

THE RESOURCE

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Labor & Industrial **INSIGHTS** Magazine®

THREE
Mega-Trends
in 2019

INSIDE

Sustainable Hiring: How to Grow Teams for the Long Term

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As we approach the 40th Anniversary of our Company in 2019, I feel compelled to reflect back on the incredible journey that brings us to this milestone. - Kathy Hartung

THE RESOURCE



It began with a successful Business Woman helping her employee strike out on their own, with her help. Then came an early 80's recession that made it difficult for a small Head Hunting company to survive - which led to a majority Partner investing and keeping the business afloat. This majority Partner/Investor was a brilliant visionary; always looking for the next venture and intrigued by the growing "Temporary business" in town that needed some competition.

My career here began 35 years ago, when a connection led me to this Visionary who wanted to compete in the Temporary market. He provided the financial support and left it to us to build it. It was the best job ever because we got to create it one day at a time, one customer at a time, and learn from every mistake and success along the way. I can remember that no one thought I had a real job because it wasn't one of the big companies everyone was familiar with. I think it was about 20 years before it was officially seen as a "real job"!

Let's just say the 'hiring landscape' today doesn't even resemble hiring 35 years ago..... As I think back to all paper, telephone and in-person. Newspaper was the only way to advertise jobs. No background checks until the early 90's. The mid 90's brought an influx of Spanish-speaking applicants, and we actually taught English as a second language in our conference room every week. Our first computers were purchased in the mid 90's and we hired a company to build our first Database/Applicant Tracking System. We also taught our applicants the Microsoft suite of tools, so they could qualify for our jobs. We had full-time Trainers on staff who worked with candidates everyday at no cost to them. Also in this 90's timeframe, the "drug free workplace" was the buzz and drug testing became the norm; Pre-employment, for-cause, and post-accident. We implemented Account Management and employee friendly services to help improve the success rate of candidates and the experience of the customers. Throughout the 80's and 90's we moved, expanded, contracted, and consolidated. We consolidated in 1998 to one location in Winston-Salem, before expanding again in 2004 to Greensboro, and 2005 into Mocksville and Lexington. Then, the recession of 2008 stopped us in our tracks - with 47% loss of business in 30 days. This forced us to reorganize, restructure and lay off a lot of valued employees. On top of this, we had to prepare to lose our biggest customer to a "lowest bid" situation, after 20 years of providing great solutions at a great value. I must say I still don't get "doing a great job" for a customer for a long time and being rewarded with the request to reduce price, cut pay and benefits for employees, and keep doing a great job. There is a time to walk away and we had to do that then. It never feels 'right' or 'good', but it is a smart and important business decision that must be made. If you keep the faith, the next opportunity is always on the horizon, and for us that opportunity was in new states!

Stay tuned: As we celebrate our company's 40th Anniversary in 2019, I will continue to share more about how we are wired, the incredible POWER in that understanding, and growing to be your BEST SELF in business and in life!

“Are you operating as your BEST SELF? How can we help you be your BEST SELF? Call me. In 10 minutes after taking the CORE, I can begin to help you understand how...”



Best Regards,

Kathy Hartung, CEO

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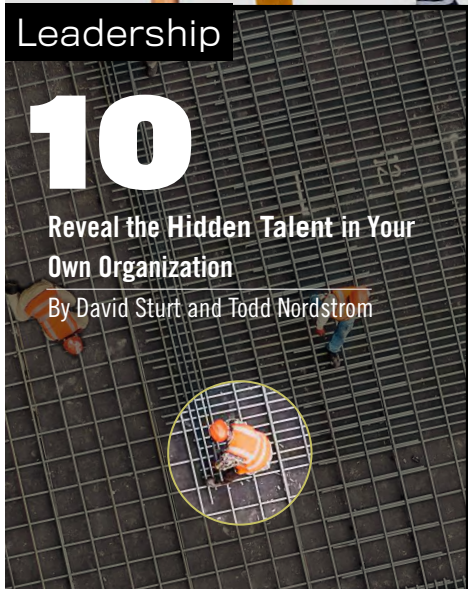


