



**Monday, May 16**  
**8:30–10:00 am**

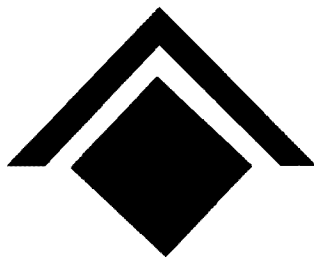
**101 Building Relationships: Working with and  
Managing Staff**  
*General Session*

Catherine D. Fyock  
*President*  
Innovative Management Concepts

# **Building Relationships: Working with and Managing Staff**

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**Presented by  
Catherine D. Fyock, CSP, SPHR  
President  
Innovative Management Concepts**  
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**Innovative  
Management  
Concepts**

**CATHY FYOCK, CSP, SPHR . . .**

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- ◆ Regularly works with clients to reduce turnover, improve recruitment and selection, and enhance employee loyalty, commitment, and productivity in an aging and changing workplace
- ◆ Is the author of *Get The Best: How To Recruit The People You Want*, *UnRetirement*, *America's Work Force is Coming of Age*, and *Hiring Source Book*
- ◆ Has been active in SHRM since 1978, and has served in these leadership positions: Chair of Board, Human Resource Certification Institute; Chair of Board, SHRM Consultants Forum; Chair, SHRM National Committee on Training and Development; Louisville SHRM Chapter President
- ◆ Has been a faculty member for the SHRM HR Generalist program since its inception in 1992, and for the Recruitment and Retention Certificate Program since 1998; additionally, she has been a presenter at each SHRM annual conferences since 1986
- ◆ Is certified as a Senior Professional in Human Resources (SPHR) and as a Certified Speaking Professional (CSP) through the National Speakers Association
- ◆ Lives outside Louisville, KY (the home of the Kentucky Derby) in Crestwood, KY
- ◆ Has a vanity plate (given to her by her hubby of 27+ years) that says QUEENB (you figure it out)
- ◆ Had Diane Sawyer's mom as her third grade teacher (don't ever say anything bad about Diane)
- ◆ Has sung professionally with the Kentucky Opera, and solos with her church choir. She was also the karaoke winner at a SHRM Leadership Conference singing "People" (it's HR!) and opened the SHRM Leadership Conference with her one-woman show, "Dream It! Achieve It!"
- ◆ Lost 56 pounds three years ago (and hasn't found it yet)
- ◆ Volunteers as a reader for Recording for the Blind and Dyslexic each week she's in town, and manages her church's Job Transition Ministry
- ◆ Is a proud member of AARP!



## THE SERVICE PROFIT CHAIN

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Internal Service Quality

Employee Satisfaction

Employee Retention

External Service Quality

Customer Satisfaction

Customer Retention

Profit

*Source: Leonard A. Scholsinger and James L. Heskett, "How Does Service Drive the Service Company?", Harvard Business Review.*

## COMMON THEMES IN EMPLOYEE SATISFACTION

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- ◆ Belief in people as the primary source of competitive advantage
- ◆ Concern for total employee well-being
- ◆ Proactive leadership and direction from the top
- ◆ Managerial accountability for effective people management
- ◆ Investment in leadership development
- ◆ Meaningful employee involvement
- ◆ Structured communication channels

*Source: Neville C. Tompkins, "Employee Satisfaction Leads to Customer Service," HRMagazine.*



**Management Principle 1:  
Show respect for employees by understanding and responding to  
their needs.**

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**What's important to today's employees?**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

**Discussion Questions**

Were you surprised by some of the issues rated as important to employees?

What are implications for supervisors today?



**Management Principle 2:  
Demonstrate respect and concern for your employees by  
listening and responding to their needs and issues.**

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**Strategies for improving 2-way communication**

- ◆ 50/50 Meetings/Staff Meetings/Town Meetings
- ◆ Breakfast/Lunch Meetings
- ◆ Management By Wandering Around (MBWA)
- ◆ Work Side-By-Side With Employees
- ◆ One-on-One Discussions
- ◆ Suggestion Systems
- ◆ Employee Task Force/Committee
- ◆ Exit Interviews

**What top three ideas can you implement to improve communications and enhance trust in your organization?**

- 1.
- 2.
- 3.



## **Management Principle 3: Deal fairly and openly with employees.**

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### **Exercise: Best manager/worst manager**

*Consider your best manager, and think of words to describe that individual. Then, consider your worst manager, and adjectives to describe that individual. Use this space to jot notes from the discussion.*

### **Checking the Climate**

*Are you tuning into the red flag indicators of problems with your team? Consider the following:*

- ◆ Jokes, “memos,” or cartoons about new policies and programs or other employment issues
- ◆ A sudden quietness when a member of management approaches a group of employees
- ◆ Chronic absenteeism or tardiness with a group of employees
- ◆ Group sick-day call-in
- ◆ Insubordination or rudeness from employees

**What top three ideas can you implement to improve performance management and teamwork, and the perception of fairness in your organization?**

- 1.
- 2.
- 3.

## **Management Principle 4:**



## **Show respect for employees by thanking and rewarding them for their hard work and commitment.**

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### **Reward Strategies**

Formal programs:

- ◆ Employee of the month
- ◆ Service award programs
- ◆ Competitive events
- ◆ Sales/production awards and bonuses

Informal programs:

- ◆ Verbal
- ◆ Non-verbal
- ◆ Written
- ◆ Material
- ◆ Social
- ◆ Competitive

### **Discussion Questions**

What are you currently doing to say "thank you" to your employees?

What could you do to be more effective in rewarding and recognizing your employees?

What do your employee really want? How do you know?

