

THE RESOURCE



Labor & Industrial **INSIGHTS** magazine

VOL. VII, ISSUE IV

SUCCESS IS ACHIEVED BY
DEVELOPING OUR STRENGTHS, NOT
BY ELIMINATING OUR WEAKNESSES.

Marilyn vos Savant

INSIDE

Employee Disengagement
and Safety Goals

New Manager Training:
How to Have Difficult Conversations

How Different Generations
Want to Be Recognized

AND MORE...

The Current Labor Crisis: A Perfect Storm

Government assistance and incentives, as well as challenges stemming from COVID-19 have resulted in a **limited supply of people that are looking for jobs**. At the same time, many employers are **desperate to hire new talent** to meet business demands.

We're living through this **PERFECT STORM** of Unemployment Benefits, Tax Returns, Stimulus Checks, Child Tax Credit - all of this making it difficult to attract and retain candidates. The financial impact of these factors has the potential to reach total weekly payments of \$882 - which equates to roughly **\$22.05 per hour - to stay home! CHA-CHING!**

There are other factors also influencing the current labor crisis, including an abundance of employment opportunities for candidates, COVID-related issues (fear, childcare, etc.), as well as that pay rates are essentially a moving target. *What's competitive now soon won't be any longer.*

The Bottom Line: An extremely challenging environment to recruit and retain employees!

So, what are we doing about it inside our organizations?

Another Big Question: What are we doing to take care of our existing employees?...

Grade your organization on the Pillars below. How well are you doing in each area, and where could you improve?

Pillars of a Positive Work Culture:

- **Good Managers Who Care**
- **Personal & Professional Growth**
- **Flexibility & Wellbeing**
- **Recognition and Appreciation**
- **Employee Empowerment**
- **Teamwork**
- **Purpose**
- **Communication and Regular Feedback**

Here are some steps to consider implementing in your organization to weather the storm, and hopefully position you to come out stronger on the other side:

RECRUITING - Consider relaxing drug/background/COVID testing requirements. **CULTURE** - Gather information on employee perceptions/pain points, and create an action plan. Consider Leadership Development & Coaching opportunities.

ONBOARDING - Evaluate and enhance your onboarding and training programs by gathering feedback. **WAGES & BENEFITS** - Review your wages and benefits package to ensure they're competitive, and make adjustments where needed.

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“WHAT IF this situation doesn't get better in 3...6...9...12 Months? What will you do to weather the storm?”



Best Regards,

A handwritten signature in black ink that reads "Kathy Hartung". The signature is fluid and cursive.

Kathy Hartung, CEO

Labor & Industrial **INSIGHTS**[®] magazine

ENGAGEMENT

4

Employee Disengagement and Safety Goals

By Kevin Burns

RECRUITING

6

How to Attract (and Not Repel) Talent

By Brian Formato

LEADERSHIP

8

Help Workers Get What They Need

By John Crossan

LEADERSHIP

10

Beyond Donation Matching: 8 New Ways to Give Back

By Claire Hastwell

RECOGNITION

12

How Different Generations Want to Be Recognized at Work

By Katerina Mery

LEADERSHIP

14

New Manager Training: How to Have Difficult Conversations

By Jessica Miller-Merrell



Labor & Industrial **INSIGHTS**

PUBLISHER & EDITORIAL DIRECTORS

Mamu Media

EDITOR IN CHIEF
Mike McKerns

MANAGING EDITOR
Marsha Brofka-Berends

CONTRIBUTING WRITERS

Kevin Burns

John Crossan

Brian Formato

Claire Hastwell

Katerina Mery

Jessica Miller-Merrell

DESIGN
Matt Coleman

Employee Disengagement and Safety Goals

BY KEVIN BURNS

When it comes to safety, managers sometimes wrongly assume that employees are slipping into complacency when what those employees are actually experiencing is disengagement. In 2020, Gallup polling showed that 62 percent of U.S. workers were not engaged in their work—an improvement of only 12 points since 2000. Clearly, disengagement is a problem. For some reason, though, companies expect their employees to be actively engaged in safety while doing work that they are not actively engaged in.



Employees are disengaged from company goals.

Research by a team at Franklin Covey revealed the stunning extent of employee disengagement: only 15 percent of the employee respondents in one international survey “could name even one of the top three goals their leaders had identified.” Furthermore:

Even those people who knew the goal lacked commitment to achieving it. Only 51 percent could say that they were passionate about the team’s goal, leaving almost half the team simply going through the motions. . . . A staggering 81 percent of the people surveyed said they were not held accountable for regular progress on the organization’s goals. And the goals were not translated into specific actions—87 percent had no clear idea what they should be doing to achieve the goal.

