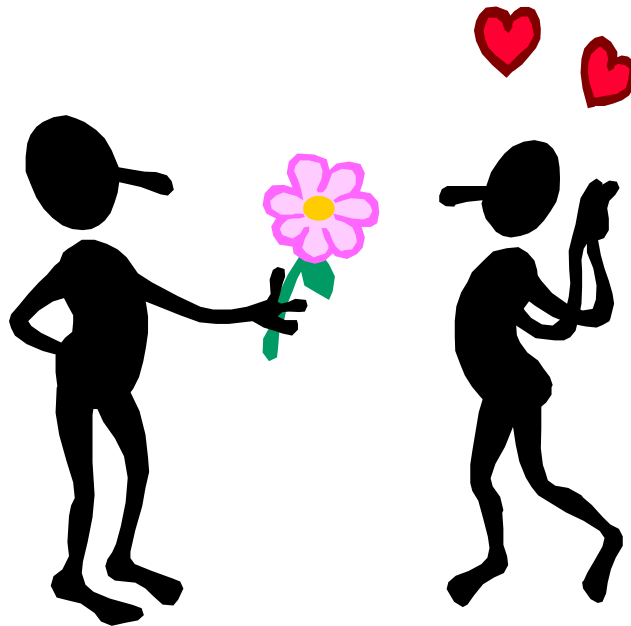




Texas Hospital Home Health Association

REWARDING FOR RETENTION

Strategies That Increase Employee Satisfaction and Reduce Turnover



**WRIGHT
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REWARD 1:

E _____ → P _____ → R _____

REWARD 2: Recognize that the Manager/Supervisor is CRITICAL.

- ✓ Gallup Organization's Q12 Survey of Employee Engagement. 3 million surveyed.
- ✓ 29% Actively Engaged.....55% Not Engaged.....16% Actively Disengaged
- ✓ Most significant driver: relationship with manager.

REWARD 3: TRUST

- ✓ **Talk the Talk.** Take responsibility and role model Open Expression. Be unafraid to share information about yourself. Encourage others. Keep at it. How?
- ✓ **Build the Pattern.** At all opportunities, establish the tell-and-ask pattern. This repetition anchors the pattern. It's worth it. Why and How?
- ✓ **Distribute to Discuss.** Make it a Team Belief that a key reason for distributing information to everyone is so that it can be discussed. How?
- ✓ **Make Good News.** Usually people want to complete work rather than fulfill roles. Not much to say about one's role. Much to share about one's work. Create opportunities to comfortably share good news about the work performed. How?
- ✓ **Ask a Constructive Question.** Have your team adopt a specific question that does two things: directs attention to the team's purpose and stimulates communication. The question can be an icebreaker at team meetings, an add-on to "Hi! How are you?" and a regular element in team reports. How/Examples?

REWARD 4: CLEAR COMMUNICATION

- ✓ **Just listen.** Use a verbal reminder to encourage yourself to listen before every conversation. In time, this "mantra" will become your habit.
- ✓ **Skill the activity.** Treat your listening as a set of skills, for it is. Pay attention to which specific skills you would like to work on. Single out one or two and focus on their specific improvement.
- ✓ **Value clarification.** Ask (and answer) what the value of the conversation is for all parties involved. This will give you reason(s) to attend what's being said.
- ✓ **Manage your memory.** Determine "how" you remember things. By simply paying attention to the "how" of your memory, your memory will improve. Listening is for naught if you don't remember what you've listened to.
- ✓ **Wrap up with feedback.** Invest a few minutes at the end of every conversation to playback—in your own words—a brief summary of what you've heard. (Your conversation partner will appreciate it, and you will gain from it!)

REWARD 5: CLEAR EXPECTATIONS

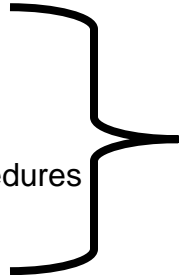
Goals

Objectives

Behaviors

Processes and Procedures

Policies and Culture



Let's consider the

Manager's Role, Responsibility, and

Communication

REWARD 6: CREATIVITY @ WORK

How would you define it? <<Seeing what you are already familiar with in a new and different way so you can view, use, do it in a new and different way.>>

Why is creativity important? Or what good does creativity do? Creativity generates excitement, interest, and motivation. It enlightens the workplace. It engages employees.

Some How'to's

Display. Your staff's creativity. Post poems about your unit, your department, your facility. Publish rhymes and riddles that creative-ize your work and workplace. Hang drawings (even or especially if they are "kid-like") to display your team's creativity and your appreciation for it.

Demonstrate. Your staff's creativity. Sing and dance. Perform and play. Creativity is not only words and pictures. Most importantly, it is people.

Discover. Your staff's creativity and the infinite number of ways your people can create and be creative. Use creativity as an ice-breaker for meetings ("What have you done – seen, heard – that was creative this week?" "What creative ideas can we develop for the coming month?")

