



Why Investing In Your Employees Pays Off

Do you know how to attract, read, hire, train, manage, and keep the best workers?

By Ron Sorci

IN OUR BUSY WORLD, THERE IS A TENDENCY to not spend enough time on the types of employees we wish to attract.

Typically, we will develop employment ads for various job openings, interview candidates, check references, and either hire the person or move on to the next applicant.

Based on part of my background with human resources, I continue to see a lack of learning about what “makes people tick” and whether they will become an asset to the company.

Handle The Truth

As an employer, you ideally should be seeking someone who knows how to anticipate and control situations to minimize volatility. You also have to be brutally honest with people about where they stand. You do them a disservice by sugarcoating issues or by not giving them the absolute facts.

Unfortunately, many people *can't handle the truth*, which most of us remember

Jack Nicholson shouting out in the movie “A Few Good Men.” It is, in fact, crucial to be honest with people, as they're entitled to it. If they can't handle the truth, they don't have to work in your company.

You also should assure employees mistakes are not catastrophes. Of course, you prefer them to be small mistakes, but if an employee defends a big mistake, then it is a real insult because they have put their ego ahead of what's right. That cannot be tolerated.

It's a natural thing to do. You can end up with really smart employees arguing in a room to prove who was right and defending the mistake. It's all too common. The point is an employee has to be willing to take the blame, drain the tension out of the room, and ultimately discuss what really happened.

Right Personalities

Employee personalities play a big role in whether they will succeed or fail. Most employers tend to do much better

with people who are secure. The more insecure they are, the more likely they will not work out. Surveys show employees must be at least 70% committed to their jobs or they are not good candidates for their positions.

I have heard many employers adopt the line, “the people who work here should be happy they have a job.” Not only is that attitude damaging and narrow minded, but it's not realistic. Thirty years ago, when people stayed in one company, maybe they felt they didn't have a choice. Today, with the fluid marketplace and lower unemployment, employees have choices. They have more power to understand their options than before. People want to work for employers they can relate to, be inspired by, and believe in.

Leadership Styles

Two leadership styles prevail: In the first, the employer dictates the pay scale, judges the employee, and decides on bonuses and promotions. In the second, you tell the employee you believe he or she is incredibly talented and doesn't need micro-management. The challenge with that leadership is you must hire triple-A talent and follow strong checks and balances in the cultural infrastructure.

Empower Employees

Here are 10 ways to improve your overall approach with employees:

1. Create an open environment to assess people
2. Ask them what they perceive are your biggest challenges
3. Empower your staff to make decisions
4. Become a good listener
5. Learn to say “Yes” to employee ideas
6. Allow employee creativity
7. Find employees who aspire to grow and hold senior positions
8. Look for employees who will put the good of the company before themselves
9. Don't micromanage
10. Find book smart and street smart people

Building a solid team around you is the single most important thing you can do to grow your business. Good luck to you in finding unique and talented people! **LCT**

RON SORCI is the founder and CEO of Miami-based Professional Consulting Resources Inc. (www.pcrforyou.com). A former senior executive at public and private companies, Sorci most recently worked as CFO of Aventura Worldwide Transportation in Miami. He also served as President of the National Limousine Association from 2009-2010. He can be reached at Ron@pcrforyou.com or (786) 229-3662.

