

HOW TO EFFECTIVELY RECRUIT AND RETAIN TOP PERFORMERS

THE PROCESS OF recruiting, hiring and retaining new employees has gone largely unchanged for years. Generally speaking, most companies still hire based on skills and fire based on attitude. This is a dangerous and expensive rut to fall into especially when you are seeking to hire and retain top performers.

I'm sure you've heard of the "80/20 Rule." This philosophical statement suggests that 80 percent of the work is done by 20 percent of the people. The statement is largely true. Considering your top performers are the 20 percent, it quickly becomes costly to lose these valuable players.

Through new developments in the screening and hiring process, however, there are ways to ensure you effectively recruit and retain the top performers your organization needs. By clearly identifying and eliminating ineffective practices and replacing them with targeted and proven methods your success in the areas of recruiting and retention will dramatically increase.

Clearly Identify Every Aspect of the Position

Rather than simply noting the skill sets that are required for top job performance, clearly identify every aspect of the position. While computer software skills, negotiation skills, and management skills may be required, other abilities are also a must.

For instance, in a sales position, in depth communication skills are needed to be successful. A thorough understanding of behavioral styles is also vital. The ability to delegate and follow-through is essential. However, while these types of "soft skills"



may be considered as important, they are rarely assessed and certainly are not evaluated during the recruitment process.

Expand on the Behavioral Characteristics of Your Future Employees

Let's assume for a moment that you've received several hopeful resumes for a sales position you have available. All of them meet the specifications you've outlined for the job. However, can all of them be successful at this job, work-

ing at your firm? Most likely not.

While some applicants may fit right in, others will become distant. Why is that? The behavioral makeup of each person is unique. Assuming that a prospective employee will automatically share the communication style, motivational techniques and values of your company can be costly.

Rather than making that assumption, take the time to perform a behavior profile on serious applicants. Through the enlightenment gained from a behavioral profile, you'll quickly be able to weed out those that stand a high chance of clashing with other employees or the organization as a whole.

Retaining Top Performers

Once you've made a quality decision based on the information given above, you'll want to do everything in your power to retain those valuable top performers. A wonderful book entitled "Love 'Em or Lose 'Em" by Beverly Kaye and Sharon Jordan-Evans outlines six ways to do just that.

► *continued on page 2*



NOTE FROM
KATHI GRAHAM-
LEVISS

Leadership is an all-encompassing endeavor that stretches from hiring to change management to growth of your employees. While each team member is different, there are proven steps that help assure success for your employees and your overall team. What often happens however is leaders insist on training for those under their charge, but neglect to follow their own example. Because people, practices and technologies all change, we - as leaders - must follow suit. By keeping up to date with practices in effective leadership, you can have a much more enjoyable - and successful - journey.

KEYNOTE SPEECHES

That Inspire & Inform

Looking for a unique change for your next meeting or event?

Want something enlightening and informative yet inspirational?

XB Coaching, Inc. is proud to offer keynote speeches and presentations that will delight your group.

BRINGING SANITY BACK TO YOUR WORKPLACE:

How To Manage High Maintenance, High Performers

Managers often find their top performers have two distinct characteristics. (1) They deliver results repeatedly and consistently. (2) They can absolutely drive you mad!

Although high performers are worth their weight in gold as employees, they have a tendency to upset the workplace if not handled properly.

During this keynote address delivered by XB Coaching, Inc. President Kathi Graham-Leviss, your group will be entertained and enlightened about the five vitally important aspects of working with high maintenance, high performers. With some heavy insights and a light touch of humor, Kathi will show that there is a success strategy for working with these powerhouse personalities.

Do you have a specific topic in mind? Are there issues you'd like to find solutions for? Simply let us know and we'll gladly create a custom keynote address for you. Based specifically on your needs and interests, custom keynote speeches can be the hit of your event or meeting. Contact us today for current keynote topics or about a custom keynote address for your organization.

Follow up is key when it comes to management training. If you're serious about creating leaders who can make significant contributions and improvements within your organization, develop a complete training initiative for them. Begin with a kick-off meeting, follow up with evaluations mid-way through, then conclude formal training with rollouts of new leaders, salespeople or other team members.

RECRUIT AND RETAIN

continued from page 1 ◀

Kaye and Jordan-Evans remind us that new employees come to work “fully charged” and ready to go. They are excited and eager to contribute. However, many times this enthusiasm is quickly wilted. Make sure your top performers remain top performers by giving them power from six vital sources.

1. Power From Relationships

Be sure to provide new hires with a mentor or guide to introduce them to others and help them form relationships.

2. Power From Passion

Understand where the passion of your new hires comes from. Knowing what motivates them gives you greater power to encourage them toward success.

3. Power From Challenge

Always have a new challenge ready and waiting for new hires. This will keep them interested and working in “forward motion.”

4. Power From Focus

Clearly communicate your company's mission and vision. Understanding where they fit in and how they can contribute is one element that keeps top performers content.

5. Power From Balance

The line between personal and professional lives is becoming thinner by the day. Give top performers the freedom and flexibility they need.

6. Power From Choice

Giving your top performers a variety of choices greatly contributes to job satisfaction. Opt for choice over opinion when at all possible.

