

DRAKE Business Review

HELPING YOU MEET THE CHALLENGES IN YOUR BUSINESS – RIGHT NOW

VOL. 5, NO. 2

FOCUS ON
DRAKE UNITED KINGDOM
PAGES 21 TO 24

**BOOST YOUR BOTTOM LINE WITH
BETTER PEOPLE MANAGEMENT**

**WHY YOUR EMPLOYEES ARE
JUST NOT THAT INTO YOU**

**AGGRESSIVE
STRATEGIES
TO WIN THE TALENT WAR**

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Photo: Tower Bridge
at night, London,
United Kingdom

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NOT THAT INTO YOU

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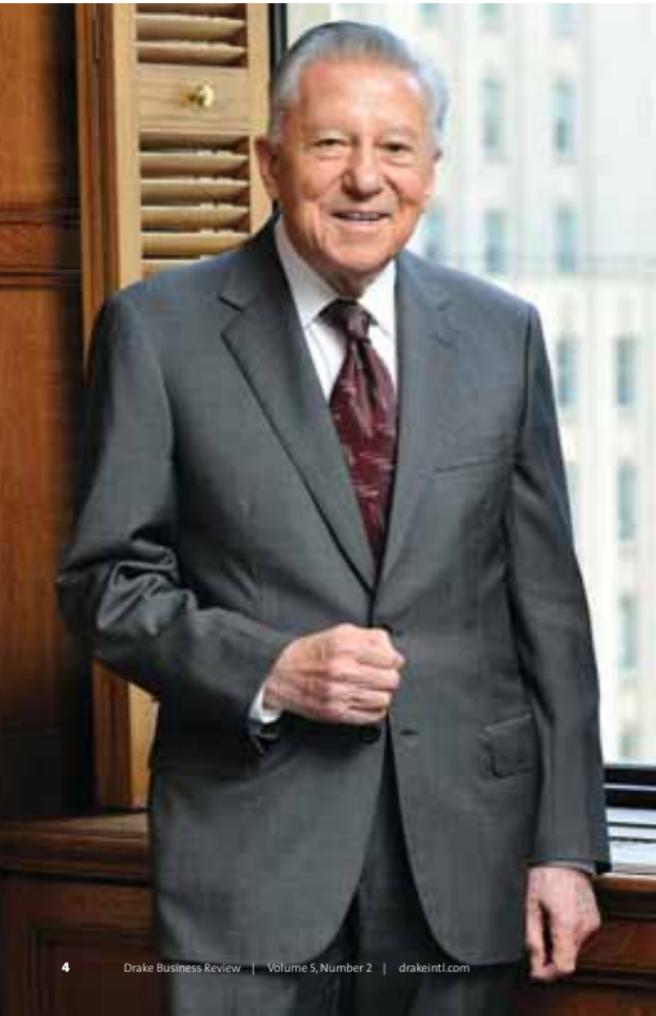
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Meeting the Challenges of HR Professionals



A SURVEY PUBLISHED IN NOVEMBER 2012 by the Society of Human Resource Management (SHRM) in the United States brought to light the challenges HR executives felt they were going to face over the next decade. The respondents, randomly selected from SHRM's membership*, stated that the three greatest challenges were going to be:

- 1. Retaining and rewarding the best employees (59%)**
- 2. Developing the next generation of corporate leaders (52%)**
- 3. Creating a corporate culture that attracts the best employees to organizations (36%)**

It's not surprising that "retaining and rewarding the best employees" was the number one challenge. With increased competition for top performers both locally and globally, HR professionals know they need to be increasingly imaginative and agile in navigating the recruitment and retention arena.

High-performance organizations need to incorporate the absolute best HR practices to recruit, engage, motivate, and retain their human capital to secure their competitive advantage. They also need to ensure that their HR operations overall are running at peak efficiency while maximizing cost effectiveness. It's not easy; but thankfully there are solutions.

Drake International has worked with HR executives for many years to understand their human capital issues and provide them with robust talent management solutions. This has meant that we ourselves have had to keep on the leading edge with a total commitment to innovation and an eye to the future.

*SHRM's published methodology stated that 487 responses were collected from its membership in 2012 and 449 responses in 2010.

In our feature story starting on page 8, *Aggressive Strategies to Win the Talent War*, executive coach and author Roger M. Ingbretsen asks if your organization has developed “a formal strategic recruitment and retention plan in writing”. Have you?

Ingbretsen states: “In our knowledge economy, you have to compete for the best talent available, and having a formal plan is vital. Only organizations with the best recruiting and retention policies will succeed in the talent economy.” He also shares “Twenty actions to stimulate a more aggressive recruiting and retention process”, which ties in with the SHRM survey results.

While SHRM’s survey focused on HR challenges over the next decade, the Future Foundation, an independent consumer trends and insight enterprise, conducted research in seven countries to understand the costs associated with poor people performance. W. John Skabelund’s article on page 14, *Boost Your Bottom Line with Better People Management*, is an eye opener. He notes: “in larger organizations — those with over \$8.5 million in turnover, managers spend about eight weeks a year, or 41 days, on managing poor performers.”

The Future Foundation estimates that the “US alone devotes \$105 billion a year correcting problems associated with poor people management and hiring practices.” This figure is staggering. It’s all about having the right people in the right positions with the right people management practices in place.

Driving positive change through effective performance management processes continues to be a challenge for many organizations. Managers are too often unskilled in performance management, and the entire performance review process is disconnected

from the real needs of the business. So how do you align HR as a champion of corporate performance with the needs of your employees and the line managers who must evaluate and collect performance metrics?

At Drake, we found that shifting from annual reviews to day-to-day performance management more directly links HR and line managers to organizational objectives. That’s the idea behind *Drake Evolve*, a web-based performance appraisal and management solution that makes organizational performance visible.

Dr. Marty Martin talks about managing performance as well in *How to Manage High and Low Performers* on page 34. He suggests that most managers “get caught up spending too much time with low performers when they should in fact dedicate more time to those who could become high performers.” Dr. Martin says that your payoff is going to be a lot less if you spend a lot of time with a low performer. It makes sense, and if you’re a manager, it’s food for thought as you consider how much time you are spending with whom, and for what purpose.

As the economy changes, as technology changes, and as the world changes overall, so too do the unprecedented demands placed on human resource professionals. To help meet their challenges, Drake will continue to provide innovative talent management solutions to ensure our clients keep on the leading and competitive edge throughout this decade, and beyond.

R. W. POLLOCK, CHAIRMAN

Drake UK

In past issues of the *Drake Business Review*, we have featured Drake in Australia, Canada, and New Zealand. In this issue, the spotlight is on Drake’s work in the United Kingdom.

Drake’s operations expanded into the UK in 1964, when Drake Personnel Limited was opened to provide permanent recruitment solutions. Although technology today may have changed the way we approach the recruitment process, we are still placing the right person with the right skills in the right position.

Drake UK has greatly expanded over the years, with multiple service lines providing a variety of our talent management solutions for clients in all industries. One such solution is *Drake Medox*. Since 1978, we have been providing professional nursing services in both NHS and private hospitals in and around the London area and have recruited thousands of nurses from overseas to work in the UK.

Another service line is *Drake Ports Distribution Services*. In 1995, Drake Ports was established in the UK as an alternative to companies having to employ their own ports direct workforce, and to provide highly specialized recruitment, training, and management services.

You can read more about our involvement in the UK and our talent management solutions in our feature spread starting on page 21.

6 TIPS FOR REJECTING BAD IDEAS



YOU'RE IN A MEETING WHEN A colleague brings up an idea that you think (or even know) is not so great. Your first instinct may be to shoot down the idea immediately, one way or another, before it gains traction. How often have you suffered through this?

When it comes to gaining influence, remember the law of reciprocity: The more you support others, the more they will support you. If you want people to adopt your ideas in the future, you need to be collaborative yourself. You need to support their ideas or, at a minimum, show respect and a willingness to listen before weighing in. Squash a colleague's pet initiative too quickly or be perceived as a naysayer, and you may find that

your initiatives will increasingly fail to receive full and fair consideration.

The key is to learn to reject or redirect bad ideas in a thoughtful, positive, and more collaborative way. Consider following one or more of these six tips.

1. Pause. Take a deep breath before weighing in.

Often someone else's idea can "hijack" you during a meeting because it poses a threat to your own objectives, goals, priorities, or resources. Humans are wired to identify and react immediately to anything that may harm them. By simply pausing, you allow your reasoning power to catch up to your emotional response. If you wait until you are fully com-

posed, you will deliver your response in a more thoughtful, reasoned, and kind way.

2. Allow others to weigh in first.

Particularly when your gut reaction is negative, suppress the urge to be the first to jump in with your opinion. Why object before you have others' perspectives? You may hear a thought that sways your opinion. Or the opposite may happen: Someone else brings up the challenges you were going to raise first. Even if you later reinforce the concerns, you are not a lone dissenter.

Consider the CFO who was tired of always being the bad guy when he had to shoot down ideas for which the business case was not sound. He started implementing this

technique in leadership team meetings and found that he had to be the naysayer only half as often. Many leaders intentionally weigh in last so that they can hear the opinions of their reports without biasing them first with their own thoughts.

3. Be curious first. Pose questions rather than pass judgment.

Ask open-ended questions with an open mind. Make sure the person feels fully heard, and be careful not to take small stabs at the idea in the phrasing of your questions. To quote Steven Covey, "Seek first to understand, then to be understood."

Even if you ultimately disagree with or reject the idea, you will be in a much better position to state your objection in a way that acknowledges the idea presenter's point of view. People receive feedback much better if they feel they have been fully heard and understood. Remember how frustrated you felt the last time you presented an idea and it was shot down before you had the chance to fully explain it.

4. Instead of stating why an idea can't be implemented, state what is required from your perspective to make it work.

Phrased as "What needs to be done to make an idea work?" your objection to the idea is served up as a problem to be solved rather than a flat rejection. You shift from someone who is saying "no" to someone who is giving helpful insights and facts. While you might actually see the challenge you pose as insurmountable, others will often bring creative solutions to the table that may make the idea feasible.

In one company, a marketing director proposed an idea for a new service. The operations director's first instinct was to jump in and say, "We can't do that because we don't have the right equipment." But instead he said, "In order to offer that service, we will need to plan for gaining access to the right equipment, which we currently don't have." That led to a full discussion about what it would take to offer the service. Once the marketing person had a greater understanding of the different options and their costs, she came to the conclusion that the idea was not feasible.

5. Help the other person save face whenever possible.

If you feel compelled to shoot down an idea, ask yourself if you need to do it immediately. Perhaps you can circle back with the idea presenter after the meeting to meet one-on-one. Shooting down a staff member's idea in your department meeting is a good way to ensure that in future no one on your staff will risk bringing up new ideas that might be extremely valuable to the success of your team and organization. If peers lose face because of you, there is a good chance that they will increasingly work around you, and you will be the last to know about their future initiatives.

Circling back after the meeting also gives you more time to reflect and prepare. You can gather more facts and information, be more thoughtful and tactful in sharing your opinion, and perhaps get into a longer and more open conversation.

6. Acknowledge the parts of an idea you can agree with.

Even if you can't agree with the entire idea, acknowledging components helps to validate the presenter of the idea, at least in part.

Aspects of ideas are often valuable and can evolve to be very usable and helpful. Provide recommendations on what might make the idea better or more workable.

Even when their ideas have flaws, people might be calling attention to an important, underlying problem that needs to be solved. Don't lose sight of the fact that if a truly bad idea needs to be challenged, challenge it. The emphasis here is not to change what you need to say but on the process and timeline you choose to say it. Remember, soon will come the time when it is you who is the one striving to influence others to buy into your idea.

DBR

Reprinted with the permission of Curt Wang, an executive coach at Make The Leap! Coaching. He is also an expert and professional speaker on change leadership and organizational change. For more information on Curt's speaking and coaching, visit www.maketheleapcoaching.com or contact him at 888-848-3190 or curt@maketheleapcoaching.com

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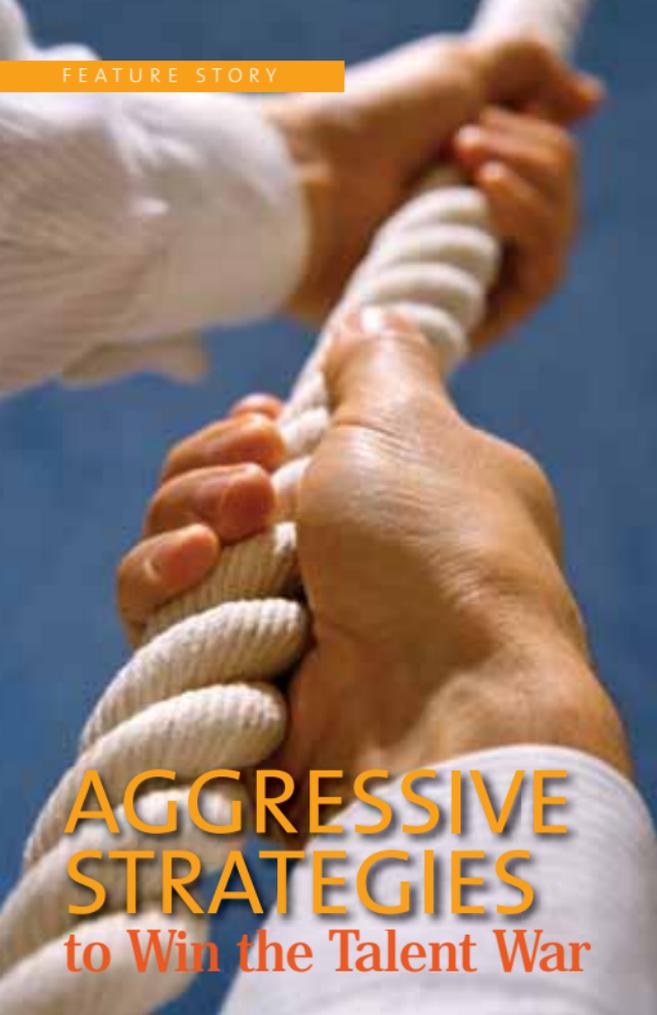
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AGGRESSIVE STRATEGIES

to Win the Talent War

HAS YOUR ORGANIZATION DEVELOPED a formal strategic recruitment and retention plan in writing? In our knowledge economy, you have to compete for the best talent available, and having a formal plan is vital. And once you have attracted that talent, your challenge is to keep these people in the face of other tempting offers.

