

ARE YOUR STAFF HAPPY AT WORK?

READ THE HAPPY AND EFFECTIVE STAFF HANDBOOK

Learn how to identify how happy your staff are in the workplace.

According to Gallup, 87% of workers are emotionally disconnected from their workplaces and less likely to be productive.

Transform your business with a more dynamic and highly motivated team of staff.



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Introduction

This comprehensive staff handbook was produced and published to achieve the following:

- ◆ **Improve the welfare, personal development and happiness of employees.**
- ◆ **Increase their effectiveness and overall efficiency in the workplace.**
- ◆ **Maximise the profitability of your business.**

The invaluable insights are based on over three decades of working with hundreds of business owners and thousands of staff across eighty four industries.

You will find overwhelming evidence in support of the claim that far too many staff are unhappy and as a consequence unproductive and inefficient.

You will learn how this can be accurately measured in your own company.

You will be given the tools to avoid it happening and or to fix it, if the problem is already with you.

I truly hope that you find this “**Happy and Effective Staff Handbook**” informative and beneficial in helping you to develop both your employees and your business.

Kind regards,

Tim Meagher

The Tim Meagher Organisation.

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1. Does it matter if the staff are happy?

Tim Meagher is dedicated to helping owner managers, inspire and motivate their staff to produce extraordinary results. Whilst serving hundreds of companies and to assist him in his endeavours, he has personally assessed thousands of profiles of professionals and executives throughout the country.

In doing so, he's come to the conclusion that most owner managers have an unrealistic and unreliable measurement of the importance of their staff's level of happiness with their job, the company and their colleagues.

It is generally accepted that the success of any business as a whole is based on a number of factors (KPI's).

If the company has decided that it wishes to increase performance and to sustain this growth, then this is best achieved with the help, co-operation, enthusiasm, commitment and loyalty of the staff force.

2. Happy V Unhappy

Is a happy work-force more productive and effective than an unhappy one?

- ◆ “A happy workforce is more engaged, creative and more focused, increasing the overall productivity of a company”, says **Tim Smedley for the Guardian Professional Network.**
- ◆ “A happy workforce is a more productive workforce, it makes sound business sense and has significantly outperformed their peers throughout the recession, despite having also had to restructure and downsize”. **Martin Leuw of the Sunday Times Best 100 Companies.**
- ◆ “It’s no secret that a happy workforce is a considerably more productive and therefore more valuable to a company”. **Spectrum Health.**
- ◆ “Happy workers are more productive workers and they are less likely to leave. Love them and they will love you back”. **Simon Devonshire Daily Telegraph SME Masterclass.**
- ◆ “The old adage that a happy workforce is a productive one is a business philosophy that still rings true today, perhaps more than ever”. **Stephen Menko Director of HR recruiter.**
- ◆ “Happier staff work more efficiently and have less absenteeism”. **Martin Seligman Psychologist.**
- ◆ “Happy employees are usually better liked by peers and this translates into a more fruitful teamwork environment, more satisfied customers and improved sales. An unhappy worker is an unhealthy worker and an unhealthy worker will cost your business money”. **Harvard Business School**

3. Results of Gallup Poll

Gallup, the Washington, D.C.-based polling organisation, has polled 25 million employees in 189 different countries. The latest version gathered information from 230,000 full-time and part-time workers and confirms the following:

- A. 13% of workers feel engaged by their jobs. That means they feel a sense of passion for their work, a deep connection to their employer and they spend their days driving innovation and moving their company forward.
- B. The vast majority, some 63%, are “not engaged,” meaning they are unhappy but not drastically so. In short, they have checked out. They sleepwalk through their days, putting little energy into their work. They might be happy with their colleagues and even the customers whilst being very unhappy with the manager, the company or the opportunity.
- C. A full 24% are what Gallup calls “actively disengaged,” meaning they pretty much hate their jobs. They act out and undermine what their co-workers accomplish and can have a powerful negative impact on the atmosphere.

Add the last two categories and you get 87% of workers who, as Gallup puts it, “are emotionally disconnected from their workplaces and less likely to be productive.” In other words, work is more often a source of frustration than one of fulfilment. The workplace is less productive and less safe than it could be and employees are less likely to make meaningful contributions to grow the business.

4. Poor Performance

Some will say “that is not the case in my company” so how much better or worse is it then???

"People issues" are at the heart of many corporate issues. Even in the world of high technology, the motivation and performance of its people can make or break organisational success. Ineffective understanding and communication between customers, employees and management can be disastrous. The symptoms of some of these issues are very tangible and extremely expensive.

High employee turnover, low sales, low staff performance, low customer retention, union disputes, lawsuits, employee theft, low response to marketing efforts and staff burnout.