When employees can’t articulate the organization’s goals and don’t feel that they align with those goals, when they don’t think they’re being held accountable to achieve the goals, and when they don’t know what they’re supposed to do to help the company achieve the goals, that’s not complacency. That is a disconnect between articulating the company’s goals and getting employee buy-in for those goals.

Disengagement is not the same as complacency.

Employees who are disengaged from their work cannot be accused of being complacent. In order for employees to become complacent, they would need to have been already engaged with safely doing their work right up to the point where they allowed their performance to slide. Employees who have a history of being engaged in their work don’t just suddenly stop being engaged (at least not long enough for them to be considered complacent).

For complacency about safety to be present, an organization must already have a consistently high performance in safety. Its people must have the skills, leadership, communication ability, coaching, and motivation to want to perform at the top in safety. When all of those factors are in place and employees start to become comfortable with their consistent high performance, only then can a slide in performance be considered complacency.

Take action to overcome “the 87 percent problem.”

When the vast majority of employees lack a “clear idea what they should be doing to achieve the goal,” that’s a communication and messaging problem. Because the

communication is not clear, supervisors are unsure of how to support the message in the field—and without strong direction, employees will feel aimless. Without improved employee engagement and buy-in, a company can’t get high achievement or high safety performance from its employees. Three critical steps can help ensure that the organization’s safety program is understood and well executed.

STEP 1 CLARIFY THE MESSAGE.

If employees don’t know the company’s goals and how to help the company achieve them, communication needs to be clearer. Figure out exactly what employees need to do to help the organization achieve its safety goals. Have those goals been spelled out clearly to employees? Will all employees be able to recall the goals (and their roles in fulfilling them) at a moment’s notice? Present the information in a short and simple message that is easier to understand (and much easier to remember) than a long, complex statement.

STEP 2 BUILD SUPERVISOR SUPPORT.

Supervisors are the first line of response when employees have a question or need help understanding their work. That means they bear the lion’s share of responsibility in clarifying expectations, setting standards, ensuring that processes and procedures are followed, and coaching each employee to improved performance. Supervisors should be committed to the goals of the company without reservation and clear on their role in accomplishing the goals. Companies should give their supervisors the tools and support they need to execute those responsibilities.

STEP 3 GET EMPLOYEE BUY-IN.

The largest number of employees are at the front line, where most activity takes place—and where the greatest potential for safety incidents lies. Therefore it is essential that a company’s front-line employees buy into the company’s safety goals. This buy-in is achievable only when the safety messaging is clear and the goals are fully supported by the supervisors.

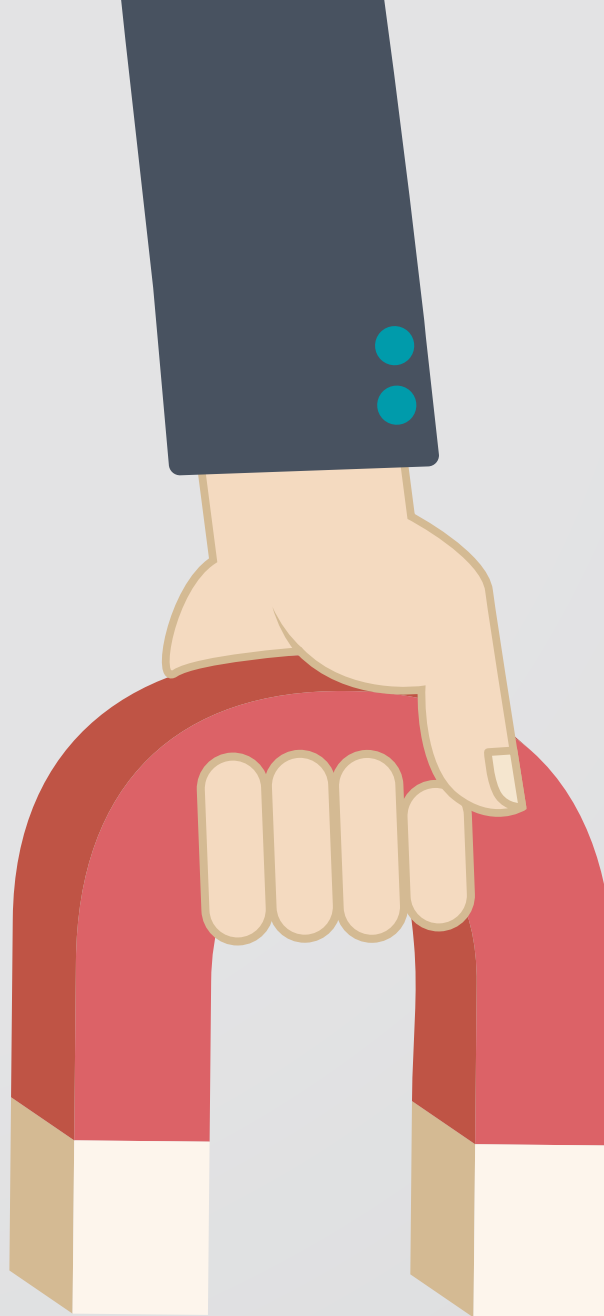
Safety is a paramount concern for any organization. For that reason, it’s key to understand how it might decrease under certain conditions—such as when employees are disengaged from safety goals because they don’t understand and embrace them. By making sure that employees and supervisors are clear on what the goals are and have the support they need to achieve them, organizations can keep safety front and center. ■

