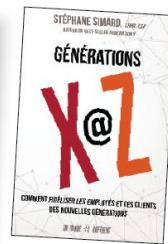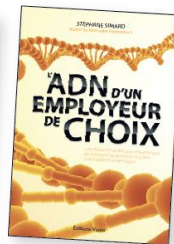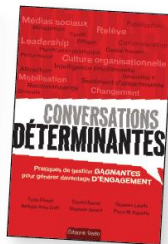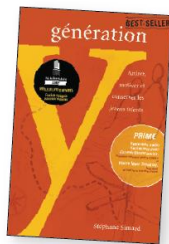# Stéphane Simard, CRHA, CSP
Commitment Generator

How to attract, motivate and retain more employees and reduce your turn-over rate

Keynotes

Workshops

HRspeaker.com

The JobCrowd

RateMyEmployer.ca

vault

"There is always someone here to help you…"
"They trust us…"
"We feel like part of the family…"
"No favoritism…"
"A+ ambiance…"
"Business very involved in the community…"

careerbliss

viadeo

COMPARABLY

glassdoor

Topics to be covered

- The 4 **main** causes of employee turnover
- **Matching** employee expectations with employer offer
- The 7 mistakes to **avoid** during integration
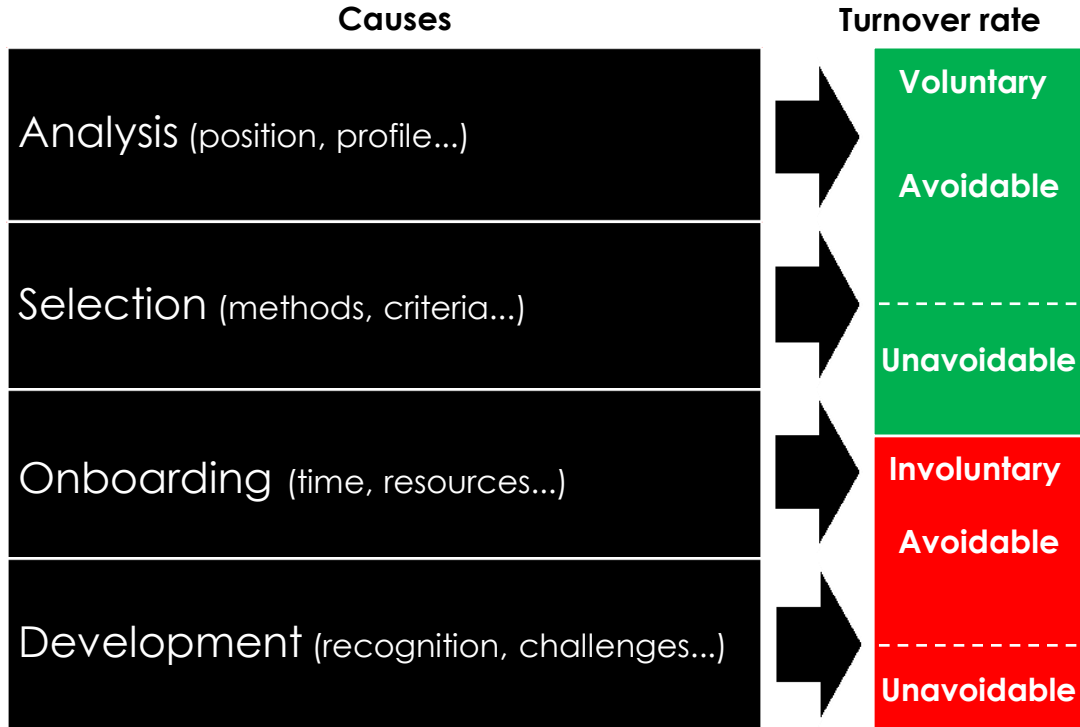- The 3 levers of **commitment**
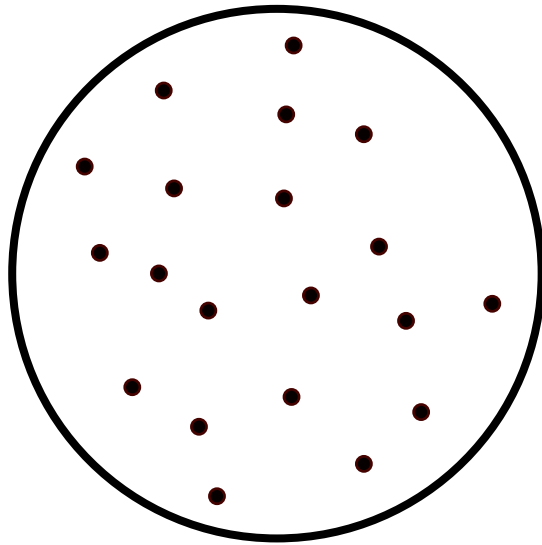
Inability of **employees** to meet my expectations
67%

