



Growth through Learning™

Dear Clients, Valued Partners and Friends,

We are pleased to welcome back Neil Zambik as a regular contributor to our newsletter. Neil has been associated with Kison Inc. in various capacities over the past 15 years and will continue to submit articles on a monthly basis on topics related to Strategic Human Resources and Talent Management.



This week's newsletter focuses on the critical issue of retaining and engaging employees personally and professionally in order to help them find meaning and fulfillment in their work and life. Recognition, positive communication and job support and training are key factors in creating a more positive, stable and productive work environment. As a leader you have influence or direct control over these.

We begin with an article by Neil Zambik which examines how to retain excellent employees within your organization while creating a motivated and productive work force. He explains how

the implementation or improvement of Human Resources programs can help to improve your corporate culture and encourage employees to be fully engaged, more productive and successful. Additional links to related articles are also included for you to explore this topic further.

Look for Neil's articles the second Friday of every month.

Have a great weekend!

Sincerely,

Ralph & the Kison Team
604.687.5552

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Keeping Excellent Employees

How do you create a motivated and productive workforce?

By Neil B. Zambik, B. Comm CHRP



As we come out of the recession, it is imperative that we are able to keep our excellent employees so that the organization can grow effectively by using their experience and expertise, while working as fully dedicated employees. So, how does a company keep its employees and create a positive and motivated workforce? In this article, we will examine various methods for creating a positive work culture for your company.

During numerous exit interviews, when people are asked why they are leaving, they most often state that they got a better job that pays more money. However, when probed as to what prompted them to look for other employment, the answer is generally not related to compensation. Some of the most common reasons for looking for other employment are:

- Poor relationship with their immediate manager.
- Promises that are not kept.
- Lack of opportunity to grow and develop within the company.
- Lack of personal growth through education and development.
- Lack of communication on their careers and company activities.
- Feelings that they are not respected or appreciated.

So, how can the implementation or improvement of Human Resources programs help to improve your corporate culture and encourage employees to be fully engaged, more productive and successful? Consider perspectives from a Human Resources viewpoint.

Management Education

- Only hire/promote managers with superior people skills.
- Provide management and leadership education and development opportunities for all managers.
- Deal in a direct and candid manner with all employees who don't support the company's people philosophy.

Performance Management

- Measure individual performance in relation to corporate objectives and corporate values.
- Include personal development objectives in the performance review process and conduct career development discussions.
- Create an open and honest discussion atmosphere during performance reviews to allow the employee to share concerns and issues.

Leadership Development

- Implement education and development programs to develop leaders at all levels of the company.
- Evaluate and reward senior leadership based on demonstrated leadership abilities as measured by a 360° feedback process.
- Reward /recognize leadership initiatives throughout the company.

Compensation

- Ensure total compensation is competitive.
- Reward excellence and tailor rewards to the needs of the individual.
- Frequently communicate the value of the total compensation package including base pay, variable compensation, benefits, and perks.

Employee Surveys

- Conduct an employee survey on all areas of the company. To ensure credibility of the process, utilize an external resource to conduct the survey and compile the results. Employees will view this as a more confidential process, and generally provide more open, honest feedback without fear of reprisal.
- Do not conduct the survey unless you are prepared to deal with the results, good or bad.
- Communicate the results of the survey along with specific action plans for improvement.

COMMUNICATION IS THE KEY

Lack of communication is often a concern voiced by employees. It is imperative to interact regularly and find reasons to communicate with employees. Utilize celebrations as opportunities to update your people. Here are ten ideas for your consideration to celebrate success and communicate:

1. Have a staff only lunch to celebrate a success. Find a reason to celebrate the wins (and, sometimes, the losses!)
2. Provide all employees with a company jacket as a surprise for a successful initiative.
3. Have a new year's party at the end of your fiscal year end. Shake everyone's hand and wish them a "Happy New Year".
4. Implement an open door policy to ensure that employees can safely communicate good and bad news to senior management.
5. Provide company-wide training for all employees in a range of subjects to help them grow and develop from a whole-life perspective.
6. Have employees set personal goals and actions plans from business, career development, and personal perspectives.
7. Recognize employee loyalty with service award program.
8. Hold monthly team meetings to communicate with employees. Don't be afraid to share financial results as this gives employees a better understanding of the challenges the organization is facing. Bring in food and refreshments to make it more fun and encourage attendance.
9. Have the leadership team regularly walk around and talk to employees about how they are doing and how the company can be improved.
10. Have fun! Smiles are infectious. It's important to make the work atmosphere enjoyable and productive.

Move Fast Now To Keep Your Best Employees From Bolting



Congratulations, surviving chief executives! You who have held onto your title through the worst economy since the Great Depression have navigated some truly turbulent weather. (Sorry Rick Wagoner, Bob Nardelli, Ken Lewis, Jerry Yang, Chuck Prince and, most recently, Fritz Henderson, as well as many others who bailed out or got axed.) With the storm clouds starting to

move behind you, the future can only be better for you and the key employees who helped pull your company through.

Or so you think. But think again. Yes, the upturn has begun, but it may not help your company if your best people soon depart. Just because they helped you ride out the storm doesn't mean they bought into your flight plan. Don't confuse compliance with commitment. As one executive at a large financial services firm recently told us, "The music has started. People are going to start moving around soon."

...For the rest of this story, click on the following link:

<http://www.forbes.com/2009/12/09/employee-retention-compensation-leadership-managing-ceo.html>



Engaging Employees

Employee engagement (or lack thereof) seems to be today's "buzz." So what's it all about?

Countless studies continue to tell us the majority of our workforce is not engaged. Gallup's published research further showed that engaged employees are more productive, more profitable, more customer-focused, safer, and less likely to leave their employer.

Wikipedia defines it as a concept that is generally viewed as managing discretionary effort. That is, when employees have choices, they will act in a way that furthers their organization's interests. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. Engaged employees work with passion and are connected to their companies.

So what drives this discretionary effort?

...For the rest of this story, click on the following link:

http://www.marshallgoldsmithlibrary.com/cim/articles_display.php?aid=424

About Kison

Kison is a professional development firm specializing in providing you with customized services to fit your unique needs and requirements. Led by Ralph Kison, the firm focuses on growing people and maximizing organizational potential. We offer online training on myKISON, customized workshops and seminars, and one-on-one coaching.

If you have found the KISON weekly news tip of value, please share it with your friends and colleagues. Or if you would like to learn more about this or another topic, please let us know. We value your input - our passion is to help you grow!

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