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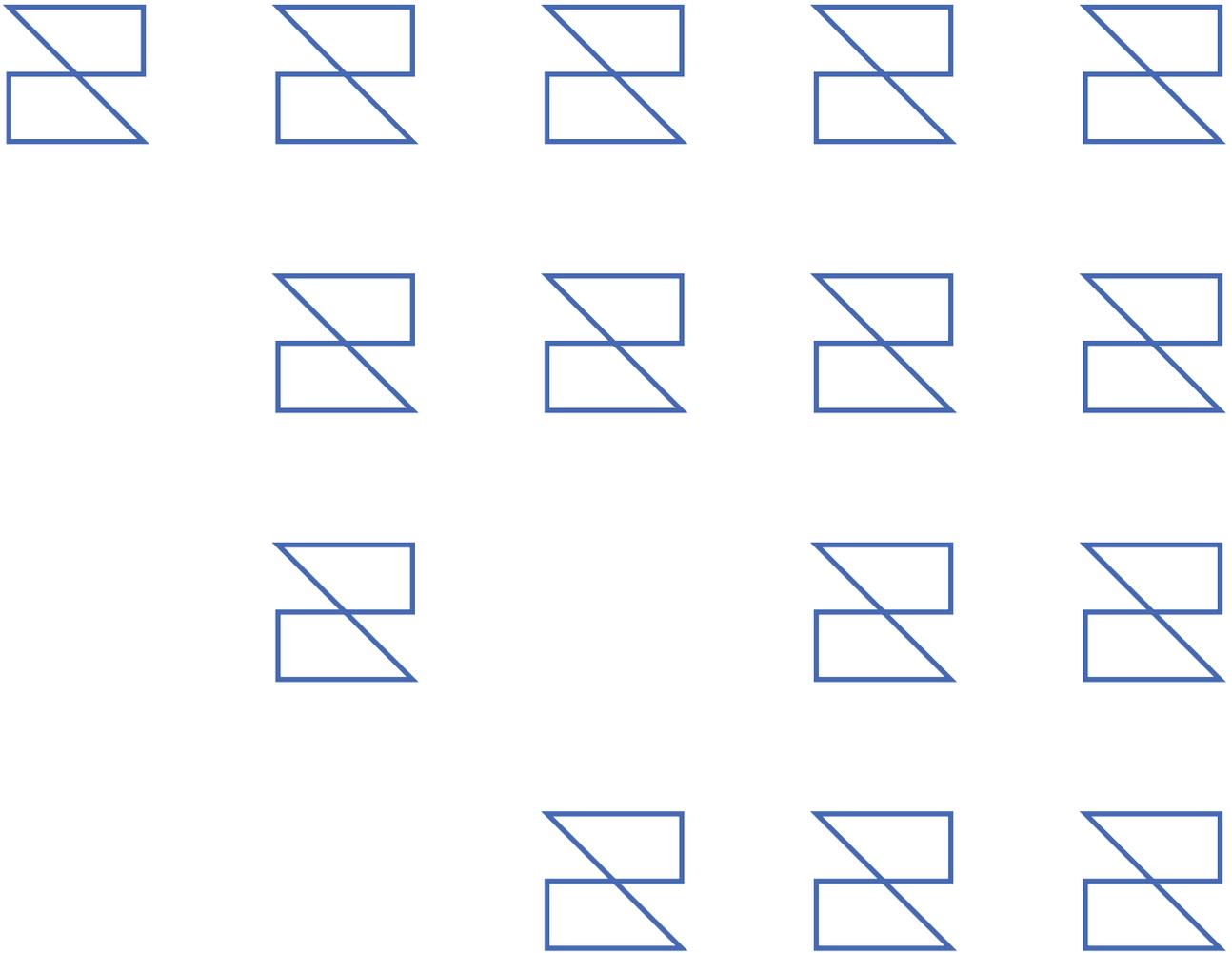
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22.  
How do I best promote employees into leadership or management positions?

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23.  
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# **1. What is Human Resources Management?**

## The Basics

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The idea of human resources describes ‘people who work in an organization’, also sometimes called personnel. Human resource management is often a formal department within medium or large organizations, whose job is to support the effective management of employees. Small companies may only have one person who handles human resources – and sometimes human resources will be controlled by the entrepreneur herself. Good human resource management is about knowing the best ways to decide what jobs you should have in your company, who you need to hire for those jobs, how to find and hire employees, and how to motivate them to be better at their jobs.

People are resources, just like raw materials, recipes, property or money. People have skills and talents that if they are used well, can help a company succeed. If people are not used and valued as resources, they often do not give their best work. The human resource department can help the other departments in a company learn how to work effectively with their most important resource, their people. People need to be rewarded well for their work. Good human resource managers understand not only how to pay people what their work is worth, but also that there are other ways of rewarding workers that will help motivate and inspire hard work and loyalty.

Another very important role that the human resource department/person plays in any company, large or small, is to make sure that the company is following the applicable laws of the government. Afghanistan’s Labor Law regulates policies on hiring, employee rights, wages, and annual leave, for example. The Ministry of Labor, Social Affairs, Martyrs, & Disabled (MoLSAMD) along with the Ministry of Finance (MoF) update laws and regulations related to human resources and taxation. To remain compliant with all laws, you should always keep yourself informed and updated on any changes by referring to their website or contacting them directly.

## Tell Me More

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Human resource management includes the process of hiring employees that will be valuable to your organization. It is also about how to train your employees, what types of compensation you should give your employees, and knowing why and how best to give employees feedback about their work. Having workers get better at their jobs and then stay working for your company is a goal of most business owners and bosses.

Commonly, the Human Resources department oversees interviewing and hiring employees, training employees or putting employees with the right people who can train them, giving employee benefits (this may include health care, days off, transportation service, vacation, education allowance, etc.), and using performance appraisals that track the quality of your employees’ work. Human resource management can help make your company more respected, by developing and managing the policies, procedures, and systems that affect employees.

**Organizations may face uncertain business environments due to an unstable, new, or weak government situation, changes in employment regulations, local politics, high amounts of competition, or changing customer wants or needs. All of these factors cause constant change. A number of applicable laws & regulations that affect human resources in the private sector are:**

- Labor Law
- Laws dealing with business lawsuits and negligent practices
- Income Tax Law
- Law on Business Corporations and Limited Liability Companies

- Private Investment Law

Your human resources department needs to understand how these laws and regulations affect your company. Having a strong and informed human resources function can help provide effective internal systems to make sure that your company complies with all the necessary labor laws. A good human resource manager will also develop a wide understanding of your industry so that she can find, hire and keep the very best people for your company.

## Glossary Terms from this Section

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**Benefits** - Non-monetary compensation that can be part of an overall employment package including paid medical care, holiday, and sick time off from work.

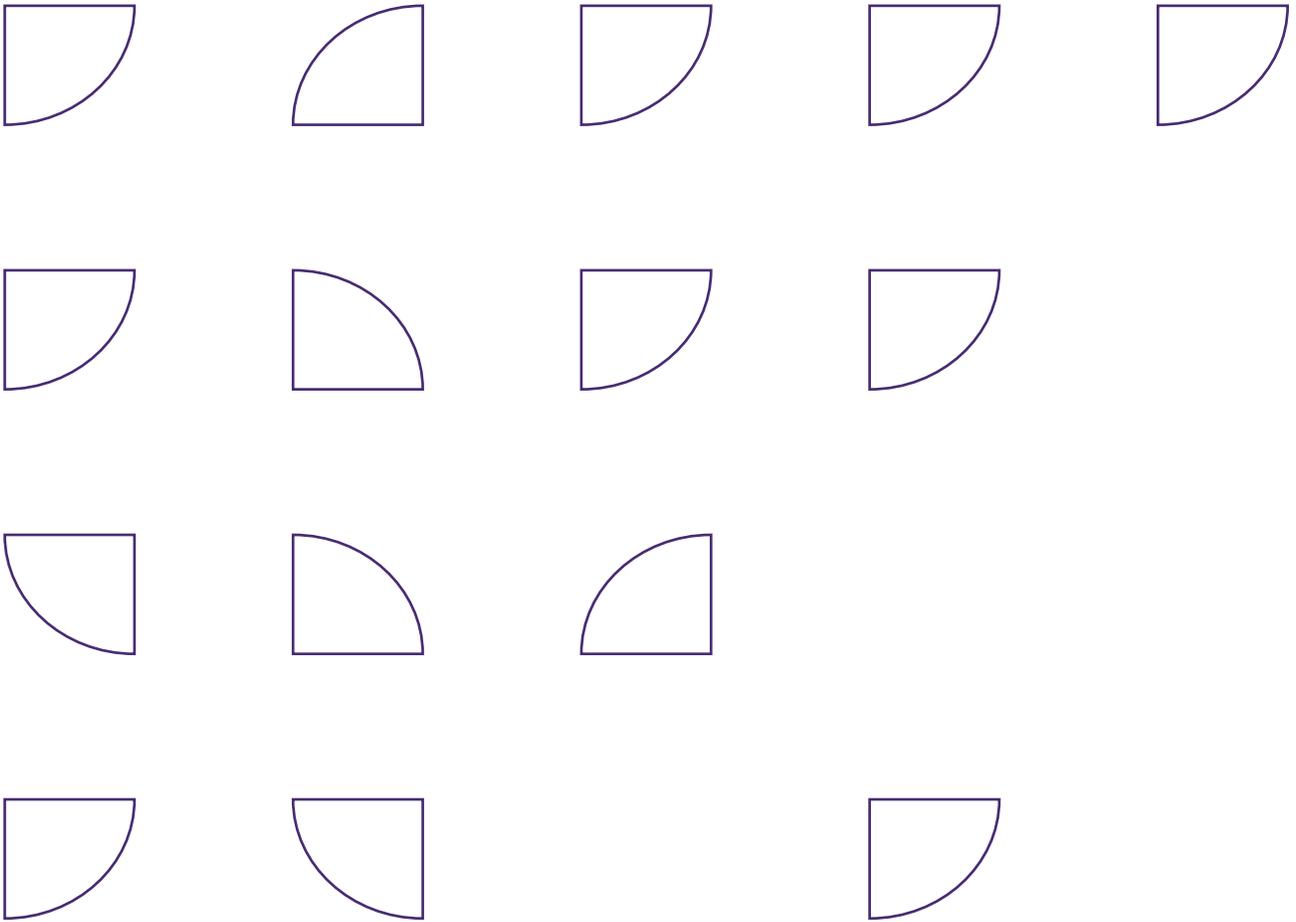
**Employment Regulations** - Laws, regulations or other rules that help to protect the relationship between the employee and the company.

**Performance Appraisal** - A review (usually formal) done on a regular basis of the employee's overall quality of work for a specific period of time.

## For More Information Related to this Topic See

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- What are the human resources challenges when growing my business? *14. Growth and Expansion*
- What employee benefits should I offer in my business? *8. Human Resources*



## 2. How do I write an effective job description?

## The Basics

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The first question people might ask is why is a job description so important? Why do we even need a job description?

A job description is a summary of the skills, competencies, duties and expectations for a specific job in your company. It should list the tasks and expectations for a potential or current employee. It is how people can know what they are supposed to do and how their success or failure will be measured in a job.

Writing a good job description is one of the most important skills that a good human resource (HR) manager can improve. A good job description will give potential job applicants a clear understanding of what is expected of them if they do that job for an organization. It can help to communicate more about the culture of the company so that people can understand how their work will support the organization's goal. A smart HR manager will work closely with people throughout the business to learn about each job and its unique needs so that together, they can write a description that ensures that both the employer and employee are clear about expectations and duties for the job.

A good job description does several things: gives a clear job title and rank within a business including schedule needs; describes what the person will be doing in that job; clearly defines needed skills or experience for the job; and explains what the business does and what part this job has in that work. The compensation may be listed or it may not be. Sometimes a salary range is given instead of a set salary amount.

## Tell Me More

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A job description is a summary of the skills, duties and expectations for a specific job or position in your company. It should list the tasks and expectations for a potential or current employee. It is how people can know what they are supposed to do and how their success or failure will be measured in a job.

**There are several things to think about when writing a great job description:**

- Make sure that the title of the position is correct, including the rank of the job within the company, including to what position this job will report.
- Make sure that the description of the position is correct; that it really says what the person in the job will be doing. If the assignment is working with customers for example, make sure that the summary says this clearly.
- Be open about the duties that are part of the job. Do not use words like “often” or “sometimes” to make it seem like certain tasks are only occasionally done if those tasks are expected to be performed regularly.
- Be clear about the exact tasks that to be done during a day so that people applying for the position understand what they will be required to do.
- If a certain skill or qualification is needed, make sure this is clear and specific. If there are some desired behaviors or skills that are important, such as flexibility, specific language knowledge, communication or leadership, then they should be clearly communicated.
- Tell people about what the organization does and how this job fits into the overall mission. It helps people care about their jobs when they can see how their role will be part of a bigger picture.
- It is important to be detailed about the kind of employment this job is. Is it full time or part time? Is it for a short or long period of time? Will the job need someone to work evenings or holidays? Will the job require travel or moving to a new location?

- What are the benefits, including the wages? Is there the possibility of a higher salary if someone has more experience, education, or special desired skills?
- The structure of who is reporting to who in a business is also important. In other words, will the position report to one person, or is there a chance of two bosses. This is important information to give to a job applicant, so that they know who will be directing their work and judging the quality of their work.

## Glossary Terms from this Section

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**Benefits** - Non-monetary compensation that can be part of an overall employment package including paid medical care, holiday, and sick time off from work.

**Compensation** - The total amount that an employee can or will receive for their work in an organization including salary, health benefits, pension, vacation, time off for sick days, and education assistance.

**Competencies** - Traits or abilities that enable someone to do something successfully or efficiently.

**Job Description** - The formal statement that outlines the responsibilities and expectations that are part of a position in an organization.

## For More Information Related to this Topic See

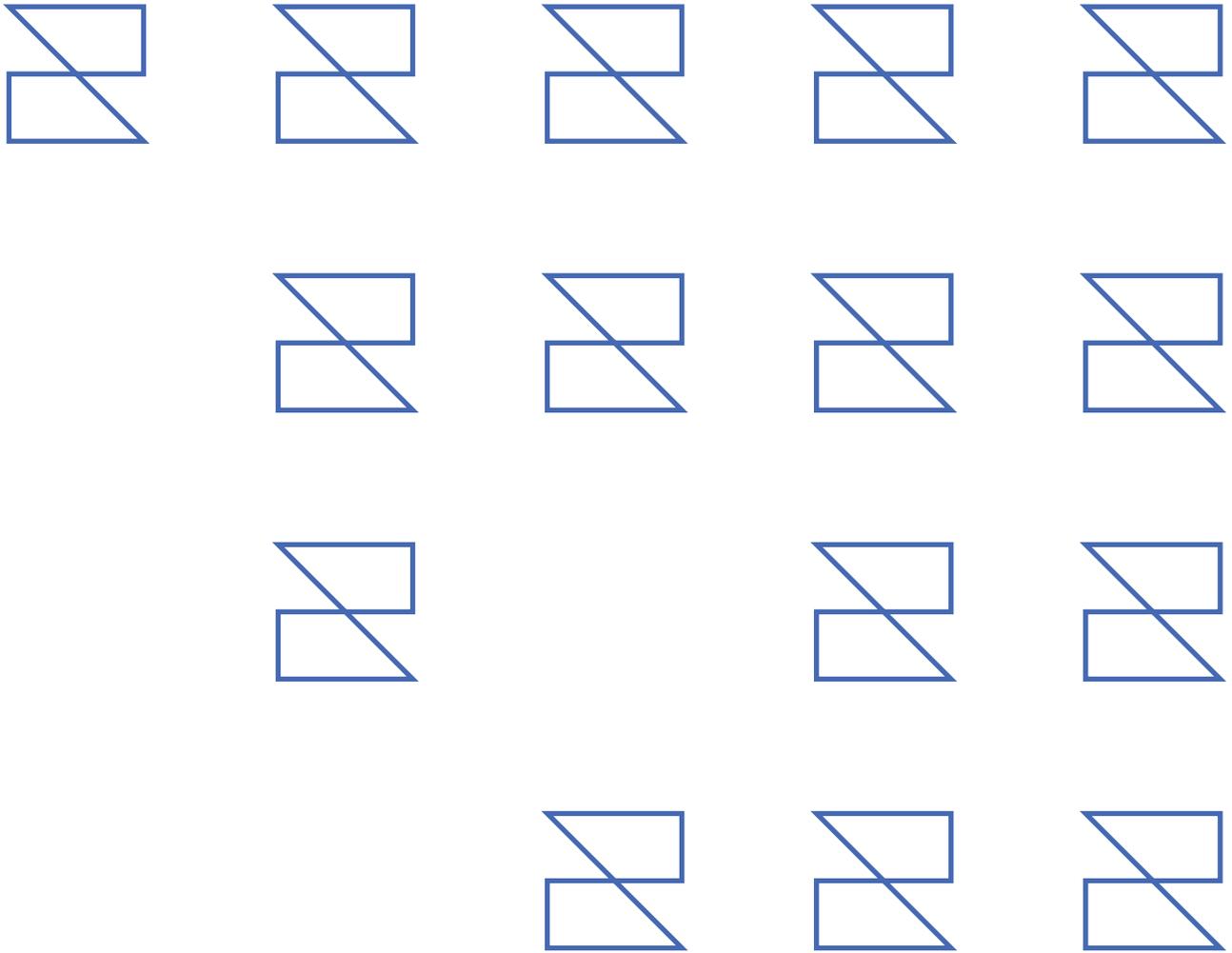
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- What are the best interview questions to ask when hiring potential employees? *8. Human Resources*
- What employee benefits should I offer in my business? *8. Human Resources*

## Additional Tools Available

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Job Description Template



**3.  
What is the best way to find  
and recruit new people to  
my business?**

## The Basics

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Finding the right people is important to the long-term success of any organization. If there are people working in an organization who know what they are doing and are comfortable with using their skills and competencies for the good of the organization, the business has a better chance of success. Having a strong team of qualified people gives a business a better chance of surviving economic changes, changes in consumer desires, regulations, or just the normal product life cycles that affect every industry.

There are many ways that organizations find and hire people. Having a good job description and offering compensation that will attract well-qualified people are important. Remember, compensation does not just include employee wages or salary, but also employee benefits. As well, make sure that you are advertising and promoting the available job in places where qualified people will hear about it. Schools, universities, training centers, community gathering places, social media groups, or online job portals can all be good places to ensure others know about your opportunity.

There are many reasons how the hiring process may be handled poorly. One reason is that the job description does not correctly communicate the tasks that the employee would actually be doing at their work. Another reason is that the hiring manager or HR manager may decide to hire a friend or family member, even if they are not qualified for the job. Sometimes, the person doing the hiring is busy and does not follow up with the potential employee. She or he may think that the company is not interested and find a job at a different company instead. These are just a few of many ways that a company might mis-handle the hiring process and miss the opportunity to hire the best people.

## Tell Me More

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Finding good talent is important to the success of any organization. Here are a few additional elements to consider as you try to find and hire the best people for your company.

First, there is the simple logistics of where to find good potential employees. Job recruitment can feel overwhelming because there appear to be many options for where to look for people. Advertising your position either in print or online is an easy thing to do, but these ads may not always give you the best results. You may not be able to find people who have the exact qualifications you need. Or you may get so many responses that you feel that you can't review them all. One good way of finding people is simply asking around in your network for recommendations from people who might know some qualified people. Depending on the type of work and the level, you could reach out to schools or training centers that specialize in that kind of work. You can also reach out to professional organizations that serve the kind of function you are searching for; for instance, if you need an accountant, you could contact the association of professional accountants. Larger companies may hire people or organizations that sell recruiting services. These recruiters also often have access to people with specialized talents and skills that could fill mid- to senior level jobs of a company. As effective as recruiters can be, they can be expensive to use, so they may not be a good option for a small company.

It is important to look at people as resources that have valuable skills and competencies. Sometimes, it is tempting to think of people as easily replaced, that you can easily hire someone new if the current person is not working out. But there are costs involved in hiring people, including the time and expense involved in finding, training and getting them established in your company. The more effective your hiring process is, the better the chance that you will hire the right person the first time and avoid all the costs involved in replacing a new hire that did not work out.

One of the most important parts in hiring is the compensation package. Of course, the amount of compensation offered is based on the amount and difficulty of the work and skills needed for the job. Compensation can also be based on the number of possible jobs that are open. In other words, if there is a specialized kind of work that not many people are qualified to do, then the hiring and compensation package will be different than if there are many people who are qualified to do the job. For example, there may be a difference in pay between a doctor who is one of only ten people who is trained to perform a specific kind of heart surgery and a doctor who is a general practitioner.

It is important to have reasonable expectations of the potential hires. You may not be able to find the absolutely “perfect” person for a role. Instead, it is a good idea to look for people who have the ability to learn and grow into the job, and who are willing to learn both on their own and from others.

It is important to have a clear job description that helps both the employer and potential employee understand if there is a match between the candidate and the job description. You should provide some examples that will help the person applying for the job understand the requirements of the job. For example, writing a phrase, “A successful hire will be able to work with others” does not help either party clarify how they will successfully work with other people. Instead, be specific. Will the employee work directly with clients and need to communicate information to them and then get feedback from them? Or will they need to work in teams, both in a smaller group but also as part of a larger team?

## Glossary Terms from this Section

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**Compensation** - The total amount that an employee can or will receive for their work in an organization including salary, health benefits, pension, vacation, time off for sick days, and education assistance.

**Competencies** - Traits or abilities that enable someone to do something successfully or efficiently.

**Job Description** - The formal statement that outlines the responsibilities and expectations that are part of a position in an organization.

**Product Life Cycle** - The cycle through which every product goes through from introduction to withdrawal or eventual demise.

## For More Information Related to this Topic See

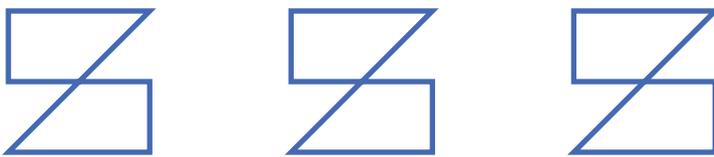
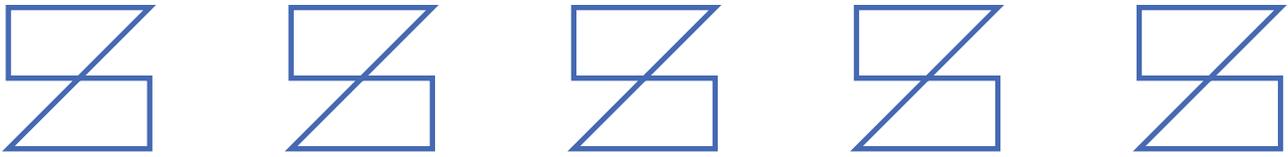
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- What employee benefits should I offer in my business? *8. Human Resources*
- What are the types of rewards and incentives I can provide for my employees? *8. Human Resources*
- What are the human resource challenges when growing my business? *14. Growth and Expiration*

## Additional Tools Available

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Managing Your Network Worksheet



**4.**

**How do I know if I can afford to hire new employees for my business?**



## The Basics

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This may be not a simple question for most companies because there are many things that influence the decision to hire a new person, or people, for an organization.