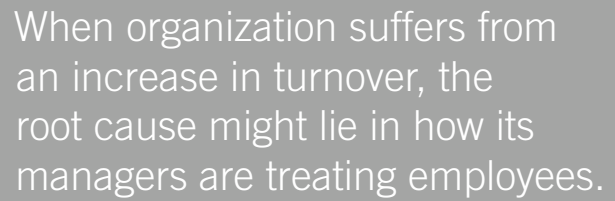
Kevin Burns is the president and CEO of KevBurns Learning, where he works with smart, caring companies to energize safety culture, build teamwork, and get employee buy-in. He is the author of PeopleWork: The Human Touch in Workplace Safety and can be reached at kevin@kevburns.com.

How to Attract (and Not Repel) Talent

BY BRIAN FORMATO

In 2016, Harvard Business Review published an article that listed the usual reasons why people quit their jobs: “because they don’t like their boss, don’t see opportunities for promotion or growth, or are offered a better gig (and often higher pay).”¹ It also highlighted one somewhat surprising reason: because of “their sense of how they’re doing compared with other people in their peer group, or with where they thought they would be at a certain point in life.” Humans are competitive by nature, and the drive to “keep up with the Joneses” lies behind this reason for quitting jobs.





When organization suffers from an increase in turnover, the root cause might lie in how its managers are treating employees.

A more recent article published on the Harvard Business Review website highlighted three things managers can do to help people want to stay in their jobs: “enable them to do work they enjoy, help them play to their strengths, and carve a path for career development that accommodates personal priorities.”² All of these interests are very closely linked to employee engagement.

When an organization focuses purely on retention, it can achieve that by overpaying and asking very little of its employees. In that situation, though, employees will be compelled to stay for all the wrong reasons. Many large organizations take this approach because they are assessing metrics incorrectly. Some turnover is, in fact, good. The hungriest and best employees do tend to move around and change jobs, both within and between organizations.

That insatiable thirst for growth and new challenges motivates the best employees. To harness that power, organizations must focus not on retention but on engagement, which exists when an employee’s thirst for growth is fulfilled. Companies can drive engagement by providing new and interesting work and by challenging employees, teaching them new skills, and supporting them in their quest to grow.

Having the right talent philosophy is key to attracting and engaging the right employees. As organizations work to set their cultures, core values, and talent strategies, it can be useful for them to think of their managers as magnets. Most people think that a magnet attracts other metal objects, but, depending on its polarity, it can also repel metal objects.

Employee engagement starts with the boss. Many organizations have a mix of managers: some attract talent, and others repel talent. Bosses clearly play a key role in shaping an organization’s workforce.

One size does not fit all, so it is critical that managers actively engage their direct reports individually and hold development dialogues with them.

It is also important for organizations to conduct pulse checks with employees to measure their engagement. This can be done formally via surveys and more informally through manager-led conversations. It is important that the organization is measuring the right things and not make the common mistake of confusing employee satisfaction (what someone gets from their employer: salary, work conditions, benefits, etc.) with employee engagement (what someone is willing to give to their organization). Engagement is the discretionary effort—the willingness to work extra time, to go above and beyond, to help others, and to be an ambassador for the company. Employees who are engaged at work are far less likely to entertain calls from headhunters and recruiters. They are content where they are and seek opportunities to make a difference in their current companies.

