

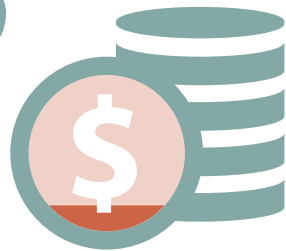
The 3 R's of Employee MANAGEMENT

SHARED THOUGHTS FOR TURNING VISION INTO ACTION

No matter what business you're in, your people are your greatest asset. But if you aren't careful, they can also turn into your biggest cost.



Annual recruitment spending by U.S. corporations¹: **\$72 billion**



Average employee training cost²:
10%-20% of salary



Hidden costs of employee turnover³:
**lowered productivity, higher workloads,
lost knowledge, morale damage**

To invest wisely and maximize the value of the relationship for both you and your employees, you need to understand what success looks like in each of the three stages of the employer/employee relationship: Recruiting, Retaining and Retiring.

RECRUITING

In order for your organization to have a relationship with an employee, you have to decide who you want to employ. Recruiting is the most critical part of your human resource management process. If you aren't able to effectively identify great raw material, it's exceptionally difficult to end up with "A" players in the long term.

Many organizations focus their recruitment efforts on meeting short-term needs: what's required for the position an individual will fill today. In addition to evaluating an applicant's current skills and general fit with the organization, it's important to look at whether an applicant is well suited to meet future needs and help achieve the organization's vision.

Here are a few questions to consider:

- Do we have a clear job description with key deliverables and metrics for this role?
- What are our immediate and long term needs for this position; do we have a distinct career path?
- How will this person fit into our existing team in terms of skills, attitude, and experience and where is the best place to find him/her?

RETAINING

The second stage of the relationship is employee retention. In this stage, your organization should be focused on tapping into employee potential in order to grow raw talent into "A" players. You also need to think about what it takes to turn a roster of talented individuals into a team whose collective

1. <http://www.forbes.com/sites/joshbersin/2013/05/23/corporate-recruitment-transformed-new-breed-of-service-providers>
2. <https://www.linkedin.com/today/post/article/20130816200159-131079-employee-retention-now-a-big-issue-why-the-tide-has-turned>
3. <http://www.inc.com/suzanne-lucas/why-employee-turnover-is-so-costly.html>

performance is even greater than the sum of its parts. Each employee should know how to win in their role.

Beyond simply keeping the “best and brightest” once you’ve gotten them in the door, retention also means empowering them, investing in their development and keeping them connected to the organization’s vision. Like any other relationship, an employer/employee relationship will only succeed through open communication, honest feedback and mutual commitment to the relationship’s success.

When it comes to your organization’s employee management practices, ask yourself these questions:

- Are employees at all levels good leaders and good followers, sharing their knowledge with others and supporting our goals?
- What are the best way(s) to increase motivation and results from our employees? What does our most recent organizational survey tell us?
- Does each employee have a development plan for continued growth that is tied to their own professional goals?

RETIRING

As a leader, you need to think of retirement as the departure (voluntary or involuntary) of any member of your team at any point in their career. In some cases, retirement might mean a valued long-term employee sailing off into the sunset. In other cases, it might mean the quick and early departure of someone who isn’t the right fit (more commonly called firing). And at other times, it’s likely to mean a mutually agreed upon parting of ways.

Retiring employees at the right time, in the right way and for the right reasons is critical to maintaining the morale of the employees who remain on your team. Often, retiring an employee creates an impetus for you to discover opportunities that have been hiding in plain sight.

When you consider whether to retain or retire an employee, ask yourself:

- Does having this person on the team enable us all to achieve increased results and better lives?
- Does this employee truly buy in to our organization and where we are going?
- If it’s time to part ways, when and how should that happen and how should their departure be communicated?

SUMMARY

To build a great team, you’ve got to get the right people on board, understand what they do best and give them the tools they need to do it. You also have to find ways to get all of your people working together toward a common goal effectively and efficiently. That means constantly evaluating and managing the three R’s: Recruiting, Retaining, and Retiring. Asking yourself the types of questions we’ve identified will help you begin to understand how you can strengthen your entire organization.

For many leaders, it can be difficult to make this type of assessment thoroughly and objectively. That’s where Applied Vision Works comes in. Our passion is helping people become more powerful leaders and increasingly build capabilities in themselves, their team, and their community.

We offer practical advice and consistent mentorship to help you and your team overcome hurdles, drive the markets you are in, and become the best you can possibly be. If you’re ready to achieve results that are even greater than you thought possible, give us a call.



APPLIED VISION WORKS

One Vision. One Voice. Unlimited Success.

AVW are guides who partner with leaders and teams with heart for the long term. With our programs, leaders and teams can experience a better quality of life, build stronger organizations, and achieve greater results. Our clients run organizations ranging from \$10 million to \$5 billion in gross revenue.