There are basic questions that can be explored to determine if hiring is needed and if it is financially possible to hire new people, or not. The most essential question is simple. Is the new person needed? This seems basic, but quite often, it is not asked. The next question is, why is this person needed? What task do they need to do? What kinds of work will they be expected to do and what kind of value will they give the organization?

After you decide that a new person (or people) is needed, the next question is how will you pay for the new person? Hiring, whether it is hiring someone new or replacing a recently vacated position, always raises the question of finances. Is there money to pay the new person's salary? Is this a new job, or will the new hire replace a person who has just left? How much should this person be paid, both in wages and benefits?

## Tell Me More

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**Hiring a new employee can be costly, but if done well, this person can be an important part of advancing an organization to new levels of success. Here are some steps that can be used to make sure that it makes good business sense to hire a new person:**

**Step 1:** Is the new person (or people) necessary?

This is the first question to answer. Is there too much work for other people in the department, team, or company? Is there someone in your team that can do the work? Do you need to pay overtime to other people to get all the work done? Has someone recently left who needs to be replaced? Are there new needs and demands that are creating work that needs to be done?

**Step 2:** Is this a good financial decision for the company?

This is another key question to ask yourself when hiring a new person. This can be found by asking some questions about the basic financial condition of the company. , If the firm is losing money, then it may be more difficult to justify making an investment in another employee. But if the new person brings a new and valuable skill that can help increase revenues, then an investment in a new person makes good sense. If you do need more help but you are not sure if you can afford it, you could consider if you need a new full time staff person or if a short-term person can do the work that is needed.

**Step 3:** Will the new employee (or employees) make the company more efficient?

New employees should provide skills that more than just cover the cost of their compensation. A new employee should create additional value or profit for the company. This is easy to understand when the job is a sales position that is directly responsible for generating revenues, for example. But it is more complicated when the job is something like a support assistant. One way to look at this is to ask the question: "If we have this job filled, can other people who are currently doing this work shift their effort to more valuable work?"

**Step 4:** Look at the numbers.

Before you make your final decision to hire someone, look at the numbers. Is your business generating enough money now – or will it make enough from the addition of the new person – to cover the costs of the new person's wages? If you can't afford the new person or cannot see a way that this new person will generate enough revenue to pay for their costs, then you should not make the hire. But as mentioned above, just because you can afford to hire a new person doesn't automatically mean that you should make the hire. You should only

hire the people who are necessary and who will bring value to your company.

The essential question to ask when evaluating a new hire decision is to ask will this person/position bring more value to the organization than what is being spent on their compensation. If the answer is yes, then it makes sense to budget for the hire. If the answer is maybe, then further evaluation needs to happen in order to make a smart decision about the hire. If the answer is no, then the organization must look at some broader questions about their organizational structure and business model to ensure long term sustainability.

## Glossary Terms from this Section

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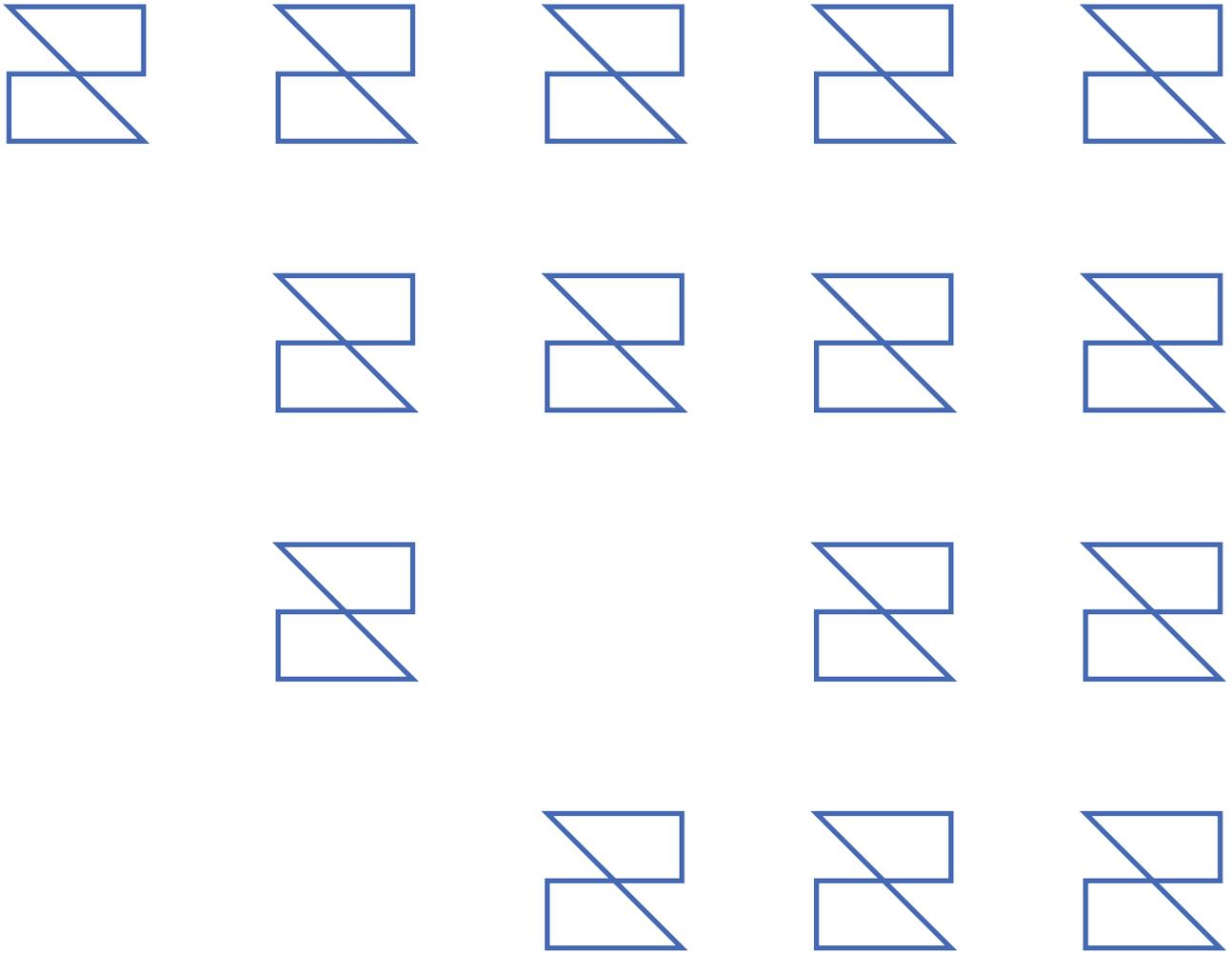
**Expenses** - Money paid out of the business to pay for an item or service.

**Revenue** - Money coming into the business usually from the sale of goods or services.

## For More Information Related to this Topic See

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- What employee benefits should I offer in my business? *8. Human Resources*
- What are the human resource challenges when growing my business? *14. Growth and Expansion*



**5.**

**How do I make an employee hiring decision based on expected performance?**

## The Basics

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When you are asking yourself about the expected performance of a new employee and if you should hire them, consider two things. First, can the increase in revenues from this new hire pay for this person and the compensation that they will require to do the work that is expected of them?

Second, what kind of contribution of effort do you expect the new hire to make to your organization? It is not always easy to predict how successful a new hire will be once they join the organization. Knowing this would eliminate many bad hiring decisions, which cost both the employers and employees a great deal of time and money. The best you can do is to judge whether you think the applicant can learn what they need to learn to be successful based on their work history.

In some cases, the decision will be based on a simple calculation of return on investment for hiring. For example, if your company has a new sales territory and is considering hiring someone to develop it, then you might calculate an estimated amount of revenue growth based on factors such as the size of the new sales territory and the number and variety of products. Or, if the new person brings a client list to the new organization, you could estimate how many of these clients of the list could become new customers for you and how much new revenue those customers would generate.

## Tell Me More

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Some additional information that might help to determine the need or sustainability of making a new hire based on the expected quality and quantity of work.

- The first measure needs to be financial. Will this person be able to contribute to the work of the organization in a way that brings in additional revenue? Often this idea is limited to the narrow understanding of the actual job: i.e. sales, or production, etc. But this thought process should be directed to every job in every function of an organization. If a person is hired, how will their work make other peoples' work easier or more effective? Will their work help other employees to simplify their work processes, thus allowing them to get work done better or more efficiently?
- The role of an interview in the evaluation of a potential hire cannot be underestimated, but the way an interview is done matters. An unstructured interview—one that asks very open questions such as “Tell me about yourself”, “What is your greatest weakness?” or “What is your greatest strength?”—has been found to be a very poor method to learn about what a person can or cannot do. A structured interview, when the candidate is asked a series of consistent questions that have clear answers, makes it easier for the interviewer and company to figure out the potential quality of a potential employee. A manager that takes the time to structure a good set of interview questions will be better able to decide who the best fit for the job is. You need to develop the questions based on the skills and requirements of the job description. That way you will remain focused on evaluating skills most needed.
- Another good way to determine if a person might be successful in a job is asking them to solve a problem during their interview. This kind of interview part will involve the applicant handing in a work sample, or solving a real problem that might be part of their job description. This gives the organization an understanding of how the person thinks, how they evaluate information, and how they use that information to get work completed.

- It is important to learn to put aside prejudices and stereotypes about any certain group(s) when looking for the best talent. Sometimes, our ideas about a group of people or a region of the country or world holds us back from considering talented, hardworking people for jobs. Making judgements about someone's abilities based only on stereotypes about things such as ethnicity, sect, or class will not give you a true idea of that individual person's true talents. Using a more structured approach to the interview and job search process can achieve the goal of getting the best talent for the right job.

In general, it is best to use a combination of tools to determine the expected performance of a new hire. If the goal of the interview process is to find good people and then predict how they will perform over time, then it is important to design processes that help each person who is part of the interview process do their job in the best way possible.

**Here are some examples of questions that can be helpful in an interview:**

- Tell me about a time when you had to manage a team in order to achieve a goal. What did you do? Did you need to change your leadership style for different people on the team? If so, how?
- Describe a time when you had trouble working with someone. Why was this hard? What did you do to fix the problem? Looking into the future, what would you do differently?

A key to using these and other questions is that the same questions are asked from each person by each person involved in the interview. This allows each interviewer the best opportunity to evaluate the impact and potential of each person.

## Glossary Terms from this Section

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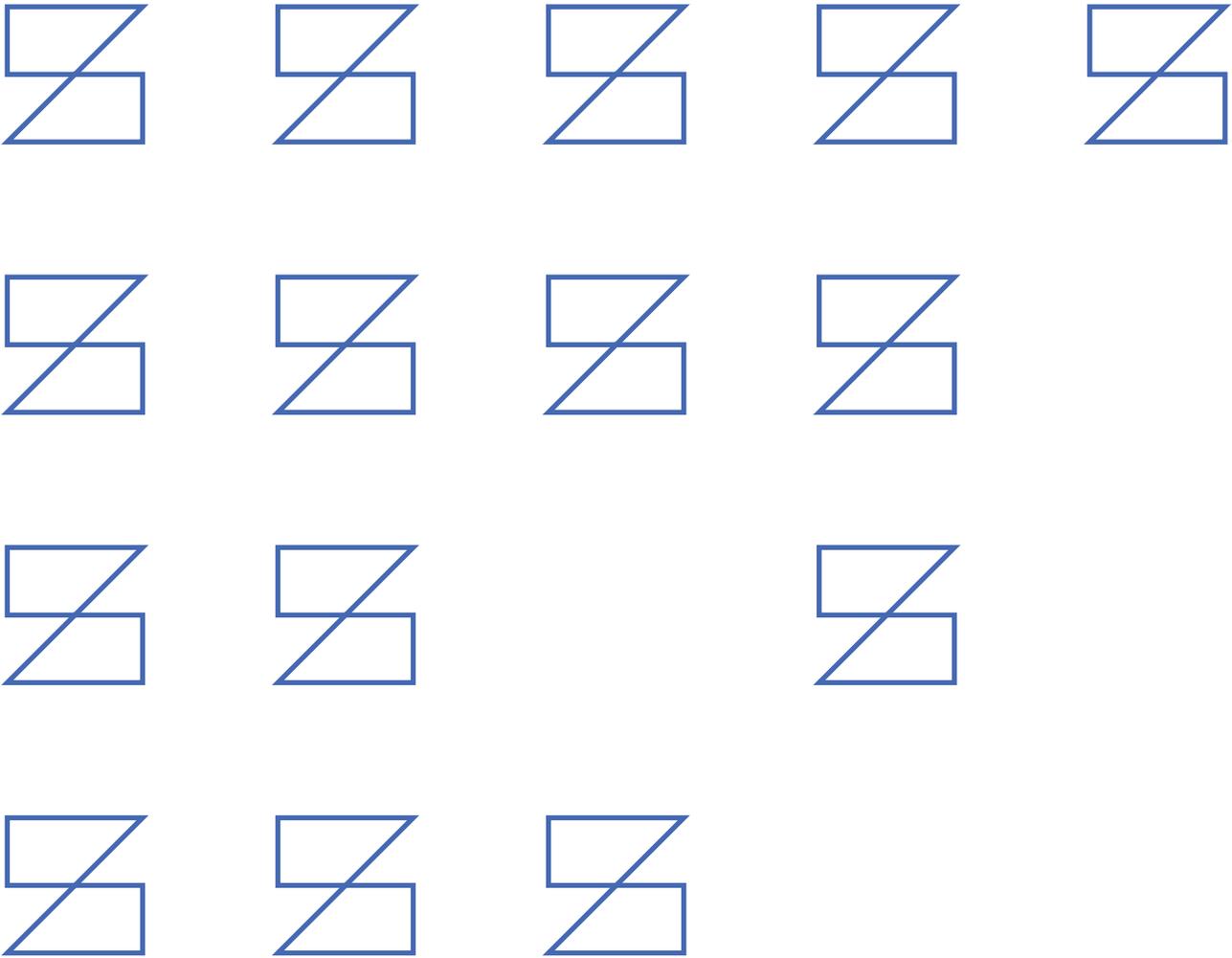
**Competencies** - Traits or abilities that enable someone to do something successfully or efficiently.

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## For More Information Related to this Topic See

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- How do I set and track performance goals with my employees? *8. Human Resources*
- What are the human resources challenges when growing my business? *14. Growth and Expiation*
- How do I make sure to hire employees ethically? *13. Business Ethics*



**6.**

**What are the best interview questions to ask when hiring potential employees?**

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## The Basics

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To hire the right people, a company must have a hiring process that is fair, effective, and thorough. A common mistake that companies make in their hiring process is only having a few people involved in the process of interviewing candidates. Including more people, even people who work in different parts of the company, will provide more points of view on whether that candidate would be a good fit. Another common error is not having a formal set of questions to ask each candidate. Often interviewers get to ask whatever questions that are of most interest to them. This might mean that not every candidate is answering the same questions or that some critical questions are not being asked at all. Mistakes like these are often the case in smaller companies that are newly formed and have not had time to create policies and procedures around the interview process. However, the interview process is even more important in smaller or newer organizations, since the impact of a bad hiring decision may be seen more quickly, and the financial loss felt more deeply.

A business owner needs to create a hiring process that will identify employees that will be a good cultural fit for that organization. In this context, culture includes not only the culture of a society, but also the culture of the organization doing the hiring. Organizational culture is the shared values, norms and beliefs of people in an organization. Each company has a different, often unwritten, set of rules for behavior. These rules influence: how decisions are made, how money is spent, how success is judged, how failure is punished, and more. A company's organizational culture can come from several sources, but the main source is the business owner or owners. They are the final decision makers in that organization and the choices that they make in the business will be influenced by their own personal values.

It is important when interviewing a potential employee to get the most information possible from them to see if they will be suitable for the position you are looking for. The most important information is not just about their basic qualifications. Gaining a good knowledge of their actual skills is critical, but it is even more important to find out if the person:

- will be willing to work with other people in a way that is helpful to your organization,
- will contribute more than asked of them and put in extra effort when needed,
- will fit into the culture of the organization,
- has other important qualities that can show how well the new person will do in the job.

**NOTE:** It is critical not to decide to hire or not hire someone based on the first moments of an interview. Research has shown that the judgments made in the first 10 seconds of an interview predict the outcome of an interview. The problem is, these judgments are based on prejudices, stereotypes and other uninformed beliefs about a person and are not rooted in fact. Instead, the interviewer should concentrate on learning about the skills and competencies of the potential hire.

## Tell Me More

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The interview is the best chance that a company has to learn about the qualifications and potential of the applicant.

Interviewing potential employees is one of the most important jobs that any one in an organization does. Experienced interviewers typically have a set of questions that they use to help them quickly learn about a potential employee's skills, and how well those skills will fit a job and the culture of the company.

The best interview questions are focused on the skills that potential employees should have or be able to quick-

ly master. It is also important to understand how a potential employee solves problems, handles crisis or conflict, how they work with other people, learn new skills, are motivated to do good work, and what their expectations of the job are.

Types of interview questions:

- **Open Ended** - Open-ended questions usually require more thought and description than closed-ended questions.
- **Closed Ended** - These questions can be answered with a “yes” or “no”.
- **Behavioral Questions** - This kind of question helps to understand how the applicant behaved or might behave in a certain kind of challenging situation. They will usually get the applicant to tell a story, and the interviewer will need to be able to use the information provided in the story to understand what that story can tell the organization about this person’s ability to do the job.
- **Problem Solving Questions** - These questions analyze how someone thinks, how they gather and use information to solve problems, and in general, how they approach solving problems. If the job is more of a technical position, then the interviewer can ask questions that help measure the level of skill that the applicant has.

These are some examples of interview questions and the kind of information that they are designed to gather.

Interview Question	Purpose
Describe the organizational culture where you are able to get the most work done.	To understand if the environment of the company will fit the candidate’s needs.
What kind of direction or interaction do you want or expect from your ideal boss?	To understand how much direction the candidate needs or expects.
Explain a time when you had to overcome an obstacle that was in the way of completing a goal.	To understand the candidate’s past work, and their ability to overcome problems in order to meet goals for the organization.
Why did you apply for this job?	To gain an understanding of why the person is interested in the job, but also what motivates them and what kind of factors are important to that person.
Why are you leaving your current employer?	To understand what the candidate’s needs and expectations are from an employer. Are they running away from a bad employment situation or are they looking for the possibility of more success with a new company?
Can you share three skills or attributes that you can contribute to our company?	To understand the skills that the candidate feels are most important they already have, and if the candidate really understands what is needed and important for the job.
What are the first three things that you would like to do for the company if we hire you for this job?	To understand if the candidate understands the job requirements, how they prioritize, and what they are expected to do in a new situation.
How do you think that your coworkers would describe you?	To learn how a person’s coworkers would judge their work and how the candidate perceives their own work as compared to their colleagues.

What are the first three things that you would like to do for the company if we hire you for this job?	To understand if the candidate understands the job requirements, how they prioritize, and what they are expected to do in a new situation.
How do you think that your coworkers would describe you?	To learn how a person's coworkers would judge their work and how the candidate perceives their own work as compared to their colleagues.
How do you think your current boss would describe your work?	To learn how the applicant views the support of their current boss, how they handle feedback, criticism, and how they interact with those managing them.
Do you continue to develop your skills and knowledge?	To understand how the candidate will contribute with their current skills, but also if they will continue to evolve and improve their capabilities.
How do you believe that your current skills will help achieve the organization's goals?	To understand how much the candidate knows about the organization and how they will contribute to the organization's goals.

## Glossary Terms from this Section

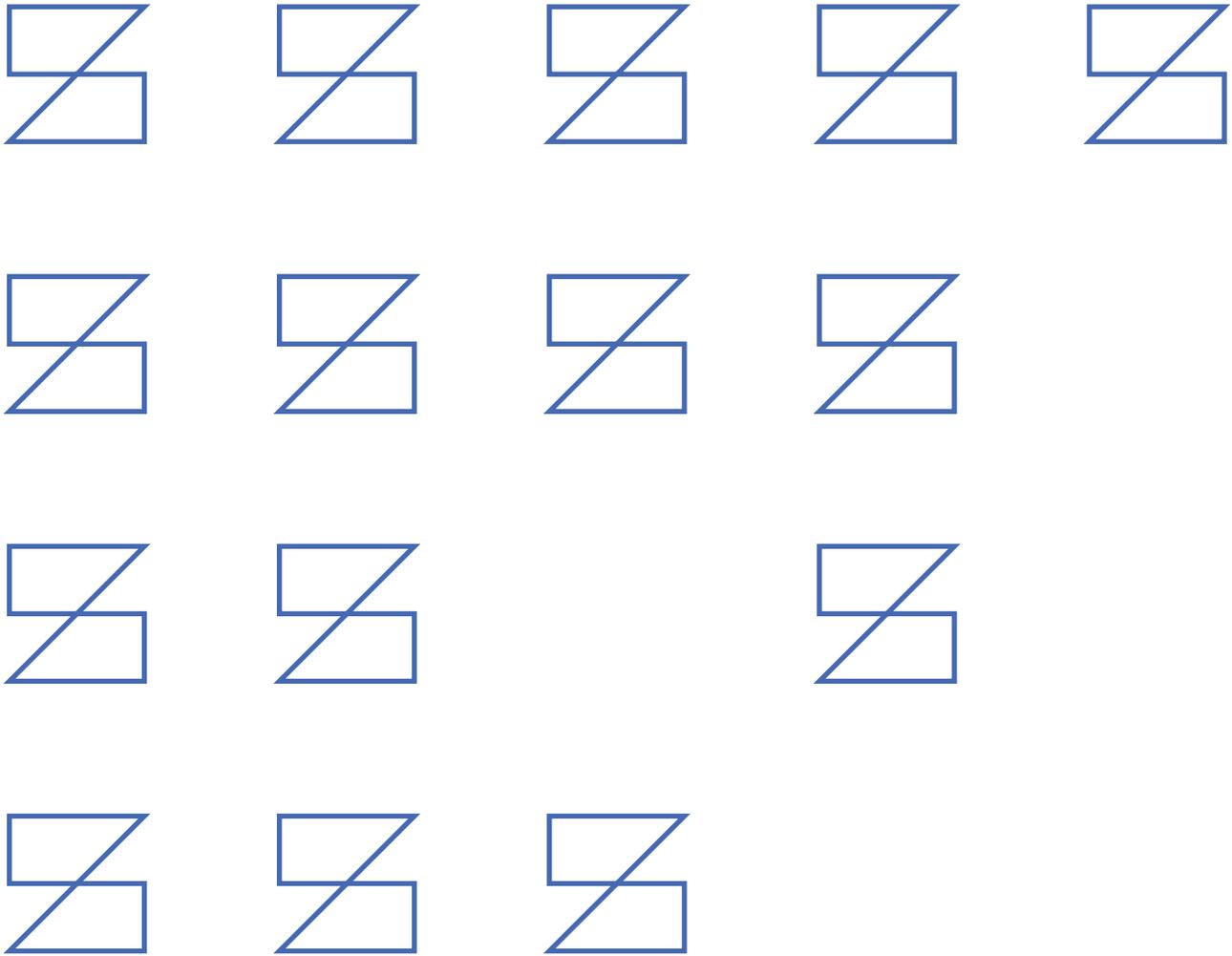
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**Organizational Culture** - The shared values, norms and beliefs of people in an organization.

