


## How to Successfully Leverage Your Resources in Tough Economic Times: Practical Strategies and Techniques

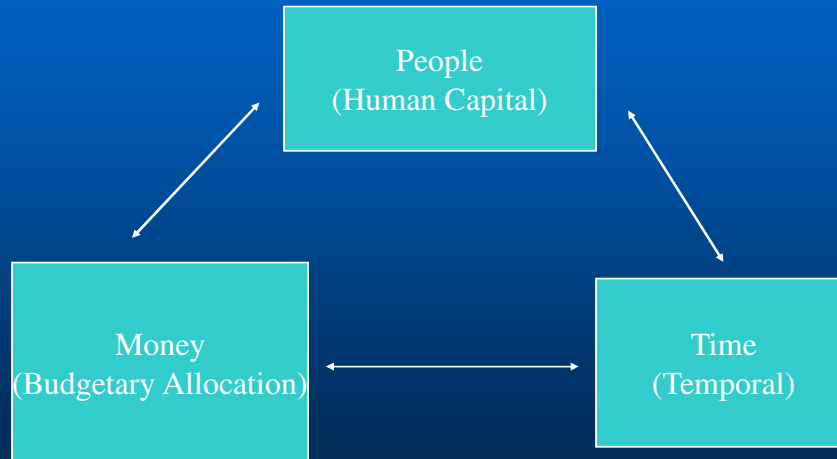
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## Objectives:

1. Assess organizational strengths, weakness, opportunities, and threats
2. Understand effects of current economic realities on employee morale and well being
3. Optimize human capital
4. Develop strategies and techniques to leverage resources

## Top Three Resources

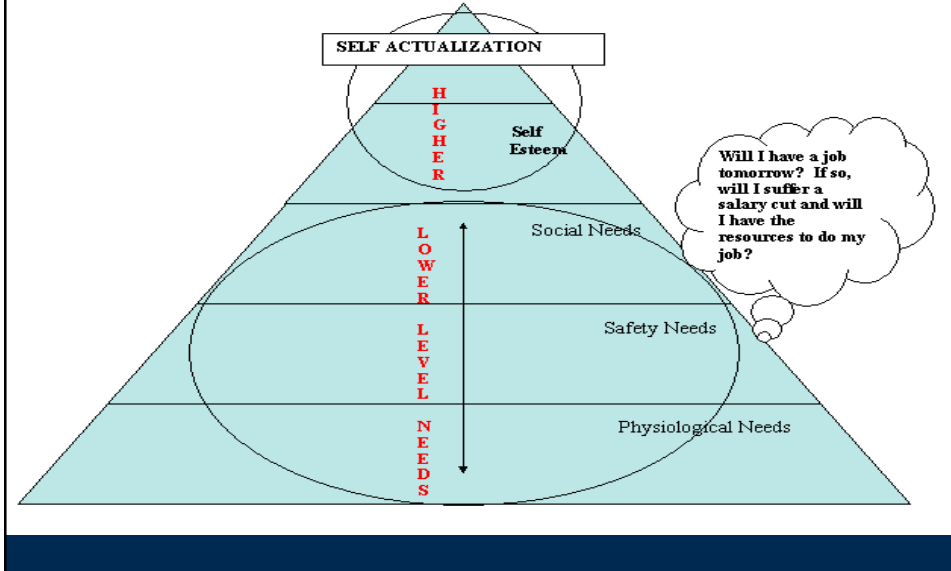


## Economic Downturn

### Massive Layoffs

- 
- Caterpillar
  - Pfizer
  - Home Depot
  - Sprint
  - General Motors Corp.
  - Microsoft
  - Intel
  - United Airlines
  - Best Buy
  - Target

## Maslow's Hierarchy of Needs



## Psychological Effects





## Factors that Affect Behavior

### Attitude

- Aspect of human disposition that affects behavior and other forms of human condition. Three components are: expectancy of performance, instrumentality of how performance is believed to lead to reward, and valence for reward (Flaherty & Pappas, 2002, p. 136).

### Perception

- Refers to instant impressions that correspond to viewpoints and understanding of transformation (Piaget & Inhelder, 1969, p. 45). Perception and behavior are inextricably linked in that people behave the way they perceive.

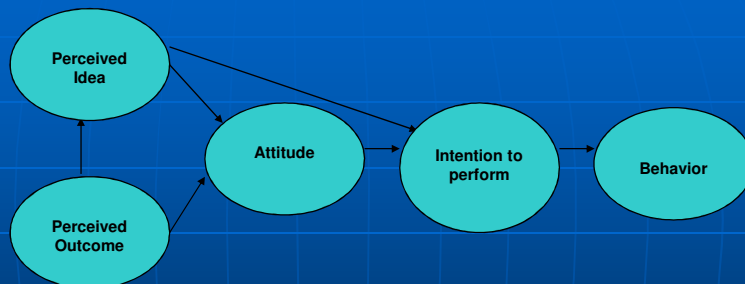


## Factors that Affect Behavior cont.

### Personality

- Manifestation of consistent thought pattern and emotions in humans. Made up of internal (pleasure and pain) and external (motives, rewards, punishments) forces.

