



## COMPASS CAREER NAVIGATOR September 2018

### **PREPARING FOR THE NEXT GENERATION OF LEADERS**

It has been noted that more employees today are eligible for retirement, though a majority have chosen to delay exiting the workforce. A large portion of our parents and grandparents retired when still in their 50's or early 60's, so why isn't this generation? Some interesting facts about this generation and the next includes many married later, chose to start a family later, and face a higher cost of living, including the cost of college.

In addition, today's adults are living longer, which makes many concerned about how long their retirement funds will last. Then there is the fact that numerous mature adults are facing serious and expensive health issues. There is still another observation that has been discovered about our aging population, and that is they have concerns about being isolated and neglected, leaving many to feel depressed and lonely.

On the flip side, once these mature employees DO decide to exit, they seem to give little notice, and that can leave employers scurrying to find a qualified replacement. The more information employers can give employees on preparing for retirement and valuable resources and options, the better chance employees will work WITH employers on planning their exit. There may be incentives that can also be

offered to have employees coordinate their exiting with training replacements. A positive outcome would be to have a smooth transition as one generation leaves and another begins.

Employers should also consider providing credible resources, who are familiar with transitions and help with Retirement.

Another recommendation would be to review those employees who are 2-3 years away from retirement, while also reviewing those existing employees, who may have some skills and traits, helping them be trained for a future replacement, depending on what training would be required and how long such training would take. If the interest and skills are there, it could be wise to explore this.

With many companies having 10-20 or more employees approaching retirement age, a Succession Plan becomes a NECESSITY!!! Employers, don't let time slip up on you. Just finding good employees can be a BIG challenge. Then matching those for the future and training them in the needed time frame can be a race.

It may be best to first have a conversation with those mature employees who would value factual information to prepare for retirement "without a sales pitch"!!! Once you can get these people talking and thinking, a Transition Expert can be a good resource.

## **EFFECTIVE HIRING PROCESS**

Lately, more HRs and Recruiters are finding good candidates for their open positions. However, that can change in the blink of an eye.

I also hear from many individuals, who are miserable in their jobs due to very poor workplace procedures and even worse supervisors and managers. So many employees talk of taking positions, where they are given NO on-board training, and then as they try to do their best on that job, they are criticized or reprimanded for doing the job incorrectly. From what I hear, these are conscientious employees seriously working as hard as possible, but with no guidance or leadership. Unfortunately, this is happening even in organizations that you would think would be highly professional. So why is this happening?

The beginning of this process is the “hiring”. Before the job posting, the manager should review the job description to see if it needs updated or corrected. Also, how current is the rate of pay? Is your organization being fair and in line with other comparable firms?

Once the Job Description is updated and confirmed, then applicants should be screened and given a phone interview. Make sure all questions are fair and reasonable. It may be wise to talk with at least a couple of references before calling the candidate in for a face-to-face interview. Also, don't include a group to interview initially. If your interview goes well, and you believe you have a good prospect, then you can bring in 2 other interviewers. That would keep the session more reasonable, and with three interviewers, you can't have a tie. At the same time, if you are the decision maker, you should have the final say.

HOWEVER, remember that once you have made your selection, BE SURE to schedule a thorough on-boarding session. Make sure

the candidate is exposed to all aspects of the job, as well as meeting any other supervisor. It is important that the candidate and supervisor have a chance to meet and confirm their personalities are compatible.

Though you should be sure of the candidate's abilities, be sure you touch base every day to confirm the fit. After two weeks, it should be clear if you have made a good fit. Be sure to be a “good listener” when talking with the new employee frequently. Listening can be like “taking their temperature”.

Employees value “training” as one of the most important forms of support that employers can provide to them. Of course, employees value good, clear communication, a safe and pleasant work environment, basic benefits, and reasonable salaries, but “training” is a credible investment into their future. Keep this notation at the front of your brain. It is imperative to the success of each hire.

All people value being respected, which goes two ways. Providing training is one way to demonstrate “respect”. Once you make a good hire, remember to stay in touch with your employees. Hiring a good employee is just the beginning of the relationship.

## **WHAT IS THE VALUE OF EMPLOYEE SURVEYS?**

Surveys may not seem to have the impact it once had, HOWEVER, when employers want to understand what is on the minds of their workforces, an EMPLOYEE SURVEY can allow those employees to share honest feedback without feeling singled out or be criticized for comments. The Employee Surveys of today are a less invasive way of gaining insight to the concerns of the workforce. The key to its success is for the Employers to “act on the information, looking for ways to resolve those major issues.

A company can use an **Employee Survey** to determine those issues or problems that rank

## **THE VALUE OF EMPLOYEE SURVEYS**

(Continued)

high with employees, but NOT to stop there. Instead, be sure to respond to those concerns that employees have shared with you. Review these matter with appropriate business leaders and clearly relay that how the company responds is a matter of TRUST! Those employers who offer such surveys and do “nothing” could definitely lose more good employees. A Survey is very effective as long as employers respond in a supportive way to their feedback.

A possible follow-up to the survey is to have an impartial HR Professional to gather a Focus Group (a sampling of your employees) and discuss the survey and the computerized results. This professional would see if any of the Focus Group (employees) might expand on some of the findings and help to clarify in order to address a particular issue.

