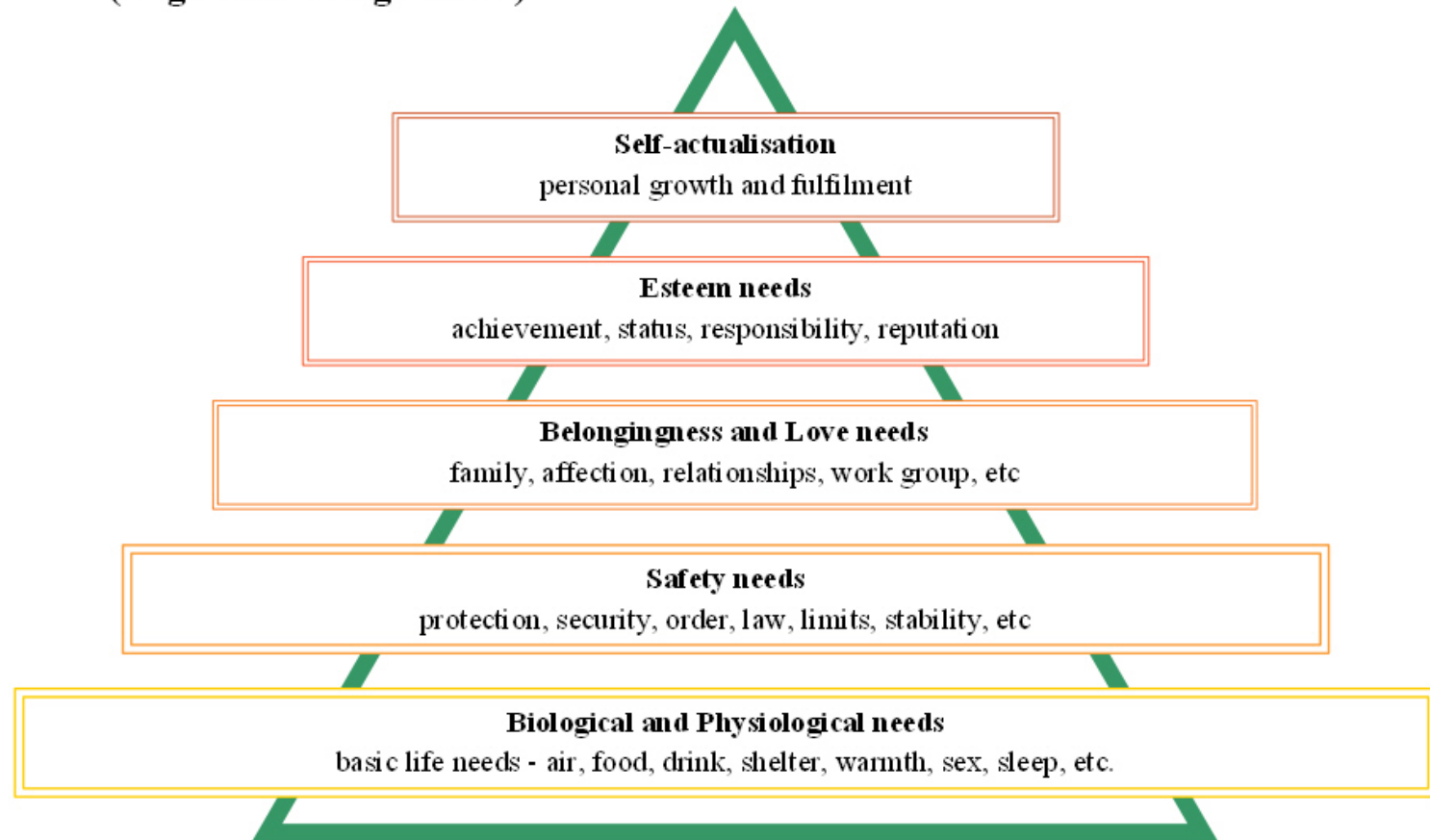
HOW AM I DOING IN MY JOB AS YOUR LEADER?

Each supervisor must encourage the employee to be honest with them, and then use the information as constructive feedback to improve their leadership techniques.

MASLOW'S HIERARCHY OF NEEDS

Understanding where people are in their personal and professional lives, is extremely valuable to understand in order to know how to help them achieve success.

Maslow's Hierarchy of Needs (original five-stage model)



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WHAT DO MOST PEOPLE WANT FROM WORK?

- ✓ They would like to be compensated fairly and have benefit plans that will meet their financial obligations and family needs.
- ✓ They would like their work process and relationships to meet their personal needs for belonging and for contributing.
- ✓ They would like to be involved in meaningful work and to have the opportunity to make a commitment.
- ✓ They would like the opportunity to grow personally and professionally and be at least reasonably in control of their own destinies.
- ✓ And, they would like someone to say “Thank You!” every so often.

WORKFORCE DEMOGRAPHICS

Depending on the age, sex, and/or financial position of the employee, priorities are different. For example ...

**WHAT ARE THE
EXPECTATIONS AND NEEDS
OF LINE STAFF?**

**WHAT ARE THE
EXPECTATIONS AND NEEDS
OF SUPERVISORY STAFF?**

**WHAT ARE THE
EXPECTATIONS AND NEEDS
OF EXECUTIVE STAFF?**

CREATIVE IDEAS

- Job Sharing
- Work from home
- Flexible work hours
- Four/ten work schedules
- Flexible paid time off
- Cafeteria benefit plans
- Tuition assistance
- External seminars and workshops
- Concierge Services
- Employee discounts
- Free movie passes, car washes, breakfasts
- TGIF employee lunches ... Pizza, cook outs, etc.
- Free credit counseling

FORMAL RECOGNITION

- Performance bonuses
- Annual Banquet for employee recognition awards (Like the Oscar Awards for movies)
- Annual Leadership Recognition Award
- Employee of the Year
- Employee of the Quarter Luncheon and recognition
- Certificate of Appreciation
- Letters of commendation

CONTINUOUS PERFORMANCE FEEDBACK

Employees should be continually aware of how their performance is being measured.

What are they doing well and what do they need to improve on.

TWO WAY PERFORMANCE EVALUATION

Employees should be provided with the opportunity to provide feedback to their reporting senior as to how they view their performance.

What purpose does this serve? and ...

- What are the advantages?
- What are the disadvantages?

PERSONAL RECOGNITION

Understand and recognize each employee is more than just a driver, dispatcher, account representative ...

Know who your employees are, their likes ... dislikes, their passions, their goals, etc.

Send out birthday cards, anniversary cards, thank you notes, etc.

RE-RECRUITING

Often employees will pursue other employment opportunities believing the “Grass is always Greener” .

Many leaders have found it very beneficial to call the former employee after about two or three weeks on the new job. This gives the supervisor the opportunity to find out from the employee how things are going and to let them know ... They are welcome back should things not work out.

Re-recruiting is far less expensive than starting from scratch.

THANK YOU FOR YOUR TIME

...

**WE HAVE APPROXIMATELY
30 MINUTES FOR
QUESTIONS**