



2. RECOGNIZE GREAT PERFORMANCE

We are all motivated differently, but everyone loves to receive a compliment and credit for a job well done. Make your managers responsible for creating awards for excellent performance. Examples of employee recognition methods include thank-you notes, Employee of the Month awards, newsletter bios and accolades, and so on. Here at Profiles, we award our Employee of the Month a cash bonus, extra casual-clothes days, and their name on a banner facing the main street of our home office. Thousands of people that pass by every day see the employee's name on our mini-billboard! Make sure you also recognize employees on a weekly basis, focusing on those who are working extremely hard but not necessarily reaching Employee of the Month level. In addition, I always try to praise my coworkers and inform others when they do a great job on a project. My colleagues' opinions of me are just as important as awards!

A FOOLPROOF FORMULA

to Secure Your Superstar Employees

By Bud Haney

We coach our clients, partners, and colleagues around the world on the importance of hiring right the first time. Why? Because hiring the right person for

the job is the best way to reduce employee turnover. Using employee assessments and talent-management systems, conducting background checks, and holding interviews all come into play. But once you have secured your ideal candidate, how do you keep him or her?

Many factors affect employee satisfaction. We can't all offer unique and unusual employee perks (as Google and Facebook do), but we can still take a forward approach to keeping our people happy and attracting superstar candidates. Here are four strategies.

1. EVALUATE YOUR LEADERSHIP

Measure employee turnover by manager; this approach can pinpoint a real problem. Poor managers may cancel out all the positive effects of having an outstanding team. If you identify problems with managers, help those managers. Use leadership-development tools to discover their individual leadership style and the dynamic of their team as a whole. Effective management is crucial for employee retention.

3. CREATE AN ATMOSPHERE OF CONTINUOUS SELF-IMPROVEMENT

For many people, each job acts as a stepping stone and learning experience that aids progress to the next career level and achievement of personal goals. Job candidates and employees want the opportunity to develop themselves and to continually polish their skills, abilities, and experience. Invest heavily in training and employee development, and encourage employees to take advantage of the programs offered. Prove to your employees that there is no reason to leave when they can receive training from within the organization. Here at Profiles, when I attended a new-employee onboarding session, we were introduced to all the company executives. Our president, Al Rainaldi, told me, "Always be looking for ways to improve yourself so that you can be more effective on the job. If there is a training program that you think would benefit you and your colleagues, bring it to the attention of your direct manager."

4. MATCH PEOPLE TO JOBS

Don't hire just to fill a position; hire someone suited for success in the job you need filled! Ensure that people are matched to their jobs in terms of their abilities, interests, and personalities. When people are placed in positions where job demands and abilities match, where job stimulation and interest match, and where cultural demands and personalities match, turnover decreases and productivity increases. Organizations can use employee assessments to determine the requirements for each position.

Attracting and retaining the highest-quality people takes time, money, and effort. Applying the steps above can help you secure your own team of superstar employees. **N**

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