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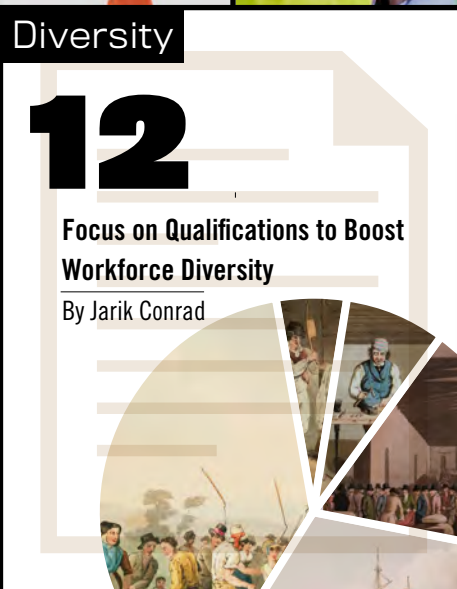


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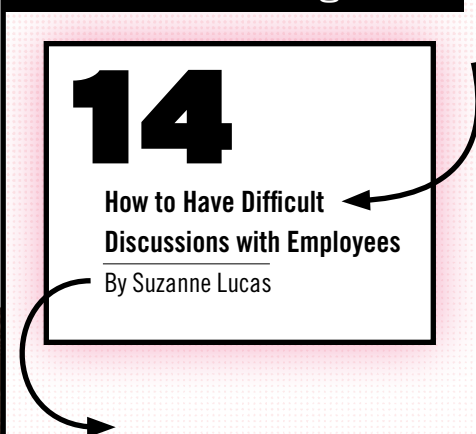


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Three Mega-Trends in 2019

BY CECILE ALPER-LEROUX





As the seasons change, it's time to think about what major economic, sociological, technological, and cultural issues will affect leaders, employees, and HR professionals in the coming year. Trends pose problems that require innovative solutions, and a close exploration of those solutions can reveal emerging patterns. Artificial intelligence, hyperpersonalization and its necessity in leadership, and the humanization of work through breakthrough diversity and inclusion initiatives were some of the dominant trends in 2018. In 2019 technological, economic, and sociocultural factors will converge to give rise to three mega-trends in particular that, though not brand-new concepts, will achieve critical urgency in the coming year.

WELL-BEING AT WORK

With today's dizzying pace of change and the mind-blowing exponential growth of data and technology showing no signs of letting up, new levels of overload are directly affecting employees' emotional, social, and physical well-being at work. Organizations will struggle to help their employees both cope with the stress associated with that overload and learn to thrive in such environments. In addition to implementing wellness programs, organizations will have to explore creative new workspace concepts, design work with overall employee well-being in mind, and offer transformative technologies to help monitor and change employee behavior. In addition, inclusion and belonging will become even more relevant to business success.

PREPARING PEOPLE FOR THE FUTURE OF WORK

Most conversations about the Fourth Industrial Revolution focus on the job loss resulting from its primary drivers: artificial intelligence and automation. The future workforce will be a blended one in which humans and machines work side by side. By not systematically reskilling and upskilling employees, HR and business leaders have done little to prepare people for the future of work. Leaving the

future to chance is unwise, yet that is precisely what many organizations are doing by making employees entirely responsible for their own reskilling. To date there's been more talk than action about this upcoming shift—and action is needed to prevent the global skills crisis that will result if the workplace isn't ready for the change.

Employees' voices must be heard throughout this daunting learning process, and all employees should (with guidance and support from their employers) help define their own development paths. The first step is to develop a new hierarchy of needs for employees. Understanding employees' motivations and dreams and actively including them in their future performance development can help drive better performance for organizations.

CREATING THE CONNECTED, COLLABORATIVE ENTERPRISE

The third mega-trend that will shape workplaces and workforces in 2019 is the Internet of Things, the network of mobile devices and other electronics that collect data and share it with each other. In the personal sphere, it manifests in devices such as smart lights, thermostats, and connected kitchens. In the workplace, the Internet of Things brings new opportunities to create highly connected and collaborative enterprises.

Smart work applications might recognize and record praise, for example, and smart meeting spaces and wearable devices might pick up on stress and stressors. By elevating the traditional employee and manager self-service models to completely new levels, the digital employee experience can be transformed into an insightful and interactive employee experience.