## Perception as a Driver of Behavior



How perception and attitude drive behavior.

Adapted from "Examining information technology acceptance by individual professionals," by L. I. Darsono & M. Gadjah, 2005. International Journal of Business, 7(2), p. 158.

## Take the Pulse of the People

### Visible Signs and Recognizable Patterns

#### Employee Disposition

- Stress
- Depression
- Anxiety
- Fatigue
- Withdrawal

#### Trends

- Increase Leave Usage
- Low Schedule Adherence Compliance
- More Time on Personal Calls

#### Customer Feedback

- Customer Satisfaction Results
- Increase Customer Complaints



## Leadership

| Responsibilities  | <b>VS</b> | Challenges   |
|---|-----------|--|
| <ul style="list-style-type: none"> <li>› Maximize Productivity</li> <li>› Stimulate Creativity</li> <li>› Increase Profit Margins</li> <li>› Anticipate and Optimize Market Trends</li> <li>› Cultivate Positive Organizational Culture</li> <li>› Lead Change</li> </ul> | <b>VS</b> | <ul style="list-style-type: none"> <li>› Limited Resources</li> <li>› Job Uncertainty</li> <li>› Flagging Corporate Vitality</li> <li>› Employee Isolation and Disconnection</li> <li>› Cultural and Geographical Barriers</li> <li>› Motivating and Engaging Employees</li> </ul> |

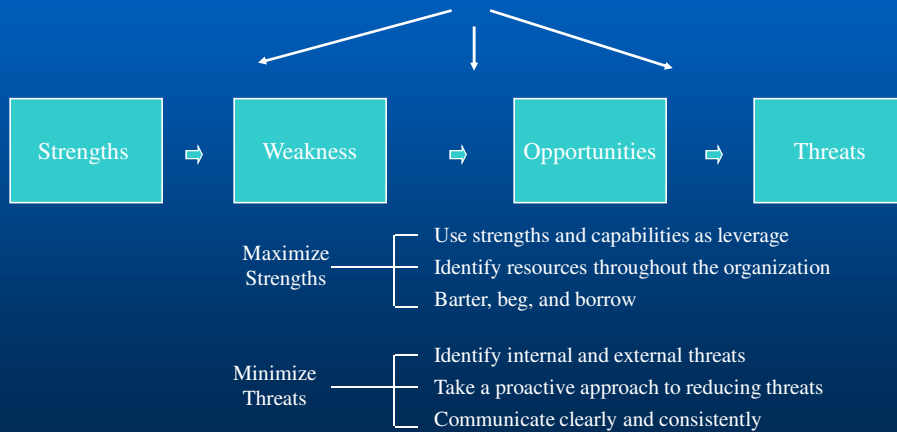


## Strategies and Techniques

- › Conduct a SWOT Analysis
- › Increase Communication with employees
- › Prioritize initiatives
- › Partner with other organizations to fund training
- › Use internal resources to develop specialized training for call center staff

# SWOT Analysis

Three Step Approach: Identify, Draw Conclusions, Take Action



## Strategies and Techniques cont.

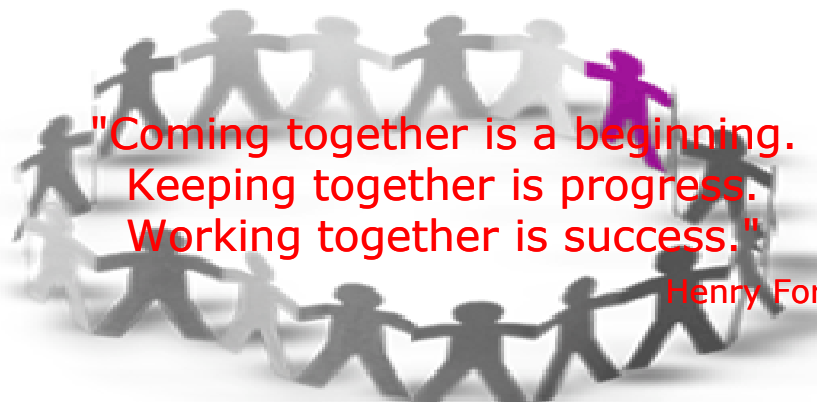
- Utilize Virtual Training
- Develop Peer to Peer Training and Coaching Programs
- Devise non-monetary incentives to recognize exceptional employees



## Strategies and Techniques cont.

- Identify and use free trade and industry conferences and training
- Enlist the help of employees to identify non-value adding practices and expenditures
- Provide employees with counseling and assistance services

## Human Capital



"Coming together is a beginning.  
Keeping together is progress.  
Working together is success."

Henry Ford

