

PROJECT SAME

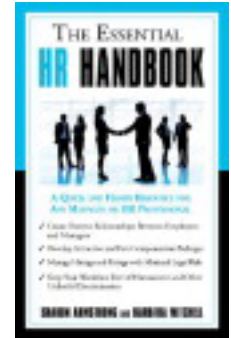
A Winning HR Strategy in Today's Economy

10 Most Frequent HR Mistakes Managers Make

October 8, 2009



Based on the new book,



The Essential HR Handbook - A Quick and Handy Resource for Any Manager or HR Professional

by Sharon Armstrong and Barbara Mitchell

Published: Career Press, 2008

“Leading today is like being a first-time parent—you have to do the right thing long before you fully understand the situation”

-Warren Bennis



A glimpse back ...

In the 30's and 40's



Personnel Departments began appearing



Peter Drucker, the father of modern management, wrote that the role of personnel staff was “partly a file clerk’s job, partly a housekeeping job, partly a social worker’s job, and partly firefighting, heading off union trouble.”



That was then ... This is now



Human Resources is recognized by leading organizations as having a significant impact on the organization's bottom line by attracting and retaining the talent needed in today's increasingly competitive marketplace.

We Need a Partnership



Mistake 1

Don't Have a Plan

“If one does not know to which port one is sailing, no wind is favorable.”

- Seneca, Roman Statesman

Here's how to do it right...

- Link the HR plan to the organization's strategic plan
- Have a well defined mission statement
- Set realistic goals and objectives
- Incorporate a realistic timeline for achieving the HR and organization's objectives
- Review the plan often to ensure impact!

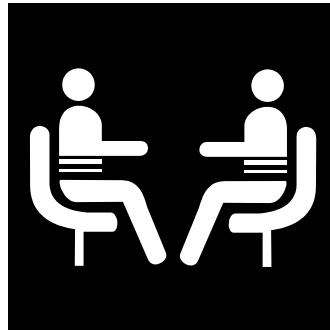
Mistake 2

Don't Hire Smart

(just Manage Tough)

Here's how to do it right...

Behavioral Interviewing is a technique based on the principle that past performance is the best indicator of future performance.



Behavioral Interviewing

- Based on the principle that past behavior is the best predictor of future success (or failure)
- Uses a questioning technique that solicits information about real-life experiences the candidate has had
- Information gathered illustrates ability to perform the essential functions of the position

Behavioral Question Formula

- Tell me about a time...
- Give me an example of when...
- Walk me through...
- Describe a time when...
- Tell me more about...
- How would you describe your...
- What are some of the greatest challenges you faced when...

Follow with...

- How did you do that?
- What did you do with the information?
- What was your role in...
- Tell me more about...
- How so?
- What did you learn from...
- Silence

Favorite Interview Questions

**Share your best
interview questions!**

CALL Answers

C = Circumstances

A = Action Steps

LL = Lasting Legacy

Mistake 3

**Don't Plan for the New
Employee's Arrival**

Here's how to do it right...

- A good on-boarding process is an effective retention strategy
- Plan each phase of the “on-boarding” process
- Develop scripts and checklists for managers to ensure consistency
- Don't try and do it all in one day!

Mistake 4

**Don't Encourage Employee
Development**

Here's how to do it right...

- Recognize the importance of development for employees and the organization
- Incorporate mentoring, coaching, counseling into your organization's DNA
- Make employees responsible for their development but provide the necessary tools
- Create a learning organization

What is a Learning Organization?

“Organizations where people continually expand their capacity to create the results they truly deserve, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.”

- Peter Senge

Mistake 5

Silence is Golden

What is Feedback?

What is Feedback?

Feedback is the activity that creates, by communication alone, the climate, environment, and context that empowers individuals and teams to generate results. It helps people to progress from where they are, to where they want to be.

“Lack of feedback is the number one reason for performance problems.”

- Leigh Branham

Here's how to do it right...

- Have employees set “SMART” goals that tie to organizational objectives
- Train managers to give feedback and conduct fair and legal appraisals
- Know that performance appraisals are the best management tool you have to improve employee performance (and, consequently, organizational performance).

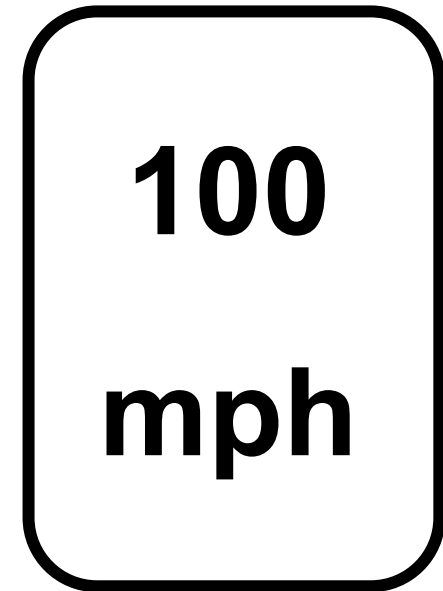
Positive Feedback

F = Frequent

A = Accurate

S = Specific

T = Timely



“People say that motivation doesn’t last.
Neither does bathing - that’s why we
recommend it daily.”

- Zig Ziglar



Redirection Feedback

B = Behavior

E = Effect

E = Expectation

R = Result



Mistake 6

Don't Value Diversity

Here's how to do it right...

