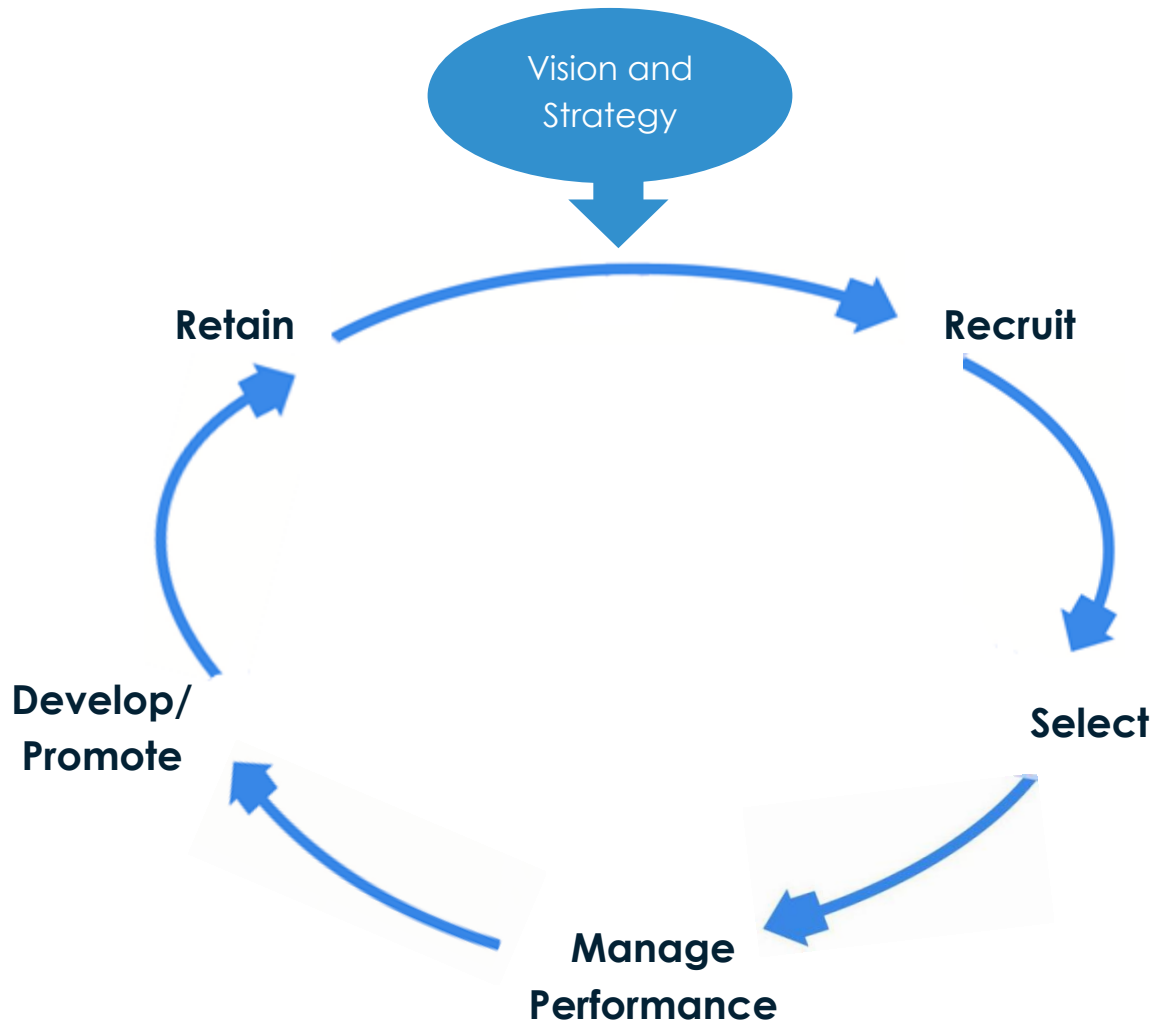


# CMA Resource Guide

*We believe...people make or break an organization.*

## TIPS TO ADDRESS YOUR MOST CHALLENGING PEOPLE ISSUES

At CMA, our experienced psychologists partner with you to customize services to help your business maximize your greatest asset—your people. We heard some of your most challenging people issues. In response, we created this guide to present a high-level approach for how to handle some of these issues. Below are our core areas of expertise. To explore more deeply, click on the table of contents and then click on services of interest to you. You will be directed to another page. Enjoy!