Other symptoms may be less direct in their effect on the bottom line, but they are just as detrimental to corporate performance and just as expensive in their indirect effects. Absenteeism, undermining of corporate decisions with coffee-room gossip, less-than-kind customer service, team conflicts, missed deadlines, undue competitive behaviour that undercuts trust and team cooperation, and other seemingly petty issues cumulatively eat up valuable time and resources.

Many people report that they have little time for pro-active "real work" because of the numerous people-related issues that come up each day!

These issues can be eliminated or dramatically reduced when they are understood and dealt with at the root cause level, rather than at the symptom level.

5. The Self-Assessment Test

The following simple self-assessment test has been developed to help you quickly assess how happy your work-force is. It is designed to provoke and raise awareness.

Complete your self-assessment using the fourteen questions below. It obviously helps if you can be as objective and truthful as possible.

You should choose the answers which reflect how you honestly believe your staff would respond, and not the answers you would like. (This may prove difficult!).

1. The mission or purpose of my company makes me feel my job is important..
2. I share the same professional and business values as my manager.
3. My colleagues share the same values and are committed to doing quality work.
4. I know what is expected of me at work.
5. I have the material and equipment I need to do my work right.
6. At work, I have the opportunity to do what I do best every day.
7. My manager seems to care about me as a person and my welfare.
8. In the last seven days, I have received appreciation, recognition or praise for doing good work.
9. The manager encourages my development.
10. At work, my opinions seem to count.
11. I have good friends at work.
12. In the last six months, someone at work has talked to me about my progress.
13. This last year, I have had opportunities at work to learn and grow.
14. Healthy living is encouraged in the workplace.

6. The Top 10 Reasons Why People Hate Their Jobs

If all this research is so reliable what evidence do we have and what are the major reasons for such unhappiness?

1. Their 'values don't align' with their manager. Maybe they never did, or maybe one of them has or appears to have changed their values.
2. They 'don't feel valued'. Appreciation and recognition breeds feelings of value and inspires loyalty.
3. The most talented and passionate staff can be de-motivated by 'management' who micro-manage, are always finding fault and are poor communicators.
4. We need to develop staff who welcome 'challenges', this can only be achieved through a close working relationship with the encouragement and support of risk-taking and moving staff outside their comfort zone.
5. Has the staff got the 'passion' for the job? Are they living to work or working to live? If they don't love the job it's hard to excel at it.
6. The company may be small but there must be a plan for 'growth and promotion opportunities'
7. Whilst 'protocols' are essential we must, be proportionate and wherever possible indicate the outcome we want rather than how we achieve it. We must encourage decision making which inspires trust, loyalty and increased productivity.
8. Managers must strive to 'pay' the going rate for the job and if unable to do so, explain to the staff that they are unable to reward them now and will do so as soon as possible, and give a review date.
9. It's easy to dislike your job if in constant fear of 'Job security' caused by a combination of management's disproportionate focus on hard times and a lack of positive recognition for good deeds.
10. The 'grass is greener' somewhere else. Their family or friends appear to have better jobs.

7. Why do staff stay in jobs they hate?

Having established that staff do hate their jobs, we need to examine why they stay there?

We have identified the following twelve most common alarming reasons:

1. 'Fear of 'failure/rejection' from the next job application.
2. 'Lack of confidence', fear of not being able to do the new job.
3. The 'devil you know', risk of new job could be worse.
4. From 'old hand to new kid'. Having to prove yourself and your credibility, new ways and new relationships.
5. Sense of 'loyalty' to colleagues and maybe customers.
6. Dislike of breaking ties and losing 'friendships'.
7. Their value on current 'financial lifestyle' means they can't afford to leave their job.
8. Concern for potential loss of current company 'benefits'.
9. The new job could be less 'convenient' with a change of hours and longer commute.
10. The new job could mean re-locating and disrupting 'family life', partner's career and children's schooling.
11. 'Wait and see', things might get better, I might get redundancy.
12. A lack of 'clear direction' means they don't know what they want, are indecisive and so just stay there.

8. Why do unhappy staff pretend to be happy?

We accept that some of the staff hate their jobs and understand their reluctance to leaving, but we must ask “Why do these same staff pretend to be happy?”

These may well be nationwide and worldwide best averages but managers will say “surely things are better at our company, nobody is leaving”

“I have a great relationship with my staff; every month without fail I take them all for a drink to show them my appreciation and they all appear to be happy”

When staff realise that their values are not aligned with their manager they will usually mask or conceal their differences. It is normal for staff to want to please their manager in the hope of increasing their apparent worth.

8. Why do unhappy staff pretend to be happy?/Cont.....

Staff will often avoid telling their manager of their unhappiness to the point where they lie and say that they are happy for the following reasons:

1. They are told to look cheerful and to be positive.
2. They may be about to get some praise from their manager.
3. They may be about to get a pay increase.
4. They may well be about to be shown some appreciation or recognition for a good deed.
5. They may wish to avoid the confrontation of their differences.
6. They fear that their card may be marked by the manager as a non-compliant employee.
7. They may be excluded from the inner circle or top table.
8. They may be subjected to some subtle discrimination or prejudice.
9. They don't yet have another job to go to.
10. The manager may well see the light and change his values.