When an organization suffers from an increase in turnover, the root cause might lie in how its managers are treating employees. By listening more closely to employees’ needs and concerns, managers can drive engagement and, in turn, improve retention. ■

Brian Formato is the founder of Groove Management, a leadership development and executive coaching firm; and the creator of LeaderSurf, an adventurous development program for business leaders of all backgrounds, industries, and corners of the world who want to break old habits and create lasting change. He can be reached at bformato@groovemanagement.com.

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Help Workers Get



YOU CAN'T ALWAYS GET WHAT YOU WANT.
BUT IF YOU TRY SOMETIMES,
YOU JUST MIGHT FIND
YOU GET WHAT YOU NEED.

—*The Rolling Stones*



So many times in problem solving, the really smart, expert people come up with an analysis that everyone truly believes is the right answer—and really wants to work. But when it's time to implement the solution, they run into "You know, it just didn't work" or "It just didn't last" or "Nobody would buy into it."

Most people tend to get hung up on what they want rather than what they need. They fall in love with their elegant solutions and want them to work. (For example, engineers usually focus on the technical solution: "We've found the perfect solution, so let's not waste any time getting it in place. Forget all of that soft-skills stuff—just make people do it now.") For others, their primary frustration lies in the time spent hunting down and eliminating

the elusive "single root cause" instead of simply implementing some of the many solutions to various, fairly obvious contributing causes whose resolution would make things better quickly. This isn't saying that structured analysis isn't necessary, but rather that it's not the biggest part of fixing or improving. Unfortunately, because problem solvers tend to address fundamental issues, too many of the "best" solutions become larger, which usually means they are expensive and time consuming. That can lead to more frustration, because managers will usually push back at doing anything expensive.

For example, one plant had a problem that was constantly aggravating personnel (as well as affecting productivity and quality), so they came up with a fix that would cost about \$2,000. At the same time, though, in the works was a much more extensive engineering project (with a price tag of \$80,000). Because the larger project would have also taken care

What They Need

BY JOHN CROSSAN



of that problem, management was reluctant to spend the \$2,000 for the immediate, small fix.

Unfortunately, after a number of months of management pushing back, the \$80,000 project was abandoned, and the \$2,000 project had been forgotten. Months of productivity and an opportunity to build some ownership were lost. The personnel had developed a solution and would have made it work, but instead, they were stuck with ongoing frustration about the needless waste and about being ignored. Of course, management again paid the price of being tagged as "too cheap to do the right thing."

The thing that managers need to "try sometimes" in order to find a way to "what you need" is to listen to people, to give them opportunities to make changes, and to help them (rather than just tell them what to do). Workers really know a lot about what their workplace issues are and about

how to deal with them. Rather than push them aside so "the experts" can deal with a problem, ask the employees themselves about it and give them an opportunity to resolve it.

Implement a process that uses communication to build ownership. Leaders can't expect this communication to happen on its own periodically when time permits; they must deliberately plan and engage in an everyday, structured routine that persists indefinitely. Through this process, issues and improvements are identified and discussed, and actions (including communication and any necessary follow-up) are developed.

The daily, small-unit, shift-exchange meetings are one ideal situation for these interactions. Although personnel know what they need, they usually require some help articulating those needs and are typically receptive to genuine attempts to assist them. Therefore these conversations should also involve managers, maintenance

personnel, engineers, and others who can help personnel find their way to the right answers.

Some people see change management as simply convincing others to do things that, for various reasons, they don't seem to want to do. Ultimately, though, the goal should not be to get people to do things that they don't want to do but to help them get to what they need to do. The right approach will achieve that aim and help them develop their potential. ■

Currently working as a consultant, John Crossan spent over three decades with the Clorox Company, where he focused on improving operations by fostering the installation and ongoing implementation of basic manufacturing and maintenance procedural mechanisms across 30 varied plants in the USA and Canada. He can be reached via john@johncrossan.com or www.johncrossan.com.

BEYOND DONATION MATCHING: 8 NEW WAYS TO GIVE BACK

BY CLAIRE HASTWELL

Great workplaces know that giving back to the community boosts employee morale and fosters pride within the company. Employees value corporate social responsibility because it gives their jobs special meaning; when employees can connect their work to what is happening outside in the broader community, they feel an increased sense of purpose at work. Generous community giving has consistently ranked as one of the biggest drivers of better employee experience.