Many of your top employees could be looking for a more challenging opportunity and may leave you to seek greener pastures. The solution is to establish clear links between workforce planning, recruiting, and retention through integrated and strategic programs in your organization.

Surveys have confirmed that most organizations use traditional recruiting practices such as newspaper ads, website ads, some referral programs, and social media. Unlike traditional recruiting, aggressive recruiting takes a strategic approach and assumes the responsibility for driving the organization's performance. Most organizations do not have aggressive retention programs in place.

Success in running an aggressive recruiting and retention campaign largely depends on flawless execution of a small number of factors, including dedication by senior leadership to adjust corporate culture and management styles to meet the changing demands of the talent population; dedication to needed recruiting and retention resources; senior-level support; and an unrelenting focus on execution.

Only organizations with the best recruiting and retention policies will succeed in the talent economy. When an organization is trying to retain talent, it is in fact attracting talent as well. Thus, recruiting and retention should not be addressed as separate but rather as one strategic talent policy.

A basic and most important recruiting tactic is to focus on retaining the talent you have. This is not just a matter of wages and benefits, but also encompasses keeping the work meaningful, interesting, and challenging, and demonstrating sincerely your appreciation for what your staff continues to accomplish on a daily basis.

This is critical in the war for talent. Good solid employees rarely leave when they are appreciated. Poor managers are at the very heart of retention problems.

Identify your top talent and the talent you wish to hire with these top talent guidelines:

TWELVE TRAITS OF TOP TALENT

1. They have a great attitude.
2. They want to make a difference.
3. They set high goals.
4. They don't settle for the status quo.
5. They attack problems, not people.
6. They have an entrepreneurial and innovative spirit.
7. They are able to focus intently on reaching their goals.
8. They keep their eyes on the big picture.
9. They have a predisposition for tenacity.
10. They see available resources and use them accordingly.
11. They know when to lead and when to follow.
12. They have a critical skill your organization needs.

TWENTY ACTIONS TO STIMULATE A MORE AGGRESSIVE RECRUITING AND RETENTION PROCESS

Add to the list and/or see what the best fit is for your mission, vision, and culture.

1. Make sure managers are an integral part of the recruiting and retention process.

The best and quickest way to reduce employee turnover is for managers to be very involved in employee hiring and retention. The Gallup Organization found that: "There is a direct link between turnover and level of manager/employee face-to-face engagement." The key to successfully retaining a talented staff lies in hiring the most talented individuals for management positions and then training them in the skills required to effectively lead their subordinates.

The manager's role is to identify and release the unique talents and skills of each employee and help channel these to benefit both the company and the individual. Only by recruiting, identifying the employee's talents,

and retaining that talent can the manager achieve the organization's goals. A great manager listens to employees and preemptively acts to prevent problems, seeks information and ideas from them, and acts to continually improve conditions on all levels.

Managers/supervisors at all levels need to be trained in how to help reduce turnover. First, they must understand the cost of turnover in their organization and what it means to the company and to themselves personally. The organization should provide coaching to help managers improve the way they work to hire and retain their people. Managers must accept the fact that to a large degree employee turnover is their responsibility and they need to:

- Provide a workplace where people feel respected and valued;
- Provide a workplace where employee ideas and efforts are noticed and considered important, and where talent is recognized, promoted, and celebrated;
- Provide less bureaucracy and less red tape to make decisions;
- Adopt a management style that is inclusive and recognizes the value that the individual brings to the shared success of the organization.

The organization should set up a reward system for managers based on turnover in their area of responsibility. Reward achievement of agreed-upon retention goals using cash, trophies, certificates and plaques, or simply use public recognition. These awards should be bestowed by senior managers as part of their role in inspiring, guiding, and coaching managers/supervisors to higher levels of retention performance and accountability.

2. Institute a fair referral program.

An employee referral program can and should be your organization's best source of

hires. Surveys constantly cite well-defined formalized employee referral programs as the number one 'quality hire' recruitment tool. Constantly communicate to your employees the fact that you have a referral program.

Follow these steps to enhance your organization's referral process:

- Identify the top performers currently working in the job areas for which you are recruiting.
- Invite them to name the very best individuals they know.
- Ask them to help you contact these individuals and persuade them to formally apply for a position.
- Use your new hires as referral sources: New hires, because they generally come from other similar organizations, know and can successfully influence top-performing colleagues to consider your organization.
- When you have identified a must-have individual for a critical position, have your CEO or other senior executive outside of the HR function call that person and sell them on your organization. The executive call is effective because it provides the wow factor in the recruiting processes.

Bottom line: Make the search for talent a part of the organizational culture, not simply an HR function.

3. Develop retention interviews.

One of the least expensive and most productive ways to reduce turnover and retain talent is to take care of your long-term employees. Most organizations conduct exit interviews. But what about retention interviews, one-on-one interviews held at least once a year (more is better) with long-term employees who have been with the organization for over two years?

The purpose of these interviews is to listen to your employees' thoughts about the job, their development, their supervisor, employee benefits, communications, and the cultural conditions of the organization. Ask: Please tell me some reasons why you stay. What things do you look forward to on your way to work? What can we do more of, or less of, that would make your staying here a long time more likely? The collective response you receive will give you useful information to make improvements.

Be a flexible employer. Consider offering such options as working from home, unpaid leave, part-time employment, compressed weeks, and annualized hours, flex-time, varying work patterns, and job sharing.

4. Use technology.

Recruitment should be a focus and a clear centerpiece of your organization's website. Avoid simply posting present job openings. Make your website job board very easy to access and clearly sell potential candidates on the organization's mission, vision, values, and culture. Present a strong message about how employees are valued and state your commitment to quality and to customer satisfaction. Make it a place to provide useful information on your organization to help potential candidates in their decision to apply for a position.

Provide a way for candidates to easily submit résumés for consideration for present and future positions. Most high-potential individuals believe the web is their most important tool in networking with others and organizations, so do not miss out on correctly using it. Additionally, post your open positions on professional association websites and local college and university website job boards.

Bottom line: Use technology — we live in a wired world.

5. Make an extra effort on employee orientation.

A very effective and underused practice in retention is a strong post-recruitment orientation program — structured and planned measures aimed at engaging new employees from the beginning until they are well assimilated into the organization. Once candidates have been hired, make sure they receive selected pieces of intra-company communication, including employee handbooks, benefits information, and information on products and what makes your company's brand unique.

Make sure new employees understand the relevance of their work, including how it fits into the organization and serves the customer. Continually answer any questions they may have.

After two or three weeks, have a senior-level manager spend a few minutes with each new employee providing more organizational insight, asking how they are doing, and fielding questions. This makes them feel special and provides added support and encouragement.

After six to eight weeks, have their immediate manager/supervisor review performance expectations with new employees, also asking for candid self-assessment.

Decisions about staying in a job or leaving it frequently come down to whether the organization, through its leaders, takes an acute personal interest in the individual. This interest manifests itself through such measures as regular and honest appraisal discussions, personal coaching, personalized development plans, and support for personally initiated projects and interests. A very organized and attentive orientation lasting months into the new hire's tenure is a must for the Y generation.

6. Develop creative compensation.

To attract and hold quality employees, you must be competitive in your compensation package. Pay cannot be too far off the mark; you need to keep salaries both competitive and in line with organizational objectives. With this in mind, consider what pay-for-performance bonuses you can offer to achieve specific goals, and what bonuses you can offer for completing a job ahead of schedule or generating additional profit.

In addition to, or in place of cash, consider non-cash financial retention measures. One of the most precious commodities is time, particularly time off from work.

7. Embrace internships.

Internships of both faculty and students can provide an excellent service to the community and to the organization. Internship learning experiences are just as important for teachers as for their students. Faculty interns can bring expertise to your organization, and they return to the classroom with real-world experience to better educate students and to advise them of job opportunities. Hiring students affords them an opportunity to truly experience the work environment and offers the organization a try-before-buy opportunity.

8. Focus effort on the young.

Develop a planned and well-orchestrated recruitment process aimed at educating and getting the interest of the young people in high school and community college. This excellent target group represents the next big wave of workers.

Most teachers, parents, and students do not have a clear understanding of what types of jobs/careers are available. Employers and employees can help create interest in careers by going into the classroom and speaking to the students, conducting job shadow experiences, work-site tours, educators-in-the-workplace

days. Work with the local educators to build a work-based skills curriculum and actively support and sponsor job and career fairs both on-site and at the schools.

9. Focus effort on the old.

A Merrill Lynch survey reports that about 76 percent of baby boomers say they want to continue working in some capacity after they reach retirement age. Nearly seven in ten workers expect to continue to work full-time or part-time following retirement from their main job. In 2014 it is estimated that workers 55 years and older will make up about 20 percent of the labour force in the U.S. These older workers are some of the most gifted, brightest, skilled, and well-educated group of men and women in history.

To take advantage of this workforce, actively recruit them to stay on in full-time employment or entice them with flex- and part-time hours. Also give them incentives to mentor, teach, and coach the younger generations with their knowledge and expertise. The general myth is that young people are more productive than older; young people are healthier; and young people are a more worthy investment because they are younger and will be around for a longer time. Looking only at speed or physical strength as measures of productivity, you could probably conclude that older workers are less valuable than younger. However, younger workers job-hop at a high rate. If you widen the equation to include experience, loyalty, and being responsible, older workers fare very well.

10. Hire a veteran.

The military, both retired and those who have served honourably for two to six years, offer a great recruitment opportunity. Also look at retired fire fighters and police officers. They meet the drug, felony, and education screening requirements. They have a proven track record of loyalty and excellent work ethic.

11. Hire the disabled.

An eager workforce waiting to be hired features employees who've probably been looking for employment for an extended period of time. Once the disabled find employers, they do extremely well because they want not only to keep their jobs but also to prove they can do the job, and do it well. Quite often no accommodations need to be made for disabled workers — just acceptance. The disabled represent a good resource of workers who are ready, willing, anxious, determined, and able, and just looking for an opportunity.

12. Hire minorities.

The minority population continues to offer some great recruitment possibilities. One of the best ways to hire minorities is to encourage those you already employ to refer their friends and relatives. Their connections afford your organization networking opportunities where you can reach out to discover potential employees.

13. Develop your culture, reputation, and work environment.

One of the most important and yet overlooked recruitment and retention tools your organization has is its cultural environment. You want to create a place where everyone has an opportunity to contribute and be heard, to give people opportunities to broaden their skill sets and contribute to the largest capability they have. When you create an environment where people feel that the work they do is valued and they're esteemed as individuals, they'll not only stay with you, but they'll likely spread the word.

A great corporate culture goes a long way toward becoming the employer of choice, which then becomes a powerful recruitment and retention tool. A basic approach to developing your organizational culture is to have clear mission, vision, and value statements that are well understood by all and

especially modelled by anyone in a leadership role at all levels within the organization.

14. Sell your green concern.

If your organization can brag about its environmental savvy, be sure to communicate this to applicants. And don't rely just on your website. Make the environment a discussion point during your job interview process. Environmental sensitivity is one way for potential and full-time employees to assess how an organization is in concert with current issues and concerns. It shows that this organization cares for something more than just profits or its mission. The goal is to honestly boost your organization's profile, especially among the Y generation. Plug environmental successes wherever possible — recruiting advertisements, interviews with applicants, and job descriptions. Raise your stature as a green resource by getting quoted in the press. Encourage your current employees to be sensitive to and engaged in environmental issues to help spread your organization's environmental message.

15. Promote feature articles.

Feature stories about your organization in local or national newspaper or industry-related magazines can increase interest, especially if they cite growth. Your need for certain types of employees with the associated talents, skills, and knowledge can be embedded in the articles. This approach serves as a newsworthy article and lets the audience know you are growing and hiring. The goal is for the whole community to know your company's name and to think of it as a great place to work.

16. Get the word out.

Get the word out in as many places as possible. Generate buzz and publicity anywhere and everywhere potential talent may be hanging out. Post fliers in health clubs, libraries, schools, grocery stores, church bulletins,

local service and social organizations; place ads in newsletters of the local chamber, economic development council, and professional and social organizations.

17. Create an alumni program.

No matter how good you think your organization is, some of your good employees think they can find a better job. Always keep the door open for your good employees to return. Offer them an increase in pay. It's less expensive than training a new hire. Stay in touch with former employees as they may be ready to come back after looking for greener pastures. Send them emails about exciting things occurring in your organization. They may not return, but may encourage their friends to seek employment opportunities at the last great company they worked for.

18. Hire from your competitors.

Business is a competitive game, and those with the best talent win. Hiring unemployed people and people from non-competitors has merit if they are truly top talent, but generally it pales in comparison alongside the impact of hiring away your competition's top talent. In a talent war, there's only one way to win, and that is to hire and retain the best talent.

An opportune time to go after your competitor's talent is when they are undergoing layoffs, merger or acquisition, a change in benefits or an incentive plan, a business downturn, or other disruptive events, which tend to frustrate top talent with the uncertainty and make them ready to move to a more successful organization. One great employee you can hire away can provide names of others who are also ready to move.

19. Plan leadership education and succession.

Executive or leadership training and development is an investment in your firm's future, not just an expense on the balance sheet.

Executive education ensures the best-trained leaders are steering the business forward. A lot of leadership development activities are based on thinking about what jobs people should be moving to next to best develop them for future opportunities.