With data democratization that both fosters higher levels of trust between employees and employers and enables people to make better and smarter decisions for the enterprise and for themselves, organizational outcomes will improve. In developing tools for capturing new kinds of interaction data and for observing the flow of information that moves between and within the connected and collaborative enterprise in the era of boundary-less organizations, companies must also consider ethical uses of those tools. It will be crucial to ensure respect for how people work and honor their private data while helping them thrive.

Although these mega-trends are not new to the world of work and HR, they have certainly not been adequately addressed. Careful attention to these issues can help employees maximize their contributions to their organizations while achieving more meaningful levels of professional and personal growth and success. For the sake of both organizations and employees, 2019 must be a year of change for all.

Cecile Alper-Leroux is Ultimate Software's vice president of innovation. With more than 20 years' experience in both national and global markets, she is an internationally sought-out speaker, thought leader, and visionary on human capital management trends, hot topics, and global strategies. She can be reached at cecile_leroux@ultimatesoftware.com.

High first-year attrition rates can be very costly for companies. Staffing industry research indicates that making a single hire can take an average of 27 business days and cost an organization about \$4,000!¹ There are other, hidden costs as well, such as the lost productivity of an open position and the expense of training new employees. With all of these costs in mind, hiring managers should look for new ways to promote candidate engagement and hire for the long term.

ASK CANDIDATES WHY THEY WANT TO WORK FOR THE ORGANIZATION

One way a company can ensure that it hires the right people is to find individuals whose values match those of the organization. During the prescreening and interview phases of the hiring process, for example, hiring managers should tailor questions to assess the cultural fit of each person. Asking candidates why they chose one particular organization over others is a quick way to judge alignment.

This advice assumes, however, that an organization's values are easily understood and transparent. If a hiring manager has trouble assessing cultural fit, the fault may lie not with the candidates but rather with the company's promotional materials. Does the organization's branding immediately convey its top values? If those values seem vague and undefined, refreshing job descriptions to include wording that makes the organization's key values apparent may increase the likelihood of finding candidates who will fit into existing teams there.

SUSTAINABLE HIRING:

HOW TO

BY ALLIE KELLY



HIRE FOR POTENTIAL, NOT FOR EXPERIENCE

Because in a tight job market few highly experienced workers are looking for jobs, companies need to look for attributes other than prior work experience. One recruitment expert urges organizations to look carefully at the five qualities that are "hallmarks of potential": motivation, curiosity, insight, engagement, and determination.¹ After the initial screening process, hiring managers can measure these qualities by asking candidates relevant questions about their previous experiences outside the workplace. If present, the "hallmarks of potential" will show themselves even in a candidate's personal life. For example, candidates who have continued their education beyond their formal schooling demonstrate curiosity and willingness to learn new systems and processes. Likewise, candidates who are involved in community or volunteer opportunities show an ability to work as members of a team.

STREAMLINE THE HIRING PROCESS

With competition for talent fiercer than ever before, hiring managers need to be strategic in their approach to candidate experience. Because a cumbersome, time-consuming application process can leave candidates feeling frustrated, investing in integrated hiring technologies not only improves hiring metrics, but also makes the process more enjoyable for candidates.

After the application phase, it's important to maintain clear and open lines of communication. There are a number of new and emerging technology solutions that are helpful in this area. For example:

By automating follow-ups, AI-powered recruitment tools ensure consistent, timely, and accurate communication. This keeps the interview process running efficiently, ultimately reducing time-in-pipeline by up to 78 percent and reducing time-to-hire by 51 percent.³

Through the use of these and other innovative solutions, recruiters can become more productive and efficient.

All companies want to fill their open positions. But though a simple "bodies in seats" approach brings in new hires, it doesn't necessarily bring in the *right* hires. Organizations that want long-term success in their hiring need to prioritize sustainability and innovation in their recruitment and hiring practices.

Allie Kelly is the vice president of marketing at JazzHR (www.jazzhr.com), where they're on a mission to make recruiting and hiring easy, effective, and scalable no matter what growth looks like at your company. The Jazz Performer Platform doesn't just help your company grow, it can help your recruiting process grow up, putting you on the path to hiring "Performers Only."

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**TEAMS
FOR THE
LONG TERM**



SAFETY COMMITTEES **AND** Insurance Premiums

BY LANCASTER SAFETY CONSULTING INC.