Many companies contribute to their communities by giving employees generous allotments of paid time off for volunteering, matching their employees' charitable donations, and building a philosophy of corporate social responsibility into the very fabric of their businesses. Organizations that are looking for new ways to support their local communities should take inspiration from the giving practices of some of the companies on the most recent edition of the Fortune 100 Best Companies to Work For list.



Get creative with donations.

In addition to financial donations, many companies give back in ways that are unique to their business model. During the COVID-19 pandemic, some businesses used their own products and services to support their communities. For example, both Hyatt and Hilton offered complimentary hotel rooms to first responders. Cisco donated its unused videoconferencing equipment to medical providers, Baptist Health South Florida offered free virtual health classes to the public, and Publix donated surplus deli chicken to community food banks.



Make it easy for employees to volunteer their time.

Many companies provide employees with a yearly allowance of paid time off for working with local charities. Organizing volunteering as a team is another option. For example, Allianz Life Insurance employees delivered Second Harvest produce boxes to struggling families, and CarMax employees helped build KABOOM! playgrounds in play deserts. In 2020 Orrick launched a fellowship program that enables its lawyers to devote a year—at full pay—to working full time on issues of civil rights, criminal justice reform, social justice, and economic equity at six different nonprofit organizations.



Match more than just monetary donations.

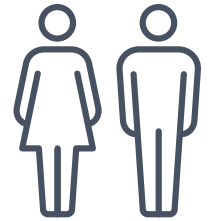
Corporate matching on employee donations is a great way to offer support, but matching doesn't have to be limited to dollar-for-dollar exchanges. If employees aren't in a financial position to donate their own money in exchange for a corporate monetary match, allowing them to donate their time instead is an excellent alternative. For example, American Fidelity Assurance Company gives organizations \$10 for each hour that its employees volunteer there. When one of its employees serves on the board of a nonprofit, the company contributes \$1,000 per year to that organization.





Bring customers on board.

Companies can get their customers involved by asking them to participate in the company’s charitable initiatives. Not only does this increase awareness of the cause, but it also shows customers what the company stands for. For example, an organization can invite its customers to donate their reward points to nonprofit organizations, then convert those points to monetary donations and match them.



Offer mentorship and internship opportunities.

When companies partner with local schools or youth groups to offer education and training programs, employees can feel pride as they mentor someone in need, and mentees can gain unique skills from their mentors’ expertise. For example, Salesforce pairs its employees with small business owners for one-on-one mentorships that support entrepreneurs in areas such as accounting, operations, and marketing. IBM’s P-TECH program is a public-education model that helps high school students from underserved backgrounds gain skills they need for careers in STEM.



Stand up for social justice.

The time when businesses were afraid to wade into social and political conversations has long passed, and now companies are increasingly speaking out against injustices rather than playing it safe. For example, a senior physician at Northwell Health organized a White Coats for Black Lives event in which employees in all of Northwell’s hospitals went outside and took a knee in honor of George Floyd. At Experian, the company’s Asian American employee resource group mobilized to aid owners of Asian restaurants who were being racially targeted, while its African American employee resource group created a guide to teach employees how to be catalysts for change in their communities.



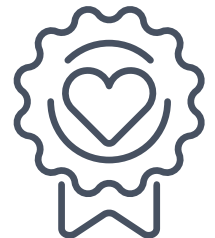
Go green with community initiatives.

Being an eco-conscious company isn’t just good for the environment—it’s also good for employee engagement and retention. (For example, over 70 percent of Millennials who participated in one recent survey indicated that they strongly preferred to “work at a company with a strong environmental agenda.”¹) Green initiatives don’t have to stand alone and can be integrated with other campaigns. For example, in partnership with the Arbor Day Foundation, Atlassian combined an exercise competition with climate activism by planting one tree for every 300 steps taken by employees. L3Harris Technologies employees in Waco, Texas, saw a way to combine Earth Day with COVID-19 relief support by recycling surplus materials to produce cloth face masks for the community.



Create a service award.

Companies can honor employees (or groups of employees) who have made an exceptional difference in the lives of others. This tribute could take a variety of forms, such as a financial incentive, an awards celebration, or a donation in the employees’ names to a community organization. In 2020, O.C. Tanner created its Human Values Gifts, financial contributions to nonprofits or charities that support the BIPOC community. These gifts were donated in the names of employees who bravely shared their own experiences with racism and inclusion at the company’s town hall meeting to address those issues.



