Welcome to ACIL’s 80th Annual Meeting
BUILDING A WINNING CULTURE

Laura Bailey, President
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There are no stupid questions!
"Ahem. No Txtng PLZ."
AGENDA TOPICS

- Diversity/Generations in the Workplace
- Essentials of Leadership
- Leadership Styles
- Conflict Resolution/Discipline
- Legal Pitfalls
- A Winning Culture
- Change Management
- Communication/Social Networking
- Dysfunctions of a Team
DIVERSITY

No Two People Are Alike
DIMENSIONS OF WORKFORCE DIVERSITY

Reproduced from Implementing Diversity by Marilyn Loden, 1996.
**What Is Inclusion???

- **Inclusion**
- **Exclusion**
- **Segregation**
- **Integration**
GENERATIONS IN THE WORKPLACE: YES.....THERE IS A DIFFERENCE!
FIVE Generations in the Workplace

- **Traditionalists/Silents**
  - Born Between 1925-1945
  - 71-91

- **Baby Boomers (80MM)**
  - Born Between 1946-1964
  - 52-70

- **Generation X / Gen Xers (51MM)**
  - Born Between 1965-1980
  - 35-51

- **Millennials (100MM)**
  - Gen Yers (75MM)
    - Born Between 1980-2000
    - 16-34

- **Generation Z (25MM)**
  - Born Between 1995/2000-Present
  - Entering the workforce!
Events and Experiences that Shaped Generations

Traditionalists:
- Great Depression
- New Deal
- Attack on Pearl Harbor
- World War II
- Korean War
- Radio
- Telephone

Baby Boomers:
- Civil rights
- Feminism
- Vietnam
- Cold war
- Space travel
- Assassinations
- Scientific advances
- Credit cards
- Television
Events and Experiences that Shaped Generations

**Generation X:**
- Fall of the Berlin Wall
- Challenger disaster
- Desert Storm
- Personal computers
- Working mothers
- MTV
- Divorce
- Energy crisis

**Millennials:**
- Child-focused world
- School shootings
- 9/11
- Boston Marathon
- Internet
- Social networking
- Continual feedback
- Enron/WorldCom
- Iraq/Afghanistan
Common Values

Traditionalists:

• Hard work
• Dedication and sacrifice
• Respect for rules
• Duty before pleasure
• Honor
• Conformity
• Loyalty
• Frugality
Common Values

Baby Boomers:

• Optimism
• Team orientation
• Personal gratification
• Involvement
• Personal growth
• Workaholics
• Competitors
Common Values

Generation X:

• Diversity
• Techno-literacy
• Fun and informality
• Self-reliance
• Pragmatism – realists
• Results oriented
• Individualism
• Challenge the system
Common Values

Millennials:

• Optimistic
• Civic duty
• Confident
• Achievement oriented
• Respect for diversity
• Informal
• Tenacious
• Social consciousness
In The Workplace

Traditionalists
- Polite
- Respectful
- Reserved
- Obedient
- Conformers

Boomers
- Uncomfortable with conflict
- Consensus building leadership style
- Formal
- Follow protocol
- Social
- Politically sensitive
- Idealistic
In The Workplace

**Gen Xers**
- Fast-paced
- Independent
- Confident
- Value personal time
- Challenge the status quo
- Loyal to staff leader

**Millennials**
- Task oriented
- Want options & choices
- Expect attention
- Expect feedback
- Multitask through multimedia
- Think “digital”
- Work toward weekend or closing time
- They are impatient
- Want to be led
Bridging the Generation Gaps

Getting along with “Boomers”

• Show respect
• Choose face-to-face conversations
• Give people your full attention
• Learn the corporate history
Bridging the Generation Gaps

Getting along with “Xers”

• Get to the point
• Use email
• Give them space
• Get over the notion of dues paying
• Lighten up
Bridging the Generation Gaps

Getting along with “Millennials”

• Challenge them
• Ask them their opinion/collaborate
• Encourage finding a mentor
• Provide timely feedback
• Lighten up
5 Key Formative Trends Shaping Gen Z:

