

a leader's guide to
**CARING FOR
YOUR PEOPLE**

IN A HYBRID WORKPLACE

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ABOUT THE AUTHOR

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Her signature strength is helping clients achieve clarity around the challenges and obstacles they face; develop the mindset necessary to transform these obstacles into opportunities; and create and execute a plan to accomplish their goals.

Her approach blends hands-on behavioral approaches with psychology, emotional and conversational intelligence with the latest in neuroscience.

The result: authentic leadership that motivates, inspires, influences, cares, and gets the job done.



“

Good leadership is hard to find.

*It is in the leader that
demonstrates deep care for the
wellbeing of her people while
driving for results.*

DR. LISA WALKER

CHAPTER ONE

CULTURE

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CULTURE

Mental health has been taken more seriously by employers over the last decade, and this has accelerated during the pandemic. The key to the success of a new hybrid way of working will be understanding what works best for employees and the organization. Even employers who may have had well executed mental health and wellbeing strategies before and during the pandemic will need to evaluate their approach for future ways of working. People's expectations have changed so the workplace will need to change too. Organizations need to establish a "culture of care" for all employees, wherever they are working from.

Work culture is a critical element of employee happiness. Compared to peers at other organizations, employees at companies with highly rated cultures are 25% more likely to report being happy working for their organization. As employee experience is closely linked to company culture, it is the one aspect that needs to be safeguarded in a remote work setting. But a major challenge that



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will permeate through the pandemic and into the hybrid workplace is the growing issue of employee wellbeing.

Here are six powerful tips that will help you build the foundations of a corporate culture that will help your team and your company thrive.

1. Define your values.

Corporate culture must be deeply rooted in your company's core purpose and values. Your culture should offer an experience that they want to be part of. You know you have created a positive corporate culture when people say, I really want to be part of this institution.

2. Be authentic.

Your purpose and values will only create a solid foundation for culture change if you truly believe them. The process must be genuine.

3. Listen.

Listening to your organization is absolutely critical. By creating listening posts throughout your organization, you can gather anecdotal and quantitative data about your culture. One-on-one meetings, working groups, workshops, and conferences enable you to communicate values from the top down while simultaneously taking the pulse of teams across the organization.

4. Build psychological safety.

One of the most powerful indicators is that people in your organization do not feel safe in silence. It's easy to write off the criticism you hear as nothing more than opposition to change or the bad attitude of a disaffected employee. Successful leaders must rise above that gut reaction. "You have to listen to the criticism. You have to be open to not being defensive about it. And

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you have to stand back and have the courage and the honesty to say ‘something is wrong here.’”

5. Accept and learn from mistakes.

“Mistakes are true vehicles for learning and enable your teams to want to experiment and innovate,” Rubis says. A great place to start is openly acknowledging that mistakes will happen. Executives should be able to admit that even they will make mistakes. Employees have a right to expect great leadership, but not perfect leadership.

6. Watch trends.

Corporations are never static, and neither is the process of creating a culture change. The goal is to create momentum in a positive direction. If you are creating momentum in a positive direction, your engagement surveys, trust indicators, retention, and hiring numbers, for instance, should

confirm that. While there will likely be false starts and missteps, the key is to look for trends that you are moving forward.

As we enter the new world of work employers must continue to demonstrate trust in their teams, offer flexible working arrangements where possible, and make mental health and wellbeing a priority.

6 TIPS TO HELP BUILD THE FOUNDATIONS OF A CORPORATE CULTURE

1. Define your values.

2. Be authentic.

3. Listen.

4. Build psychological safety.

5. Accept and learn from mistakes.

6. Watch trends.

CHAPTER TWO

WELL-BEING

During the COVID-19 pandemic, 72 percent of employers say their organization's focus on mental health and wellbeing has increased either significantly or moderately during the pandemic, according to findings in our Hays Barometer Report. Despite this, 42 percent of professionals rate their current mental health and wellbeing as positive, down from 63 percent pre-outbreak.

Given this, the mental health and wellbeing of employees should remain a primary concern. Managers now need to think about the wellness of the people they work with as a first-class priority, and then do everything they can to think about productivity in a broad sense instead of just as short-term output.

When talking about employee wellbeing, think about it as the way employees' duties, expectations, stress levels, and working environments affect their overall health and happiness. According to Prowell, the world's famous methodology for assessing employee wellbeing, there are 7 major components of employee wellbeing in the workplace that fall into 3 domains: **mental, physical, and social wellbeing**. This is important to remember as many people associate wellbeing with physical health only while wellbeing is much more than that.



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Here are three ways to help improve well-being in the workplace:

1. Spread the love.

Workforce managers believe employee recognition helps to create a positive workforce culture and employee experience — with half of them saying that their recognition programs positively affect retention by 68%. Celebrating your employees is a great way to show you care. Employees who feel supported by their employer are 17% more likely to still be there in a year, so it goes without saying that employee recognition helps your people feel like their work is appreciated and it's critical to the success of your company.

MAKE IT HAPPEN BY:

Lead by example and give kudos to people on your team for a job well done.

Consider annual awards for employees who have gone the extra mile.

Celebrate your employees not only on Employee Appreciation Day but every day. A small message of encouragement or a high five can go a long way.

2. Come together.

We all know that people can make or break a company culture. Encourage employees to build professional relationships with their coworkers, so they feel excited to not only do the work they love but with a team they love as well.

MAKE IT HAPPEN BY:

Plan a company picnic, team lunch or celebration after completing a major project.

Announce employee birthdays and put a volunteer on each team to lead in party planning so coworkers can celebrate together physically or virtually.

Encourage employees to catch up or have coffee with remote employees virtually.

3. Mindfulness matters.

It's important to encourage your employees to take moments for themselves. Encouraging employees to practice mindfulness can have a positive impact not just on their well-being, but on your organization's overall success as well.

MAKE IT HAPPEN BY:

Schedule time after large presentations or meetings to “cool down.”

Encourage employees to take 10-minute mindfulness breaks throughout the day.

Take a mindful moment before meetings for everyone to mentally prepare and collect themselves.