Long-term financial gains can be enormous if succession plans are in place for all individuals in a leadership role as staff leave or retire. In fact, succession planning is a key strategy to any successful retention program. The ability to develop and promote staff from within is a valuable and cost-effective asset at an organization's disposal. It also demonstrates the organization's intent to take care of and develop their best talent for more advanced leadership roles. Many high-potential individuals stay if the organization takes the time, money, and effort to continually develop their leadership talent for both present and future use.

20. Take these actions.

If your organization is hiring, make sure anyone who hands out a business card lets the receiving individual know this. Ask employees to let the organization know if they hear of co-workers who are thinking about quitting. This gives the organization an opportunity to possibly convince the individual to stay or at the very least find out if it is at fault and fix the problem. Don't string potential employees along; make sure you have a solid, thorough, but fast hiring processes, or the good candidates may get away. Continue regular communications with your best talent: Take care of them and they will take care of the organization.

Finally, people normally do not leave a job; they leave poor management and poor organizational cultures. Every organization, no matter how great it is, can improve in these areas. It is important, now more than ever, to focus on these issues if you want to recruit and retain top talent or at the very least—the talent you need to survive.

Conclusion

Today's leaders must manage the scarce commodity of talent to sustain their competitive edge. The organization with the best talent wins. With the demand for talent expected to outweigh supply by 20 percent through 2015, talent management remains one of management's highest priorities.

Employee turnover is the silent killer of organizational productivity. Like every business solution, answers come from reliable data and analysis and the desire to develop a strategy and tactics to address the problem. Take the necessary steps to protect your organization in the very real war for scarce talent and future success. The ROI on talent recruitment and retention is high.

DBR

Reprinted with the permission of executive coach and author Roger M. Ingretsen. Roger provides career guidance to professionals, managers, supervisors, and all individuals looking for real-world career development information, helping you plan, manage, and succeed in your career. To learn more about his informative two-day executive workshops and what he can do for you and/or your organization, and access free management and career development articles, visit www.ingretsen.com or call 509 999-7008 (US).

Making sure you have the right people on your team and that they work well together is critical to the success of any company. Drake P3 is an online assessment solution that reveals a person's natural tendencies, communication styles, emotional intelligence, motivational needs, decision-making abilities, energy levels, and more.

Any time person-to-person or person-to-job fit is an issue, Drake P3 can help. To find out how Drake P3 can help you, contact the Talent Management Solutions team:

Australia: 613 9245 0245
hrsolutions@au.drakeintl.com

Canada: 416-216-1067
solutions@na.drakeintl.com

New Zealand: 0800 840 940
solutions@nz.drakeintl.com

United Kingdom: 020 7484 0800
hrsolutions@drakeintl.co.uk



ALLIANCE RPO

Acquisition | Transformation | Re-engineering

ASIA PACIFIC

With extensive knowledge of global solutions, Alliance RPO identifies and implements the best solutions to suit our clients' businesses and achieve the greatest return on investment.

Alliance RPO offers services in the following categories:

- Vendor managed solutions
- Permanent recruitment program management
- Contingent recruitment program management
- Performance improvement solutions
- Workforce management and productivity solutions
- Workforce controls

Client benefits include:

- Direct cash savings
- OH&S compliance and reduced lost-time-injuries
- Better hiring and speed to productivity
- Tighter workforce controls
- Greater focus on business results by outsourcing non-core activities

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Boost Your Bottom Line

WITH BETTER PEOPLE MANAGEMENT

WHEN A COMPANY HIRES NEW employees, the goal is to grow, increase productivity, and ultimately make more money. But what happens when your new hire or even a long-time team member underperforms? You can forget about increasing productivity, that's for sure.

Any manager with at least a few years' experience has dealt with an underperforming employee. While the intangible effects of underperformance, such as low morale and reduced productivity, are real, until recently the actual cost of poor performance was too difficult to calculate.

The Future Foundation, an independent consumer trends and insight enterprise, conducted research in the United States and six other countries to understand the costs associated with poor people performance. Their eye-opening research revealed that American managers spend 13% of their time managing poor performers and 14% of their time correcting the poor performers'

mistakes — an average of 34 days a year dealing with underperformance.

And American employees admit that 68% of the mistakes they personally make never come to their manager's attention. Worse yet, problems increase with organizational size. In larger organizations — those with over \$8.5 million in turnover, managers spend about eight weeks a year, or 41 days, on managing poor performers.

What's at the root of these staggeringly high poor performance statistics? Researchers at Sheffield's Institute of Work Psychology in the UK sampled manufacturing businesses and found that 18% of variation in productivity and 19% in profitability were attributable to people management practices. In addition, The Future Foundation estimates the US devotes \$105 billion a year correcting problems associated with poor people management and hiring practices.

How to Improve Poor Performance

The strategy you use must fit your company's business strategy and goals, and your management practices must fit together and reinforce each other. However, every organization in any industry can use these three strategies.

1. INCREASE ACCOUNTABILITY.

Everyone's contribution can and should be measured. The failure to set clear, measurable performance standards expected of each employee often leads to poor performance. Workers may believe they are meeting expectations, while the supervisor has a completely different idea on the desired outcome. When specific measurable objectives aren't in place, success is open to interpretation.

As a general rule, when setting performance goals:

1. Clearly define desired results or outcomes.
2. Clarify approved policies or procedures.
Be careful you don't dictate exactly how to reach the end result unless specifically

- asked. Remember, the same goal can be achieved in different ways.
3. Outline available resources. This may include a budget, personnel, and equipment.
 4. Set specific phases for accountability.
 5. Help employees see the big picture and how their performance furthers the organization's goals. Make sure you reach a mutual understanding about each item before starting.

You then need to communicate these five elements clearly to your employees. A proven method for increasing accountability is increasing the frequency of performance reviews.

Instead of conducting performance reviews every 90 days, for example, review goals and performance each month. This enables employees to focus on more realistic goals with a shorter duration, making it easier for them to stay motivated, while you get the benefit of increased performance earlier, and any misunderstandings can be resolved sooner. Plus, shorter timelines increase accountability. Holding each employee accountable and demonstrating how their contribution affects the company is essential for increased performance.

2. IMPROVE YOUR HIRING PROCESS.

According to The Future Foundation study, an average of eight months' training is required to achieve expected performance levels, but one out of eight American employees leaves their job before obtaining competency. Nearly one quarter (23%) of American workers surveyed feel their colleagues are incompetent.

To combat this problem, review your hiring process and determine your success. Most companies spend a great deal of time creating their manufacturing and sales process, but neglect the same procedure to find, interview, and hire top talent.

Review these three items:

1. Hold your hiring process accountable. A leading cause of employee turnover is a poor job match. Calculate your success rate by determining the average time your employees stay before leaving. Calculate the cost of each mis-hire and seek to decrease it on a regular basis.
2. Plan properly. "Poor planning produces poor performance, and proper planning produces proper performance" is very true when it comes to hiring. Organize your hiring process with the same levels of effort and thought you use on your other critical processes.
3. Ask for feedback and conduct exit interviews. After a new employee has acclimated for 30 days, ask for confidential feedback on the hiring process while it is still fresh in their minds. You may receive information that will improve your process. Most companies perform exit interviews as people leave. If you don't, you are missing out on valuable information on how to improve matching the right person with the right job, so start now.

3. REVAMP YOUR DEVELOPMENT PROCESS.

Most senior executives agree on the importance of developing a management team for superior business performance. The gap between current productivity levels and expected performance is often attributed to a lack of skills. Although executives feel they are investing in their people, these programs are often underfunded, antiquated, and not in line with the organization's goals.

To improve your management's development process:

1. Ensure the right people are matched with the right positions within the organization. This will go a long way to free up the time managers spend on underperformers.
2. Review your development process to make sure it provides three essential elements: skills training, hands-on

practices of acquired skills, and a network of advice from colleagues and mentors. People learn best when applying new information in a non-threatening environment.

3. Be sure your development process is in line with the strategic goals of the business.

When you define your desired business results and invest wisely, your development process will increase your bottom line.

Better People Management

Human capital is the key driver of profit and innovation. Effective people management practices will produce superior results by increasing accountability, retaining and recruiting better people, and developing innovative ways to increase profit.

In fact, integrated and appropriately applied people management strategies and practices are the most powerful driver of sustained success. Even quite small improvements can deliver results. When you use these people management strategies in your organization, you can increase productivity, eliminate underperformance, and boost your bottom line.

DBR

Reprinted with the permission of W. John Skabelund, a business lawyer at Davis Miles McGuire Gardner PLLC. Contact him at 480-344-4059 (US) or jskabelund@davisiles.com.

Drake P3 predicts the behaviour and personality of potential candidates against the traits of your existing top performers — before you make a job offer.

To find out how Drake P3 can improve your hiring success, contact the Talent Management Solutions team.

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FIVE THINGS THAT DETERIORATE TEAM COMMUNICATION

SINCE LEADERS DEAL WITH INDIVIDUAL personalities in the team environment, it is unrealistic to expect that communication will never break down. Even in the most effective and efficient team, issues and situations arise that cause an entire breakdown of team communication.

Breakdowns of communication in a team often occur when trust and respect are diminished or ignored by individual team members or when chronic conflict has not been resolved. They also happen when team members feel their personal interests are stronger than the needs and identity of the team and, motivated by their personal desires, will do anything to achieve them, including disrupting the team environment.

In the early stages of team growth, communication problems and breakdowns are more frequent, as individuals struggle to obtain position and retain power in a new and changing environment. In more mature and structured teams, leaders find that the team itself often deals with the communication problem according to its defined boundaries, rules, and standards.

A breakdown in communication can have long-term ramifications on the structure and effectiveness of the team. Therefore, it is important that leaders recognize potential problems and the symptoms to anticipate these issues before they occur:

1. LOSS OF TRUST AND RESPECT

If leaders allow problems to fester that lead to a breakdown of team communication, they will experience a corresponding breakdown of trust and respect among team members that can be difficult, if not impossible, to restore. These can be fatal to the team and even require forming a new team to overcome them. Broken trust requires a long time to be re-established.

2. HINDERED FREE-FLOW OF IDEAS

Once communication has broken down among team members, discussions become more emotional and subjective rather than objective and factual. Brainstorming diminishes to the point where there is no free-flow of ideas among team members. This effectively halts the team process until the issues causing the breakdown are dealt with.

3. INTIMIDATION

After a breakdown of communication, certain members attempt to take control of the team process, subjugating the team to their personal agendas and perspectives. They then use emotional responses to intimidate other team members into accepting their points of view. This is where the bonds of trust and respect among team members can be broken. The communication breakdown destroys the team structure and subjects it to the will of one or more members.

4. BIAS

Once the breakdown of communication has led one or more team members to destroy the team order, a bias is created that supports their personal agendas. When members allow the team process to be subverted by individuals, they undermine the entire team effort.

5. FAULTY DECISION MAKING

The breakdown of communication in the team environment inevitably leads to faulty decision making. Specific biases that hinder the free-flow of ideas prevent teams from considering all options and alternatives when making decisions. Decisions are affected by the biases of the specific individuals controlling the team. In these circumstances, decision making and outcomes will be flawed. Individuals who have hijacked the team process use the team environment as a cover to mask their activities when decisions produce faulty results. As they do not want to be held accountable for their behaviours and actions, they blame the decision on the team.

DEB

Reprinted with the permission of Timothy Bednarz, PhD, author of the 255 books in the *Pinpoint Skill Development Training Series*. He also wrote *Great! What Make Leaders Great*, selected by *Forward Review Magazine* as one of the top ten career books published in 2011 and a finalist in the 2011 *Forward Review Book of the Year Awards*, and a contributing author to *Practical Ethics for the Food Professional*.



HOW CAN DRAKE'S HR HELP LINE HELP YOU?

Do you have an HR issue requiring immediate attention?

The Drake HR Help Line can provide practical and commercially sound advice on such issues as:

- Drafting of HR policies and procedures
- Termination procedures
- Absenteeism management
- Implementation of onboarding programs
- Retention strategies
- Workforce planning
- Compensation
- Performance management
- Management of workers' compensation claims

How can Drake's HR Help Line help you?

Reduce Liability – Avoid personal and corporate legal issues by obtaining a second opinion.

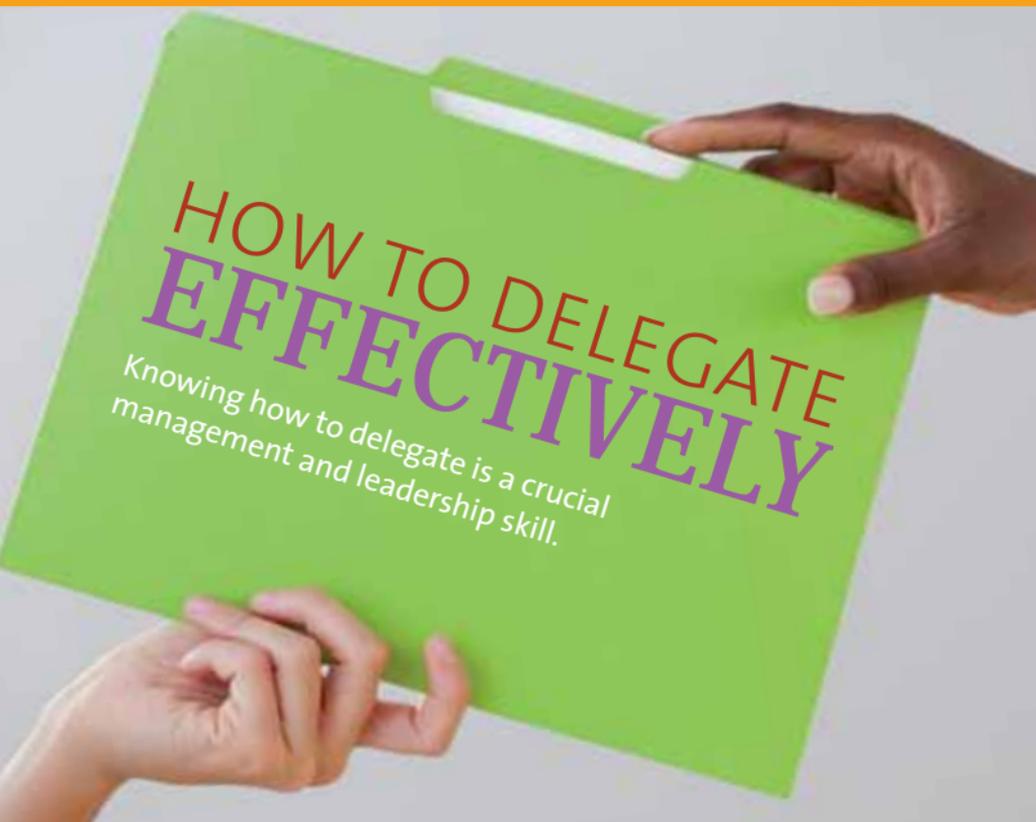
Save Time – Free up your time to focus on your company's main business goals.