Compass Career Management Solutions can assist with this effort, and be an impartial facilitator to help determine the real concern. Give this serious consideration and help your workforce to have a healthy work culture. Visit: [www.compasscareer.com/training](http://www.compasscareer.com/training)

## **HOW WELL DOES YOUR WORKFORCE COMMUNICATE WITH EACH OTHER? DO YOU SEE MANY MISCOMMUNICATIONS?**

When you consider how conflicts and arguments can start up within a family, it shouldn't be so hard to understand that people with different backgrounds, nationalities, religions, cultures, etc. might clash when one misunderstands another. Whether due to language barriers, different traditions, etc., if we would just open ourselves to “listening more” and trying to understand, we could build many more friendships.

Even body language can be misconstrued. For instance, a deaf person uses sign

language, which can be a big help, but if others do not understand what those motions mean, a big miscommunication can arise.

If you were to move to a country where people do not speak English, you might find yourself feeling VERY ALONE and even frightened. Try to put yourself in others' shoes and understand what they are experiencing.

On the other hand, if there are those in your neighborhood or workplace, who are insensitive to others, it is important that the person of responsibility for that area be informed. The key word here is RESPECT! There should always be “mutual respect” in your workplace and neighborhood. If no one informs those responsible, nothing can change.

If you believe the miscommunications or lapses in understanding may be due to a lack of awareness, Compass Career Management can provide a “Positive Workplace Behavior Workshop” can be arranged by having your employer to contact us. With this venue, a good open conversation can begin, allowing all to express thoughts and concerns. Once these are shared, employees can begin to have honest conversations and better understand how to treat others, being sensitive and respectful to each other.

## **WHAT DO YOU SEEK IN YOUR BUSINESS LEADERS?**

Do you trust your Business Leaders/Managers? If not, why? More businesspersons have voiced this concern and expand by noting that the Manager or Leader doesn't seem to be all that informed about what is happening, or what resources are available, etc. These leaders make decisions, give directions, and choose people to tackle matters that they may not be experienced doing, etc. Many doubt the leader has been trained sufficiently or understands what is the proper protocol.

## **WHAT DO YOU SEEK IN YOUR BUSINESS LEADER?**

Too many Business Leaders have been poorly or inadequately trained for leadership. In fact, numerous managers/supervisors have admitted to NOT WANTING this responsibility, and yet they felt they needed to accept the role. Young professionals often try so hard to do a perfect job, that they are seen as good "management" material, when that is NOT preferred based on their personalities. They may be VERY responsible but not one who is best suited for managing others.

Therefore, there are two points to be made about the selection of a Business Leader:

- 1) Make sure the employee is one who wants to manage others and has the appropriate personality for this role.
- 2) Second, make sure the management prospect is given LOTS of good training on how to treat, inspire and develop good employees. Subordinates are not horses to be whipped and lashed, but to encourage and train professionally. The key word for these potential leaders is to RESPECT their employees.

As for the developing a Leader, it is CRITICAL to provide LOTS of GOOD TRAINING!!! Then in turn, these leaders should see how important it is to provide LOTS OF GOOD ON-BOARD TRAINING to their employees. This will lead to success for all concerned.

It is a BIG risk when you consider the many ramifications of making a BAD decision. For those leaders, they should understand that their choices or responses could cost the "life of the business and all its employees." The owner or employer had better be sure to have LOTS of insurance. Lack of Leadership Training is very irresponsible of employers.

**Compass Career Management Solutions** does provide a "Phased Leadership Training" program, which is practical, reasonably priced, and was designed to be

flexible as all employees seldom have the exact same leadership knowledge and experience. This custom-designed Leadership program allows the employer to bring those employees with good Leadership characteristics, matching the different levels of leadership knowledge and experience. Once in our program, employees can gradually move up the ladder of Leadership Training, striving to reach their particular level or goal, always improving their skills and expertise.

## **NAVIGATOR'S OBSERVATIONS**

If you are an unemployed individual in a Job Search, you are not alone. However, a Job Search today requires a Strategic Plan and Good Organizational skills. Even with low unemployment, the Job Market is VERY COMPETITIVE!!!

Though this is a lovely city and many companies and friendly people, no place is perfect. There are numerous staffing firms, and many churches provide Job Search Support Groups, including Providence United Methodist Church. Still, you need to know what position you are seeking, have a clear and professional resume, and use your time wisely as your job is now "finding a job".

Though the government promotes the low unemployment, there are still MANY without jobs -- numerous people who've been unemployed for months or more than a year.

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**Compass Career Management Solutions** is a human-resources consulting firm, who is hired by companies/individuals to teach how to address "transitions". We are a resource to others with career & business transitions. Our services include proactive efforts re: Employee Surveys, Leadership Training, Team Building, Outplacement, Performance Mgmt., Supervisor/Mgmt Training. To register for our once a month HR Job Support Roundtable:

<https://www.compasscareer.com/job-support-groups/> [www.compasscareer.com](http://www.compasscareer.com)

Published by Robyn Crigger, CEO.