## For More Information Related to this Topic See

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- How do I make an employee hiring decision based on projected performance? *8. Human Resources*
- How do I make sure to hire employees ethically? *13. Business Ethics*



## 7. How do I train my new employee in the best way possible?

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## The Basics

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Training a new employee is a very important part of successfully adding them into a new organization. If a person is well trained, and knows what they should be doing, then they will be able to contribute to the success of their department and company. If they are not well trained, they will waste their time (and that of their colleagues) looking for information that they should either know or have been given. Lack of proper training wastes the time of other employees too, as they will be required to help the new employee find the information or resources needed.

Good training programs are well thought out (meaning they include important information, tools and skills), and help the entire organization operate more efficiently. Bad training programs are time wasters, frustrating for the employee and the employer, and can cause a lower return on the hiring investment, bored and frustrated workers, and even loss of good employees who find jobs at other organizations.

Simple employment policy trainings may cover topics such as how to complete routine requests, forms, or procedures (for example, how to request vacation time); safety procedures (such as how to leave the building if there is a fire); the company's code of ethics (i.e. the expectations on how to behave in an ethical way). You may also provide more complex skill improvements programs that may happen over time. In skills training, employees should be informed of how their behavior and work will be measured. Wherever possible, they should be given metrics that can be measured objectively, such as sales goals. Opportunities for follow up and feedback from both the employer and employee should also be included throughout the training. As the needs of your business change, the training that you provide your employees should also change. Training programs can be added or changed as you find better programs.

## Tell Me More

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There are several activities that create new employee trainings that will help to successfully bring a new person into an organization. It is important to note that successful trainings often start even before the hire begins work. The following are some steps that can be used by any organization as a process to create their own custom trainings.

Before their First Day of Work

**It is important to think about how to help the new hire be successful, even before they begin working. Several things can be done:**

- Write up a plan for their first week with the company. What are some of the most important things that the new person should learn right away? This might include simple facts about building security, key people to meet, important legal forms that need to be filled out, or other information that will help this person to be more comfortable in their new workplace. Make sure that any security, technology, or access needs are on this plan such as: getting an employee ID made, having a security briefing, getting technology or shared file access set up, or others. This can be in the form of a standard orientation package that every new employee will receive.
- Make sure that their work area is set up and working. If new supplies need to be ordered, do this before the person arrives for their first day. This helps to keep the new employee and the training personnel focused on activities that are productive and in line with the actual work that the person was hired to perform.
- It can be a nice idea to provide the new person with a small welcome gift. This is not necessary, but it can show the new person that they are valued, and, if the gift is something that is made by the company, then the new employee has a chance to use the products that they will be part of creating and selling first hand.

Small items with the company logo are also a nice way to make a new employee feel like part of the team.

- Locate any information, forms, maps, guidelines, etc. that can be helpful to the person before they arrive. Send this information to them so they can read this prior to their first day.

#### During the First Week of Work

**Many things can be done during the first week of a new person's employment to give them the best opportunity for quickly becoming valuable part of the organization. Some ideas for this are:**

- Make sure that the people who are needed to train and work with the new person have been informed and if needed, given the necessary time to prepare. It is important to schedule enough time to inform the new person about their new work environment.
- Introduce the new person to key contacts in the company. This can be done through individual meetings or during a scheduled meeting or lunch.
- Ensure that the new person is given a careful introduction to the important processes, procedures or work flows that will help them get their own work finished. It will become frustrating for the new employee and the current employees if this is not done. Without this initial training on processes and work flow, the new person is left to figure it out alone. This can cause mistakes, wasted time, even broken machinery or other serious and costly issues.
- Invest in training the new person. The company needs to make sure that if there is any training on their own policies, processes, or new skills that they want this person to build, then they should identify these needs soon after the person starts work and provide training as soon as possible, ideally within the first week.

#### During the First 30 to 90 Days

- Look for chances to work alongside another employee with a new or different skill set in order to learn the other person's job duties and skills can be incredibly helpful for new employees to see how other people in their position or department get work done. This helps them to listen and learn from the knowledge of another. Also this is an opportunity for the new employee to meet people who do work that is related to their own job, so that they understand how their work fits into the rest of the company.
- Develop a mutually beneficial set of performance targets and metrics so your new employees clearly understand your expectations. Ensure you are realistic and help the new employee achieve these targets. It is important to review performance targets periodically.
- Feedback is a very important part of any person's work. While it might seem like a new hire would not need a normal performance evaluation when they first begin their job, having some kind of feedback from the employer and from the new employee can provide a good understanding of how the new person is learning and becoming comfortable in their job. This exchange of information can also help uncover problems a new employee may be having.

Finally, it must be noted that while this list includes a great deal of information and ideas, it is not complete. There are many other ways to make training a new person effective and reduce your employee turnover. Perhaps the most apparent advice is this: Think about the information, the processes, and the people that helped make the onboarding (job orientation process) easier for others, as well as what did not work. Focus on improving more of the activities that helped, and think about how to eliminate problems or things that did not work well.

## Glossary Terms from this Section

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**Employment Policies** - The formal rules that are created to help employees understand how certain important activities happen.

**Feedback** - Information about a person's work, sometimes on a task, in a meeting, or in other contexts. Feedback is generally provided as a basis for evaluating performance for improvement.

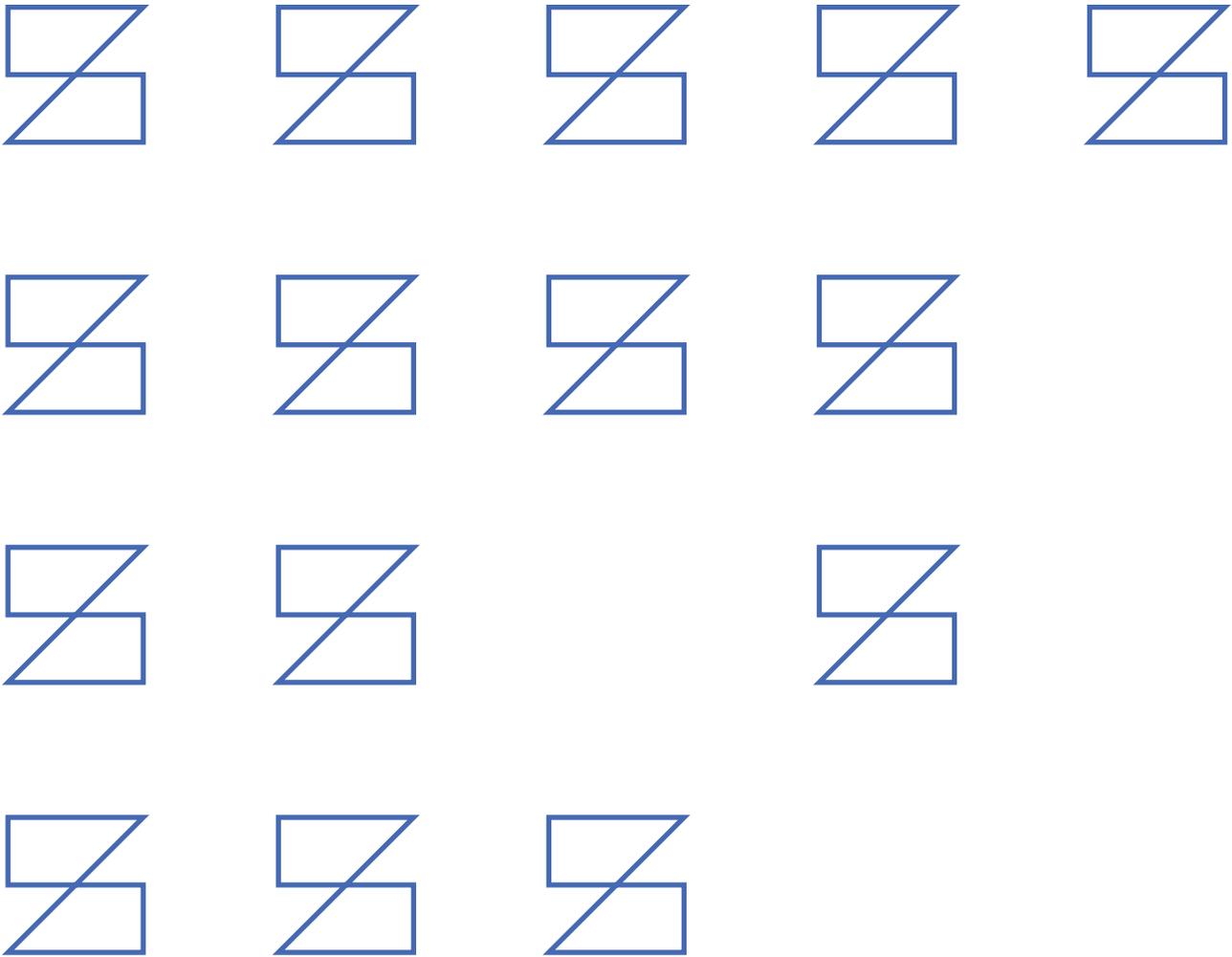
**Onboarding** - The job orientation process that is focused on integrating a new employee into a company.

**Turnover** - The number or percentage of employees that leave an organization.

## ? **For More Information Related to this Topic See**

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- How do I develop my employees to be better workers? *8. Human Resources*
- How do I set and track performance goals with my employees? *8. Human Resources*
- How do I effectively coach and provide feedback to employees in my business? *8. Human Resources*
- How do I train talent to grow my business? *14. Growth and Expansion*
- What kind of employee training is critical for consistently good customer service?  
*7. Sales and Customer Service*
- How do I set and track performance goals with my employees? *8. Human Resources*



## 8. How should I structure the employees of my company?

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## The Basics

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As a manager, you need to get many tasks done for your business. Good managers clearly define tasks and responsibilities, organize levels of authority, and plan and complete business needs. Managers develop the plan and employees execute the plan. When everyone knows their role and does it, the organization will be more effective and efficient. An important function of a manager is communicating the organizational structure to the employees. The term organizational structure describes how the people in an organization are grouped and to whom they report. Communicating your organizational structure will help employees understand how decisions are made at your business. The organizational structure provides a map for employees to understand who is in charge of what parts of a business. It also helps employees understand who is responsible for decision-making and setting work standards.

Organizational structures are often displayed as organizational charts. When creating an organization chart, all key roles in the company should be included, showing which leader is responsible for the main activities within the business. Depending on what your business does, it can make sense to organize employees in groups around a business activity (like sales or operations) or around the creation of specific products in the business (like the group that makes wooden furniture and the group that makes decorative wooden items). These two types of charts are either: (1) functional organization charts (showing business activities such as production, marketing, or finance), or (2) divisional organization charts (arranged by product line or service).

## Tell Me More

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Your company may be a combination of these types of organizational structures, or it may be structured completely different. There are numerous ways that companies organize their structure; there is no single correct way. What is important is that how you choose to organize your company helps you to operate in the most effective way, and that the method is clear enough for your employees to understand who is responsible for each activity.

You can think of structuring your organization like the sorting of laundry. For example, when you're sorting laundry for the whole family, you can choose to put it in piles: 1) mom's clothes, dad's clothes, Rahima's clothes, Abdul's clothes; OR 2) piles of shirts, pants, socks, etc.; OR 3) a more detailed combination of piles, like Mom's shirts, dad's shirts, Rahima's shirts... mom's pants, dad's pants...or some variation of this system. Ultimately, each company must decide the best way to organize their business to meet the unique needs of the business.

As you consider what organizational structure is best for your business, you should consider these three things:

### **Your Efficiency**

You need to study how efficiently you are distributing resources and time. Consider how you can operate most quickly, with the least amount of cost and the least amount of waste, but still producing your product or service so that it satisfies your customer.

### **The Competitive Environment**

You need to understand the environment where your business operates. This includes understanding what your competitors are doing and also what activities happening in the community impact your business. Your competitors affect your ability to sell your product or service. The community (labor, resources, suppliers, etc.) will affect your ability to sell your product or service. If your organization is slow to adapt to changes in these areas, then you will miss opportunities.

## Employee Responsibility

You need to think about employee responsibilities within the organizational structure. There needs to be a system in place for employees and managers to understand that they are responsible for their duties. As the leader, you need to delegate and enforce responsibilities, as well as holding people responsible when they don't perform their jobs the right way.

As your company grows, it can be helpful to organize your top employees by several major activities: i.e. production, business development, and operations. You may have one person in charge of each function. For example, you may have a production manager who focuses on sourcing raw materials, managing the production process, and controlling quality and consistency of products. You may have a sales manager that primarily deals with business development activities and sells your products. It's also important to have someone deal with operations and administrative activities such as finance and human resources. Remember, the organization of your employees depends on the different functions of your company and the need for them to complement each other's work.

When you evaluate your efficiency, your environment, and your employee responsibilities, you will be able to assess the strengths and weaknesses of your organizational structure. , You can determine why some areas of your business are strong and why other areas of your business are weak. By strengthening the areas where you have known weaknesses, you can increase the success of your company.

## Glossary Terms from this Section

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**Organizational Chart** - A diagram showing the internal structure of a company and who is in charge of which parts of an organization.

## For More Information Related to this Topic See

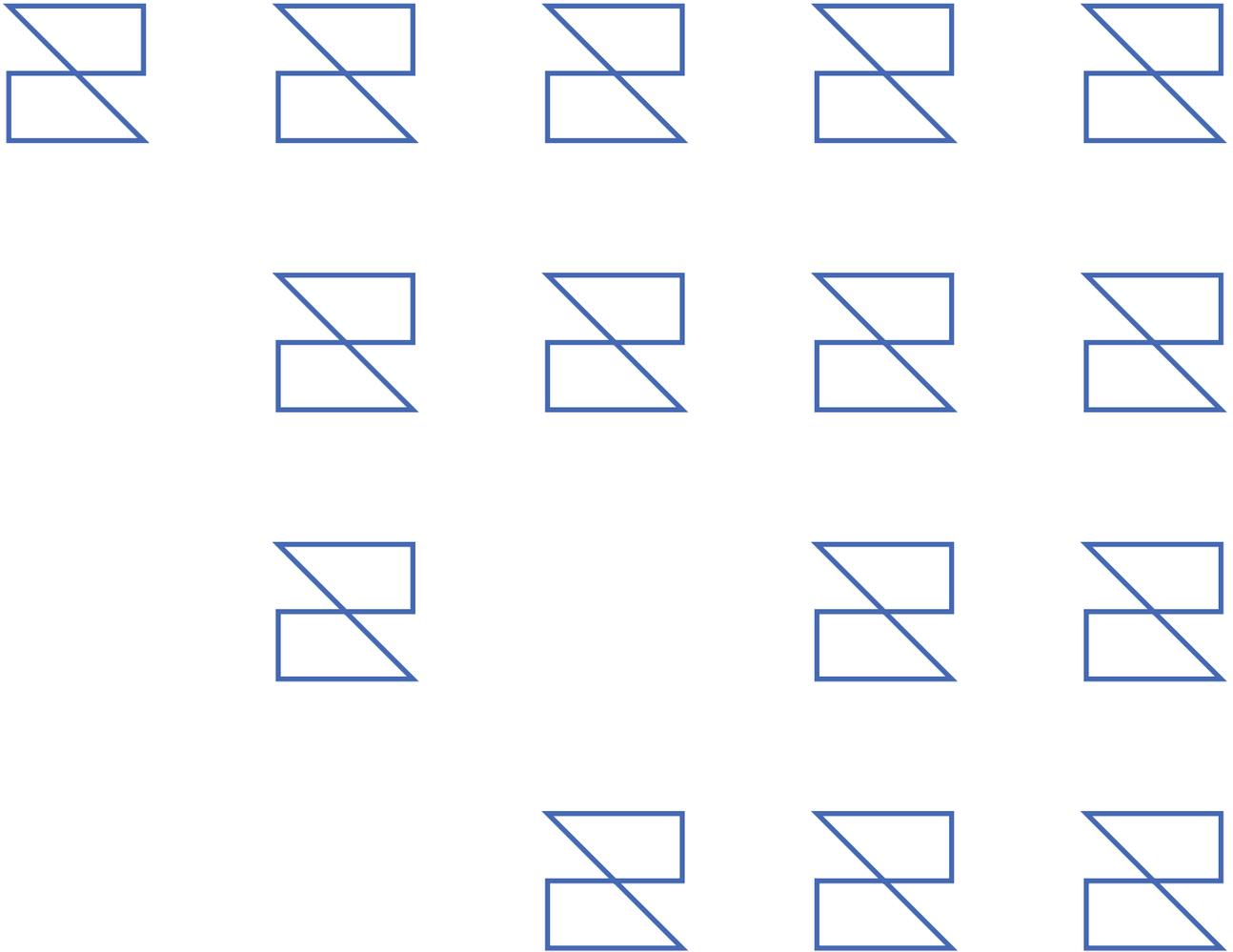
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- How do I best promote employees into leadership or management positions? *8. Human Resources*
- What are the human resources challenges when growing my business? *14. Growth and Expansion*

## Additional Tools Available

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Organization Charts Sample



**9.  
How do I protect important  
information from being  
shared outside of my  
business?**



## The Basics

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As you build your business, you will likely be creating things that are unique and that make your business special or successful. Things like the name of your business, your logo, the design of your products, recipes, or specific processes. You have likely worked hard to create these special parts of your business and you probably want to protect these things against someone else copying them. When someone takes something physical from you, like if someone steals your delivery van, you can go to the police. But it can be harder to know what to do when someone steal something that is intangible, although it can be just as damaging.

Intellectual property (IP) is a thing that has been created by peoples' minds. It can be a design, an invention, a book, a song, or piece of art. But it can also be a recipe for a drink, such as the recipe for Coca Cola, a process for creating a product or a trade secret.

There are ways to legally protect certain things you create through the government. You can apply for a, copyright (which protects original creative work), a trademark (which protects a sign, symbol, or phrase unique to your product or service), or a patent (which protects a process, design or invention). Getting these protections can take time and money, but if you have truly created something of value, it may be worth your efforts to seek out protection.

It is very important to point out that an “idea” is not considered protected by law (i.e. Copyright Law), and thus not considered IP. The point where an idea becomes reality is when it becomes IP. This idea can be used in other contexts to understand how to define various types of IP, such as patents, and trademarks. Trade secrets are usually not protected by a government or law. This is because trade secrets are not registered with any kind of government office that will provide a way of verifying the claims of anyone saying they own the secret. Thus, the ‘secret’ only remains secret until someone leaks, shares or steals it.

As well, you should be aware of the applicable regulations of Afghanistan that protect intellectual property. Afghanistan’s Copyright Law protects intellectual property in Afghanistan and has guidelines and provisions. Afghanistan Center for Business Registry ([www.acbr.gov.af](http://www.acbr.gov.af)) also registers trademarks and patents to protect intellectual property. Not only can you plan to protect intellectual property in your business, but you want to be sure that you do not use someone else’s intellectual property.

## Tell Me More

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While a company’s IP could be stolen by anyone, IP is especially vulnerable to employees who may be angry with a company, those who wish to steal, or even employees who are not careful. An employee who is aware of a company’s trade secret must be trusted to not reveal this information outside of the organization, or even to share it with employees within the company who do not need to know this information. In other words, it is important to limit access to trade secrets or other IP to only the people who need it. Often, employees who are given access to organizational IP are required to sign a non-disclosure agreement (NDA). This is a contract where one or more people agree not to tell (disclose) confidential information to others.

Another internal part of protecting IP is to be aware of employees who may be upset and have access to your sensitive information. Angry employees might disclose trade secrets or other valuable IP as a method of revenge. While this might seem to be unlikely, a great deal of IP is lost in this way. The best defense against this threat is to avoid it before it happens. Pay attention to the employees who have access to your most valuable secrets and be prepared to act quickly if you sense someone may be a risk.

Educating employees about what to do if they find IP that is not secure is also important, even for those who are not directly responsible for using the information. This helps everyone care more about maintaining internal information security. It is also important to remind employees of the real impact that the disclosure of the IP will have on the company, and as a result their own jobs. For example, if a company's trade secret of the formulation of their top selling laundry detergent was stolen by a competitor, then not only would the company be in jeopardy because the competitor could manufacture their formula, but the employees would also be impacted because of the potential loss in business and jobs.

When or if IP is removed or stolen you can take advice from Afghanistan Center for Business Registration & Intellectual Property (ACBRIP). They can advise you on whether legal action is possible and how to pursue it.

## Glossary Terms from this Section

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**Copyright** - A legal right given by a government in a country that grants the creator of original work the exclusive right to use and distribute this work for a limited time.

**Intellectual property (IP)** - Work, inventions, or other outcomes that are the result of creations of the mind.

**Non-Disclosure Agreement (NDA)** - A contract where one or more people agree not to tell (disclose) confidential information to others.

**Patent** - A government license that gives the holder exclusive rights to a process, design or new invention for a period of time.

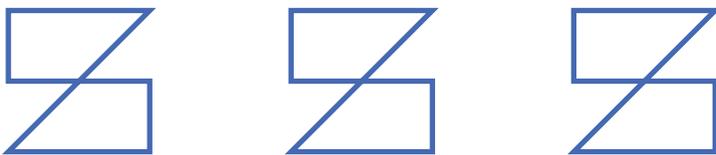
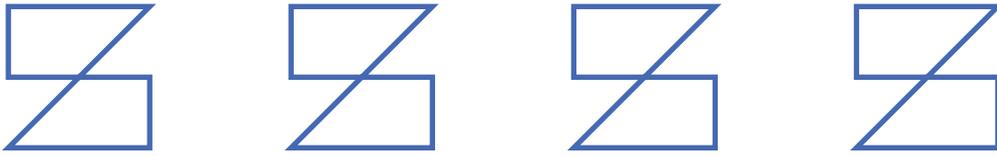
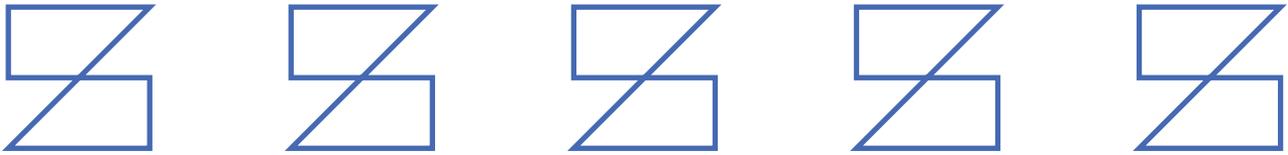
**Trade Secret** - A secret device or technique used by a company in making its products or delivering its services that adds value.

**Trademark** - A familiar sign, symbol, or phrase that indicates a product or service and legally sets it apart from all other products.