By updating your screening, recruiting, and retention methods now you can be fully prepared to spend less time and money on achieving your hiring goals in the future. You'll attract and retain top performers who will willingly devote all their talents to taking your organization to the next level... and beyond.

OVERCOMING THE 6 AREAS WHERE MANAGERS FALL SHORT

AREA 1 LISTENING

Many managers find their schedules so filled with meetings, appointments, and paperwork that they simply overlook the tremendous value employees find in being heard.

When you look to improve your listening skills, keep these quick tips in mind:

- Before speaking, ask yourself, “Is the other person finished?” This will help you avoid talking over people.
- To eliminate distractions, close doors or move the conversation away from public places.
- Look at the person you’re speaking with. This will prevent you from “drifting” as someone else speaks.
- Consider the behavioral style of the person you’re talking with. Is his/her natural communication pace slow or fast? Does this person need time to process the information before speaking or would he/she rather brainstorm?

AREA 2 UNDERSTANDING YOUR PEOPLE

In order to understand your people, you must first understand their makeup. There are simple ways to unlock the doors to employee behavior that will free up the lines of communication and help you understand your people better.

- Have DISC Behavioral Profiles performed for all your employees. The information you find within these amazing reports will outline the best ways to communicate with employees, motivational methods that are proven to work and types of positions where employees can shine.
- Consider PIAV Profiles for your staff. This profile will help you gain an understanding of the interests, attitudes, and values of each of your team members. As a result, you’ll be able to listen more effectively, reduce the risk of conflicts and develop an environment of cooperation. You’ll also discover motivational triggers and helpful tips on communicating for maximum results.
- Conduct PTSI’s of leaders and salespersons. The Personal Talent Skills Inventory objectively identifies how our minds interpret our experiences and it identifies how we are most likely to react in any given situation. If you want to know how your leaders and salespeople think and how to harness their strengths and overcome weaknesses, the PTSI is a highly valuable tool.

AREA 3 TEAMBUILDING

Without clear and decisive direction from management, teamwork becomes just another over-used phrase. To help your teams learn to make differences work for them and to create a vision for the heights your teams can reach, consider these tips:

- Clearly define the phrase “teamwork” including how teams are expected to work together.
- Provide workshops, seminars, or other means of support to help employees understand and implement foundational teamwork principles into their routines.
- Outline values, responsibilities, and skills your teams are expected to have.

AREA 4 HIGH PERFORMING TEAMS

Once teamwork becomes second nature, focus on making your employees part of High Performing Teams.

To create High Performing Teams:

- Involve team members in designing the standards and characteristics of their organization.
- Gain commitment and accountability by asking team members to take responsibility.
- Provide an experience (workshop, seminar, outing, etc.) where the team member’s return to the organization prepared to make individual contributions.
- Ensure each team member has an individual and/or departmental action plan that works in conjunction with the mission and vision of your company.

AREA 5 MENTORING

As a member of management, others look to you for leadership. However, whether you realize it or not, many also look to you for mentoring. Give serious thought to your mentoring program - or the development of a mentoring program. When you do, construct or alter your program to include these five vital areas:

Design Design your mentoring program around the specific behavioral and personality traits of your employees.

Choice Offer elements of choice in your program. This helps you create a mentoring arena where both leaders and learners will prosper and thrive as they reach their goals.

► *continued on page 4*

OVERCOMING

continued from page 3 ◀

Compatibility Make sure the mentor and mentee have similar personalities or your program will stand a high chance of failure.

Creativity Design program mechanics to deliver your desired results. With a little creativity, your program can offer an exceptional outcome.

Measurement Follow-through is vital in a mentoring program. Use measurement tools that allow you to easily analyze mentoring situations so that any necessary changes or additions can be made.

AREA 6

NEGOTIATIONS

Negotiation is not about getting your own way. It is about developing long-term, proactive relationships with others through mutual gains. After all, employees, vendors and customers who feel constantly taken advantage of will eventually become weary and leave. If you feel you are lacking in the area of negotiations, consider the following:

- Seek out the best alternatives for all parties involved.
- Focus on interests, not individuals or positions.
- Look for ways to incorporate mutual gains so everybody wins.
- Separate the people from the problem.



Tool of the Month

THE LEADERSHIP SPECTRUM

There's no better way to ensure your new hires or newly promoted team members will easily morph into the leaders you need them to be than with customized and complete leadership training. The Leadership Spectrum offers just what it says: A complete spectrum of assessments, coaching programs and workshops designed to offer those who are new to management a firm foundation from which to build.

Covering every aspect of management, **The Leadership Spectrum** delivers the latest, proven methods of:

- **Screening & Hiring**
- **Retaining Employees**
- **Communicating Effectively**
- **Managing Conflict**
- **Driving Performance**
- **Execution**
- **Teamwork**
- **Managing High-Maintenance, High Performers**
- **Short and Long-Term Planning**
- **Change Management**
- **Diversity Management**
- **and more**

Contact XB Coaching, Inc. today at 401.682.2859 for additional information on **The Leadership Spectrum** and how it can substantially improve the success of your leadership's efforts.

Do you find your top performers often get listless and run down? This is most likely due to a lack of challenges. Top performers are "accomplishment driven." Simply stated, they need to be challenged so they can feel fulfilled. If you notice your top performers' attitudes or motivation are dwindling, toss a fresh challenge their way.