Don't forget about employees who have returned to a co-located workspace either. If you are also operating in a hybrid model, you probably won't see them as often as you usually would.

There's no better way to get a sense of how employees are coping — and what they need beyond the pandemic — than to ask them. Well-being at work is essential to retain employees and enable them to be their best selves — and it's important to stay on top of how you can continue to improve well-being in the workplace.

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Ensuring everyone feels included becomes even more important when teams are divided and everyone isn't physically present in the room. Inclusion was at the top of the list for many HR leaders pre-crisis and following the initial stages of the pandemic, it has become increasingly important. So, create a feeling of togetherness among your team and send out the message that their thoughts and feelings are appreciated even if they are working remotely.

With this in mind, it's therefore important to try and connect with people as best you can. So what are some foolproof ways of keeping your team **engaged and connected** with each other when you're all working remotely? There are many different ways of doing this, here are some tips.

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1. Reward and celebrate

Remote workers won't be able to benefit from any perks that the company might provide, like gym memberships or yoga classes. Consider rewards that you can give your team if they're working remotely – they might be care packages, or food deliveries.

Celebrate their successes in work with virtual drinks and make your team feel like they're connected on a personal level. Or send a card and have a virtual birthday celebration if a birthday is coming up.

Appreciate the hard work they're doing, and you'll find that your remote team members will engage more rigorously with their work and the company.

2. Ask for feedback

As a leader, there will always be things that you might be able to do better. Ask for feedback from your team, as miscommunication is rife in

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a remote working environment. Catch up with each team member individually, to make sure that they've understood the task too. This will make your team feel like they can reach out to you whenever they need to.

Making your team feel comfortable in voicing their concerns or asking you questions will help build confidence in your team and contribute to a healthy working relationship. Take action if there is something they think you could change as well.

3. Check-in regularly

Make sure your team knows that you're on hand to answer any questions or queries – but also make them feel like they can just have a chat if they need a break from work. Keep on the lookout for team members who might be struggling or burning out, and be flexible to these needs and desires of your team as they crop up.

Asynchronous communication is an excellent leadership method to consider. This is when you communicate with your entire team without the need for them to respond right away. It leaves the work in the hands of your team, letting them work at their own pace. Make sure that your team feels comfortable enough to ask you questions if they need to, though.

4. Define goals

Meaningful goal-setting is essential for remote working. Remote employees have the freedom to work when and where they want, so having a set goal and a structured timeline means that they have direction. Plus, remote employees may be losing sight of the bigger picture, so common objectives can unite and engage.

Without goals, remote workers might end up feeling disconnected and stressed with what they're doing. It becomes more challenging for them to see that they're making an impact, and thus they become less engaged. By defining your goals, you can create excitement and purpose.

5. Create a culture of connectedness

We all want to feel included and connected to each other. We want to share jokes, pictures, stories, and each other's lives. Remote working makes this tricky, but not impossible. Start every meeting off with a lighthearted chat or ask about your team's weekends or personal lives.

Not only does doing this ease tension during difficult times, but it also can allow you to celebrate milestones and offer support to each other, as you have a better understanding of your team. Bridging the gap between your office team and your remote team is also essential to creating the 'watercooler' atmosphere that many people have missed this past year.

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WAYS OF KEEPING YOUR TEAM ENGAGED AND CONNECTED

Reward and celebrate.

Ask for feedback.

Check-in regularly.

Define goals.

Create a culture of connectedness.



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Lonely employees may cost U.S. companies up to \$406 billion a year, and research by Cigna shows that lonely employees have 45% lower productivity, twice the amount of missed days at work, a higher risk of turnover, and 12% lower quality of work. Even before the COVID-19 pandemic, nearly two-thirds of Americans reported feeling lonely, and 80% of Gen-Z and 70% of millennials were lonely. During the pandemic, loneliness among young adults, as well as mothers of young children, has become even more severe.

One cure for loneliness is friendship and belonging at work. According to data from BetterUp, employees who experience high levels of belonging have a 56% increase in job performance, a 50% drop in turnover risk, a 75% reduction in sick days, and a 167% increase in employer promoter score. These benefits result in an annual savings of \$52 million for a 10,000-person company.

Here are three ways to strengthen your connection with your team in this Hybrid work scenario:

1. Be more intentional about connecting your team and making the remote workplace a place where friendships can thrive.

Facilitate more one-on-ones, so your team will have a chance to get vulnerable with each other and connect outside of a large Zoom setting. Create a culture of

personal and professional mentorship, where team members are constantly sharing new learnings and opportunities for growth.

2. Empathize.

Empathize with how hard it must be for new employees, especially younger employees, to start a new job, without being in the office or meeting new colleagues in person for months at a time. Whenever possible, provide virtual team-building opportunities, encourage play, games, and creative curiosity, and remember that friendship and fun can be part of the workday.

3. Encourage personal check-ins at the start of meetings.

This is when folks can share about what's going on in their lives, empathize with each other's situations, and learn more about one another. Ritualizing opportunities for personal sharing, frequent feedback, and praise are essential to building human connection in the workplace.

Employees who derive meaning from their work are 140% more engaged and three times more likely to stay with their organization. Take time to make sure your team is on the same page. Come together for periodic strategic planning and visioning sessions (preferably

in-person when it's safe to do so), so your people know what their priorities are and have face-time with senior leadership.

We know that connection — both employees' connection to others and employees' connection to the work itself — is the primary driver of intent to stay. Exclusion drives turnover and will hasten employee leaving in a tight talent market. Empathy in managers is probably at the highest demand today and that care became everything. Leaders needed to step up to create and keep the continuity of the connection.

THREE WAYS TO STRENGTHEN YOUR CONNECTION WITH YOUR TEAM

1. Be more intentional about connecting your team.

2. Empathize.

3. Encourage personal check-ins at the start of meetings.

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**DIVERSITY, EQUITY,
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DIVERSITY, EQUITY, INCLUSION & BELONGINGNESS

In the United States, a survey this year by Future Forum, a research company developed by Slack, found that Black employees were more likely to prefer remote work than their white counterparts. Fifty-three percent of Black employees felt they were “treated fairly at work” compared with 74 percent of white workers. And 54 percent of Black employees rated their sense of belonging as “good or very good”, compared with 70 percent of white employees. Kike Oniwinde, the head of the Black Young Professionals Network who supports the hybrid approach, said most people enjoy remote work because they can “be themselves.”