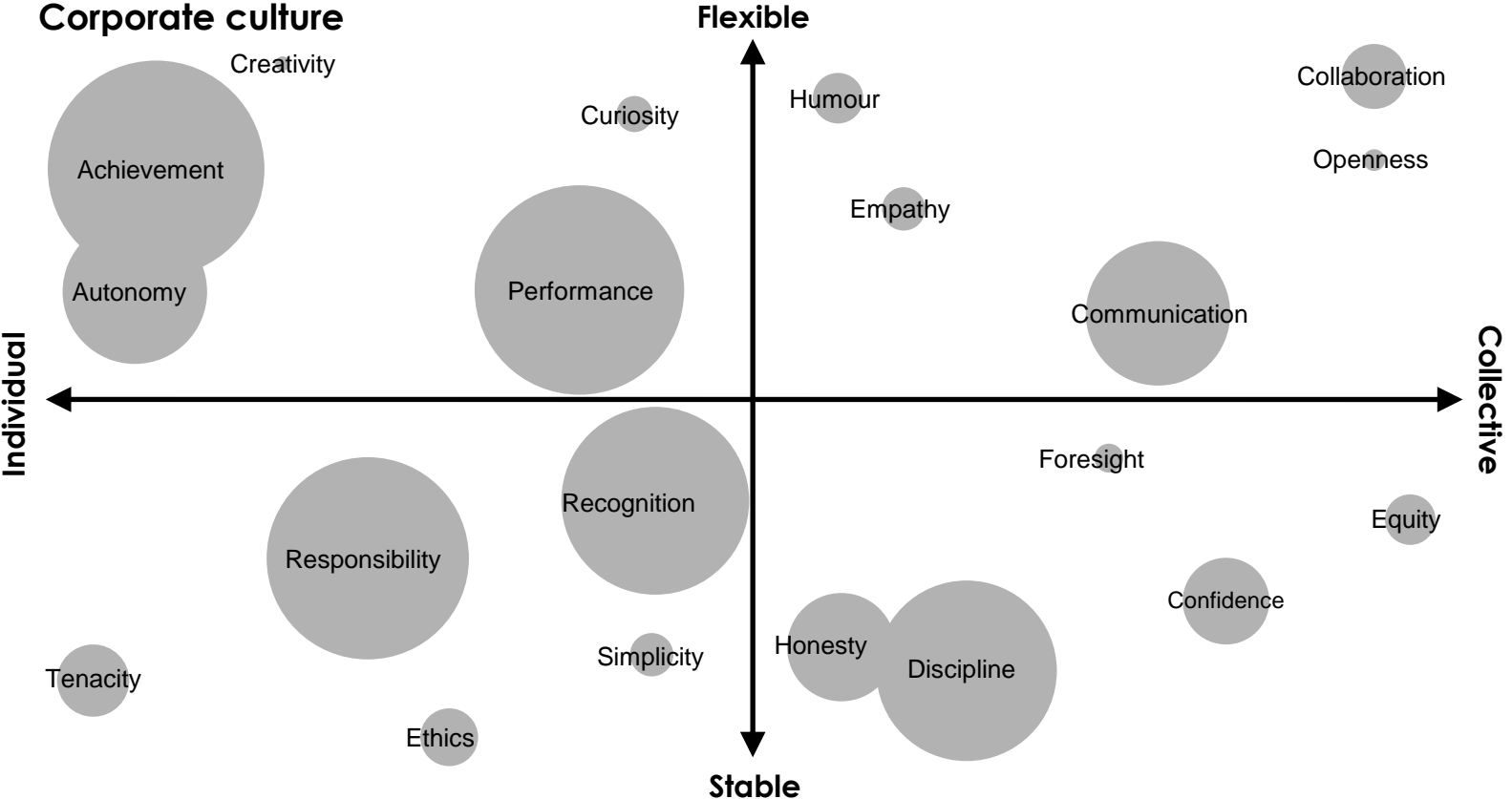Inability of **employer** to meet my expectations
55%