Lower Cost – Receive ongoing support without the full-time wage; HR Help Line is less expensive than staffing a full-time specialist.

Improve Flexibility – HR Help Line provides remote access, as well as tailored solutions to your individual issues.

Subscribing to the Drake HR Help Line via a phone or email-based service will allow you to gain access to a highly qualified and experienced team of HR consultants, who can provide valuable information on practically any HR issue.

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MANAGERS GET THINGS DONE through other people. They delegate primarily because it makes their job easier. If they try to do everything themselves, they become unnecessarily burdened; their performance and health deteriorate; they fail to develop their staff adequately; and in time the organization will suffer. Indeed, many believe that the ability to delegate is the main feature that distinguishes good from bad managers. Knowing how to delegate is,

therefore, a crucial management and leadership skill.

1. FROM YOUR PRIORITIZED JOBS, SELECT ONE TO DELEGATE

List in priority order those tasks you might consider delegating. To qualify for this list, a task should be:

- taking too much of your time,
- not strictly related to your key role,
- rather routine,
- appropriate and challenging for another staff member, or,
- better undertaken by someone with more appropriate skills or know-how than yours.

2. DEFINE CLEARLY FOR YOURSELF THE TASK TO BE DELEGATED

Clarify in your own mind the task to be delegated. Think through each task so that you are clear about:

When you delegate, select the right person for the job.

- expected results or product,
- how the task might be approached,
- subtasks within the overall task,
- limits of authority,
- necessary timelines,
- how you will know the task is done,
- resources required,
- necessary training.

Understand the task fully yourself so that later you will be able to thoroughly brief a staff member.

3. SELECT THE RIGHT PERSON FOR THE JOB

As a good manager, you should be aware of the strengths and limitations of your staff and delegate accordingly. The ideal choice should have the ability, knowledge, skills, enthusiasm, talent, and time needed to get the job done. Unfortunately, such qualities are not always found in the one person; so before selecting someone, ask yourself:

- Who has the necessary skills?
- Who would be most challenged?
- Who would learn most? Who would benefit least?
- Does the task require previous experience? Will training be needed?
- What particular personal qualities are needed? Who has them?
- Who can be trusted to do the job?
- What other workload does that person have?
- Is more than one person needed? If so, can they work together successfully?
- Who would enjoy a job like this? How will others react?

Delegation to the right person should improve skills, morale, and esteem.

4. CONDUCT A THOROUGH BRIEFING

In handing over the assignment, be prepared to set aside adequate time in private to clearly communicate:

- the scope of the task,
- specific results required,
- time schedule and deadlines,
- available resources,
- the authority needed to carry out the job,
- how performance can be measured,
- sensitive or risky aspects of the task,
- reporting procedures,
- your confidence in the person you select.

Ask for feedback and encourage questions to eliminate any confusion.

5. DEFINE CLEARLY FOR YOURSELF THE TASK TO BE DELEGATED

When you give people a job, ensure you tell them how much authority you are handing over. Three possibilities are:

- "Look into the problem; suggest three solutions; and I'll choose the best."
- "Look into the problem; tell me how you plan to solve it; and do so unless I tell you otherwise."
- "Solve the problem and tell me when you're finished."

Set parameters and establish controls to ensure this authority and the accompanying power will be properly used. If necessary, inform other relevant staff.

6. KEEP LINES OF COMMUNICATION OPEN

When you delegate, you do not abdicate responsibility. You must maintain some control over the project. At the very least, agree to have your delegate inform you only when

things are not going according to plan. Be accessible but not meddlesome. The delegate should make the first contact.

7. MONITOR PROGRESS UNOBTUSIVELY

Keep an eye on your delegate's progress without intruding. If necessary, confirm in advance how often progress is to be reported. As the delegate gains confidence, tactfully withdraw but remain alert for problems. Help if asked to do so.

8. REWARD PERFORMANCE

Appreciate a job well done by recognizing good work privately and publicly. Sincere recognition will increase your effectiveness in working with others.

9. DELEGATE AS PART OF A MASTER PLAN

Review the project on its completion to make sure your delegate has also gained from the task. See delegation as part of the planned growth of your staff. Through delegation, they grow in confidence; and they and your organization will benefit in the long run.

DBR

Reprinted with the permission of Dr. Neil Flanagan, a bestselling author, keynote and conference speaker, and management strategist. He developed The Online Manager (www.justasktom.com) as a resource for managers on the go and a white label version (www.abccompany.com.au) customized by organizations for their own use. Neil can be contacted at www.neil.com.au

You Don't Have Time **NOT** to Manage Your People

KNOW YOU DON'T HAVE ENOUGH TIME.

Nobody has enough time. After all, there are only 168 hours in a week, and you have zillions of demands on your time. You definitely don't have enough time. But what does that mean for you as a leader? It means you don't have time **NOT** to manage your people.

WAITING FOR A CRISIS

Managers who desperately try to avoid spending time managing people end up spending lots of time managing people anyway, because when a manager avoids taking time to make sure things go right, things always go wrong. Small problems pile up and fester unattended until they become so big that they cannot be ignored. By that point, the manager has no choice but to chase down the problems and solve them.

In crisis situations, managers are virtually guaranteed to be less efficient, a further waste of time. So they run around solving problems that never had to happen, trying to get big problems under control that should have been solved easily, dealing with long-standing performance problems, and feeling even more pressed for time. In all likelihood, they will go right back to avoiding managing people, and the next time they'll make time for management is the next time there is another big problem to chase down and solve.

MANAGEMENT BY SPECIAL OCCASION

Most managers are so busy with their own "real work" that they think of their management work mostly as an extra burden. They avoid daily managing the way a lot of people avoid daily exercise. When problems crop up, they quickly get out of control. These managers can no longer avoid their responsibility and

spring into action. By that point, however, they have a very difficult task on their hands.

Management by special occasion means managing when it can no longer be avoided, often when big problems arise and need to be solved right away. But there are other special occasions: assigning a new project to an employee, communicating a change from on high to the team, or recognizing a huge success. In the absence of some special occasion though, most managers simply don't manage.

The only alternative to management by special occasion is getting in the habit of managing every day. Start by setting aside one hour every day or every other day as your sacrosanct time for managing. During that hour, do not fight fires. Use that hour for managing up front before anything goes right, wrong, or average.

A 15-MINUTE SOLUTION

The time you spend managing is "high-leverage time" where you engage the productive capacity of the people you manage. For example, for every 15-minute management conversation you have with an employee, you should be engaging hours or maybe days of that employee's productive capacity. If that 15-minute management conversation is effective, you should substantially improve the quality and output of the employee's work for hours or days.

Some people need more attention than others. Talking to every person every day is not always possible. You have to choose your targets. Spread out your management time. Some employees may need you more than others, but everybody needs you.

As long as you conduct them on a regular basis, management conversations need not be long and convoluted. The goal is to make these one-on-one meetings routine, brief, straight, and simple. You'll be surprised at how much you can get done in 15 minutes. Take any employee you have not spoken to in detail for a while. Spend 15 minutes with that person asking probing questions about their work, and, in most cases, you will find things that require adjustment. You'll be darned glad you had that conversation. And you should be in a hurry to have another one, no more than two weeks later.

At 15 minutes per meeting, you should be able to have four meetings a day in an hour. That's 20 meetings a week, at least. I bet that's a whole lot more than you've been managing lately.

DBR

Reprinted with the permission of Bruce Tulgan, author of numerous books, including *It's Okay to Manage Your Boss* (2010), *Not Everyone Gets a Trophy* (2009), the bestselling *It's Okay to Be the Boss* (2007), and the classic *Managing Generation X* (1993). To find out more, visit www.aizimmerthinking.com/blog or www.talkaboutthework.com. Follow Bruce on Twitter @bruceatulgan.

Good leaders are anxious for development, and Drake's assessment solutions, coaching, and workshops deliver the insight they need to be better leaders. Inspired leaders improve productivity, reduce turnover, and attract top performers to the company. To learn more, contact Drake.

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FOCUS ON DRAKE UNITED KINGDOM

WORKING IN PARTNERSHIP WITH A GLOBAL LEADER

Whether you are an existing independent recruitment agency or eager to start working for yourself, the Drake International Regional Marketing Licensing (RML) programme offers you the opportunity to work in partnership with a global leader in human capital management solutions. Harnessing the infrastructure, technology, and credibility of Drake International with your entrepreneurial spirit and drive is an ideal match in today's challenging business climate.

Franchising continues to be a fast growing area in both B2C and B2B environments, and the Drake RML programme offers an

innovative business approach and structure. Drake's RML business model requires no up-front payment or purchase fee, and it works across the provision of both temporary and permanent recruitment solutions. The RML structure is currently in place throughout the UK in the form of traditional high-street branches and dedicated on-site branches on our clients' premises.

Your Drake RML benefits are:

- payroll funding and credit control
- back-office and IT support
- corporate memberships and accreditations: REC, ISO, Gangmasters, CIPD
- group purchasing, job boards, CV searches, etc.
- use of Drake Recruitment & Assessment Technology Solutions

Drake International's Regional Manager, William Dorman, said, "We see a range of excellent businesses operating under the RML programme, both in the UK and overseas. Entrepreneurial individuals are able to operate and grow their own business with our support, building long-term success for both them and Drake."

For more information on the Drake International RML programme and how you can put your skills and experience to work with a global leader, email Malcolm Fiske at rml@drakeintl.co.uk or call 0207 484 0800.

EXPERIENCED HR ADVICE AND SUPPORT WHEN YOU NEED IT

Small and medium-sized organizations (SMEs) often do not have the resources to hire a full-time, qualified HR professional. And with the ever-increasing mountain of employment legislation you must understand and adhere to, your company is at risk when related HR issues arise and are not dealt with appropriately. Employment tribunals are costly, and you can't get it wrong. Whether your company has five employees or 500, experienced HR advice is a necessity. It is also a phone call away with Drake's cost-effective solution to ensure that all your HR issues are handled correctly and efficiently as they arise, without your having to employ a full-time HR manager.

Drake's Outsourced HR Solutions service provides a practical approach to getting advice, support, and peace of mind. As you prefer, we will meet with you face to face or discuss your concerns over the phone. We become your outsourced HR partner and part of your team, without actually being on your team. It's a cost-effective solution.

We have a wealth of experience providing SMEs with tailored advice and support on specific courses of action required. To give you the confidence that a matter has been handled correctly, we can also attend meetings and draft correspondence. Your preferred outcome is always paramount.

Drake's Outsourced HR Solutions can help you with:

- Paperwork, policies, and procedures
- Grievance and disciplinary procedures
- Absence management
- Redundancy and restructuring
- TUPE (transferring an employee or group of employees to another employer under TUPE regulations)
- Tribunals
- Training and development in HR

WORKING WITH YOU FOR YOUR PEACE OF MIND

To customise a solution to fit your budget, we do an initial audit of your existing policies, paperwork, and procedures, and advise you on the gaps and areas that need to be addressed. We then tailor a package that addresses any outstanding HR issues and provides you with the necessary documentation to ensure that

you are, most importantly, meeting legislative requirements.

THE END RESULT

- Experienced and qualified HR support and advice when you need it
- Reduced risk management
- Reduction in overhead costs
- Ability to focus on your core business
- HR policies and procedures documentation kept up to date with the changes in legislation to protect your business

We can also provide training to enable your managers to correctly handle some issues in-house.

To find out how Drake's Outsourced HR Solutions can help you manage your HR issues confidently and efficiently, contact:

Area Director – North
Penny Woodhead
01759 372010
pwoodhead@drakeintl.co.uk

Area Director – South
Malcolm Fiske
07800 646391
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PROVIDING TEMPORARY HEALTHCARE STAFF WITH THE HIGHEST PROFESSIONAL AND PERSONAL STANDARDS

Drake Medox has been providing professional nursing services since 1978. We place nurses and healthcare assistants on a temp agency basis in both NHS and private hospitals in and around the London area.

Drake is on the London Regional Agency Nursing Framework Agreement and has achieved platinum standard for compliance with the Framework in 2010, 2011, and 2012.

Drake Medox is registered with the Care Quality Commission (CQC) and is licensed to provide nursing services outside the hospital setting. Following an audit by the CQC, Drake was awarded a 3 Star Excellent rating in 2010 and has continued to achieve the same high standards each year.

PRIVATE NURSING

Whether you are leaving hospital and require additional nursing at home or have immediate or longer term needs, we can help. Our primary concern is your well-being. Drake Medox can provide registered professional nurses to care for you in the comfort of your own home for day and night duties, short or longer term.

“Drake was so supportive and helpful and nothing was too much trouble for them. I simply cannot fault the service provided.” – P. Werhurn, Sandwell



We appreciate that each person has different nursing needs, which is why we take the time to listen to you and make sure that we address your preferences and requirements. You will be cared for with the dignity, respect, and confidentiality that you deserve and should expect from a professional nursing agency.

We employ healthcare staff with only the highest professional and personal standards to ensure that the service you receive is exceptional.