In early 2021, Asian Americans—sometimes shrugged off as “the model minority”—faced a new wave of public anti-Asian sentiment. As the pandemic threatened “regular life” for everyone, more Asian Americans became targets of hate speech and violence, from labeling COVID-19 as “the China flu” and other racial slurs, to the March 2021 shooting rampage in Atlanta.

The US work environment for Asian American executives is uncomfortably challenging and discriminatory, according to new research from the IBM Institute for Business Value (IBV).



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Asian American professionals report on-the-job obstacles that far exceed those of their White counterparts.

Making diversity, equity, and inclusion initiatives a reality (not just a priority) when it comes to recruitment and leadership, and investing in employee resource groups, are an essential component of building psychological safety at work. 70% of millennial employees who believe their senior management teams are diverse see their working environments as motivating and stimulating, versus 43% of younger workers who don't perceive their leadership teams as diverse.

Here are 5 powerful ways to infuse your leadership and culture with the mindset, skillset, and tools needed to build greater equity, and then diversity and inclusion:

1. Change the conversation.

The inability to have meaningful conversations contributes significantly to the unproductive relationships that can sometimes develop across diversity divides. Foster direct conversations about EDI to break down silos and communication barriers. After all, better culture starts with better conversations, so by improving the quality of your organization's everyday conversations, you'll develop a culture of increased openness, respect for differences, and understanding — which will fuel better collaboration, more innovation, and greater effectiveness.

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2. Map network connections across boundaries.

Make sure your team understands why they should collaborate across boundaries, and explore how you might span them more effectively. Consider conducting network analysis, beginning with data collection through a customized survey or other mechanisms such as email traffic, and then use those inputs to map patterns of relationships and interactions that are often hidden. Using this information, they can identify additional people or groups they are not accessing, set goals to diversify their network, and take steps to engage others and build connections across organizational silos.

3. Boost coaching, mentoring, and sponsoring.

Often due to unconscious bias or systems of power in organizations, people who are not “like” their manager or the organization’s dominant leader type don’t have equitable access to the leaders who can steer them toward valuable experiences and support them through the inevitable challenges. As a result, they see their career progress stall.

Organizations can counter this subtle bias by implementing a coaching culture and developing the coaching skills of their employees, and by creating a network of champions to enable the development, contributions, and career growth of all employees

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4. Analyze talent practices.

Talent processes reflect and create norms and can be levers for system-wide change. Review systems and practices related to recruiting, hiring, and promoting talent. Audit compensation data. Examine employee development practices, asking tough questions about access to needed assessment, challenges, and support. Organizations should also help managers and teams evaluate the practices and policies that create the structures for how work gets done and shape the employee experience — and look for ways that bias creeps in.

5. Go deeper on identity.

The concept of social identity can help people understand similarities and differences and their impact on the workplace. Social identity comprises the parts of a person's identity that come from belonging to groups, including (but not limited to) age, ethnicity, race, religion, gender, sexual orientation, nationality, education, physical ability, and socioeconomic status. It fuels our distinct perspective and unique value, and often defines sources of power and privilege.

By defining diversity through a lens of social identity, all employees have a way to put themselves into a discussion of diversity, equity, and inclusion.

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5 WAYS TO BUILD GREATER EQUITY, DIVERSITY AND INCLUSION:

1. Change the conversation.
2. Map network connections across boundaries.
3. Boost coaching, mentoring, and sponsoring.
4. Analyze talent practices.
5. Go deeper on identity.

Most organizations are looking for new, more effective ways to attract, retain, engage, and enable a diverse workforce. By identifying a few key actions in your DEI initiatives based on the unique context and needs of your organization, you, as a leader, can fast-forward positive, more equitable outcomes and begin to fully see, appreciate, and engage all their talent.

CHAPTER SIX

**LEADER AS A MODEL,
MENTOR & COACH**

Among the many hats worn by upper-level managers are the three that may be difficult to separate: Role Model, Mentor, and Coach. To help you establish yourself as a leader, to build the followers necessary to assume the mantle of leader, you must understand the difference between these actions essential to an effective leader. The wise leader recognizes these new responsibilities and prepares for it. Learning how you are viewed, what others expect from you, and how you can identify new and potentially valuable contributors to your team will benefit you in many ways.

As a Role Model

You can't be a leader without followers. The most effective way to inspire someone to want to follow you is for you to show respect for their need to develop and make an effort to assist them to achieve their goals.

Martin Webster states in his article HOW TO BE A GOOD LEADERSHIP ROLE MODEL:

“To motivate the team you need to start seeing yourself as a role model. As a good example to others. A good leadership role model sets high standards of accountability for themselves and their behaviors. Before motivating your team be sure to motivate yourself. Be the sort of person others can get behind and support. Be a good role model.”



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**WEBSTER DESCRIBES THE ATTRIBUTES OF A GOOD
LEADERSHIP ROLE MODEL:**

1. Practices self-reflection – They set exacting standards for themselves and others.
2. Is self-aware – They are open to learning and new ideas.
3. Shows empathy – They think carefully about the impact they have on others.
4. Has vision, courage and integrity – They communicate their vision and expectations clearly so people know where they're heading.
5. Is ready to lead – They lead by example. They are honest, sincere and practice what they preach.

As a Mentor

Mentors are volunteers for the role because they acknowledge the importance of dedicating the time to guide someone new to the task. A Mentor will openly share personal experiences that contributed to their growth and development, invest the time to listen to the plans of the Mentee, and develop a plan to work together during a set period of time.

CHIP BELL STATES IN HIS BOOK *MANAGER AS MENTOR*:

To grow is fundamentally the act of expanding, and unfolding into greatness. And so expansiveness is the most important attribute of a great mentoring relationship. Mentoring effectiveness is all about clearing an emotional path to make the learning journey as free of boundaries as possible. Change is a door opened from the inside. But it is the mentoring relationship that delivers the key to that door.

