

# Defining a BETTER Way to Operate

*Improve organizational communication. Bridge generational gaps.*

## CAN YOU SURVIVE

# THE AGE OF DISRUPTION?



## Human Resource Guide

for Creating and Sustaining Collaborative Work Environments

For expanded information refer to:  
*Can You Survive the Age of Disruption?*  
*Creating the All-in Culture*  
 Resource Guide

## About this guide:

Innovation enhances business processes. Advances in data communication has shortened the time once required to complete complex or repetitive tasks, allowing for seamless, instantaneous cross-departmental flows of information.

But using technology to communicate has become 'too' efficient. Managers and employees revert to electronic communication as a primary means of relaying information.

When we use technology to communicate, the devices communicate more efficiently. But humans are communicating less-effectively.

The Loyalty Solutions Group Human Resource Guide offers a Coordinated Human Resource Plan centered around 4 core organizational behaviors:

1. Being a great listener
2. Agreeing on the problem
3. Being a great explainer
4. Transferring Ownership

Mastery of these behaviors help organizations establish and maintain the 'All-in' culture within the work environment.

The processes provided throughout this human resource plan are further expanded in the "Can You Survive the Age of Disruption: Creating the All-in Culture" Resource Guide.



# Human Resource Guide

## TABLE OF CONTENTS



### Job Descriptions

••Page 3••



### Annual Employee Survey

••Page 4••



### Employee-to-Employee Awards

••Page 5••



### Organization-to-Employee Awards

••Page 5••



### Employee Monthly Social

••Page 6••



### Employee Annual Reviews

••Page 7••



## Job Descriptions

Include 4 Interpersonal Behavior Traits

## Job Descriptions

### Job Descriptions clearly define:

- Position Objective
- Primary Responsibility
- Education/ Experience Requirements
- Physical Requirements
- Core Interpersonal Communication Skills
- Core Organization Process
- Cellphone Standards
- Immediate Supervisor
- Career Path

### When?

- When a new hire is brought on board (during on-boarding process)
- During annual Job Description meetings:
  - Are you still doing your original job?
  - What has changed?
  - What is in the way of your job?

### Training

Job Descriptions review is appropriate for every level of the organization.

For more on this topic:

Defining a BETTER Way to Operate

CAN YOU SURVIVE THE AGE OF DISRUPTION?

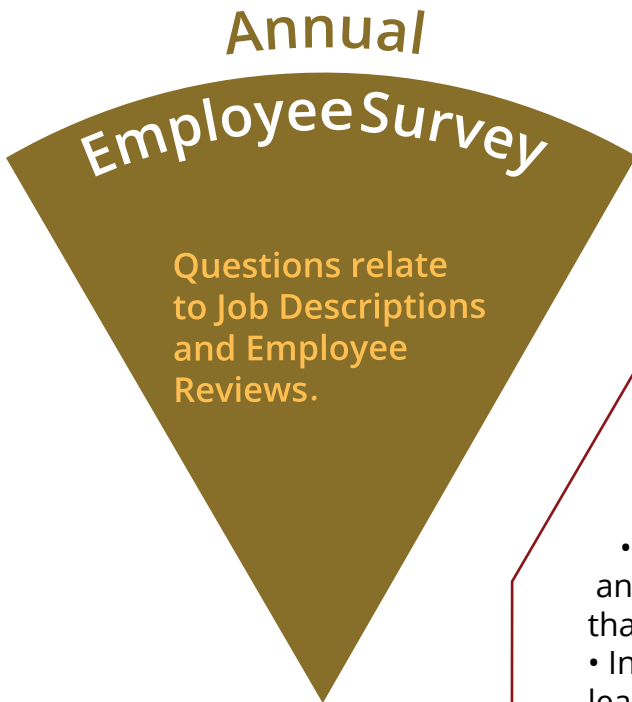
CREATING THE ALL-IN CULTURE Resource Guide

Page 133

## Key Takeaways

- Supports 4 Behavior Traits
- Defines Behavior Expectations
- Key component in annual reviews





## Annual Employee Survey

*Questions that provide the framework for efficient management.*

### **10 Questions that Impact Performance**

#### **Individual Questions**

- Do I know what is expected of me at work, and how my work contributes to overall success?
- Are my opinions encouraged, and do they seem to count?
- Do I understand the purpose of our organization, and does working hard at this purpose make me feel that my job is important?
- In the last year, have I had opportunities, at work, to learn and grow?
- Am I comfortable approaching my supervisor with questions, problems, and ideas about improving our work environment and processes?

#### **Team-working Questions**

- Do team members actively listen to my thoughts?
- Do team members always clarify the problem before we talk about the solution?
- Is input from team members actively sought when decisions are being made?
- Does the work culture celebrate success more than focusing on mistakes?
- Does the work culture encourage getting to know team members on a personable level?

#### **When are surveys circulated?**

Annually, beginning 3 months after initial Job Description meetings.

#### **Training**

All managers must be 'trained' to get high scores.

