



Communication and Team Building for Performance Excellence

Session Eleven

Keeping Top Talent

Ideas to Create an Exceptional Place to Work (Supplement to Handout)

**January 20, 2005
1:00 - 2:30 p.m. Eastern Time**

This is the second of a four part series of audio learning programs for home care managers and supervisors. This series follows an eight-part series that was presented between November 2003 and June 2004.

For more information on the first eight programs in our
Leadership Academy Teleseminar Series,
go to www.LeadingHomeCare.com/teleseminars.



Notes

Ideas to Create an Exceptional Place to Work

1. Servant Leadership

- 1.1 Communicate a Vision for the Future
- 1.2 Establish clear values
- 1.3 Build a high performance team
- 1.4 Promote integrity
- 1.5 Establish clear policies
- 1.6 Apply policies consistently
- 1.7 Implement your Strategic Plan
- 1.8 Trust your people
- 1.9 Be accessible
- 1.10 Listen actively
- 1.11 Set the example of service before self
- 1.12 Be a cheerleader
- 1.13 See loyalty as a two-way street
- 1.14 Ask great questions
- 1.15 Provide lots of information
- 1.16 Empower people to work as a team
- 1.17 Recognize that YOU could be part of the problem



Notes

- 1.18 Create effective communication systems
- 1.19 Be patient
- 1.20 Define responsibilities
- 1.21 Define authority
- 1.22 Encourage people to ask for guidance
- 1.23 Give clear direction
- 1.24 Create a reverse performance appraisal
- 1.25 Create a culture consistent with your values
- 1.26 Use symbolism to enhance communication
- 1.27 Create a condition where your people feel better about themselves
- 1.28 “Act as if...”
- 1.29 Focus, Focus, Focus... Execute, Execute, Execute
- 1.30 Lead by wandering around
- 1.31 Establish and enforce a “Code of Business Ethics”
- 1.32 Define excellence
- 1.33 Keep your promises
- 1.34 Turn managers into coaches



Notes

2. Meaningful Work

- 2.1 Communicate your Mission
- 2.2 Stay focused on the customer
- 2.3 Create perceived excellence in your products and services
- 2.4 Promote a healthy work environment
- 2.5 Avoid stupid rules
- 2.6 Insist on accountability
- 2.7 Provide quiet time
- 2.8 Give people real work to do
- 2.9 Provide challenges
- 2.10 Remove barriers to task accomplishment
- 2.11 Provide the tools to do the job
- 2.12 Equip people to be productive
- 2.13 Encourage innovation
- 2.14 Get people involved
- 2.15 Make your people proud to go home and tell their families what they do
- 2.16 Help people find joy in their work
- 2.17 Give a percentage of profits to a charity



Notes

- 2.18 Encourage community involvement
- 2.19 Let staff members know about company R&D and innovation
- 2.20 Establish profit as a measure of the company's contribution to society
- 2.21 Automate or evaporate
- 2.22 Be on the leading edge of technology
- 2.23 Set up a "Great Place To Work" Department
- 2.24 Train for today... educate for tomorrow

3. Appreciation & Recognition

- 3.1 Celebrate birthdays and other happy occasions
- 3.2 Set up a staff member awards program
- 3.3 Create fun and funky prizes
- 3.4 Give chocolate
- 3.5 Give permission to fail and make mistakes
- 3.6 Respond to complaints with solutions
- 3.7 Provide a safe, clean environment
- 3.8 Insist on workplace safety
- 3.9 Locate your business in a safe, convenient location
- 3.10 Eliminate reserved parking spaces for executives



Notes

- 3.11 Provide a reserved parking space for the staff member of the month
- 3.12 Let people “in on things”
- 3.13 Stick up for your people
- 3.14 Give recognition strategically and deliberately
- 3.15 Celebrate uniqueness
- 3.16 Balance praise and criticism
- 3.17 Catch people doing things right
- 3.18 Publicly express confidence in your people
- 3.19 Be firm and fair
- 3.20 Celebrate longevity
- 3.21 Sympathize with irritations and frustrations
- 3.22 Know what your people are doing
- 3.23 Show appreciation for routine tasks
- 3.24 Give specific performance feedback
- 3.25 Publish an exceptional staff member newsletter
- 3.26 Find a unique term to call your staff members
- 4. Career Opportunity**
- 4.1 Provide job security
- 4.2 Promote from within



Notes

- 4.3 Choose new staff members carefully
- 4.4 Strengthen your staff member orientation program
- 4.5 Re-orient current staff members
- 4.6 Value professional standing
- 4.7 Conduct exit interviews and track results
- 4.8 Prohibit discrimination
- 4.9 Create annual personal development goals
- 4.10 Establish career ladders
- 4.11 Reduce uncertainty through communication
- 4.12 Enter into performance contracts
- 4.13 Establish a learning culture
- 4.14 Give people challenging responsibilities
- 4.15 Support formal education
- 4.16 Set up a tuition refund program
- 4.17 Give scholarships in your professional field
- 4.18 Sponsor internships through local colleges
- 4.19 Participate in “learn & earn” programs
- 4.20 Provide learning materials for personal growth
- 4.21 Connect with outside sources of learning programs and materials



