Employee Excellence!

Its all about
the “Wright” Employees

Kim Leifsen
Workforce Effectiveness Specialist
Business Insight Technologies

• What is an excellent employee?
• Where do I find more of them?
• How do I get them to stay and remain productive?
Critical Outcomes

• Why are we filling the position?
• Ask yourself, “What is the benefit to the company of filling the position?”
• We want outcomes...not responsibilities.

Outcomes, results, and deliverables are characterized by being measurable and time bound.

*S.M.A.R.T. Outcomes*

Which is a Critical Outcome?

A. Resolve customer issues quickly and to the customers satisfaction.
B. Must have a customer satisfaction rate above 85% and take at least 50 calls per day.
Give it the “So What?” Test

They must know the product line within 6 months.

So What?
Isn’t the desired outcome really…
Solve customer problems and complaints with their knowledge and get a 75% customer satisfaction Rate within 6 months.

Check for S.M.A.R.T. Outcomes

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Key Qualities

- Education
- Skill Level
- Experience
- Attitude / Behaviors
- Image / Presentation
Selection Process

PAST

History Screen
Skills, Education & Experience

PRESENT

Interview
Gut Feeling, Appearance, Style

FUTURE

Job Match
Behavioral Trait Assess.

SKILL

Demonstrated ability, experience and knowledge to perform specific tasks

JOB MATCH

Degree a person’s capabilities, interests and core behavior match the requirements of a specific job
Increase Hiring Success to 75%

What Does Success Look Like

- Determine what creates success – Critical Outcomes/SMART goals
- Compare all employees in the position to those outcomes and rank order
- Find top 3-5 performers
- Assess them with a reliable, valid tool
The shaded boxes represent the Sample Developer Team Performance Model.
A Risky Match for the Job?

High Turnover Industry

6 months after being hired:
- 24% with Job Match were gone
- 46% lacking Job Match were gone

After 14 months:
- 28% with Job Match were gone
- 57% lacking Job Match were gone

**Twice the Turnover** without Job Match vs. those with Job Match
Low Turnover Industry

6 months after being hired:
  5% with Job Match were gone
  25% lacking Job Match were gone

Five times more turnover without Job Match!

After 14 months:
  8% with Job Match were gone
  34% lacking Job Match were gone

Four times more turnover without Job Match!

Acquiring Excellent Talent

- Word Of Mouth Sourcing
- The Resume Screen
- The Phone Screen
- Assessments – Skill/Behavioral, etc.
- The Interview
- The Reference
- Making the Offer
Keeping the Talent

Leadership Development
Employee Engagement

Turnover Costs

Hourly skilled employees: 33% annual pay
Professional staff: 100-150%
Technical Staff: 150-250%
Sales Staff: 120-150% QUOTA

Source: Saratoga Institute/Hay Group/Hewitt Assoc/Culpepper Group
Customer Service Turnover Cost

33% ($30,000 salary) = $9,900 direct costs

Doesn’t include indirect costs!!

If you lose 5 customer service reps that’s approximately $50,000!

Getting it right the first time makes a difference!

Leader Excuses

- Lack of qualified people available
- This generation has no work ethic
- Students aren’t prepared for the workplace
- There’s no such thing as employee loyalty anymore
- Employees expect elaborate benefits for minimum work
Employee Excuses

- Not enough pay
- No room for growth/More opportunity elsewhere
- Commute
- Work/Life Issues

The Real Reasons Employees Leave

Management / Leadership Issues
“Talented employees need great managers....[they] may join a company...but how long that employee stays and how productive he is while he is there is determined by his relationship with his immediate supervisor.”


“75% of people don’t quit their jobs...they quit their bosses.”

- Paul C. Green, Ph. D
Training and Promoting Leaders

- Who are you promoting?
- Have you done an “inventory” on your employees? (Do’ers vs. Leaders)
**Demanding Excellence**

- Give retention top weight in salary reviews for managers
- Tie bonuses to retention numbers
- Send them to Management/Leadership Training
- Why?

**Why?**

- They’re not trained on how to be a manager.
- They’re usually not aware of their management abilities (or lack there of).
- They don’t know how to manage by situation (discover individual needs).
- They aren’t expected or motivated to change!
Getting Leader / Manager Buy-in

- Getting their attention – present the data (Turnover, Cost, Feedback)
- Set expectations (part of their critical outcomes!)
- Let them know why it’s important
- Gap analysis on their leadership traits

Find the Wright Piece

- Define Excellence! (Revenue Generator!)
  - Critical Outcomes/SMART Outcomes
    - For your company
    - For EVERY employee
- Acquire Excellence! (Investment Expense!)
  - Take the time to do it right. Don’t cut corners!
- Keep Excellence! (Revenue Generator!)
  - Hire and Train Good Leaders!
  - Hold leaders accountable!
The art of choosing men is not nearly so difficult as the art of enabling those one has chosen to attain their full worth.

– Napoleon Bonaparte