- Canadian Federation of Independent Business, 2018

Set targets to get better outcomes

Process grid

	-4	-3	-2	-1	0	1	2	3	4
					Attitude				
					4				
					3				
					2				
					1				**Skills**
	-4	**-3**	**-2**	**-1**	**0**	**1**	**2**	**3**	**4**
					-1				
					-2				
					-3				
					-4				

Performer's DNA

- What first drew you here?
- What do you think you are better than average at?
- What type of people do you prefer collaborating with?
- What makes you proud at the end of the day?
- How would you like to be recognized?
- What mode of communication do you favour?
- What would you do if you were the boss?
- What is keeping you here?

Corporate culture

Flexible

Individual — **Collective**

Stable

Creativity

Curiosity

Humour

Collaboration

Openness

Achievement

Empathy

Autonomy

Performance

Communication

Foresight

Recognition

Equity

Responsibility

Confidence

Tenacity

Simplicity

Honesty

Discipline

Ethics

Values guide actions

Achievement/performance
Do better.

Responsibility
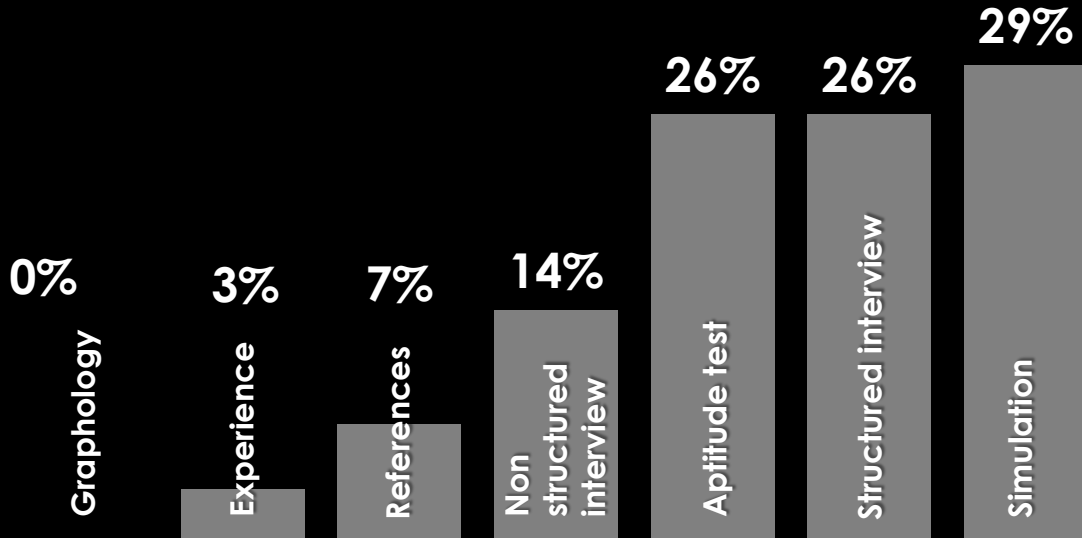Respect commitments.

Recognition
Appreciate others.

Corporate reputation

Remuneration

Health and well-being initiatives

Work impact

Involvement in decisions

Security and protection

Values

Varied tasks

Job stability

Well defined tasks

Training

Match with abilities

Adapted schedule

Adequate workload

Stimulating set-up

Location

Support from supervisor

Technology and ergonomics

Possibilities for advancement

Quality of the products and services

Employer

Employees

The importance of first impressions

- **Employability**
- **Skill**
- **Intelligence**
- Ambition
- Confidence
- **Nervousness**
- **Warmth**
- **Politeness**
- **Reliability**
- **Sympathy**
- **Expressiveness**

- "The Importance of First Impressions in a Job Interview",
J.T. Prickett, N. Gada-Jain and F.J. Bernieri, 2000