As a Coach

In a Harvard Business Review article, Monique Valcour recommends every leader to practice the basics of coaching. To do so, you must understand what drives each person, help build connections between each person's work and the organization's mission and strategic objectives, provide timely feedback, and help each person learn and grow on an ongoing basis. Regular communication around development — having coaching conversations — is essential. In fact, according to recent research, the single most important managerial competency that separates highly effective managers from average ones is coaching."

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**ACCORDING TO COACHES.COM, THE WORK OF A
GOOD COACH IS TO:**

Create a safe environment in which people see themselves more clearly;

Identify gaps between where the client is and where the client needs or wants to be

Ask for more intentional thought, action and behavior changes than the client would have asked of him or herself

Guide the building of the structure, accountability, and support necessary to ensure sustained commitment.

To be a successful leader, invest the time to learn to recognize young talent, seek opportunities to allow new staff to test and expand their skills. You can do this by recognizing opportunities to shine as a Role Model, to serve as a Mentor or find a suitable Mentor for key staff, and utilize the services of a professional Coach for yourself and those ready to assume a greater role in the organization.

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CHAPTER SEVEN

**USING FEEDBACK AS
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USING FEEDBACK AS AN INSTRUMENT OF CARE



In this new environment, organizations that thrive are those that cultivate a culture of open feedback, mentoring, and empowering people. Feedback drives improvement, employee performance, and results. Regularly and frequently scheduling feedback sessions or both remote and in-office employees helps managers reduce burnout, increase employee confidence, and improve employee engagement.

Feedback is crucial for hybrid companies that want employees' performances to keep improving. In the office, you can see how your employees are doing and spontaneously give them feedback. Remote workers, on the other hand, need intentional feedback to let them know that they're doing their jobs effectively and how they can improve even more.

Kind leaders give honest feedback. When leaders don't tell people the truth, under the guise that they don't want to hurt the individual, they are not being kind. All they are really doing is being kind to themselves, by protecting themselves from a possibly awkward and uncomfortable situation.

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But if leaders assume that everybody wants to be the best they can be at their job, then the best way to show kindness is by being honest when someone is not on the right path. To get the best out of people, leaders often need to coach, slightly pull, or mentor people, but they can do this with kindness and sincerity.

Mark Cannon, Professor of Management at Vanderbilt Business and the instructor for Vanderbilt Executive Education's Leadership Coaching program, shares 5 tips for leaders to give effective feedback to a team.

1. Encourage and coach consistently.

In order for a team to respond well to feedback, it is first important for a leader to have already established a pattern of consistent encouragement and coaching. When you need to address an issue with a team member, they are more likely to respond well to criticism if the leader makes the need for improvement centered around the growth and career goals of that individual.

2. Prepare before giving feedback.

Each team member has a different style of communication, so it is important to tailor your feedback to your team members and ensure it aligns with the expectations you set for them and the rationale behind those expectations.

"In advance, consider what it is you are seeing and what specific behaviors are leading to the problem. A good thing to do in business is

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to communicate the ‘business reason’ why the feedback is important so the recipient doesn’t feel as if the behavior that needs adjusting is a personal pet peeve, but rather a behavior that has a negative impact on the customer,” said Cannon.

3. Give the option to receive feedback.

Communication is a 2-way street. No matter how eager you may be to coach someone or give them feedback, that doesn’t necessarily mean they are in the right headspace to receive feedback. By giving your team the option to receive feedback when they are ready and willing to hear it, the message will less likely come across as an attack.

4. Give feedback in bite-sized chunks.

Avoid information overload to ensure the message is being received. Be direct and specific about what changes need to take place and the means by which they can be made. By giving feedback in small doses over time, the recipient will not be overwhelmed and will more likely implement the positive changes the leader is seeking.

5. Give balanced feedback.

Feedback on opportunities for improvement should come with compliments on what a team member is already doing well. If a leader is giving a team balanced feedback, they are more likely to receive positive change and results. By highlighting areas of success and following up with opportunities for improvement, it makes the feedback

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recipient feel as though you are helping them achieve career development.

“Research suggests a ratio of 3 positives to one negative. That way you are reinforcing the good a team member is doing, while also giving an opportunity for growth and development,” said Cannon.

5 TIPS FOR LEADERS TO GIVE EFFECTIVE FEEDBACK TO A TEAM

1. Encourage and coach consistently.
2. Prepare before giving feedback.
3. Give the option to receive feedback.
4. Give feedback in bite-sized chunks.
5. Give balanced feedback.

CHAPTER EIGHT

RECOGNITION & REWARD

We're all familiar with the benefits of employee recognition. When employees feel valued, they're more engaged, motivated, and likely to go the extra mile for their company. Aspects such as performance, goals, recognition, development, and manager effectiveness are all inextricably linked to employee engagement. And recognition is one of the top drivers of employee engagement.

Employee appreciation is a fundamental human need. When employees feel appreciated and recognized for their individual contributions they will be more connected to their work, their team, and your organization as a whole.

There are two main risks around rewards and recognition in a hybrid workplace: it can be easy to overlook your employees' less obvious contributions if they're remote, causing resentment, and the non-monetary rewards that make sense for office workers just don't translate.

With that said, I have gathered the five proven tips on how you can give recognition and rewards to your team effectively.

1. Recognize your employees at least once per month.

Recognition is great for boosting employee happiness and morale. Yet, the effects of recognition are short-



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lived. For employee recognition to have a lasting effect, it needs to be continuous.

Dr. Paul White, the author of the book *The Vibrant Workplace*, is the employee recognition expert. White's best advice for managers is to make employee recognition a regular part of your life at work. Giving continuous recognition makes praise more sincere to your employees.

2. Start by recognizing performance, but slowly incorporate spontaneous recognition.

Most employees have official, concrete goals they need to achieve. Sticking to recognizing the attainment of these recurring performance goals makes it dead simple to remember when and what to recognize.

Over time, you'll get into the habit of giving regular recognition. After that, you can start incorporating spontaneous recognition like supporting and encouraging employees during a long-term project or saying something nice about an employee's soft skills.