With the war for talent showing no signs of ending any time soon, companies must continue to do all they can to attract and retain their best employees. By expanding their community giving programs beyond monetary matching to include adopting new, innovative giving strategies, companies can boost employee morale and loyalty. ■

Claire Hastwell is a senior content marketing manager with Great Place to Work, where she works with data and company culture experts to distill the psychology of high-trust workplaces. She coauthored the “Women in the Workplace” report, and her profiles of Best Workplaces have been featured in Fortune. She can be reached at claire.hastwell@greatplacetowork.com.

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How Different Generations Want to

Today's business leaders have firsthand experience with the distinct sets of values that each generation brings to the workplace. Whereas younger generations often prioritize the holistic employee experience, older generations focus more on "traditional" motivators, such as high paychecks and prestigious titles. In spite of their differences, however, the different generations share one preference that transcends age: a desire for recognition.

Many multigenerational workforces have found success using employee recognition programs to uplift company culture. These tools resonate with employees of all ages because humans are hardwired to feel good when they receive recognition. Employee recognition programs capitalize on this need for praise to boost morale and bring colleagues closer together.

Although people of all ages are generally on board with the concept of recognition, different generations vary when it comes to how they want to be recognized and what rewards they want. Leaders committed to making the workplace an inclusive environment for members of all generations must design recognition programs that are truly meaningful to employees of all backgrounds. Understanding the generational traits and preferences described below can be a useful starting point.

Keep in mind that these are broad descriptions and generalizations. When developing and implementing recognition programs, leaders must remember that they're interacting with individual employees who have their own unique preferences, values, tastes, and expectations. Just because a manager knows what generations their staff belong to doesn't mean that manager knows everything about how those employees want to be recognized.

GENERATION Z

Generation Z is the youngest generation in today's workforce, with its oldest members only just beginning their careers. The members of this generation bring with them an expectation for regular recognition—not because they're entitled, but because it's what they're used to: raised in a world in which they receive likes and comments mere moments after they share new content, this generation expects near-continuous feedback. Therefore the most important thing to keep in mind when recognizing Generation Z at work is simply do it—and do it often.

When it comes to rewards, Generation Z is a lot more practical than one might expect for a cohort so young. Although there is still much to understand about this generation, so far, it's known for prioritizing facts and having a very practical mindset.¹ With a strong moral compass arising from this pragmatic worldview, Generation Z is likely to appreciate rewards that drive progress toward important social causes (such as donations, time off to volunteer, etc.).



MILLENNIALS

As emerging adults, Millennials developed a somewhat negative reputation. Labeled "The Me Me Me Generation,"² this group has been wrongly blamed for ruining the housing market, dinner dates, napkins, and many other aspects of American society.³ In truth, though, they just hold different values from those held by their predecessors. It took a while for the rest of society to understand that, but fortunately that more accurate perception is gaining traction. Like Generation Z, Millennials know the world as a place steeped in technology. Because the members of this generation can seamlessly

integrate new software and platforms into their digital ecosystems, companies should not hesitate to rely on online platforms for recognizing them. Also, like Generation Z, Millennials are accustomed to getting continuous updates from peers via social media and therefore also expect fairly frequent feedback in the workplace. Without such feedback, the members of this sensitive generation may assume that they're doing something wrong; therefore, their managers should not neglect to recognize them.

Millennials are focused on experiences and finding a sense of meaning in life. Experiential rewards might look like concert tickets or travel perks. Rewards that help them feel connected to a larger purpose might take the form of letting them make a donation to a charity of their choosing. One great reward that combines Millennials' two main focuses is VTO (volunteer time off) days, which speaks both to their preference for experiential rewards and to their desire to give back to the world at large.



Be Recognized at Work

GENERATION X

Sometimes described as “the forgotten generation,” Generation X has been stereotyped less—and received less attention—than the generations adjacent to it. That’s not to say this group doesn’t have its fair share of unique traits and preferences, though.



Like anyone, the members of Generation X love receiving recognition. But unlike other generations, this cohort generally prefers to be recognized in private or within small groups. Such aversion to public fanfare is somewhat unsurprising given this generation’s desire for autonomy and independence. Although managers should always check their employees’ comfort levels about receiving public recognition, they should be especially mindful about doing so when working with Generation X.

