

Building Effective and Engaged Teams

Sales

Introduction

Organizations of all sizes struggle with recruiting, retaining and even sometimes with member development. However, the success of an organization heavily falls under how content and engaged their employees are. When you have happy members, the rest will follow naturally, customers will be taken care of, and goals will be met.

How can you as a partner build an effective team and retain talented individuals long-term? Easy, by building a dynasty!

This guide will provide you with valuable insight as to how you can build more effective and engaged teams within your organization. Whether you are a business owner, or a manager/team lead this document will give you some key takeaways to transform your business from within through your members.

Components at a Glance

1. The Patriot Way
2. Increasing Employee Engagement and Retention
3. Organizational Development Process
4. Employee Onboarding

The Patriot Way

Not a Patriot fan, no worries! You don't have to be in order to follow or implement these characteristics within the culture of your organization. Nevertheless, these eight elements can definitely make a difference for your members, for you and the company as a whole.

Below are the eight characteristics that make a team great!

1. It's not about winning, it's about getting the best out of everyone. Winning is the byproduct of the system
2. It's about building a sustainable success in fast changing environments
3. It's not the mighty who win, it's the agile
4. Understand the economics of the game, can't afford the best player in every position
5. Imperative to develop new talent within the organization
6. Prioritize certain characteristics (toughness, intelligence, work ethic, coachable, and team first mindset)
7. Players play for each other, and for the organization
8. A culture was created that is attractive to both all-stars and utility players; and the system maintains that

Increasing Employee Engagement and Retention

Employee engagement and retention goes hand in hand. Employee engagement is the foundation of culture.

An engaged employee:

- Has emotional attachment to the organization
- Rational understanding of goals, values, and where they contribute
- Is motivated and willing to invest discretionary effort to perform better
 - Volunteer for more, help colleagues, and even refer new employees

In return, your company will benefit from:

- Higher Profitability
- Higher Productivity
- Fewer Safety Risks
- Lower Turnover

There are a lot of different activities a company can do to retain their people and drive employee engagement. Below are a few key elements that truly make a difference in achieving both areas.

Organizational Culture

“Culture eats strategy for breakfast”. A phrase and message that unfortunately is forgotten by many organizations, but it’s a reality.

Several studies suggest a direct relationship between a healthy culture and the company’s bottom line. Many companies and even team’s within an organization spend more time thinking about their strategy alone, instead of trying to design and align both culture and strategy together.

If you want your employees to feel more connected, create a culture that people want to be part of, for example, you can create or have your company take part of volunteering or workplace giving programs. Some examples can be United Way, Habitat for Humanity, supporting troops overseas, etc.

Workplace giving programs benefits:

- Create a sense of purpose
- Engages Employees
- Strengthens team atmospheres
- Builds leadership skills
- Increases company retention

Diversity and Inclusion

Make it a priority to educate your team on what it means to create and even support a diverse and inclusive work environment. An environment in which everyone can thrive and succeed.

Diversity and inclusion enhances the dynamic in the workplace, which helps to recruit talent, increase retention, encourages less bias, and promotes collaboration.

Companies can enhance this by creating Employee Resource Groups, and having an executive sponsor representing each group.

Employee resource groups or business resource groups are voluntary, employee-led groups that help to foster diversity, inclusiveness and are aligned with the company’s mission, values, and culture as a whole.

These groups also allow for the development of future leaders, increase engagement and expand marketplace reach.

An example of an ERG is a women’s resource group but although it is for women, enrollment is open to anyone; in fact, in many companies several of its board members are men.

Performance Management

Performance management is critical to preserving and developing culture.

You simply “Can’t get a charge from a dead battery”.

Disengaged employees cost economy a lot of money, not to mention they also drain the morale from those around them.

When it comes to performance, feedback is critical, given on a timely manner and on a regular cadence. In addition, performance measurements should be clear to the employees, and if possible leveraging the SMART framework (specific, measurable, achievable, relevant and time-bound) A consistent process will assist management in more effectively removing disengaged employees and underperforming assets. In addition, it will better help identify high potential associates and develop personalized plans to accelerate their development to create a deeper bench for succession planning.

Employee development through coaching and training is critical to building a high performance culture. People inherently want to develop and grow (and least the ones you will want to hire). There needs to be a commitment to providing to employees.

The Three Signs of a Miserable Job

When it comes to performance management and employee engagement, there are three signs that often are the biggest drivers to low performance or employee disengagement.

We encourage leadership staff to read the book “Three Signs of a Miserable Job : A Fable for Managers” by Patrick Lencioni.



Organizational Development Process

The number one responsibility for a leader is to put the best team on the field.

