

Strategy Guide

Area: **Your Team**

Notes For This Strategy

The outcome of this strategy is to the reduction in staff costs, especially internal recruitment costs; increased staff satisfaction and loyalty; overall success for the business.

Internal Recruitment

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“Get the right people on the bus... Once you have the right people in place, figure out the path to greatness.”

Jim Collins, Good to Great.

The greatest challenge for any business is how to attract, and to retain great people.

While focusing on the process to recruit an individual employee is important, recruitment is one step in a process to attract and retain high caliber staff. If the whole process is in place and championed by Management, the business will benefit from a greater return from its greatest, and most expensive asset... its people.

Attract And Retain The Right People



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Internal Recruitment Overview

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A process to attract and retain high quality staff who produce results covers:

- Developing a business strategy
- Defining the culture of the business
- Identifying the required people skills, competencies, and experiences
- Identifying, attracting, assessing and hiring the right people
- Rewarding your people
- Developing and training your people
- Communicating
- Managing people over time
- Retaining your people

Develop Your Business Strategy

(See strategy for development of a clear statement of your vision & mission)

You cannot determine what the shape of your team must be without determining your business strategy

and how you define success.

Part of this process is to develop a roadmap, a plan to take you forward from your current state to the desired future state. You need to define:

- What are you currently doing?
- Where are you going?
- What is your value proposition to the market?
- How do you differentiate your company from others offering similar products or services?
- How will you approach your marketplace?
- What are your strengths, weaknesses, opportunities, and threats?

Define Your Company's Culture

Culture: “the set of shared attitudes, values, goals, and practices that characterizes an institution or organization” as defined by the Merriam-Webster Dictionary.

The single most important part of any company's foundation is determining its culture. Culture defines who you are as a business; it defines what you stand for; and it defines how you want to be known by your customers (clients and candidates), and employees.

Many companies find it valuable to define culture in terms of their vision, mission, and values.

Identify The Required People Skills, Competencies, And Experiences

Identify the people you need to achieve your business goals and who will best fit into the culture of your organization. Having the right “fit” is critical and will play a major part in

determining a person's future success or failure. You will need to create profiles of the skills and competencies that are needed for the business. These are not job descriptions at this point, but overall guidelines (eg. Entrepreneurial, Results-oriented, Communication skills, Relational skills, Analytical skills, Motivating and leading others, Team-oriented). Over time, you can build these competencies into other human capital processes such as performance reviews, succession planning, and recruitment strategies.

Once skill and competency profiles have been documented, job descriptions should be developed. Job descriptions are designed to provide clarity regarding all aspects of a role: it's place in the organisation, the skills and competencies required to fulfil on the role, preferred experience and formal qualifications likely to be required to fulfil the role, and also the specific tasks to be completed for each role. This clarity about the role supports the hiring of the right person for the job.

Identify, Attract, Assess, And Hire The Right People

It is important to focus on the duties, responsibilities, and skills that are necessary for the job, not who you want to fill the empty chair. Focus on the fact that GMT is looking for candidates who have the skills required for the job as well as the appropriate “fit” for your company's culture.

Job descriptions help guide your recruitment advertising, help those interviewing candidates define the interview questions, and help evaluate the employees you hire.

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When interviewing job candidates, it is important to have more than one person involved in the process. Everyone has weak spots in interviewing, and letting others participate, having them follow the profile and job description, ensures the interview process 'weeds out' unsuitable candidates early in the process and identifies the suitable candidates. Making a final selection as a group, after a thorough interview process, ensures the candidate who best fits both the position and the organisational culture is chosen.