### **Notes**





<b>IDEAS FOR MANAGING THE BEST</b>
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**Recruitment:**

Actively source good candidates, and develop a pool of qualified applicants so that "warm body" hiring can be eliminated.

**Selection:**

Select employees that match with the needs of the organization. Choose individuals who have a customer orientation, can follow procedures, and who have a strong work ethic.

**Flexibility:**

Most employees today want added flexibility so that work, home, and school schedules can be better balanced, and so that benefits can meet the individual's unique needs.

**Attitude Surveys:**

Regularly poll your employees to determine how they feel regarding employee issues, and to track trends. Provide feedback to employees on the issues you will address short-term, long-term, and those issues that cannot be addressed, with the rationale.

**Exit Interviews:**

Know why your employees are leaving the organization by regularly conducting one-on-one exit interviews. Ask a third party to collect information (such as a human resources professional, or someone outside of the chain of command). Gather information by scheduling face-to-face interviews, surveys, or telephone interviews. Track information over time to determine if trends are developing.

**Breakfast Meetings:**

Gather together employees to meet and talk over breakfast (or some other meal). Ask questions such as: How can we make your job better? What do you need to be more effective at work? What can we do to better serve our customers? Provide time for employees to raise questions and address their own issues and concerns.

**Notes**

**50-50 Meetings:**

Invite employees to actively become involved in regular staff meetings by asking them to present their issues for 50% of the meeting time. Management provides input for the balance of the meeting.

**Suggestion Systems:**

Ask employees to make suggestions for improvements through a suggestion system. Offer rewards or cash incentives for those ideas that are implemented, and provide feedback for all employees' ideas.

**Grievance Systems:**

Give employees a chance to challenge management's authority through a grievance system. By providing this opportunity, good employees may be retained, and costly lawsuits may be avoided.

**Employee of the Month:**

Recognize outstanding employees by initiating an employee of the month award. Appoint a team of management and employees to nominate and select key team players.

**Awards Banquets:**

Hold an annual banquet to recognize the top performers within your department or organization. Offer rewards in such categories as best service, best team player, and other categories.

**Service Award Programs:**

Offer a variety of incentives for service and performance awards, including money, gift certificates, sports tickets, theater or movie tickets, cups or mugs, flowers, balloons, thank you letters, day off with pay, mini-vacation, t-shirt, and dinner for two. Be creative!

**Notes**

**Competitive Events:**

Hold a competitive event to determine the best employees. Clock best service times and preparation times in an "Olympics" type event, with prizes for the winners. Test new product/procedure knowledge through an event.

**Social Gatherings:**

Thank employees for their hard work by sponsoring pizza parties, picnics, anniversary parties, attendance at a sporting event, a movie, or the theater, holiday party, and quarterly birthday parties.

**Employee Appreciation Night:**

Conduct an employee appreciation night to thank employees for a job well done. Ask employees what they would like to do for their special night together, or select an idea as listed above.

**Checks for Cash:**

Write a "check" when employees are "caught" doing something right. Reward an employee who has just handled a difficult customer with finesse, or someone who has volunteered to work to cover for another employee. Checks can be turned in for cash or for prizes.

**Sports Teams:**

Sponsor a sports team, and encourage a league of employees to compete with others in the community. Post results on the employee bulletin board, provide t-shirts and caps, and end the season with a celebration party.

**Staff Committees:**

Get your employees involved in a special committee. Committees can be conducted for work-related issues, such as safety, training, and new employee orientation, or for non-work activities, such as social planning committees and intramural committees.

**Notes**

**Certificate Program:**

Offer incentives for those employees who receive extra training to become competent in other jobs, who help train new employees or serve as a new hire buddy, or who go beyond the call of duty.

**Staff Seminars:**

Conduct staff seminars instead of regular staff meetings. Invite a guest speaker--perhaps a vendor representative, another employee, or a motivational speaker--to provide education, motivation, and a change of pace.

**Bulletin Boards:**

Communicate regularly with your employees via bulletin board. Update employees with regular information on sports scores, new information, schedules, new hire photographs, and employee information.

**Newsletters:**

Keep employees and their families informed about the organization or department with a regular newsletter. Ask student employees to write articles, take photographs, and edit the newsletter for school credit.

**Scholarship Program:**

Offer incentives for student interns and/or employees to maintain their grades, and continue with their education. Help students balance work and school with flexible schedules, and offer prizes for students with top grades. Provide tuition or book buying programs to assist college students.

**Promotion:**

Educate employees about the opportunities for advancement within the organization. Discuss what it takes to be a manager, and provide opportunities for employees to develop supervisory skills.

**Notes**

**Performance Management:**

Regularly provide feedback to employees on how they are doing at work. Practice the rules of "one minute management," and try to catch employees doing something right. Annually, or more often, provide a formal evaluation of employees' performance. Include time for discussion of career goals and future plans.

**Creating Your Management Action Plan**

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Summarize your top three ideas for retention:

- 1.
- 2.
- 3.

Resources Needed (Budget, Supplies, Staff):

Time Sequencing:

Approvals:

Other Issues:



**YES! I'd like to receive these products from  
Cathy Fyock!**

- Get The Best: How to Recruit the People You Want* (soft cover book) (\$15)
- Hiring Source Book: A Collection of Practical Samples* (soft cover book with CD-ROM) (\$35)
- Individual CD-ROM Learning Modules on Recruitment, Selection, Retention, and the Aging Workforce (\$30 each). Specify which module: \_\_\_\_\_
- Complete set of CD-ROM Learning Modules (\$80 per set)
- Free!** I'd like to receive Cathy's monthly electronic briefing (include email address)

**Special! Take the entire set for \$100! That's a savings of over \$30 if purchased separately!**

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