# Improving Company Culture

“Culture eats strategy for breakfast.” – Peter Drucker

But what do you do when your culture is in need of a tune-up?

Cultural change is often discussed, given its known ties to vision, strategy, and organizational performance measures, such as market-to-book ratios and sales growth (Kotra et al., 2012). Changing a culture is a journey best started with an organizational assessment to help map the path to a better future state.

A professional, objective evaluation of your organization helps to give leaders an accurate picture of the current state of the organization and an agenda to move it forward.

## Tips

- 1 Discuss your goals for conducting an organizational assessment.
- 2 Evaluate organizational structure and dynamics. Are they aligned with your organization's performance goals?
- 3 Identify strengths and areas for improvement. Consider competing values.
- 4 Identify factors currently contributing to successes and failures.
- 5 Use this information to strategically guide cultural change efforts to shape and support the desired future culture.

## GET IN TOUCH

Interested in CMA's  
**organizational assessment**  
services?

Please let us know: E-mail us at:  
[cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*HR Can't Change Company Culture By Itself* by Newton

*Don't Let Your Company Culture Just Happen* by Osterwalder

*The Culture Map* by Gray

# Strategically Planning for the Future

**“Failing to plan is planning to fail.” – Alan Lakein**

A strategic plan is necessary for an organization to experience continued and sustained success. CMA partners with organizations to create a systematic process that gives specific direction to financial, organizational development, and human resource decision making. Throughout this process, CMA also helps organizations appropriately focus energy and resources to achieve intended, long-term outcomes as well as ensure that employees are working collaboratively towards common objectives.

## Tips

- 1** Before beginning the strategic-planning process, leaders should seek key stakeholder input through interviews and surveys.
- 2** Conduct an internal and external environmental scan. A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is always a good place to start.
- 3** Balance the process by including a long-term focus (e.g., Where does our organization want to be in 3-5 years?), medium-term focus (e.g., What can we do this year?), and short-term focus (e.g., How do we measure current progress?).
- 4** Create team objectives and align individuals' objectives with broader team goals to foster team cohesiveness.
- 5** Consider identifying individuals who can be champions/advocates for the newly created strategic direction. Engage them in the process early and often.

## GET IN TOUCH

Interested in CMA's **strategic planning** services?

Please let us know:  
[cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*The Big Lie of Strategic Planning*  
by Martin

*Introduction to Strategic Planning* by  
Strategy Driven Podcast (Episode 26)

*10 Questions to Jumpstart your Strategic Planning Process* by Mckeown

*Good Strategy Bad Strategy*  
by Rumelt

# Navigating Change

**“The only constant is change.” – Heraclitus**

Change is a natural part of organizational life – adapting to new technology, increased competition, leadership transitions, mergers, and acquisitions. The examples are endless. And, change can be hard. Successful organizational change requires employees to buy in at three levels: intellectual, emotional, and behavioral. In the face of change, it is important to create and leverage a strategic approach. Doing so better equips an organization to purposefully make culture shifts and to overcome resistance and earn the buy-in needed for long-term success.

## Tips

- 1 Identify the impetus for change and what the organization must become.
- 2 Conduct an organizational assessment to understand the current state. Then, complete a gap analysis between the current and desired state.
- 3 Create a customized model and/or change plan to close the gap. This includes developing a communication plan to manage resistance and to build buy-in.
- 4 Implement actions to achieve objectives, including creating and implementing a vision for the future, forming groups to lead change efforts, and obtaining and celebrating early wins.
- 5 Provide support and tools to your team to help them cope with the cognitive, emotional, and social aspects of change.
- 6 Periodically, monitor the degree of change and the change process and fine-tune the plan.

## GET IN TOUCH

Interested in CMA's **change management** services?

Please let us know. E-mail us at:  
[cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Choosing Strategies for Change* by Kotter & Schlesinger

*Our Iceberg is Melting* by Kotter

*Navigating Change: A Leader's Role* by Center for Creative Leadership

# Winning the Talent Game

A defining characteristic of today's business landscape is the war for talent. People (not assets, technology, or R&D) are becoming the main source of competitive advantage in today's environment. The challenge is not finding people; the challenge is finding and keeping great talent. This raises the question, "How can your organization attract workplace rock stars?" The answer lies within your organization's culture. At CMA, we work with organizations to help them build a culture that attracts, retains, and engages top talent.

