

Harry Gilligan & Associates

Helping Individuals and Organizations Achieve Their Potential

Mentoring: An Important Strategy for Employee Retention

Today's employers are looking for innovative and creative ways to attract and keep talented employees. Traditional recruitment and retention approaches focus on offering attractive pay and benefits packages. Yet, those well-intentioned efforts are falling short. In their ground breaking work, "First, Break All the Rules," Buckingham and Coffman have found that once an employee's basic financial needs are met, talented employees want more. They want to know how their job impacts the overall good of the organization. They want to feel a part of the organization and they want opportunities to grow and develop their skills.

A successful mentoring relationship will help employees meet these vital developmental needs.

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Help mentorees see things from a different point of view.

Leading Through Downsizing

Leading staff through downsizing, resizing, rightsizing, (or whatever the buzz word is today) requires the leader to exercise superior planning, judgment, and decision-making. It's a complicated task that involves the leader in recognizing the natural reactions of those that remain in the organization, and determining the right timing for moving the organization from the emotional reactions to a focus on the present and future. While it is difficult, the consequences of mis-managing or under-managing the situation are severe. Both management and staff will suffer if the timing is wrong, or managers deny or avoid dealing with the fall-out from downsizing.

Here are some tips that will help:

- * **Take time to talk with the "survivors"** (the remaining staff) and ask them how you can help them during this very emotional time. By showing concern and interest, you will be working towards repairing the sense of broken trust that accompanies downsizing.

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Motivational Quotes

"One man with courage makes a majority."

– Andrew Jackson

"A life is not important except in the impact it has on other lives."

– Jackie Robinson

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Employed properly, mentors create a safe environment for employees to discover (or rediscover) why their work matters as well as gives them a sense of belonging.

Successful mentors:

- Share the “big picture” of the organization and why their work matters.
- Openly discuss the unwritten rules and strategies for overcoming common pitfalls.
- Help mentorees see things from a different point of view.
- Consistently ask thought-provoking questions so mentorees can learn through self-discovery.
- Suggest developmental opportunities that give mentorees a chance to stretch outside their comfort zone.



Why is mentoring an important strategy for employee retention?

Never before has it been so important to attract and retain talented employees. Mentoring fosters important working relationships and gives employees a sense of “belonging.” Employees who feel they “belong” and who have an employer who is interested in their development...will stay longer!

***Retain your good employees...
Mentor them to success!***

Source: Adapted from The Training Connection, Inc. (703) 551-0734 – Copyright 2003.

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- * **Be attentive and available.** LISTEN CAREFULLY! Keep your door open for employees to talk, ask questions, or give suggestions about the situation.
- * **Let them know what part they play** in the future of the company.
- * **Have individual and group discussions** to focus on dealing with the operational challenges stemming from the changes. If they are a part of the solution, they will have complete buy-in to make sure it is successful.
- * **Make sure everyone is clear on** what they should be doing.
- * **Don't press too hard** in areas of productivity, goals, or expressing their feelings about the situation. Some will want to talk and others will not.

During this period, you need to make sure your own emotional situation is in check. Your ability to lead people through the tough times will depend on your own physical and emotional health. Take time to talk with others outside of the organization about the issues at hand. If you find yourself plagued by sleeplessness, mood swings, depression, and/or guilt, don't hesitate to take advantage of support services that are available.

By doing these kinds of things, you promote a sense that the future will bring positive, exciting things.

It is the creation and commitment to these things that will work to revitalize an organization that has been downsized.

– Gary Sorrell, Sorrell Associates.

Do you feel as though you work hard, yet you are "always going around in circles", unable to focus, and not making any progress? Is there a gap between where you are now and where you want to be? Coaching can be just what you need to help you "turn the corner!"

Personal and Professional Coaching has helped thousands of people to close the gap on success. Everyone needs a coach! Discover first-hand what coaching is like. It's a *FREE* consultation – no pressure, no obligation, just a chance for you to learn more about coaching.



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Motivating Employees

When you ask for your employees to put in extra hours, make sure you are willing to do the same. But be careful.

You will make the biggest impact if you come in early rather than staying late.

Why? Staying late can convey the impression that you are unorganized and can't complete your work on time.

But coming in early clearly shows that you can't wait to get started on the day's work.

Web Site Of The Month



The Federal Trade Commission maintains this site and is the U.S. government's central website for information about identity theft. In short, identity theft occurs when someone appropriates your personal information without your knowledge to commit fraud or theft. The site describes various ways to identify thieves, work along with consumer alerts, and how to file a complaint.

Check it out at: <http://www.consumer.gov/idtheft/>

Personal empowerment, productivity and profitability issues in your organization are more strategically important than ever. Partnering with Harry Gilligan & Associates will provide you the processes, systems and support you need to achieve superior results and meet desired goals.

Call today to find out how to tap into your full potential!



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ONE MINUTE IDEAS

In A Workplace Rut?

Get yourself out of a rut today by imagining that today is your first day on the job. What things do you see that you could improve? What things could you change that could result in higher productivity, increased profits, decrease wasted time, and higher sales?

Who would you talk to about strategic issues and the direction the company is headed? How would you enhance or improve this direction?



– Sorrell Associates © 2002-2003

Notes To Employees

Stop handwriting notes to employees and taking the chance that they cannot read your handwriting. Type your notes especially when they are important. This will ensure they can read the information correctly.



Five Ways You Can Benefit From A 360-Degree Feedback

1. 360-Degree Feedback provides answers to the vital self-management question, "How am I doing?" As leaders rise in the hierarchy, they receive less and less honest information about themselves, 360 assessments can provide them with the information they need to take corrective action.
2. Asking for 360-Degree Feedback is a mechanism for continuous improvement. For leaders to apply that notion to themselves, and serve as models for others, they must have reliable, valid, timely information on how they are perceived.
3. The use of 360-Degree Feedback can help leaders validate their self-perceptions. They need honest feedback from others to test their own understanding of their strengths and weaknesses.
4. It has been observed that people are the only animals capable of self-deception. We need 360-Degree Feedback from trusted others in order to ensure that we are viewing ourselves realistically.
5. Perhaps most important, 360-Degree Feedback gets organizations to invest in the effectiveness of leaders. Soliciting feedback from bosses, peers, subordinates, customers, and others actively involves them in a process of improvement, and they are more likely to support leaders who ask for feedback, act on it, and follow through with them afterwards.



Harry Gilligan & Associates

- empowering organizations and their people to achieve world-class results -

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