Generation X places a high value on work-life balance (and in fact pioneered this approach). When rewarding Generation X employees, leaders should look for ways to give them back some personal time (by giving them an extra day off, for example, or options for flexible schedules) or rewards that improve their quality of life outside the office (such as travel perks or subscriptions to meal delivery services). The better this generation does outside of work, the better it will do at work, too.

BABY BOOMERS

Unsurprisingly, Baby Boomers are the most “traditional” of the generations currently in today’s workforce. Sometimes their preferences are directly at odds with those of the generations that followed them, which can lead to friction as they see the workplace evolving away from their familiar values and ideals.



Baby Boomers engaged with technology in the early days of their careers very differently from how other generations did when they started working. When delivered digitally, recognition is still meaningful to Baby Boomers, but to have maximum value to them it should incorporate at least some in-person elements, especially for more momentous occasions. It can be as simple as a lunchtime toast to the employee or as elaborate as an awards ceremony.

Baby Boomers tend to gravitate more toward “traditional” workplace rewards, such as promotions, cushy corner offices, and plaques commemorating their accomplishments. As they near retirement, they’re also increasingly interested in health- and wellness-related perks to help them feel continually supported in taking care of themselves.

Streamlining a Recognition Program

Keeping all of these recommendations in mind might seem overwhelming. With four different generations working side by side, today’s workplace has more age diversity than ever before. And with lifespans lengthening and people staying in the workforce longer, such age diversity will only increase.

The best thing organizations can do is select recognition programs with plenty of room for customization, so they can offer recognition that truly caters to the preferences, needs, and values of all employees. Customized rewards can include personalized recognition events, prize catalogs, and many other forms that recognize workers in thoughtful and inclusive ways. With these tips in mind, leaders should be well equipped to develop recognition programs that truly uplift and unite their multigenerational workforces. As the workplace moves toward more and more age diversity, having this kind of strategy in place will be critical to the long-term success of any organization and its employees. ■

Katerina Mery is a marketing specialist at Fond (www.fond.co), a rewards and recognition company dedicated to building places where employees love to work. She writes about how to leverage recognition programs to drive company success.

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New Manager Training: How to Have Difficult Conversations

BY JESSICA MILLER-MERRELL

A

s companies grow organically, some team members gain more experience and are perceived as natural leaders.

So when a supervisory position opens up, a top-performing employee may seem an obvious match for it. Although career development and growth opportunities can lead to increased retention, team members who want to grow their careers may accept promotions before they are prepared to take on the responsibility of managing a team. When new managers don't receive support from their managers and HR and adequate management training, their companies can see high turnover on teams whose managers feel unprepared to lead them, low retention rates for new managers who are susceptible to burnout, and losses in overall productivity.

Along with taking on the responsibilities of motivating a team, offering feedback, conducting performance reviews, interviewing new candidates, and reporting to their own managers, new managers are also responsible for the quality of the work produced by their teams. This means they sometimes need to have difficult conversations with their team members (sometimes,

depending on the size of the organization and the size of the team, as frequently as every day).

New managers need to understand that such tough conversations are a necessary part of the job. Changing their perception of what a new manager is “supposed” to be can help take the pressure off in these situations: rather than seeing their role as manager and seeing team members as direct reports, new managers can instead see themselves as managing not people but a function (with people as part of that function). In that capacity, the manager's job is to support their team members' growth in their own roles, in part through mentoring and coaching—which include having difficult conversations.

A few guidelines can guide new managers through most difficult conversations:

- Assess the situation and decide whether or not it requires immediate action.
- Be sensitive: choose a private place to have personal conversations.
- Take the group approach: discuss problems and concerns

in group meetings so that no one feels singled out.

- Be helpful: dig deep to determine the cause of the behavior.

Each manager is a unique individual, of course. But all good managers share one important trait: excellent communication skills. Therefore, management training should cover continuous performance management, conflict resolution, leadership, scenario planning, and other skills and knowledge that are key for strong communicators.

By promoting team members into management positions, the organization recognizes those individuals' potential. Potential alone isn't enough, though. The appropriate training and support are essential to helping them excel in their new roles. ■

Jessica Miller-Merrell is a workplace change agent, author, and consultant focused on human resources and talent acquisition. The founder of Workology (a workplace HR resource) and host of Workology Podcast, she can be contacted on Twitter at @jmillermerrell.

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