- Social media is the future
  - Never been without just in time communication/access to Internet
- Human connections are more important than ever
  - Less likely to resist authority relationships
- Skills gap
  - Non-technical skills, as well as work habits, interpersonal communication and critical thinking
- Global mindset, local reality
- Infinite diversity
  - Mixing of identity
GENERATION “Z” DIFFERENCES

7 Key Strategies to bring out the BEST from Gen Z workers:

• Promote high intensity relationships
  - Small, highly defined work groups with strong peer leader
• Provide continuing reeducation
  - Problem solving, interpersonal communication, time management
• Define structured and defined roles and responsibilities
• Take control of the virtual tools to help solve company issues
  - Recruiting, internal communication, training, knowledge transfer
• Plan for global outreach, with local nesting
• Build continuity through short-term renewable loyalty
  - Ongoing review feedback and reward; transparent open exchange
• Retain the Superstars for the long term by building Dream Job
LEADERSHIP STYLES
What is a Leadership Style?

The patterns of a leader’s interaction with his/her followers.
Why Is Leadership Style Important?

- Leadership style impacts the motivations of employees, either positive or negative.

- Studies show that roughly 70% of work group performance is a direct reflection of a leader’s effort to understand employees & to match a leadership style to employee needs & goals.
STYLE & PERFORMANCE

- A leader’s style & employee performance are linked by the employee’s experience of the organizational climate.

- Research shows high correlations between a positive climate & increased productivity.

- What a leader does can drive a climate to be productive or unproductive.
THE MANAGER DOES THINGS RIGHT, THE LEADER DOES THE RIGHT THING.

The most challenging aspect of business is leading and managing change.
The business environment is subject to fast-paced economic and social change.
Modern business must adapt and be flexible to survive.
Leaders need to be aware of how change impacts on workers.
The Six Leadership Styles

Coercive
Authoritative
Affiliative
Democratic
Pacesetting
Coaching
THE COERCIVE STYLE

- The Coercive Style is intent on obtaining immediate compliance from employees.

- A leader using this style likes to tightly control situations and emphasizes the negative over the positive when providing feedback.
THE MOTTO OF THE COERCIVE STYLE

“Do what I tell you!”

“You MUST do this NOW!”
The Authoritative Style

- The Authoritative Style is intent on mobilizing people toward a vision.
- A leader using this style typically applies a long-term thinking strategy and clearly stated direction to the organization.
- This style relies on the skillful use of influence to gain employee buy-in to decisions.
THE MOTTO OF THE AUTHORITATIVE STYLE

“This is where we’re going and why.”

“Come with me.”
The Affiliative Style

- The Affiliative Style is intent on promoting harmony, cooperation, and good feelings among employees.
- A leader using this style is concerned with smoothing tensions between employees or promoting social activities within various departments.
- A leader using this style will put people first and tasks second.
THE MOTTO OF THE AFFILIATIVE STYLE

“People come first.”

“Everyone must get along.”
The Democratic Style is intent on building group consensus and commitment through group-management in making decisions.

A leader using this style likes to tightly control situations and emphasizes the negative over the positive when providing feedback.
The Motto of the Democratic Style

“What do you think?”

“Let’s see what the group wants to do.”
The PACESETTING Style

- The Pacesetting Style is intent on setting high performance standards.
- A leader using this style likes to get quick results from a highly motivated and competent team.
The Motto of the PACESETTING Style

“Do as I do!”

“This is how it must be done! Watch ME!”
THE COACHING STYLE

- The Coaching Style is intent on developing people for future performance.

- A leader using this style likes to manage the growth of all employees by focusing on their strengths and weaknesses, and developing action plans to support career goals.
THE MOTTO OF THE COACHING STYLE

“Try this.”

“How can I support you!?!?”
DON’T EMPTY THE BANK!

Leaders “earn” credits by their decisions from their associates.

Associates will withdraw from the bank if the Leader fails…and some withdraws are more severe than others.

