

Labor StormAlert

Workforce Trends, Forecasts and Solutions from Success Performance Solutions

October 2001 ▶ Volume 3 Issue 7 ▶ Success Performance Solutions ▶ www.super-solutions.com

Supervisors: The Key and Glue to Retention and Profits

Former employees give a lot of reasons for quitting. Unfortunately one thing nearly always stands out: a poor relationship with his or her immediate supervisor.

Moving from being one of the guys to being one of "them", the bosses, is a monumental transition. It involves moving from actually doing the job to accomplishing goals through the work of others.

Unfortunately, many supervisors never quite make the connection and this is costly to the reputation and bottom line of companies.

Today, business is much more complicated. There is more to being a supervisor than meeting deadlines and production goals. The move to supervisor shifts the individual into a more professional career path. It requires an entirely different set of skills. It requires getting along with employees – not only establishing a comfortable working relationship, but resolving their conflicts, helping them achieve their career goals, and guiding them through a variety of personal and job-related crises.

This is the human side of supervision – by far the most challenging part of any job.

Beat the challenge. Call Success Performance Solutions: your leading resource for training materials and on-line assessments. (Paper and pencil tools and workshop resources available too.)

Making Sense of Validity and Reliability 101

When managers consider using a test to hire or promote employees, the first question they ask is "How reliable is it?" Although reliability is important, what most people really want to know and should ask is "How valid is it?"

Both reliability and validity are important characteristics of all personnel tests. Reliability is a necessary but not sufficient condition for validity. Reliability refers to the repeatability of the test. A reliable test produces approximately the same score or response for each applicant every time it is administered. A test could be highly reliable - consistently wrong! – but not valid, meaning it is not measuring what it's supposed to measure.

Here's an example many managers can relate to. Many companies are experiencing high turnover, which may be traced back to the interview. A candidate rarely interviews the same way twice and no two managers have the same expectations. Most interviewers struggle with filtering out fact from fiction and just the interview process itself may taint the candidate's willingness to respond honestly and candidly. If you are hiring individuals who don't show, don't perform up to expectations, or leave early and often, your interview may be reliable but not very valid – it obviously is not getting you the information you need to make good hiring decisions although the results repeat themselves.

A valid test measures what it is expected to measure. Validity however is not the final stamp for approval.

A tool can be valid, meaning it gets you a correct answer, but the information may not be relevant or legal to ask.

Asking a candidate if he or she plans to start a family or have any children may be important to you for many reasons. But what does it have to do with predicting successful performance on the job. The question is valid but depending on the candidate's candor it may or not be reliable. Besides it is illegal.

Whether you use the interview alone or assessments to complement your selection and promotion process, your techniques and tools must meet three things:

1. **Legality.** The information you ask, through an assessment or interview must not violate the rights of the candidate or employee protected under the American for Disabilities Act or Title VII of the Civil Rights Act of 1964.
2. **Validity.** The tool or technique you use, including the interview, must be valid. In other words, can you prove that the information is job relevant and it consistently differentiates between fact and fiction.
3. **Reliability.** The results of the tool or technique must be reliable. Can it be duplicated? In other words, can different managers using the same questions and tools get the same responses?

Are your current selection, development and promotion techniques reliable, valid, legal and predictive? Call us today for a FREE audit.



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Do your managers and supervisors have the skills to take you through tough times?

Will they have the skills to grow your business in the years to come?

Front line supervisors and managers hold the key to employee motivation, productivity and retention. To improve productivity and employee retention, supervisors need excellent skills. Twelve critical competencies that highly effective managers and supervisors from all industries possess to a greater degree than average performers have been identified. These twelve competencies are the fundamental building blocks for becoming an effective manager and are the preconditions for effective leadership.

Beginning on January 30, 2002 and continuing in subsequent months, a series of twelve half-day sessions on each of the competencies will be offered called Managing to Excel. The workshops are being sponsored by the Lancaster Chamber of Commerce.

The workshops are grouped in four people-handling and task-handling clusters:

Administrative: Managing Your Job
Communication: Relating to Others
Supervisory: Building the Team
Cognitive: Thinking Clearly

Each cluster includes three competency-based workshops. You can register for each workshop independently or save 10 percent discount off registration fees if you register for all three. Participants who complete all three workshops in a cluster will receive a Certificate of Completion. Each module has been designed to provide training that leads to "terminal behavior change". In layman's terms, learning skills that will be applied on the job.

To register or for more information, call 717.656.4632

Managerial Achievement Challenge

How do your managerial skills compare to your peers?

Upon completion of a minimum of two training clusters or six individual workshops, participants may apply for the Managerial Achievement of Proficiency and the Managerial Achievement of Excellence by completing the Managerial Assessment of Proficiency. Participants who show mastery of the competencies in each of the 12 competencies by achieving a ranking of 51 percentile or better will receive the Managerial Achievement of Proficiency or the Managerial Achievement of Excellence if they demonstrate mastery in each of the 12 competencies by achieving a ranking of 75 percentile or better. The Managerial Assessment of Proficiency database currently includes over 80,000 managers in dozens of industries. (Managerial Assessment of Proficiency is optional and is not included in the Excel workshop fees.)