It's no secret that workers' compensation premiums have skyrocketed to their highest rates ever. At the same time, however, injury rates have fallen to their lowest numbers on record. How does that even make sense?

Rate increases are due mainly to the rising costs in health care. They are also reflected in the record profits that insurance companies are reporting. The best way for a company to contain these premium hikes to reasonable levels is to prevent costly injuries. (Sprain and strain injuries alone, for example, make up around 40 percent of lost workday injuries and direct medical costs.) As OSHA points out, "Employers that invest in workplace safety and health can expect to reduce fatalities, injuries, and illnesses."¹

A company's experience modification rating (EMR) has a strong, direct impact on a business's insurance premiums. Insurance companies use EMR to gauge both the past cost of injuries and future risk levels. Many owners also require companies to possess an EMR below the national average of one in order to submit bids. Therefore injuries can not only cause a company's insurance rates to rise, but may also lead it to lose clients and business. Many states offer insurance premium discounts to organizations that implement certain programs—including certified safety committees.

AN EFFECTIVE SAFETY COMMITTEE

A safety committee should include both employees and management, and "key participants should be the safety manager, HR staff, representatives from senior management, key supervisors, and select junior leaders."² With the goal of creating opportunities for overall improvement, the committee should promote group discussion about incidents, near-misses, corrective action recommendations, and prevention of recurrence. OSHA strongly encourages (but does not require) every employer to have a safety committee.

Adequate training and education are essential to the success of a safety committee. Its members should have sufficient training in OSHA regulations and injury prevention so they can effectively identify and correct issues. Employees have a legal right to a safe and healthy workplace, and participation on safety committees gives them an opportunity to share the responsibility for maintaining such an environment.

Here are some of the hallmarks of effective safety committees:

- Regular communication between the committee and management ensures that problems discussed in the meetings are corrected quickly and effectively. The committee functions as a communication link among employees, the safety department, and management.

- Meetings are held regularly to ensure increased employee attendance, participation, and preparation for discussion. The committee creates an agenda, records meeting minutes, and encourages employees to set goals and objectives. Meetings stay on topic and do not address issues that aren't relevant to safety and health.
- The committee sets reasonable time frames for the completion of goals and tasks set at meetings.
- Management supports the committee and provides direction, coaching, and training as the committee proceeds in its efforts. Employees should be confident that management is dedicated and passionate about the safety committee's mission.
- Management monitors and measures the progress of the committee and recognizes its accomplishments.

THE IMPACT ON INSURANCE PREMIUMS

Workers' compensation premium savings vary by state and insurance provider. Some states provide discounts to companies that follow certain practices, such as implementing various safety programs, maintaining a superior safety record or a drug-free workplace, or establishing a certified safety committee. An organization should ask its insurance provider or state workers' compensation bureau about the types of discounts available in its state.

It's a safe bet to conclude that establishing an effective safety committee and investing in safety and health as a whole will result in cost savings in a variety of areas. Lowering workers' compensation costs and medical expenses, avoiding OSHA penalties, and reducing costs to train replacement employees and conduct accident investigations go hand in hand with investing in safety and health. In addition, employers often find that changes made to improve workplace safety and health can result in significant improvements to their organizations' productivity and financial performance.

Lancaster Safety Consulting Inc. (LSCI) provides occupational safety and health management services nationwide. Visit them online at lancastersafety.com or call 888-403-6026.

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Reveal the

Hidden Talent



in Your Own Organization

BY DAVID STURT AND TODD NORDSTROM

It's here, it's real, and it's simultaneously stressful and awesome. The current talent shortage is great for employees and job seekers, but it's also creating intense competition as companies try both to hire more employees and to onboard new staff properly. "It's great to be hiring," Allison Davidson, an HR manager, told us in a recent conversation. "But I'm a little worried that we're losing focus on whether or not our new people are good fits for our culture."

Many leaders have expressed this concern—and for good reason: numerous studies have shown significant turnover rates within the first 90 days of employment (and those already high rates can increase dramatically during a talent shortage, when companies are actively recruiting each others' employees). Those aren't easy numbers

for any organization to digest when it's just spent time, money, and energy trying to hire only the best.