3. Recognize the person, not just their performance.

Giving performance-based recognition is a great start. But, the problem with only praising performance and productivity is that it can make your message's content feel impersonal.

People want to feel special and different. Show your team that you value and see their unique talents and abilities.

Ultimately, to boost the impact of appreciation, a recognition message should add a few words about the soft skills they brought to the table like "Amazing job exceeding your targets for the quarter! We are so impressed by your creative problem-solving and work ethic." or "Thank you for your speed and accuracy in this report. Your ability to focus under pressure is hard to come by and truly something to be admired."

Recognition and appreciation messages at work are most impactful when leaders highlight what the employee did differently. When someone sees you and understands you as a person, it's a great feeling. Simply put, you "get" them. This feeling is a powerful glue that connects people, both personally and professionally.

4. Praise the process.

The process is highly personal and a reflection of an employee's true skill and talent. Praising the process makes recognition more personal and meaningful, only motivating your employees to continuously live up to the same standard. With that said, even if you're a fast-moving company that is laser-focused on results, it's still vital to praise the process when recognizing a

work accomplishment.

5. Follow PEP guidelines.

PEP stands for personal, earned, and process:

- **Personal:** Recognition should include words highlighting someone's unique character, personality, or skills. It also can mean recognizing the qualities you admire about them.
- **Earned:** Recognition should be based on merit. Avoid giving recognition to go through the motions.
- **Process:** Ask yourself what this person did differently in the process. What was their unique contribution? What knowledge or skill did they apply?

With this simple framework, you can focus on saying the right things, and you'll be sure to give great recognition that makes employees feel valued and more engaged as a result.

You can't appreciate your employees on their way out the door. That's why it's vital to ensure your team is feeling consistently valued and respected in the here and now.

Recognizing your employees' contributions is a simple, cost-effective way of making them feel appreciated.

The positive side-effects of recognition are proven -- more engagement, higher morale, and productivity.

**FIVE TIPS ON HOW YOU CAN GIVE
RECOGNITION AND REWARDS TO YOUR
TEAM EFFECTIVELY**

1. Recognize your employees at least once per month.

2. Start by recognizing performance, but slowly incorporate spontaneous recognition.

3. Recognize the person, not just their performance.

4. Praise the process.

5. Follow PEP guidelines.

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CHAPTER NINE

**SUPPORTING CAREER
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CHAPTER NINE

SUPPORTING CAREER DEVELOPMENT & DISCUSSIONS ON PERFORMANCE

Part of managing a team is making sure that they're effective and productive and getting their work done. But there's so much more to successful management. If you want to bring out the best in your team, you have to continually support their growth as team members — and as people.

“Employee development conversations...show the employee that their manager and leadership care about their development at the company beyond just the day-to-day work,” said Christopher Connors, executive coach and author of *Emotional Intelligence for the Modern Leader*.

While verbal or written recognition is appreciated by most employees, they are also increasingly eager to develop their own skills and looking for support from their organizations to do so, a trend we have seen increase even more in the wake of the COVID-19 pandemic.

I gathered a few expert tips for conducting effective and productive employee development conversations.

1. Connect with employees about their development.

An employee's goals, ambitions, and career trajectory will change over time. So as a leader, if you truly want to develop their career, you need to be having development conversations on a regular basis.

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In addition to regularly scheduling employee development conversations, during these discussions, it's important to stay focused on your employee's development — and not let other work-related issues bleed into your meeting.

Having regular, focused employee development conversations will enable you to stay informed about where your employee is and what they're working toward, and provide the support and development they need to get there.

2. Let your employees take the lead.

When you see potential in your employee, you might be tempted to use an employee development conversation as an opportunity to share what career path you think they should follow, or where you think they would excel. But if you want these conversations to be successful, it's necessary to resist that urge.

“The biggest mistake managers make is leading with their own aspirations for the individual,” said Braun.

When you tell your employee what you think they should do, it can make it harder for them to share what it is they truly want to do. If you want your employee development conversations to be productive (and actually lead to career development), let your employees take the lead. Allow them to tell you how they want to grow, and then dig in to figure out how you can best support their goals and efforts.

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3. Know your audience — and adjust accordingly.

In order for your employee development conversations to be effective, you need to tailor the conversation to the employee you're speaking with. For example, some employees might want direct, constructive feedback on the areas in which they need improvement, while others might take that same feedback as criticism and get discouraged. Some employees might know exactly where they want to go with their career and will want your support in getting there, while others might feel stuck and need help figuring out their next step.

As a leader, you want to use your employee development conversations as an opportunity to better understand who your employee is, what they're working toward, and how you can support them in getting there, and then tailor the conversation accordingly.

4. Create an employee development plan.

Talking to your employees about their career aspirations is great. But if you really want to support them, then these conversations need to be followed by action — or, more specifically, an action plan.

Think of an employee development plan as a road map: It helps your employee figure out how to get from where they are to where they want to go, and helps you, as their manager, discern what steps you can take to help them get there.

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Once you and your employee have created a plan that outlines their big-picture goal, the steps they have to take to achieve that goal, and the actions you need to do to support them in achieving it, make sure to schedule regular check-ins to follow up on their progress — and adjust the plan as needed.

Employee development conversations help you, as a leader, support your employees in achieving their career goals. But these conversations really empower your team members to be their best at work and build careers that feel fulfilling and authentic.

TIPS FOR CONDUCTING EFFECTIVE AND PRODUCTIVE EMPLOYEE DEVELOPMENT CONVERSATIONS

1. Connect with employees about their development.
2. Let your employees take the lead.
3. Know your audience — and adjust accordingly.
4. Create an employee development plan.

CHAPTER TEN

**LEADING WITH EQ
& COMPASSION**

For an organization to succeed, its employees need to feel well-supported, fulfilled by meaningful work, and motivated to reach their maximum potential in terms of performance and productivity. Much of this depends on the emotional intelligence, or EQ, of their manager. To achieve this level of employee engagement, managers must learn to demonstrate genuine empathy for their team members.

Here are some of the best advice on how to effectively improve your EQ and better connect with your team.

