



TIPS FOR
***Rebuilding and
Retaining***
EMPLOYEES

Rebuild

FOCUS ON THE FOUNDATION FIRST



The Fundamentals

VISION

Why are you in business? What is the outcome you want for your guests and team members? Everything you do flows from this statement. Should be a simple singular sentence if possible.

MISSION

What does that vision look like in action at your business? This is a more descriptive statement which specifies the fundamentals of the outcomes you want for your guests and team members. (Example: "Our family is committed to creating meaningful value by providing gracious hospitality, extraordinary experiences and a lifestyle worthy of sharing with generations.")

VALUES

What behaviors drive the why and the what outlined in your vision and mission? Everything you do – all your interactions with guests and team members should flow from the prism of these values. (Example: "Integrity, Loyalty, Respect, Passion, Accountability, Caring, Trust, Teamwork.")



The Mechanics

Develop and make meaningful your vision, mission and values. This can be owner, senior leadership or team developed. No matter the process, it is very important everyone be aligned to the outcome and each team works through specific examples of what the vision, mission and values are for them.

COLLABORATIVE MODEL

Brainstorm the outcomes you want for your guests along with the behaviors you want to see in the people with whom you work. From these objectives you can develop the narrative.

TOP DRIVEN MODEL

In many existing businesses, these have already been developed. To make them meaningful there should be deep, collaborative work around what those values look like for each team: leadership, massage, esthetics, fitness, salon, wellness, support teams, etc.

Once values are developed and polished: publish prominently, refer to them daily and reflect behaviors through these values.



Retention

CREATE A CULTURE THAT REFLECTS YOUR VALUES

Creating culture isn't something achieved solely by creating your vision, mission and values or even by having your team participate in specifying what culture should look like within their team environment. Culture is indeed driven from the top by leadership and is cultivated by what behavior and actions they allow to happen in the workplace. The following strategies can assist leaders in this task.



FREQUENT ONE-ON-ONE CONVERSATIONS

Two-way conversations where the team member should do the majority of the speaking should take place at least monthly and as often as once per week. The job of the leader is to identify priorities, speak specifically to performance and provide resources to the team member. Suggested starting questions for these conversations include:

- How are you feeling this week/month?
- What were your accomplishments of past week/month?
- Where are you focusing in the week/month ahead?
- Pain points for team member or team
- Suggestions for process improvement



INDIVIDUALIZED ACHIEVEMENT PLANS

Once a quarter or twice a year, this replaces more formal evaluations by reframing the conversation around individualized goal achievement and setting for each team member.



PROCESS IMPROVEMENT

Collect data to understand how the team is performing against its goals and mission. Post it prominently and speak to it in daily line ups, team meetings and full team meetings. If a trend is identified, have a specific group of invested team members delve deeper into the data to understand what might be happening and propose process change to affect outcome change. Share outcome with teams and explain changes to any processes.



UPWARD MOBILITY

Have steps built into your team member job structure that allow for growth, an expansion of their title, involve training and give an appropriate bump in salary. This allows the team to see a path of growth and gives them direct, achievable goals for their future with the team. Possible positions and progression: trainer, coordinator, mentor, supervisor, assistant manager, manager, assistant director, director, executive director, etc.



SCHEDULING

Be flexible in scheduling considering, within reason the following:

- Consistent and consecutive days off
- Schedules prepared several weeks in advance to allow for life planning
- Ability to swap schedules with other team members as long as job/shift is covered
- Process for time off requests far out enough for team member to plan time away
- Identifying team members who would like to be the first sent home if business allows
- Consider more part-time and on call team members to allow full-time team flexibility



ACTIVE MENTORING PROGRAM

Develop a program where senior team members regularly meet with junior members to connect. System should be structured to identify milestones and “graduation” from formal mentorship, and also flexible enough to address real issues that arise in the workplace for each team member. Mentors should be trained prior to this process.



LEADER IN TRAINING AND/OR INTERNSHIP

Internships involve hiring someone from a related school to work alongside the team for a specified amount of time with specific goals from the program. Something similar may be done with a strong internal candidate for whom there isn't a current leadership role, but who can cross-train and then work in an alternate position. Specific training and skills-based knowledge goals with a timetable and graduation from program are essential.



DAILY, FORMAL COMMUNICATION FROM LEADERSHIP

Communicate what's happening that day/week, what's important to keep an eye on (areas for improvement or focus), celebrate team member achievements and consider sharing a short paragraph highlighting a value which reflects on something meaningful to the team.



DAILY, INTERACTIVE TEAM MEETINGS

These brief meetings can be held at pre-shift, change of shift, or multiple times through the day if scheduling prohibits larger groups. Priority is on clear, direct communication, team member participation and real examples. Meetings consist of the following:

- Quick review of the daily communication from leadership
 - Examples of exceptional service
 - Thoughts around value of the day
 - Paths which need to be cleared to improve work
 - New tools and/or processes
 - Team leader keeps meeting on track. For discussions devolving into unproductive rabbit holes: meeting leader should take note, revisit the issue with concerned team member, then address with the entire team as appropriate and as soon as possible
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INDIVIDUALIZED INCENTIVE PLANS

Incentive plans are more meaningful if the leader first understands what motivates each team member and tailors individual rewards and recognition accordingly. Some examples include paid time off, special parking, gift card, bonus, public recognition (or private; free services/classes/training, etc.



FREQUENT AND MEANINGFUL CELEBRATIONS

Find ways to celebrate together that involve activities meaningful to the team: charity projects, outdoor activities, experiencing other parts of the resort, group dinner, etc.



FREQUENT TEAM MEETINGS

The agenda should be developed and shared with the team prior to the meeting. Focus on metrics as identified in your process improvement plan, specific feedback from team provided prior to meeting about questions or points of discussion, team recognition, upcoming events or activities, priorities ahead, celebrating milestones, a fun and interactive team building exercise. Meeting should not be allowed to devolve into a gripe session where grievances are aired and the leader is put on the spot to come up with an immediate solution. Educate the team on the reasoning, provide the tools for questions and comments prior to the meeting so the leadership has time for thoughtful responses.



TRAINING SESSIONS

Training sessions are more effective when tailored to the audience with a specific desired outcome at the conclusion of the training. Objectives are understood and should be presented prior to training. Team members are asked for input and feedback about what the training should include and how it is to be conducted. Good (appropriate) pacing during training sessions is important in keeping all team members are engaged—those falling behind receive additional training.



CONTINUOUS FEEDBACK

Team members are encouraged to offer feedback, ask questions or propose changes. This can be anonymous, but the question or comment itself should be made public and at some point, a response from leadership should also be made public as well so team members know leadership listens and is held responsible. Leadership needs to be as transparent as possible, thankful and take time to explain the why behind decisions.



WELLBEING OF THE TEAM

The whole person is acknowledged at work and opportunities for growth are provided not in specific job skills only, but in life skills for both physical and mental wellbeing. Consider in-house training in each area. Mental health resources, access to fitness facilities, wellness education sessions and mindfulness tactics are all valuable tools to consider offering to your team members.