8. Why do unhappy staff pretend to be happy?/Cont.....

For much the same reason, staff are often reluctant to 'grass' on their colleagues. They prefer to opt for a quiet life as they wish to maintain some harmony on the shop floor, avoid tension, resentment or the distrust of their colleagues.

Management are frequently frustrated and even angry when they discover a significant breach in standards and ask "why didn't anybody tell me?"

Unless the manager has a reliable method of measuring their performance they will do what they think is best to get through the day or to win your favour.

Staff will turn up and do an honest decent job because they are honest, decent, talented and want to do what they are good at. They will also work because they want to hold on to their jobs.

At the top of the class, some 13% will excel, always wanting to give 110% and go the extra mile because of their own high standards.

At the bottom of the class some 24%, very seriously need to be changed or weeded out.

We need to hold on to the best and develop the rest. We achieve this not by training them to comply with our systems, procedures and protocols, but by getting them to buy into our values. To achieve the ultimate in performance we must align their values to ours, the business manager.

Yes we will train them to comply with our systems and procedures and more importantly we will get them to review and improve on these procedures so that their protocols, their standards reflect their values.

We will get the staff to fight the manager's cause which of course becomes their cause. We can get them going through the motions but to achieve greatness we need their total commitment and loyalty. To achieve this we simply start by giving them genuine respect and understanding with a commitment dedicated to helping them to grow as individuals.

9. How do unhappy staff win attention?

1. They will tell stories to devalue their colleagues.
2. They will tell the manager what they think he wants to hear.
3. They will steal good news and good ideas from their colleagues to enhance their position.
4. They will manipulate conflict amongst their colleagues.
5. They will often perform well in front of the manager, whilst annoying or de-motivating their colleagues.
6. They will volunteer to do extra work only because the manager is looking.
7. To get your attention they will mis-behave and not comply.
8. They will test the boundaries between your dis-pleasure and a formal disciplinary.
9. They will tick along producing the bare minimum in performance, almost like a work-to-rule.
10. They will talk and act negatively whilst influencing others and bringing the standards down.
11. They will be-friend ex disgruntled staff who may have left under a cloud and whose values do not align with management.

10. Tell-Tale signs or symptoms of unhappiness at work

The staff member will know a great deal about their unhappiness at work, long before the employer or even their friends and families. There are warning signs that the employee should well be aware of in order that they can do something about it. They will know that something is not quite right and that it's time to either make some changes at work or move on to a new job?

Unhappiness at work can have a dramatic effect on the health and well-being of the employee. The following is a brief list of the most common symptoms:

Complaints from Staff or Customers

Customer complaints are indicative of poor overall performance and quality control on the part of your workers.

When employee complaints do come up, it usually starts with co-workers complaining amongst themselves. From there, an employee might start to think that there are unrealistic expectations being demanded of him/her. A high workload, or insufficient pay for the work, might also become a problem. It's best to tackle this one early before you start losing customers.

Quality of Work

When employees are upset, quality goes down. Productivity is a pretty good indicator of employee satisfaction. If employees are happy, you'll generally get good quality products being shipped out the door. Why? Because employees will be motivated to do a good job. When they like working for you, they want to make sure that they have job security. The best way to do that is to continue making the company profitable.

10. Tell-Tale signs or symptoms of unhappiness at work/Cont...

Attitude

A poor attitude can spread like a disease in your company. Bad attitudes manifest themselves as frequent complaints, arguments, and poor customer service. While some staff may have an occasional off-day, this shouldn't be a regular occurrence.

Any employee who fails to follow instructions or the requests from Supervisors is not a happy employee. In fact, this employee becomes a threat to your company and its important to figure out if this is a 'problem person' or a symptom of a much larger problem.

Procrastination

The staff member continuously fails to get the job done or they only do it at the last possible moment and then only reluctantly.

Physical Symptoms

They suffer from insomnia, headaches or low energy. Numerous studies show that unhappy workers are more prone to experience these physical stress symptoms.

Frequently Irritable

Small annoyances bug them out of all proportion. Like someone taking up too much space in the car park, the photocopier is always out of paper, I have to do everything, why is there so much noise around here?

Always Unhelpful

They refuse to help colleagues who may be struggling. "It's not my job, why should I?"

10. Tell-Tale signs or symptoms of unhappiness at work/Cont...

Clock Watching

They are frequently late or indeed absent. Everyone notices that they are just watching the clock, forever calculating the number of hours until its home-time. Irrespective of the work-load in the office, they will take their full allotted coffee and lunch break and be the first out the door, like it's a fire drill.

Me! Me! Me!