Best ways to predict performance

0% Graphology
3% Experience
7% References
14% Non structured interview
26% Aptitude test
26% Structured interview
29% Simulation

- "The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings", Frank L. Schmidt and John E. Hunter, 1998

Create loyalty during onboarding

58%
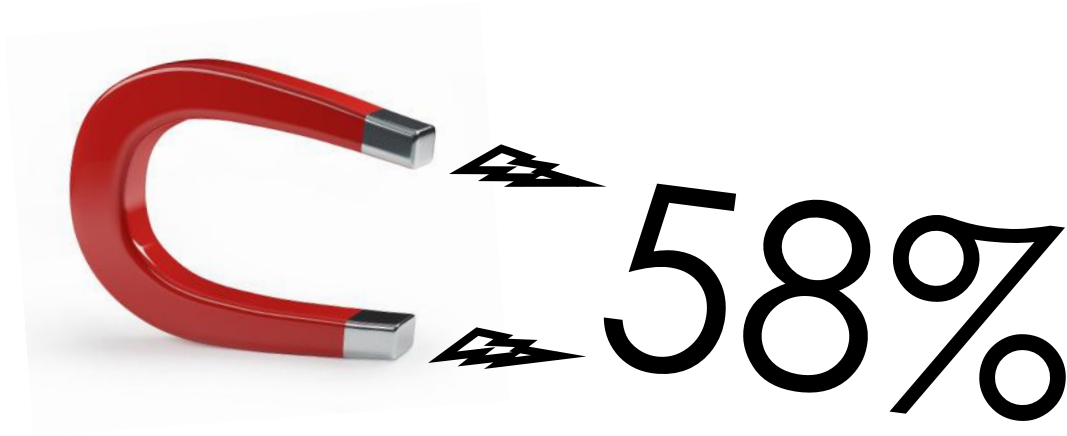
- Wynhurst Group, 2013

Mistake
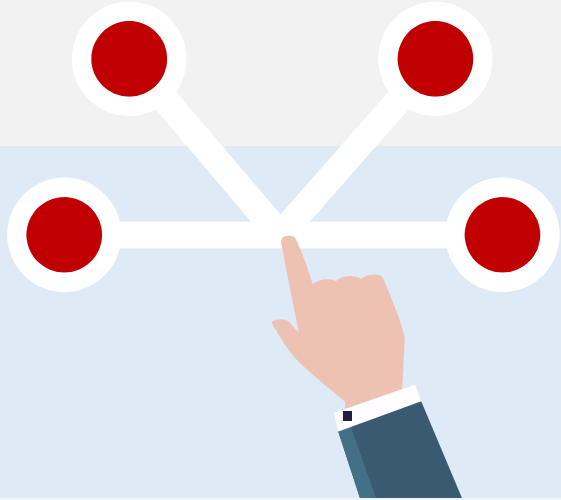
Not starting onboarding prior to employee's arrival.

1

6 to 8 months

Pre-onboarding increases loyalty and performance

81% **72%**

50% **43%**
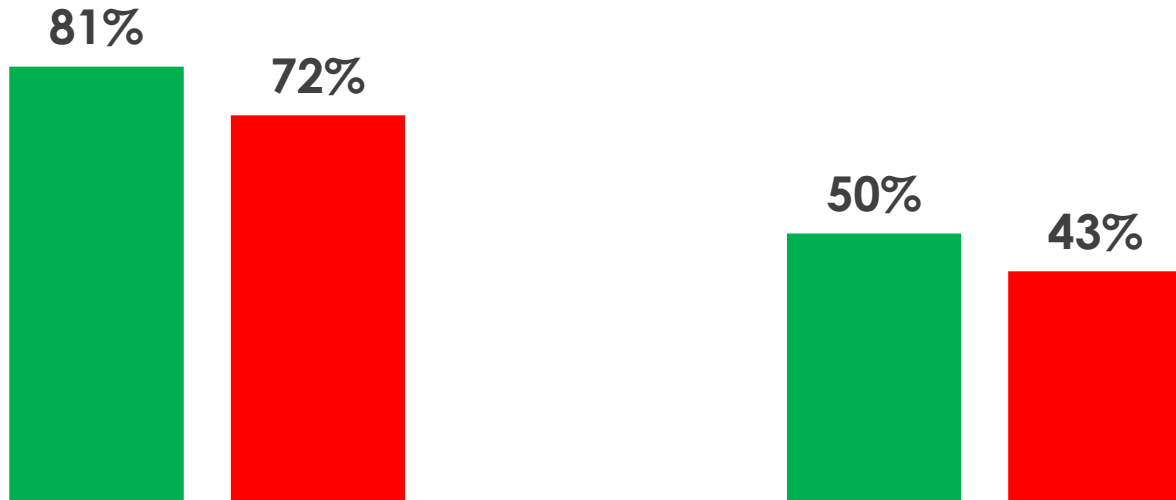
Fidélisation   **Performance**

