



# Supervisor Monthly



[www.buildastrongfuture.org](http://www.buildastrongfuture.org)

*Expanding Leadership, Responsibility, and Hope!*

## Practical Lessons Learned Shared Each Month

**Stay Connected to Important Trends, Maintain the Skills needed to supervise today's ever changing workplace, and Discover Ways to Retain Employees**

### WHY SUBSCRIBING WILL MAKE A DIFFERENCE

Supervisor Monthly is dedicated to sharing **practical lessons learned** from more than 36 years of supervising, managing, and leading employees, of all ages, in a variety of environments. For 23 of these years, we've delivered successful training for supervisors, managers, and leaders worldwide, and have maintained a commitment to continuous learning to stay connected with trends, skills development, and principles to retain employees.

Recent studies show that one-third of Millennials are in management roles. However, according to the Harvard Business Review, only 7% of companies have accelerated leadership programs to nurture generations Y and Z. Thus, the average tenure for employees regardless of age is a mere 4.6 years in the United States and based on numerous studies conducted, millennials leave after two years. Seventy-six percent of full-time workers are either actively looking for a job or open to new opportunities and 48% of employers are unable to fill their job vacancies because of the skills gap and high attrition rates.

### EACH MONTH YOU'LL GAIN KEY INSIGHTS

According to studies performed and reported on [forbes.com](http://forbes.com), professionals today desire instant feedback, a behavior they've adopted from the instant gratification they receive on social networks like Twitter and Facebook. Younger generations are especially impatient and are unwilling to wait a whole year to learn about their strengths and areas of improvement. A whole one-fourth of employees feel that annual performance reviews don't help improve their performance.

### AFFORDABLE FOR ALL ORGANIZATIONS

A subscription to Supervisor Monthly is only \$199.95 per year for an organization with 1-25 supervisors; \$399.95 for 26-50 supervisors; \$599.95 for 51-100 supervisors; and \$899.95 for organizations having 101 or more supervisors.

#### Topics to be covered

- Principles Into Practice!
- 8 Qualities of a Leader
- Improve your Five Core Competencies
- Coach for Effectiveness
- Increase Accountability
- Resolve Conflict
- Create a 2018 Game Plan
- Improve Solution-Seeking
- Improve Customer Service
- Communicate with Skill
- Expand your Emotional Intelligence [EQ]
- Seek Greater Cooperation in Continuous Improvement
- Deal with Pressures and Improve Time Management
- Expand your Competence to address Generational Differences
- Effective Negotiation
- Increase Innovation
- Effective Listening
- Mentoring for Growth

### Subscribe Today!

**"Always Remember,  
Your Focus Determines  
Your Reality"  
– George Lucas**



## Why People Quit Their Jobs

According to the Harvard Business Review's Employee Retention article entitled *Why People Quit Their Jobs* (September 2016 Issue), Lori Hock, the CEO of Hudson Americas, a recruitment process outsourcing company that

uses Joberate, values predictive intelligence because it helps her reduce clients' attrition—and spot things that may be driving it, she says.

- “Is it a bad manager?”
- “Is there a training component?”
- “Are we undervaluing certain positions?”

The article continues, “Researchers agree that preemptive intervention is a better way to deal with employees' wandering eyes than waiting for someone to get an offer and then making a counteroffer.”

An article from [thebalance.com](http://thebalance.com), entitled Top 10 Reasons Why People Quit Their Jobs - A Checklist for Talent Retention (by Susan M. Heathfield, updated November 23, 2016) explains the majority of reasons why employees quit their job **are under the control of the employer**. In fact, any element of the current workplace, the culture and environment, the employee's perception of his/her job and opportunities, are all factors that the employer affects.

Here are the Top 10 Reasons:

1. Relationship with boss
2. Bored and unchallenged by the work itself
3. Relationships with coworkers
4. Opportunities to use skills and abilities
5. Contribution of work to the organization's business goals
6. Autonomy and independence
7. Meaningfulness of job
8. Organization's financial stability
9. Overall corporate culture

## 10. Management's recognition of employee job performance

If you pay attention to these 10 factors, you will reduce turnover and retain your most wanted employees. If not, you'll be holding regular exit interviews and good-bye lunches. It's expensive to recruit a new employee. Why not expend the effort necessary to retain the employees that you have already painfully recruited and hired!