It's mostly about 'Me'; it's about my salary, my entitlements and my rights. Forever thinking 'what's in it for me?' They have very few and maybe no friends at work. They don't appear to care about anything.

Sunday Nights

They spend Sunday nights worrying about having to go to work on Monday morning to an extremely stressful and unpleasant job.

One of the worst things about being unhappy at work is that the unhappiness bleeds over into their free time when it becomes very difficult to have fun and relaxed carefree leisure time, with the consequence of having few friends outside of work.

11. How to bring sustained happiness to the work-place.

Having identified the challenge and the enormous cost to both the staff and the employer, how is this unhappy state best avoided or fixed?

Introduction

It begins at the recruiting and staff selection stage or if they are already in place and employed by your company, you are going to have to go back to the beginning with a proper and first class staff appraisal.

This appraisal can ask the simple question, “Knowing what you know now would you apply for this position, on the same terms, with this company today?”

12. Recruitment/Selection and Interview Strategy

A hotel client of mine asked “Tim, how do you get staff to smile”, to which I replied, “I hire smiling staff and proceed to focus on the bigger issues”.

Interview Strategy and Objective

Everyone would agree that from the employer’s point of view that the core objective, is to establish the suitability of the candidate.

Of course we also need to create an environment whereby the applicant is really well and truly sold on wanting to succeed in his/her application to join the company.

We need to be mindful that the very best candidates should have more than one option and that we as potential employers have competition. Just like in any sales situation, we want the applicant to want to join us, not just for the money but that he really does want to work with us for all the right reasons.

Just like staff will frequently leave, ‘not bad companies but bad managers’, it is also true to say that the best applicants for a job will join for ‘their perception of Best Manager rather than Best Company’.

In establishing the suitability of the candidate, there is massive focus on the ‘CV’ which is designed to outline the candidates formal qualifications experience and interests.

Whilst this is an essential tool in the process, the company must not overlook the subject which is unlikely to be covered in the CV. i.e. the candidates Core Values.

12. Recruitment/Selection and Interview Strategy/Cont...

Corporate Core Values

“Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do.”

Steve Jobs, Co-founder, CEO, Chairman Apple Inc.

Core values are part of a company's DNA. They define what an organisation stands for, highlighting an expected and ultimate set of behaviours and skills. A company's values lie at the core of its culture. Values are fundamental, enduring, and actionable.

Driving priorities and decisions, values help determine how a company spends its time and money. The actual values of an organisation are determined mainly by where it invests its resources and how its employees behave, not what the leader says or what's posted on company walls.

When properly executed at the leadership level, core values play a fundamental role in attracting and retaining talented employees, making difficult decisions, prioritising resources, reducing internal conflict, differentiating the brand, and attracting the right breed of customers.

Why your Company Needs Core Values.

Human capital is the lifeblood of today's enterprises. Attracting top talent in a fast-changing global marketplace and retaining them takes more than high salaries and benefits packages. Talented people want to work in environments where they can develop and thrive. Top performers seek out organizations with values that match their own.

12. Recruitment/Selection and Interview Strategy/Cont...

Here are 12 reasons why CEOs should take core values seriously:

1. They can set a foundation for the organisation's culture.
2. They can improve morale and can be a rich source of individual and organisational pride.
3. They can align a large group of people around specific, idealised behaviours.
4. The values can guide difficult decisions by determining priorities in advance.
5. The values can help positively influence how employees interact with one another.
6. The values can help you attract, hire, and retain the right type of employees.
7. The values can help you assess performance (both individually and organisationally).
8. They can help prevent conflict and mitigate conflicts that do arise.
9. They can help you improve innovation.
10. They can help differentiate your brand in the minds of your customers and partners.
11. They can impact how the organisation serves its customers.
12. They can help you attract the right breed of customers.

12. Recruitment/Selection and Interview Strategy/Cont...

Conducting The Actual Interview

The Manager opens the interview with:

1. Normal pleasantries
2. “What we plan to do is tell you all about (a) the company, (b) the actual job and (c) the opportunity.
3. Before we do all that why don't you tell us about yourself?

Introduction

The applicant is invited to talk all about himself and is encouraged to continue for as long as he wishes, without questions or interruptions but possibly some clarification.

This style of interview is particularly relevant for a managerial position or indeed a sales role, to see how the applicant can present their story without help.

The Interviewee may choose to ask some questions before he/she has actually said very much about themselves. It is recommended that the manager should respond with “this point will be covered later, please continue to tell us all about yourself”.

