

WORK BOOK FOUR

# HIRING STAFF

**LEARN THE BEST PRACTICES  
FOR HIRING STAFF**

**MEAGHER** **COACHING ACADEMY SPECIALIST**  
**Where Small Businesses Grow**

## Hiring Staff

*“Talent is as common as table-salt, it’s what you do with it that counts. Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching and the greatest things can happen”*

**Pete Carroll, Head Coach of the Seattle Seahawks.**

### Gallup on Staff

Gallup, the Washington, D.C.-based polling organisation, polled 25 million employees in 189 different countries. The latest version released, gathered information from 230,000 full-time and part-time workers and confirmed the following.

- A. 13% of workers feel engaged by their jobs. That means they feel a sense of passion for their work, a deep connection to their employer and they spend their days driving innovation and moving their company forward.
- B. The vast majority, some 63%, are “not engaged,” meaning they are unhappy but not drastically so. In short, they’ve checked out. They sleepwalk through their days, putting little energy into their work. They might be happy with their colleagues and even the customers whilst being very unhappy with the manager, the company or the opportunity.
- C. A full 24% are what Gallup calls “actively disengaged,” meaning they pretty much hate their jobs. They act out and undermine what their co-workers accomplish and can have a powerful negative impact on the atmosphere.

**Add the last two categories and you get 87% of workers who, as Gallup puts it, “are emotionally disconnected from their workplaces and less likely to be productive.”**

In other words, work is more often a source of frustration than one of fulfilment. The workplace is less productive and less safe than it could be and employees are less likely to make meaningful contributions to grow the business.

## Your Purpose, Your Why

Having clarified the answer to the above incredibly important question, your next step is to recruit your right hand man or left hand woman.

In addition to their natural abilities to get the job done, the next major qualification is that the applicant shares your Purpose and your Core Values.

**Your right-hand man should then proceed to hire their staff using the same philosophy.**

If you survey your staff with the following four questions, you will almost certainly find that material reward is not top of the list. And yet business owners are convinced that the only way that they can keep good staff is to pay them more.

Just like advertising is a price we pay for not sharing our passion, material reward is frequently used as a substitute for not showing appreciation and recognition and our failure to be committed to developing our staff.

- 1. Personal appreciation by your Supervisor or Manager.**
- 2. To be recognised within your department or company by your Colleagues and Manager.**
- 3. To be materially rewarded for your efforts.**
- 4. Management caring for your welfare and well-being.**

## How Do You Know That Your Staff Are Unhappy At Work?

That something is not right and that it's time to either make some changes at work or move on to a new job? I talk to a lot of people who are not happy with their jobs. Here are the top ten symptoms of unhappiness at work that I've observed. How many apply to your staff?

- They procrastinate, they really, honestly try to get some work done. But somehow they never really get around to it. Or they only do it at the last possible moment and then only do a half-baked effort. Many people view procrastination as a personal weakness. To me, it's one of the strongest warning signs of unhappiness at work.
- They spend Sunday night worrying about Monday morning, they never sleep on Sunday night very well because they are worried about going to work on Monday morning. They find their job is very stressful. One of the worst things about being unhappy at work is that the unhappiness bleeds over into their free time. If they've had a lousy day at work, it's difficult to go home and have a great evening, it's hard to have a fun, be relaxed and have a carefree evening.
- They're really competitive about salary and titles, they don't like the job itself, so they focus much more on salary and perks. Knowing that someone in a similar position is paid more than they are, or are promoted when they're overlooked. When they're unhappy at work they get a lot more competitive, for one simple reason: When work doesn't give happiness and enjoyment they want to get something else out of it. And what else is there but compensation and promotions.

## How Do You Know That Your Staff Are Unhappy At Work?/Continued

- They don't feel like helping co-workers, their colleagues may be struggling. But they don't really feel like lending a hand. Why should they? One very interesting psychological study started by putting subjects in either a good mood or a bad mood. They were then asked to go down the hall to another room where the experiment would continue. In the hallway the real experiment took place – the subjects passed a man holding a big box struggling to open a door. Would the subject help that person? The experiment showed, that when we're in a bad mood, we're much less likely to help others.
- Work days feels very long The first thing they do in the morning, is calculate the number of hours until they can go home. Ironically, this makes the work day feel even longer.
- They have no friends at work. They're mostly all jerks anyway. Gallup have found in their studies of workplace engagement, that one of the strongest factors that predict happiness at work is having at least one close friend at work.
- They don't care about anything. Things can go well or they can go badly, either way, they don't really give a damn. When they're unhappy, they care mostly about themselves and not so much about the workplace.

## How Do You Know That Your Staff Are Unhappy At Work?/Continued

- Small things bug them, small annoyances bug them out of all proportion. Like someone taking up too much space in the car park, someone taking the last coffee without brewing a new pot or someone talking too loudly in the next cubicle. When they're unhappy they have much thinner skin and a shorter fuse. It takes a lot less to annoy them.
- They're suspicious of other people's motives. No matter what people do, their first thought is "what are they up to?" Good or bad, big or small, all decisions and actions made by their co-workers and managers are seen in this light. Studies show that we're also more suspicious of others when we're unhappy.
- Physical symptoms ,they suffer from insomnia, headaches, low energy, muscle tension and/or other physical symptoms. Studies show that when you're unhappy at work you're more prone to experience these physical stress symptoms.

# Unhappy Staff

## Your employees are happy right?

You assume so because everyone comes to work on time – mostly. Unfortunately, even if everything looks perfect, that doesn't mean that it is perfect. Employee dissatisfaction can be hidden pretty well for a long while. Eventually, though, it's going to come out.