Organizations that struggle to improve their onboarding and retention of new employees often overlook one particular pool of candidates: those who are already inside those companies. Through inboarding, companies can help existing employees improve the knowledge, skills, behaviors, and attitude they need to grow within their own organizations. More than just "hiring from within," inboarding empowers employees to discover new paths and opportunities within their organizations and resocializes them (many of whom might be longstanding employees) to the current and emerging cultures of their companies.

Jamie Schneiderman, CEO and founder of Career Spark (a company that matches people to jobs), recently explained to us that when his clients take a close look at their current employees when trying to fill openings, "they almost feel as though they've struck gold, because they realize that the people they like and trust—and who already fit into the culture—would exhibit superior performance in a different role." He continued:

Companies typically hire people to fill a specific need. But then sometimes they forget about what that person could do by either expanding the job description or moving them into a different role completely. We shouldn't be so focused on what people have done in the past or what they do for us today.



Instead, leaders should focus on potential—on what people could bring to their teams if they were given the chance—particularly during talent shortages. “Think about how your current employees feel when you’re out hiring all kinds of new people and they’ve committed themselves to your company for 5, 10, or even 15 years,” Schneiderman pointed out. “If they see a perfect role open up and they get looked over for the position, they’re not going to be happy.”

Leaders who are currently looking to hire new talent should consider these points before they start making the big offers:

- **Are the organization’s current employees in the right roles?**

This is a big question, and answering it can be a big undertaking—but one well worth the effort. “If you’ve got people in the wrong roles, and don’t change it, you’ll never reach your potential,” Schneiderman explained. “The wrong roles can be extremely costly.”

- **Does the company have a good inboarding plan?** Remember, inboarding is more than just hiring from within or reassigning employees—it also involves reintroducing them to purpose and to the organization’s current (and emerging) culture. A leader’s job is to help his or her employees become the best they can be, and good leaders consistently look for growth and development opportunities for their current people.

- **Does the organization have a good onboarding plan?** Onboarding is more than just showing people where the breakroom is and wishing them luck. Taking the time to develop a solid onboarding program can yield great dividends.
- **Is the company keeping its best employees?** It’s one thing for a company to be looking for new talent because it’s growing, and another to be looking because its people are leaving for other opportunities. Find out why they are leaving (compensation, benefits, cultural fit, recognition, etc.) and do everything possible to hold on to the best.

With changes in the job market come changes in how leaders need to view recruiting, hiring, and retaining employees. Hiring new people might seem exciting (especially when it’s part of a team or company’s growth). But leaders shouldn’t forget that the gold they seek might already be directly under their feet.

David Sturt is the executive vice president of marketing and development at the O.C. Tanner Institute and the author of *Great Work: How to Make a Difference People Love*. Todd Nordstrom is the director of institute content at the O.C. Tanner Institute. Throughout his career he has been a driving force and voice of business publishing and management sciences, reaching millions of readers in print and online.

Focus on Qualifications to Boost Workforce Diversity

BY JARIK CONRAD



Workforce diversity continues to elude corporate America. Finding qualified, diverse talent and warding off claims of reverse discrimination are two of the challenges that plague hiring officials the most. The result of poor selection processes has been catastrophic for women and people of color, groups that generally see higher unemployment rates and lower wages than their male and white counterparts with the same level of education.^{1,2} These challenges can be overcome, but only through a more sophisticated understanding of the benefits of workforce diversity. Specifically, HR departments and hiring professionals need to better define what it means to be “qualified.”

Poorly examined hiring practices can present obstacles to efforts to increase diversity. At a very basic level, hiring managers need to be realistic, honest, and clear about the requirements of their open positions. When qualifications for a job include “must be able to lift 30 pounds,” for example, does the ability to lift 50 pounds make a candidate more qualified for a position than a candidate who can lift only 35 pounds? And what if the employee will never be required to lift more than 30 pounds? Similarly, is a candidate who speaks three languages more qualified than one who speaks two languages as specified in the job listing? Doesn’t qualification depend on the likelihood that an employee will need to speak three languages? More is not better if those additional skills won’t be used on the job. But the reality is that companies often hire for “more is better”—a practice that can exclude underrepresented groups and perpetuate sameness.

