

# Employee Engagement in ALR & PCH: Mixing the Magic Formula



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## Ingredients:

Water, Hydrogenated Vegetable Oil (Palm, Palm Kernel, Coconut And/Or Cottonseed), High Fructose Corn Syrup, Corn Syrup, Sugar, Contains Less Than 2% Of The Following: \*Sodium Caseinate (A Milk Derivative), Artificial Flavor, Polysorbate 60, Sorbitan Monostearate, Salt, Soy Lecithin, Monoglycerides, Carrageenan, Mono And Diglycerides, Colored With Beta Carotene. \*Not A Source Of Lactose Contains: Milk, Soy



## Magic Ingredient #1: Choosing the Right Employee



- The first step is to have a well written and detailed job description. This forms the criteria/checklist for comparing resumes or applications.
- Establish a clear picture of what you're looking for before beginning the process: the behaviors/characteristics, skills and personalities that make for success in a specific position.

## Interview Preparation

- Prepare: make sure interview room is quiet, and comfortable – this promotes a positive image of your facility to the candidate.
- Standardize the interview process & create an agenda: start time, introduction, position details, company information/overview.
- Design questions to be asked of the candidate during the interview to best identify and determine if they are the best fit for your organization.

## Interview Questions: Cultural Fit

- What are the positive aspects of your current job and work environment, or the last position you held?
- Describe the work environment in which you are most productive and happy.
- What are the characteristics exhibited by the best boss you have ever had?
- Provide an example of a time when you went out of your way and jumped through hoops to delight a resident or resident's family.

## Interview Questions: Motivation

- What's your biggest dream in life?
- What role does your manager or supervisor play in your personal motivation at work?
- What actions, behaviors, or workplace events, would limit or destroy your workplace motivation?
- Can you give an example of what motivates your best, most successful job performance?

## Interview Questions: Teamwork

- Do you feel more energized when you are working alone or when you are working as part of a team?
- Share a time when you worked with a difficult coworker on a team? How was the coworker difficult and what did you do to resolve the situation?
- Give me an example of a time when your workgroup or department worked especially well with another workgroup or department to accomplish a goal

## Interview Questions: Interpersonal Skills

- When you have entered a new workplace in the past, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and residents.
- What are three examples of the kinds of behaviors, actions, or attitudes you are most likely to have conflict with at work? How would you address and resolve it?

## Interview Questions: Communication

- Rate your communication skills on a scale of 1 to 10 with 10 representing excellent communication skills. Give three examples that demonstrate the number you selected is accurate.
- Let's pretend that information you believe is untrue or confidential has reached you via the grapevine. What actions would you take to deal with the situation?

## Interview Questions: Empowerment

- Are you familiar with a concept called employee empowerment? What do you think of when you think of empowered employees.
- How does employee empowerment impact a work culture or environment for employees?
- How does your current or a former boss encourage or discourage employee empowerment?

## Interview Questions: Conflict Resolution

- How comfortable are you, in general, with dealing with differences of opinion and disagreement?
- When you think about your experience with disagreement and conflict resolution, how would you rate your skills in handling differences of opinion? Please give an example that illustrates that skill.

## Selection Process

- Assess whether the potential employee, with appropriate training and mentoring, can do the job.
- Does the candidate have the ability to grow, develop new skills?
- Will the candidate add personal value to the environment.

## Selection Process cont.

- Will the candidate cross department boundaries to forge cohesive solutions for residents & families?
- Did the candidate exhibit behaviors in the past that lead you to believe they will continue to care about coworkers in their new job?

## Pitfalls to Avoid with New Employees

- Not having a ready work plan on day one.
- Assuming that a new hire cannot be productive from day one.
- Cramming 20 hours of information into four dull hours of orientation.
- Neglecting the importance of cultural adaption to the new hire's success.