## Tips

- 1 Stay connected to today's workforce, which spans across four generations.
- 2 Know your organizational culture. Articulate: Who are we? What do we do? Why does it matter? What workforce will we need to succeed? With whom do we compete for talent?
- 3 Create a formal employee value proposition (EVP) outlining what employees can expect from their employer. EVPs extend above and beyond contracted terms and pay and appeal to intrinsic motivators.
- 4 Revamp your employment brand. Use surveys, focus groups, and exit interviews to create an employment brand that is consistent with your EVP.
- 5 Implement techniques to engage and retain talent. Some examples include customized career maps and regularly communicated feedback.

## GET IN TOUCH

Interested in partnering with CMA to **build a best-in-class workplace?**

Please let us know. E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*How to build a compelling employee value proposition* by Willis Towers Watson

*The Best Places to Work.* Podcast by Friedman

*Building a Game-Changing Talent Strategy* by Ready, Hill, and Thomas

*Retiring the Generation Gap* by Deal

# Promoting Diversity

To fully embrace one's workforce, companies are increasingly seeing the importance of cultivating Diversity & Inclusion (D&I). Diversity encompasses a myriad of visible dimensions (e.g., gender, race, and ethnicity) along with dimensions that may not be immediately apparent (e.g., from religion and sexual orientation to personality to diversity of thought and perspective). Diverse workplaces enrich an organization's potential. Not only is it important on an ethical, human level but on a business level as well. Evidence shows that, when organizations embrace diversity, in general, they tend to outperform more homogeneous workplaces. For example, they benefit from increased adaptability, a variety of viewpoints and talents, and a broader range of services.



## Tips

- 1 Avoid categorizing people through well-meaning diversity efforts. This can reinforce stereotypes. Instead, train employees how to engage with a wide array of *people*, not categories.
- 2 If diversity training is offered, try to make it voluntary. Most do not feel they are biased. Mandatory diversity training can sometimes do more harm than good.
- 3 Develop a robust recruitment strategy aimed at attracting talented minorities.
- 4 Create action-oriented diversity task forces who can champion and lead your diversity efforts.
- 5 The role of leaders in promoting diversity is imperative. Find engaging ways to help leaders promote diversity and serve as role models.

## GET IN TOUCH

Interested in CMA's **diversity & inclusion** services?

Please let us know: E-mail us at:  
[cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*How Diversity Fuels Group Emotional Intelligence* (video) by Goleman

*Why Diverse Teams are Smarter* by Rock and Halvorson

*Diversity is Why* (White Paper & Case Study) by the American Heart Association and SHRM

# Evaluating Job Requirements

Selecting the right person for the job starts by understanding what is required to be successful in the role. This may seem straightforward, yet even key stakeholders often struggle to reach consensus. Additional consideration is needed to evaluate the job within its organizational context. CMA relies on a detailed job analysis as an effective, legally sound method to identify role requirements. This process helps key stakeholders communicate their unique perspectives to identify the role's requirements in light of the organization's culture, vision, and goals.

## Tips

- 1 Identify key stakeholders who can comment on the requirements of the role and the organizational context.
- 2 Conduct one-on-one interviews with each stakeholder to learn his or her perspective of the role and what is required for success. Ask them what success looks like.
- 3 Take other measures to learn about the organization and its goals, such as reviewing mission statements or conducting site visits.
- 4 Themes from the interviews are shared with management to confirm and interpret this data.
- 5 Finally, a job description is created to capture the specific requirements of the role that align with the broader context of the organization's vision.



### GET IN TOUCH

Interested in partnering with CMA to **evaluate role requirements?**

Please let us know. E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Conduct a Job Analysis* by Society for Human Resource Management

*Designing High-Performance Jobs* by Simons

*Sometimes A Job Badly Done Is The Job Description's Fault* by Cohen

# Hiring the Right Talent

Just as a chain is only as strong as its weakest link, an organization can be only as powerful as its weakest person. Organizations need a well-rounded group of talented individuals, not a lone superstar performer. Building that group of talent begins with hiring the *right* individual for the role and for the organization. CMA employs a multi-dimensional approach to personnel selection using validated tools and methods (e.g., biodata, structured interviews, questionnaires, and job simulations). CMA currently conducts over 5,000 assessments for 400+ clients per year. Partnering with clients who utilize our assessment services, we have determined the accuracy of our recommendations are 90-95%. This is compared to a “hit rate” of 60% when not using our services.

