

# DESIGNING A GREAT WORKPLACE



## MANY MANAGERS HAVE IT WRONG

In 2003 a survey was done by Saratoga Institute a division of PricewaterhouseCoopers Human Resource Services. Saratoga Institute interviewed managers and exiting employees. They found that 89% of managers believe employees leave for more money and 11% of managers believe employees leave for other reasons. They found 12% of employees leave for more money and 88% of employees leave for other reasons. During the 3,149 employee interviews the interviewers heard 67 reasons for leaving. Of those 67 reasons 10 were beyond they employer's control, such as retirement, better pay, commuting distance, job elimination, etc. Of the 67 reasons 57 were within the control of employers.

## THE REAL REASONS PEOPLE LEAVE

No matter what group is doing the study, the responses sound much the same. While the order changes some, the responses are overwhelmingly similar. When employees are asked to give open-ended feedback, the answers that researchers get speak volumes about what is wrong in the workplace. The most common responses are listed below.

1. *Poor Frontline Management* - uncaring, incompetent, unprofessional, shows no respect, does not listen, assigns workers to wrong jobs, makes no effort to retain good workers, emphasizes speed over quality, and abusive.
2. *Poor Upper Management* - uncaring, does not listen, does not invest in workers, isolated, remote, and unresponsive, provides no vision or direction, and sends mixed messages.
3. *Poor Communication* - lack of openness, miscommunication between departments, lack of accurate communication from HR, the corporate offices to field offices especially following mergers.
4. *Lack of Recognition* - organization's culture does not encourage recognition.
5. *Lack of Training* - not receiving enough training to do the current jobs properly, poor quality of training, rushed through superficial training, lack of new hire training, poor management training, and lack of training for future advancement.
6. *Lack of Tools and Resources* - inadequate office supplies, malfunctioning equipment or technology, poor phone system support, and outdated technology.
7. *Lack of Advancement Opportunity* – lack of succession planning, no perceivable career path, failure to post jobs or fill jobs from within, and unfair promotions or favoritism.
8. *Lack of Teamwork* - lack of coworker cooperation, lack of commitment to get the job done, and lack of coordination between departments or different locations.
9. *Pay* - not being paid fair market value, not being paid in proportion to the contribution made, pay inequities, slow pay raises, favoritism in giving raises/bonuses, and ineffective performance appraisals.
10. *Excessive Workload* - asked to do more with fewer staff, sacrificing quality and customer service to make the numbers.

## THE QUESTIONS ALL ORGANIZATIONS AND MANAGERS NEED TO ASK

A great workplace is a combination of many contributors. Below are 50 questions that if answered YES means you probably have a good or great workplace. But remember, managers don't always get it right. Would your employees give the same answers as your managers?

### **Physical and Emotional Health**

Without physical and emotional health nothing else matters. Without good physical and emotional health the right tools and the right training are almost useless. Does the organization including all front line managers encourage the employee to be healthy, both physically and emotionally?

YES    NO

\_\_\_\_\_

***Attitudes and Morale***

YES NO

- Does the organization including all front line managers encourage and model for the employee pride in the workforce? \_\_\_\_\_
- Does the organization including all front line managers encourage pride in the work product? \_\_\_\_\_
- Does the organization including all front line managers encourage pride in the workplace? \_\_\_\_\_
- Does the organization including all front line managers encourage pride in the organization? \_\_\_\_\_
- Does the organization including all front line managers encourage recognition of a job well done? \_\_\_\_\_
- Does the organization including all front line managers have a succession plan for each employee? \_\_\_\_\_
- Does the organization including all front line managers have career path for each employee? \_\_\_\_\_
- Does the organization including all front line managers post jobs or fill jobs from within in a timely manner? \_\_\_\_\_
- Does the organization including all front line managers promote fairly? \_\_\_\_\_
- Does the organization including all front line managers hire employees with a cooperative spirit? \_\_\_\_\_
- Does the organization including all front line managers hire employees with a commitment to get the job done? \_\_\_\_\_
- Does the organization including all front line managers insure coordination between departments or different locations? \_\_\_\_\_
- Does the organization pay employees fair market value for the work done? \_\_\_\_\_
- Does the organization pay employees in proportion to the contribution the employee makes? \_\_\_\_\_
- Does the organization including all front line managers work to eliminate pay inequities? \_\_\_\_\_
- Does the organization including all front line managers insure that pay raises are given in a timely manner? \_\_\_\_\_
- Does the organization including all front line managers eliminate favoritism in giving raises/bonuses? \_\_\_\_\_
- Does the organization including all front line managers insure effective performance appraisals? \_\_\_\_\_

***Management and Supervision***

YES NO

- Does the organization including all front line managers know how and when to match the efforts and activities of employees? \_\_\_\_\_
- Does the organization including all front line managers know how to motivate employees? \_\_\_\_\_
- Does the organization including all front line managers know how to deal with troubled or troubling employees? \_\_\_\_\_

- Do all frontline managers act in caring ways toward the employees? \_\_\_\_\_
- Do all frontline managers act competently when dealing with employees? \_\_\_\_\_
- Do all frontline managers act professionally when dealing with employees? \_\_\_\_\_
- Do all frontline managers show respect to employees? \_\_\_\_\_
- Do all frontline managers listen to employees? \_\_\_\_\_
- Do all frontline managers assign workers to a task that matches the employees skill set? \_\_\_\_\_
- Do all frontline managers make an effort to retain good workers? \_\_\_\_\_
- Do all frontline managers emphasize quality over speed? \_\_\_\_\_
- Do all upper managers/executives act in caring ways toward the employees? \_\_\_\_\_
- Do all upper managers/executives listen to employees? \_\_\_\_\_
- Do all upper managers/executives invest in employees? \_\_\_\_\_
- Do all upper managers/executives make themselves available to employees? \_\_\_\_\_
- Do all upper managers/executives provide an inspiring vision or direction? \_\_\_\_\_
- Do all upper managers/executives send consistent messages? \_\_\_\_\_
- Does the organization including all front line managers allow openness in communication? \_\_\_\_\_
- Does the organization including all front line managers minimize miscommunication through good communication techniques? \_\_\_\_\_
- Does the organization including all front line managers always communicate accurately? \_\_\_\_\_

***Training and Education***

YES NO

- Does the organization including all front line managers insist on complete training so employees know how to use the tools and technology of the organization? \_\_\_\_\_
- Does the organization including all front line managers insist on complete training so employees know and understand how their work contributes to the success of the organization? \_\_\_\_\_
- Does the organization including all front line managers insist on quality training? \_\_\_\_\_
- Does the organization including all front line managers insist on adequate training? \_\_\_\_\_
- Does the organization including all front line managers insist on continued training for future advancement? \_\_\_\_\_
- Does the organization including all front line managers insist on appropriate training for employees promoted into management to help new managers deal well with people? \_\_\_\_\_

***Tools and Technology***

YES NO

- Does the organization including all front line managers insure that employees have the right tools and technology to do their work? \_\_\_\_\_

Does the organization including all front line managers insure that the tools and technology are in working order?	_____	_____
Does the organization including all front line managers insure the availability of supplies to get the job done?	_____	_____
Does the organization including all front line managers insure that the phone system is in good working order?	_____	_____
Does the organization including all front line managers insure that technology and tools are not outdated?	_____	_____

**For more information about designing great workplaces or ways to turn answers above from NO to YES, call Stormy at 325-672-9106 ext 2#**