## Pitfalls to Avoid with New Employees cont.

- Relying on organizational charts rather than cultural norms and behavior, to explain lines of communication
- Failing to address generational needs and differences in the onboarding process
- Starting new hires when their supervisor is absent
- Running a disorganized program
- Adopting a “sink or swim” approach

15

Start with what is right,  
rather than what is acceptable.  
~*Franz Kafka*



## Magic Ingredient #2: Understand the Employee



- Each employee has their own unique personality and work style.
- Recognizing and understanding these personalities and styles and how each employee approaches job assignments and relationships with coworkers will create better communication and cohesive teamwork.

## Commander v Independent

### **Controller**

- Want to be sure that everything happens as expected and that people do what they should do.
- They like to direct the actions of others.
- See Independents as resistant and uncommunicative.

### **Independent**

- Like to work on their own without interference.
- They want to understand the goal to be achieved, then be left alone to accomplish it.
- See Controllers as autocratic and power-hungry.

## Planner v Mover

### Planner

- Want to have well-thought-out plans for solving a problem or implementing a project.
- They like to assess costs and benefits, anticipate issues, and develop back-up plans before taking action.
- See Movers as rushed and impulsive.

### Mover

- Want to take immediate action when confronted with a problem or a project.
- They like to quickly implement solutions, learn from the results, and make corrections as needed.
- See Planners as slow and overly cautious.

## Organizer v Adapter

### Organizer

- Are good at bringing order out of chaos and creating policies, procedures, and systems.
- They feel most comfortable working in situations where the structure and expectations are clear.
- See Adapters as disorganized and careless.

### Adapter

- Are good at adjusting to change and quickly shifting direction when necessary.
- They prefer working in an environment that is not highly structured and allows flexibility.
- See Organizers as obsessive and uptight.

## Visionary v Implementer

### **Visionary**

- Are motivated by the possibility of creating a better future.
- They are interested in formulating long-range plans and exploring new possibilities.
- See Implementers as short-sighted and unable to think strategically.

### **Implementer**

- Are motivated by the desire for current work to be done properly.
- They want to be sure that details are taken care of and immediate problems are solved.
- See Visionaries as out-of touch and impractical.

## Producer v Empathizer

### **Producer**

- Want to get right to work and focus on results.
- Their enjoyment comes from the tasks they do.
- Relationships are seen as a distraction from the work.
- See Empathizers as touchy-feely & overly sensitive.

### **Empathizer**

- Like to get to know their colleagues.
- Their enjoyment comes from working with others.
- Relationships are seen as an integral part of the work.
- See Producers as insensitive & boring.

## Innovator v Traditionalist

### Innovator

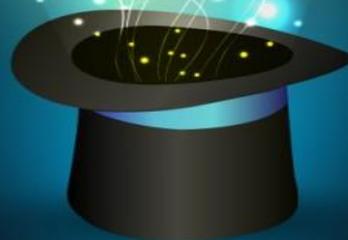
- Enjoy coming up with new ideas and finding ways to improve products and processes.
- They find change stimulating and interesting.
- They like working where creativity is encouraged.
- See Traditionalists as unimaginative and dull.

### Traditionalist

- Value time-tested methods and approaches.
- They like to find a process or solution that works and stick with it.
- They value stability, predictability, and consistency.
- See Innovators as flighty and unrealistic.

**Working with people is difficult,  
but not impossible.**

*~Peter F. Drucker*



## Magic Ingredient #3: Engagement



- Help your employees to see the big picture; how they contribute to a functioning whole.
- Each employee is like a puzzle piece and fulfills a unique role in the big picture.
- When just one small piece is missing or not functioning well, the picture is not complete, not whole, not as it should be.



## Fostering Engagement

- Set goals and expectations early, and every employee begins with a sense of ownership in outcomes.
- Set achievable individual goals, providing training and support, and holding employees accountable.
- Keep the employee informed: use systematic strategies like daily huddles, monthly meetings, and a weekly e-newsletter to facilitate consistent communication, teamwork and effective problem-solving.