Be careful you don’t run out of credits!
CONFLICT RESOLUTION: THE SKILL THAT MAKES THE DIFFERENCE
1. Conflict is inherently bad and unhealthy
2. Conflict does not occur that often in the workplace
3. Conflict is always a matter of right vs. wrong
4. Conflicts are the result of clashing personalities
5. Conflict is most prevalent in a crisis situation
6. Most conflicts resolve *themselves* over time
7. People usually know when they’ve disturbed someone else
8. Conflicts only impact the disputing parties
9. Resolving employees conflict is management’s responsibility
10. Conflicts continue mostly because of stubbornness and a lack of caring
Conflict Resolution Defined:

What is conflict resolution?
Conflict resolution is a process of working through opposing views in order to reach a common goal or mutual purpose.

Conflict is...
- Dis-harmony
- Collision
- To be in, or come into, opposition
CRUCIAL CONVERSATIONS:

A discussion between two or more people where:

- The stakes are high
- Opinions vary
- Emotions run strong

We typically handle these conversations by:

- Avoiding them
- Facing them and handling them poorly
- Facing them and handling them well
TWO RESPONSES TO CRUCIAL CONVERSATIONS:

Fight ← or → Flight

or

Silence ← to → Violence
If we go to silence:

- We avoid - we steer clear of sensitive subjects; quickly change the subject
- Don’t say anything - we withdraw or leave
- Blame the group, hoping the message will hit the right target
- Looks of disgust
- Sarcasm - we mask our true feelings; we sugarcoat

We go to silence when we feel unsafe
IF WE GO TO VIOLENCE:

- We verbally attack - we are threatening or belittling
- Act like we know everything
- We discredit others
- Use the power of the boss to force our way
- Control - we force our views by cutting others off, speaking in absolutes, changing subjects and in turn not giving others a chance to share their view
- Subtly manipulate
- We label or stereotype

We go to violence when we feel unsafe
Why should we have crucial conversations?

- It will improve our health
- It will improve our relationships
- It will enhance our job performance and success
- It will make a difference
Finding the Fix:

Utilizing The C.A.L.M Model to Resolve conflicts:

- **C**larify the issue
- **A**ddress the problem
- **L**isten to the other side
- **M**anage your way to resolution
WHEN THERE’S NO TIME TO PLAN

1. Stop, breath, and think
2. Acknowledge the conflict
3. Take it somewhere else
4. Keep it respectful
Are you all still with me?
DISCIPLINE
PROGRESSIVE DISCIPLINE STEPS (INFORMAL)

1. Spot Correction – explain what the desired behavior is.

2. Observations – correct as needed; praise when the desired behavior is displayed.

3. Document each time you do an informal step.

If the informal process doesn’t work, then you need to elevate to the Formal Progressive Discipline process.
PROGRESSIVE DISCIPLINE STEPS (FORMAL)

1. Oral Warning

2. Written Reprimand

3. Suspension

4. Termination

(Another option between Suspension and Termination could be a demotion.)
When Should You Discipline?

1. There are recurring issues with absenteeism, attendance and tardiness.

2. There are continuing problems adhering to or following instructions, despite additional training, coaching or corrective counseling.

3. A failure to follow the organization’s policies and procedures.
WHAT TO DO?

1. Investigate each incident regardless of how it first appears.

2. Select an appropriate time and place to meet and discuss the issue privately with the employee.

3. Allow the employee to explain his/her understanding of the issue.

4. Listen!!!!
WHAT TO DO? (CONT.)

5. Document!!!!!!

6. Confer with (Human Resources) throughout the process, soliciting recommendations on how to proceed and to ensure compliance with company policy/procedure.

7. Present the disciplinary action in a calm manner, as close to the infraction as possible.
WHAT NOT TO DO?

1. Do not make the disciplinary action or process personal.

2. Do not yell, scream or curse.

3. Do not base the disciplinary action on rumors or hearsay.

4. Do not discuss an employee’s performance or conduct with other employees unless required.
5. Do not discipline an employee in a public place.