NURSES

We have a number of high-quality, experienced nurses and healthcare workers on our books, and Drake Medox welcomes applications from nurses and healthcare assistants with the relevant skills, knowledge, experience, and personalities.

INTERNATIONAL NURSE RECRUITMENT

Drake Medox is the leader in the international recruitment of nurses and allied health professionals (AHPs) for the UK. We work with NHS Trusts and independent hospitals to manage successful international recruitment projects. Since 1997, we have placed more than 8,000 nurses and AHPs in UK hospitals.

We make it easy for you to get your nursing workforce in place, saving you millions of pounds in agency fees. We:

- Source and screen candidates, conduct background checks, pool, and short list
- Manage the interview and assessment process as well as interview scheduling

Drake Medox helps BMI Healthcare through the recruitment process

"I have worked with Drake on two large recruitment campaigns in the last year and I have been delighted by not only the calibre of candidates provided but also by the organisational skills that have been considerably demonstrated. I am pleased, on behalf of BMI Healthcare, to commend Drake to you as an organisation that excels in all it does.

"The information provided on each candidate was phenomenal. The candidates were obviously carefully screened in order to meet my skill set requirements. No candidate was represented without first clearing it with myself. The candidates all had the necessary skills,

qualifications, and demeanour as outlined in my brief to Drake.

"The organisation of the logistics of my visit to the Philippines was faultless, from departure to landing. The staff at the Manila office were professional, understanding and knowledgeable. I can especially commend Liz Miller to you. Liz in the London office is highly organised and has made the whole immigration process so easy it has been a pleasure to actually go through it."

C. Purdie, HR Business Partner
BMI Healthcare

- Process post-interview NMC/HPC applications, OH clearances, Certificate of Sponsorship and visa applications, deployment process, and transfer to hospital location in the UK



"Drake made the whole process completely stress free. Not only were they extremely organised and efficient, the quality of the nurses they introduced to us was of an exceptionally high standard. They listen to your requirements and only provide nurses that meet those requirements."

S. Burton, Director of Nursing at the Royal Hospital for Neuro-disability in London.

You can trust Drake to take the stress out of international recruitment and to deliver your newly hired, skilled healthcare professionals, efficiently and cost effectively.

Contact us to find out more

Drake Medox nursing agency is based at Regent Street close to Oxford Circus in Central London. Our offices are easily accessible, and you can visit us 9 am – 5 pm Monday to Friday. If you would like more information or to discuss your specific recruitment needs, our professional and friendly team is available to speak with you on Freephone 0800 111 4335 in or out of office hours. You can also send an email enquiry via our website www.drakemedox.co.uk

Nurses: Please visit our website and see our "Candidate" information page or email us by completing the short form on our "Contact Us" page. You can also call us at the number above.

Hospital Employers: Please call our Freephone number and speak with Mairead Murphy RN – CQC Registered Manager to learn more about the benefits of using Drake Medox nurses or to discuss the outsourcing of your nurse bank.

SUPPLYING TRAINED PERSONNEL TO SUPPORT NATIONAL AND GLOBAL PORTS OPERATIONS

DRAKE PORTS DISTRIBUTION SERVICES IN THE UK

For over a decade, Drake Ports Distribution Services (DPDS) has used its unique methods to successfully staff several ports across the United Kingdom. In 1995, senior management at Mersey Dock and Harbour Company (now Peel Ports) decided to outsource the stevedoring workforce in the Port of Liverpool Seaforth Container Terminal. Drake was selected to supply, train, and manage a workforce of 160 highly skilled workers to operate a 24-hour, 7-day service.

Drake continues to supply the entire workforce, which encompasses a variety of skills from crane and straddle carrier drivers to foremen and cargo handlers. Productivity has improved by 200%, and vehicle turn-around time has been halved.

Success across all Drake Ports operations is the result of our thoroughly understanding our customers' needs and conducting quarterly reviews with each customer to determine forward performance and productivity targets, training needs, and operational changes. Drake has a fully accredited team of trainers for most port skills as well as proven assessment systems to enhance and improve health and safety.



FULL-SIZE TRAINING SIMULATORS AT QUAY SKILLS: DOCKSIDE

Housed in Mersey Maritime's dedicated Quay Skills Training Suite in Birkenhead, Wirral, is Quay Skills: Dockside, which consists of three full-size training simulators. Developed by Mersey Maritime with partners AIMS Solutions (Liverpool) and DPDS, the simulators replicate operations on five separate pieces of dockside equipment: Quay Crane, Gantry Crane, Straddle Carrier, Forklift Truck, and IMV Tugmaster.

Learners use the simulators to drive virtual equipment in the virtual environment of Liverpool's Seaforth Container Terminal and Twelve Quays Terminal in Birkenhead, both

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Drake International's Regional Manager William Dorman said, "We see a range of excellent businesses operating under the RML programme, both in the UK and overseas. Entrepreneurial individuals are able to operate and grow their own business with our support, building long-term success for both them and Drake."

For more information on Drake Ports Distribution Services or Quay Skills: Dockside, call Ian Roots on 020 7484 0800.



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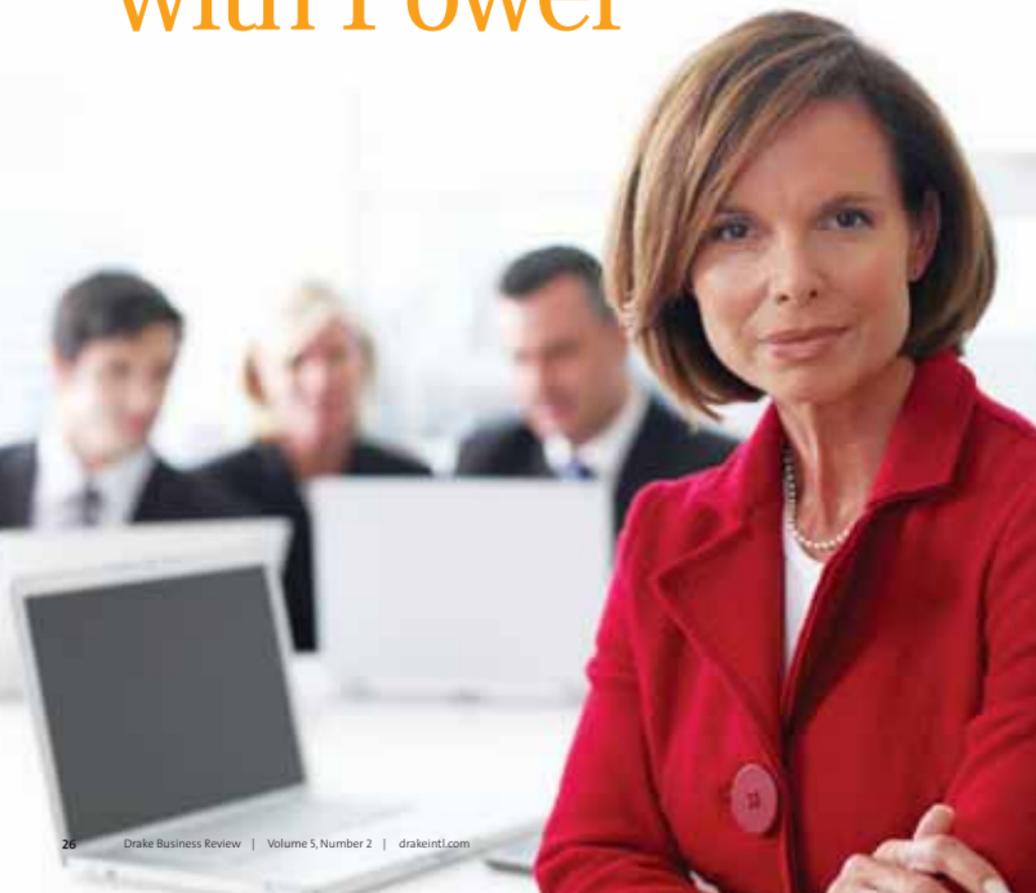
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PUT LEADERSHIP ON PARADE:
**Communicate
with Power**



MANY OF THE DEFINING characteristics needed for effective leadership — vision, integrity, commitment, resilience — are innate. Fortunately, another quality as essential for success as the others can be learned — the ability to mobilize a fire-in-the-belly effort among employees to help the leader realize ambitious goals. Leaders can acquire this ability by observing and learning from the behaviours of other leaders who use these skills, by being coached, or by incrementally stretching employees beyond the norm to generate the needed commitment.

The power of the leader's position alone cannot command enthusiasm and dedication from today's workforce. Instead, employees must be convinced that the leader's objectives are achievable, understand that meeting the goals will provide a personal payoff, and be inspired to make their own full-force contribution. To generate the needed support from everyone in the organization, leaders must put their leadership on parade: They must be visible and crystal clear in their message and take every opportunity to demonstrate — live and in person — their passion for their goals. Unless they show how deeply they care, few others will care, and their plan may be seen as just another flavour of the month.

MAKE IT PERSONAL

Some leaders believe it is sufficient to communicate their goals to the workforce through the organization's internal media, such as employee publications, intranet, or videoconferencing — the more sophisticated the technology the better. Many have become enamoured with blogging because it makes instant communications with large numbers of employees possible — assuming they make the effort to log on. This is useful because it allows for repetition of the leader's message, which is essential for making an

impact. But using media is not a substitute for interacting with employees face to face. Media cannot convey the leader's intensity of feeling for their plan nearly as well as human contact does. The very fact that the leader is there and has left the comfort of the office to communicate with employees gives the message importance.

Leaders must make their case loudly, clearly, and consistently. They should seize every opportunity to speak from the heart in personal engagements with their employees, thus allowing them to express their message with absolute clarity and address any concerns the employees may have about it. As an additional payoff, the workforce's views about other company issues will come through unfiltered. (Reporting of bad news at these meetings should be encouraged because it can be dealt with on the spot and not spiral out of control.)

Personal interactions with the workforce can take many different forms. Leaders can make presentations before large groups in auditoriums. There can be smaller, more informal departmental or function-focused meetings where participants will feel freer to ask questions or present problems. Leaders who appear at these meetings without the usual retinue of direct reports signal that they are approachable and welcome interaction.

Leaders also can meet with a cross-section of employees in skip-level meetings, conduct spontaneous walkabouts to fill in the time between planned events, have lunch in the organization's cafeteria, and drop in on the back office, the factory floor, or a remote office where employees may never have seen them and will be particularly impressed. When leaders give employee awards at presentation ceremonies, the awards become particularly special. Praise from an

employee's direct supervisor is a strong motivator; from the organization's leader it is even stronger. Effective leaders are generous with their praise whenever it is deserved.

PRESENT WITH POWER

Putting leadership on parade does not come naturally to some leaders, particularly those who have led primarily by issuing directives. But presenting with power is a skill easily learned. Once learned, it becomes a habit, and each presentation becomes increasingly effective. In any meeting, large or small, the effective leader captures the listeners' attention immediately, holds it for the duration of the presentation, and creates the kind of energy that generates action.

The leader should organize the message so it is clear and compelling, appealing to both heart and head. Stories involve the audience and reveal the leader's humanity, essential for establishing trust. They paint word pictures with characters, settings, and action. The leader makes deliberate use of wording, voice, posture, movement, and timing.

The most powerful communications tools are the eyes. Steady, warm eye contact conveys credibility. Failure to make eye contact can signal unease, defensiveness, or perhaps lack of candour. When talking with one person, the leader looks at the other's eyes, then moves away to avoid causing discomfort. With a large group, the leader makes everyone feel included by making eye contact with one person in the audience for as long as it takes to express a thought, and then moves the eyes to someone in a different part of the room.

When a leader can zero in with eye contact toward one audience member, surrounding audience members benefit, too. Studies have shown that all the audience members in the

Effective leaders showcase their passion by putting their whole body into the presentation.

area around the person being addressed feel they're being spoken to directly. Using the eyes this way also alleviates whatever anxiety the presenter may be feeling because speaking one-to-one to an individual comes naturally. In contrast, nervous speakers scan the audience, never finding one focal point, which increases their anxiety because the brain has too much information to process.

An academic study by faculty at the University of Akron's School of Communication in the US showed that using the eyes appropriately is the single most important factor for communicating effectively.

GET OUT FROM BEHIND THE LECTERN

Effective presenters do not use a lectern, a barrier that separates them from the audience. They have no need for lecterns because they do not read from a written text. They understand that presentations that are read are considered old news and, as such, detract from the spontaneity that creates energy in the audience. Doing without visuals can be particularly effective when the presentation is intended to inspire the audience rather than convey information.

Effective leaders showcase their passion by putting their whole body into the presentation. They support every statement with an appropriate gesture and make large body movements to underscore important points. They further accentuate these points with dramatic pauses or by raising or lowering their voice. Their choice of language demonstrates they are sincere because they avoid euphemisms, jargon, and office-speak.

Although their presentation may appear spontaneous, they have carefully rehearsed it. They've put aside extraneous content. They've identified questions that may be asked and prepared succinct and persuasive answers. Though an initial presentation like this may require serious rehearsing, the process becomes easier as the leader seeks out opportunities to continue presenting. Seasoned speakers who get a deep sense of pleasure from presenting can become encouraged to present their views about significant issues on the national stage. This further helps cement leadership positioning.

KNOW YOURSELF AND THE ORGANIZATION

The "leadership on parade" process begins with leaders honestly assessing how the workforce perceives them and how they in turn view the employees. Mistaken impressions can hinder communication and, with that, the leader's effectiveness.

Leaders may misunderstand the workforce's values, particularly if they are new. They may have come from a company whose employees value making lots of money, but their new culture emphasizes a concept like "do no evil". Judgments from trusted direct reports will be needed because even a small change that runs counter to the culture can have large repercussions.

The workforce may not have a good understanding of the leader either. The leader may have served for many years but not been very visible. Unknowingly, the leader may be sending out contrary signals. Is the leader shirt-sleeved or double-breasted Occupying

a walnut-pannelled corner office or at the centre of the floor? Each is making a value statement. With these and other choices, leaders must project their true selves.