## Tips

- 1 Collect organizational data in order to thoroughly understand the position and how the assessment process can add the most value (i.e., job analysis).
- 2 Use multiple sources of data to assess the candidate's strengths and developmental areas.
- 3 Emphasize the person/role fit or the extent to which the candidate can achieve the results expected of the role within the desired culture and values.
- 4 Implement reliable and valid methods that mitigate adverse impact and the risk of unfair hiring practices.
- 5 Ensure that assessment tools are job relevant and provide valid information.



## GET IN TOUCH

Interested in CMA's **assessment** services?

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*How to Use Psychometric Testing in Hiring*  
by Dattner

*Seven Common (But Irrational) Reasons for Hating Personality Tests* by Chamorro-Premuzic

*Hiring Success: The Art and Science of Staffing Assessment and Employee Selection* by Hunt



# Identifying Culture Fit

**“Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.” – Albert Einstein**

The importance of finding talent that fits your culture cannot be overstated. Nobody wants a forest full of fish. CMA can help with assessing person/environment fit by getting to know the company's implicit and explicit norms and environment. From there, we can engage in a customized assessment process to help select employees who are most likely to thrive within an organization's culture.

## Tips

- 1 Give potential new employees realistic job previews that allow them to picture themselves in the position and realistically consider their fit for the role.
- 2 Culture assessments can help identify success factors to look for in potential employees.
- 3 Remember, it's not just about finding someone who is competent but someone who can be effective within your organization's context.
- 4 Assessments are a helpful way to identify successful leaders who are a "fit" for the organization.
- 5 Engaging in team meetings to discuss what makes your team, organization, and marketplace unique is a way to highlight and emphasize the importance of culture.



### GET IN TOUCH

Interested in CMA's **Cultural Fit & Success Profile** services?

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Culture Fit in the Workplace: What It Is and Why It's Important* by Schofield

*Recruiting for Cultural Fit* by Bouton

*How my Company Hires for Culture First, Skills Second* by Schofield

# Asking High-Impact Interview Questions

The interview is an important part of the selection process. The **type** of interview matters, too. Interviews are often approached fairly informally without a structured plan in mind, but evidence shows that structured interviews can significantly improve the selection process. Research shows that well-designed, structured interviews predict anywhere from 20-40% of job performance, whereas unstructured interviews predict less than 10% of on-the-job behavior. Structured interviewing involves asking a standardized set of behavioral, high-impact questions that produce relevant responses to use to compare candidates.

## Tips

- 1 First, structured interview questions can be directly connected to the job's KSAOs and competencies through a job analysis.
- 2 Questions should be behavioral in nature, as past performance can be a predictor of future behavior.
- 3 Two common types of questions include describing past behavior (what did you do when?) or responding to hypothetical situations (what would you do if?).
- 4 The same questions should be addressed to all applicants of the same position.
- 5 Interviewers should be trained on how to identify effective and ineffective behavior-based answers.
- 6 Finally, a standardized rating scale should be used to rate answers. BARS (behaviorally anchored rating scales) is a commonly adopted method that provides examples of good, moderate, and poor performance.



## GET IN TOUCH

Interested in partnering with CMA to improve your **interview process**?

Please let us know. E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*The Selection Interview from the Interviewer and Applicant Perspectives* by Dipboye and Macan

*Interview Questions to Always Ask* by Bregman

*Effective Interviews* by the Society for Industrial and Organizational Psychology

# Creating a High-Performance Culture

It is a given that driving high performance is critical to organizational effectiveness. Yet, often organizations are so focused on their performance-management *system* that they can forget about actual *performance*. Research shows that annual performance reviews are not what drive behavior and engagement. What does have an impact is engaging and empowering employees to grow, providing meaningful and frequent feedback and support, setting and updating goals regularly, leveraging employee strengths, and offering experiential developmental opportunities.

