Keys to Attracting & Managing Talented Employees

Let’s Discuss…

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DISCLOSURES

OWNERSHIP

• ECP Advisor Group, LLC

STRATEGIC CONSULTANT

• The Kinetix Group
Help!  Help!  Help!  Help!

Why?
Today’s Focus

Discuss a Culture of Success to Attract Talented Employees

Exercising a Well-Established System of Management to Manage Talented Employees
Research Indicates:

- **Simple Jobs:**
  - The top 1% produced three times more output than those in the bottom 1%

- **Medium Complexity Jobs:**
  - The top 1% produced 12 times more output than those in the bottom 1%

- **Most Complex Jobs:**
  - The top 1% added more than 127% value than average performers

(Individual Differences Study by John Hunter – Michigan State University & Frank Schmidt / Michael Judiesch – University of Iowa)
What’s inside the box?
Three Stages

Disciplined People
Disciplined Thought
Disciplined Action

The Answer

Encircled by a flywheel, “which captures the gestalt of the entire process of going from good to great ...”

CULTURE

• Inspiring work culture:
  ▫ A clear vision
  ▫ A clear mission
  ▫ Shared (core) values

• Alignment:
  ▫ Leadership behavior = Core values
  ▫ “Walk your Talk”
Level 5 Leadership

Level 5: Executive
Builds enduring greatness through a paradoxical blend of personal humility and professional will.

Level 4: Effective Leader
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

Level 3: Competent Manager
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

Level 2: Contributing Team Member
Contributes individual capabilities to the achievement of group objective and works effectively with others in a group setting.

Level 1: Highly Capable Individual
Makes productive contributions through talent, knowledge, skills, and good work habits.

First Who … Then What

Level 5+ Management Team (Good to Great Companies)

First Who
Get the right people on the bus. Build a superior executive team.

Then What
Once you have the right people in place, figure out the best path to greatness.

Level 5 Leader

A “Genius with A Thousand Helpers” (Comparison Companies)

First What
Set a vision for where to drive the bus. Develop a road map for driving the bus.

Then Who
Enlist a crew of highly capable “helpers” to make the vision happen.

Level 4 Leader

"Transformation to greatness begins with getting the right people on the bus (and the wrong people off the bus)."

Three Disciplines for Being Rigorous in People Decisions

1. When in doubt, don’t hire – keep looking.
2. When you know you need to make a people change, act.
3. Put your best people on your biggest opportunities, not your biggest problems.

Confront the Brutal Facts

“Creating a climate where the truth is heard involves four basic practices:

1. Lead with questions, not answers.
2. Engage in dialogue and debate, not coercion.
3. Conduct autopsies without blame.
4. Build red flag mechanisms that turn information into information that cannot be ignored.”

“Spending time and energy trying to ‘motivate’ people is a waste of effort. The real question is not, ‘How do we motivate our people?’ If you have the right people, they will be self-motivated. The key is to not de-motivate them. One of the primary ways to de-motivate people is to ignore the brutal facts of reality.”

Jim Collins, Good to Great

## WHAT DO EMPLOYEES WANT?

### Top 10 MOTIVATORS
- Achievement – 56%
- Working with others – 52%
- Recognition – 44%
- Helping others – 16%
- Interesting work – 14%
- Financial reward – 14%
- Good atmosphere – 14%
- Empowerment – 10%
- Solving problems – 9%
- Physical environment – 9%

### Top 10 De-Motivators
- Negative colleague experience – 34%
- Lack of recognition – 20%
- Politics – 19%
- Failure – 18%
- Stress – 18%
- Boring work – 18%
- Performance barriers – 12%
- Lack of support – 12%
- Bad boss – 11%
- Lack of direction – 11%

Kaisen Consulting Survey
A “System”

“A way of accomplishing something using step-by-step procedures”

Do you have a “system” for …

- checking patients in?
- working patients up?
- billing and collecting?
- recruiting & managing talent / staff?
Why do we use systems?

To make sure we do everything we need to do.

To be consistent.