Beyond those basic types of requirements, hiring managers also need to think more about whole clusters of skills and competencies that separate high performers from average performers. Most interviews fail to assess those skills in a meaningful way. Resilience, determination, political savvy, flexibility, influence, independence, empathy, and self-awareness are discussed at a cursory level—if at all—as candidates pass through the hiring process.

To bring in higher-quality hires and simultaneously move the needle on organizational diversity, companies must ask different questions to get a better gauge of a candidate’s skills and competencies in these areas. For example, workplace overload is a serious and growing problem in many organizations, so rather than asking candidates if they manage stress well, hiring managers should ask them to describe specific instances in which they felt overloaded and how they responded to them. To understand how determined candidates are, ask them to talk about times when they succeeded even though all the odds were against them. Regardless of their backgrounds, ask candidates what separates them most from the people around them.

The point is this: don’t ask candidates about what they *would* do. Instead, ask them about *what they have done* (and why they did it). When they share stories that demonstrate resilience, determination, etc., they provide evidence that they are capable of performing better than others. Companies post their corporate values but do little to assess whether a candidate’s demonstrated values are aligned with those corporate values. They routinely evaluate candidates on technical skills that they have already demonstrated. Wouldn’t it be feasible (and helpful) to evaluate them based on professional skills needed to achieve long-term success in the organization?

This approach to hiring offers three distinct advantages:

▷ **THE ORGANIZATION HIRES THE MOST QUALIFIED PERSON FOR THE JOB.**

The ability to manage multiple priorities with little direction, deal with rejection, and overcome the stress associated with overload and unrealistic timelines matters as much as (or more than) technical abilities. Yet these skills and competencies usually take a back seat in the selection process. Is someone who has great technical skills—but struggles with these professional skills—really qualified?

▷ **THE ORGANIZATION LIKELY INCREASES ITS WORKFORCE DIVERSITY.**

A huge benefit to rethinking and redefining what “qualified” means is that a company is likely to increase its workforce diversity organically, rather than through a targeted strategy that angers and alienates some people. First-generation college

students, people returning to the workforce after raising kids, people who have experienced and rebounded from trauma, and people from challenged backgrounds, for example, all have creativity, determination, and problem-solving in abundance. Certainly, they must meet at least the minimum technical requirements of the jobs to which they are applying. But some of them are being passed over today in favor of others who may not have the necessary professional qualifications but have marginally better technical skills.

▷ **THE ORGANIZATION AVOIDS CLAIMS OF REVERSE DISCRIMINATION.**

When a company’s definition of qualifications goes beyond how people look or what groups they belong to, if minimum technical requirements are met the organization can’t be accused of lowering standards just to hire diverse candidates. Moreover, the diverse candidate may not always be the most qualified candidate under this broad new definition. Would an African-American man born with a silver spoon in his mouth be a more qualified candidate than a white man raised in poverty? Would a woman whose mother is a corporate executive be a better candidate than a man whose parents are unemployed? It’s impossible to fully determine someone’s qualifications without asking the right questions and discovering how life experiences have prepared him or her to demonstrate the skills and competencies that are important for a specific position or company.

Organizations say the right things about why diversity is important: a diverse workplace brings more creativity, greater innovation, and better problem-solving to the table as a result of having unique perspectives on teams. Current selection processes, however, do not guarantee that companies are truly bringing in these perspectives when they hire diverse candidates. Unless an organization prioritizes such perspectives, it may end up hiring a woman whose worldview is more closely aligned with a man’s, or an African American whose worldview has little in common with other African Americans. And when the focus is on diverse perspectives, maybe a male or white candidate with unique life experiences ends up emerging from the selection process as the most qualified candidate.

A NECESSARY CHANGE

If HR professionals and hiring managers hope to have a significant impact on diversity efforts, they will have to think more deeply about selection criteria. Hiring people with great technical skills is only part of the equation. To be qualified for today’s complex, stressful, and demanding workplaces, a broader selection of individuals needs to be included in the conversation from the beginning.

Jarik Conrad is an award-winning author (*The Fragile Mind: How It Has Produced and Unwittingly Perpetuated America’s Tragic Disparities*), entrepreneur, keynote speaker, and executive coach. He is also the senior director of human capital management innovation at Ultimate Software (www.ultimatesoftware.com), where he helps organizations stay abreast of the latest workforce trends and innovative approaches to people management.