## Tips

- 1 Start with tying individual behavior to organizational strategy. Studying the current system is a good way to identify gaps.
- 2 Create a system that is not overengineered or overprescribed. Low-process, high-content systems are better drivers of behavior.
- 3 Provide experiential developmental opportunities that offer a combination of quality learning experiences, practice, and reflection.
- 4 Provide resources that promote meaningful, forward-looking conversation and goal setting (e.g., Conversation Playbook).
- 5 If you do nothing else, consider taking a fresh look at your process. Rater training and high-quality tools can help increase effectiveness and motivation.
- 6 Any rollout of a new performance-management system should include a well-designed change-management and piloting process.



## GET IN TOUCH

Interested in CMA's  
**performance management**  
services?

Please let us know: E-mail us at:  
[cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Building a High Performance Culture* by  
Pulakos and colleaues

*The Performance Management Revolution* by  
Cappelli and Tavis

*The Future of Performance Management* by  
Rock and Kropp

# Planning for Succession

According to the Society for Human Resource Management, replacing leaders can cost from 50 percent to several hundred percent of those individuals' salaries. Thankfully, effective succession planning can help avoid these costs. A strong succession planning process offers a number of benefits. First, it drives business results by ensuring the most qualified talent gets promoted. It ensures rising leaders are identified and actively developed for the future. Finally, succession planning is a key retention strategy, as it offers a structured process toward promotion.

## Tips

- 1 Plan early and often; succession planning is an ongoing process, not an event.
- 2 Establish succession plans that ideally identify more than one potential successor.
- 3 Focus on both performance *and* potential when identifying successors. Remember the value of assessments to help do so.
- 4 Succession planning is about both identifying *and* developing talent. Stretch experiences and feedback are powerful development tools.
- 5 Make developing *oneself* and developing one's people an integral part of every leader's job. Reward leaders who foster talent development.



## GET IN TOUCH

Interested in CMA's **succession planning** services?

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Nothing Succeeds like Succession* by Giambatista and colleagues

*Succession Planning: What the Research Says* by Harrell

*More Insiders are Becoming CEOs, and That's a Good Thing* by Bower

# Passing the Family Baton

One-third of Fortune 500 companies are family controlled. Family firms also employ just over half of US workers. However, family firms do not have a good record when it comes to longevity; only 30% of family-owned businesses survive into the second generation, 12% into the third generation, and 3% into the fourth generation. How can your family business outlast the “three-generation rule?” At CMA, we employ industry best practices as well as build personal relationships with our clients to help create a customized family business succession plan.

## Tips

- 1 Collect data to provide a formal and thorough understanding of the business and the family.
- 2 Carefully consider how business decisions will impact family dynamics. This includes the process for objectively identifying the successor.
- 3 Make developing the successor's skills, knowledge, vision, and strategy a priority.
- 4 Ensure that all legal documentation (e.g., estate plans) is up to date.
- 5 Create a collaborative culture that values and practices transparent communication. Designate regular Board and/or family council meetings as a forum for decision making and information exchange.

## GET IN TOUCH

Interested in CMA's **succession planning** services?

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Generation to Generation: How to Save the Family Business* by Groysberg & Bell

*Succeeding with Succession Planning in Family Businesses* by Bhalla & Kachaner

*Avoid the Traps that Can Destroy Family Businesses* by Stalk & Foley

# Resolving Conflict

Every workplace has disagreements but, when conflict is unresolved, this affects productivity and morale. It is crucial that leaders and managers identify sources of conflict, consider ways to resolve them, and hold all parties accountable for appropriate next steps. Sometimes attempts at resolving the issue internally send the issue underground only to resurface later. In cases like these, a skilled, impartial professional is often crucial to understand and resolve a conflict.

Many organizations, including many family businesses, have turned to CMA to assist in resolving conflict through the experience of its professional staff and their use of CMA's conflict resolution process. The goal is to provide managers and teams with practical conflict-management tools that they can use on their own to productively address current and future conflicts and disagreements.

## Tips

- 1 Meet with each party to gather their perspective and better understand the conflict and key issues.
- 2 Facilitate joint sessions to share perspectives, identify common ground, and explore differences.
- 3 If needed, meet separately with parties to discuss issues or direct each party to other sources of information and perspective. Help them stay focused on shared goals and objectives.
- 4 Summarize and clarify how all involved parties will move forward, including guidelines for appropriate behavior.
- 5 Conduct brief follow-up meetings to assess progress and compliance with shared agreements and professional conduct.