- Use available statistics to inform your leadership of the value of a diverse workforce
- Develop a recruiting strategy that taps into diversity candidates
- Ensure organizations policies and procedures support a diverse workforce
- Acknowledge and encourage diversity of thought throughout the organization

Mistake 7

Don't Utilize Technology

Here's how to do it right...

- Stay current on latest trends in workplace technology
- Review policies and procedures to ensure you have the right policies in place
- Don't assume older workers can't learn new technologies
- Follow established procedures to select outside vendors to support technology needs

Mistake 8

Avoid Change

- Ethics
- Multi-Generations
- Work/Life Balance
- Telework
- Globalization
- Wellness

Here's how to do it right...

- Prepare your organization for an increasing number of women and minorities in the workplace
- Develop a code of ethics and monitor it
- Find common ground in the generations
- Create a flexible workplace wherever possible
- Train managers and employees on cross-cultural issues

Mistake 9

Don't Try to Keep Employees

Why Employees Leave...

- “It doesn’t feel good around here.”
- “They wouldn’t miss me if I were gone.”
- “I don’t get what I need to do my job.”
- “There is no room for advancement.”
- “The compensation doesn’t meet my needs.”

From *Keeping Good People*

by Roger Hermann

Ranking What Employees Want

Item	Leader's Ranking	Actual Ranking
Good working conditions		
Feeling "in" on things		
Tactful discipline		
Full appreciation		
Personal loyalty		
Good wages		
Promotion & growth		
Understanding		
Job security		
Interesting work		

Ranking What Employees Want

Item	Leader's Ranking	Actual Ranking
Good working conditions	4	
Feeling "in" on things	10	
Tactful discipline	7	
Full appreciation	8	
Personal loyalty	6	
Good wages	1	
Promotion & growth	3	
Understanding	9	
Job security	2	
Interesting work	5	

Ranking What Employees Want

Item	Leader's Ranking	Actual Ranking
Good working conditions	4	9
Feeling "in" on things	10	2
Tactful discipline	7	10
Full appreciation	8	1
Personal loyalty	6	8
Good wages	1	5
Promotion & growth	3	7
Understanding	9	3
Job security	2	4
Interesting work	5	6

2006 Gallup Employee Engagement Survey

___% - Engaged

___% - Disengaged

___% - Actively Disengaged

100%

2006 Gallup Employee Engagement Survey

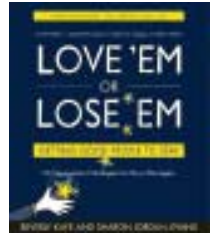
30% - Engaged

55% - Disengaged

15% - Actively Disengaged

100%

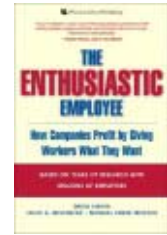
Here's how to do it right...



Love 'Em or Lose 'Em

(Beverly Kaye and Sharon Jordan-Evans)

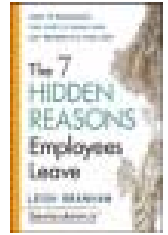
1. Exciting Work and Challenge
2. Career Growth, Learning and Development
3. Working with Great People and Relationships



The Enthusiastic Employee

(David Sirota et al)

1. To be treated equitably
2. Achievement
3. Camaraderie



7 Hidden Reasons Employees Leave

(Leigh Branham)

1. Not what employees expected
2. Bad fit
3. No feedback/coaching
4. Lack of career growth and learning
5. Feel devalued/unrecognized
6. Overworked/stressed out
7. Don't trust senior leaders



The Three Signs of a Miserable Job

(Patrick Lencioni)

1. Anonymity
2. Irrelevance
3. Immeasurement

Last Mistake

Don't reward employees

Here's how to do it right...

- Keep current on what your competition is doing
- Have a total rewards strategy that includes competitive pay and benefits
- Survey employees from time to time to be sure your benefits package is meeting changing needs
- Find knowledgeable partners to help you stay current and within the law

Good Management Practices Summary

- Have clear goals and objectives
- Select employees with great care
- Periodically find out what is important to your employees
- Allow employees to make mistakes (within reason)

Good Management Practices Summary

- Pay fairly; provide low cost rewards
- Provide the best benefits you can afford
- Provide frequent feedback—good and bad
- Work on the Partnership

“It’s all about the people.”
-Joe Gibbs



Ancora Imparo -

I am still learning

- Michelangelo

87 years old

Recommended Reading List

- Armstrong, Sharon and Barbara Mitchell. *The Essential HR Handbook*. Franklin Lakes, N.J.: Career Press, 2008.
- Armstrong, Sharon and Madelyn Appelbaum. *Stress-free Performance Appraisals*. Franklin Lakes, N.J.: Career Press 2003.
- Buckingham, Marcus, and Curt Coffman. *First, Break All the Rules: What the World's Greatest Managers Do Differently*. New York: Simon and Schuster, 1999.

Recommended Reading List

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- Burkholder, Nicholas, et al., *On Staffing—Advice and Perspectives from HR Leaders*. Hoboken, N.J.: John Wiley and Sons, Inc., 2004.
- Collins, Jim. *Good to Great*. New York: Harper Business, 2001
- Losey, Mike. *The Future of Human Resources*. Hoboken, N.J.: John Wiley & Sons, Inc. 2005

For additional information, go to:

www.Theessentialhrhandbook.com

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