■ **Avec pré-intégration** ■ **Sans**   - Aberdeen Group, 2013

Mistake

Not involving the supervisor.

2

Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi	Dimanche
1 🚫						
8 🚫						
15 🚫						
22 🚫						
29 🚫						

Mistake

Isolating the employee from colleagues in the first few days.

3
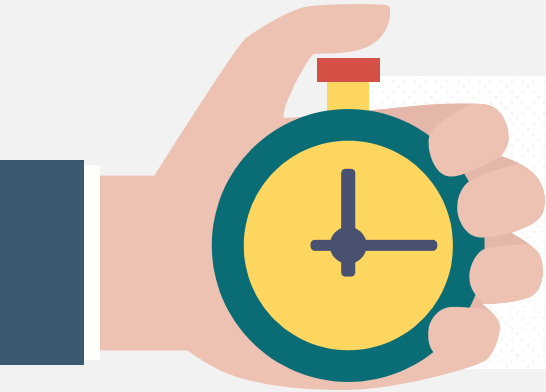
Mistake

Limiting onboarding to the employee's arrival.

4

THE BOSS
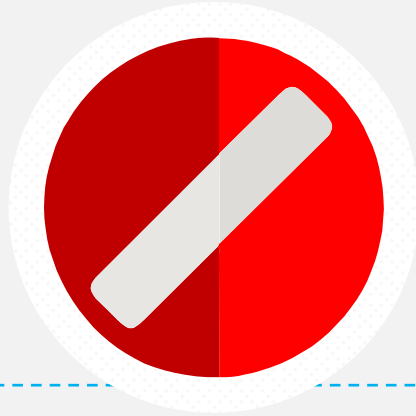
Mistake

Not matching the employee with a partner.

5

Janvier 2017

Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi	Dimanche
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

via icalendrier.fr

Février 2017

Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi	Dimanche
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

via icalendrier.fr

Mars 2017

Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi	Dimanche
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

via icalendrier.fr

Mistake

Minimizing use of new technologies.

7

The 3 pillars of commitment

VISION   **ACTION**   **APPRECIATION**
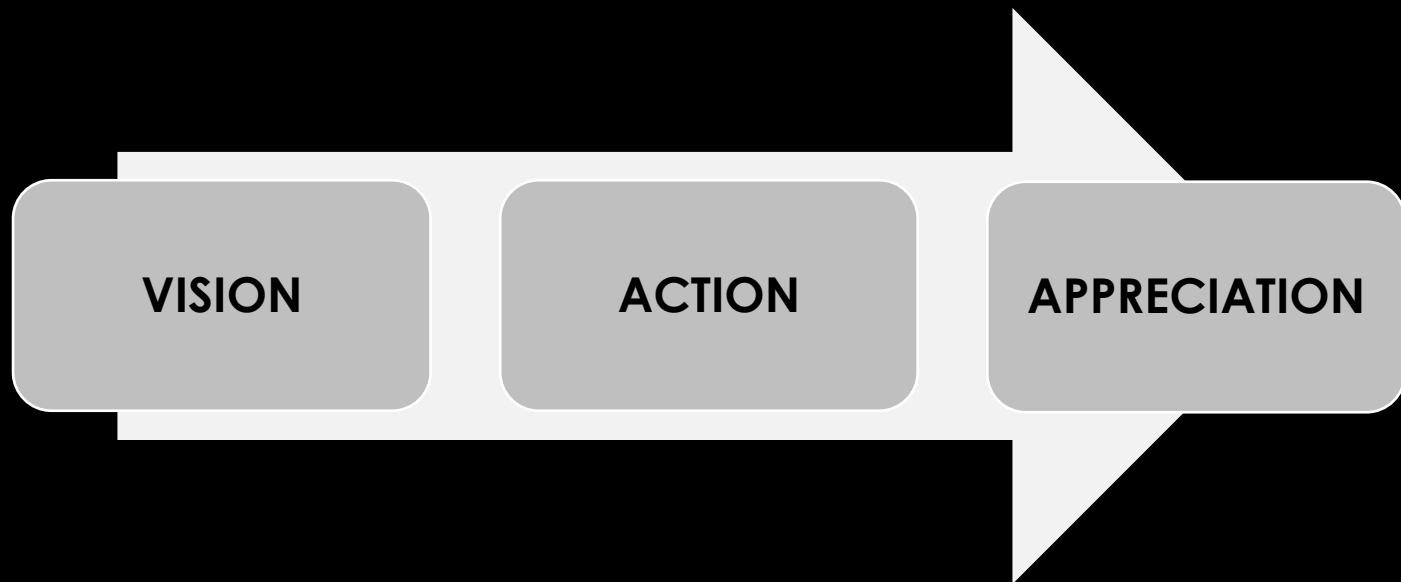
Transforming yourself
and the world around you

