

The Secret to Keeping Your Best Staff

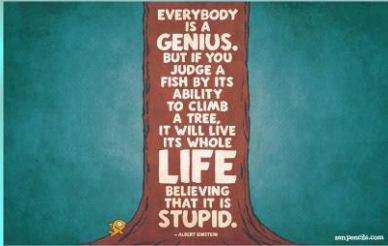
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Staff expenses (wages, benefits, taxes, etc.) account for about 60% of all expenses in a company including leases, equipment, vehicles, maintenance, electronics, etc.

Employees are considered a company's greatest asset.

Turnover costs seem to vary by wage and role of employee. For example, a CAP study found average costs to replace an employee are:

- *16 percent of annual salary for high-turnover, low-paying jobs (earning under \$30,000 a year). For example, the cost to replace each \$10/hour employee would be \$3,328.
- *20 percent of annual salary for midrange positions (earning \$30,000 to \$50,000 a year). For example, the cost to replace each \$40k manager would be \$8,000.
- *Up to 213 percent of annual salary for highly educated executive positions. For example, the cost to replace a \$100k CEO is \$213,000.



01. Create a Culture of Camaraderie

Employees who feel connected to their coworkers experience greater job satisfaction. Encourage your employees to take coffee breaks together or host gatherings after work to give them a chance to get to know each other outside of the office.



02. Consider Flexible Hours

Research shows that letting employees set their own hours is one of the best ways to increase happiness on the job. Offer different start times or allow employees to telecommute some or all of the time.





03. Don't Forget (Quality) Face Time

Humans have an innate desire for bonding, and nothing promotes that more than real-world interaction. Instead of sending an email or making a phone call, make it a point to routinely connect with employees face-to-face.

Start with expectations and then be consistent



The Performance Appraisal

- P&P – Positive and Private
- On time! – 90 day appraisals and annual appraisals
 - How do you keep track?
- Be excited – contrary to popular belief, people want feedback
- Set an adequate time limit to allow for discussion, set a time with the fewest possible distractions
- Keep the meeting focused on the appraisal, limit distractions, excuses, long explanations, blaming co-workers, off-topic discussions, etc.
- Discuss any differences between the self-appraisal and your appraisal
- Focus on the performance (facts and behaviors) not the person, labels, or personalities - FIG

04. Acknowledge Great Work

Recognition for a job well done gives an employee intangible rewards, such as motivation and a feeling of happiness. Acknowledge employees' accomplishments publicly, such as during a company meeting or in an employee newsletter.



05. Get To Know Your Employees

Take the time to get to know your employees. What is their work style? What is your work style? Why do they do what they do?



SELF-ASSESSMENT OF SOCIAL STYLES

Use the questionnaire to determine your social style. The total number of items you answer after 100% selection. Total score ranges from Assessment 4, double to 10. Then add your scores for Assessment 1 through 10. Determine your combination of scores to identify your social style.

Assessment	Items	Response	Score
1	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100	1-3	1-3
2	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100	1-3	1-3
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Less than 2.5 Assessment - Less than 2.5 Impulsive - Analytical/Controlled Feeling
 Less than 2.5 Assessment - More than 2.5 Impulsive - Analytical/Controlled Feeling
 More than 2.5 Assessment - Less than 2.5 Impulsive - Dominant/Controlled Feeling
 More than 2.5 Assessment - More than 2.5 Impulsive - Expressive/Controlled Feeling

Assessment - Feeling - Less than 2.5 Impulsive and Analytical/Controlled
 Assessment - Feeling - More than 2.5 Impulsive and Analytical/Controlled
 Assessment - Feeling - Less than 2.5 Impulsive and Dominant/Controlled
 Assessment - Feeling - More than 2.5 Impulsive and Dominant/Controlled
 Assessment - Feeling - Less than 2.5 Impulsive and Expressive/Controlled
 Assessment - Feeling - More than 2.5 Impulsive and Expressive/Controlled



06. Offer Growth Opportunities

Career development ranks as one of the top five benefits that employees desire. Offer learning opportunities, such as classes or mentorships, which have the added benefit of potentially improving your employees' performance, and always try to promote from within.



07. Show Respect

"Respect the responsibilities employees have outside of work and be flexible if at all. Workers with a balanced home life handle work stress with less stress."

- SHOCCO member Clara Reynolds, Director of Northern Physical Therapy

Take into account that employees are humans with personal lives and challenges. Show your workers leniency during family emergencies or major life changes, such as death or divorce. When employees believe their boss cares about them, they will be more loyal and engaged.

08. Don't Underestimate the Power of Food!


Feeding workers can make them happy. Thirty percent of employees say the availability of food throughout the day contributes to their workplace happiness. Consider keeping healthy snacks at the office or ordering pizza on Fridays.





09. Review Your Hierarchy


It's been said that people don't quit jobs; they quit managers. Train your supervisors on how to communicate effectively and establish an open-door policy where all employees feel comfortable sharing feedback about their bosses.



What level leader are you?

2 Types of Assessments

1. Self Assessment
2. Staff Assessment of you



10. Give Them a Voice

Employees deal with customers, vendors and operations on a daily basis, and they often have

"Providing a forum for listening and taking praise or corrective action to fix a concern goes a long way to ensuring employee engagement and retention."

— SUCCEED member / Alan Davis, assistant branch operations for Custom Me

knowledge that a business owner doesn't. Asking for an employee's input and feedback will give them a sense of empowerment.



Sources

- > <http://www.gallup.com/poll/181289/majority-employees-not-engaged-despite-gains-2014.aspx>
- > http://www2.warwick.ac.uk/newsandevents/pressreleases/new_study_shows/
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