What To Look For In Good Recruitment Consultants:

- Experience and proven success stories in recruitment or sales of intangibles
- Strong third-party endorsements, especially clients and previous sales managers
- Strong ethical practices
- Builds powerful relationships with clients and candidates
- Understand clients' industry, corporate culture and identity
- Well presented and confident, can meet with clients and candidates face-to-face
- Good customer service experience, prompt follow-up with clients and candidates
- Inside track to market/economic trends
- Access to hidden job market
- Don't just "fill a position" – identify clients' needs and find the right person to meet those needs
- Integrity – won't steal candidates from one client for another client
- Ability to provide career counselling
- Ability to attract the "passive" job seeker

Other Areas To Review Regarding Your Recruitment Process:

- How thorough is your process?
- Are you asking behavioural questions in interviews?
- What is the quality of your reference checking procedure?
- Would psychometric testing improve the recruitment process? When recruiting, consider introducing a psychometric tool to measure the capacity, aptitudes and likely cultural fit of candidates you are considering employing in a sales environment. Psychometric assessments are valuable in the recruiting process as they provide clear insight into both a candidate's ability or capacity, as well as their personality (for example: self driven, team player, leadership qualities etc). Psychometric testing serves two purposes: it identifies candidates who are unlikely to thrive in a role before you have invested a significant amount in their hiring and training, and also provides a basis for the future management of a successful candidate. Psychometric testing is part of the recruitment process with a number of the leading recruitment firms.

Reward Your People

It is vital to reward the good people in your business. Good people with the right experiences, skills, and competencies are increasingly scarce. Start by developing your compensation and benefits philosophy. You need to understand the compensation package—the split between base pay and incentives and how competitive you are in the marketplace. (See strategy on aligning commission structure to business drivers).

Non-monetary and/or low-cost

rewards are also highly effective.

Celebrating the success of the group and individual achievements will help to instil the right culture of working together to achieve team budgets as well as individual targets.

Rewards can be as simple as telling people they are doing a great job, both in a one-on-one meeting or publicly at a company meeting, or via email. Any positive client feedback should be publicly celebrated discussed at team or company meetings, or acknowledged in an email to the whole company. Low cost rewards can also be used creating a 'Consultant of the Month (or Quarter or Year)' award, giving high achievers an afternoon off or shopping or entertainment vouchers can also be very effective.

Awards must be set that that all Consultants can aspire to them – if the same consultants are winning every award, the effect on the rest of the sales force will be de-motivating.

Low cost rewards can also be used to drive particular behaviour as required if sales calls and visits to new prospective clients are trending downwards, create a Sales Day with a theme, award prizes for the best costume on the day and provide pizza for lunch, and give more substantial rewards for consultants and teams completing calls to new customers, or number of new client visits booked above a target... get creative!

Team awards – for example, lunch out and the afternoon off to enjoy it for teams who overachieve quarterly budget can also motivate individual consultants to meet targets and foster a team culture.

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Develop and train your people
It is essential that you know who the good people are in your organisation. You can't afford to lose any of them. They help drive your business strategy, deal with customers, and drive your success. Do whatever you can to retain the top performers, for example use them to assist in developing those that need further development.

One way to identify the people strengths and weaknesses at GMT is to create a succession-planning process. This process allows you to identify your key performers and put in place a personal learning & development plan that will address their gaps to prepare them better for future opportunities. See also strategy on how to train, manage and retain Recruitment Consultants.

Communicate

Studies done by brand-name consulting firms have shown that organisations that communicate well with their employees have a direct correlation to stronger retention, higher revenues, and increased profitability. Communication is critical.

Inform your organization about what is happening. Listen to what they are saying. Ensure you communicate to all levels of management and they, in turn, are communicating with their teams. People look toward their boss for information, so middle managers and first-line supervisors need to know what is going on in the company. Be as transparent as possible on the issues. Remember to treat your employees the way you'd like to be treated.

Why people are leaving

Before an organisation can take the

necessary steps to reduce turnover, it first needs to know the reasons why people are leaving – or thinking about leaving. Surprisingly, only 69 percent of companies use employee surveys on an ad-hoc basis and only 32 percent implement personnel and workplace changes as a result of the findings, according to a Monster study.

