

## Leading in Times of Transition to Attract and Retain Employees

### Topic Specialist

Angela Hoyt, CEO

Evolution Group Inc.

Gananoque, ON

[angela@evolutiongroupinc.com](mailto:angela@evolutiongroupinc.com)

### Webinar Highlights

What most often sets successful companies apart is not the policies, procedures or even the product, it's the **people**. If companies take care of their people, odds are the people will take care of customers and products. **Emotionally intelligent, psychologically healthy and safe work environments** that engage teams to be the best they can be **sets companies apart**. The webinar covered:

- Leadership challenges in times of uncertainty
- Elements of a healthy and safe organization to attract and retain talent
- Key emotions and behaviours that determine success in different work situations
- Drivers to maximize team effectiveness
- Strategies to address persistent performance issues that impact team success

### The State of the Workforce Now and Beyond

It is no secret that COVID-19 has impacted companies - whether business increased, decreased or was eliminated altogether, for better or for worse, no company has escaped the impact of COVID-19. This impact has forever changed the landscape of the workforce with a whole host of “greats”: resignations, retirements, reconsiderations and renegotiations. The Hospitality and Tourism sectors have been hit particularly hard as many companies have lost long-term employees to other sectors. The competition is fierce for suitable employees and they are not just looking for money, they are looking for meaning at work.

**“The unpredictability and scale of the COVID-19 pandemic has forced the world to adapt to a new way of working, in some cases practically overnight. Companies that emerge stronger are those able to flex their business and people to overcome the new challenges they face. Now, more than ever, it is necessary to reimagine work and how it is done.”**

Reference: Work can be better post-COVID-19. Here's what employers need to know

COVID-19 is just one more element that companies are facing now and beyond. Some elements were already present before COVID-19, some are here now, and some are yet to come.

## Leading in Times of Transition to Attract and Retain Employees

### Elements Impacting the Workforce Now and Beyond



### Key Question:

With all of these elements in play, how will companies continue to take care of their customers AND deliver exceptional products and services? Engaged employees are key!

To be an “employer of choice” to recruit and retain employees companies need to focus on **leadership, business emotional intelligence and psychologically healthy and safe work environments.**

### Leadership and Employee Engagement

Employee recruitment is so much more than posting a job, sorting through resumes, interviewing candidates, and setting up the new employee on payroll. It is the whole life cycle of the employee relationship that contributes to employee retention and the recruitment of future employees.



### Exercise:

What are your strengths?

What are your areas for improvement?

Choose two areas to focus on to improve your recruitment cycle.

## Leading in Times of Transition to Attract and Retain Employees

Things will not just go back to the way they were on the other side of COVID-19, and leaders cannot simply wait for the return of what they were doing in “the great before”. If we truly care about improving employee well-being in our communities, something has to change. And the data shows us that for lasting change to happen, it has to start with leadership.

Reference: 2021 YMCA WORKWELL Workplace Wellbeing Report, Insights to Impact: The depleted, the overworked and the underappreciated

*What is leadership?*



*What is employee engagement?*

Gallup defines employee engagement as **the involvement and enthusiasm of employees in their work and workplace**. The Corporate Leadership Council’s global study of the engagement level of 50,000 employees around the world identified 25 employee engagement drivers, these are the top two:

- An **employee’s manager** is most important as the enabler of employees’ commitment to their jobs, organizations, and teams.
- The most important driver to employee engagement is a **connection between an employee’s job and organizational strategy**.

Reference: Driving Performance and Retention Through Employee Engagement, Corporate Leadership Council

## Leading in Times of Transition to Attract and Retain Employees

*How do you lead now and beyond?*

There are many resources available to employers pertaining to human resources, in the context of COVID-19. For example, Deloitte's document, *COVID-19 Workforce strategies for a post-COVID-19 recovery Workbook*, defines three phases that all resilient leaders must face amid COVID-19:

- **Respond:** deal with the present situation and manage continuity
- **Recover:** learn and emerge stronger
- **Thrive:** prepare for and shaping the "new normal"

The workbook provides detailed descriptions, practical strategies and actions for each phase. It also poses key questions for employers to consider pertaining to work, the workforce and the workplace.

A selection of other resources pertaining to **Leadership and Employer Engagement:**

- **A guide to managing your new remote workers**  
<https://hbr.org/2020/03/a-guide-to-managing-your-newly-remote-workers>
- **Are workers 'stealing' time from their companies when working from home? Some employers say yes — but studies say just the opposite**  
<https://www.thestar.com/business/2020/11/28/are-workers-stealing-time-from-their-companies-when-working-from-home-some-employers-say-yes-but-studies-say-just-the-opposite.html>
- **COVID-19 Workforce strategies for a post-COVID-19 recovery, Deloitte**  
<https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/human-capital/ca-en-human-capital-workforce-strategies-post-covid-19-recovery-workbook-aoda.pdf>
- **Situational Leadership Styles**  
<https://www.business-to-you.com/hersey-blanchard-situational-leadership-model/>
- **Strengths-Based Leadership: The 4 Things Followers Need**  
<https://www.gallup.com/cliftonstrengths/en/251003/strengths-based-leadership-things-followers-need.aspx>
- **Why are workers really quitting?** <https://www.inc.com/marcel-schwantes/why-are-workers-really-quitting-you-can-boil-it-down-to-1-simple-reason.html>
- **Work can be better post-COVID-19. Here's what employers need to know, World Economic Forum**  
<https://www.weforum.org/agenda/2021/09/work-can-be-better-post-covid-heres-how/>
- **Workwell: The Depleted, The Overworked, and The Underappreciated:**  
<https://www.ymcaworkwell.com/insights-to-impact-2021>

## Business Emotional Intelligence

**Emotional Intelligence** is the ability to understand how emotions affect behaviour and to do something with that information (Salovey & Mayer, 1990, Goleman, 1998). Emotional intelligence is a learnable, measurable, scientifically validated skillset that fuels better effectiveness, relationships, wellbeing and quality of life.