So that if there is a problem, we can review the system and figure out where the breakdown is.
Recruiting Talent
System to Get the Right People
Poor Talent Acquisition & Management Strategies

You lose either way...
Key Components

- Offer a competitive salary and benefits package
- Use a defined training matrix for on-boarding
- Have an internal career-pathing program
- Create a culture of empowerment and leadership participation: a Culture of Success
- Exercise a well-established system of management
- Revise as needed: Make sure your system is working – its OK to make changes
Talent Acquisition Strategy Components

**Culture Saturation:**
- Mission statement postings (Office, Website, Social media)
- Reinforcement / Role-Modeling

**Consistent Recruiting:**
- Website
- Office signage

**Formalized Recruiting Process:**

**Objective** tactics:
- Employment tests – skills, cognitive ability, personal attributes

**Subjective** tactics: (resume review, phone screen, references)
- Behavioral (multiple) interviews – **STAR** format
- Situation – Task – Action – Results

**Engagement of Key Team Members**
WHY IS IT IMPORTANT TO KNOW YOUR CULTURE?

• Grounds people

• Basis for alignment

• Filter for attracting people

• Translates as added value to patients
Critical Recruiting Areas of Focus

Skill (Can do)

Attitude / Values
(Will / Why)

Behavior
(How)
Pre-Employment Testing

- Wonderlic – [www.wonderlic.com](http://www.wonderlic.com)
  - Understand instructions, learn, adapt, solve problems, handle mental demands of position(s).
  - Healthcare – specific testing (Quality Care Inventory).
- Myers Briggs – [www.myersbriggs.org](http://www.myersbriggs.org)
  - Candidates’ perception and judgement tendencies via psychological types (E/I, S/N, T/F, J/P).
- Birkman – [www.birkman.com](http://www.birkman.com)
  - Insights into behavioral strengths, motivations, stress behaviors, and targeted career profiles.
- ZeroriskHR – [www.zeroriskhr.com](http://www.zeroriskhr.com)
  - Hiring system to identify top talent and respective right fit.
  - Candidate's value structure and emotional intelligence competencies.
Comprehensive Personality Profile Sample Report

Selection Chart For: Sally Sample
Position Applied For: Manager, Sales

![Diagram of personality profile chart showing scores for various traits like Emotional Intensity, Intuition, Need for Recognition, Sensitivity, Assertiveness, Trust, and Exaggeration.]

Legend: Cautionary, Acceptable, Ideal

2 scores within minimum management range: S A
4 scores within moderate management range: I R T X
1 score within maximum management range: E

CPP-REPORT ACCURACY INDEX
* 10 *

Sally Sample has a HIGH Report Accuracy Index score. This indicates a frank and direct response to most of the CPP test items. Therefore, the scores on the CPP may be considered to be a good reflection of the candidate’s personality.
Behavioral Interviewing

“STAR” Method

STAR Method: “Past behavior is predictor of future behavior”

- **Situation / Task** – what was the situation or task?
  
  “Can you describe a previous experience when your actions/words were misperceived?”

- **Action** – what action did the individual take
  
  “What did you do / How did you handle the situation?”

- **Result** – what was the result
  
  “What was the outcome of the situation due to your action(s)?”
Sample Selection Process Funnel: Hourly Positions

Pre-Hire

1. Review Application/Resume
2. Administer pre-employment testing*
3. Initial Phone Screen and/or Interview
4. Conduct Behavioral Interviews
5. Background Checks/Reference Checks/Drug Tests

*Additional testing may occur post-hire for appropriate placement in organization
INSPIRING HIGH PERFORMANCE

- Clarify the vision
  What we want to create together
- Clarify the mission
  Why we exist
- Identify the values
  How we will work together
- Model the behavior
  Walk the talk
“It is a fine thing to have ability, but the ability to discover ability in others is the true test.”

Lou Holtz
Former Football Coach
Sports Commentator
Today’s Focus

Discuss a Culture of Success to
Attract Talented Employees

Exercising a Well-Established System
of Management to
Manage Talented Employees
Managing Talent

The 5 Step Employee Management System
LIFECYCLE OF EMPLOYEE DEVELOPMENT

EXPECTATIONS AND TRAINING
“Tell me and show me what you expect.”

PERFORMANCE WITH SUPPORT
“Let me do it with your feedback.”