## Five Tell-tale Signs of Unhappy Employees

### 1. Complaints from Staff or Customers

While complaints aren't always the first things to come up, they will eventually become a tell-tale sign that something's wrong. Sometimes, it's not your employees that complain but rather your customers. Sure, employee complaints are a dead giveaway. But customer complaints are indicative of poor overall performance and quality control on the part of your workers.

When employee complaints do come up, it usually starts with co-workers complaining amongst themselves. From there, an employee might start to think that there are unrealistic expectations being demanded of him.

A high workload, or insufficient pay for the work, might also become a problem. It's best to tackle this one early before you start losing customers over an employee revolt.

### 2. Quality of Work

When employees are upset, quality goes down. Productivity is a pretty good indicator of employee satisfaction. If employees are happy, you'll generally get good quality product being shipped out the door.

Why? Because employees will be motivated to do a good job. When they like working for you, they want to make sure that they have job security. The best way to do that is to continue making the company profitable.

## Unhappy Staff/Continued

### 3. Attitude

A poor attitude can spread like a disease in your company. Bad attitudes manifest themselves as frequent complaints, arguments, and poor customer service. While you should expect people to have an “off” day, this shouldn’t be a regular occurrence.

Any employee who fails to follow instructions or the requests from supervisors is not a happy employee. In fact, this employee becomes a threat to your company.

Sure, you could terminate his employment, but it’s probably a better idea to figure out if this is a problem person or a symptom of a much larger problem.

### 4. Attendance

When workers don’t show up on time, or at all, it’s a pretty good sign that they’re not happy. After all, if they were, they’d want to be there. When you start noticing workers clocking in late and leaving early, it’s time to do something.

Basically, employees shuffle around the time clock for upwards of 15 minutes, waiting to clock out. Sometimes, they’ll do this at their desk, playing with cleaning supplies and pretending to make their work area super-clean.

Are they leaving early? Not exactly, but they’re also not working. That can become a real problem if it happens on both ends (shuffling around at the beginning of a shift for 15 minutes or more). All in all, you could lose a half-hour to an hour of productivity during the day.

### 5. Turnover

When you start losing a lot of employees, it’s time to ask why. When your most senior employee has only been there a very short time, you need to find out what the problem is in your business. It’s not the employees. Figuring this out will save your business.

## Interview Questions

### The Presentation

1. What did you think of that Presentation?
2. What did you like in the Presentation?
3. What if anything made you feel unsure about the opportunity?
4. Do you think you could do this job as outlined?
5. What makes you think that you would like it here? (i am interested in whether it's the company they like or the actual job).

### Previous Employment

1. What are you currently doing? And for how long? What do you enjoy about it? (i am looking for attitude)
2. Your previous job: same questions
3. Your previous job: same questions (until I find i find what he liked or disliked)

### Your ideal job

1. If you were with an employment agency right now and they had plenty of jobs for you, how would you describe your ideal job? And prompt him or her if necessary.
2. If you were with the same employment agency right now and they had just three jobs for you, all with the same pay, one was admin, the other meeting people and the other on the telephone all day long which would you choose?

## Interview Questions/Continued

### Going The Extra Mile

1. What if anything does this mean to you?
2. Can you remember when was the last time you did something that you didn't have to and what was it?

### I like to finish with:

- A. I like to find something positive to say e.g. you look smart and professional, you were reliable with you time-keeping, you have a pleasant and happy disposition.
- B. If I believe that the applicant is unsuitable I like to finish with, I believe that you could do the job but I am not sure if you would love being on the phone all day long and being told "No, more often than not".

## New Member Of Staff

### The 12 House Keeping rules to be in place on Day 1

1. Ensure that the shop is tidy. You must avoid the situation where the new appointee is having to draw to your attention some basic and obvious shortcomings. You need to get him or her to focus on the bigger picture and avoid getting distracted with issues that you should have dealt with. Avoid being accused of being sloppy and make sure that the new appointee makes positive progress on Day 1, and that he/she does not get involved in issues that he or she is over qualified for.
2. It is not uncommon for get Molly Maid in before the arrival of the new cleaning lady, “we have our dignity and our standards don’t we?”
3. Personal trainers will testify to the fact that the new members to a gym , will invariably do quite a bit of work before joining, “we don’t want to look too bad do we?”
4. Sunbeds are incredibly popular with holiday makers just before they head off for their two weeks in the sun.
5. Raise your game and clearly demonstrate your high standards.
6. Ensure appraisals, pay increases and bonus situations for all current staff are up to date.
7. All staff, particularly management must demonstrate total respect for the Board of Directors.
8. All staff must understand that they are in the Sales and Marketing business.
9. Quality of product or service is maximised with first class customer service in place.
10. Ensure that the seven basic and fundamental sales and marketing keys are in place.
11. Targets are clearly identified, understood and measured with progress and activity reports.
12. Reporting structure and review meetings must be in place.

## Success Story and Positive Mental Attitude

“Most meditations involve relaxation and the repetition of a word or mantra over and over again to create a still mind and a profound feeling of calm and peacefulness.

With years of practice, meditators can build on this stillness to achieve the highest state of awareness.

In Buddhism it is called ‘Samadhi’. In Zen it is “Satori”. The Hindus call it ‘The Bliss of all bliss’. In Christianity, it is sometimes referred to as ‘Christ Consciousness’.

Throughout history, people have committed their entire lives in the hope of receiving just one taste of enlightenment.

Recently, my friend Genpo Roshi, a Zen master from an ancient lineage, has made an astonishing discovery which means that the holy grail of spirituality, a glimpse of enlightenment, is now available to everyone”

**I CAN MAKE YOU HAPPY**

**BY Paul Mckenna**

**DON'T FORGET TO WATCH THE “HIRING STAFF” VIDEO.**