## Fostering Engagement cont.

- Employees want to feel like they are making a positive contribution.
- An apathetic employee just works for a paycheck, but an engaged employee perceives their job as important and wants to be helpful.
- Helpful employees take pride in providing outstanding care and service.
- Empower employees to be able to solve problems and are given control over their tasks.

## Fostering Engagement: Respect

- Employees want to feel respected for who they are as an individual.
- Employees need to know the facility, administrator, and immediate supervisor regard them as an important asset.
- Employees should feel like their manager has realistic expectations about what they can achieve/accomplish.

## Fostering Engagement: Respect

- Management can show respect by being courteous, polite, and kind to employees.
- Management must be fair to all employees:
  - Do not play favorites.
  - Do not take advantage of position as authority.
  - Be honest with employees.
  - Management needs to also follow the rules “Do as I say, not as I do”.
- “Employees don’t leave their job, they leave their manager”.

## Fostering Engagement: Creativity & Engagement

- Allow employees to have freedom to apply their creative ideas, to generate engagement in their jobs, departments, and the facility.
- Create openness to change.
- Make it clear as often as possible that mistakes are okay and failure is not an irreparable issue.
- Encourage your employees to be creative and institute some of their ideas.

## Fostering Engagement: Empower Your Staff!

- Work together with your staff in developing project plans.
- Demonstrate active-listening and true interest in their opinions and concerns.
- Include them in the decision-making process whenever possible.
- Let them do their jobs.
- And never forget – People perform better when they feel ownership in the environment.

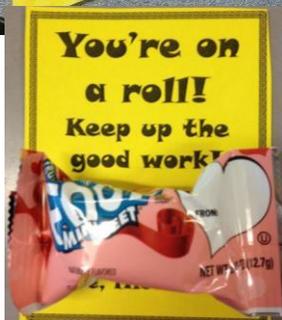
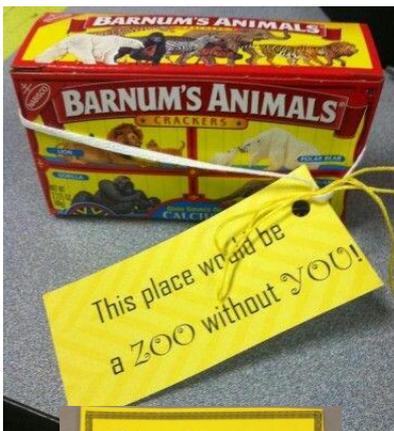
## Reward, Recognize & Show Appreciation

- Recognize excellent performance; link pay to performance.
- Public praise.
- Employee recognition letters.
- WOW (wonderful outstanding worker) cards.
- Pats on the Back.
- Positive Praise/Inspirational/Motivational quotes posted in break room, by time clock, or employee restroom.

## Treats / Candy



# Treats / Candy



## Morale Building Meetings

- Bring in a motivational speaker.
- Plan an employee “bake-off” and award prizes.
- Decorating contest: create teams comprised of employees from different departments and have a scare crow, jack-o-lantern, snowman, or assign specific areas of the building and decorate for a certain season.
- Celebrate milestones: include highlights from people’s recent successes on and off the job. Who just had a baby, got engaged, married? Who just got back from a trip? Include a fun mix of personal and company milestones.

## Reward, Recognize & Show Appreciation

- Indoor food truck: on a hot day go around the building with a cart handing out ice cream (e.g., Klondike bars, ice cream sandwiches, etc.). On a cold day, have a “Cocoa Cart,” serving hot chocolate to staff.
- Traveling trophy: create a traveling trophy (e.g., golden object, special hat, figurine, etc.) that moves from employee-to-employee based on being “caught” doing something outstanding.

## Reward, Recognize & Show Appreciation

- Warm welcome: set up a “Welcome to Work” station at the employee entrance with coffee, juice, donuts for the a.m. crew, or coffee, soda, cookies for the p.m. crew. Decorate an area with positive messages on signs (e.g., “Our employees are #1” or “Through these doors walk the world’s greatest employees”.)

Treat Employees  
Like they make a difference  
And they will.

*~Jim Goodnight*