An effective development process within your organization can help to:

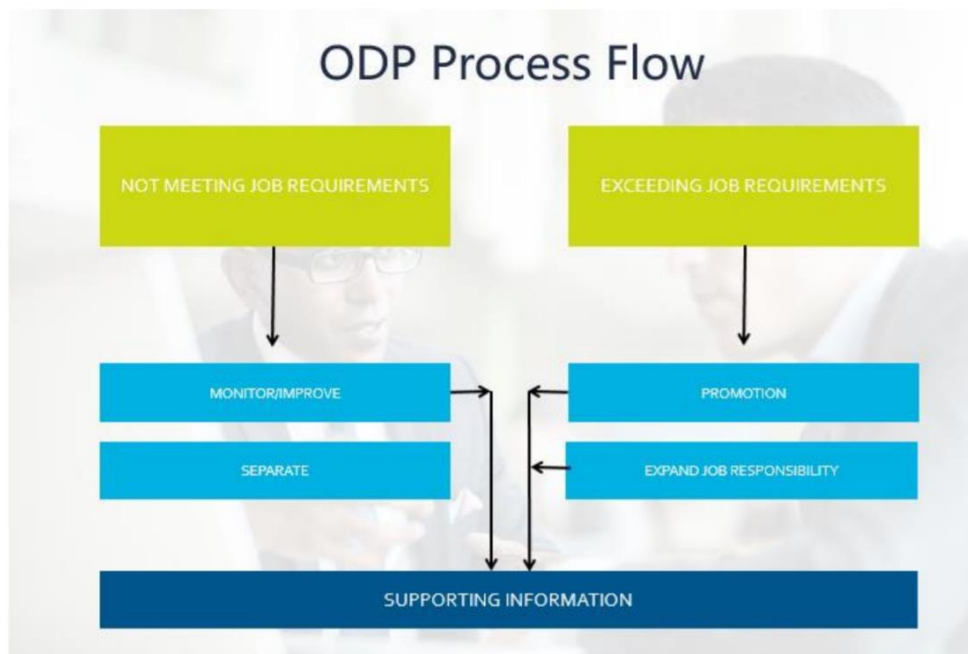
- Define departmental measures
- Create management cadence
- Hold everyone accountable
- Provide better visibility to top performers

In order for this process to be successful, executives must be responsible for the below:

- Ask tough questions
- Ask for proof
- Don't allow the flip/flop
- Expect updates and set timelines
- Once the system is established, stick to it

Below is an example of an organizational development process flow and supporting information you may leverage. Organizational Development Process Flow

Organizational Development Process Flow



Supporting information for employees **NOT** meeting job requirements:

- What are the performance/behavior issues?
- What are the obstacles preventing the associate from meeting expectations?
- How have the issues been addressed to date?
- What is the development plan?
- Attach a plan to support your feedback

Supporting information for employees **EXCEEDING** job requirements:

What has the associate done in the past to:

- Demonstrate leadership
- Demonstrate cross-functional agility
- Positively impact the customer experience
- Creatively grow their business and/or maintain a business where a decline was expected

Lastly, what has leadership done to develop this associate?

Employee Onboarding

The right culture will attract and retain the right talent. However, hiring the right individual is critical. Hiring an individual is one of the most important decisions a leader will make.

Attracting the right talent:

- Take ownership for the recruitment process - if you don't have the time at this stage, how will you have the time to manage out the wrong hire?
- Demonstrate a commitment to diversity
- Consider open positions as opportunity for change
- Set the right expectations. Job description should have:
 - Clarity of expectations
 - Critical performance objectives
 - Traits of successful employees
- Promote your culture, promote your brand
- Where appropriate, look inside! Best talent may already be in your organization
- Recruiting should be perpetual

Prepare yourself to hire:

- Profile and weight the position responsibilities
- Establish specific requirements
 - Behavioral
 - Technical
- Establish your priorities
 - Must have
 - Nice to have

- Define your interview questions – should be behavioral:
 - Think about top performers in your organization. What type of behaviors (things they say or do) that set them apart?
 - Behavioral interview questions should focus on the traits of successful employees
- Hire for attributes first; skills second. Skills can be taught; but attributes are intrinsic
 - Work ethic, attitude, passion, preparation, and energy

Position new hires for success:

- Reinforce expectations
- Create an onboarding plan or checklist
- Assign a mentor
- Set routine checkpoints and 1:1's
- Rinse and repeat as necessary

For any questions
or additional assistance,
please contact our team.

cloudpracticebuilder@techdatacloud.com.au
1300 362 525
www.techdatacloud.com.au