Delight. In your staff's creativity. Celebrate with reckless regularity. Don't wait for a Mona Lisa or a Shakespearean sonnet. Shout hurray for any/every creative effort among your people.

REWARD 7: ENERGY in RECOGNIZING and CELEBRATING SUCCESS

- **Physical:** *one's bodily energy, one's get-up-and-go.*
- **Mental:** *one's energy of mind, one's thinking energy, facility and agility.*
- **Spiritual:** *one's "place in the universe" energy, relationship to the world.*

Some How-to's

- ✓ **Success:** Recognize every success – large AND small. Record it. Celebrate it.
- ✓ **Special Place:** Develop and dedicate Energy Place in the work setting. A place for no other purpose than to refuel, refurbish one's energy (any of the 3 types!)

- ✓ **Special Time:** Commit to a specific Energy Time every day. Perhaps 15 minutes, perhaps longer. This time is for no purpose other than focusing on your (physical, mental, and/or spiritual energy. Make it a habit (It may take 21-28 days!)
- ✓ **Drink up:** As much water as you can stand! I recommend 1 ounce per 2 pounds of body weight. Example: 50 ounces if you weigh 100 pounds!
- ✓ **Breathe deeply:** Conscious Breathing. 1) Breathe slowly, steadily into your diaphragm area. 2) Hold your breath for 3-6 seconds. 3) Exhale slowly and completely! Repeat this 4-10 times. Consciously breathe this way 10 times a day.
- ✓ **Motion:** When your energy sags, get up and move. Stretch. Walk. Run in place.
- ✓ **Resources:** Avail yourself and your office (and your people!) of books, audiotapes, videotapes that encourage, develop, and celebrate energy (all 3 types!)

REWARD 8: HUMOR

Why is “smiles” the longest word in the English Language?

Why did Victor Borge say “Laughter is the shortest route between two people.”

Laughter is caused by Observing and finding humor in the incongruous, the things that do not “fit.” That is why a good punch line gets a laugh – it turns what we expect around.

And laughter causes harmony, camaraderie, trust, respect, and more laughter!

1. **Contracts.** See the contract below.
2. **Mirrors.** Keep a mirror by your phone. Smile before you dial. Smile before you answer. Smile throughout the call.
3. **Props.** Surround yourself with “laughter props.” Clown noses, funny hats, funny glasses, noisemakers, masks.....
4. **Materials.** Kids know how to laugh. Think of scissors and colored paper, magazines with lots of pictures, paste, glitter, cellophane, balls....
5. **Events.** (Your ideas are the most important. Following are only idea-generators...) Funny Story Lunch Hour, Mix and MisMatch Dress Day, Costume Theme Day (i.e., Roaring 20s, Hippie 60s, etc.)
6. **Bulletin Boards.** (Ditto what I said about YOUR IDEAS). Baby photos, staff-drawn cartoons or portraits of each other, Make-believe Wedding Displays...
7. **Contests.** (One more ditto!!) Goofiest Hat, Craziest Tie, Funniest Paper Bag Mask
8. **Games.** (D-d-d-d-ditto, again!)Who’s Wearing the Ribbon?, Last Word Link Up, AlphaBananas. (OK, email me if you want to know about these games!!)

REWARD 9: GENERATE COMMITMENT

The employee committed to the organization's vision and mission invests more meaningful energy, time, creativity, and effort. Not just more, but more meaningful. The energy is concentrated, dedicated to the end result. The time is more valuable minutes by what they contain. The creativity produces variety of perception leading to more positive results. The effort may be more focused, more conscientious, and more meaningful. This employee is a Star Player. This employee is a Stayer.

How-to's for Commitment**1. INVIGORATE**

- How is this MORE than cheerleading?
- How do your energy and enthusiasm relate to invigorating others?
- How may your creativity come into play when you're an invigorator?

2. EDUCATE

- Distinguish between informing and educating
- Relative value of educating? Importance of educating?
- What educational media is at your disposal? How familiar are you in its use?

3. DELEGATE

- Is "delegate" a bad word? Why? Why not?
- Would you rather be the delegator or the delegatee?
- What means "ownership?" What does "ownership" mean?

4. SATURATE

- Front of mind consciousness
- Rules of advertising and marketing – "tipping point"
- Is obtaining commitment from others any different?

5. APPRECIATE

- Not micro-managing
- More than MBWA
- To know is to appreciate; to appreciate you must know

6. EVALUATE

- Informal feedback → process, function, responsibility, result
- Formal evaluation
- Are the measurements and the measuring processes known from the start?

7. ELABORATE

- Change happens.
- Be clear as to the what's, how's and why's of the change(s)
- Review #2, Educate

8. CELEBRATE

- Pay attention to the values (head, heart, hands) of celebrating
- Celebrate process, progress, product
- Celebrate in large and small ways.



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