Notes

- 4.22 Provide access to the internet
- 4.23 Send people to outside seminars
- 4.24 Be active in your professional or trade association
- 4.25 Encourage your people to be active in their professional association
- 4.26 Have learners share their knowledge
- 4.27 Lead a book discussion group
- 4.28 Lead a bible study
- 4.29 Assign special projects
- 4.30 Invest in career planning
- 4.31 Build competence deliberately
- 4.32 Provide incentives for growth
- 4.33 Operate a mentorship program
- 4.34 Establish a corporate university
- 4.35 Initiate a job exchange program
- 4.36 Provide cross training
- 4.37 Conduct regular performance appraisals
- 4.38 Recruit overachievers, they'll create opportunities for everyone
- 4.39 Set up a tape library for learning materials
- 4.40 Put training programs on your intranet



Notes

- 4.41 Set up an internal job placement office
- 4.42 Set up a “promotables list”
- 4.43 Set up a SWAT (Special Work Action Team) team during slow times
- 4.44 Create a company “Identity Center” (Dana Company Store)
- 4.45 Set up a staff member referral program with bonuses for referrals
- 4.46 Reward managers for the number of people they promote
- 4.47 Encourage every manager to identify and train their successor
- 4.48 Spot talent early and nurture it
- 4.49 Make a commitment to organizational development
- 4.50 Make a commitment to leadership development
- 4.51 Provide executive coaching
- 4.52 Establish a no-layoff policy
- 4.53 Create a “Pay for Skills” program
- 4.54 Create an “ownership attitude”
- 5. Flexibility**
 - 5.1 Support family leave
 - 5.2 Promote flex time
 - 5.3 Support telecommuting
 - 5.4 Offer freedom of choice in break times, dress, vacations



Notes

- 5.5 Adjust jobs to fit strengths and abilities
- 5.6 Avoid keeping people overtime without advance notice
- 5.7 Fight bureaucracy
- 5.8 Create a flexible benefits program
- 5.9 Ask people for their input on policies and procedures
- 5.10 Provide courses for managers on how to be more flexible

6. Relationships

- 6.1 Communicate positive feelings
- 6.2 Facilitate a family feeling
- 6.3 Encourage camaraderie
- 6.4 Make work fun
- 6.5 Bring pets to work
- 6.6 Have a parent/child day at work
- 6.7 Provide refreshments regularly
- 6.8 Create a colorful place to work
- 6.9 Know your people by name
- 6.10 Study behavior styles
- 6.11 Communicate values and ethical standards
- 6.12 Prohibit profanity and sexual harassment



Notes

- 6.13 Create a code of conduct
- 6.14 Resolve conflicts quickly
- 6.15 Hold regular team meetings
- 6.16 Hold one-on-one meetings
- 6.17 Find opportunities to talk with your people
- 6.18 Discourage gossip
- 6.19 Create opportunities for networking
- 6.20 Develop and use your sense of humor, laugh a lot
- 6.21 Encourage cooperation
- 6.22 Help your boss get to know your people
- 6.23 Encourage whimsy
- 6.24 Create a “peer review” grievance procedure
- 6.25 Find ways to bring out the “free child” in your people
- 6.26 Let your people know you love them
- 6.27 Sponsor company day at the ball park
- 6.28 Practice constructive carefrontation
- 6.29 Encourage staff members to socialize with one another outside of work



Notes

7. Pay & Benefits

- 7.1 Make a conscious choice about where you fit in comparative pay scales
- 7.2 Pay for performance... start buying results
- 7.3 Set up a merit pay plan
- 7.4 Put everyone on salary
- 7.5 Give managers latitude in granting pay raises
- 7.6 Communicate the full value of your compensation and benefits package
- 7.7 Design reward systems to encourage goal achievement
- 7.8 Create a flexible benefits package
- 7.9 Create an ESOP (Employee Stock Ownership Plan)
- 7.10 Offer stock options
- 7.11 Set up a company stock purchase plan
- 7.12 Set up a profit sharing plan
- 7.13 Provide child care
- 7.14 Support elder care
- 7.15 Create a sabbatical leave program
- 7.16 Sell logo clothing and merchandise
- 7.17 Provide paid time off



Notes

- 7.18 Give holiday turkeys
- 7.19 Recruit the local high school band to wash every staff member's car
- 7.20 Recruit a mechanic to maintain staff members' cars
- 7.21 Give gasoline discounts
- 7.22 Provide AAA memberships
- 7.23 Give lottery tickets as rewards for extra effort
- 7.24 Provide sick-child day care
- 7.25 Provide long term care insurance
- 7.26 Create a college savings plan
- 7.27 Provide subsidized meals
- 7.28 Arrange a discount buying service with local retailers
- 7.29 Arrange for dry cleaning pick up and delivery
- 7.30 Set up a program to match charitable donations
- 7.31 Allow people to fly first class
- 7.32 Provide discount movie passes
- 7.33 Give free popcorn all day

While not all of these ideas are practical for your business, and some of them are downright outrageous, we've stimulated your thinking. Now go out and develop your own innovative ideas to create a great place to work in your company.



Notes

Discussion Questions:

What are the three most important things you can do to find and keep top talent on your home care team?

From your experience, what are the top three reasons team members have left the company in the past two years?

How can you and the other leaders in your home care company work together to create a great place to work?