Managing to Excel Supervisory and Managerial Workshops

1st Quarter 2002 – The Administrative Cluster

January 30, 2002 – 8 AM to Noon Time Management and Prioritizing

Learning Objectives:

- Define your key responsibilities in helping to achieve organizational goals.
- Identify strategies for reducing or eliminating common time wasters.
- Plan and organize work in order to gain control of your time.

February 26, 2002 – 8 AM to Noon Setting Goals and Standards

Learning Objectives:

- Identify the performance, standards, and benefit of your goals.
- Develop standards related to quantity, quality, timeliness, and cost resources.
- Apply five criteria for writing effective goal statements.
- Develop an action plan for achieving your goals.
- Follow a process for sharing your action plans with employees.
- Assess sources of potential resistance to setting goals in your organization.

March 27, 2002—8 AM to Noon Planning and Scheduling Work

Learning Objectives:

- Identify elements of effective planning and scheduling.
- Use a work breakdown structure to identify major elements, tasks and sub-tasks of a project.
- Use a Gantt chart to schedule work.
- Use a work responsibility to assign work to employees.

What's included:

Each participant will receive a workbook and copies of slides utilized during each workshop. Each workbook provides learners with additional lesson content, as well as experiential activities, handouts and action-planning forms required to complete the course.

Each workshop participant will be responsible to create an individual action plan, to be shared with their managers, work team and stakeholders.

NEW! All 12 Excel competencies are now available in condensed online self-study modules—each one containing key printable job aids.

A Growing Skills Gap

In a recent study by the American Management Association, more than 40 percent of job applicants failed reading tests last year and almost 35 percent failed math.

Business obviously does not feel the need or responsibility to provide the remedial training either.

Fifty-eight percent of organization did not provide remedial math training and 63 percent did not provide remedial training for reading, according to the 2001 Training magazine annual report.



Ira Wolfe, founder of Success Performance Solutions, was the only management consultant invited to speak at the FDI World Dental Congress held September 28-October 1 in Kuala Lumpur, Malaysia. (Yes he did go despite the September 11 attacks.) His topics were Creating the Irresistible Business and Building a Cohesive Team. Nearly 10,000 dentists and guests attended.

Ira was recently elected to the Lancaster Chamber of Commerce and Industry Board of Directors and re-elected to the Ephrata Community Hospital Board.

Still unimaginable!

- Nearly 5000 lives were lost in New York alone.
- More than 20 million square feet of office space has been lost or severely damaged – the equivalent of 15 Empire State Buildings.
- Between \$2 and \$5 billion work of telecom and computer equipment was destroyed.
- Gone are 75,000 phone lines, 19,600 miles of phone cable and enough concrete to build a five-foot wide sidewalk from Manhattan to Washington.

10 Steps to Developing High-Performance Supervisors and Managers

1. Identify the skills and the level of proficiency needed.
2. Determine existing skill levels of incumbent supervisors.
3. Compare the current skills of your supervisory/managerial workforce to future needs.
4. Identify supervisors who best match the needs of the organization.
5. Align training needs to meet the organization's needs and strategic plan.
6. Gain commitment from each supervisor by giving him or her the responsibility to develop an individual performance development plan.
7. Develop and provide training opportunities based on the identified skill gaps and future needs.
8. Establish quantifiable objectives and tie compensation to meeting them.
9. Provide on-going feedback and opportunities for coaching.
10. Recognize skills development is an on-going process.

Three frogs were sitting on a lily pad. One frog decided to jump. How many frogs were left?

The correct answer is 3.

Remember: DECIDING to jump and JUMPING are two different things. Deciding is a thought. Jumping is an action.

Action is what counts.

Thanks to Joe Sabah for this riddle!

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You will be shocked to see these results!

The US Department of Labor estimates that it costs a company one-third of a new hire's annual salary to replace an employee. Using a wage rate of only \$7 an hour, it costs a company \$4,350 for each departing employee. Estimates of the cost to replace supervisory, technical and management personnel run from 50% to several hundred percent of their salaries.

New Articles authored by Ira S. Wolfe are available on our website at www.super-solutions.com/articles.html or by calling 717-656-4632 to request a copy.

Business2Business and Central Penn Business Journal

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- Managing Business Growth
- Crisis Management
- Now is the Time for Tolerance
- Understanding Personal Interests, Attitudes and Values
- Case Study—The Jay Group: Double Your Business, Keep your Employees
- Case Study—RGS Associates: Training and Development Retains Employees

There is no charge for the audiotapes. A nominal shipping/handling charge may be added.



SPS expands On-line Assessment and Training Store with 25 Training Assessments from HRD Press/Training House

Call today for a free tour and complimentary assessment.

We now offer nearly 60 online assessments for selection and training plus 12 Managing to Excel managerial training workshops.

Employee Retention is as good as money in the bank.



Supervisors and Managers. Meet the Challenge!

The first of twelve half-day workshops preparing supervisors and managers to achieve managerial excellence begin at the Lancaster Chamber of Commerce on January 30, 2002.

Call 717.656.4632 for more information

Your Labor Storm Alert has arrived!

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