**Business Emotional Intelligence**, understanding and addressing how emotions impact relationships and work performance, is recognized as the key to realizing the full potential of an organization's human

## Leading in Times of Transition to Attract and Retain Employees

capital. Emotionally intelligent leaders adapt their leadership style to the maturity of the individual or group they are attempting to lead or influence.

### *The Dimensions of Business Emotional Intelligence*



Copyright © EBW Global

### *The Key Elements of Emotionally Intelligent Teams*

**Exercise:** How do you rate your team? How do your employees rate their team?

Team Elements	Scale 1-10 1=Low 10=High
<b>Vision:</b> Level of understanding and agreement about team’s purpose and goals	
<b>Identity:</b> The desire to be part of, and within a team that works together towards a shared purpose	
<b>Trust:</b> Feelings of confidence about team members’ behaviour and goodwill	
<b>Commitment:</b> The drive and belief in the team’s ability to achieve its’ goals	
<b>Communication:</b> The willingness to collaborate, to listen, to share ideas and encourage discussion	
<b>Working together:</b> The level of cooperation and participation within the team	

More information on the **EBW Global, Business Emotional Intelligence Assessment**

<https://www.evolutiongroupinc.com/assessment>

## Leading in Times of Transition to Attract and Retain Employees

### Building a Psychologically Healthy and Safe Work Environments

It is the job of management to look out for and handle work-related stress and other psychosocial risks. Managers need to be aware of the warning signs and know how to handle problems once identified. Remember that psychosocial problems at work are always an organisational issue, and management should be ever-vigilant to spot and handle any such problems.

The Mental Health Commission of Canada has the *National Standard of Canada for Psychological Health and Safety in the Workplace* a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work.

A psychologically healthy and safe workplace is one that promotes employees' psychological well-being and actively works to prevent harm to employee psychological health due to negligent, reckless, or intentional acts. A psychologically healthy and safe workplace can lead to better:

- Productivity
- Financial Performance
- Risk Management
- Organizational Recruitment
- Employee Retention

The Standard is available for free here: <https://mentalhealthcommission.ca/national-standard/>.

### A selection of other resources pertaining to **Building a Psychologically Healthy and Safe Work Environments**

- **Guarding Minds at Work**  
<https://www.workplacestrategiesformentalhealth.com/resources/guarding-minds-at-work>
- **High-Performing Teams Need Psychological Safety. Here's How to Create It**  
<https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>
- **Managing Psychosocial Risk in the Workplace** <https://safesmart.co.uk/managing-psychosocial-risk-workplace/>
- **Manpower Group Employment Outlook Survey**  
[https://go.manpowergroup.com/hubfs/MEOS/2022\\_Q2/Q2%202022%20MEOS%20Global%20Report.pdf](https://go.manpowergroup.com/hubfs/MEOS/2022_Q2/Q2%202022%20MEOS%20Global%20Report.pdf)
- **Psychologically Healthy and Safe Workplaces:**  
<https://www.mentalhealthcommission.ca/English/what-we-do/workplace/national-standard>
- <https://www.csagroup.org/store-resources/documents/codes-and-standards/2421865.pdf>
- <https://www.guardingmindsatwork.ca/about/about-psychosocial-factors>
- **Mini-guide to help employees' mental health through winter**  
<https://mentalhealthcommission.ca/resource/mini-guide-to-help-employees-mental-health-through-winter/>
- **We asked companies how they are helping employees to work safely. Here's what they said**
- <https://www.weforum.org/agenda/2020/11/covid-19-safety-workplaces-companies/>

## Leading in Times of Transition to Attract and Retain Employees

- **Why are workers really quitting?** <https://www.inc.com/marcel-schwantes/why-are-workers-really-quitting-you-can-boil-it-down-to-1-simple-reason.html>

### Strategies to Address Persistent Performance Issues

Let's face it, sometimes, despite a leader's best efforts, an employee just doesn't work out. Disengaged employees and poor performers can impact the work environment and workforce in negative ways. For this reason, there are times when difficult decisions need to be made to ensure *the right people, are in the right seats, on the right bus* (Jim Collins, Good to Great).

Before you take any action, dig deep to determine the root cause of poor performance. It may not be obvious (and it may not be the employee you are concerned about) and may require "a duty to accommodate" <https://www.ohrc.on.ca/en/policy-ableism-and-discrimination-based-disability/8-duty-accommodate>

To prevent and address persistent performance issues:

- Invest in employees, make sure they see a direct connection from their work to the work of the business
- Review the Recruitment Cycle. Is anything missing? Has the company invested in them?
- Use the probation period – this is when employees are trying to impress you the most
- Get legal advice to terminate with or without cause
- Consider using an outplacement service e.g. [www.careerjoy.com](http://www.careerjoy.com) (not an endorsement)

### Next Steps

*Exercise: Now that you know what you know, what are your next steps?*

Review the recruitment cycle and determine areas for improvement  
Build a psychologically healthy and safe work environment  
Build leadership competencies including business emotional intelligence  
Address persistent performance issues  
Take time out to stop and smell the roses  
Something else:

Disclaimer: The references included in this document are for information purposes only - they are not endorsements or guarantees. Businesses are responsible for all actions they take and decisions they make and must do their own due diligence and seek appropriate legal, accounting, tax, or other professional advice as required.