12. Recruitment/Selection and Interview Strategy/Cont...

1. The Manager may summarise with “so that’s your story” ok?? Of course if the applicant is going right off course the Manager will take control.
2. The Manager then proceeds to ask whatever questions he/she chooses.
3. The Manager’s line of questioning should not be interrupted, as it is reasonable to presume that he/she has a plan on where his/her questions are leading.
4. As the Manager is questioning, the consultant or second Interviewer, will be writing comments and more importantly writing some relevant questions.
5. When the Manager is finished with his/her questions, he/she will invite the other interviewer to ask some questions e.g. “that is all I have to ask for the moment and presumably my colleague has some questions”.
6. The second Interviewer should then proceed without interruptions while the Manager takes note of comments and again lists some further questions that he/she will ask before conclusion.
7. When the Manager/Interviewer is asking his/her questions, it is reasonable that the question is prefaced with some background information on the company.
8. Through continuous questions in this style, the applicant will become well informed on the company, its Procedures/ Standards and Core Values etc.

12. Recruitment/Selection and Interview Strategy/Cont...

Suggested Interview Questions

You can easily agree prior to the interview which of the following questions you decide to share:

1. What has been your greatest life-time achievement?
2. What has been your greatest life-time challenge?
3. What was your greatest achievement in work last year?
4. What was your biggest failure or mistake in work last year?
5. What have been your greatest lessons learned Personal and Business?
6. If you weren't offered this job, why would that be?
7. What excites you about this job?
8. If you took this job, how much time do you think you would need for settling in?
9. If you took this job, what would you hope to have achieved after one week? One month? And three months?
10. What will be your greatest challenge with this job?
11. In what way would this job affect your private life?
12. What jobs would you do for Free?
13. Which jobs would you tend to leave until tomorrow?
14. If you took this job and it didn't work out, why would that be?
15. What is your greatest personal strength?

12. Recruitment/Selection and Interview Strategy/Cont...

Additional Suggested Interview Questions

1. What are your personal shortcomings?
2. What is your greatest professional strength?
3. What are your professional shortcomings?
4. What are your views on Personal Development?
5. What training would you require and how long would it take?
6. Who would you upset here?
7. How demanding in terms of hours, would you estimate this job will require?
8. How would your current/previous employer describe you?
9. If you were to resign from your current position what would your employer say?
10. How much notice would you have to give?

Any Questions?

The reality tends to be that if we have prefaced our questions with some company information, and based on all our serious questions, there is a good chance that the applicant may not have many questions.

But alas the applicants frequently find it necessary to ask questions which can and will always be very revealing to their mind-set.

13. Remuneration Negotiation

The following is an outline recommended to establish how much or how badly they want the job/opportunity:

To get maximum value from this stage, it is assumed that a great sales job has been done on presenting, the Manager, the Company and the actual Job Opportunity, in the best light.

If the scene is set correctly, the answer to this remuneration question is invariably less than our budget or expected figure and presents the employer with the opportunity to add some extra before they even start.

If this is handled perfectly, it also provides an answer, which may well influence the employer. If they answer £X. which includes £10K or £20K in excess of what we had in mind, it gives us food for thought.

Applicants rarely expect this question, and it is very revealing, in how they deal with the question.

Applicants will frequently apply for a job at say £70K when in fact they would be delighted with £45K. I am not suggesting that we are trying to get someone on the cheap; I am merely trying to establish the value they place on themselves and or the job/opportunity.

When I ask, "To get started, what would you require?" I leave it as such an open question, that the answers are frequently, outrageously ridiculous, but which give the employer some time to perhaps re-think. The answer can tell us a great deal on how they are thinking.

13. Remuneration Negotiation/Cont...

In response to the applicant you can then continue with a selection of the following responses:

- ◆ Let's talk about the remuneration package
- ◆ Well this company has of course a budget.
- ◆ If it was agreed that this job was perfect for you, in terms of, business experience and personal growth and development and overall Job satisfaction.
- ◆ And of course you also have a budget and minimum standards that you wish to maintain..
- ◆ Now I am not going to attempt to barter or negotiate with you, but I am going to ask you, if you considered the job perfect for you, and bear in mind, we can increase your pay at any time, I am the decision maker, I don't have to go to a committee, but what I will say is that the more you demand right now, will set the scene for the shortest learning curve or the settling in period and the more that can be demanded or expected of you.
- ◆ What is the minimum sum you would start for?
- ◆ To accept this job, what would you require?
- ◆ What starting salary would you require?

13. Remuneration Negotiation/Cont...

Having secured this answer, we should thank them and agree that we should all sleep on our progress to date and talk another day.

We know that the applicant, will leave, thinking “I pitched too low and wonder how they are going to tell their spouse, what they just said”.

Their spouse is going to say, it was advertised for £x, why did you say that you fool?

The applicant should reply with “I love the sound of the company and the Manager/interviewer and the overall opportunity”.

Then the next day you can offer £x in excess of their minimum, and his/her spouse is going to say, “You judged well and that Manager sounds like a really decent person”.

Walla.

14. Existing Staff Review/Appraisal

In preparation for conducting the staff appraisal, it is recommended that the following draft Review/Appraisal form be passed to each member of staff, some days prior to the appraisal.