This is not a call for leaders to improve their "image"—a mere artifice; honest, effective communication is authentic.

DBR

Reprinted with the permission of Kevin Daley, an authority on communications and presentations skills. He has personally coached 62 board chairmen, 320 company presidents, 3,200 sales managers, as well as a broad range of political figures, sports and media people. He is a globally recognized expert at helping executives present more effectively, handle themselves with greater presence, and think more clearly under pressure. Contact Kevin at kdaley@kdspeak.com or visit <http://kdspeak.com/>

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12 REQUIREMENTS FOR BUILDING EFFECTIVE TEAMS

IN THE UNCERTAINTIES IN TODAY'S GLOBAL marketplace, talk in the workplace centres around the many nuances of becoming a team, the differences between teams and groups, what it takes to work as a team, and how to make the team more effective. However, few people have come to understand what it really takes to develop a great team that performs with extraordinary results. Being a part of a team that most can count on requires the right people coming together with the complementary skills and talents to achieve the desired effects of the leadership and organization.

People selected to become members of a team must be prepared to contribute to the environment and overall success of the organization. They must put their personal feelings aside and work towards a significant level of personal proficiency that translates into increased levels of professional mastery. When assigned to specific tasks, they must understand and be in tune with their situation and be unified with the heartbeat across other departments of the organization. The future picture must drive their actions and performance to do what is needed to win.

It is important to differentiate the concept of teamwork from that of a working group formed to accomplish a specific goal. Because people confuse these two, many team-building training programs, seminars, meetings, retreats, and activities are deemed failures by their participants — the facilitators normally failing to define the differences between “groups” and “teams” and the participants leaving without a comprehensive understanding of what they really need and must achieve.

The Differences between Teams and Groups

Team

A team is best described as a small group of individuals with complementary skills and abilities who are committed to a common goal and approach for which they hold each other accountable.

The best size for teams is 6 to 12 individuals. Larger teams require more structure and support, while smaller teams often have difficulty meeting when members are absent. Members have skills and abilities that complement the team's purpose. Not all members have the same skills, but together they are greater than the sum of their parts.

On teams, members share roles and responsibilities and are constantly developing new skills to improve the team's performance. They work in a democratic fashion, with every voice having an opportunity to be heard. Teams identify and reach consensus on their common goal and approach rather than looking to a leader to define these. Most important, teams hold their members accountable — very accountable! What does this mean in practical terms? When they experience conflict with a member, they speak to that member directly rather than to a supervisor. When a member is not performing to the level required, the team addresses, or self-disciplines, the performance issue.

Group

A group is a small unit of people with complementary skills and abilities who are committed and willing to be held accountable to one leader's goal and approach. A group drives individual rather than shared accountability. Decisions are made by voting or implied agreement rather than by consensus as typically made by a team.

Teams work in a democratic fashion with every voice having an opportunity to be heard.

When defining teams and groups, it is unfair to say that one is better than the other. A good question to ask is: "When is it best to develop and use a group, and when do you make the extra effort to develop a team?"

It's important to understand that groups are much easier and less complex to form than teams. Groups work best when the decisions and process are already determined, buy-in is not necessary, time is a critical factor, and there is split or minimal management support for teaming. To form a group, it is best to identify a very strong and confident, effective leader, empowered to recruit group members and formulate the goal/orientation and approach for driving decisions to be made. This approach is practical for short-term projects where the outcomes are already defined.

Teaming, on the other hand, should be used when you need a broad buy-in for the greatest level of performance output, when no one person has the answer, and when shared responsibility is important to the success of the goal and meeting objectives. To achieve a real team — and a great team — is difficult and time consuming. Great teams require such qualities as time, trust, and positive organizational behaviours. Nothing will transform a group into a team overnight. It takes an enormous amount of time, along with lessons learned from mistakes to craft the necessary skills that work well together. It also requires a comprehensive understanding of how to solve problems, challenges, and issues, and how to make the right decisions effectively.

Organizations must decide on their short- and long-term objectives before deciding on which direction they should go. And senior leadership must be prepared to ask the people involved: "What would it take to be a real, high-performance unit?" Then, as they brainstorm the answer, they must challenge the stakeholders and themselves to press onward to become the very best they can be to achieve the future picture of the organization.

Twelve Requirements for Building Effective Teams

The focus of team building must be on improving results, not just improving relationships. The process starts by measuring how clear team members are on their purpose, vision, values, and goals, and goes on to focus on the manoeuvres, and all aspects of the team dynamics for achieving those goals.

Even if they appear to have worked in the short term, most team-building programs don't achieve anything in the long term. People cannot change their behaviour and continue with those changes from a two- or three-day training experience. Changing behaviour takes time.

No matter what you call your team-based improvement effort — continuous improvement, total quality management, lean manufacturing and Human Sigma, or self-directed work teams — you are striving to improve results for internal and external customers. However, few organizations and leaders are totally pleased with the results their team-improvement efforts produce. If your team improvement efforts are not living up to your expectations, this self-diagnosing checklist might tell you why:

People selected to become members of a team must be prepared to contribute to the environment and overall success of the organization.

1. Clear expectations

To be successful, there must be buy-in from the top. Has executive leadership clearly communicated its expectations for the team's performance and expected outcomes? Do team members understand why the team was created? Is the organization demonstrating consistency of purpose in supporting the team with resources of people, time, and money? Does the work of the team receive sufficient emphasis as a priority in terms of the time, discussion, attention, and interest directed its way by executive leaders?

2. Context

Do team members understand why they are participating on the team? Do they understand how the strategy of using teams helps the organization attain its communicated business goals? Can members define their team's importance to the accomplishment of goal orientation? Does the team understand where its work fits into the total context of the organization's goals, principles, posture, vision, organizational behaviour, and values?

3. Commitment

Do team members want to participate on the team? Do they feel the team mission is important? Are members committed to accomplishing the team mission and expected outcomes? Do they perceive their service as valuable to the organization and to their own careers—is there a win-win? Do team members anticipate recognition for their contributions? Do they expect their skills to grow and develop on the team? Are members excited and challenged by the team opportunity?

4. Competence about performance

Does the team feel that it has the appropriate people participating? For example, in a process improvement initiative, is each step of the process represented on the team? Does the team feel that its members have the knowledge, skill, and capability to address the issues for which it was formed? If not, does the team have access to the help it needs? Does the team feel it has the resources, strategies, and support needed to accomplish its mission/objectives and future picture?

5. Contract

Has the team taken its assigned area of responsibility and designed its own mission, vision, posture statement, memorandum of understanding, and strategic intent to accomplish the mission? Has the team defined and communicated its goals, its anticipated outcomes and contributions, its timelines, and how it will measure both the outcomes of its work and the process the team followed to accomplish their task? Does the organization leadership or other coordinating group support what the team has designed?

6. Cooperation

This is the exercise of authority and direction by a properly designated team leader or members on a team over assigned and attached resources in the accomplishment of the organization's mission. Does the team have enough freedom and empowerment to feel the ownership necessary to accomplish its contract?

At the same time, do team members clearly understand their boundaries? How far may members go in pursuit of solutions? Are monetary and time limitations defined at the beginning of a project before the team experiences barriers and rework? Do all members of the organization understand the team's reporting relationship and accountability? Has the organization defined the team's authority to make recommendations and to implement its plan? Is there a defined review process so both the team and the organization are consistently aligned in direction and purpose? Do team members hold each other accountable for project timelines, commitments, and results? Does the organization have a plan to increase opportunities for self-management among organization members?

7. Collaboration (coalition of forces)

Does the team understand team and group process? Do members understand the stages of group development? Are they working together effectively interpersonally? Do all team members understand the roles and responsibilities of individual team members and leaders? Can the team approach problem solving, process improvement, goal setting, and measurement jointly? Do members cooperate to accomplish the team contract? Has the team established group norms or rules of conduct in such areas as leader shaping, conflict resolution, consensus decision making, and meeting management? Is the team using an appropriate strategy to accomplish its action plan?

8. Communication

Are team members clear about the priority of their tasks? Is there an established method for teams to give feedback and receive honest performance feedback? Does the organization provide important business

information regularly? Do the teams understand the complete context for their existence? Do team members communicate clearly and honestly with each other? Do they bring diverse opinions to the table? Are necessary conflicts raised and addressed? Do team members understand that conflict is necessary for lessons learned?

9. Creative innovation

Is the organization really interested in change? Does it understand the contextual implications for the change? Does it value creative thinking, transformational thinking, unique solutions, and new ideation? Does it reward people who take reasonable risks to make improvements or does it reward the people who fit in and maintain the status quo? Does it provide the training, education, access to publications and textual resources, performance management assessments, and in-field trips necessary to stimulate new thinking?

10. Consequences

Do team members feel responsible and accountable for team achievements? Do they feel responsible and accountable for each other? Are rewards and recognition supplied when teams are successful? Not successful? Is reasonable risk respected and encouraged in the organization? Do team members fear reprisal? Do they spend their time finger pointing rather than resolving problems during the necessary debrief sessions? Is the organization designing reward systems that recognize both team and individual performance and organizational behaviour? Is the organization planning to share gains and increased profitability with team and individual contributors? Do team members feel responsible and accountable for team and individual strategic execution tactics? Can contributors see their impact on increased organization success?

11. Coordination

Are teams coordinated by a central leadership team that helps them obtain what they need for success? Does a designated red team help teams work out problems and challenges before tackling their mission? Have priorities and resource allocation been planned across departments? Have the proper configurations or reconfigurations been made and planned for across departments? Do teams understand the concept of the internal customer, anyone to whom they provide a product or a service? Are cross-functional and multi-department teams common and working together effectively and efficiently? Is the organization developing a customer-focused process-centred orientation and moving away from traditional departmental thinking?

12. Cultural change — collective behaviours

Does the organization recognize that the team-based, collaborative, empowering, enabling organizational culture of the future is different from the traditional, hierarchical organization it may currently be? Is the team a networked unit or hierarchical one? Is the organization planning to or in the process of changing how it rewards, recognizes, appraises, hires, develops, plans with, motivates, and manages the people it employs? Does the organization plan to use failures for learning and support reasonable risk? Does the organization recognize that the more it can change its climate to support teams, the more it will receive in pay back (ROI) from the work of the teams?

Spend time and attention on each of these 12 Cs to develop effective units to ensure your work teams contribute most effectively to your business success. In a position of leadership, your team members will respond

favourably, your business will soar to new heights, and empowered people will own and be responsible for their work processes. Everyone will find their voice. Can you ask for anything better in the workplace than what is proposed here?

DBR

Reprinted with permission of Damian D. "Skipper" Pitts, CEO, The Bison Group Corporation, Philadelphia, USA. More information on this topic is available in Skipper's book, *Building Great Teams: Charting the Path of Organizational Politics* (2008, Amazon.com). Email Dpitts@thebisongroup.com with questions and queries, or visit www.thebisongroup.com.

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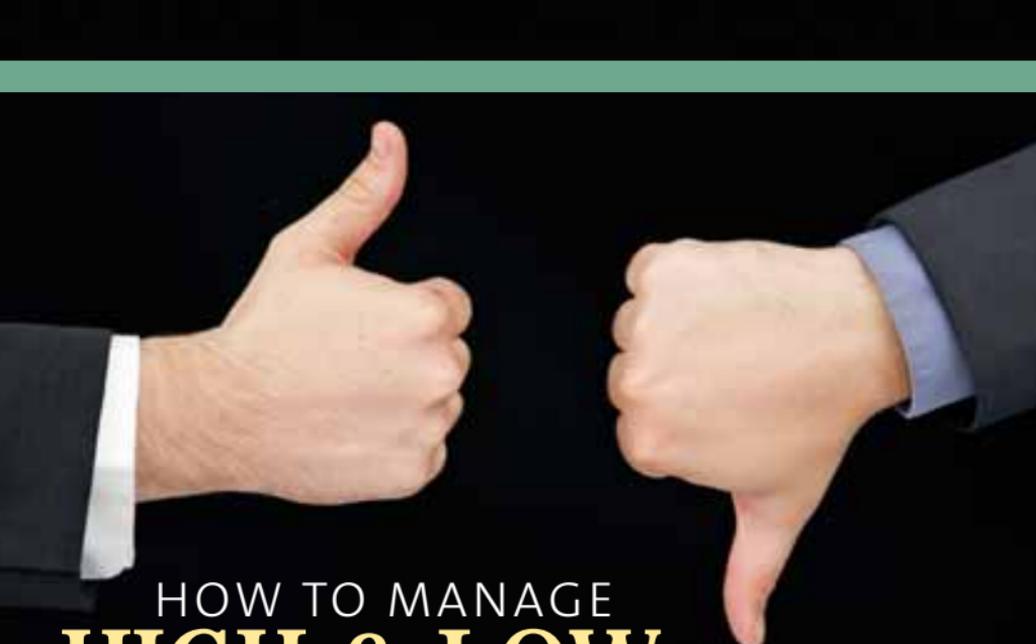
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A close-up photograph of two hands in business suits. The hand on the left is giving a thumbs-up gesture, while the hand on the right is giving a thumbs-down gesture. The background is dark, making the hands stand out.

HOW TO MANAGE HIGH & LOW PERFORMERS

PEOPLE WHO INVEST THEIR MONEY wisely focus on the investments that have the greatest chance of turning out to be winners. Do you do the same when managing the performance of your employees? If you are sadly like most managers, the answer is you probably get caught up spending too much time with low performers who have a fair chance of being acceptable but not stars. What would happen if you dedicated more time to your employees who are acceptable performers yet exhibit clear signs of being high performers? The

answer is that many of these acceptable performers will move into the ranks of high performers.

As a CEO, manager, or business owner, how do you identify the employees to focus on, and how can you make the most of your lower performers?