## GET IN TOUCH

Interested in CMA's **conflict resolution** services?

Please let us know. E-mail us at:  
[cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Crucial Conversations* by Patterson and Kerry

*Ten Keys to Handling Unreasonable or Difficult People* by Ni

*HBR Guide to Managing Conflict at Work*  
by Gallo

# Developing High Potentials

When we begin our career, performance is primarily based on and judged by our technical skills (e.g. accounting, sales, engineering, etc.). As we develop and our responsibilities expand, technical skills become less of a differentiator while self-management and relationship management become more important. Effective executives promote professional development, including assessment, identification of gap areas, one-on-one coaching, and a continued focus on succession planning. Successful organizations identify and develop their high-potential individuals.

## Tips

- 1** *Manage Performance:* Provide stretch assignments and autonomy and help individuals learn from their successes and their mistakes.
- 2** *Develop:* Provide high-quality feedback and coaching as well as leadership opportunities based on a collaboratively designed development plan that is monitored and updated.
- 3** *Retain:* Encourage and motivate according to the individual's unique drivers. Consider how their talents fit for future roles and company needs.
- 4** *Promote:* Define a career path of possible future opportunities that is clear and individualized.

## GET IN TOUCH

Interested in partnering with CMA to **develop high potentials?**

Please let us know. E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Four Things You Probably Didn't Know About High Potential* by Chamorro-Premuzic

*Your High-Potential Program Could Ruin Your Business* by Riddle

*14 Ways to Expose Potential Leaders to Development* by Forbes coaches Council

*How to Hang on to Your High Potentials* by Fernández-Aráoz, Groysberg, and Nohria

# Coaching for Peak Performance

Coaching is an active process meant to challenge and develop individuals through candid, constructive feedback and systematic input and guidance. Without feedback, there is no learning. An experienced coach who understands and knows the organization but is not an employee can help a person look at the situation from a broader, new, and/or different perspective. At the core of successful coaching is a personal, confidential relationship between the participant and his/her coach. We have provided coaching services for 35+ years for CEO's to mid-level managers across industries and ranging from multi-billion dollar companies to small, privately held businesses. At any one time, we typically coach over 100 managers and executives in businesses and organizations.

## Tips

- 1 Articulate what you aim to accomplish in the coaching relationship. Discuss your goals (and how to track progress) with your coach and assess their approach and talents to ensure the right fit.
- 2 Think about how you work best. Do you want to receive coaching primarily in person, by email, via phone, or in a combination of formats?
- 3 Remain open to feedback, even if it is difficult to hear. Stay active and engaged by asking questions and trying to understand how it might apply.
- 4 Coaching is a two-way street. Periodically provide feedback to your coach about what is working, or not, in your sessions.

## GET IN TOUCH

Interested in partnering with CMA to **coach for peak performance**?

Please let us know. E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Every Manager Needs to Practice Two Types of Coaching* by Grote

*4 Reasons Managers Should Spend More Time on Coaching* by Weintraub and Hunt

*How Great Coaches Ask, Listen, and Empathize* by Batista

*What Can Coaches Do for You?* by Coutu and Kauffman



# Strengthening Team Dynamics

The dynamics of the workplace have shifted from individually focused work to a more collaborative approach to reaching common goals and objectives. This is evidenced by the increase in workplace teams. Moreover, workplace teams can benefit the organization by fostering innovation, strengthening interpersonal relationships, maximizing talent, encouraging information sharing, and creating a wider sense of ownership. There needs to be an appropriate balance between reaching end goals and fostering effective team relationships. An effective leader or manager is an effective team leader and facilitator. CMA can help your organization unleash the power of teams and grow your team leaders.

## Tips

- 1 Consider using validated questionnaires to assess team strengths and areas of development.
- 2 Emphasize the importance of effective communication. This includes between team members and between teams across the organization.
- 3 Ensure that individual team members understand their roles and how their roles are connected to overall team objectives.
- 4 Devote appropriate time to team action planning that includes short- and long-term team objectives as well as outlines individual responsibilities.
- 5 Create a culture of trust among team members and encourage transparent information sharing.

## GET IN TOUCH

Interested in CMA's  
**teambuilding** services?