INDEPENDENT PERFORMANCE
“Let me do it alone. Coach me only if I need it.”

HIGH PERFORMANCE
“Help me continue to develop and grow.”
What steps do you use in managing people?
Why don’t we use a “system” of management?

- Provides better transparency in the management/employee relationship.
- Helps define and limit management’s responsibilities.
- Helps define and expand employees’ responsibilities.
- Helps you be consistent and fair to all employees.
- Helps you know what to do when there is a breakdown.
The 5 Step System of Management

1. Provide the Tools
2. Provide the Training
3. Set Goals
4. Become a Resource
5. Hold Accountable

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The 5 Step System of Management

1. Provide the Tools

- Computer and ophthalmic equipment
- Phones
- Forms/templates
The 5 Step System of Management

2. Provide the Training

- Reveal your expectations
- Use spaced repetition
- Model appropriate interactions
- Teach people skills
- Teach customer service skills and responsibility
- Teach time management and prioritization
- Coach for improvement
The 5 Step System of Management

3. Set Goals

- Goals give direction
- Goals help us measure progress
- Goals are a prerequisite to accountability
- Employees set his/her own goals
- You review and approve goals
The 5 Step System of Management

4. Become a Resource

- Be available
- Be ready to listen
- Have an open mind
- Be trustworthy
- Don’t overreact
The 5 Step System of Management

5. Hold Accountable

- Measure and emphasize progress rather than just completion of goals
- Have frequent contact
- Request documentation of progress in writing
- Provide feedback:
  - Correction when necessary
  - Commendation whenever possible
The 5 Step System of Management

1. Provide the Tools
2. Provide the Training
3. Set Goals
4. Become a Resource
5. Hold Accountable
The 5 Steps of Employee Responsibility

1. Use the tools that are provided
2. Apply the training he or she receives
3. Set and accomplish goals
4. Ask for help when needed
5. Be accountable for progress towards his or her own goals*

* An excellent resource on accountability is 
QBQ! The Question Behind the Question by John G. Miller
What do employees really want?

Money

Achievement

Recognition
# The 5 Step System of Management and Employee Responsibility

<table>
<thead>
<tr>
<th>Step</th>
<th>Management Action</th>
<th>Employee Action</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Provides the tools</td>
<td>Uses the tools</td>
</tr>
<tr>
<td>2.</td>
<td>Provides the training</td>
<td>Applies the training</td>
</tr>
<tr>
<td>3.</td>
<td>Helps in goal setting</td>
<td>Sets and accomplishes goals</td>
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<tr>
<td>4.</td>
<td>Becomes a resource</td>
<td>Asks for help when needed</td>
</tr>
<tr>
<td>5.</td>
<td>Provides for accountability</td>
<td>Reports on progress towards goals</td>
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Outcome

For the Employee:
- Increased self-esteem
- Greater accomplishments
- Developed talents

For the Manager:
- Motivated employees
- Elimination of poor performers
- Practice success
- Personal fulfillment
Coaching

Coaching is:

- Helping your employees develop their skills and talents
- Teaching an employee what he or she needs to know to be successful
- Encouraging the positive
- Explaining why changes are needed
- Being consistently constructive

Coaching is not:

- Controlling employees
- Being critical or negative
Why isn’t the employee achieving his or her goals?

### The Diagnosis

- They are **untrained**
- They are **unable**
- They are **unwilling**

### The Prescription

- Provide training
- Change responsibilities
- Counsel; release if no improvement
Implementation

- Consistently reinforce / model culture
- Develop / implement a talent acquisition strategy
- Embrace and apply the *5 Step Employee Management System* and the *5 Steps of Employee Responsibility*
- Use a Review and Goal Packet to set goals
- Consistently work on applying these principles
People won’t care until they know how much you care!

Leadership Books
Office Values/Mission
Team Goals
Other Keys
Job Descriptions
Annual Performance Reviews
Care
Total Compensation and Benefit Reviews
Staff Trainings/Teambuilding
Leadership Books
Total Compensation and Benefit Reviews
Staff Trainings/Teambuilding
Leadership Books
Team Goals
Office Values/Mission
In Conclusion

Know your market - be competitive enough to attract and maintain good employees.
Thank You

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