## People Leave Managers Not Companies

In the past 23 years, in which we have worked with organizations of all sizes, in all sectors, and in 43 nations, we've learned that this

headline is very true.

Despite organizations having stated values of respect, integrity, leadership, focus on people, etc., employee turnover simply comes down to first and foremost how employees feel about their boss. Is he/she showing respect and empathy; is the boss demonstrating that he/she cares about the employee; is there a commitment to coaching and mentoring employees so they grow and believe they're significant? **Too often, the answer is no to one or more of these questions.**

Our experience has shown that one of the primary reasons for the failure of managers and supervisors to retain good people, is they get off to a wrong start and never really recover.



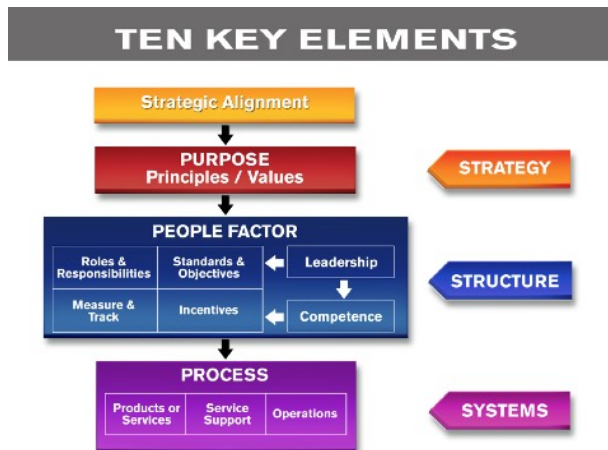
## Starting Off On The Right Foot

Once a new employee signs on, we can fall into the trap of thinking, “oh good, I finally have someone to do the job” and “the employee is happy he/she has a job.” So we believe they're happy and ready to go

Usually, this is the farthest thing from reality and the truth. Actually, what the new employee knows is whatever they learned or experienced from previous jobs or engagements.

Assuming (“*makes an ass out of you and me*”) that a new employee understands their job based on the recruiting and hiring process is naive at best for the following reasons:

- Job descriptions seldom accurately reflect the “real” job someone will be doing
- Most new employee orientation programs do not prepare a new employee for the job
- A new employee doesn’t become an employee simply by receiving an employee number, log-in and time keeping instructions, etc.
- To be an effective new employee, they need to fully understand Ten Key Elements:



1. The Organization’s Strategic Direction: Purpose, Vision, Mission, and Values
2. Their Roles and Responsibilities
3. The Standards and Objectives required
4. How their work performance will be Measured and Tracked
5. What Incentives and Rewards are offered
6. What Leadership Skills are needed
7. What new Competencies he/she needs to develop
8. What Products and/or Services they will provide
9. How he/she will Support the Customer
10. Operational Norms & Expectations

In order to ensure each employee understands the Ten Key Elements and how they relate to their specific job, the supervisor must take personal time to properly integrate each employee into his/her team. This responsibility should not be delegated to anyone else for several reasons:

- The supervisor needs to build a strong bond of relationship with each employee from Day One
- Only the supervisor, as the “Over Seer”, should spell out his/her expectations
- It is the supervisor’s primary responsibility to ensure each employee understands the strategic direction of the organization and how the employee’s job fits into this direction and how their team fulfills a vital role in the overall organizations’ system
- The supervisor needs to be able to hold each employee accountable to the expectations set based on Day One and thereafter - this is only possible if the employee has bought into these expectations and accepts personal responsibility
- The supervisor needs to continue coaching for effectiveness and mentoring for growth

Once again, it can not be over emphasized, the above tasks should not be handed over or delegated to anyone other than the supervisor.



## Focus On Two Principles To Improve Retention And Productivity

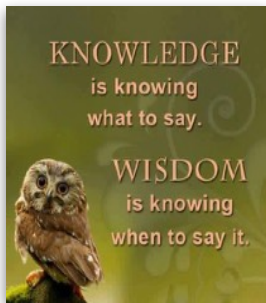
### ➤ The Principle of Integration

The principle of integration has several factors of basic significance:

1. There are two main realms we’re dealing with
  - a. The Organization
  - b. The Individual
2. These are two realities that co-exist together within every organization.



3. The Organization has an expansive scope; many dimensions; multiple resources; defined policies, procedures and systems; strategic and organizational direction; human capital and is less influenced by outside forces.
4. The Individual often has a more limited scope, fewer dimensions, limited resources, a need to be appreciated, and can be influenced by many outside forces.