Confidence
Pride
Fun

Process grid

					Attitude				
					4				
					3				
					2				
					1				Skills
	-4	-3	-2	-1	0	1	2	3	4
					-1				
					-2				
					-3				
					-4				

Process grid

				Attitude				
				4				
				3				
				2				
				1				Skills
	-4	-3	-2	-1	0	1	2	3	4
				-1				
				-2				
				-3				
				-4				

"Don't try and teach a pig to sing. It's a waste of your time, and it annoys the pig."
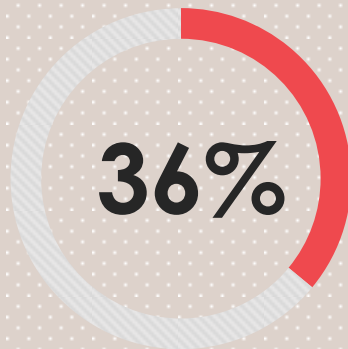
– Mark Twain

Are performance reviews useful?

71%
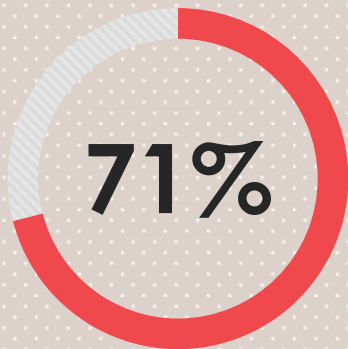
of employees consider this meeting as very or somewhat useful.

- Léger, 2015

36%

of employees have not met with their supervisor in the past 12 months.

- Léger, 2015

A 10-minutes performance review!

Performance review

Performance review (20%)
- Actions taken by the employee
- Actions taken by the manager

Focus on the future (80%)
- What?
- How? (resources)
- Measurement of results
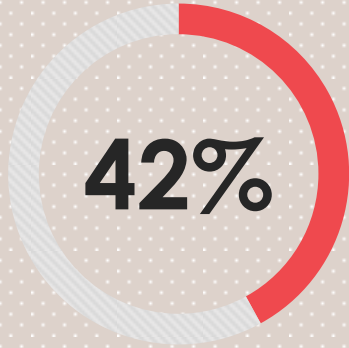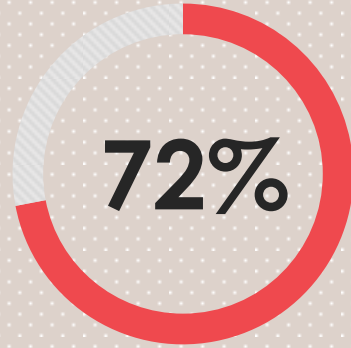
Focussing on over/underperformers

10%

10%

Performance = commitment?

42%

of businesses where underperformers are more committed than performers.

- Leadership IQ, 2013

72%

of employees are very committed when they perceive their boss as being effective.

- Towers Watson, 2014

It is not what we **know** that matters, but what we **do** with what we know.