2. DEALING WITH ABSENTEEISM

In 2013...

- 31 Million Days Lost
- 27 Million Days Lost
- 52 Million Days Lost
- 15 Million Days Lost
- 6 Million Days Lost

Reasons for absenteeism are many:
- Sickness
- Job pressures
- Feeling of low esteem
- Family pressures
- Simple 'skiving'

Labour Force Survey - Office for National Statistics

3. DEVELOPING YOUR TEAM

Set SMART targets:
- Specific
- Measurable
- Achievable
- Realistic
- Timely

COACHING

- Identify Goals
  - Goals for the task
  - Goals for the coaching meetings
  - Goals belong to the person being coached

- Set Parameters
  - Interim meetings
  - Limits of authority

- Promote Discovery
  - Listen actively
  - Draw out the consequences
  - Share your experiences

4. DIFFICULT CONVERSATIONS

- More than 75% want the bad news first...
- ...but 70% of news givers chose to give good news first, then the bad news.

If people know they are going to get bad news, they would rather get it over with. Then, if there is good news to follow, you end on a high note.

When news givers go into a conversation, they are anxious. No one enjoys giving bad news. They don’t understand that having to wait for bad news makes the recipient more anxious.
5. MOTIVATING YOUR TEAM

How to spot if your team is motivated

<table>
<thead>
<tr>
<th>MOTIVATED</th>
<th>UNMOTIVATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>High performance and results achieved</td>
<td>Poor timekeeping and high absenteeism</td>
</tr>
<tr>
<td>Mistakes corrected, lessons learned</td>
<td>High error rates, same mistakes repeated</td>
</tr>
<tr>
<td>Energy, enthusiasm and determination</td>
<td>Apathy and indifference</td>
</tr>
<tr>
<td>Willingness to go the extra mile</td>
<td>Clock watching</td>
</tr>
<tr>
<td>Loyalty to the team and the organisation</td>
<td>High staff turnover</td>
</tr>
<tr>
<td>Willingness to accommodate change</td>
<td>Resistance to change</td>
</tr>
</tbody>
</table>

6. ONE-ON-ONE SUPPORT

70:20:10 Model

10% of learning is through formal education & courses
20% of learning is social, through peers & mentors
70% of learning comes from on-the-job experience

Encouraging people to talk:
- Do you reassure them that you want to know about their worries?
- Do you ask open questions?
- Do you give feedback e.g. make listening noises, eye contact, rephrase and summarise?

Letting them find the solution:
- Do you accept their solutions?
- Do you get them to agree an action plan and a review date?

Helping them to think it through:
- Do you share similar problems that you’ve had?
- Do you avoid expressing your own views?
- Do you establish facts and options?

70:20:10 forum

7. RECRUITING

Key tips for recruiters

Create a behavioural profile:
Don’t look for perfection; focus on the deal breakers.

Focus on critical incidents:
Concentrate on the candidate: "I" not "We"; stick with past tense don’t settle for hypothetical answers.

Hide your hand:
Don’t reveal what you’re looking for; don’t ask leading questions; don’t answer your own question.

Take your time:
No multiple questions; tough out the silences.

Create a behavioural profile:
Focus on critical incidents:
Hide your hand:
Take your time:

8. REVIEWS AND FEEDBACK

Praise...
- Gives people pride in their jobs
- Builds loyalty
- Prevents people feeling taken for granted
- Generates enthusiasm & commitment

Improve relationships
- Motivates us to ‘go the extra mile’
- Takes hardly any time & costs nothing!

Employee of the Month!

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