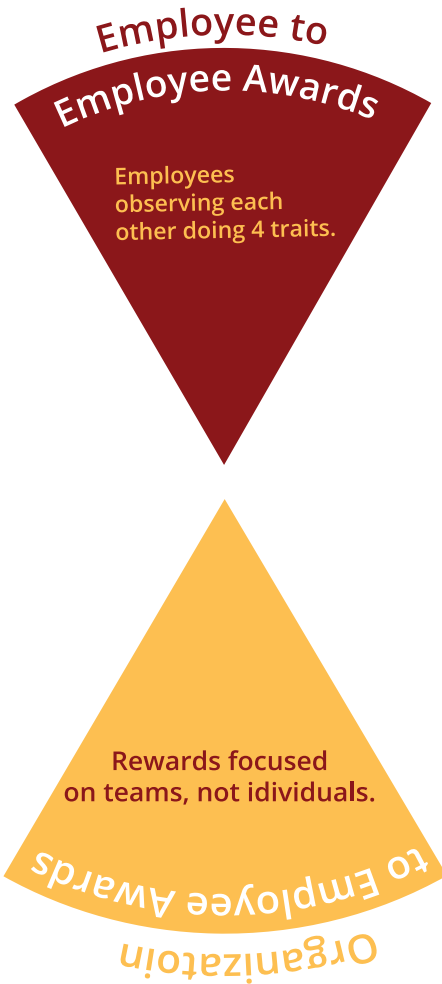
For more on this topic:



## Key Takeaways

- Surveys keep management focused.
- High scores mean high collaboration.
- Key component in annual reviews .





## Employee-to-Employee Awards

*Observation of coworkers displaying 4 behavior traits.*

### **Implementation of E-to-E Awards**

- Each employee gets 2 Starbucks Gift Cards per month to 'reward' a peer.
- Employees can give only one gift card to a coworker at a time.
- Employees must 'reward' a different coworker each time.

### **Training**

All levels of employees can participate in the Employee-to-Employee awards program

### **Key Takeaways**

- Improves culture from inside, out.
- Management is not involved.
- Perpetuates culture of peer-to-peer support .

## Organization-to-Employee Awards

*Top-down, team-centric recognition*

### **Implementation of O-to-E Awards**

- Team recognition based on outcomes
- Enhances team efficiency
- Teams display 4 behavior traits as a unit
- Creates a micro-culture of effective communication

### **Key Takeaways**

- Supports all-in culture.
- Highlights group collaboration.
- You get more of what you reward.

For more on this topic:





## Employee Monthly Socials

*Employee Social events and Celebrations*

### Elements of Social Events

- Celebrate organizational achievements
- Celebrate individual accomplishments
- Celebrate team accomplishments
- Celebrate employee birthdays
- Focus only on 'positives'
- Recognize unique employee behavior

### Outcome of Monthly Socials and Celebrations

- Allows for decompression
- Reduces likelihood of burnout
- Allows for organic connections
- Enhances morale
- Desired outcomes become internalized within teams and organizations
- Getting to know your coworkers as people outside of the formalities of deadlines and outcome-related stress.

### **Structure of Monthly Socials**

- Potlucks
- Mixers/ Happy Hours
- Dinners

### **Training**

- Not much training involved - *Just Do It.*

For more on this topic:



## Key Takeaways

- Reduces likelihood of burnout.
- Facilitates organic interpersonal relationship-building.
- Creates positive culture.



## Employee Annual Reviews

### Focuses on:

- 4 Traits
- Employer Survey
- Team & Individual Performance

## Employee Annual Reviews

### Elements of Employee Annual Reviews

- Supported by all previously-defined Human Resource processes
- Ensures employees are never surprised by what is discussed
- Treated as a conversation - not as a lecture
- Reinforces areas of strength and areas that require improvement
- Annual Review process begins with surveys known as 'Areas of Discussion'.

### Implementation

- Create review based on Job Description Elements.
- Have core 'Areas of Discussion' survey questions rated on a 1-to-5 scale.
- Have 'Areas of Discussion' completed by employee and manager, separately.
- Compare and contrast results, allowing for discussion of similarities and clarification of discrepancies.

### Possible Outcomes

1. Manager and employee both have same scores  
*(This is the manager's favorite employee.)*
2. The manager and employee have totally different score. *(This is clearly a problem employee.)*
3. Manager's scores are better than the employee's self evaluation. *(This will build employee's self esteem.)*

For more on  
this topic:



CAN YOU SURVIVE  
THE AGE OF  
DISRUPTION?

CREATING THE  
ALL-IN CULTURE  
Resource Guide

Page 137

## Key Takeaways

- Makes annual reviews a positive experience.
- Eliminates element of surprise.
- Solidifies the 'All-in' Culture.





# Human Resource Guide

## for Creating and Sustaining Collaborative Work Environments

### 10 Cultural Practices that Will Cost You Time, Money, and Talent

- 1 Focusing on attitudes and not behaviors.
- 2 Creating rules/policies to manage the exception.
- 3 Not dealing with conflict.
- 4 Reward programs that reward the wrong things.
- 5 Focusing on fixing problems, not driving strengths.
- 6 Not focusing on human communication skills.
- 7 Not understanding generational differences in attitudes and motivation.
- 8 Not making quality decisions.
- 9 Having an answer without a clear understanding of the problem.
- 10 Not hiring the right people.

For more information on Creating the 'All-in' Culture refer to: *Can You Survive the Age of Disruption? Creating the All-in Culture Resource Guide*