1. Be selective about whom you focus on

Carefully select who will be important for you to invest your time, energy, and other resources

in to develop their performance. This decision is incredibly important. If you choose a low performer, your likely payoff will be less than if you select a high performer. This may seem at odds with what you have learned in the past, or it may even seem to go against the grain of democracy or fighting for the underdog. However, if your goal is to maximize performance, then this approach is more likely to yield greater results more quickly.

Anyone can really improve only two or three things at a single time, no matter what

DEDICATE MOST OF YOUR TIME AND ENERGY TO THE PERFORMERS WITH THE GREATEST PAYOFF.

multitaskers tell you. Deliberately practising two or three things is what drives high impact gains in performance and productivity, and that practice can be enhanced with explicit, targeted feedback from managers. It is far easier, more rewarding, and more effective to leverage strengths rather than focusing on weaknesses. The key is to find a strength in one area in the performer and get them to use that strength in an area that requires improvement. Real, sustained improvement takes time. As a manager, you require patience as you need to focus on the long term and not just the quick fix. The quicker the fix, the less sustainable the result.

2. Keep hope alive for all performers

Keep hope alive for all performers, even those who are chronically low. What does this mean? As a manager or CEO, you want to make investments, though not equal investments, in all performers. But do not waste a lot of time, energy, and other resources on your employees who, at their very best, will only be average or acceptable performers. These are not bad people or bad fits for your company or not worthy of their salary or slackers; they may simply be comfortable in their current position and have no desire to become the company superstar.

A manager who wants to improve performance should demonstrate what psychologists call “unconditional positive regard”. This means that you accept where your staff begins their performance improvement journey. Some may begin behind; others at the right place; and some even ahead. Assess the starting place but do not judge. Then, you can

identify the signature strengths of all of your staff, even chronic low performers.

Watch out for the “Pygmalion effect” of your staff rising or falling to meet your expectations. In other words, if you have low expectations, they will move to meet your low expectations; if you have high expectations, your employees will move to meet your high expectations.

Focus on making progress toward a longer-term goal and reward that progress, even if it is only one baby step after another. By rewarding small steps towards the larger performance goal, you will also feel less frustration because you know your efforts with the low performers are paying off.

3. Address chronic low performers

Cut your losses early. As a manager or CEO, you are responsible to your boss or stockholders, to your company, and to your customers. There are two ways to address chronic low performers. If, after setting clear expectations, monitoring their performance, giving feedback about their performance, coaching them, and then letting them know about the consequences of underperforming, you still see no improvement, you should let them go.

If your company cannot afford to let any employees go to keep the operation running, the second way to address the issue is to reassign chronic low performers. When you reassign an employee, you protect the majority of those who are performing well from a smaller group that could persuade them to lower performance across the board or distract the higher performers.

Picture yourself three to six months from now after experimenting with these three recommendations. Not only will you have a plan for all performers, but you will have dedicated more time, energy, and resources to those performers with the greatest payoff. Your time is precious; you can focus on only so much. You have to be selective about what you focus on. When you are responsible for managing performance, prioritize and be confident knowing that your investment will pay off for you, your company, and your customers.

DBR

Reprinted with the permission of Dr. Marty Martin, known for presenting state-of-the-art content in an engaging dynamic fashion. He has been speaking and training nationally and internationally for over 30 years. He is the author of *Taming Disruptive Behavior* (The American College of Physician Executives) and Director of the Health Sector Management MBA Concentration and Associate Professor in the College of Commerce at DePaul University in Chicago, USA, and practices at Aequus Wealth Management. For more information, visit www.dmartymartin.com.

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WHY YOUR EMPLOYEES ARE JUST NOT THAT INTO YOU

ARE YOU FRUSTRATED WITH EMPLOYEES who seem to be more “It’s all about me” than “How can I help my employer”? Do you wish your employees shared your commitment to your organization’s goals and success?

Employee engagement research has repeatedly shown that the majority of employees are not highly engaged. In other words, most employees are not particularly “into” their employer, the organization’s well-being, or its goals.

Recognizing and appreciating, but it’s not working...

Like most employers, you probably conduct the requisite engagement survey, put on the requisite employee appreciation events, and institute the requisite employee recognition programs. And still, the majority of your employees don’t seem to care.

Over the years, focus groups with employees have given me an insider’s view of why employees feel uninterested in making a contribution. Their stories illustrate how many of these negative moments of truth chart a steady downward trajectory in morale and engagement.

It is different working with companies with morale problems and labour-management

conflict versus employers known for being a great place to work. I’ve noticed how very differently HR staff and managers from the two groups treat me, which provides a diagnostic on how they treat their employees.

Finally, I know what I observe and have learned from high-performing companies with passionate, committed, engaged employees — think Zappos, Southwest Airlines, and Ritz Carlton — and what they do very differently than their counterparts.

SEVEN REASONS YOUR EMPLOYEES ARE JUST NOT THAT INTO YOU

I have found seven major reasons why employees stop caring, and why they go from being an excited new hire into what Gallup describes as a ROAD Warrior — Retired on Active Duty. How many in the list below ring true for your organization?

1. Employees don’t know what game they’re in, how it’s played, and what the stakes are.

The majority of employees don’t understand their employer’s vision, business goals, strategy, brand promise, key initiatives, and marketplace realities. According to a Harris Interactive survey of 23,000 employees, only 37 percent of employees understood what their employer was trying to achieve and why.

Stephen Covey translated this sad reality into a soccer analogy: If the typical organization were a soccer team, only 4 of the 11 players would know which goal to shoot on. Imagine trying to compete with the majority of your team not even knowing what game they’re supposed to be playing.

Besides compromising their ability to perform well, not knowing the big picture leads to disinterest. How can you get excited about something you know little to nothing about?

To examine how well your employees understand the game you’re in, reflect on how well your leadership communicates your mission and vision in real-life terms, rather than slogans and platitudes. How much do your employees know about:

- your business goals
- your key result areas
- your most important initiatives
- your brand promise and brand differentiation
- how your business works and how the pieces fit together
- marketplace realities and what that means to your business.

The more they know, the more they are likely to care.

2. Employees don't know exactly how to make the biggest contribution.

Seeing the big picture isn't enough. Employees need to understand how their small picture directly affects the big picture. In other words, each employee needs to know specifically what behaviours and actions on their part do the most to help you achieve the important business results you desire.

In the Harris Interactive study, only 20 percent of employees reported having a line of sight between their job and their employer's goals.

3. You don't give employees a reason to care about contributing.

Knowing what their employer is trying to achieve and how they can help make this happen are not enough; employees need to have a why. They need to care about actually making that contribution.

The issue of caring gets to the heart of employee disengagement. Employers who have employees who don't care, typically relate to their employees very differently than employers who have employees who do.

Employers with disengaged employees often possess these characteristics:

- Leadership does not communicate in inspiring ways about how the organization's activities matter in the world.
- Leadership's actions communicate "We don't care about you. We don't respect you." So employees reciprocate by not caring about what leadership wants.
- Employees get worn out from a culture of mediocrity being tolerated, commitments not being kept, and feedback and requests being ignored.
- Employees feel like their own manager and/or employer has a user's mentality,

being "all over it" when they want something from their employees but not responding to employee concerns or requests.

4. Managers don't know how to create an environment that fosters passion, and a willingness to go the extra mile.

They don't know how to create an intrinsically rewarding work experience out of which inspired work naturally springs forth. Instead, the environment they create fosters beleaguered, resentful, listless prisoners.

5. Employees are set up for the agony of defeat rather than the thrill of victory.

When employees are onboarded ineffectively, when they don't get the tools, training, time, or resources to do their jobs well, they experience the soul-crushing agony of defeat day in and day out. With defeat the norm, employees naturally become demoralized. They stop caring and they stop trying, or they leave to go to an employer where they can feel the thrill of victory.

Examine how well you prepare new employees to succeed at their jobs and whether you provide all employees with the support they need to do an excellent job, and feel the thrill of victory on a regular basis.

6. Bad behaviour and poor performance go unchallenged.

Few aspects of work life poison the work environment as much as disrespectful and dysfunctional behaviour going unchallenged. Not only does it damage morale, productivity, and customer-service quality, it damages respect for management. Similarly, allowing poor performance — or even mediocre performance — to continue helps drive out the top performers and leaves behind the C players.

How strong is your management team, top to bottom, in addressing bad behaviour and poor performance? Often, the single most effective thing a manager can do to turn around the emotional climate of their team is to fire the poor performers.

7. Employees feel unappreciated.

What we appreciate appreciates. What we take for granted depreciates. When employees feel that the sacrifices they make, the extra effort they put in, and the great job they do is taken for granted, they learn that what they do doesn't matter, so they stop doing it.

Conversely, if you continually recognize, appreciate, and celebrate high performance, small wins, and the behaviours that make your business's goals and success possible, you'll get more of those behaviours and more employees who care about you, your employer, and making a valuable contribution.

What to do with this

- Use the above list as a self-assessment tool to see opportunities for you to improve.
- Engage your management team in focused discussion on these seven areas to get their perspective on what areas need the most work.
- Conduct focus groups to find out how well employees feel you are doing in these areas and ask for ideas on how you can improve.
- Identify leaders who are already doing a great job in any of the above areas, and use them as teaching stories for the rest of your leadership team.

DBR

David Lee, founder and principal of HumanNature@Work, is an internationally recognized authority on organizational and managerial practices that optimize employee performance, morale, and engagement. He is author of *Managing Employee Stress and Safety*, as well as about 100 articles and book chapters. You can download more of his articles at www.humannatureatwork.com or contact him at david@humannatureatwork.com.



GET MORE DONE IN 12 WEEKS

THAN MOST DO IN 12 MONTHS

IN EFFORTS TO IMPROVE, MOST COMPANIES and individuals search for new ideas and strategies. They seek out new marketing techniques, sales ideas, cost-cutting measures, and customer service enhancements, hoping that these approaches will deliver better results.

However, the number one factor preventing individuals and entire companies from achieving what they are truly capable of is not a lack of knowledge, intellect, or information; it's not some new strategy or idea; it's not additional training; it's not a larger network of connected people; it's not hard work, natural talent, or luck. All these do help, all play a part, but they are not the things that make the difference.

You've heard the saying that knowledge is power. Knowledge is only powerful if you use it, if you act on it. It benefits no one unless the person acquiring the knowledge does some-

thing with it. Great ideas are worthless unless they are implemented. The marketplace rewards only those ideas that get implemented. You can be smart; you can have access to lots of information and great ideas; you can be well-connected, work hard, and have lots of natural talent, but in the end, you have to execute.

The barrier standing between you and the life you are capable of living is a lack of consistent execution. Effective execution will set you free: It is the path to accomplish the things you desire.

The 12 Week Year™

One thing that gets in the way of individuals and organizations effectively executing and achieving their best is the annual planning process. As strange as this may sound, annual goals and plans are often a barrier to high performance. This doesn't mean annual goals and plans don't have a positive impact. They

do. There is no question you will do better with annual goals and plans than without. However, this annual process inherently limits performance.

The trap is annualized thinking, at the heart of which is an unspoken belief that there is plenty of time in the year to make things happen. In January, December looks a long way off. Because we mistakenly believe that there is plenty of time in the year, we act accordingly. We lack a sense of urgency, not realizing that every week is important, every day is important, every moment is important. Ultimately, effective execution happens daily and weekly.

Forget about a "year", because we're redefining it. A year is no longer 12 months; it is now only 12 weeks. That's right: A year is now a 12-week period. There are no longer four periods in a year: That's old thinking. Now, there is just a 12-week year, followed by the next

Execution is the single greatest market differentiator. Great companies and successful individuals execute better than their competition.

12-week year, ad infinitum. Each 12-week period stands on its own: it is your year.

The 12 Week Year creates a new endgame date, the point at which you assess your success (or lack thereof). It narrows your focus to the week and, more to the point, the day, which is when execution occurs. The 12 Week Year brings that reality front and centre. When you set your goals in the context of a 12-week year, you no longer have the luxury of putting off critical activities, thinking to yourself that there is plenty of time left in the year. Once 12 weeks becomes your year, then each week matters; each day matters; each moment matters.

The result is profound. Most people experience about a 30% improvement in goal achievement in their first 12 weeks when operating on the 12 Week Year platform. To achieve more in the next 12 weeks than most will in 12 months, simply follow these three steps.

1. Set a 12-week goal

Start by establishing a 12-week goal. Annual goals are helpful but lack immediacy and urgency, whereas 12-week goals create focus and urgency.

Focus on what you want to make happen over the next 12 weeks. The goal should be an outcome — income, sales production, dollars saved, pounds lost — and represent significant progress towards your longer-term vision. Limit your goals to a maximum of three, and make certain each goal is specific and measurable.

2. Build a 12-week plan

12-week planning is much more effective than traditional planning because it is more predictable and focused. The key is: Less is more. A 12-week plan embraces the notion "Let's be great at a few things versus mediocre at many."

For each goal, you need to identify tactics, the daily and weekly actions that drive its accomplishment. If the goal is the "where", then the tactics are the "how". Again, less is more. Focus on the critical few. Identify the four or five actions you need to take daily and weekly to accomplish your goal. Those are your tactics.

3. Apply the weekly routine

Having a goal and a plan is helpful, but it's not enough. The key to your success is executing your plan. To ensure you execute at a high level, adopt the weekly routine. If you do the following three things on a weekly basis you can't help but get better.

Plan your week

Take a few minutes at the beginning of each week to plan your week. Use your 12-week plan to identify the tactics that are due this particular week. The weekly plan is not a glorified to-do list; rather, it reflects the critical strategic activity that needs to take place this week to achieve your 12-week goals.

Score your week

At the end of each week, score your execution. In the end, you have greater control over your actions than your outcomes. The most effective lead indicator you have is a

measure of your execution. You are scoring your execution, not your results. Calculate a weekly execution score by dividing the number of tactics completed by the number due.