## For More Information Related to this Topic See

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- How do I best train new employees? *8. Human Resources*
- What is a code of conduct? How do I create a code of conduct or ethics policy? *13. Business Ethics*
- What are common business practices that may be considered unethical? *13. Business Ethics*



**10.**  
**How do I create an effective  
company handbook for employees  
of my business?**

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## The Basics

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Some people might wonder why having an employee handbook or company handbook is an important part of an organization's resources. There are many important reasons for having such a tool. A clear handbook allows every member of the organization to have a common understanding of the rules and procedures that are expected of each person in the organization. This is helpful for a business whether the organization is large or small. The handbook should include topics such as employee benefits, safety procedures, and expectations related to conduct and behavior. Additionally, handbooks often include information on overtime pay, performance appraisals, breaks, pay procedures, orientation information, training policies with information and technology policies, just as some examples.

A well-structured handbook can save both the employer and employee time and effort from having to explain the same rules and topics repeatedly. It also allows the company to limit their risk if a legal question arises related to many of the topics that are included in their handbooks. It is important that each company ensure that the handbook they publish is clear and complete.

It may seem like a big task to create such a guide, but the time that is spent doing this work is not wasted. In the long-term, this handbook can become an essential tool for all members of an organization.

## Tell Me More

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The creation of an employee handbook can be seen as a large and overwhelming task. If it is broken into sections, this work need not be so difficult. Compiling this information can provide a needed opportunity to improve process and solve problems in the company. The following points outline a basic structure for an employee handbook. These are not the only sections that can be part of the handbook. Each company should ensure that their handbook includes information that is relevant to their unique needs.

**Below are a few examples of what you should consider including in an employee handbook:**

### **Introduction**

This is where the information about the company history and general philosophy is given. It can include information on the founders, the values on the company, mission statement, etc.

### **Hours of Work**

This section answers question such as: What are the normal working hours for full-time, part-time and overtime compensation? When is the company open, and what hours does work occur? For example, in a shop, the hours of work will be different from those of a hotel or restaurant.

### **Payment**

This section provides details on how and when employees are paid. This section should also include information on raises and bonuses.

### **Benefits**

It is important to clearly explain how vacation days (if offered), sick leave, and unpaid leave time is managed. This section should include detailed information on any benefits that are a part of the compensation offered to employees.

### **Harassment**

This very important section explains the different kinds of harassment that can occur, explaining what to do if harassment is encountered, as well as the company policies related to harassment. Harassment is insistent pressure or intimidation that can occur in verbal, written or physical forms. It is important to note that the company harassment policies must follow the laws of Afghanistan. The Elimination of Violence Against Women (EVAW) Law has provisions against sexual harassment and your employee handbook must be compliant to this law. If your company does business with multinational organizations, then you should understand the harassment policies of those organizations since your company may be expected to abide by the harassment policies of the multinational organization.

### **Attendance**

This section answers question such as: What happens when an employee is late to work, and how will absences be documented? What kind of notice and documentation should the employee give to the employer for various types and lengths of absence?

### **Complaints**

This section will help to inform the employees about the procedures for reporting and following up on complaints. These procedures can help to limit potential legal risk in case of issues that may arise.

### **Use of Electronics/ Electronic Employee Monitoring**

Over the past few years, electronic employee monitoring has become more important, as many people are connecting and communication using social networks or other technological communication while at work. The question of “what is proper communication for the workplace” is a common question in many companies and it should be clearly defined.

### **Discipline**

This section lists the kind of behavior or actions that will get the employee in trouble. Commonly, things that can become problems are theft, violence in the workplace, harassment, intimidation, improper use of electronics or fighting.

### **Workplace Civility**

It should be understood that employees should treat each other with respect, no matter where they stand in the hierarchy of the business, no matter their ethnicity or religion or sex. While it can seem strange to need to say this in writing, including information on expectations will help the employees of the organization recognize the basic importance of how they should treat each other.

## **Glossary Terms from this Section**

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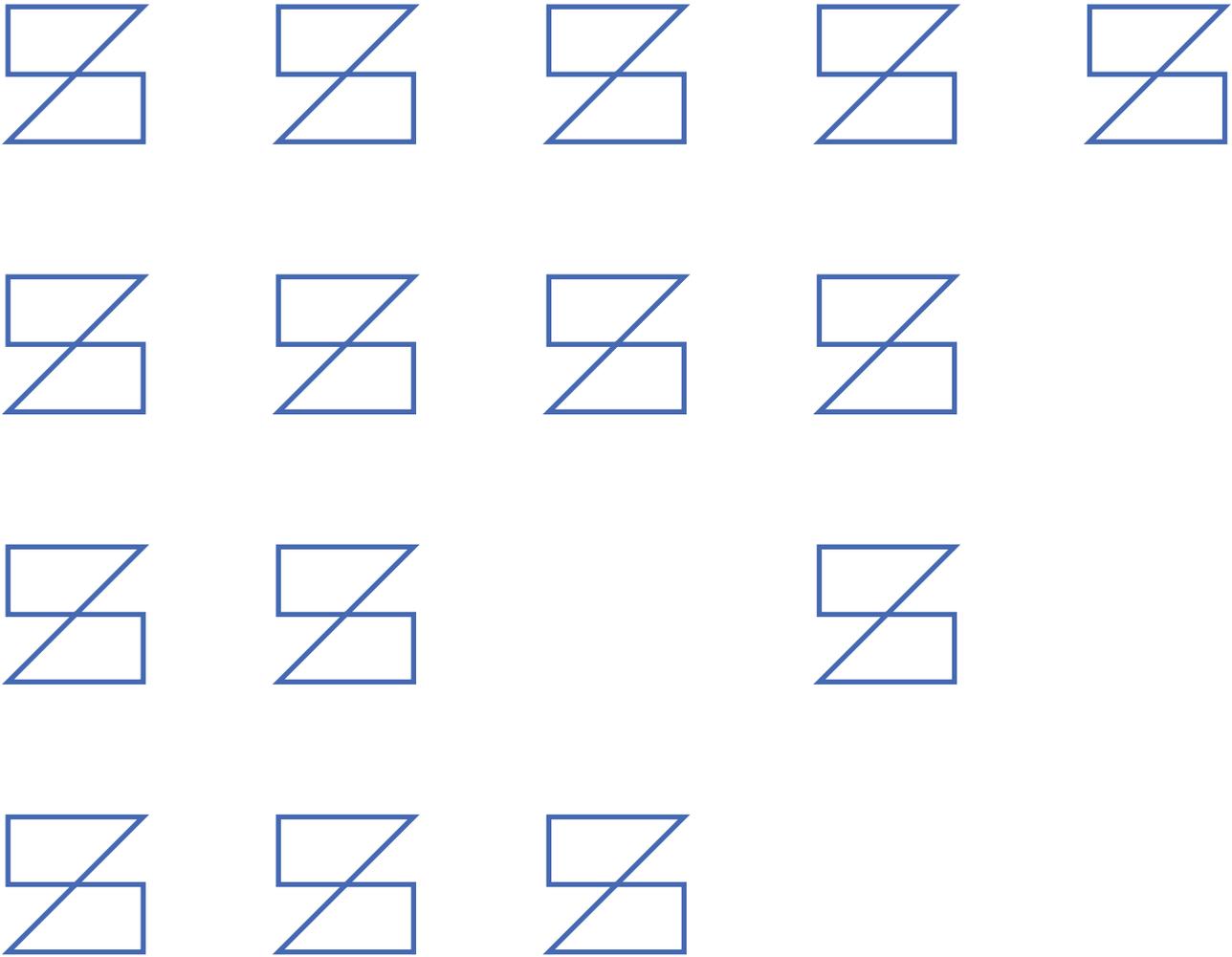
**Benefits** - Non-monetary compensation that can be part of an overall employment package including paid medical care, holiday, and sick time off from work.

**Employee Handbook** - A written guide, sometimes also known as an employee manual, staff handbook or company policy manual that provided employees information about the company’s culture, policies and procedures. Unwelcome conduct that is based on race, color, religion, sex (including pregnancy), national origin, age, disability or genetic information.

## ? For More Information Related to this Topic See

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- How do I best train new employees? *8. Human Resources*
- How do I keep good employees in my business motivated, interested, and happy? *8. Human Resources*
- When and how do I fire an employee from my business? *8. Human Resources*
- What is a code of conduct? *13. Business Ethics*
- How do I create a code of conduct or ethics policy? *8. Human Resources*



## 11.

**What employee benefits should I offer in my business?**

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## The Basics

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Employee benefits are critical to the finding and keeping of good employees. It can be hard and time consuming to find great people who have the skills that an organization needs, and then who are ready to use their knowledge to work towards the goals of the organization.

A great benefits package will attract more applications to any open job, guaranteeing a larger pool of applicants for the company to choose from. Offering attractive benefits will help ensure that employees are loyal to the company that is caring for them so well. It is important to note that a good benefits package is not the only reason that employees feel loyal, engaged in their work or stay with their company—there are other factors such as compatibility with their manager or team members, etc.

Offering good benefits for the work that people do for the company can be a very effective way of creating and maintaining a loyal, talented workforce who are focused on working to achieve the organization's goals. A key part of this is finding the benefits that are valuable to employees and understanding that the value of certain benefits will be different from one group to another. For example, a younger person may value benefits that include flexible work hours or vacation time. Mothers may value school facilities for children. Other employees may value a health care allowance. This poses a challenge for employers, as historically one kind of benefits package is offered to all employees (if benefits are offered at all).

Finding the kind of benefits that are valuable to your employees and that can be afforded by your business is a never-ending task for a business. Benefits like childcare can be extremely valuable to employees raising a family, but not to an older person whose family has left the home. Finding a way to offer multiple types of benefits to your employees that is fair and valuable to everyone can both help you keep valued employees happy, and pay a good return on your investment in the long term for your company. The Afghanistan's Labor Law provides a list of employee benefits that you should review and consider including in your handbook.

## Tell Me More

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Below will more fully explore some of the most commonly offered benefits as well as some that are rare for various reasons. It is important to note that some types of jobs will not have any benefits given other than simple salary or hourly wage. Benefits can also vary based on country or industry and on the norms or expectations in the employer-employee relationship. Even if offering benefits above salary is unusual in your situation, having an understanding of the value of certain benefits can help find and keep talent.

**Some of the different kinds of benefits that can be offered to employees in addition to salary or wages include:**

### **Healthcare Allowance**

This kind of benefit is typically the most important to employees in any kind of organization, despite the age of the employee. While it is not as critical to a young, healthy person, they quickly learn how valuable this benefit can be. This kind of benefit can also be quite costly for the employer, and is usually only given to full-time employees. If you decide to provide some kind of health care allowance, make sure to put a limit on how much an employee can be compensated, but taking care of your employees' health is an important way to keep them productive and satisfied with their job.

### **Additional Vacation Time**

This is an extremely valuable benefit to employees and often offered to full-time employees only. Normally, employees are given vacation time based on the number of days worked or overall time with an organization. The Labor Law of Afghanistan requires 20 days of recreational leave or vacation time for employees. As a benefit, you may provide additional leave days for wedding of your employees, extra days for attending Hajj, or other occasions in their lives.

### **Pay Raises**

Often, an employee might expect that if they perform well they might be rewarded for their good work with a raise in their monetary compensation, particularly if the organization is doing well financially. This pay raise is also typically linked directly to a positive annual performance appraisal where the employee's work is evaluated to ascertain if the employee has achieved their personal workplace goals.

### **Performance Bonus**

This bonus can be either monetary or non-monetary or both and is awarded to an employee when they achieve specific goals for work. These goals are typically created to 'push' the employee to achieve higher levels of work quality and/or quantity and then to specifically reward the achievement of that particular goal. Often, these are sales goals, but not always. They can also be goals such as a manager wanting to reduce turnover in his or her department, or the faster achievement of a project outcome by a group, or some other measurable and valuable accomplishment.

### **Other miscellaneous benefits can include the following:**

- Meals for employees or food allowance
- Maternity and/or paternity leave
- Hajj Leave
- Credit for the company's services (given to employees for their use – e.g. a hotel giving a free night to an employee)
- Periodic time off other than vacation time (paid days off or part time schedules during Eid and Ramadan for example)
- Educational benefits, including tuition help
- Flexible hours
- Telecommuting
- Child care
- Company vehicle or other company provided transportation

There are many benefits that companies can offer to their employees that are inexpensive, but make a big impact. Some of the impacts companies may experience are things like increases in the recruitment of talent, motivated and positive employee behaviors, and reduced employee turnover.

## **Glossary Terms from this Section**

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**Benefits** - Non-monetary compensation that can be part of an overall employment package including paid medical care, holiday, and sick time off from work.

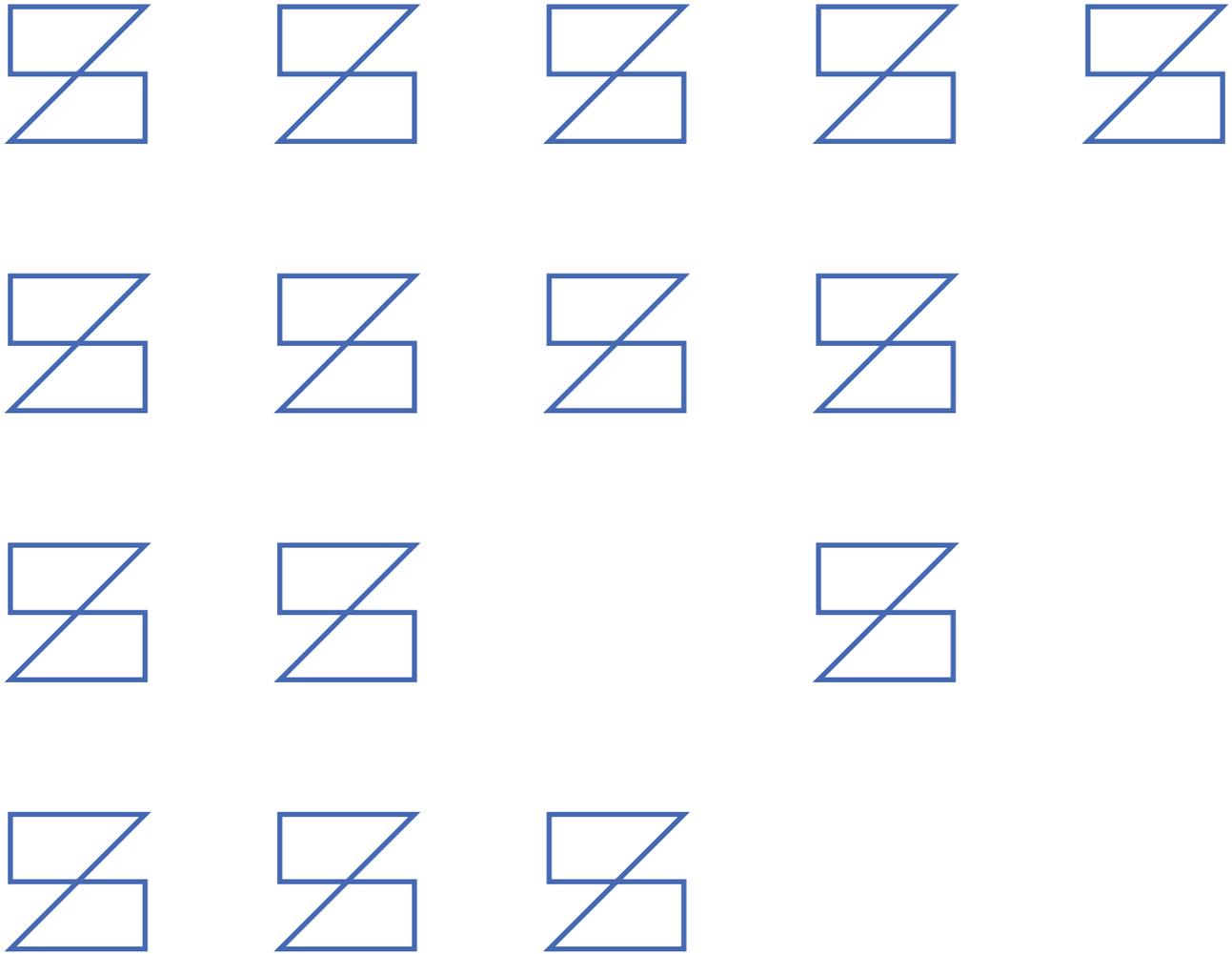
**Compensation** - The total amount that an employee can or will receive for their work in an organization including salary, health benefits, pension, vacation, time off for sick days, and education assistance.

**Retirement Plan** - A savings and investment plan that provides income during retirement.

## ? **For More Information Related to this Topic See**

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- What is the best way to find and recruit new people to my business? *8. Human Resources*
- What are the types of rewards and incentives I can provide for my employees? *8. Human Resources*



**12.**

**How do I handle employees who have a personal life event that prevents them from working?**

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## The Basics

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How to handle situations where employees are dealing with major events in life that prevent them from effectively doing the work for which they have been hired is an ongoing challenge for business. It is likely that at some point of time, you will have an employee that experiences something significant in their personal life that has an impact on the quality of their work. Illness, death of a loved one, marriage, or pregnancy, are all common examples of events that may have short term or long-term effects on an employee's work performance.

If you are a small business, you likely rely on every employee to do consistently dependable work. If one employee is not performing, then the work that is not done will fall to others to do. In the short term, most companies can accommodate small fluctuations, such as someone getting sick for a few days or an employee being on vacation. But what happens if you have an employee who is experiencing such extreme problems outside of work that they cannot do their job? You may not financially be able to operate your business without that position being effectively filled. But if they are an employee with a specialized talent or someone that you consider to be a valuable part of your team, you may not want to lose them. These situations can be difficult for business owners to navigate.

The answer is that there is no one single answer to how to deal with a situation like this. Every situation will be different and every business owner will have to make the hard decisions on what to do if a valued employee experiences a personal event that keeps them from working. However, being prepared before one of these inevitable situations comes up is the first step.

Consider what kind of policy you would like to have and determine how you could make it happen. You may decide that you want to be a neutral organization with a strong dividing line between business and personal lives. In this case, you would want to develop your policies to be very clear about what employees should expect or not expect if they cannot do their jobs.

You may decide that your personal connections with employees are important enough to try to help employees during difficult times. For example, you may develop a policy to provide financial support to your employees that have difficult personal situation. You may help your employees that move to a new house or get affected by security incidents. You may also help financially-constrained employees pay for the treatment of their family members. For instance, you may develop a policy where an employee who has just had a baby will get a certain amount of paid time off after she has the baby. It is important for you to formally document these sorts of policies so that you are treating everyone with the same level of accommodation. As well, if you decide to institute this sort of policy, you will want to prepare for it financially so that you have enough money set aside to honor your policies.

## Tell Me More

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In some cases, an employee may experience an event that keeps them out of work for a much longer period of time. Decisions about adjustments for work and leave needs will have to be worked out, but it is important for managers to demonstrate the right level of care and empathy when their employees are experiencing serious life events. This is not a recommendation that they become a therapist or even provide friendship, but rather, so that the employee feels that they are valued as a person. In doing this, an employer can demonstrate their willingness to value a person, also demonstrating that they can be trusted.

**Other miscellaneous life events may:**

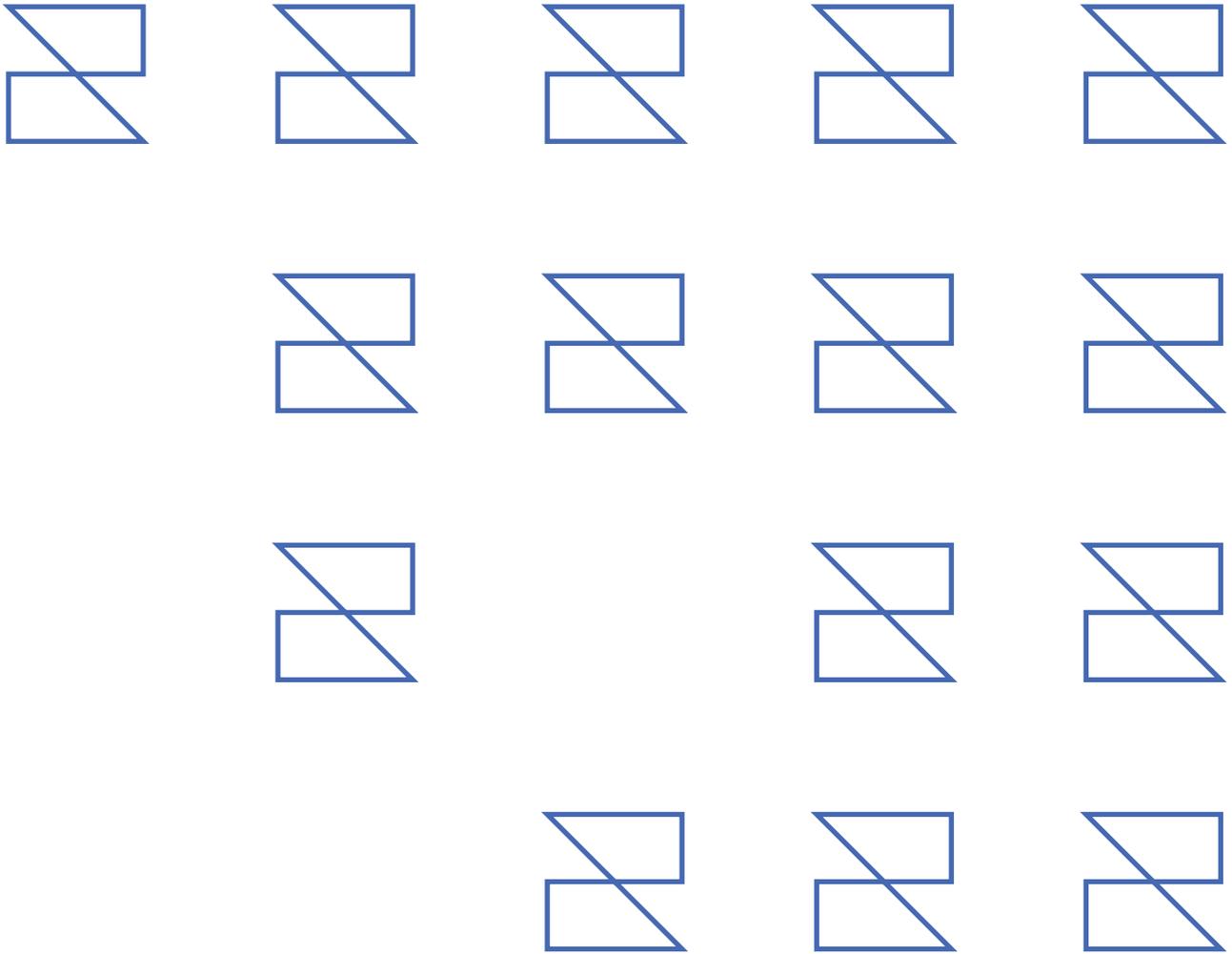
- Problems or needs of close family members or community members
- Change in living situation or residence
- Attending school or completing a degree or certification
- Change in family situation (husband has a new job, etc.)
- Damage to home or property, whether because of a natural occurrence (such as a storm/wind damage), or because of a security problem or crime (robbery or damage from violence)
- Family member in detention in jail or other institution
- Changing to a different line of work
- Security incidents that affect your employees' morale

It is important for managers to demonstrate the right level of care and empathy when their employees are experiencing serious life events. This is not a recommendation that they become a therapist or even provide friendship, but rather, so that the employee feels that they are valued as a person.