6. Do not discipline an employee in the presence of other employees.

7. Do not discipline an employee in the heat of the moment.

8. If termination is required, do not terminate during the busiest time of the day.
BEFORE YOU CONSIDER DISCIPLINARY ACTION:

1. Consider the facts surrounding the incident.

2. Consider the seriousness of the infraction.

3. Consider whether the employee was informed of the work rules in advance of the infraction.

4. Consider whether the employee was previously advised, coached or warned about the issue.

5. Consider the degree to which the employee’s conduct hampers the organization’s mission or day-to-day operations.
BEFORE YOU CONSIDER DISCIPLINARY ACTION: (cont.)

6. Consider previous documentation of conduct or performance problems within the past 6 to 12 months.

7. Consider whether the employee was provoked or not.

8. Consider how thoroughly you have examined the issue or infraction.

9. Consider how other employees, who were in similar situations, disciplined.

10. Does (Human Resources) agree to the disciplinary action proposed?

11. Is there anything else YOU may have forgotten to do?
The Goal of Documentation

1. To inform the employee what is/is not acceptable behavior.

2. To establish an official record of the disciplinary action taken. This record becomes a part of the employee’s official personnel file.

3. To minimize the legal risk – both the organization and the supervisor – of the disciplinary action taken.
THE FIVE “W’S” OF DOCUMENTATION

Who
What
When
Where
Why
THE FIVE “W’S” OF DOCUMENTATION: WHO

WHO was/is involved?
   What is the job title/position of those involved?
   How long has those involved been employed with the company?

WHO has first hand knowledge of the incident?
   Are there any witnesses?
Describe the incident or issue.

Describe the specific behavior(s) or action(s).

Use verbs.

Do not add your comments, insights or interpretations. BE FACTUAL!
The Five “W’s” of Documentation: WHEN

Did the incident occur during work hours, on work property?
  Regular work hours?
  “Off-duty” time?
THE FIVE “W’S” OF DOCUMENTATION: WHERE

Describe the location of the incident or issue.

Was it on company property?
Was it on a customer’s property/worksite?
Was it a company-sponsored event?
THE FIVE “W’S” OF DOCUMENTATION: WHY

Don’t guess or speculate.

Investigate and gather information.

Include knowledge or information to support your findings/conclusions.

Allow employees to present their version of the events/infractions without any outside influence.
**DOCUMENTATION**

Use your organization’s form to standardize the process.

While it is best to type the information on the form, it is okay to complete the form in long hand. Just make sure your writing/printing is legible.

Be careful what you write. Someone else will be reading your document.

This is a legal document and IS DISCOVERABLE in legal proceedings.
What to have on the form:

1. Date the form is completed.
2. The employee’s full name and job title.
3. Purpose of the documentation.
4. Statements describing the facts of the infraction – including the dates of the infraction!
What to have on the form (cont.):

5. State the disciplinary action being taken.

6. State the corrective actions needed.

7. Allow the employee to respond, on the form, to the facts of the infraction.

8. Sign and date the form.
What else to include:

1. Any previous infractions that pertain to this infraction (usually within the past 12 months).

2. Reference the organization’s policy, procedure, handbook or code of conduct.

3. Make sure you state what will happen if the employee does this infraction again.
**DOCUMENTATION (cont.)**

Additional Pointers:

1. Do NOT include the names of witnesses on the form.

2. Remind the employee that this process is in place to correct behavior that is not acceptable AND to help the employee do the correct behavior so he/she can keep his/her job.

3. Conduct the disciplinary meeting towards the end of the employee’s shift.
CONCLUSION

Supervisors/managers should ensure that they have applied the five principles of effective discipline (corrective, fair, consistent, progressive and due process), before disciplining employees.

Use the five W’s of documentation (who, what, where, when and why) and the five principles of discipline to document performance or conduct transgressions.

Documentation should clarify the nature of the infraction, its negative impact and proposed management and employee action.
BRAIN OVERLOAD?
ANYONE ELSE NEED A BREAK?
LEGAL PITFALLS
…Why are we concerned?