1. Learn To Understand Your Own Emotions

It starts with critical self-reflection. If you don't understand yourself, you will never understand the nuances and complexities of others around you. Learn to understand your own emotions and their impact on your behavior. Foster and practice self-compassion, and you'll be in a better position to show genuine empathy and support those around you.

2. Ask Questions And Listen To The Answers

Empathy is one of the most important things we can bring to our teams right now. It begins with asking questions and listening to the answers. Asking, "How are you doing—really?" is a good start. Then, listen. Find moments as they give their answers to build trust and connect with them by sharing something you have

experienced along the same lines. Psychological safety can't be built without empathy.

3. Practice Identifying Emotional States

Practice identifying the emotional state that you and/or those you're talking to are in. Naming the emotion you are having or that you believe the other person is experiencing will develop your awareness of feelings, allowing you to build an emotional vocabulary. Such a vocabulary can then be used for further developing empathy.

4. Gain A Sense Of How You're Perceived

As with any skill you want to build, when EQ doesn't come naturally, it takes practice. Start by ensuring that team members are clear on where they are and their impact on others within the organization. Gather 360-degree feedback, take personality assessments, and self-reflect. This helps to gain a sense of how you are perceived. Work with a coach to identify growth opportunities and ways to practice EQ that are uniquely suited to you.

5. Follow The 80/20 Rule When Talking With Your Team

Ask more and talk less. In order to have empathy, you must truly understand someone. In order to understand someone, you must listen to them and ask questions to

help you clarify what you don't know. I have an 80/20 rule for communicating with my team members. Your goal for an employee one-on-one is for them to be talking 80% of the time and you for 20%. This ensures that they feel heard, that you better understand them, and that you can build strong relationships.

While the pandemic stripped away physical interaction and threatened people's health and well-being, it also provided the opportunity for organizations to be more intentional about creating inclusive, equitable, and psychologically safe work experiences.

BEST ADVICE ON HOW TO EFFECTIVELY IMPROVE YOUR EQ AND BETTER CONNECT WITH YOUR TEAM

1. Learn To Understand Your Own Emotions

2. Ask Questions And Listen To The Answers

3. Practice Identifying Emotional States

4. Gain A Sense Of How You're Perceived

5. Follow The 80/20 Rule When Talking With Your Team

CHAPTER ELEVEN

**DELEGATING TO
DEMONSTRATE TRUST**

CHAPTER ELEVEN

DELEGATING TO DEMONSTRATE TRUST

Delegation is powerful. It's a huge part of growing a business and creating trust. Many leaders delegate activities rather than results and then micromanage the process. This micromanagement creates a lack of trust.

Here are three tips on how to delegate to build trust.

1. Create a culture of delegation.

According to Stephen R. Covey, in his book "Principle Centered Leadership", most people won't take the time to explain, to train to commit. Dave Ramsey, author of *EntreLeadership*, states that you don't start with delegation; you hire the right people and create the culture first. Lay the foundation for effective delegation.

2. Create a culture of mutual trust.

To delegate effectively there has to be a high level of trust and trustworthiness in the organization. Stephen M.R. Covey, author of "Smart Trust" states that nothing engages someone like being trusted.

3. Delegate results not activities.

When all you delegate is activities, buy-in is less likely. Covey states that Stewardship Delegation is the most powerful and effective form of delegation. Delegate the results you want and let the employees work within the guidelines you provide to achieve the results.

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DELEGATING TO DEMONSTRATE TRUST

Delegating empowers your team, builds trust, and assists with professional development. And for leaders, it helps you learn how to identify who is best suited to tackle tasks or projects. Delegation can also be a clear sign that you respect your subordinates' abilities and that you trust their discretion. Employees who feel that they are trusted and respected tend to have a higher level of commitment to their work, their organization, and, especially, their managers.

THREE TIPS ON HOW TO DELEGATE TO BUILD TRUST

1. Create a culture of delegation.

2. Create a culture of mutual trust.

3. Delegate results not activities.

CHAPTER TWELVE

**LEADER AS GARDENER
& ADVOCATE**

A gardener trusts, encourages autonomy, and exposes their team to higher-level problems. When you're a gardener, individual contributors are trusted to know when to ask for guidance, request feedback, and, for the most part, self-review and make their own decisions. A gardener might:

- forego reviewing work, or let other members of the team take on the responsibility
- let the team handle their own task management, trusting they understand the needs of the customer, business, and team
- encourage members to build relationships on and off the team
- let the team experience failure, trusting in their accountability to fix their problems and learn from their mistakes
- have their team take on grungy work along with the “fun” work, because they understand the value of it

Here are five steps you can take to advocate for your team:



CHAPTER TWELVE LEADER AS GARDENER & ADVOCATE

1. Tell them you are their advocate.

Great leaders don't make others assume reality, they create and communicate reality. No one will advocate for your people like you will and your team needs to know that. Simply telling your team in 1:1's or team

meetings that you are their advocate is an effective first step in advocating for your people. Also, merely saying it once will not do. Creating a team culture of advocacy will take frequent clear communication that, as their leader, you have their back.

2. Give public praise in front of senior leaders.

The opportunity to publicly praise your people in front of senior leaders may not be often, but it is a powerful way to advocate for your people. Deep down, everyone wants to do a good job and be recognized for their hard work. When you publicly praise your people in front of senior leaders, they see that you are on record affirming them and their work. Great leaders love to share their influence to empower and help others.

3. Give private praise to others in the organization.

We've all been in meetings or hallway conversations where a team's project efforts are brought up. As leaders, it is all too easy to say thanks and move the conversation along. One simple way to advocate for your people in those situations is to lean in and specifically mention the individual efforts of each team member. Share with others in your organization the sacrifice, focus, diligence, or creativity of your people. No one is more knowledgeable of your team's efforts than the team leader.

4. Recommend them for stretch assignments.

One of the best ways to grow professionally is stretch assignments. Stretch assignments, or stretch projects, is work that is outside the comfort or competence zone of a team member. A simple way to advocate for your people is by assigning stretch work. This communicates that you have their back in professional development and that you trust them. Employee advocacy builds trust and assigning stretch projects is a great way to build trust with your people.