This will allow the staff member to prepare for the review.

The manager will note on the due date what effort, if any, was invested in the preparation.

The accompanying draft Introduction note should also be sent.

Draft Introduction Note

Dear member of staff,

This company is committed to growing the business and we look forward with enthusiasm to finding the best and most suitable way to achieve this.

Passionate about the Job

The most successful Sales and Marketing executives always possess a genuine passion for the product or service that they sell and deliver.

Whilst it is often considered that people need to be born with this passion, the reality is that we can all acquire a passion if we want it badly enough.

There are a considerable number of ways of becoming passionate about something and one of these is to study the subject with intensity.

14. Existing Staff Review/Appraisal/Cont...

It is in this regard that we require your help and assistance. We are committed to assisting this company grow and are conducting a review. We need to get to know and clarify why this company has been as successful as it has been and what can we do to make it more successful.

Increasing your worth

One of the benefits of making the company more successful will be the personal development and growth of each individual thereby increasing their, job satisfaction, recognition and overall worth.

We need to take stock of how things are going for you at work, in your general duties, in your working relationships with others and all other relevant aspects of your working within the company.

In general terms your security of employment is based on a number of factors including and not limited to the following: Ability, Honesty, Reliability, Hard-work, Loyalty, Enthusiasm, Commitment, Innovation and overall Effectiveness.

The company is committed to growth which attracts further opportunities and responsibilities whilst enhancing job security.

The attached review sheet is not a test and will be used as a guide in our discussion. The plan is to fix some suitable times in the coming weeks when we can sit down and discuss. I am grateful for your help and assistance.

Manager

14. Existing Staff Review/Appraisal/Cont...

Sales, Marketing and Business Development - Draft Review/ Appraisal Form

The following is a list of questions which could well be included in the review:

I am frequently asked why we should ask all the staff questions on sales and marketing. And the answer is that very often some of the best ideas on sales can come from non-sales personnel.

So whilst we cannot reasonably expect all of them to have creative and innovative ideas on sales, we should not exclude them.

The questions on the review form should be generously spaced out, allowing the staff member the opportunity to make notes.

Whilst each member of staff could be encouraged to complete these forms so as to save time at the review, this act would totally devalue the review.

The reality is that even when the staff have thoroughly completed the forms, the greatest value to be gained from the review is when the manager, takes a genuine and sincere interest and questions in detail the reasons for their comments.

14. Existing Staff Review/Appraisal/Cont...

Section 1 - Your Personal Position

1. What is your understanding of your main duties and responsibilities?
2. Is your role clearly defined?
3. Do you clearly understand your direction within the company?
4. What elements of your job, interest you the most, and least?
5. What do you consider to be your most important aims and tasks?
6. What action could be taken to improve your performance in your current position?
7. Could you spend your time more productively?
8. On a scale of 1 to 10, (ten) 10, being absolutely essential can you think of any tasks rated two or less i.e. not very important and not very productive?
9. Is dress code relevant?
10. What are your views on personal telephone calls and personal Internet activity during working hours?

14. Existing Staff Review/Appraisal/Cont...

Section 2 - The Company and You

1. What do you like about working at the company?
2. What do you dislike about working for this company?
3. What changes if any, would you make within the company?
4. What annoys you at work?
5. What promotion opportunities are there, if any, that you are you interested in?
6. What is good about this company?
7. What if anything would you like the company to do for you?

Section 3 - Training

1. What elements of your job do you find most difficult?
2. What was the most valuable training you have received?
3. Have you invested in any private, education, training or development?
4. What sort of training/experience would benefit you at your work?

14. Existing Staff Review/Appraisal/Cont...

Section 4 - Performance

1. Has the past year been good/bad/satisfactory or otherwise for you, and why?
2. What do you consider to be your most important achievements in the past year?
3. What do you consider to be your most important aims and tasks in the next year?
4. What action could be taken to improve your performance in your current position by you, and your boss?
5. What kind of work or job would you like to be doing in one/two/five years' time?

14. Existing Staff Review/Appraisal/Cont...

Section 5 - Sales and Marketing

1. What do our competitors do that we should do?
2. What do our competitors do that we shouldn't do?
3. Are there some clients or sales opportunities that we should dispose of?
4. What additional revenue streams/new ventures that we should develop?
5. What makes this company special and above our competitors?
6. What is the Company Brand?
7. How can we increase business from existing clients?
8. How can we increase profitability from existing clients?
9. How can we get more new clients?
10. What kind of clients do we want?
11. What kind of Joint Marketing Partnerships should we have?
12. Why should prospects pay more for the product/service from this company than our competitors?
13. How important is our image?
14. What Image/Brand do we wish to portray to our prospective customers.

