

# How to Find, Train, Motivate and Retain Employee's

Presented by:

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# Introduction

- It is all about the labor
- Long term approach vs. daily realities
- We all draw from the same labor pool
- There is a shortage of good talented workers in all the construction trades
- 40% to 60% of our costs can be attributed to labor
- We are competing with other trades and industries for the same talent

# Keep It Simple

- Raise standards: Upgrade your talent pool
- Understand your crew rates and how to maximize your production
- Strategic crew management review: a small percentage of your activates can make a big impact
- Crew Structure-build structure that fits your needs and allows you to hit production rates
- Set Crews-can't hold men accountable if people shift
- Days and hour goals-workers must know goals
- Identify winners-find which workers will, won't or can't perform
- Influencing skills-Supervisors /managers must learn to communicate, negotiate and handle conflict
- Systems/process-basic, simple and focused

# Why can't we find qualified people who want to work?

The U.S. Army is having trouble recruiting the 80,000 new soldiers it needs this fiscal year because most people don't meet the requirements to join or are misinformed about the military, according to its chief recruiter.

The biggest challenge right now is the fact that only 3 in 10 can actually meet the requirements to actually join the military," said Maj. Gen. Jeffrey Snow, commanding general of United States Army Recruiting Command. "We talk about it in terms of the cognitive, the physical and the moral requirements to join the military, and it's tough. We have a very good Army; there's a desire to recruit quality into the Army."

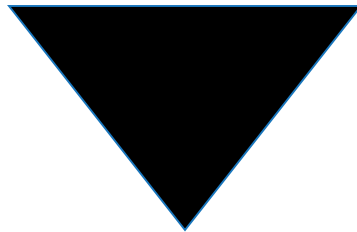
USNEWS and World Report

# Philosophies of Recruitment

- **Recruit work ethic.**
- **Use third-party qualifiers.**
- **Ask for employee referrals.**
- **Can they do the job?**
- **Will they do the job?**
- **How long?**
- **Develop mentors.**
  - Establish a "top gun" program to train key employees.
- **Training**
  - Set specific training goals and objectives.
  - Train for career employment opportunities

# Transition to Management

- Investment
- Do you have trouble finding good people?
  - Wages
  - Tools, support , and Facilities
  - Training
- Technical and People skills



# Leadership and Outside Influences

## Leadership

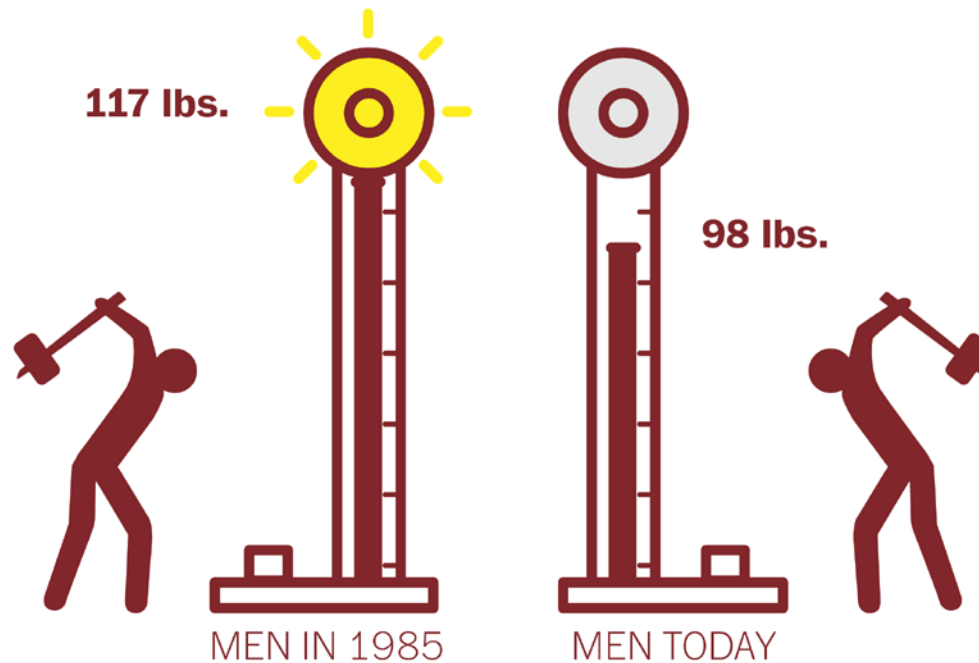
- People no longer meek
- Worker attitudes have changed
  - Greatest Generation
  - Silent Generation
  - Boomers
  - Gen X-Y
  - Millennial
  - Gen Z
- How do workers differ from yesteryear
- 1994 Vs 2019

- “A new study in press at the [Journal of Hand Therapy](#) (yes, a real thing) finds that millennial men may have significantly weaker hands and arms than men the same age did 25 years ago.”