Please let us know: E-mail us at:  
[cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*The Biggest Mistake You (Probably) Make with Teams*  
by Griffey

*Build a Tower, Build a Team- TED talk* by  
Wujec

*Eight Ways to Build Collaborative Teams*  
by Erickson

# Growing Your Leadership Pipeline

Leaders are in a unique position to shape an organization and its people. Actively investing in both the current and future leaders of your organization is crucial for success. Leaders are not just “born with it.” Leadership can be learned. While there is no one way to develop leadership, nationally normed and widely used assessment tools, together with focused feedback from those with whom you interact at work, provide a data-driven foundation for personalized leadership development. Moreover, coaching and leadership-development programs are a valuable way for your leaders to take their growth to the next level. Such an investment often also has the added benefit of increased satisfaction and retention of your high potentials.

## Tips

- 1 Assessments are a powerful way to provide your leaders with new insights into their strengths and development areas.
- 2 Feedback is another way to increase self-awareness. In particular, 360 feedback and coaching are helpful developmental tools to increase self-awareness and to build skills.
- 3 Creating in-house leadership development programs is an excellent way to build your leadership pipeline.
- 4 Leadership does not stop in the classroom. Stretch assignments and developmental relationships are where most leaders experience optimal growth.
- 5 As one moves from an individual contributor to a leader, the skill requirements for success are different. Make sure to move beyond technical skills, developing the "soft" skills critical to leadership.



## GET IN TOUCH

Interested in CMA's **leadership** services?

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*What Got You Here Won't Get You There* by Goldsmith

*The How-To of Vertical Leadership Development* (White Paper) by Center for Creative Leadership

*Discovering Your Authentic Leadership* by George and colleagues

# Building a More Engaged Workforce

Employee engagement has been consistently linked with key performance outcomes, such as increased profitability, productivity, and customer ratings as well as decreased absenteeism, turnover, and safety incidents. However, according to Gallup, only 30% of employees in the US are engaged at work. Effective leaders consider ways to encourage and maximize employee engagement and participation. At CMA, we take a holistic approach to employee engagement by integrating engagement drivers within every step of the talent-management process (i.e., recruitment, selection, development, & retention).

## Tips

- 1 Implement a selection system that emphasizes matching the person to the job and to the organizational culture.
- 2 Identify and develop managers who prioritize employee engagement (e.g., treats others with respect, creates challenging and meaningful work).
- 3 Collect real-time data on employee engagement (e.g., pulse surveys) and use that data to make organizational improvements/changes. Communicate and publicize these changes.
- 4 Do not underestimate the influence that the organizational mission, vision, and values have on engagement. Strive to build a culture that rewards behaviors aligned with the mission, vision, and values of your organization.
- 5 Be innovative. E.g., adopt a workplace wellness program that allows time for exercise, offers healthy food options, and encourages walk-and-talk meetings.

## GET IN TOUCH

Interested in CMA's **employee engagement** services?

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*What Great Managers Do to Engage Employees*  
by Adkins

*5 Ways to Improve Employee Engagement Now*  
by Gallup

*What Makes Us Feel Good About Our Work?*  
TED talk by Ariely

# Retaining Your Best Employees

Retention management can be challenging for all organizations. Many times, we tend to think that increasing pay is the only sure solution. However, research suggests turnover is affected by many factors that are equally – if not more – important than salary, such as engagement, relationships, and clear career paths. Linking performance management and retention is a good place to start.

Examining the job roles you are most concerned with can provide an understanding of internal and external influence factors that are likely to affect retention and turnover. Interviews with current employees can highlight these factors, which may include benefits, job satisfaction, workplace incivility, engagement, recruiting, relationships with peers and managers, feedback, and cultural fit, among others.

## Tips

- 1 Provide a clear path to promotion using tools such as career maps.
- 2 Survey or interview current employees to identify factors that make them want to stay. The best way to understand motivators is to ask employees.
- 3 Consider non-monetary benefits that matter to your employees (e.g., flexible scheduling, remote work options, bring your dog to work, autonomy).
- 4 A little recognition goes a long way - make it a habit to provide genuine praise and appreciation.
- 5 Benchmark compensation and benefits often to ensure your offerings are competitive.

## GET IN TOUCH

Interested in CMA's **employee retention** services?