[?](#) **For More Information Related to this Topic See**

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- How do I handle employees who are not doing a good job? *8. Human Resources*
- How should I lead an employee who is angry, afraid, or sad? *8. Human Resources*



**13.**

**How do I help my employees stay motivated, interested and happy?**

## The Basics

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Some may wonder why it is necessary to think about how to keep an employee motivated, interested, or happy. The simple answer is that motivated, interested, happy people work harder, give more ideas, create more innovation, are more loyal, and care more about their work than people who are motivated simply for the pay.

It is important to note that there are two main sources of motivation; extrinsic and intrinsic motivation. Each deals with different sources of motivation, with extrinsic motivating factors coming from outside a person, and intrinsic motivation arising from a person's own self and what they define and accept as important. Extrinsic motivating factors are found when people perform a behavior, complete something, engage in an activity to avoid punishment, or earn a reward. In contrast, when a person is intrinsically motivated, they want to do an activity or behavior because they find it personally rewarding. For example, if a sales person is motivated to go out and win new customers because she will earn a sales bonus, that is an extrinsic motivator. If an employee who likes to be creative is given the opportunity to design the company's new website, her excitement over getting to do this task is an example of an intrinsic motivation.

Workers who are interested in their work and take personal joy from achieving goals will stay interested. Some would say that it is not necessary for employees to be truly interested in their work. Their compensation should be enough to motivate them to do good work. It is also true that not all work, every day will be interesting. People who find some part of their work interesting are more likely to perform at a higher level than those who are not, are more loyal to the work and organization, and are less likely to leave their employers. All of these outcomes are part of the employee giving the employer a higher return on their compensation investment than if the employee is simply there to do a job and no more.

Historically, business owners did not really think it was very important for employees to be happy at work in order for them to do well. Since then, research has shown that happier employees are better workers. Employees are more engaged with the work they are supposed to complete, they learn and master skills more quickly, and they work harder and smarter. Even more importantly, they are less likely to be involved in negative behavior such as theft, sabotage, harming other colleagues, or other unproductive behaviors.

## Tell Me More

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Motivating employees, and even helping them stay interested and happy at work, is an important thing that managers can use to raise the overall performance of their groups and organizations, particularly in difficult situations.

Employee interest and happiness can be created. It is important to understand that extrinsic motivation occurs because the person who is engaging in the behavior or activity is doing it for a definite reward or to avoid a consequence, rather than for fun or out of duty. This does not mean that extrinsic motivating factors are bad, but it is important to be aware of why the person is motivated by those specific factors. An example of an extrinsic motivation is a bonus that is given for higher sales achievement. The extrinsic motivating factor is that there is more money available for family, fun, or some other endeavor than would be if the goal were not achieved.

Intrinsic motivating factors are different from extrinsic because an action or behavior is done for the sake of enjoyment or personal reward, and when there is pleasure found in the action or behavior itself. Some examples of intrinsic motivating factors are: the pursuit of knowledge, the desire for more responsibility, recognition of work well done (not in a financial way but rather through respect or value), feeling of doing "good" for

others, the desire to be a part of a “team”, or pride in accomplishment.

**Employee happiness is important because a happier employee will yield better results at work. So how can a business help employees become and stay happy? The following points will give some basic ideas on how to achieve this goal:**

- It is important to be a good employer. A good employer sets clear expectations for both employees and the employer expectations, and if these expectations change, the employer will explain why. A good employee handbook is a valuable way to communicate these expectations consistently to all employees.
- Employees need to feel valuable. This can happen in many ways. Some people will value recognition for work well done. Others will feel valued when their employer finds ways to provide the employee with additional help and resources to meet their goals when necessary. Being a manager that listens to the ideas and situations of their workers is often a good way to make employees feel valued.
- The environment where people work needs to foster productivity. People need the tools and appropriate space to be able to get their work done. This involves both the actual items that are needed to perform the work they have been hired to do, but also the environment in general. A healthy environment will include air, light, enough space to accomplish their work, and access to help, information or training when needed.

These ideas are grounded on the idea that a group of employees who are valued by their organizations and managers are going to give more to organizational goal success. There can also be a belief that the manager needs to act more like a friend than a manager, which is not the case. It is important that the manager understand that clear, consistent communication and behavior is essential to motivating people, keeping them interested in their work and helping people to be happy.

## Glossary Terms from this Section

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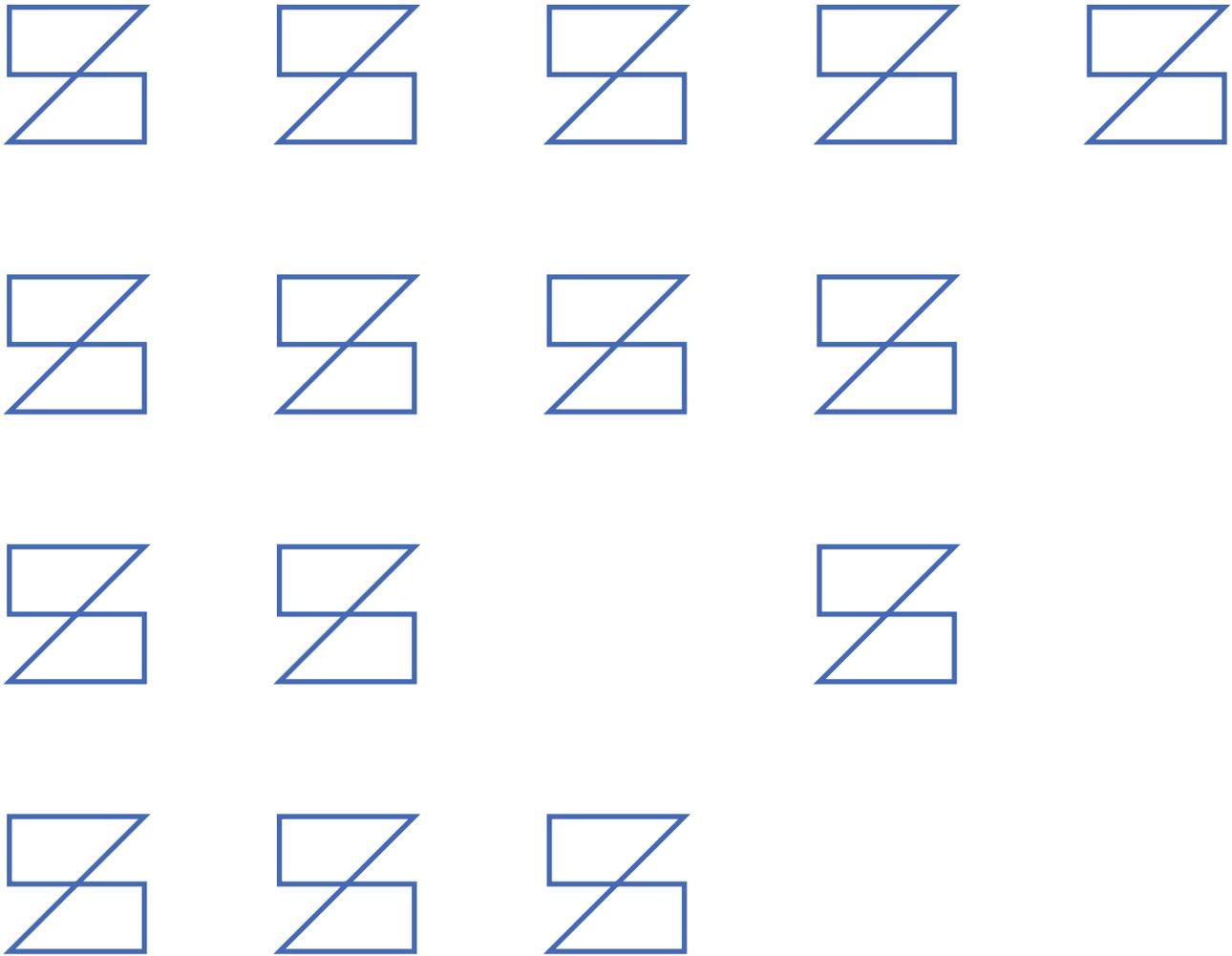
**Extrinsic Motivation Factors** - External factors that are viewed as rewards by employees including money, recognition, a grade, or praise.

**Intrinsic Motivation Factors** - Factors that are internal and drive a person to behave in a certain way because they find it personally satisfying.

## For More Information Related to this Topic See

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- What employee benefits should I offer in my business? *8. Human Resources*
- How do I develop my employees to be better workers? *8. Human Resources*
- What are the types of rewards and incentives I can provide for my employees? *8. Human Resources*
- What do effective leaders do? *4. Leadership*
- Why and how should I empower my employees? *4. Leadership*



**14.**

**How do I develop my employees to be better workers?**



## The Basics

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There are several steps you can take to inspire your employees to be better workers. Among the things you can do is to have frequent short conversations throughout the year about employees' career goals and interests. Regular career conversations help employees to clarify their goals. Try to make it a habit to have brief conversations with your employees as you see them throughout the year. At least once a year, schedule a conversation with your key employees. This may take some coordination if your employees work in different locations or in remote areas. With better understanding of their goals, you are both in a better position to spot developmental opportunities.

By building in an expectation for your workers to continue to learn new skills and grow their own abilities, you are also building in an expectation that they will continue to learn to be better at their jobs. Not only will your business benefit from workers who continue to be better and more efficient at their jobs, but the workers will benefit from a broader skill set that will qualify them for a better job in the future. When employees understand that continuing to learn and increase their own abilities is a benefit to themselves, they will be more motivated to continue to learn in the future.

## Tell Me More

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When planning your team's work, ask employees to identify how they can contribute and what they would like to learn. This gives employees the primary responsibility for clarifying what they want to learn and for proposing ways to include on-the-job learning. It also helps to avoid having employees perform only the tasks that they are already highly skilled. It is good practice to ask employees to report back regularly to you and fellow team members on what they have been learning and how they are using new skills and knowledge. Keep in mind that in addition to helping employees improve and pursue meaningful learning goals, regular career conversations also help to mark progress in improvement. Employee empowerment can serve as a reminder of the organization's commitment to employee learning, which strengthens employee loyalty.

As you delegate projects and assignments, think about unique duties you have as a manager. These are the skills that your employees may not be familiar with—but they should be if they want to move up within the organization. Then, find ways for your employees to start gaining experience in those areas. For example, every month, give a presentation about a different aspect of your job to your employees. When you have new hires, you can take time to explain what your department does within the company. It is a clear and simple task, but something that your employees may not normally do. To help them gain that public speaking experience, start inviting them to watch managers do presentations—and then individually asking them to present, to give them the experience.

The same sort of training can apply to other duties that your team may not have much experience in, like running meetings and overseeing projects. Since these tasks typically include managing other employees, leaders will have to make sure the team stays on task, meets objectives, and works collaboratively—all skills that are essential for a future manager. By giving your employees the space to practice leadership skills, you are helping them learn more and become better workers.

When an employee needs help with a task, he or she normally comes to the manager, so the manager can either take over or provide the resource that will help the employee complete the task. In most cases, fulfilling that managerial duty is fine. But when managers are coaching their employees to become leaders, it is good to push the employees to find out how to get what they need on their own. For example, if an employee needs help with a financial spreadsheet, managers should refrain from finishing it themselves and instead, introduce the

employee to the head of the finance department and let them take it from there.

This does not mean the manager should do nothing to help. Little by little, they should let their employees take on more responsibility. Eventually, they will learn how to get what they need without the managers help. As managers help their employees gain leadership skills, managers should take on a mentor-mentee relationship with them.

There are other things managers can do to encourage employees to be better workers. Early in their career, bosses can turn learning about leadership into an activity for employees. Every month, managers can ask employees to meet for lunch to discuss issues or opportunities they see in the company. These informal activities help employees to take ownership of their own career growth. Managers need to seek out opportunities to meet with their employees one-on-one to talk about the goals, ideas they want to try, or struggles they are facing as they take on new roles. The advice from the manager will provide valuable insight and encouragement.

A valuable tool that managers can use to encourage the continuous growth and success of employees is to implement performance reviews. In a performance review, the manager and employee sit down together and have a discussion on how the employee has been doing, their quality of work, any areas of improvement, and what areas they have done well. At the end of the review, they will set goals for the next few months that the employee can work towards. The purpose of this review is to keep your employees focused on what they need to improve upon and to make employees grow to be more successful.

Most importantly, no matter how much managers coach their employees in leadership skills, they will not actually use those skills unless they feel like a trusted and valued part of the company. To truly encourage and support employees to make better decisions and be better workers, managers need to trust and empower their workers with both responsibility and the resources to accomplish their job expectations.

## Glossary Terms from this Section

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**Employee Empowerment** - When you give employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks.

**Performance Review** - This is a review (usually formal) done on a regular basis of the employee's overall quality of work for a specific period of time.

## For More Information Related to this Topic See

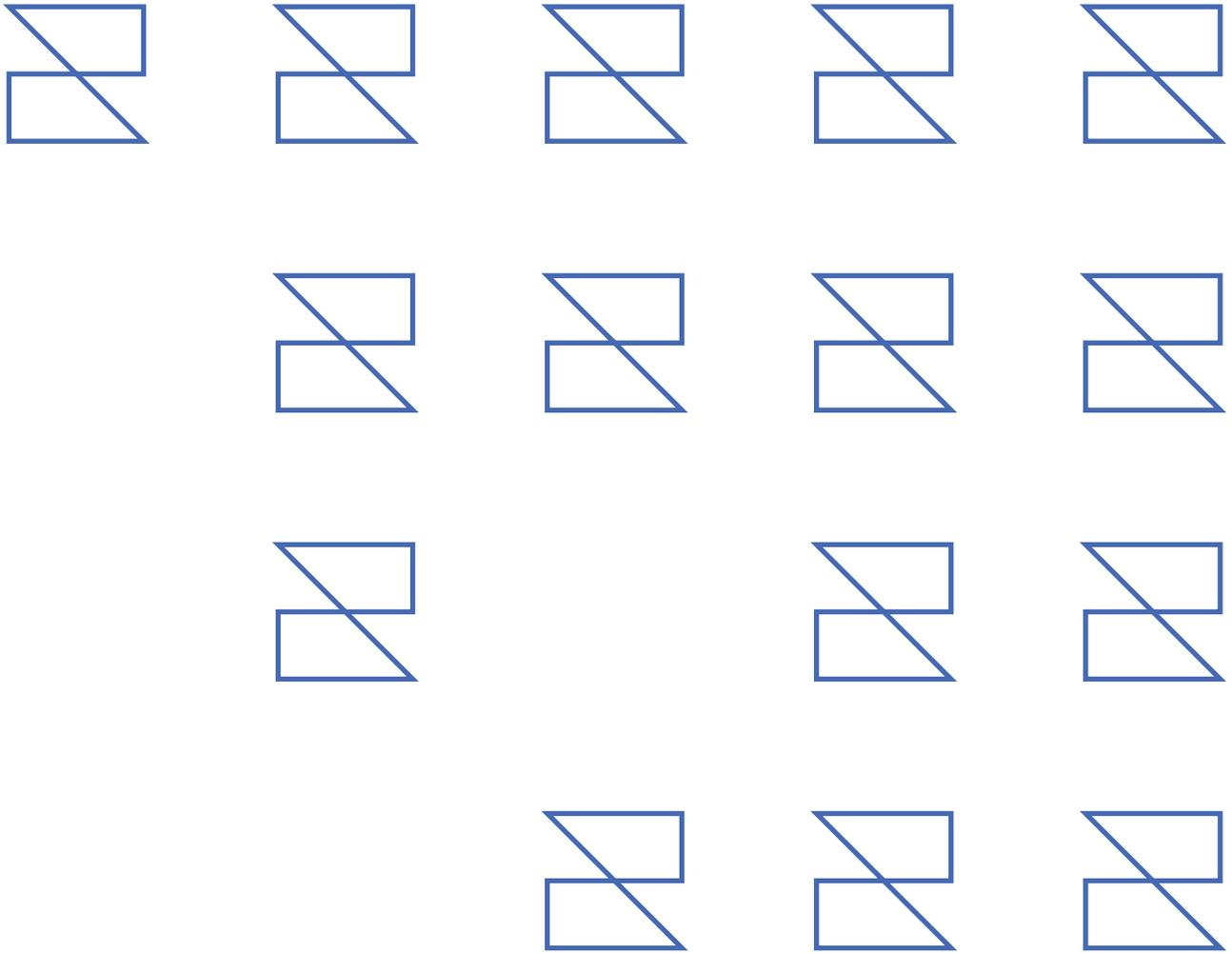
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- How do I set and track performance goals with my employees? *8. Human Resources*
- How do I effectively coach and provide feedback to employees in my business? *8. Human Resources*
- Why and how should I empower my employees? *4. Leadership*
- How do I develop successful teams? *4. Leadership*
- Why and how do I develop strong leaders in my organization? *4. Leadership*

## Additional Tools Available

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Performance Review Form



**15.**  
**How do I manage family members  
in my business?**

## The Basics

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When it comes to any business, communication is key. In a family-owned business, which is quite common in Afghanistan, communication is crucial to your success. In order to be successful, it is important to keep clear and open lines of communication. Make sure to discuss individual roles and responsibilities, and clearly define expectations before you start a business with a family member or hire a family member. Make sure that everyone understands and agrees on these roles and expectations. If you take the time to do this, you will avoid possible problems in the future.

It is often difficult to be impartial when you are dealing with family, given families play an important role in your life and business. You work hard so you can support your family and be useful to them. But it is important to be logical and not let your emotions take over your decision-making process. Feelings are hurt easily, and it is a common reaction to get defensive instead of taking the time to look at the issue from a logical perspective. Before you make a decision or comment, try asking yourself, “How would I handle this situation if I were dealing with a non-family member?” Ask yourself that same question every time you need to make a decision regarding a family member. The goal is to train your mind to be more logical when dealing with emotional situations. Be sure to explain clearly all decisions to your family member just as you would to a non-family member. If necessary, ask the opinion of a trusted friend, mentor, or business partner on how to handle a situation in a fair manner.

A good business owner or manager will reward their employees based on work quality and family members be held to the same standard. It is important to reward an employee based on ability and job description, not based on their relationship to you. If a family member is not qualified to be the Vice President of your company, hire someone who is. You may think you are doing a good thing by providing a family member with a job, but if they are not qualified, then they can do more damage than good when it comes to the success of your business. In addition, hiring family members that are not qualified for the job is a fast way to frustrate the non-family members that work for you.

## Tell Me More

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Conflicts are part of a normal experience for many small start-ups and family-owned businesses, but they are even more common when those businesses do not follow a formal structure that includes standard policies and practices. When most businesses are just starting out, they have an informal structure, but this informal management style can slow the growth and profitability of the business. The informal style can become a limitation that prevents the family business from growing.

Your family is important to you and you might think it's your responsibility to resolve family issues at your business. Family fights should be left at home, away from the business. If you have conflict between family members at work, then encourage them to work it out outside of the workplace. If they are unable to do that, then treat the situation as you would if it were between non-family members. Remember to remain neutral in your approach and keep your business separate from your family. In some cases, you may need to discipline them or ask them to go home for the day. In no case should you take part in the conflict. If you take sides, you are now part of the conflict. The same rule applies if you are dealing with a situation involving a family member and a non-family member. To be an effective manager you need to have the ability to be fair and rational when running your business. Thus, it is important to be fair, not biased. By staying neutral, you are encouraging a culture of respecting family matters and keeping them private and not a topic of discussion at your business, where non-family members are present too.

Working too much with no time off will be bad for your business and relationships. Make sure you not only nurture your business but take time to nurture your family relationships as well. Go out to dinner or have a picnic together once during the week. Make sure you get a weekend away from your office if you work all week, or plan a vacation away from the office during a holiday. Take the time for yourself and your family, and as a result, it will be better for your business.

When we talk about conflicts of interest in family businesses, there are three types of issues to consider—family issues, business issues, and ownership issues. Be careful: An issue in one area can quickly move into the other areas. It is important to know that every family business is unique and complex in its own way, so big company solutions do not always work. There are common rules for handling employees related by blood or marriage. Here are six suggestions to follow to help avoid some family business mistakes.

**Suggestion 1: Only Pay Family Members Who Actually Work.**

Do not put family members on the payroll if they are not working in the company or cannot make a real contribution to the business. Make sure that everyone has roles and responsibilities that are very clear. Establish each person's title, job function, and compensation, and make sure that you have performance reviews for family and non-family employees alike. Make sure you award promotions, bonuses, or outside contracts based on clear measures and merit. The more objective you are in your judgement with respect to family members, the better the opportunities for your family members to learn and grow based on merit.

**Suggestion 2: Do Not Create Two Classes of Employees—Family vs. Non-Family.**

Be careful not to show family members special treatment. Be aware that in a small or family-owned business, special favors given to family members and friends discourage other employees and can set a bad example. If only family members get promotions, non-family members will not give their best efforts, and this will be a problem for the business.

**Suggestion 3: Do Not Abuse Family Relationships.**

Be careful not to abuse family relationships. Everyone needs to be treated equally, so if others are disciplined for bad behavior, your family member must be disciplined too. In turn, be sure to reward and praise exceptional work, treating any employee, including family members or friends, with praise if they deserve it.

**Suggestion 4: Communication in the Workplace.**

Communicate honestly and openly with employees. Do not hide the fact that you have relatives or friends working for you, otherwise when it is found out, you will appear as if you were not being honest. Ensure that both family and non-family members working at the company feel equally informed about the business. The ability to have good communication with all members of the organization is critical to foster a better climate among employees.

**Suggestion 5: Do Not Confuse Family Decisions and Business Decisions.**

Do not falsify personal expenses, such as family vacations, as business money used. These are perfect examples of meeting family needs with business resources, and you do not want to do this. You need to run the business capably and be fiscally responsible.

**Suggestion 6: Establish Healthy Boundaries Between Family and Business.**

This especially applies to co-entrepreneurs (i.e. husband-and-wife teams; sister-friend teams; sister-brother teams, etc.). Running a business together with your business partner is a balancing act. To do this well, partners you should agree to some kind of system. If business partners are closely related, sometimes they agree that they will not talk about the business after work time, at home on the weekends, or during family gatherings.