- Harassment is the largest single source of employment litigation
  - It is also the highest dollar value per case
  - It negatively affects employee morale and productivity
  - It would negatively affect the Company’s image and bottom line
HARASSMENT

• The Law Prohibits Harassment Based On:
  • Race or Color
  • Religion
  • National Origin
  • Sex
    • Including sexual harassment
  • Age
  • Disability
  • Sexual Orientation (federal/state/local)
Title VII of the Civil Rights Act of 1964 (and as amended)

- Prohibits discrimination because of:
  - Race
  - Color
  - Religion
  - Sex
  - National origin
  - Pregnancy (Pregnancy Discrimination Act)
  - Disability (Americans with Disabilities Act)
WHAT IS HARASSMENT?

- A judge or jury decides

- Harassment is offensive, unwelcome conduct directed at anyone in a protected group
Sexual harassment is a form of sex discrimination and includes:

- Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature—
  - By supervisors
  - By co-workers
  - Toward intended victims or bystanders

Remember: Quid pro quo!
HOSTILE ENVIRONMENT

Definition is:

- Conduct that has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive work environment

Anyone can be guilty of creating a hostile environment
Possible Sources of Harassment may Include:

- Horseplay
- Email
- Inappropriate gestures or gawking
- Offensive touching or jokes
- After hours socializing
- Pictures/videos
- Personal storytelling
- Commentary on attire
WORKPLACE BEHAVIOR

- Supervisor sets the tone

- “Workplace” includes
  - In the office
  - In the field
  - Holiday parties
  - After-hours gathering
  - What you discuss in the office
REDUCING THE LIKELIHOOD OF HARASSMENT & DISCRIMINATION

- Be an example
- Ensure that you read and understood your company’s policy
- Actively enforce policy
- Take complaints seriously
- Report any complaints to your Supervisor or Manager
A WINNING CULTURE
A Winning Culture is one where:

- Associates know what the vision/mission is of the organization.
- Associates understand and support the vision/mission of the organization.
- Associates demonstrate the vision/mission in their every day duties.
- Associates are proud to be apart of the organization.
A Winning Culture:
- Positively impacts the morale of associates.
- Directly impacts the “bottom” line.
- Brands the organization as a “good place to work”.
- Decreases turnover and Increases loyalty.
EXAMPLE OF CULTURE
CHANGE MANAGEMENT
**Steps for Successful Change**

- Denial
- Resistance
- Consideration
WORKING THROUGH RESISTANCE

- Admit your own concern
- Work through your resistance
- Validate employee concerns
DEVELOPING A PLAN

- Creating a vision
- Responding to “What’s in it for me?”
- Developing an action plan
- Making the case for change
**COMMUNICATION**

- Rumors
- As much detail as possible
- Newsletters, bulletin boards, intranet
- Progress reports
IMPLEMENTING CHANGES

- Communicate plans to all
- Brief everyone on changes
- Maintain status quo
BASIC MISTAKE #1 – EXPECT SOMEBODY ELSE TO REDUCE YOUR STRESS

Survival Guide:

Don’t count on anybody else coming along to relieve your stress. Put *yourself* in charge of managing the pressure. There’s a good chance you’re the only one in your work situation who will, or even *can*, do much to lighten your psychological load.

(Cite: “A Survival Guide to The Stress of Organizational Change” by Price Pritchett & Ron Pound)
Basic Mistake #2 – Decide Not to Change

Survival Guide:
The organization is going to change – it must – if it is to survive and prosper. Rather than banging your head against the wall of hard reality and bruising your spirit, invest your energy in making quick adjustments. Turn when the organization turns. Practice instant alignment. Your own decisions may do more to determine your stress level than anything the organization decides to do.
Basic Mistake #3 -- Act Like a Victim

Survival Guide:
Accept fate, and move on. Don’t yield to the seductive pull of self-pity, at least for any extended period of time. Acting like a victim threatens your future. You’re better off if you appear resilient and remain productive. Just stand proud, pick up the pieces, and start putting your career back together.
Basic Mistake #4 – Try to Play a New Game by the Old Rules

Survival Guide:

Study the situation intently. Figure out how the game has changed, how priorities have been reordered. Decide which aspects of your job you should focus on to leverage up your effectiveness the most.
Basic Mistake #5 – Shoot For A Low-Stress Work Setting