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*How to Keep Your Top Talent* by Martin and Schmidt

*16 Ways to Keep Your Best Employees – Without Breaking the Bank* by Sujansky

*The Talent Advantage* by Weiss and MacKay

# Cultivating Health and Wellness

In today's 24/7 world, pressure is on the rise. Employees are often expected to do more with less, and finding a balance between home and work life can be difficult. Given these challenges, more and more organizations are investing in efforts to create and cultivate a psychologically healthy workplace. Employee outcomes include increased satisfaction, mental and physical health, and engagement. Not only is this the right thing to do, but one can also argue it's the smart thing to do. Research shows organizations that make this investment often see positive outcomes, including improved productivity, decreased absenteeism and turnover, lower healthcare costs, and improved safety.

## Tips

- 1 Help employees find increased meaning in their work. Uncover and leverage their strengths and aspirations through surveys and training.
- 2 Find ways to increase social connection. Create a workplace where employees care for and support one another.
- 3 Promote employee empowerment and recognition. This includes investing in growth, seeking input, providing autonomy, and offering fair financial and non-financial rewards.
- 4 Implement or revamp formal programs to improve employee morale (i.e., flexible work arrangements, stress management, weight loss).
- 5 Ensure supervisors are role models of employee health and wellness, including serving as advocates of formal programs.



## GET IN TOUCH

Interested in CMA's **employee health and wellness** services?

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Psychologically Healthy Workplace* by APA Center for Organizational Excellence

*Creating the Best Workplace on Earth* by Goffee and Jones

*Bringing Culture to the Bottom Line* by Denison

# Deemphasizing Performance Ratings

Many organizations, such as GE, Pfizer, Gap, and Eli Lilly, are making the move to a “no rating” system, or a system where ratings are less central to the process. Rating systems are being replaced with a focus on meaningful, continuous conversations and feedback to drive behavior. Part of this reformation comes from research that shows ratings have little association with actual performance. In addition, evidence suggests that ratings can actually be demotivating to employee growth if they promote a “prove” rather than “improve” mentality. Managers often perceive the process to be bureaucratic and cumbersome and, thus, do not always take it seriously. CMA can help you objectively evaluate your performance system.

## Tips

- 1 The goal should not be to start with the question, "Should I drop ratings?" It should be, "Does our performance-management system (ratings or no ratings) serve our organization's strategy?"
- 2 Next, study the current system, tying current performance-management activities (such as time and money spent on ratings) to bottom-line outcomes. Are these activities value added?
- 3 Creating a new process involves tying everyday behavior to organizational strategy. There is no "one-size-fits-all" system.
- 4 Many organizations are focusing on rolling out programs with high-quality feedback and coaching with flexible goals updated throughout the year.
- 5 Prepare to invest time, resources, and energy into this culture change. Your managers and employees will benefit from a well-executed plan.

## GET IN TOUCH

Interested in CMA's services to help you **revamp your performance-management system?**

Please let us know: E-mail us at: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*The Legal Case for Eliminating Performance Reviews* by Keyes

*Reinvent Performance Management through Neuroscience* by Rock

*Putting the "Performance" Back into Performance Management* by Mueller-Hanson and Pulakos

# Managing a Multigenerational Workforce

Today's complex business environment includes four generations working side by side. Research suggests that building generational awareness can improve corporate culture, encourage employee engagement, increase employee retention, provide recruitment advantage, and improve customer service. CMA can help your organization debunk generational stereotypes and understand how to best leverage generational differences to create a competitive advantage and a collaborative and engaged workforce.

## Tips

- 1 Develop an understanding of the common challenges that the multigenerational workplace presents.
- 2 Create a customized change plan that enhances deficiencies in generational awareness. This includes training individuals on how best to work with other generations.
- 3 Implement knowledge sharing and encourage a team environment that allows generations the opportunity to learn from each other.
- 4 Create a Workplace Wellness program that attracts, retains, and engages employees across generations.
- 5 Customize recognitions and rewards to fit individuals, focus on similarities, and emphasize shared needs.

## GET IN TOUCH

Interested in CMA's workshops on the **multigenerational workforce**?

Please let us know:  
[cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com)

## SUGGESTED RESOURCES

*Managing People from 5 Generations*  
by Knight

*Principles for Working across Generations* -  
Center for Creative Leadership Podcast: 10

*Recognize, Reward, and Engage Your Multi-Generational Workforce* by Biro

*Retiring the Generation Gap*  
by Deal