14. Existing Staff Review/Appraisal/Cont...

Section 5 - Sales and Marketing—Additional Questions

1. What kind of Short/Medium and Long term prospecting should we do?
2. What can we do to make our jobs easier?
3. What is our Unique Selling Proposition, USP?
4. How would you describe the majority of our customers?

Section 6 - Management

1. How flexible and reasonable is management?
2. What does your supervisor do?
3. How would you describe your relationship with your immediate Supervisor/Manager?
4. What does the Managing Director do?
5. How would you describe your relationship with the Managing Director?

Section 7 - Your Personal Score

Score your own capability or knowledge in the following areas in terms of your current role requirements:

- ◆ 1-3 = poor
- ◆ 4-6 = satisfactory
- ◆ 7-9 = good
- ◆ 10 = excellent)

14. Existing Staff Review/Appraisal/Cont...

Score Sheet Questions

1. Commercial judgement
2. Product/service technical knowledge
3. Time management
4. Planning, budgeting and forecasting
5. Reporting and administration
6. Communication skills
7. Delegation skills
8. IT/equipment/machinery skills
9. Meeting deadlines/commitments
10. Creativity
11. Problem-solving and decision-making
12. Team-working and
13. Developing others
14. Energy, determination and work-rate
15. Steadiness under pressure
16. Leadership
17. Integrity
18. Adaptability, flexibility, and mobility
19. Personal appearance and image.
20. Corporate responsibility and ethics

14. Existing Staff Review/Appraisal/Cont...

Core Values

In addition to the draft list of questions, you should also carry out a Core Values review.

You should use the same system that the CEO or Business owner used to identify his/her Core Values, which were then adjusted to produce the company's, Corporate Core Values.

You should also take the opportunity to outline the company's core values and secure the staff members acceptance and agreement.

15. Staff Training and Development

“Staff Development is the signature of a Bold, Caring, Generous, Imaginative and Sensitive hand”

The mentor dedicated to Staff Development has a heart of gold and is passionate about their unselfish vocation.

Staff Development is an investment in People whose gratitude is repaid a hundred fold.

- ◆ What is it?
- ◆ How important is it?
- ◆ How does it work?
- ◆ How much does it Cost?

Staff Training

Training and Development are distinct, although, certainly, there is some overlap. Training involves imparting knowledge and skills about processes, equipment, or services the employee will use on the job.

It is accepted that Staff Training is generally focussed on skills directly related to that company's specific function and needs which may or may not be transferrable to other professions or industries.

15. Staff Training and Development/

Cont...

This training can be seen as self-serving and provided exclusively for the benefit of the employer so as to either minimise risk or maximise efficiency. Employees will frequently come across as ungrateful for the company's investment in their training. It is often said that, "they're only training us because they have to".

It is however universally accepted that both the employer and employee each benefit from staff training.

But the question is often asked "if we train them, they might leave", to which I say "what if we don't train them, and they stay?"

Staff Development

With top quality Staff Development, the beneficiary, i.e. the staff member if properly looked after will grow and make progress whilst increasing their self-esteem, self-confidence and self-worth. They will acquire life time skills, become dedicated to personal development and be forever grateful to their mentor, coach or manager.

In these circumstances, the professional committed to staff development understands that these skills are indeed totally transferrable to whatever career, profession or business the staff member chooses.

15. Staff Training and Development/

Cont...

Mentoring is an important part of employee development. Whilst Training is largely task related and focused on performance, a mentor guides the employee as an individual. A mentor is typically and usually a role model. The mentor advises, shares experiences, and guides the employee in self-discovery and career development, providing advice, recommendations and guidance thereby enabling and empowering the employee to maximise their performance.

A major difference between top quality staff training and Staff Development is that the employee will adjust their values and use the skills in their private life and will forever associate their growth as individuals to their mentors.

It should be noted that staff who benefit from an investment in their personal development, will invariably develop a powerful and everlasting loyalty to their mentor.

“Staff don’t leave bad companies, they leave bad managers”.

As a substitute for proper staff training and development, bad managers frequently pay their staff, more than the market rate. The consequence is that the poorly trained and de-motivated staff are reluctant to leave, unsuitable jobs or careers, because the pay is too good.

16. Moving Forward With KPI's

It is accepted that the success of your business is based on a number of factors, including the Key Performance Indicators (KPI's).

If the company has decided that it wishes to increase performance and to sustain this growth, then this is best achieved with the help, co-operation, enthusiasm, commitment and loyalty of the staff force.

This commitment and positive spirit from the staff is best achieved by paying attention to the four key motivators.

- ◆ Appreciation
- ◆ Recognition
- ◆ Reward
- ◆ Penalty (fear of loss)

The scene should now be set with white boards which record a performance measurement of the most suitable KPI's for the department/ business.

Having established this principle it follows that we must now move up a gear and break these results down further to see where we can improve on the monthly/daily performance.