5. Fight for psychological safety in meetings.

A few tactics: communicate the meeting is a safe environment to speak freely, gently point out the possible offense, affirm points of view that may not be fairly considered, thank team members for their honesty and candor. By using these simple tactics, team members will know they are safe in meetings, and that you care for them.

For a team to function well, the leader, as well as the members, should be aware of what each one is good at. Through this, the leader would know the capacity of the team to produce output, moreover, determining the number of members in a team would become clearer. Just like a team coach, the leader should give each member a specific role in which a team would not function well without it.

While the proper utilization of a team is the key to retaining and developing the members in this day and age, the leader should consider other factors as well. To name a few, these factors include creating an ideal hybrid workplace and making sure that the members are well taken care of both mentally and physically.

FIVE STEPS YOU CAN TAKE TO ADVOCATE FOR YOUR TEAM

1. Tell them you are their advocate.
2. Give public praise in front of senior leaders.
3. Give private praise to others in the organization.
4. Recommend them for stretch assignments.
5. Fight for psychological safety in meetings.

CHAPTER THIRTEEN

**THE ART OF BALANCING
DRIVING FOR RESULTS &
CARING FOR YOUR PEOPLE**

CHAPTER THIRTEEN

THE ART OF BALANCING DRIVING FOR RESULTS & CARING FOR YOUR PEOPLE

Instead of the old style of a hierarchical system, new leaders have the responsibility towards creating a positive change within their organization, caring for the people and world together, and thinking beyond financial goals. The new world leader is about having an adaptive mindset and creating solutions to stay ahead of change, collecting and using the necessary data for better solutions, having a global perspective and connecting with people worldwide, having a curiosity to learn more every day, having and showing empathy, and believing in the power of teamwork.

Some leadership qualities differ in nature, but the most effective leaders combine interpersonal skills with a results-driven focus. Here are how those leadership practices and qualities come together to achieve results.

1. Communicates Direction and Strategy

To achieve optimal results, all must clearly see the direction and perceive the strategy to success. A good leader gets everyone on the same page. Leaders communicate with rapport and clear direction to build engagement among those who feel lost.

2. Motivates and Inspires

Among leaders, 78 percent rate higher on their push for results than motivating and inspiring others. Leaders who combine the two are more likely to see their strategies come to life, pushing for results while inspiring high performance and work ethic.

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THE ART OF BALANCING DRIVING FOR RESULTS & CARING FOR YOUR PEOPLE

Many workers fail to reach their highest potential, but when employees empower each other through motivation and inspiration, success follows. Most people desire to make a positive impact in the world, and this combination revitalizes and powers a visionary work culture.

3. Sets Stretch Goals

They set stretch goals that motivate themselves and others to push harder for achievement, continuous learning and success. Employees exercise leadership skills by setting goals collaboratively, which creates a more fun and engaged work culture.

4. High Integrity Inspires Trust

Employees don't question intention, and no one feels manipulated into achieving results because they trust their leaders. The focus is on producing results in a positive environment and way. The professional embodying leadership skills possesses high integrity that inspires trust and dives right into the nitty-gritty of the work, never asking others to do what they wouldn't do themselves.

5. Helps Others Grow

Leaders care about the team and individual development. Employees take time to help others grow, cross-train and develop team skills that better each other. Working together to build new competencies and skills engages all minds in multiple learning styles, creating a fun and productive work culture.

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6. Readily Offers and Applies Feedback

Leaders address their strengths and weaknesses with an open-door policy. Every professional possesses pride in the specific role they perform, but they must remain open to and apply feedback to improve this and other areas. Otherwise, deadlines and problems slip by. The best leaders are open to receiving giving and advice when appropriate and constructive. Among workers, 65 percent want more feedback, and making time for the exchange strengthens the employee, team and management. Workers respect each other's coachability and readily step up to the plate to achieve results.

LEADERSHIP PRACTICES AND QUALITIES TO ACHIEVE RESULTS
1. Communicates Direction and Strategy
2. Motivates and Inspires
3. Sets Stretch Goals
4. High Integrity Inspires Trust
5. Helps Others Grow
6. Readily Offers and Applies Feedback

CHAPTER FOURTEEN

**GENEROUSLY SAYING
& GIVING "THANK YOU'S"**

Gratitude – we're all capable of it, but sometimes we need a little reminder, or a little convincing to practice it. Gratitude is powerful. Research has shown that gratitude can improve general well-being, increase resilience, strengthen social relationships, and reduce stress and depression. The more grateful people are, the greater their overall well-being and life satisfaction. They'll also have stronger immune systems, lower blood pressure, better sleep (and better waking). They'll be more alert and more generous, compassionate, and happier. Grateful people also have a greater capacity for joy and positive emotions.

Why is gratitude important?

It strengthens our connections with people.

Gratitude is an acknowledgement that something meaningful has been done for us. It's an open-hearted, deliberate recognition of the generosity of the giver.

It lets people know we aren't the type to take things for granted.

Gratitude shows that we're good to be in a relationship with, and that we appreciate certain things, without expecting them.

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It reinforces generous behavior.

When there is an open display of gratitude in our relationships, both people are more likely to repeat the giving and the open-hearted receiving. The effect of this is not only from person to person but can ripple into the world.

It increases feelings of security and connectedness.

Gratitude helps us notice the good that comes from outside of ourselves. We see the good in the world and in the people around us, increasing our feelings of security and connectedness.

It keeps the feel-goods around for longer.

Gratitude lets us hang on to the positive for longer, and celebrate the good in our lives that we might otherwise move on too quickly from.

It squeezes out negative feelings.

It's impossible to feel grateful and negative at the same time. The more space gratitude is allowed to take up, the more it will expand itself and make way for other positive emotions-- connection, happiness, appreciation, joy. More good feelings means less room for the toxic ones.

It helps with depression.

Research has found that gratitude can help with depression and increase positive feelings. Enough said.

Here are some tips on how to practice saying "Thank you" generously:

1. **Consistency is key** because gratitude builds on itself. We know the brain changes with experience, so the more that gratitude is practiced, the more the brain learns to tune in to the positive things in the world. We humans have a negativity bias, which means that we're wired to notice threats in the environment. It has kept us alive since the beginning of us but as well as being alive we also want to be happy. Our default position is to let the good slide off us fairly quickly, so we need to be deliberate about holding on to it for long enough to change the brain. Gratitude gives us space for the positive experience to expand, or for us to "re-experience" it, rather than having us quickly move on from it.