Meet with a peer group

You are seven times more likely to be successful if you meet regularly with a group of your peers. Find two to three other people who are committed and willing to meet for 15 to 20 minutes each week. In your meeting, report on how you're doing against your goals and how well you're executing. Encourage and challenge one another.

That's it — three simple steps. Plan your week, score your week, meet with a group of peers. How easy is that? Do them and you will improve — guaranteed. Here's the catch: The steps are easy to do, and even easier not to do. So make a commitment to engage with them for the next 12 weeks and watch what happens.

DBR

Reprinted with the permission of Brian Moran, President and Founder of Strategic Breakthroughs. Brian has over 30 years' expertise as an executive, coach, and consultant. He realized that most people don't lack ideas but struggle with their effective implementation. His new book, *The 12 Week Year*, is a powerful guide to creating results through focus, commitment, and accountability. Brian is a recognized expert and speaker in the field of leadership and execution. To learn more, visit www.BrianMoran.com.

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WE FOUND A ROCK STAR!

Hiring the Best of the Best

Scenario #1: You have a critical position that needs to be quickly filled by a qualified candidate. For every day the position isn't filled, your in-box piles up a bit more with work to be done. You see hundreds of résumés and have interviewed scores of candidates, but the rock star you're looking for isn't emerging. You refuse to settle for a mediocre candidate, but the work is piling up and you have to do something.

Scenario #2: Three months ago, you thought you had the perfect candidate for a job and decided to hire him. You negotiated a compensation package, relocated the candidate, and did some internal public relations work with the team. Two months after the candidate hit the job, you realized that he was a PURE — previously undetected recruiting error. The candidate had a major issue dealing with pressure and became rude and angry with peers, employees, and customers whenever the heat was turned up. You're now

faced with either making a massive investment in the person or making a job change. Not a pretty picture.

Finding the right candidate for a job can be highly frustrating for both managers and recruiters. If you wait too long, the work keeps piling up and your management may start thinking you can get along without the position. Pull the trigger too soon, and you risk hiring a candidate that is a PURE. In some situations, it simply takes a long time to find

a suitable candidate. You need to minimize the situations where you either hire the wrong candidate or take forever to find the right one. These are some simple techniques to help you find that rock star for your organization:

KNOW WHAT YOU ARE LOOKING FOR

Sounds pretty basic, but it is amazing how frequently managers dust off a job description that hasn't been changed in years to use as the basis for hiring a new employee. Hiring to an out-dated job description can lead to ineffective résumé screening and poor-fit candidates. Give the job description a good working over and ensure the skills documented in the job description accurately reflect what you're looking for.

USE MULTIPLE INTERVIEWERS WHO CAN FOCUS ON DIFFERENT SKILLS

Based on the job description, your candidate may need a combination of functional, technical, leadership, and people skills. A candidate who may be a technical wiz may also have the people skills of a head of lettuce. Use trusted interviewers with expertise in each area of focus and ask them to drill the candidate in that area to ensure the total skills package is there.

LOOK BEYOND THE OBVIOUS

One of my best hires several years back didn't meet the traditional requirements of the job but had some outstanding core skills that were easily translatable to the new job. Had I stuck with my mental image of what I was seeking, I would have rejected the candidate during the résumé screening process. If your job for a procurement analyst requires strong analytical skills, consider looking at candidates from other functional disciplines, such as finance, to fill the role. I've continually been amazed the number of times out-of-the-box candidates have become rock stars. Don't limit yourself to candidates with traditional requirements.

GET A GLIMPSE INTO CRITICAL THINKING SKILLS

You've probably heard about the "why are manhole covers round" type of question and may be chucking at the prospect of asking a candidate such an off-the-wall question. However, the truth is that critical-thinking questions are a great way to understand how a candidate thinks through problems, how they respond to pressure, and how quick they are on their feet. Based on the critical question I asked during the interview, I've changed my hiring decision (both ways). A great approach is to think about your own business and create some hypothetical questions. For example, an automobile manufacturer might ask the candidate how they would design a car that gets 200 miles per gallon. Think about the "tough questions" you can ask and observe your candidate wrestling with the response.

GET A HUNDRED-DAY PLAN FROM THE CANDIDATE

Wondering what a candidate would do once they land on your doorstep? Ask them! During your final selection process, ask candidates to put together a plan of what they intend to accomplish during their first hundred days on the job. This technique is very effective in assessing how a candidate would take the ideas discussed during the interview process and put them into action if they were to be hired.

GIVE PEERS AND CANDIDATE'S PROSPECTIVE EMPLOYEES A VOICE

Key to a candidate's fit potential is how they will get along with peers and, if the candidate will be managing people, their prospective employees. You may have a functional and technical maestro, but one without teaming or collaboration skills will leave you creating a mess for yourself and the team. Just be cautious and get a cross-section of

opinions; you don't want to base team chemistry decisions on just one person's viewpoint.

The rock stars are out there and can be delivering value to your organization. Just make sure you focus on these basic hiring strategies and you'll get the best of the best to drive results for you.

DBR

Reprinted with the permission of Lonnie Pacelli, internationally recognized author of *Why Don't They Follow Me?* and *Six-Word Lessons for Project Managers* and president of Leading on the Edge International. His practical, no-nonsense, experience-based approach to solving tough problems has helped leaders, project managers, and teams consistently deliver results. For more information, visit: www.projectmanagementadvisor.com

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HARNESS

THE POWER OF PRAISE

SOME MANAGERS CLAIM THE BEST way to motivate staff is through the wallet — by increasing pay, expanding allowances, or giving more cash incentives. While money is certainly useful, it is not the only key to human motivation. In the current economic climate, learning how to harness the power of praise will enable you to reward and retain staff without putting a big dent in your budget.

You will find that sincere recognition can mean a lot more to your staff than just another dollar in the bank. A pat on the back, given at the right time, in the right way, for the right reasons, and in front of the right people, will boost staff morale and commitment in ways that money never will. To build the long-term morale of your team, just follow these four steps.

1. Learn from everyone's mistakes

Before rewarding people for a job well done, assure your staff they won't be reprimanded if things end up poorly. In an environment of

challenge and growth, people must try things they've never done before. And they will make mistakes. In a healthy and rewarding culture, people are encouraged to learn from their mistakes, and then quickly regroup and rebuild.

Work with your employees to understand what went wrong, rectify the situation, and improve the approach. Attack the problem, not the people involved. Ask your team aloud: "What can we learn from this mistake? What can we improve? Who else should we inform so they too can benefit from the learning?" Many companies have rituals for celebrating success and achievements, and that's good. But it's the mistake no one hears about — and others blindly repeat — that can pull you to the bottom.

Start your next meeting by sharing the biggest mistake you've made in the past two weeks. Explain what you learned from the experience. Then ask others for their ideas, listen to feedback, and thank those who

offer their opinions. By taking the lead and sharing your mistakes, you will demonstrate a willingness to learn and encourage a culture of sharing and honest communication.

What about staff who make no mistakes? Either they are very good at hiding what is really going on or they are not being challenged enough. The person who makes only small, safe, and bureaucratic moves does not innovate or grow. In today's turbulent markets, this is not what you need to succeed.

2. Make appraisal criteria clear

Make sure your staff understand how they will be appraised for raises, bonuses, and promotions. Whether you evaluate yearly or monthly, openly or behind closed doors, in writing or in dialogue, one-way or two-way or 360 degrees, your staff must clearly understand the criteria for their evaluation.

Introduce your standards of appraisal during the initial hiring process; explain it again during new employee orientation; and clarify

the process consistently in staff meetings, newsletters, and executive forums. After you have published these rules of the game, keep the playing field fair. Meritocracy demands unprejudiced assessment. Nothing dooms staff morale faster than watching an incompetent who takes care of the boss move up the ladder while capable staff languish doing mediocre work.

Ask yourself: "Are the criteria for staff evaluations clear? Are they openly explained and discussed so that all parties can achieve and succeed? Is the process of evaluation fair?" If your answers are yes, keep moving forward. If your answers are no or maybe, tackle those issues now. If you are not sure of the answers, check with those whose opinions really count — your staff. Conduct a survey, take a poll, and ask for immediate feedback.

But be forewarned. If staff says your system of appraisal is unclear or less than fair, you'd better be ready to change it. Even more discouraging than an unfair process of evaluation is an unfair process of evaluation that persists after the staff have given you their honest opinions about it.

3. Encourage career development

Make sure the conversation about career development is always open. Provide high-performing staff members with a boss, mentor, counsellor, or human resource person who cares about their professional growth and personal well-being.

Show that you care about your staff members' future possibilities and potential, not just their current results and past achievements. Help the staff understand the competencies required for a more successful future. Chart career progressions that are achievable and realistic.

Provide easy access to courses, seminars, and conferences. Subscribe to useful publications

and circulate them to your team. Share websites, e-zines, and articles of interest. Create a library of books, catalogues, CDs, videos, and other career-building resources.

Create opportunities for learning without spending money outside your organization by cross-training staff inside. Use team rosters and re-assignments to integrate neighbouring departments. Create cross-departmental teams to work on cross-functional projects. Put these career development plans into action and watch your staff's confidence — and competence — grow.

4. Create powerful rewards and meaningful recognition

Tailor your in-house reward and recognition programs to reinforce the company culture. Most rewards are handed down from the top: Management praises staff, supervisor recognizes team member, and the boss applauds the workers. Why stop there? Start a bottom-up award for staff to recognize their leaders. You set the budget, but allow staff to select the winners, the reasons for winning, and the appropriate awards.

Harness positive peer pressure on a group and individual basis. Ask each department or team to select and publicly recognize another group for their effort, improvement, or support. This encourages cross-functional appreciation, understanding, and cooperation.

Ask each staff member to nominate one or two role models from among their peers. Ask for specific reasons supporting each nomination. Then praise the role models and publicize the specific reasons to reinforce those values and behaviours.

Invite customers to participate in your staff-recognition programs. Put easy-to-use nomination forms at key points of customer contact. Set up a hotline for customers to call with compliments or complaints.

And get your suppliers involved, too. Query them by phone, email, or in person. Thank them for their votes and send them a copy of the praise you will share with your staff.

And finally, remember to reward the rewarders! Provide recognition for managers who excel at recognizing the members of their team.

Follow these four steps to conduct a "recognition audit" inside your organization. List all the ways your people get appreciated, noticed, and rewarded. Sort into categories: individual and group; financial and non-financial; daily, weekly, monthly, and yearly; from managers and peers; from customers and suppliers; privately and in public; lavishly and simply; in writing and in person; long-running awards and brand new awards. If a category is empty or shallow, get creative with your team and fill them up.

It takes energy and commitment to deliver consistently uplifting service. Praise is the spark that lights the fire. Frequent recognition is the fuel that keeps the fire burning. Use plenty of both to keep the climate warm for staff — and the customers they serve.

DBR

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FIVE EXCELLENT THINGS TO DO AFTER VIRTUAL MEETINGS

IT DOES NOT MATTER HOW WELL A virtual meeting is run or how much it saves on travel expenses if its desired outcome is not achieved in a timely manner. Often meetings miss the mark because action items are not complete, and expected deliverables do not meet deadlines. To prevent a waste of labour dollars and valuable company time, the meeting leader must take the responsibility for follow-up. To ensure success, a virtual meeting leader should incorporate these five things into their post-meeting responsibilities.

1. Survey the attendees immediately to improve future meetings.

The survey can be a quick email poll of key questions with a choice of three or four answers, sent within an hour of the meeting's end. Why do this survey? If you are testing a virtual meeting tool for team use, a short survey to meeting members will provide valuable feedback, which can help the organization decide if the tool is worth purchasing or if they need to continue looking for a tool with additional features or one that is easier to use. If the tool is already the company standard, then asking different types of questions can help the meeting leader become better at facilitating future virtual meetings.

2. Send meeting minutes or a web link to minutes within 24 hours of meeting end.

Make sure everyone's action items are included in the minutes as this will be the first thing attendees will look for. Action items

should be listed using the 3Ws: Who will do it; What do they need to do; and When should it be done by. Also include a reminder with date and time of the next meeting if there is to be one, so everyone can verify they have it on their schedule. The meeting call-in data does not have to be in the minutes because it should be sent to desired participants a day or two before the actual meeting.

3. Use a single location for all group data related to ongoing projects or team work.

This single location can be a secured server file, a team blog, or an internal forum used to record information that members of the group can review at any time between meetings. This single location can also be handy for storing all links to team documents on a company server or website. Do not put passwords in these locations no matter how secure the site is expected to be.

4. Send a reminder of action items and any other required information a few days before the next meeting.

This allows everyone time to complete their actions and report on them to the meeting leader before the next meeting, which means less time has to be spent reviewing actions during the virtual meeting. If anyone is having problems meeting their due dates, this will give them the opportunity to discuss resources and other options with the team leader. Any new documents or presentation materials can also be given for advanced preview via email attachment or by providing a link for online review and/or download.

5. Plan the next meeting to be even better than the last.

The meeting leader can make each meeting better by using what is learned from prior meetings. The leader can also review documentation of the tool used for holding virtual meetings to discover any helpful features that are not being used, such as in-meeting polling, slide shows, video or webcam options, and recording information or making changes on-screen. Both the meeting leader and team members may want to research articles and tips to facilitate better, encourage more meeting participation, and develop meeting behaviour guidelines.

Understanding and following these five suggestions should help meeting leaders have more effective virtual meetings, because the leader is responsible for more than just what goes on in the meeting. To be truly successful, most meetings will extend to work outside the meeting start and stop times. Therefore, the meeting leader must take the initiative for ensuring resources and be willing to help the meeting members understand their responsibilities for future virtual meeting success.

DBR

Shirley Fine Lee is the author of *RARA A Meeting Wizard's Approach*, *TAPP Steps in Time Management*, and *OPIE Project Planning and Implementation for Teams*, as well as many other training guides on a variety of topics. She has extensive experience helping organizations with their team building, training development, meeting facilitation, presentation delivery, and other communication needs. Find out more at www.shirleyfinelee.com.

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