This is when we now move into a contentious area where not everyone will want to be measured. This is common to every business under the sun, it is not the nature of the product, the service or the profession, it is just some staff resent their individual performance being measured. It also follows that some managers totally dislike measuring their staff as they themselves resent being measured.

16. Moving Forward With KPI's/Cont...

It is extremely easy for certain professions to argue that it is an outrage that their performance should be measured by the revenue they generate. It should also be successfully argued that whilst their performance is of critical and fundamental importance, it is also absolutely relevant that their Fee Income/Revenue generated has to be measured as a commercial reality.

It is accepted that every successful Business would want to be measured by the supreme quality of their Customer care. And with great zeal would fight to avoid the possibility of being labelled or branded as being totally or indeed overly, focused on Revenue.

To minimise the chances of this it is critically important that we avoid ever being accused of rewarding our sales people on Income performance alone. Whilst it is accepted that the company would never go the 'commission only' route it follows that the company would equally wish to avoid the situation where the Fee earners, monthly pay cheque was heavily loaded on Revenue performance only.

Notwithstanding this, the company should not be prevented from measuring the sales or Fee Earners performance on Fee Income generated, on a monthly basis.

The company's performance is measured by their bankers almost exclusively on Revenue generated. It follows that this responsibility and authority must be shared and allocated to the Fee earners.

17. Appreciation, Recognition, Reward & Penalty

It is universally accepted that all staff are motivated by Appreciation, Recognition, Reward and Penalty (fear of loss). To achieve this and gain maximum benefit from delivering it, can only be secured through totally open, honest and reliable Key Performance Indicators.

Whilst some staff may resent being measured, it is impossible and there exists a contradiction in terms, that it's just not possible to show genuine appreciation and recognition without measuring individual performance.

It is relevant to note from recently conducted Staff Reviews that the issue with the single greatest volume of comments was "A lack of Appreciation and Recognition". To address this situation properly we need to measure individual performance.

If we are to show our appreciation to the staff and give them recognition we need to measure their performance.

For a staff member to demand appreciation and recognition based on their claim that "I work very hard" is just not good enough..

Reward

In the event that the company decided to measure and reward staff on various KPI's it is important that these indicators are not limited exclusively to statistics drawn from the system. Management should continue to rely heavily on the success to date which is based on, their one to one contact and relationship with the staff.

Relationships that rely too heavily on electronics and emails are a poor substitute for 'the real thing'.

17. Appreciation, Recognition, Reward & Penalty /Cont...

It is only once the staff have accepted that they are being measured, and understand very clearly what the measuring indicators are, that they will more readily accept and embrace training and development in the desired areas.

It is extremely healthy to be able to say to a member of staff that I would love to be able to show you greater appreciation and recognition and indeed reward, and to enable me to do this you need to do the following,,,,,

1-2-1

This is best done on a one to one basis. It is very difficult to develop staff down the line through the use of emails and focusing on systems, procedures and protocols.

We must work hard on catching staff, do great and wonderful deeds. This will earn us the right to get them to respond positively to constructive criticism.

Discipline/Penalty.

Staff development is a genuine commitment by individuals to learn about responsibilities whilst acquiring knowledge and skills for advancement as they grow with their, business and professional and personal lives.

Because their career and personal goals and objectives change, so must they review their focus on development needs.

17. Appreciation, Recognition, Reward & Penalty /Cont...

Your staff and in particular your new staff are like the children you have adopted to your Business and more importantly to your very specific “Core Values”.

Just like children crave discipline and structure, they need to know what the boundaries are, so do your staff.

Why do you think they push those boundaries? They want to know, if you mean what you say, they are checking if you are serious, ‘do you walk the talk’?

Discipline and structure to a child gives them peace. It helps them feel safe, and secure, as they prepare for the rest of their lives.

That they are loved and cared for, even if it means they don't always get their way, when they know you are in control, it makes them feel ok. If they don't feel you are in control, they will start to do things, their way, which puts them in control and may not suit the business owner. Or if they are in doubt and to avoid criticism, they might do nothing.

We are not talking of the overbearing, manipulative and domineering business owner. We are talking about guiding your staff in the correct way and in the right direction by having good healthy rules and discipline.

17. Appreciation, Recognition, Reward & Penalty /Cont...

When they stumble off line, it is not the crime of the century; we just firmly place them back on track. You will frequently find companies with splendid products or services, but they are in a mess.

Why? There is no discipline. It is difficult to see who is running the show, and what are the Corporate core values?

Some business owners get too close and too personal with their key staff. In his or her capacity as, the business owner, the staff are not intended to be their best friends. You are there to guide and direct them to learn adopt and live by your Corporate Core values. To teach them how to be a functioning, well mannered, efficient and effective employees,

Contact Us

If you need help in creating and developing a happy workforce then please do not hesitate to contact us today and take advantage of our [FREE BUSINESS COACHING SESSION.](#)

[**Contact Us For Further Details Now!**](#)