## Glossary Terms from this Section

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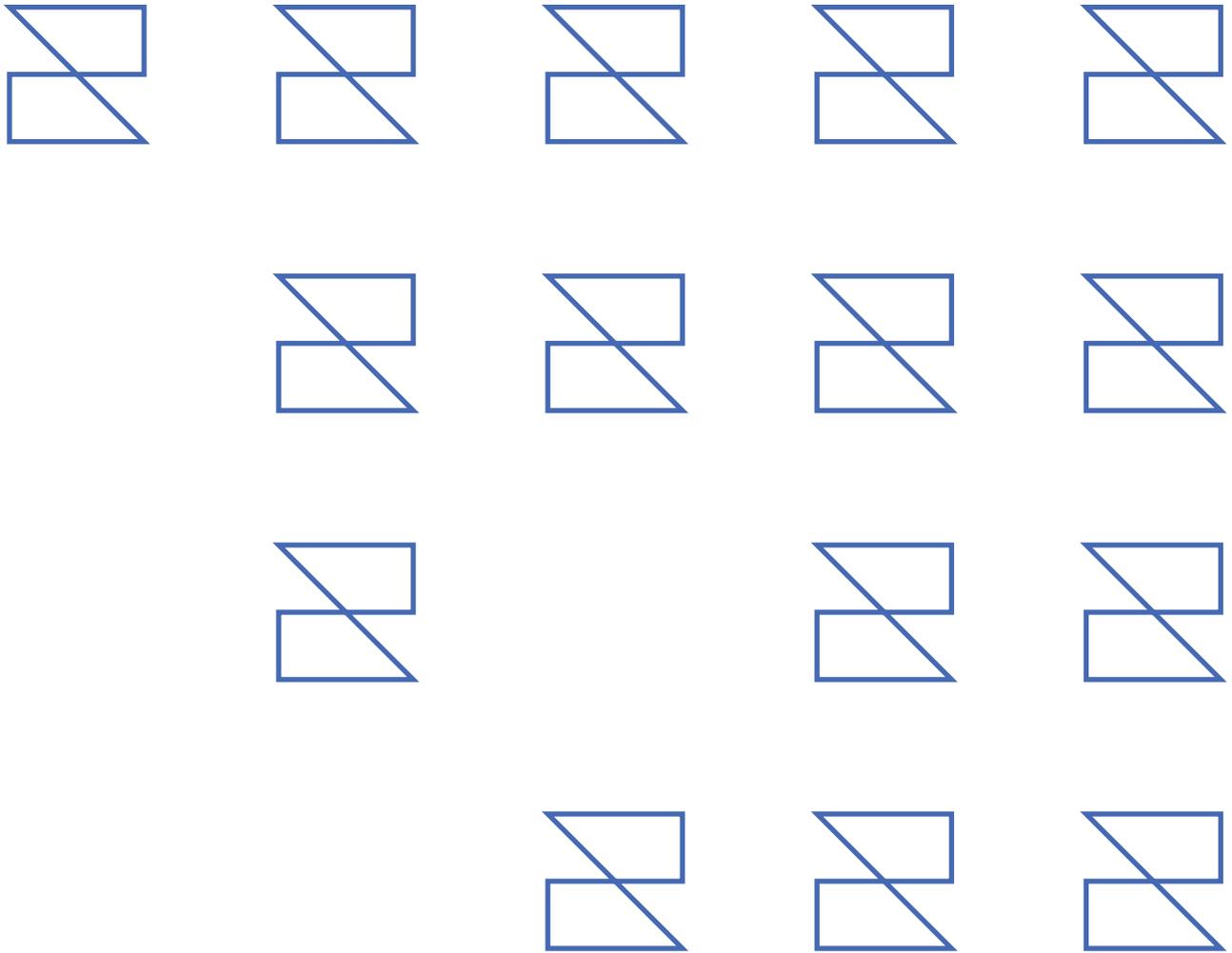
**Job Description** - The formal statement that outlines the responsibilities and expectations that are part of a position in an organization.

**Performance Review** - A review (usually formal) done on a regular basis of the employee's overall quality of work for a specific period of time.

## For More Information Related to this Topic See

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- How do I create an effective company handbook for employees of my business? *8. Human Resources*
- How do I effectively coach and provide feedback to employees in my business? *8. Human Resources*
- What are common business practices that may be considered unethical? *13. Business Ethics*
- How do I make sure to hire employees ethically? *13. Business Ethics*



**16.**

**What are the types of rewards and incentives I can provide for my employees?**

## The Basics

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Showing appreciation to employees can give both extrinsic motivation factors (through public acknowledgment or other real rewards) and/or intrinsic motivation factors (through factors such as increased responsibility, respect and recognition). People need to know that their work is important and valued. When they see and experience this, they are motivated to maintain their level of work or even to improve their output. Their general sense of satisfaction and happiness with their job can also increase as a result of an effective reward system.

**A good reward or system of incentives beyond just a salary is important. It is also important to think carefully about the compensation, incentives, and rewards from the perspective of what kind of behavior and activity do each of these encourage. Consider this short story:**

Several years ago, the founder and owner of a health care center learned about reward and compensation systems in a university course she took. The next day, she went to work and realized, she was compensating and rewarding behaviors and activities that were actually going to harm her company in the long-term and were completely opposite of the values of what she wanted her company to demonstrate. The values of the company, which were even posted on the wall near the front entrance and seen by all who entered, were not being followed as she hoped.

The value statement read, “We are a company dedicated to providing excellent service and advice to our clients, to help them become and remain healthy individuals”. The reality of how her employees were behaving was very different from helping people in the best way possible. While her employees, i.e. doctors, nurses, and administration staff, were helping people receive treatment and advice, upon reflection on their quality of the service, she determined the patients were not actually becoming healthier, but rather complained about the quality of medicine and that they were not getting better.

This was because the people in her company were not being rewarded on the quality of the service they provided. Instead, they were being rewarded for the quantity. She realized by simply rewarding people on the number of patients they served, she was rewarding greater numbers of patients, not the quality of health services provided, which was the real issue in her approach. Therefore, the morning after class, she went to work and thought about how she was going to change this system so that compensation actually incentivized the employees to align with the values of the company.

This is just one short example of how important it is to think carefully about the system that is in place for rewards and incentives. People who have goals will work harder, and if there are good rewards associated with the achievement of those goals, it is more likely that employees will experience higher levels of motivation and satisfaction when those goals are achieved.

## Tell Me More

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There are three primary goals for a well-developed employee compensation system. First, is that the employees feel that there is a fair return for their work efforts. Second, is that the compensation system provides the employees valuable motivation to maintain and improve their performance. Third is that there is a clear and shared understanding between the employer and employee of the behaviors and activities that fit in line with the employer’s organizational values. A good compensation system supports and makes clear what the organization views as success. The actions and behaviors that are rewarded should be directly in line with the organizational goals.

## Common types of rewards and incentives are:

### Compensation

This is the most common form of reward for work and behavior that includes wages, salary, bonuses, and more. It is critical that at least part of this type of reward be specifically linked to the goals of the group or company. For key employees, some kind of longer-term rewards can become part of their compensation. This could be some form of equity ownership or profit sharing bonus, or something such as stock options where appropriate. This kind of compensation should incentivize these important employees to achieve major goals that can help the business have long term success.

### Benefits

The benefits that are offered to employees as part of a compensation package are important for many reasons, particularly in an industry where there is a great deal of competition for talented or skilled employees. If the company does not have the same or better benefits than their competitors, they will run the risk of having their employees leave for another job.

### Recognition

Recognition is when an employee is acknowledged for their specific accomplishments or an exemplary behavior. This will sometimes mean that they are put in front of other employees as models to follow, or that they are given a recognition privately by the manager or owner. This type of reward is far less used than it could be, and it gets less attention from business owners/managers than it deserves. It is one of the most low-cost/high return types of rewards. The essence of this kind of motivation is that employees like to know if they are doing a good job or not, and it is important that they are told this.

### Appreciation

Appreciation is about saying thank you or expressing gratitude to an employee or group for some kind of exemplary behavior or major accomplishment.

### Responsibility

It might seem like it does not make sense to reward employees who do well by giving them more responsibility in their jobs, but this can be very motivating for employees; particularly those who are hoping for promotions. It allows the employee and their peers to see specific and actionable results to good work as well as a path for their career in the organization.

### Other Examples of Rewards/Incentives

**Not all options will be possible for every organization or be a good fit for your business, but these are suggestions that can be used as a building point for your own reward system:**

- Bonus/incentive program
- Rewards for working safely
- Money/time off for further education
- Profit-sharing plan
- Employee of the month/year
- Meals at work
- Flexible hours
- Travel allowance

Your rewards system should have clear guidelines and ideally included in your employee handbook to encourage constructive competition among your employees in a transparent way. Reward systems that are not based on merit and

performance can have discouraging effects on your employees. Some guidelines for designing a reward system:

- Involve employees in the design of the program. Sometimes people think that employees are only motivated by financial recognition, but this is not true. When employees are involved in creating the program they will see directly how their work links to organizational goals.
- Be specific with what will be measured and valued. Often, employees are not clear about what kind of behavior or action will really earn a reward or recognition. For example, if there is an employee of the month program, what kind of activities will really help them achieve this award?
- It is important to remember not only to recognize outcomes, but also desired behaviors. Most of the time, it is easiest to reward outcomes, as they are easy to account for. However, if someone is exhibiting positive improvement, or small shifts in their actions that improve their performance, recognizing their success will help show employee their efforts are valued.
- Saying thank you is valuable in many ways. For example, if an employee demonstrates improvement, simply saying thank you can show clearly that their efforts are important. Saying thank you to someone for simple actions can quietly and powerfully endorse expected employee behaviors and activities.
- Be aware of what actions and behaviors the rewards are actually encouraging. For example, if the goal is to support an environment where people are encouraged to solve problems or create new ideas, then build rewards that support these activities.

## Glossary Terms from this Section

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**Benefits** - Non-monetary compensation that can be part of an overall employment package including paid medical care, holiday, and sick time off from work.

**Compensation** - The total amount that an employee can or will receive for their work in an organization including salary, health benefits, pension, vacation, time off for sick days, and education assistance.

**Extrinsic Motivation Factors** - External factors that are viewed as rewards by employees including money, recognition, a grade, or praise.

**Incentives** - Things that are given to an employee as a way of motivating higher levels of work quality or desired behavior.

**Intrinsic Motivation Factors** - Factors that are internal and drive a person to behave in a certain way because they find it personally satisfying.

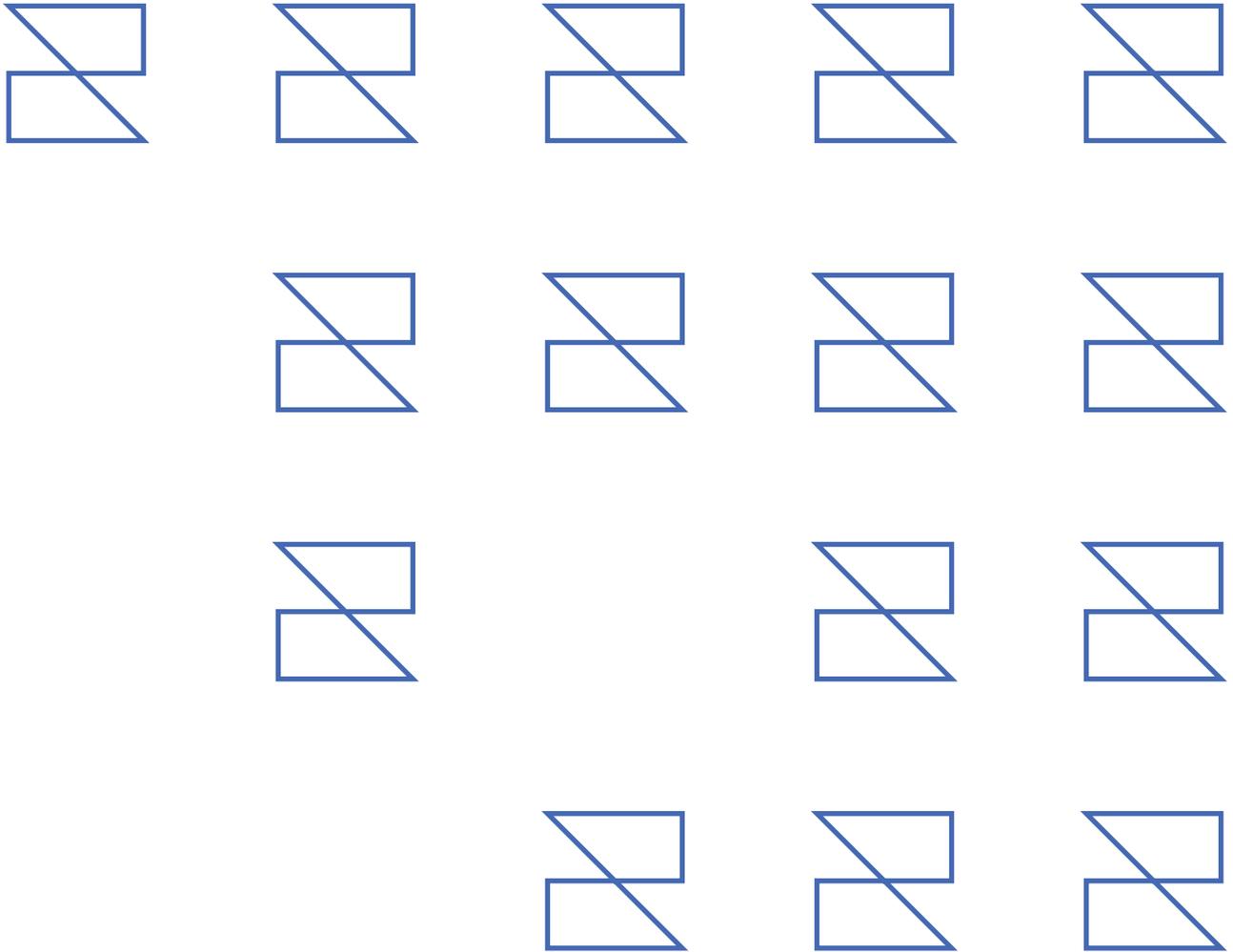
**Organizational Goals** - The objectives that are given by senior management/owners to provide guidance for employees to focus their efforts and activities.

**Organizational Values** - The written and unwritten beliefs of the organization that guide how decisions are made and what kind of behavior is viewed as valuable.

## For More Information Related to this Topic See

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- What employee benefits should I offer in my business? *8. Human Resources*
- How do I keep good employees in my business to stay motivated, interested and happy? *8. Human Resources*
- Why and how should I empower my employees? *4. Leadership*



**17.**  
**Why and how should I have  
regularly scheduled meetings  
with my employees to talk  
about successes and/or  
problems?**

## The Basics

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Regularly scheduled meetings are an important part of any organization's success. They are great tools for communicating key information such as deadlines, project progress, important information, organizational goals, and new processes, just as a few examples. They are also very effective for sharing possible problems or challenges that might hurt the organization's long-term goals.

The hardest part about meetings is how to make them effective, both in content and as a good use of time. The main complaint about meetings is that the people who are involved often see them as a waste of time; this does not have to be the case. The main method to ensure that any meeting is effective is to have an agenda for the time spent as well as an understanding of the goals for the meeting.

Some organizations have too many meetings, and some not enough. There is rarely a situation where there is a perfect balance. There are some organizations against the idea that they need meetings, and try to use informal conversations or technology to convey information. This kind of attitude can create an unhealthy belief that meetings are useless. If scheduled and planned correctly, they are a valuable tool for moving work forward.

Some companies have far too many meetings. Often, the goal for the meetings is to make sure people are involved and informed, but what happens is that people fall into the habit of not having focused methods of communicating various types of information. They neglect to think about which kind of information could be shared in different formats. There is some information that can best be communicated though email or a website; things such as information related to classes, deadlines, learning opportunities, or soliciting non-time sensitive inputs to a specific question. However, it is important to communicate organizational goals or events in a group setting where people can see and sense the vision of the senior leadership for the future of the organization.

These are just a few examples to illustrate just how important it is to think carefully through when to have or not have meetings. The following section will explain the kinds of meetings that are part of a normal organizational schedule and some of the best methods to help foster productive meetings in groups and organizations.

## Tell Me More

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Having meetings is an important way of communicating information, both good and bad. There are common types of meetings that can be used in various situations.

### **One-on-One Meetings**

These are meetings that occur with a manager and person who reports to them to talk specifically about the work that the person is doing, how to prioritize that work, to address any type of potential problems, and to cover the basics of the work needed and if there are any issues or needs. A one-on-one meeting is also an opportunity to build a relationship that ensures that both manager and employee are aligned in what is important.

### **Decision-Making Meetings**

This is the most common meeting type, but also one of the most frustrating. Often these meetings that are designed to make decisions end up not making a decision at all, mainly because the participants do not have the correct information, or they did not prepare right or the information needed was not available. If participants do not have the information they need, then the meeting evolves from a decision-making meeting to an

information sharing meeting. The main way to help this kind of meeting become more effective is to share the necessary information prior to the meeting and then make sure that the participants are prepared. This can occur through quick one on one meetings.

### **Innovation Meetings**

How to get people in an organization to come together and effectively brainstorm? There are three main suggestions to help this happen. The first is that if there is a group of people who are coming up with ideas around a topic, that there is a way of clearly capturing their ideas and insights. Sometimes this can seem useless or frustrating because in this kind of meeting there are also often moments where it seems like the discussion goes in a different direction than originally intended. It is still important to record the information being shared, even when it seems irrelevant. It is important for the participants in this kind of meeting to feel as if they are heard when they participate. Since this kind of meeting is more of an abstract experience, making sure there is some type of follow through is important. This is achieved by having meeting participants take ownership for various parts of what was discussed in the meeting.

### **Information Sharing Meetings**

These meetings are for sharing information of various types. They often take the form of seminars or classes, or discussions. Unfortunately, with this kind of meeting, the participants are often just receivers of information and it can cause a disengaged group of people who are simply bored. It is important for the meeting manager to think carefully of ways to engage the attendees with the material that is being presented and how best to keep their interest, including sending out information prior to the meeting and encouraging participants to contribute their thoughts during the time together.

### **Status Update Meetings**

These meetings are critical to making sure people know what is happening on a project or keeping people informed of decisions that are being made in an organization. The interesting thing about this particular kind of meeting is that often they are not as effective because the information that is shared is not relevant and then just ends in being a distraction. A good way of avoiding this kind of meeting become frustrating and not valuable is that a great deal of the information that will be covered should be sent to the participants prior to the meetings and that it is also important to stay on the agenda topics and not to diverge to far from those topics.

### **Team Building Meetings**

These meetings can help people work better together. There are some basic questions to cover when planning these types of meetings. As yourself. Who should be part of this meeting? What kind of meeting should it be? Most importantly, what is the purpose of the meeting and what does the meeting seek to achieve? Is it to improve teamwork, happiness, foster creativity, solve problems, or something more?

One of the most important parts of a meeting is the agenda. No discussion about effective meetings can occur without some thought on the meeting agenda. Every meeting, no matter how short or how few people are involved, should have an agenda. This might seem limiting, but even in an agenda there can be a point where there is time allocated for a free-flowing open topic discussion. The agenda gives the participants the chance to organize their thoughts and ideas about the meeting topic, to be prepared in a proper way, to make sure that the important points are discussed and ensure time can be allocated in a way that allows the discussion to occur without being rushed or too long.

## **Glossary Terms from this Section**

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**Organizational Goals** - The objectives that are given by senior management or owners to provide guidance for employees to focus their efforts and activities.

## For More Information Related to this Topic See

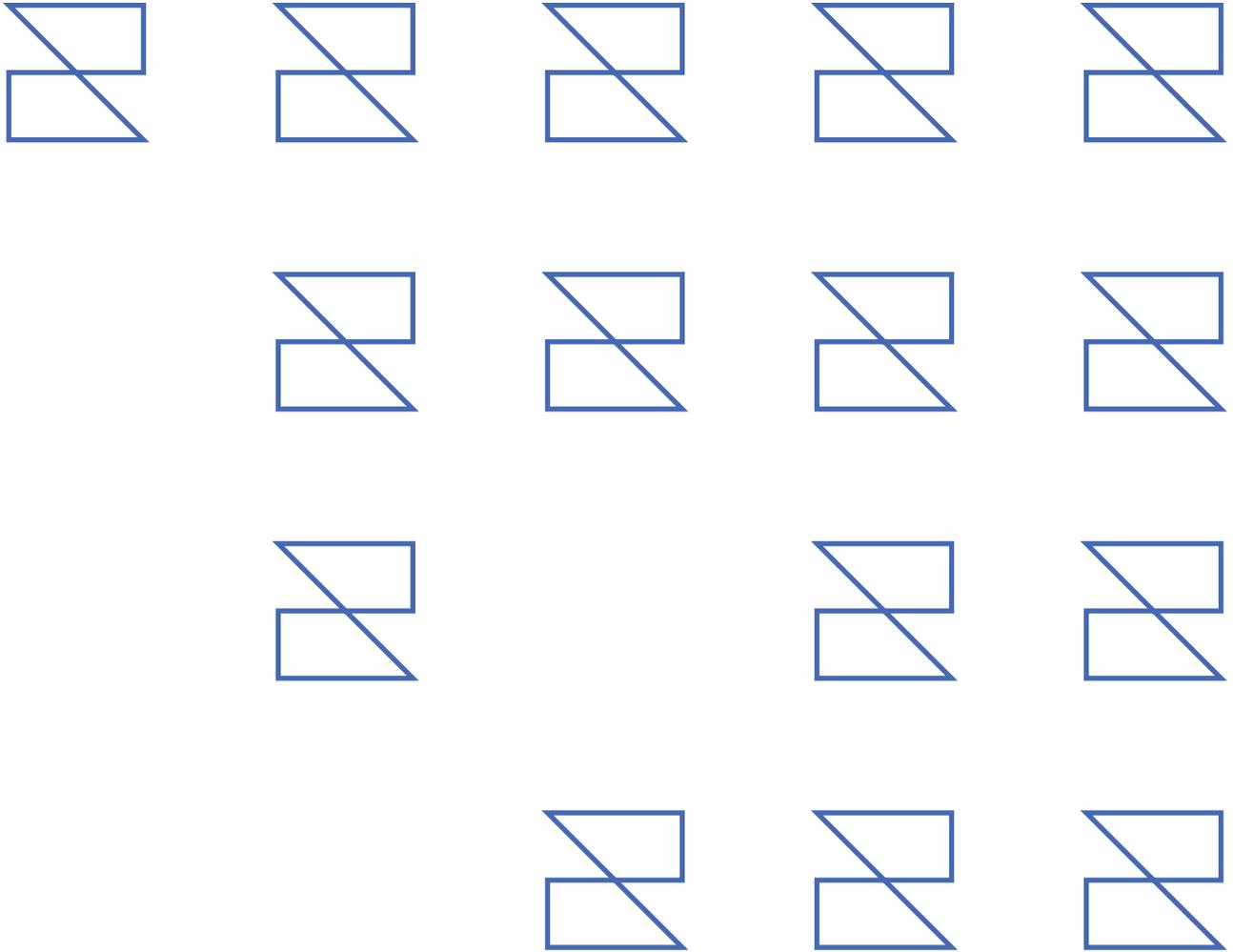
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- How do I set and track performance goals with my employees? *8. Human Resources*
- How do I effectively coach and provide feedback to employees in my business? *8. Human Resources*
- What are some best communications practices for leaders? *4. Leadership*
- Why and how should I empower my employees? *4. Leadership*
- How can I change an individual employee's behavior? *4. Leadership*
- How should I give feedback? *4. Leadership*
- Why and how do I develop strong leaders in my organization? *4. Leadership*

## Additional Tools Available

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Performance Review Form



**18.**

**How do I set and track performance goals with my employees?**

## The Basics

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Successful performance management for individual employees and the organization involves activities that ensure goals are met efficiently and effectively. It is an ongoing process essential to achieving the company mission that is much more than just an end-of-year performance review. Performance management provides the means to answer the three most basic questions employees often have:

1. What am I supposed to be doing?
2. How well am I doing?
3. Does it matter to the department/company?

Effective performance management recognizes achievements, assesses work – both overall and individual, establishes goals and considers how well goals reflect departmental and organization mission.