Survival Guide:

Don’t fall into the trap of believing there’s such a thing as a low-stress organization that’s on track to survive. In fact, just the opposite is true. You serve your best interests by aligning with an outfit that’s got the guts to endure the pains of change, and by avoiding those organizations destined to go belly-up because of their desire for short-term comfort.
Basic Mistake #6 – Try To Control The Uncontrollable

Survival Guide:

Ask yourself if the struggle makes sense. Are you really in a position to control the situation, or will you just get emotionally tired trying? Sometime the most mature, most dignified, and most sensible move is to nobly accept what we can’t change.
Basic Mistake #7 – Choose Your Own Pace of Change

Survival Guide:

Keep in step with the organization’s intended rate of change. March to the cadence that’s being called by the people in charge, instead of allowing yourself to take whatever amount of time you want or feel you need. Don’t lag behind - there’s little chance that a lull will come along and give you a change to play catch-up.
BASIC MISTAKE #8 – FAIL TO ABANDON THE EXPENDABLE

Survival Guide:
Reengineer your job. Eliminate unnecessary steps, get rid of busywork, and unload activities that don’t contribute enough to the organization’s current goals. Focus your efforts on doing “the right things.” And ditch those duties that don’t count much, even if you can do them magnificently right.
Basic Mistake #9 – Slow Down

Survival Guide:

Speed up. Cover more ground. Put your Faith in action - in mobility - and maximize your personal productivity.
Basic Mistake #10 – Be Afraid Of The Future

Survival Guide:

Now’s the time for some serious mind control. Instead of worrying about bad things that might happen, get busy trying to create the kind of future you want. The best insurance policy for tomorrow is to make the most productive use of today.
Basic Mistake #11 – Pick the Wrong Battles

Survival Guide:
Remember the advice of Jonathan Kozol -- “Pick battles big enough to matter, small enough to win.”
Basic Mistake #12 – Psychologically Unplug From Your Job

Survival Guide:

Fall in love with your job, and keep the romance alive. Don’t let the stress of change drive a wedge between you and your work. Sure, your employer will benefit if you’re committed, but not as much as you will. High job commitment is a gift you should give to yourself.
Basic Mistake #13 – Avoid New Assignments

Survival Guide:
Stretch yourself today so you’ll be in better shape tomorrow. Reach for new assignments that broaden your experience base. Remember that one of the best techniques for stress prevention is to keep updating your skills so you’re highly employable.
Basic Mistake #14 – Try to Eliminate Uncertainty and Instability

Survival Guide:
Develop greater tolerance for constant changes in the game plan. For mid-course corrections. For raw surprise. Allow a little more confusion in your life. Be willing to feel your way along to “wing it.” Think of your job as having movable walls - flex to fit the immediate demands of the situation, instead of struggling to make the job adapt to you.
Basic Mistake #15 – Assume “Caring Management” Should Keep You Comfortable

Survival Guide:

Be careful in what you use as evidence to evaluate how much the organization cares about people. High stress and heavy pressure may provide the best proof that management’s heart is in the right place. All things considered, trying to keep you comfortable could be the most cold-blooded management move of all.
“In a time of drastic change it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists.”

- Eric Hoffer
COMMUNICATION
“Communicate everything to your associates. The more they know, the more they care. Once they care, there is no stopping them.”

- Sam Walton
COMMON COMMUNICATION VEHICLES

- Employee Handbook
- Newsletters/Postings
- Staff meetings
- Surveys
- Face-to-Face
- Telephone
- E-mail/Texting
- Social Networking
- Gossip/Grapevine

Variables to Consider
- Timing
- Location(s)
- Message

Many vehicles can be electronic!
COMMUNICATION VEHICLES, cont.

- Employee Handbooks
  - Sets rules/policies
  - Standardizes
  - Keep current!