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HOW TO HAVE DIFFICULT DISCUSSIONS WITH EMPLOYEES

BY SUZANNE LUCAS

MANY PEOPLE WANT TO MOVE INTO MANAGEMENT ROLES because those positions offer higher pay, more prestige, and the ability to finally do things their own way. But being a manager also means having tough conversations with employees. Managers need to be prepared for difficult talks on topics that can include performance, how a role is evolving, or enforcement of workplace policies.

Employment law attorney and human resources consultant Kate Bischoff has put together a detailed checklist of actions that managers should take before, during, and after one of those tough conversations.¹ To see how her general advice would apply to a specific situation, consider this hypothetical example of a dress code violation.

STEP 1: PLAN

Don't start a conversation about a sensitive topic without planning it first—after all, how can an employee be expected to take the conversation seriously if the manager isn't adequately prepared for it? Prepare not only *what* to say but also *how* to say it. Be sure to review the official company dress code policy beforehand and refer to a printed copy of it during the conversation.

STEP 2: CONSULT

Conversations about dress code violations may seem straightforward, but it's a good idea to run your plan by your boss, peer, or HR department first. It's important to make sure that you're approaching employees for the correct reason and that you have company support. For example, sometimes managers use dress code issues as easy excuses for reprimanding employees who exhibit other problematic behaviors instead of directly addressing those behaviors.

STEP 3: TAKE A BEAT

Never go to an employee in anger. Take the time to contemplate and calm down before beginning a difficult discussion.

STEP 4: SCHEDULE

Stopping someone on the floor for a quick discussion is fine, but it's best to set aside a specific time and place for a tough conversation. This is especially important in workplaces with open floor plans or cubicles that don't allow privacy. Conversations about sensitive or disciplinary issues (such as dress code violations) should be conducted in a private setting.

STEP 5: ANTICIPATE

Consider how the employee will react to the conversation. It's likely that he or she won't be thrilled. Be prepared to react to that response. For instance, having a printed copy on hand of the dress code can make it easier to respond to any claims that you are picking on that particular employee or being sexist.

STEP 6: PREPARE FOR A SURPRISE

In a conversation about an employee's dress code violations, his or her possible responses could include "You're right, this *is* inappropriate," "I don't quite understand what the problem is," or "This used to belong to my mother, who died when I was 12, and wearing this helps me feel close to her. I can't believe you'd insult my dead mother!" It's impossible to anticipate *everything* that will come out of an employee's mouth. But to increase your odds of having an appropriate response ready, work through several possible scenarios ahead of time.

STEP 7: DOCUMENT

After the conversation, write up detailed notes of the meeting and e-mail them to the employee. "The employee does not have to sign off on the documentation," Bischoff points out, "but should know of the document's existence."² Keep a copy of the notes in the employee's file so that if a follow-up conversation is ever needed you can easily remember which ground was already covered.

These steps provide a useful blueprint for any difficult discussion in the workplace (not just the ones about dress codes). Adopting these steps for every tough conversation can increase the likelihood of positive, effective correction. ■

Suzanne Lucas spent 10 years in corporate HR, where she hired, fired, managed the numbers, and double-checked with the lawyers. She now focuses on helping people managers manage better and helping employees understand how to navigate the world of work. She can be reached at EvilHRLady@gmail.com.

This article (based on an article published by Kate Bischoff on her company's website, thrivelawconsulting.com) originally appeared on ReWork, an online magazine sponsored by Cornerstone OnDemand featuring news and ideas on the future of work. Visit ReWork at www.cornerstoneondemand.com/rework.

1. Kate Bischoff. 2018. "Tough Conversations." June 27, thrivelawconsulting.com/2018/06/28/tough-conversations/.
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THE RESOURCE

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I NEED TO **HIRE**



Since 1979, The Resource has helped job seekers and businesses solve their toughest employment challenges. We're a trusted leader in hiring solutions, with 6 offices located in North Carolina. Our passion is to serve others and our community, through finding people jobs, and coaching them to be the best they can be in their career choice. Our solutions are sound, and our approach is dynamic – offering employers far more than standard service expectations, which is a critical step in creating dynamic teams, cultivating leaders, and transforming your business. It is our goal to build opportunities for our people and clients as we continue pushing forward and to have fun while doing it!

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