

Related ASPCApro Webinars

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Upcoming Webinars

- A Road Map to New Hire Orientation (May 14)
- Creating Adoption Processes that Truly Support Saving Lives (May 16)

Recording:

- Hiring the Right People for Your Culture
(Culture Isn't Grown in a Petri Dish)

Hiring, Firing and Supporting Your Staff



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Management 101

- Hiring
- Getting to know you
- Developing a plan
- Feedback – carrots/sticks
- Heads rolling
- You
- Take home plan



Which Type of Supervisor Are You?

answer anonymously in the poll on right side of screen

Technical

- Establish power base
- What is your problem?
- Here is my plan for you
- If you do not do it...
- I'll be watching you!

Interactive

- Establish trust bond
- Define the problem situation
- Let us make a new action plan
- Commitment and implementation
- Follow - thru

The Candidate:

Who are you looking for?

- What are the roles/responsibilities of the position?
- What are the skills/abilities needed to perform the job?
- What is the culture of your team and what characteristics should the candidate possess to fit in well?

Building Team Approach

- Selling the applicant on the team and the team on the applicant
- Ask the staff to describe the ideal team member
- What works with current team?
- What did not work with the folks that have not worked out?



**KEEP CALM
TEAMWORK
MAKES THE
DREAM
WORK**

Team Approach Continued . . .

Inclusion of current staff

- co-interview?
- complete the facility tour?
- the applicant shadow a staff or two?
- allow time for candidate to chat with staff and ask questions without you present



The Candidate: Who?

Desired Competencies:

- Ability to work under pressure
- Technical skills
- Conformity to procedures
- Decision making skills
- Enthusiasm/Flexibility
- Honesty
- Oral communication
- Prioritization
- Problem-solving skills
- Tolerates frustration
- Cooperation and teamwork
- Understands mission
- Independence
- Dependability

The Interview: Exchanging Information

- What doesn't it tell us?
- Attitudes
- Perceptions
- Goals
- Strengths
- Personality



The Discussion: Exchanging Information

During the Discussion

- If the person is not talking enough, you might be talking too much.
- Be upfront and describe the position/mission accurately
- Don't over-sell the position



The Discussion: Exchanging Information

During the Discussion

- Avoid using “you”
 - “You will be reviewing prepping animals...”
 - “When you first get started there is a 3 month...”
 - “We will want you to....”
- Always check references



www.how-to.com/operations

Open Questions

- They ask the applicant to think and reflect
- They will give you *opinions* and *feelings*
- They hand control of the conversation to the interviewee



The Discussion: Getting Information

Open Questions:

- Find out more about a person, their wants, needs, problems
- To provoke thought and realization
 - “I wonder what might happen if....thoughts?”
- **Begin with words like:**
 - How?
 - Tell
 - What?
 - Describe
 - Why?
- **Can feel manipulative**
 - Be aware of your tone of voice
 - Be aware of your body language

The Discussion: Exchanging Information

Closed Questions:

- *A closed question can be answered with either a single word or a short phrase (yes/no)*
 - Do you have pets?
 - What hours can you work
- Don't, typically, require much thought to answer



www.changingminds.org/techniques

Goals of the Discussion

Think:

How does this person
THINK?

- Does he weigh all his options?
- How does he come to decisions?
- Is he a linear thinker?



Goals of the Discussion

Relate:

- How does this person relate to others?
- Who does she trust?
- Is he drawn to win over strangers, or is he at ease only with close friends?
- Does he avoid confrontation and explode later?



Let's Take a Crack at This

First...

– each of you think about the best person(s) on your staff and write down at least one characteristic of that person.

Then. . .



Making Quality Hires

Summary



- Know who you are looking for and what your work culture is
- Review the application objectively. Focus on the applicant's potential
- Prepare for the interview and utilize open questions
- Include team members in the process

Developing that Person

What do employees want?

Environment/Communication/Plan

Performance Goals

Carrots

Sticks

Heads Rolling (nicely)

Developing that Person Four Keys

1. Talent
2. The Right Outcomes
3. Focus on strengths
4. Help them find the right fit



Talent

When selecting
someone, select
for TALENT . . .
not simply
experience,
intelligence, or
determination



The Right Outcome

When setting
expectations,
define THE RIGHT
OUTCOMES . . .
not the right steps



Focus on Strengths

When motivating
someone,
**FOCUS ON
STRENGTHS . . .**
not on weaknesses



Find the Right Fit

When developing
someone,
**HELP THEM FIND
THE RIGHT FIT . . .**
not simply the next
rung on the ladder.



Mantra

- People don't change that much
- Don't waste time trying to put in what was left out
- Try to draw out what was left in, that is hard enough



What They Want – Are We Providing?

- Do I know what is expected of me?
- Do I have the materials and equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best every day?

What They Want . . .

- In the last seven days, have I received recognition or praise for doing good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development?
- At work, do my opinions count?
- This last year, have I had opportunities to work and grow?