## Today's men are weaker than their dads

Average grip strength, in pounds of pressure applied, among 20-34 year old men today and in 1985.



# Leadership

- Definition
- Hot Stove rule
- Leaders Vs. Bosses
- Positional Vs Interpersonal influence

# Leadership Checklist

- Consistency and integrity
- Self-Awareness
- Walk the Talk
- Admit your shortcomings
- Coach, train and mentor
- Make your intentions known
- Create a positive environment
- Be Honest

# Personalities

- Introvert
- Extrovert
- Detailer
- Conceptional
- Urgent
- Steady
- Retreater
- Aggressor

# Understanding Leadership Styles

- Direct--- the telling style
  - Supportive--- the asking style
  - Handling attitude problems
  - Handling skill difficulties
- 
- There are two reasons people don't perform

# Effective On-The-Job Coaching

- Coaching Skills
  - Tell Them
  - Show them
  - Let them try it
  - Observe the results
  - Praise or redirect
- Coach don't criticize
- Do more pre-job coaching and less post- job criticizing

# Dealing with Personalities

- Maverick
- Mule
- Plodder
- Race horse

# Motivating People

- Create a motivational environment
- Self interest for their own reason
- Behavior vs. personality
  
- Money
- Fear
- Recognition



# Utilizing Motivational Skills

- Management Proximity
- Goal setting
- Value of feedback
- Winning environment
  - They need to win
- Employee adaptation
  - Hold, kiss, slap

# Self-Communication

1. Take a moment and list by who and how you were taught to communicate  
(your parents, first boss, coach, etc):
2. Think of someone you have a close relationship with; spouse, girlfriend, boy friend, children, brother, sister etc.
  - a) What positives things do they say regarding how you communicate?
  - b) What might they say you need to improve?
3. List all the training programs, classes, courses and other things you have formally done to improve communication.

# Communication Realities

- Traditionally three factors impact how people communicate:
  - **Habits**
  - **Personality**
  - **Skills**
- Personal Versus Structured Communication
  - **Instant or Personal Communication**
  - **Structured Communication**

# Rules of Timing

- Rule 1: least emotional person wins
- Rule 2: People love to complain
- Rule 3: Think and plan first

# Managing Phony Feedback

- **Phony feedback:** is a preprogrammed defensive posture that is reactive in nature.
- **Taglines:** A tagline is a non-emotional response designed to diffuse the “emotional” nature of the conversation. For convenience, we have created some standard taglines you can use:

## Tagline examples

- **Acknowledgement lines:** We all want to be heard; certain lines help the person feel you have at least heard their position:
  - “I can appreciate how you feel, however....
  - “If I were you, I might feel the same way, however....

# Tagline examples

- **Character lines:**
  - “This isn’t like you and we need to ...
  - “You are one of our better people an
- **Strength lines:**
  - “You are seen as one of our leaders and....
  - “You have so much potential and...
  - “You are such a great craftsmen and....

# Having Tough Employee Conversations

- To change a behavior
- When you have let the person skate along
- When the person has been a loyal employee for a long time and has earned some loyalty
- Relative or close friend
- Someone who is going through a tough time



# Closing

- Questions and Comments?
- If you have questions about the presentation please contact Kevin Dougherty at 714.801.0524 or 941.926.0141
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# Introduction

- Leadership vs. Daily Realities
- People difficulties
- People as an Investment/ROI
- Focus on the focus
- Leadership and management
- Anticipate, monitor, capitalize, adapt.
- Communication difficulties

# Management Vs. Leadership

- Leaders-Lead people, Achievements, Simply look at problems and devise new, creative solutions. Using their charisma and commitment, they excite, motivate, and focus others to solve problems and excel. Leaders lead people so they can manage themselves.
- Managers -Manage work, Results, Create strategies, policies, and methods to create teams and ideas that combine to operate smoothly. They empower people by soliciting their views, values, and principles. They believe that this combination reduces inherent risk and generates success