## Implication of Integration

The challenge with Integration is combining the two realms into one integrated unit, whereby a win-win equation is created for the

organization and the individual. When the Principle of Integration is observed, the leader recognizes the fact that keeping good people depends on this equation.

We recall, for years, annual surveys completed by world-renowned institutions have proven the **“#1 reason a person leaves an organization is the result of the relationship with their immediate manager or supervisor.”**

*An effective supervisor realizes the first and most important step in leadership development is building the bridge between himself/herself and the trainee.*

*The lofty or inaccessible ideas or experiences must be brought to the level and reach of the individual team member.*

The meaning of life is to find your gift.  
The purpose of life is to give it away  
- William Shakespeare

No matter what job you have in life, your success will be determined 5% by your academic credentials, 15% by your professional experiences, and 80% by your communication skills.

## ➤ The Principle of Identification

When it comes to relationships, people are constantly asking themselves four vital questions subconsciously:

Question #1: Can I trust you?

Question #2: Do you care about me?

Question #3: Do you know what you're talking about?

Question #4: Are you committed to helping me to improve?

To a great extent, the ongoing success of a supervisor is based on his/her competence and abilities to build the capacity of his/her people and show appreciation. We'll address this more in future issues.

Meanwhile, the principle of identification is the second step for involvement. This follows integration. If integration does not exist, then there is no true identification. In other words, before a leader can train and equip his team members, they must have made a commitment to work for the organization.

Integration is the basis for the relationship, identification is the dynamics, and involvement is the mechanics of leadership development.

## Implication of Identification

Identification can be defined as “the inseparable association of one person with others” or, “that person becoming the same as others.” This does not mean that a person loses his/her identity and merges into another. The identity remains but as part of a whole and without

## PRINCIPLES INTO PRACTICE!

apparent differences from other individuals who make up the whole group. The word *empathy* is used to describe this sense of identification. The identifying person enters into the experience and existence of those with whom he/she identifies. **This is the primary principle of effective team building.**



Such identification is always purpose-oriented and purpose fulfilling; the mixing up of the two or more entities is not a random occurrence. It has definite purpose and so the coming together in apparent oneness is definite and deliberate.

Since identification is related to integration, the phenomenon of identification is – the higher in position becoming one with the lower in position. In this fashion, the lower undergoes a change and is raised to the level of the higher.

Thus, the initiative for identification is with the higher. The lower responds to the initiative. It must be clear that in this process it is not a minority joining the majority or an individual merging with a team so all will be equal and so the minority or the individual becomes like the larger in order to avoid problems, disturbances or personal inconveniences. The higher that identifies with the lower is neither seeking personal comfort or security nor purposing to keep the latter in a subordinate position forever.



In identification, the one who is identified goes through real experiences affecting the whole person. It is not put-on for the benefit of the spectators. It is not a farce or a play. The expression of identification is deeply personal and true because it is the result of integration.

Identification is not a critical experience of a moment or period. It is a continuous experience. It is a process. As a result, it is a very hard reality for the one who identifies. It is sometimes taxing, painful and difficult. In true identification, there is no let up or holiday.

Identification leads to involvement, which means meaningful action and interaction to achieve the purpose expected through identification.

Where there is no identification, the involvement is superficial, the contacts are casual and the activities are ineffective. There is then no true involvement and no purpose is served through laborious and elaborate activities of the person who is apparently trying to identify with others. All such work is only for self-gratification and centered in the self of the identifier.

**The proof of real identification is the fulfillment of the purpose and goals set.**

## Summary and Application

Understanding and employing the two principles – integration and identification will enable a supervisor to achieve several important goals:

- Ensuring his/her people understand from Day One the strategic direction of the organization and the Ten Key Elements
- Ensuring each employee understands the supervisor's expectations
- Ensuring the involvement and purposeful action of employees in his/her total program of leadership training
- Ensuring his/her people are answering "Yes" to the four vital questions as often as is possible
- Ensuring his/her people want to remain employed with the organization based on the behavior of the supervisor
- Ensuring the supervisor creates other leaders

To achieve these goals, integration and identification are pre-requisites to success.

The executive team of Build A Strong Future has been helping organizations improve the core competencies of supervisors and we are committed to expanding leadership, responsibility, and hope. To learn more about our services go to [buildastrongfuture.org](http://buildastrongfuture.org).