The performance review is only part of an ongoing process. A performance review should represent a summary of an ongoing, year-round dialogue with your employee. The conversations you have throughout the year should be incorporated into the annual review. If you are only focusing on filling out an annual review form once a year, there will likely be misunderstanding between you and your employees. Regular conversations will help you both recognize good behavior or problem areas when they are happening, and not be part of a conversation far in the future.

**There are many elements of the performance management process, but the basics include:**

- Establish key responsibilities
- Create clear objectives
- Set expectations
- Provide resources and support
- Provide ongoing feedback
- Record work events
- Gather feedback from employee
- Prepare a formal performance appraisal document
- Communicate with employee
- Engage in a regular formal review process.

## Tell Me More

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In an effort to keep employees engaged in their work and help them grow into leaders within the company, invest in them (and they will invest in you). Here are several steps for successfully setting and tracking workplace goals to help employees improve in their jobs throughout the year.

**To Set Performance Goals:**

**Step 1:** How Productive Should your employees be?

Productivity is the quantity of productive work accomplished within a certain time. You can measure productivity in things like the number of products produced, customers served or other measures. Setting productivity goals for individual employees will help the whole company be more productive, allowing your company to get more work done in the same amount of time and with the same number of employees. An example of a great productivity goal for an assembly line worker, using the four characteristics of an effective goal, could be “to increase the number of cartons of dried fruits packaged every day by 5 percent in each three-month period.”

**Step 2: How efficient should your employees be?**

Efficiency is defined as the speed, accuracy and consistent quality with which an employee works. Workers that are more efficient make fewer mistakes and can increase their productivity without decreasing their quality standards. An example of a great efficiency goal for a driver belonging to the distribution team could be to keep the time spent on each delivery in his/her assigned area to less than an hour.

**Step 3: Consider Setting Education Goals for Your Employees.**

More educational can make employees more valuable to their employers, in addition to improving their lives in other areas. You should consider setting education goals for your employees so that they are encouraged to keep learning. Valuable educational achievements include things such as earning certifications, participating in company-sponsored training programs and achieving educational degrees. An example of a great educational goal for an accountant in your firm would be to attend in the next 3 months a course on taxation and learn the process of filling out tax forms, submitting supporting documents, and receiving tax clearance letters.”

**Step 4: Consider Personal Goals.**

Encourage your employees to set goals may not be as easy to measure as productivity or efficiency goals. For instance, can you challenge them to become stronger leaders, communicate better, engage in less conflict with peers, or be a better team member? Examples of great unquantifiable goals for personal development include “to decrease the number of negative confrontations at work between each performance review until no confrontations arise,” or “to speak up and contribute in all team meetings during a specific project.”

**To Track Performance Goals:**

**Step 1: Set Quarterly Goals.**

Rather than setting and discussing employee goals only on an annual basis, you can help employees improve by creating quarterly goals. Not only are these goals easier to set, but the results of those goals are easier to see. Quarterly goals are the quickest, easiest way for employees to gain meaning from what they do every day. But remember, creating achievable goals and tracking how well employee complete their goals is crucial.

**Step 2: Offer Employee Opportunities.**

Employees want training and they believe learning new skills or receiving special training is very important to advancing their career. Providing coaching and development activities throughout the year is an employer’s best bet to create a culture of growth within the workplace. To help with this, consider creating a mentorship program in which new hires work closely with a more experienced employee within their department. Doing so will get new employees on the right track sooner.

**Step 3: Frequently Hold Meetings.**

Although performance management should be a continuous process, very few employers provide ongoing feedback to their employees. How can we expect our employees to improve if we only give them feedback once or twice a year? In place of year-end performance reviews that employers and employees both tend to dread, start holding more frequent, informal review meetings. The focus of these meetings is not to give judgement but to give advice on how the employee can improve.

Try asking employees questions where they think they need to improve such as, “What skills would you most like to improve on?” or “What can I do to help you?” Reviewing employee progress more frequently not only makes the process less intimidating, but it can help employers and employees set better goals for the future.

What are the differences between performance and development goals?

**Performance goals are what you are working to accomplish. They are tied to departmental and/or organizational strategic priorities. An example of a performance goal is:**

- Customer Management – Design and populate an effective customer database using Microsoft Access or Excel to keep customer data such as name, contact details, address, buying history, etc. organized and accessible by the end of the first quarter of next year. Make sure the database can generate simple reports and produce a list of customers for the sales team to use in order sell and deliver cartons of water based on the customers' preferred schedule.
- Product Delivery Process for a Store – Design & implement an efficient product delivery process for the company that 1). Maximizes the number of deliveries each week 2). Minimizes shipping delays due to addressing issues 3). Reduces shipping costs of goods by at least 20% 4). Improves customer satisfaction rating of our shipping services from an average rating of "good" to "very good" in customer surveys.

Development goals focus on areas you want to improve in order to grow in your job or advance in your career. An example of a development goal is:

- Public Speaking – To increase my effectiveness in giving sales presentations I will join one speaking course by March 31 and attend at least 6 monthly meetings by the end of the year. I will ask my supervisor and one colleague to provide feedback using public speaking expectations of our company on my presentations after each staff meeting during the year.
- Improve my written communication skills to be able to send and receive emails in a professional manner so I can keep customers engaged and happy.

## Glossary Terms from this Section

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**Performance Review** – A review (usually formal) done on a regular basis of the employee's overall quality of work for a specific period of time.

## For More Information Related to this Topic See

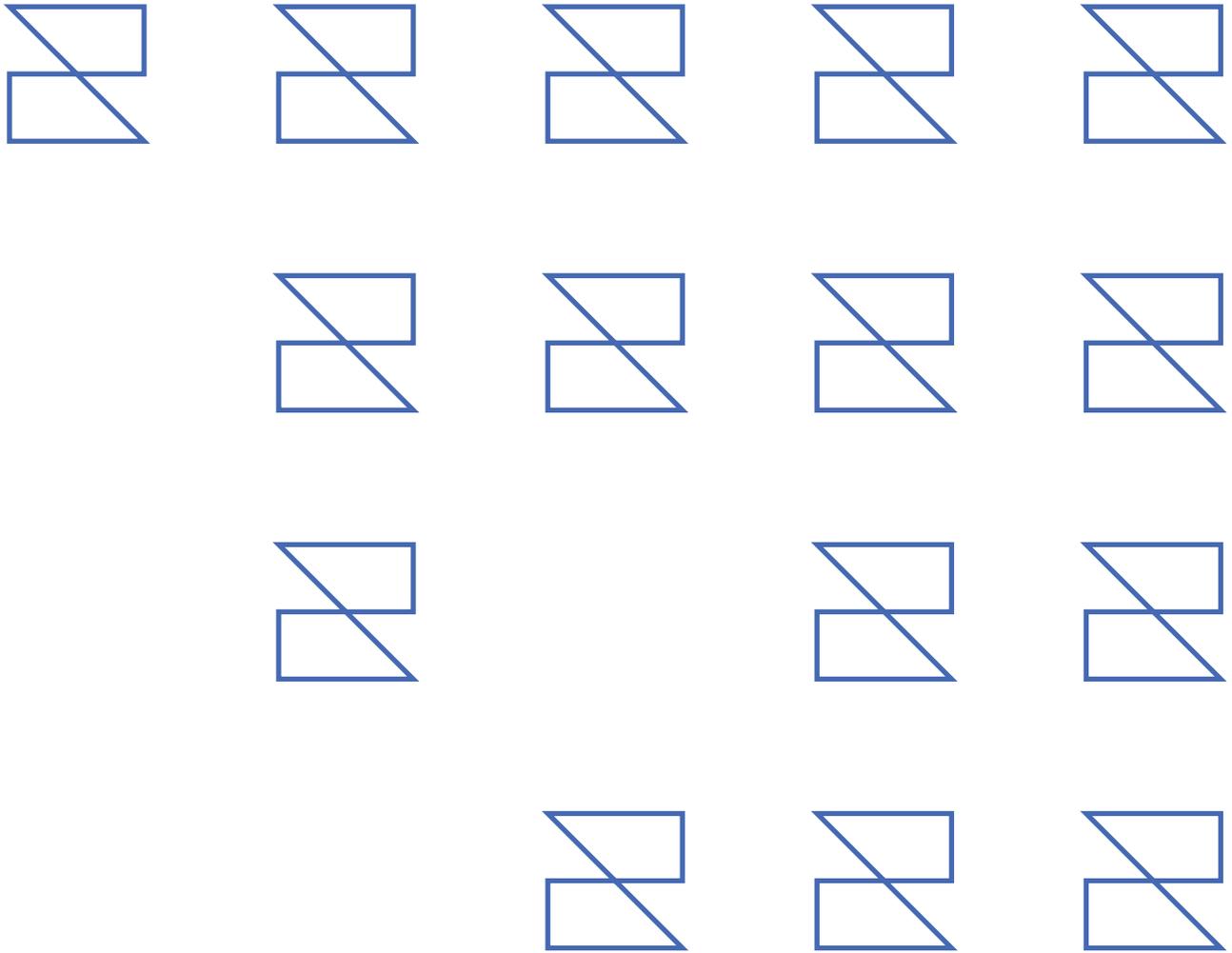
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- How do I handle employees who are not doing a good job? *8. Human Resources*
- How do I effectively coach and provide feedback to employees in my business? *8. Human Resources*
- Why and how should I empower my employees? *4. Leadership*
- How can I change an individual employee's behavior? *4. Leadership*

## Additional Tools Available

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Performance Review Form



**19.**  
**How do I handle employees who  
are not doing a good job?**

## The Basics

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Underperformance on the part of an employee is a reality that every manager will face during his or her career. Long-term or sustained employee underperformance is not an acceptable situation. Even the time that it takes to identify and correct issues can create frustration. It is important not to discount the effect that one person's poor work has on the rest of their colleagues.

Some employees lack the ability to do the work, but some employees experience temporary performance problems. Every employee will not always perform at his or her best level. Life events, a change in personal situation, or an organizational change can all lead to distracting the employee to the point where they are unable to perform. The question for the manager is simple: How can they help that employee get back on track with their work and how long should they allow poor work to continue before ending the employment relationship?

Many companies have a method for how they handle employee issues. For example, they will issue a verbal warning/conversation to the person when there is a problem and if the problem does not resolve, they will move on to a written warning, and then perhaps even a meeting with a higher-level manager or with the human resources department to put together some sort of employee development plan. If none of this helps, then the employee may be fired. This process is normally followed regardless of the size of the organization.

## Tell Me More

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Handling employee performance problems is a complex problem to work through for management. There are many ways to work with employees to attempt to improve work quality or to determine whether the business would be better off ending the employment relationship.

One of the first questions to ask is: Why do employees not do a good job? There are many reasons for this, especially if the employees do not feel motivated or they do not care about the work that they are part of. Perhaps, they do not feel that they are rewarded or recognized for the effort that they are putting into their work, that they do not clearly understand the expectations for their work, they need additional training or information, or some other reason for not doing as well as hoped for or planned. Often, even when a manager knows the answer to this question, the problem is not addressed. It is often tempting to ignore the problem, or just transfer the person to another role. This is not helpful as the outcome of this is that the underperformance does not improve, but most of the time it just gets worse. Above all, a manager should not ignore these problems – they will not resolve on their own.

It is critical to understand exactly where this problem began. Perhaps the person who has the job is actually not suited for the position, or the requirements of the job have changed. Is there a possibility that the employee misunderstands the expectations of their manager? It is common for a manager to believe he or she has explained an idea clearly, but in truth, they are not that clear at all. It is very important for the manager to look at his or her own role in creating a situation where the underperforming employee becomes stuck in a negative situation. It is important to consider the origins of the problem and to recognize that it is rare that the problem is only due to a single person or event.

Once a problem has been identified as a performance issue, it is important to find out if there is other information that might be missing, so that the problem can be viewed in the most neutral light possible. You may be able to speak to others who have worked with the employee previously or people who currently work with the person. You will want to be careful when collecting information. You are just collecting information and not sharing any opinions or judgement.

It is important to talk directly to the person who is struggling. The conversation should start with explaining, with facts, what has been observed, how this situation affects the team, and finally that it is the ultimate desire to help and improve the situation. You may ask questions such as: “How do we improve this situation? How do we get out of this together?” This will show that there is a mutual desire to improve. It is important to ask the employee in question for ideas on how they can improve. Be sure that you have given the employee time to think about this, so that they can give truly thoughtful and valuable input.

Once the employee and manager have decided on a plan, it is important that clear steps be put in place that can be monitored. It is interesting that often after these initially productive conversations take place, there is no follow up and thus the employee is left with no feedback to see if their efforts are yielding results.

There are also times in this situation when the employee does not think that they have a problem or need help. If the employee does not acknowledge that there is a problem, then it is also so much more unlikely that they will ever engage in actions that will improve their work. The tone of the conversation will then need to change to one of consequences. You may try giving warnings before deciding to fire someone. Firing someone is not something to be done carelessly, as there are consequences to the employee and to the group and the organization. While it seems painful to terminate an employee, sometimes this is the best option, especially as it is discouraging to others to see the person who is not performing still rewarded in some sense. The key thing is to make sure that the process is fair.

## Glossary Terms from this Section

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**Employee Development Plan** – A process where the employee and employer design a schedule of various training programs that will enhance their knowledge and help them acquire new skills.

## For More Information Related to this Topic See

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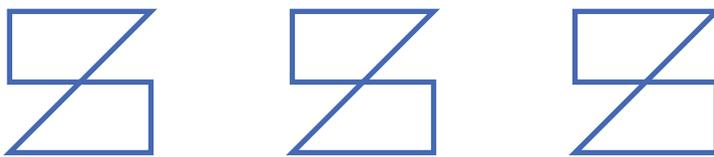
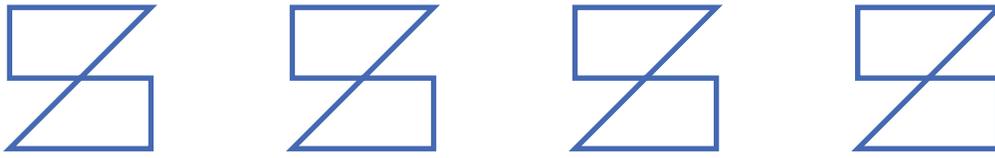
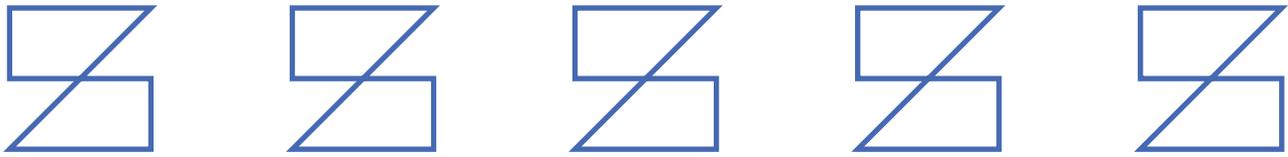
- How do I create an effective company handbook for employees of my business? *9. Human Resources*
- When and how do I fire an employee from my business? *9. Human Resources*
- How do I effectively coach and provide feedback to employees in my business? *9. Human Resources*
- How can I change an individual employee’s behavior? *4. Leadership*
- What do I do if employees are not willing to follow the change? *4. Leadership*

## Additional Tools Available

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Should I Fire an Employee

Performance Review Form



**20.**

**When and how do I fire an employee from my business?**



## The Basics

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There are many ways to ensure that when an employee is fired, it is done with sensitivity and good judgement. Issues of when and how to terminate an employee can get emotionally complicated, so it is best to try to keep things simple and clear. Be sure to plan the conversation ahead of time. Know exactly what you need to say to the employee, and what needs to be done during the meeting. If paperwork needs to be signed, have it ready beforehand. If the employee has property that belongs to the business, ensure that you have a plan to recover this property before the fired employee leaves the business.

When you decide that it is time to fire your employee, you need to be certain that the time is right to let the person go. The heat of the moment can cause you to make a snap decision that is not correct or fair. Even if you have a no-tolerance policy for certain behaviors, take a few minutes to make sure the employee's action truly falls within the guidelines of that policy. When you are disappointed or mad at the actions of an employee, it is easy to think about firing them, but unintentionally forget about guidelines and policies.

In most cases, terminating an employee should be the last choice for an employer. Normally, employers must identify a problem with an employee, offer training and resources, counsel them on how to improve, and set performance targets to alleviate the problem. If the employee fails to follow through on these interventions, or will not admit that they have a problem, then often an employer must make the difficult decision to terminate the employment relationship.

## Tell Me More

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Except for those situations where employers have no-tolerance for violations are concerned, firing an employee should always be the last step in a relatively formal and structured process. This process includes: (1) Identify sub-par performance, (2) provide additional training or resources, (3) set targets and timelines for performance improvement, usually through an employee development plan (4) follow up when progress is lacking and (5) document each step in writing.

Documentation not only protects your business, it also helps ensure the employee was given every chance to succeed. Both you and the employee deserve this. If you do not have good documentation about the behavior, do not be tempted to create the documentation. Always follow the process to be fair to both the company and the employee.

There are many questions you need to answer before you fire an employee. How will the employee return company property and collect personal items? What happens to their benefits? When will they receive their last paycheck? If you do not know the answers to these questions, then you need to. The time between when you fire the employee and when the employee actually leaves the building is awkward for everyone. Make things easier by knowing every detail in the process so it goes as smoothly as possible. If you need to bring in other people, like an HR staffer to talk about benefits, line them up so they will be available immediately. Never make an employee you just fired sit and wait.

Practice what you will say to the employee you will be firing. If you have done your job correctly and followed your process, there will not be a reason to explain why. The employee should already know why. Try to keep conversation simple. No matter how many people you have fired before, you will still feel uncomfortable so you will be tempted to talk. However, the less you say the more dignity the employee retains. Stick to the point and be professional.

Most people who get fired are fairly quiet. Some get mad. Some argue and then get mad. No matter what the reaction, do not let yourself get pulled into an argument. If you are certain about your decision and have the documentation to back it up, there is no argument. Just tell the employee that you will be happy to talk about this if the employee wants to, but the employee should understand that nothing they say will change the decision. Arguing about or discussing the fairness of your decision almost always makes the employee feel worse and it could open you up to legal issues if you speak without thinking. Listen to the employee, but stay away from arguments or debates. You might be better off letting your human resource manager give the news but remain available to the fired employee to control potential damage (legal or otherwise) to your business.

If you are firing an employee because of poor work or behavior issues, then there are very few ways you can help them get another job. If you are laying them off due to a lack of work, but they were a good employee for you, there may be ways you may be able to help. Often, these types of layoffs are called a reduction in force, or RIF. Do not make promises you will not want to keep. For example, try to avoid saying things like, “if there is anything I can do to help you get your next job, then let me know.” You may find yourself in a difficult situation in the future if another company calls to ask about why the employee was fired. In those rare situations where you can help, be specific about what you can or may be willing to do. It is better to admit to the employee that even though the current job did not work out, you wish them the best in their next job. Kindly say goodbye and let the person leave. Regardless of how much the employee deserved to be let go, you will still feel badly about having to fire them.

## Glossary Terms from this Section

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**Employee Development Plan** - A process where the employee and employer design a schedule of various training programs that will enhance their knowledge and help them acquire new skills.

## For More Information Related to this Topic See

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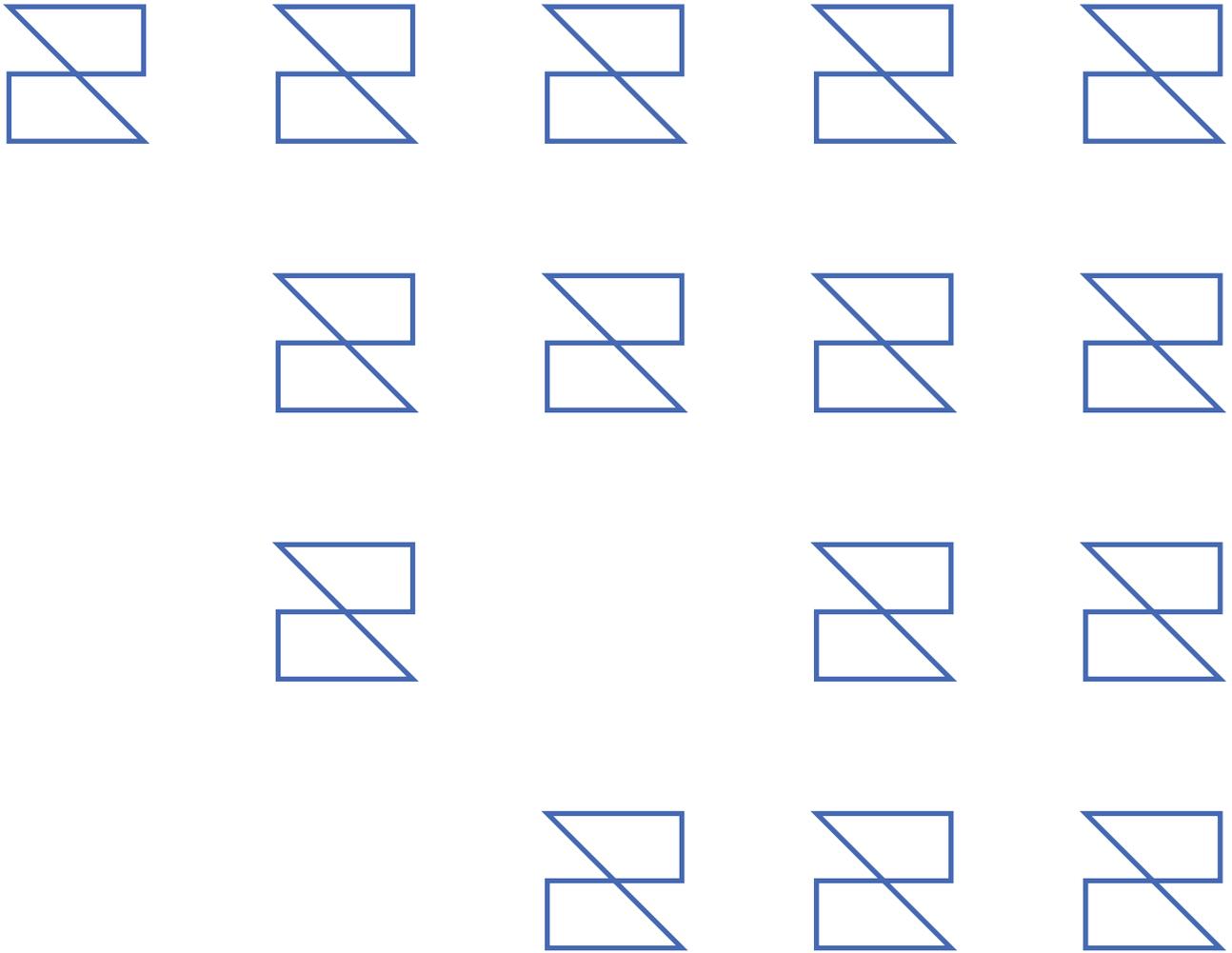
- What do I do if I discover one of my employees has acted unethically? *13. Business ethics*

## Additional Tools Available

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Employment Termination Checklist

Should I Fire an Employee



**21.**  
**How do I effectively coach and  
provide feedback to employees  
in my business?**

## The Basics

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Many managers say they want to give mentoring and provide feedback to their employees, but most do not spend enough time doing this. With such limited time for coaching, organizations need to be sure their managers know how to do it in the best ways. To improve the quality and effectiveness of coaching efforts, start by giving managers clear information about how to coach and give good feedback to their employees. Managers provide coaching by giving reviews, holding occasional meetings and giving advice. However, the best coaches understand why they are coaching and what specific actions they can take.