The actual reasons why employees leave will vary depending upon the company, but recent surveys can shed some light on what people are thinking:

- Employees rate good relationships with managers as one of the top factors that keep them in their current jobs. People tend to join companies for factors such as pay, benefits, and the job itself, but once they are settled into their positions (about 90 days) a lack of trust in their managers is one of the biggest reasons why they leave.
- A new study discovered that feeling underappreciated and the perception of being treated unfairly were two reasons for turnover that resonated significantly higher with employees than with business owners.

Understanding employee attitudes is increasingly critical to managing retention. And while the majority of companies use monitoring tools such as on-boarding interviews and exit interviews to gauge satisfaction, most organisations do not place much emphasis on assessing satisfaction in between these employment stages. Monitoring attitudes throughout the employee lifecycle will allow organisations to implement feedback into the working environment on an ongoing basis.

Are Your Employees Engaged?

Research links employee engagement scores above 60% with higher shareholder return and higher customer satisfaction.

There are different levels of engagement in the workplace. Employees can be either:

Actively Engaged:	Achieving above and beyond
Engaged:	Achieving satisfactorily
Disengaged:	Doing the minimum
Actively Disengaged:	Actively hurting the business

Actively Engaged employees are the top achievers. They are always looking for ways to do their job better and for the organisation to succeed and prosper. Whether or not they are in a leadership position, they encourage others. They get things done and then look for more to do. They are exceptionally proud of their work and the organisation. They are passionate and are the epitome of the "company man/woman".

Engaged employees are satisfactorily engaged in their role. They have a clear understanding of what is required of them and they are happy to do it. They strive to do everything well and they generally enjoy their work.

Disengaged employees are just getting by. They generally do just enough to survive in their job. They like to stay under the radar. They know the rules, are clock watchers and do the minimum. They take sick days when they are not sick.

Actively Disengaged employees will get away with whatever they can. They are constantly looking for ways to "get away with things".

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They expend more energy finding ways to do less, than they expend actually doing their job. They are a negative influence on others and regularly damage the organisation by infecting others with the "disease of limitations". These employees actively undermine the good work done by engaged employees. They can best be compared to white ants – they destroy the organisation from the inside, are clever at hiding the damage they are doing and if allowed to survive for long, will bring the whole structure to a crumbling mess.

Leadership

(See strategy on Development of a Leadership Framework)

The leadership needs to focus on:

1. The future, rather than just day-to-day matters
2. Empowering employees, rather than micro-managing them
3. Inspiring people
4. Long-term not just short-term performance of employees

Strategies for Retaining Staff
Retaining qualified employees is a challenge all companies face. Having the right staff directly impacts an organisation's ability to maximise productivity and achieve business goals.

The impact of staff leaving can have a detrimental effect on the business as a high turnover of staff can drain resources and undermine efficiencies.

The theory remains that it costs a company three times the candidate's salary to replace them. This includes a loss in productivity - both in the role itself and by colleagues who are

affected by staff leaving and creating morale issues. It also includes a loss in knowledge; and for the Manager, a loss in time spent in the core business as time is taken up with hiring (which can be very time consuming to find the right person) and training. In order to retain staff, each organisation needs to implement a clear strategy for staff retention:

- Hire effectively in the first place. Know what you are looking for and set transparent expectations of the position.
- Know what motivates your staff. Ensure you are working for the individual.
- Let your people know they count. Praise is often as good as a pay rise.
- Promote from within. Ensure you provide opportunities for advancement.
- Conduct regular salary reviews. If possible every six months in line with market values.
- Develop a team environment. Include and empower staff in decision making. Team spirit comes from management.
- Provide extra benefits. This in turn will bring benefits to the employer.
- Conduct exit interviews to understand why employees leave an organisation.

Once there is a strategy for fast paced growth being implemented it is our recommendation that an HR professional is recruited (ideally with a background in sales) to facilitate the workforce plan and recruitment and retention strategies.

This is not an immediate need however it is one to take into consideration in any business planning activity.

Your Actions to Take
