

Recruiting, Retaining and Developing Your Human Resources Kathy Alm, CEO

Learning Objectives

- Define and consciously build your organization's culture
- $\ \, \mbox{\ \, } \mbox{\ \, Recruit and build your team and get the right people on the bus}$
- Onboard new staff successfully
- Develop and prioritize a retention strategy
- Understand the importance of good supervision
- Lean into healthy conflict

Starting with the Basics: Your Mission



- Your "why" for existing/being founded
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- They want to know the "why" more than the "how"
- ❖ The umbrella to inform all your programs
- * Responsibility to avoid drifting from the
- Team members should know it and live it out daily







	*77% of workers consider a company's culture before applying for a position
Why does	When the work culture aligns with your employees, they are more likely to feel comfortable, supported and valued
culture matter?	Healthy workplace cultures can weather difficult times and come out stronger on the other side
	♦ Positive culture attracts top talent PATH

Understanding the Current Culture

What is the current culture at your organization?

Culture assessments and surveys are tools that can be useful

What do you want the culture to be?



- Alignment are the organization's objectives and the staff's motivations pulling in the same direction?

 Appreciation how does your staff know they are valued?
- Trust gained through vulnerability and getting to know each other as people

Qualities of a Great
Organizational
Culture

- Performance does your staff have the chance to positively influence one another?
- Resilience there will be times when things don't go as planned. Does your team have the tools to adapt with ease?
- Teamwork the success of the team is more important than individual accomplishments.
 How do you celebrate the team?

Qualities of a Great Organizational Culture, continued



Qualities of a Great Organizational Culture, continued



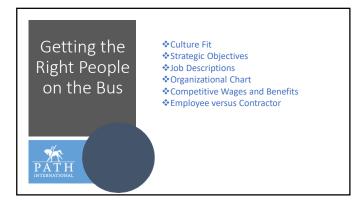
- Integrity do staff members feel comfortable asking for help to complete tasks and meet deadlines?
- Innovation how creative is your team when it comes to solving problems and planning for growth?
- Psychological Safety do employees feel safe asking for clarity, making suggestions, and offering their honest opinions?
- Feedback is there a system for giving and receiving feedback at your center?

Leaders Shape the Culture

❖ <u>Positively</u> – leaders influence culture by celebrating desired behaviors through affirmation, acknowledgment and systems ❖ <u>Negatively</u> – the culture of any organization is

affirmation, acknowledgment and systems * <u>Negatively</u> – the culture of any organization is shaped by the worst behavior that the leader is willing to tolerate.



















Consciously Building a Healthy Team "Coming together is a beginning. Keeping together is progress. Succeeding together is success." "Henry Ford

Assessment as Tools for Feedback



Enneagram, Clifton Strengths, Myers-Briggs, Kolbe, DISC, Gary Smalley

The Five Dysfunctions of a Team by Patrick Lencioni



- 1. Absence of Trust
- 2. Fear of Conflict
- 3. Lack of Commitment
- 4. Avoidance of Accountability
- 5. Inattention to Results



Healthy teams 1) trust each other enough 2) to engage in creative, unfiltered debate or conflict, 3) which leads to a strong commitment to decisions and actions 4) by which the team holds one another accountable 3) and the desired results are achieved.

(Statement provided by Leading By Design, LEAD 24/7 Course 2022)

Quality Supervision



What is good supervision?

- Knowing the pulse of the staff members individually and collectively
- ♦ Having strong interpersonal communication skills
 ♦ Being willing to make unpopular decisions
 ♦ Recognizing and rewarding staff for good work

- Having flexibility around scheduling Understanding different learning styles of staff
- Having honest feedback systems in place
- **❖** Being realistic in time management expectations
- *Reference: https://www.indeed.com/careeradvice/starting-new-job/tips-for-new-supervisors

Training for Supervisors

- Training is needed for new and existing supervisors so they can develop better supervision skills
 Consider community resources for support, mentoring and training
 Supervisors should be open to feedback on their own management style
 Active list-step 1999.
- Active listening skills are needed to be effective in supervision





The result of people interacting with each other has the potential to lead to conflict. Conflict is a natural outcome in any organization.



Summary

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- Understand the importance of good supervision
- Lean into healthy conflict
- Hire slowly, fire quickly



Questions?

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