What They Want . . .

- Does the mission/purpose of my company make me feel my job is important?
- Are my co- workers committed to doing quality work?
- Do I have a best friend at work?
- In the last six months has someone talked to me about my progress?

Gallup Q 12 Statements for Employee Engagement

The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q¹² – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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There is “No Follow This Plan” Solution

- Learn from past mistakes
- Step back – observe – listen
- Slow down – easier said than done,
I understand!

Listening Skills – Really Listening!

- Non-listening
- Marginal Listener
- Evaluative Listener
- Active Listener



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Non-Listening

- Interrupts the speaker
- Does most of the speaking
- Fakes attention while thinking about unrelated matters
- Busy preparing what he is saying next
- Not listening to what is being said

Marginal Listener

- Superficial listener
- Postpones problems
- Looks for outside distractions so they have an excuse to draw themselves away from the conversation
 - this is dangerous because the speaker may be lulled into false sense of security of being listened to and understood.

Evaluative Listening

- This listener anticipates the words of the speaker, although more involved in the conversation
- The listener forms opinions about the employee's words even before the message is complete
- Usually there is lack of empathy, sensitivity, and true understanding – sort of rush the conversation

Active Listening

Active listening is the most effective level of listening

- Where you refrain from evaluating the words and place yourself in his position – see things from his point of view
- You suspend your own thoughts.

Be Mindful of Your Actions

- Model good behavior
- Give praise
- Develop listening skills
- React to the idea or behavior – not the person
- How are we being “read”?
- Have I communicated goals and expectations?



Communication

- Organizational chart (even if there are 4 staff)
- Basic job descriptions (current)
- Employee manual
- SOP – operations
- Teach in the learner's most preferred style
- New Hire Orientation – shameless plug!

How Much Time Are You Spending With Employees?

Most Time Spent: *Most to Least*

- Kate
- Sue
- Brian
- Sam

Most Productive: *Most to Least*

- Sam
- Sue
- Brian
- Kate

Performance Planning

Meet with each employee to conduct a strength interview early in the relationship.



Find the time to do this . . .

Strength Interview

- What do you think your strengths are? (can insert skills, knowledge, talent as well as strengths)
- What are your weaknesses?
- What are your goals for your current role?
(ask for timelines)
- How often do you like to meet with me to discuss your progress?



Survey Continued . . .

- Are you the kind of person who will tell me how you are feeling, or will I need to ask?
- What personal goals or commitments you would like to tell me about?
- What is the best praise you ever received?
What made it so good?
- What are your future growth goals, your career goals?

More survey . . .

- What particular skills do you want to learn?
- What specific challenges do you want to experience? How can I help?
- Is there anything else you want to talk about that might help us work well together?

Performance Planning

- **What actions have you taken?**

These should be the details of her performance over the last three months.

- **What discoveries have you made?**

These discoveries may be classes he attended, new insights about the work, new things learned.

- **What partnerships have you built?**

These may be with clients, colleagues, professional or personal partnerships.

Performance Planning

- Feedback is a process – not an event
- Objective
- Non-threatening
- Encouraging
- Timely



Recognition is Most Effective When

- Positive
- Immediate
- Close
- Shared



Create More Carrots

In Chat:

What carrots do you currently use or what might you employ at your agency?



Carrots - Individual - Personal Achievement

- Traveling trophy (tiara, rubber chicken, jar of testicles/ ovaries)
- Gets to work on exciting project
- Fun medal ceremony – fun but sincere
- Gift certificate for pet grooming
- Make a donation to staff person's favorite charity



Carrots – Team Successes

- Take everyone to a movie on a Friday afternoon
- Henna tattoos with organization logo
- Rent a popcorn machine and have free popcorn all day
- Hire someone to provide BBQ lunch (vegan or veggie or meat)
- Make a formal recognition with the entire group when you present any recognition



Heads Rolling

Do

- Remember the Mantra
- Just do it!
- Early in the week (not Friday)
- Have a third person present
- Make yourself clear regarding the reason
- Coordinate the exit

Do Not

- Make it personal
- Keep the employee out of the loop - document previous conversations
- Be defensive – let them vent – but do not respond to complaints
- Lose confidence – know that you have provided every opportunity to succeed

What Will You Work On?

- Change hiring methods/Approach/Open ended Questions (Strive/Think Relate)
- Address 12 needs
- Step back – listen to staff and develop basics. Employee handbooks, SOP's, MBWA (manage by walking around)
- Checking in with staff/ their goals/ how often to meet on progress/carrots/sticks
- Heads rolling

Resources

- The Invisible Employee – Gostick and Elton
- It's OK to Ask 'Em to Work – McNair
- The Art of Managing People – Hunsaker and Alessandra
- First, Break All the Rules – Buckingham and Coffman
- Manager's Desktop Consultants: Just -In-Time Solutions to the Top People Problems That Keep You Up at Night – Davies-Black

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