2. **Create a culture of 'kudos' communicated online.** Regularly communicate 'thank you' and 'well done' – both one-to-one and to your team as a whole. At their base level, people want to be appreciated. From enhanced mood, improved productivity, stronger relationships, and a happier workforce, gratitude plays an important role in organizational success. Practicing

gratitude in the workplace can lead to deeper connections to not only each other, but to the work you're doing each and every day.

3. **Personalize your recognition.** This one's easy—put their name on it. Whether it's an email, ecard sent via recognition software or in a team meeting, using a person's name and associating it with a specific task amplifies the recognition moment for both the recipient and those witnessing it.

Bonus tip: if you're providing a tangible reward with the recognition, be sure it's something the employee would want—personalization improves emotional connection and supports memory recall.

TIPS ON HOW TO PRACTICE SAYING "THANK YOU" GENEROUSLY

1. Consistency is key

2. Create a culture of 'kudos' communicated online.

3. Personalize your recognition.

Bonus tip: if you're providing a tangible reward with the recognition, be sure it's something the employee would want

CHAPTER FOURTEEN GENEROUSLY SAYING & GIVING "THANK YOU'S"

CHAPTER FIFTEEN

**COMPENSATION STRATEGIES
FOR EMPLOYEE RETENTION**

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COMPENSATION STRATEGIES FOR EMPLOYEE RETENTION

Compensation is a tricky business. Overpaying employees can eat into funds that could be used for further investment or other growth-based tasks. On the other hand, underpaying can potentially make employees feel undervalued, and in the worst-case scenario, leave the company altogether.

Employee retention is top of mind for many HR professionals as voluntary turnover remains unusually high. Employees that feel they are valued are very driven. They produce great results and work hard and take on new challenges. They are also very aware of their own personal growth and most of them will voice their opinion in performance-review meetings. Listen to them. Take their concerns seriously. If they feel they're underpaid for what they do, do your research and market analysis. And if they're correct, make appropriate adjustments.

Here are five compensation strategies that can help you combat high turnover and improve employee retention.

1. Offer strategic pay adjustments

Better compensation and benefits are the top reason people are switching jobs, with 36 percent of workers saying they would consider leaving their jobs for this reason. And people in search of higher compensation may not have to go far to find it. Compensation is rising quickly across many industries and functions in response to talent shortages, inflation, and remote work.

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This is a good time to update your salary bands to ensure they still align with your compensation strategy. Then adjust team member compensation to bring everyone in-band and ensure pay equity. Strategic pay adjustments can be expensive, but will still be more cost-effective than replacing team members, which can cost an estimated 33 percent of the employee's base pay.

But there's a caveat: while compensation is a common reason employees leave, it's rarely a reason they stay. Competitive compensation and regular raises are simply one part of a comprehensive employee retention plan.

2. Consider Total Rewards

Benefits are mentioned alongside compensation as a significant reason for turnover because they're a crucial part of an appealing Total Rewards package. Offering desired and valuable benefits and perks can help you stay competitive in the talent market, even if your organization is not able to offer top-of-market compensation. Also consider benefits and perks that improve work-life balance, including remote work, flex hours, reduced work weeks, childcare, and senior care. Work-life balance is the top reason workers stay in their current roles, so focusing on this area can have a significant impact on employee retention.

Many employers are increasing their investment in mental health benefits, mindfulness and meditation, on-demand fitness classes, stress management and resilience, and telemedicine.

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3. Pair recognition with rewards

Recognition is the second most common reason people would stay in their current roles. Yet only one in three workers in the U.S. strongly agree that they received recognition or praise for doing good work in the past seven days. And workers who don't feel adequately recognized are twice as likely to say they'll quit in the next year.

Pair recognition with rewards during review cycles so your team members know they're valued and appreciated for their contributions. While team members certainly appreciate the monetary award, they also appreciate public recognition, private recognition, and high-performance evaluation scores.

Train managers to provide weekly recognition and praise, and to document that feedback in your performance management system. This can help enable more effective performance reviews and compensation cycles that aren't affected by recency bias.

4. Embrace pay transparency

Pay transparency can help your team members trust that they're being paid fairly, which can help with retention. In fact, 81 percent of workers say they're more loyal to their employers when they're paid fairly.

At a minimum, this means telling your team members why they earn what they do, and how they can earn more.

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Employers may also communicate their pay practices to help employees understand how their salaries are set. For example, they may share market data or salary ranges, or even openly publish every employee's compensation. The specifics of what information is shared vary based on the organization's values, culture, and team.

Train your managers around your organization's compensation strategy and principles so they can also have meaningful conversations with their team members around compensation.

5. Develop career ladders

Career ladders are a useful tool to show team members how to progress to higher levels of pay, skill, responsibility, or authority at your organization. They should clearly define the job description, skills, work experience, and education needed to move up the ladder so there's full transparency around what's expected.

Then set goals and development plans with your team members to help them advance in their careers. This may include mentorship, stretch assignments, formal education, or online learning.

Offer promotions and corresponding compensation increases when reasonable, perhaps reviewing promotion eligibility during your regular review cycles. Three in four employees who receive promotions will stay with their company for at least three years, so this is a worthwhile retention strategy.

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Great communication is essential for employee retention.

Communicate your compensation strategy so your team members understand how decisions are made. Communicate about career ladders and development plans so your team members know what they can do to earn more. And communicate about raises and changes to your Total Rewards package so your team members can quantify them.

But you must also listen. Implement an open door policy so team members can request salary reviews, suggest new benefits, or share other ideas. Monitor employer review sites to identify trends and find opportunities for improvement. Send engagement and exit surveys, and conduct stay interviews, to ask specific questions related to turnover and retention.

FIVE COMPENSATION STRATEGIES

1. Offer strategic pay adjustments

2. Consider Total Rewards

3. Pair recognition with rewards.

4. Embrace pay transparency

5. Develop career ladders