- Newsletters/Postings
  - Keep simple/concise
  - Quick and easy
  - e-Newsletters/post on bulletin board

- Staff meetings
  - Gets Mgt in front
  - Face-to-Face
  - Immediate feedback

- Surveys
  - Best if anonymous
  - Keep simple
  - Provide feedback!
COMMUNICATION VEHICLES, cont.

- **Telephone**
  - Immediate feedback
  - Webinars
  - Voicemail
  - Can use “blasts”

- **Face-to-Face**
  - Important messages
  - Best for sensitive issues
  - “Personalizes” issues
  - Immediate feedback

Personal Cell Phones – Company vs. Personal calls
SOCIAL NETWORKING

Twitter, Facebook, MySpace, Plaxo, Craig’s List, LinkedIn, Instant Messaging (IM), etc…….

Permanent Part of our Culture
If it is published, the whole world can see it!
Inadvertent Disclosure (per EEOC)

- Company Use
  - Recruiting
  -Spying

- Personal Use
  - Sharing of Personal Information and Activities
  - DO NOT make references to your employer
Do You Know These Sites?

- Pintrest
- Skype
- Wordpress
- Flickr
- Foursquare
- Facebook
- Twitter
- YouTube
- Google+
- Vimeo
- Instagram
- Etc...........

There are over 4,000 sites and growing!
WHY ALLOW SOCIAL MEDIA @ WORK?

- **PROs:**
  - Boosts morale
  - Tool to help resolve work-related issues through networking
  - Increase recruiting efforts
  - Builds knowledge of social media to help promote the company

- **CONs:**
  - Lost productivity at work
  - Security and privacy concerns
  - Recruiting violations (discrimination)
  - Inappropriate online behavior
  - IT problems – too much downloading!
Gossip – What to Do?

- Don’t ignore gossip just because you do not have direct knowledge
- Escalate gossip related to potential harassment issues
- Intervene when gossip is potentially harmful or if it interferes with productivity
- Manage gossip as a performance issue
- Be an example!
Best Practices?

- Determine if social networking will be allowed in the workplace.....to include personal email
- Have a strong IT policy that addresses social networking
- DO NOT ask for the employee’s password
- DO NOT friend a subordinate
- Keep all communication with a co-worker professional
- If you see something and you don’t like it, is it job related? If not....don’t take any action.

**REMEMBER:** Remind your associates that whatever they write can go viral in the amount of time it takes to hit “ENTER”!
RECRUITING 101
Basics in Hiring

- “Who” are you looking for?
  - What behavioral traits?
  - Will your new hire “fit” into your culture?

- “Where” will you find the qualified applicant?
  - Internet
  - Walk-ins
  - Employee Referral Program

- Are you “marketing” yourself correctly?
  - Websites/Social Media - both internal and external
ARE YOU ASKING THE “RIGHT” QUESTIONS?
- Check out tools like the HermanMiller Interview Guide

ARE YOU ASKING THE “WRONG” QUESTIONS?
- Know what the illegal questions are
- Are the questions relevant to the position?
- Are you in a “ban the box” area?

WHO IS/ARE ASKING THE QUESTIONS?
- The hiring manager/supervisor or the owner?
Standardize the process

Focus on the applicant’s skills...can the applicant do the essential functions of the job?

Post-offer tests...what will you do?

- Finger print
- Criminal background
- Credit report
- Drug screening
When hired, try to connect new hire with a skilled mentor/trainer (who does things the “right” way)

Do a performance review-type interview after 1 week, 2 weeks, 30 days, 90 day then onto your normal schedule

If the new hire doesn’t work out, follow the discipline process and document why; just saying “at will” is not the best way.
RETENTION 101
BASICS IN RETENTION

- Believe...Promote...Support a Diverse and Inclusive culture
- “Walk in their shoes”...demonstrate Empathy
- Utilize positive and interactive Listening Skills
- Avoid the Interruptions
Basics in Retention cont.

- Over communicate
  - All Employee Meetings
  - One-on-One Meetings

- Focus on Mood and Morale

- Remember:
  “People will work for money, but they will die for Respect and Recognition!”
TIME FOR QUESTIONS
Okay.....It’s THE END......

Thank YOU for your Participation!!!

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