Good coaching focuses on helping employees learn in ways that let them grow in their jobs and careers. Managerial coaching means that the managers should be asking the employees questions about what they are doing and what resources they need to do it. These managers should be getting the employees to think more deeply about their jobs and their future, generating employee responsibility for those goals. Many good things can happen in the company when you effectively coach employees.

Coaching employees allows them to realize that managers care about them and want to see them succeed. By showing encouragement and recognition, employees increase their motivation and productivity. The company also saves money because managers are helping their employees achieve their best work and because managers can identify hidden problems before they get out of hand. By providing continuous feedback and scheduling regular individual meetings with the employee you ensure that there is an ongoing discussion.

## Tell Me More

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Coaching is a different tactic to developing employees' competencies and potential. With coaching, managers provide their staff the opportunity to grow and reach the best performance possible through consistent feedback and mentoring. Managers can support employees all the way along the path to meeting their goals, not only at an annual performance review. If managers do this correctly, then coaching can be a roadmap for success and a benefit. If managers coach badly, employees may feel disciplined and unappreciated, even controlled. There are several ways managers can provide good coaching and feedback for their employees.

### **Build a Relationship of Shared Trust**

Managers need to establish a feeling of open communication and shared respect. For organizational trust to work well, managers should be able to trust their employees. Things discussed during coaching sessions is confidential and feedback should be used for work improvement and career development.

### **Setting the Meeting**

Employees should always be informed what the meeting is about, so that they come in prepared. Managers should start with an informal opening statement explaining to the employee that the 'coaching meeting' is about helping them reach their goals and create a road map that they can check later for progress or problems. It is important managers clarify that coaching sessions are separate from performance management, with the coaching goal being to provide feedback and support. By clearly defining what the objective of the coaching session is, it helps the employees be more open to the conversation.

### **Get a Commitment to Act**

It does not matter how great the manager's suggestions for solutions to issues are, unless you can gain agreement from your employees to act. This step is important because managers should seek to understand what an employee's future career goals are. For example, if managers offer any mentoring or training, they need to be committed to follow through. Managers should ask employees how they want the manager's support during this process. For example, managers may ask whether the employees want to have a weekly meeting to keep

the manager updated with progress and troubleshoot problems.

### **Manage Excuses**

Employees may use excuses to lower the expectations of their coach. Managers should not disregard excuses. Instead, they should acknowledge them but focus on the solutions. There may be situational factors that need to be taken into consideration that affect the employees' abilities to accomplish goals. Although it may be difficult, managers need to put emotions aside and concentrate on the behaviors they want to help the employee fix. This is a time for managers to be encouraging. The employees want to know that their managers believe in their abilities to perform at the level they have asked for.

### **Provide Feedback**

Effective coaches understand the value and importance of giving frequent performance feedback, both positive and constructive. Manager feedback to employees needs to be timely, for instance right after a deadline or an observation. Feedback needs to be specific in terms of quality. Telling employees that they did a good job is not enough; managers should provide detail about the behaviors displayed. For example, a manager may state, "Good job making a quick decision about the customer satisfaction issue. For our big customers, responding quickly to their needs is a priority for our department". Through these type of remarks, employees understand what actions they took that got them the positive feedback.

### **Give it Time**

It is not surprising that managers feel they do not have enough time for coaching. Even if managers make learning and coaching clear priorities, time is short for everyone. However, as managers coaching processes and goals become more consistent and highly valued, managers will have new ways to improve and motivate their employees.

## **Glossary Terms from this Section**

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**Coaching** - An open relationship based on mutual trust in which a more experienced or skilled individual provides an employee with advice and guidance intended to help develop the individual's skills, performance and career.

## **For More Information Related to this Topic See**

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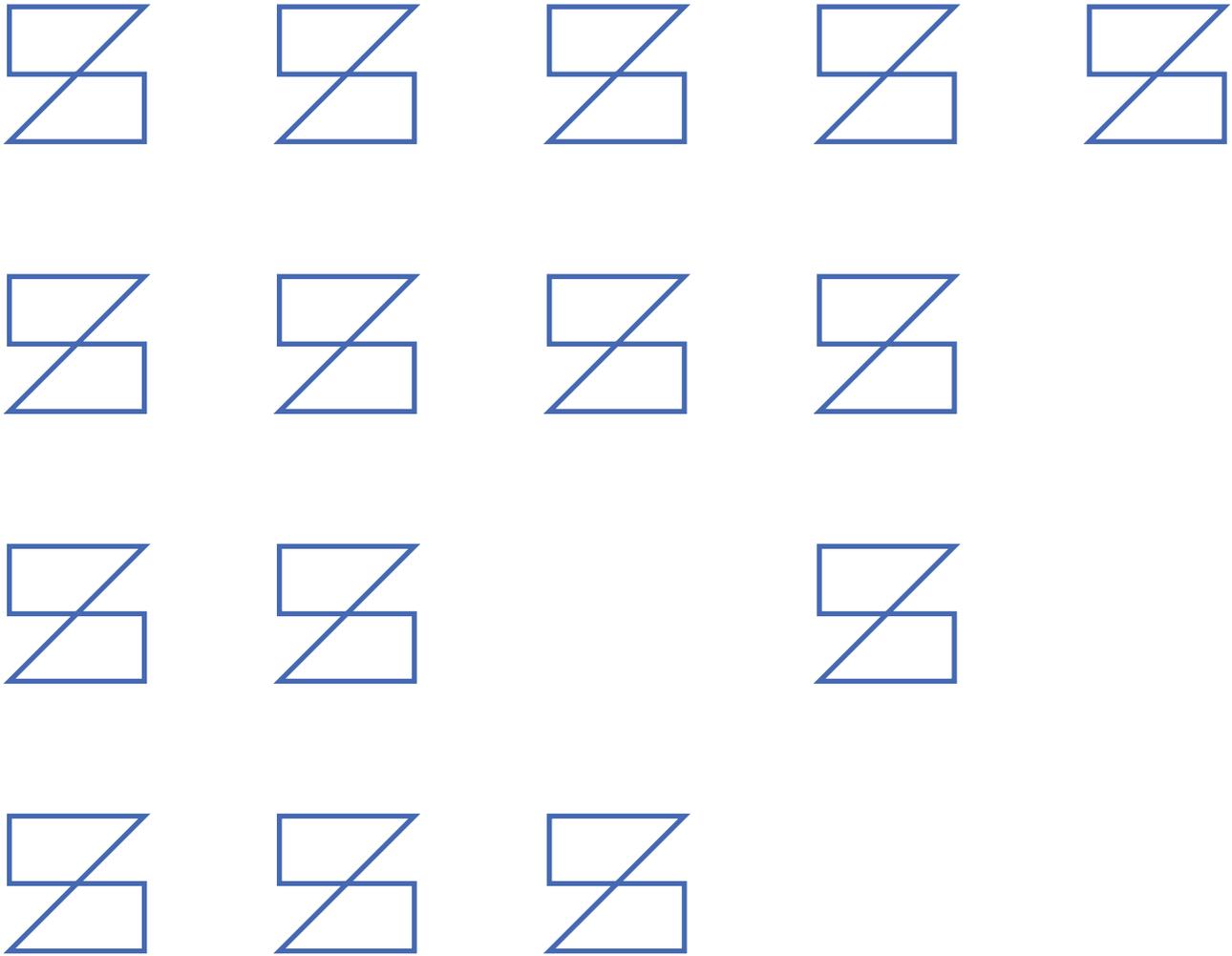
- How do I develop my employees to be better workers? *8. Human Resources*
- Why and how should I have regularly scheduled meetings with my employees to talk about successes and/or problems? *8. Human Resources*
- How do I set and track performance goals with my employees? *8. Human Resources*
- What are some best communications practices for leaders? *4. Leadership*
- Why and how should I empower my employees? *4. Leadership*
- How can I change an individual employee's behavior? *4. Leadership*
- How should I give feedback? *4. Leadership*

## **Additional Tools Available**

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Managing Your Network Worksheet

Performance Review Form



**22.**

**How do I best promote  
employees into leadership or  
management positions?**

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## The Basics

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Many companies have an understanding of the employees that they believe have potential for promotions in the future. These people may be given extra training, access to information, more responsibility, or other opportunities for improvement. For the people who are considered high potential, this kind of opportunity is valuable and can lead to higher levels of achievement in both the short and longer term.

If a company is investing in an employee in this way, they are also risking the possibility of favoring one person over another who might also be worthy of attention and potential promotion. The person who has been given training and development might find another job, or might be the wrong choice for leadership growth. For these reasons, it is very important for companies to be fair about the people that they identify as high potential for promotion.

There are many ways companies can fairly identify people who may be good candidates for promotion. These include identifying personality traits that help someone be successful, such as patience; identifying skill sets needed for a higher position, such as communication skills or specific certifications; or identifying talents that will help someone succeed in a higher role, such as strategic thinking.

## Tell Me More

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The first step in promoting people is simply to identify people who might be successful candidates and managers. This process goes deeper than just saying: “Oh, this person has been with us for four years, and knows the business, so it is logical that he or she will do the best job as manager”. The following list of questions will help to explain some things that can help with finding and promoting the best people for a job as a manager or leader.

- Do the people who will choose the person for promotion have a uniform viewpoint of what will make them successful or not? It is important for the people who are involved to have a general agreement of the characteristics and traits that are desirable.
- Is there information about people who have been previously hired or promoted in this job? What kind of skills and traits did the people who were successful in this job before have? Did those people have a good education yet still not do well? Did they have no experience, yet a willingness to listen (very important in a leader) and did very well? Look closely at the way people have done the job either successfully or unsuccessfully and see what this tells you about the kind of person you need.
- What are some of the reasons that the people were selected and what kind of behaviors did they exhibit that set them apart from the other people who might have been considered? It is important to evaluate the characteristics that set people apart from their peers in the first place and that were viewed as positive by the people who were making the selection. This can identify if there are biases that might cloud fair judgment.

**Some characteristics or competencies of people who become successful in their jobs after a promotion are:**

- Strategic perspective, direction and clarity. One of the most important abilities that helps a manager be successful is their ability to keep a strategic perspective. This can be both their own ability to develop strategies, but also to see how their work fits into a larger system. For example, an Afghan fruit producer decided to ship his damaged fruit to foreign customers. He put the bad fruit at the bottom of the crates with

good fruit on the top, thinking that he would be able to make money on the shipments because the foreign buyer would be unlikely to send the fruit back. However, the outcome was that the producer's fruit got a bad reputation in that market and he lost future business from foreign buyers. In fact, the bad reputation extended to other Afghan fruit producers and damage was done to the industry because of his poor decision. Had the producer decided to throw away the fruit, taking a short-term loss but thinking of the long-term gain, he would have made a much better strategic decision that would have benefitted his business.

- Inspires and motivates others. A manager, and a good leader, will learn to motivate others. Managers will use the power of their position to get people to do what is needed, but a leader can also inspire people to care about working better. This can lead to higher levels of performance.
- They are focused on results/getting work done. Good managers and leaders like to get work done, and work hard to stay focused on tasks.
- They like to work with other people and know how to leverage their network. A smart manager/leader understands that work does not get done alone, and that it is important to create an environment where people feel comfortable working together, including looking for ways to use their network to get work done in a more efficient way.
- They understand that they are role models. Leaders know that they are always being watched. Their behavior, both good and bad, establishes norms for those around them. It is important to model the kinds of activities, attitudes and performance that is desirable and productive.
- They demonstrate that they have ethical standards. When a manager or leader demonstrates that they have reasonable ethical standards that align with the normal legal and moral rules of the general society, they are more likely to be respected. However, when they go above these basic standards and show that they will make decisions that are not just for their own benefit, but also for that of other stakeholders.
- They know what they are doing/they know the skills of the job. It is quickly evident to people that work with a manager whether they know what they are doing. A manager who pretends that they are expert at something and is proven not to be quickly loses credibility with the people around them.
- They recognize talent and delegate responsibility to those who deserve it. A manager who is willing to acknowledge that they are not the most knowledgeable, but who is willing to listen and learn will gain respect and credibility. This doesn't mean that they should not try to learn what others do, but being able to let others who know more take on responsibility and leadership for certain work will actually enhance trust of the manager in the eyes of employees because it shows that they value and respect expertise.
- They are not afraid of change, and try to help others feel comfortable with change. Fear of change gets people stuck in the past, even as the world moves on around them. A smart manager will try to balance change with valuing tradition. It is important to understand that what people often fear most about change is not just the new parts of their job or work, but also what they might lose.
- They are willing to try new things/ideas and are not afraid of risks. With every change comes certain risks. As noted, change and risks can be frightening. A manager cannot let this fear stop them from making decisions that carry the organization into the future, or address issues with competition, changing consumer needs, etc. It is important to understand the value that change offers the organization, while also balancing this need with educated risk taking.

- They value communication and work hard to make sure they are using good methods to communicate various types of information. Good leaders understand that communication is one of the most powerful ways to help the people around them get their work done. These people also understand that there are many methods available to them, and choose these methods with great intention so that they are able to effectively get people the messages and information they need.
- They know the value of helping others. A good manager is not worried that developing the people who are working for them will cause the loss of their job or make them look bad. They realize instead that the better their team performs, the better they will also look to their bosses. It is important for the manager to look for and hire people who are smarter than they are. This can be difficult for some in that they will worry that these smart people will want to take their job. But these smart people can be motivated well with communication and respect, and in turn will perform at high levels that will make it possible for the entire group to perform better. It is also important for the leader to always look for their own replacement. That way, if they are promoted because they have been able to motivate their team to such good work, then their good work will continue into the future, and they show their bosses that they have planned for success.

## Glossary Terms from this Section

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**Competencies** - Traits or abilities that enable someone to do something successfully or efficiently.

**Promotion** - When an employee of a company advances in either a job or their assigned tasks.

## For More Information Related to this Topic See

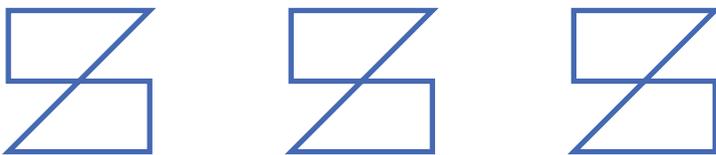
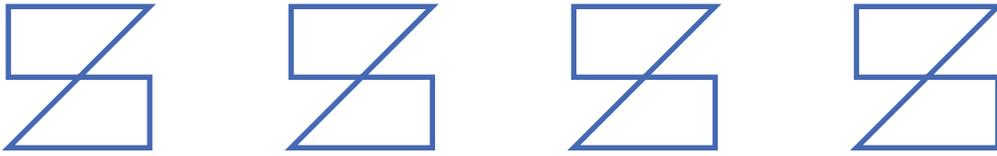
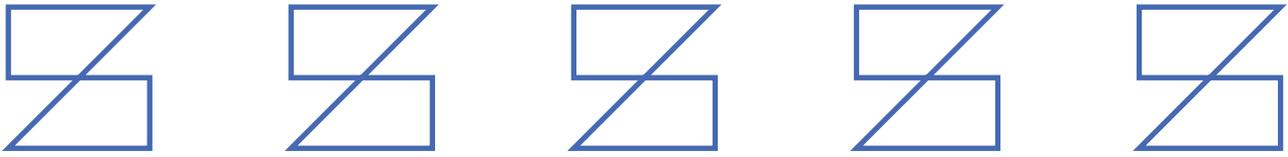
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- What are the human resources challenges when growing my business? *14. Growth and Expiation*
- Why and how should I empower my employees? *4. Leadership*
- Why and how do I develop strong leaders in my organization? *14. Leadership*

## Additional Tools Available

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Career Path Plan



**23.**

**How should I lead an employee who is angry, afraid, or sad?**



## The Basics

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This section will explore specifically the kind of leadership that is helpful when employees are specifically experiencing anger, fear and sadness. These basic emotions can cause both employees and employers a great deal of frustration and inefficiency.

In the past, there has been a perspective that the workplace is the place where emotions get left at the door and the interactions and behavior that occurs at work should be calm and rational. There was a perception that emotions had no place in the workplace. Even when the expectation is that emotions should be left at home, people continue to demonstrate extreme emotions, both good and bad, at their workplaces. It is important to note that this information can be utilized for other emotions as well, including positive ones such as happiness, or excitement.

Many situations can bring out strong emotions at the workplace. If a manager criticizes an employee in a way that is mean, or if there is some surprising bad news, or if there is some kind of sabotage from a co-worker—all of these scenarios can trigger the same physical response in people. It can be tempting to ignore an employee who is showing emotion, hoping that it will go away. But it is often faster and more effective to help the employee deal with these emotions. When employees are angry or afraid, often all they need is to be listened to—once they have talked it through, the strong emotion usually settles down. Sadness can be short-term due to a specific life event or more serious, such as depression. While it is not the manager's responsibility to solve the problem, they should let their employees know that they care, and can help find resources if the employee needs them.

## Tell Me More

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It can be tempting, as a manager, to ignore an employee if they are showing strong emotion, in the hope that it will go away. But if one employee is experiencing the anger, fear and/or sadness, it can influence the interactions between an entire team.

This is particularly true for anger. Anger is an emotion that causes many reactions, both in the person experiencing the anger and in the people around them. The anger could be coming from many different sources, such as the perception of unfairness, that they are not valued, that others are not working well, or a performance review. Regardless of the reason, the employee feels justified, even if it may be a misunderstanding. If the employee's anger is not managed, the problem will not go away; instead, it will likely grow worse.

When managers are confronted with an employee who is angry, the first instinct is to be defensive, and then to launch a counter-attack. Remember that employee anger does not usually pose a personal safety risk, other than from stress. It is important not to immediately jump to the defensive when working with an angry person. It can be very helpful to allow the person who is upset to vent their anger—talk about the reasons they are upset—and then to ask questions about how and why they are feeling this way. In this way, some of the physical reactions can be lessened, creating a situation where a productive conversation can take place.

There is a similar response to the emotion of fear. What is interesting in this is that fear often is a foundation to anger. When someone feels fear, they are feeling as if they are losing something, or that something is going to harm them. Their first response is to be frightened of this change, and subconsciously to wonder what this change will cost them. Then, the later response will usually be anger at the change in situation, usually because they did not choose the change. Managers can help to manage fear, and thus anger by doing some very simple things. Help employees know that they can talk and ask questions about issues at work that are causing fear.

Some examples of things that can cause employees fear include: will the management fire more people as a result of a loss of a contract? Who will lose a job next? When the office moves to a new location, will the female employees be given transportation to commute to work? Will the new CEO or manager reduce salaries to save costs? Just these simple questions demonstrate how quickly a seemingly small change can cause fear. Thus, what a manager can do is talk with the employees and explain openly what is happening, why it is needed, and allow the employees to ask questions. A great deal of organizational fear can be taken care of with information transparency, openness, and an understanding of how to help employees manage their feelings.

Sadness is somewhat different than both fear and anger in that it can be a more long-term emotion. It can begin for many different reasons but once it takes hold it is far more difficult to help. This does not mean that it is then time to fire the employee, but rather, it is the job of the manager to find out why the sadness is occurring. Persistent sadness can cause many problems for a business. The employee might be coming in late, turning in work that is not as good as they can do, or calling in sick more often than usual. A sad employee can also be one who is becoming, depressed. Again, the question becomes what role the organization has in helping the employee who is depressed, particularly as the person who is sad is not supporting in the same way as they once did.

A manager who has an employee like this might just wait for them to come to them with their problems, but this might not happen soon enough when the sadness or depression is affecting the person's work. It is also important to recognize that the person who is struggling will likely already feel ashamed because of their change in work productivity. It is important to approach employees about these problems with a focus on concern and a discussion about observable behaviors rather than blame and disappointment. The manager should be willing to listen, but also to set boundaries, especially if the problems start somewhere other than the workplace. However, the manager can suggest the person to any kind of program that will help them and reassure the employee that they want them back to a productive state of mind and are willing to help.

It is important to note that the issue of sadness/depression and the stigma associated with this issue, particularly at the workplace will differ greatly from country to country and organization to organization. Regardless of the social pressures that keep the issue from being acknowledged, this is a real experience for many people and learning to manage this is a crucial skill.

It is critical for managers to be aware of their own emotional responses to people or issues, and to ensure that these feelings do not spill over into an improper response. It is important to know how to manage the responses that come from this pressure so it does not negatively affect the group interaction. It is important to note that people will mimic the manager's responses whether they are productive or unproductive, as they will be viewed as organizationally tolerated.

## Glossary Terms from this Section

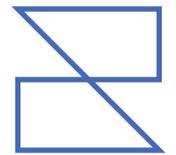
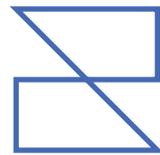
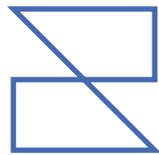
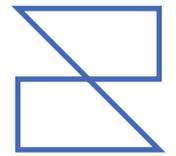
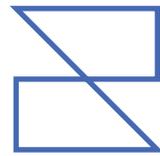
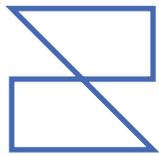
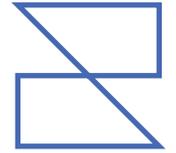
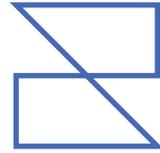
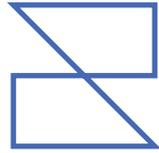
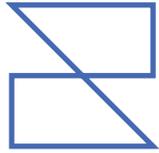
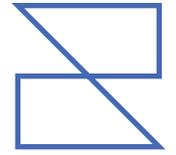
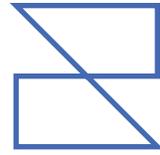
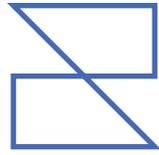
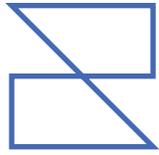
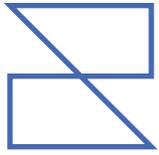
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**Life Event** - An event, usually quite major, that changes a person's circumstances or status such as giving birth, marriage, divorce, or death of a spouse.

## For More Information Related to this Topic See

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- What do effective leaders do? 4. *Leadership*
- How can I become a better leader? 4. *Leadership*



# Tools