

Tyler & Associates

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Overcoming Tough Employee Management Issues

Don Tyler; Tyler & Associates
June 10-11, 2009

The Situation:

Labor Availability:

- Greater availability of foreign labor, but must understand red tape
- Today's candidates have many, many options
- Few of today's younger employees have experienced high national unemployment
- Keep majority of turnover in introductory positions.
- Transportation Costs and Regional issues have significant impact

Basic Employee Management:

- **MUST HAVE:** documentation to support expectations: i.e. Job Descriptions, Employee Policy Handbooks, Operating Procedures, Performance Reviews, Job Applications, etc.
- **MUST ESTABLISH** clear processes and guidelines for communications: i.e. Staff Meetings, Written Communications, Documentation of Activities, Separating Family and Business, etc.
- **MUST HAVE** clear, written, consistent expectations and accountability—production targets are essential.

The Best Managers:

- Provide opportunities to develop personal skills in relationships and finances.
- Develop production skills, management skills and communication skills.

Common Challenges:

1. Communication
2. Discipline
3. Motivation
4. Accountability
5. Hiring
6. Training
7. Good with Cattle—Bad with People
8. Personal Issues Interfering with Work
9. Turnover

Communication:

1. Make it part of their job—Include it in Job Descriptions and Performance Evaluations
2. Have regular discussions/meetings
3. Develop a simple system
4. Take advantage of informal opportunities
5. Train your employees in your current technology and insist that they use it
6. Create a “culture” where people pass along information when they hear it, not when they think someone else needs to hear it.

Discipline Issues:

1. Have clear expectations—in writing!
2. Act promptly
3. Be consistent
4. Follow policy
5. Have a consistent disciplinary procedure and a form to use so that your disciplinary actions are straightforward.

Motivation:

1. Everyone is motivated by something, but their motivator may not come from (or be at) work
2. Understand the difference between “Intrinsic” and “Extrinsic” motivation
3. Improve their self-confidence, and you will increase their motivation
4. To improve self-confidence, train them, praise them during the training, and tell them you have confidence in them
5. To improve the impact of financial incentives, talk to them about what they will spend the money on and how it will make them feel when they accomplish it.

Accountability:

1. Have clear organizational structure
2. Develop production goals and focus on them
3. Keep Job Descriptions up to date
4. Discuss performance when necessary
5. Do annual Performance Evaluations
6. Act promptly
7. Be consistent

Hiring Issues:

1. Become a better interviewer—Ask “Behavior-based” questions
2. Do more prospecting for candidates
3. Be creative in your search
4. Make it personal—try to make a friend
5. Sell your comparative advantages
6. Listen more—talk less

Training:

1. Develop a consistent training process
2. Only done by experienced employees
3. Monitor progress
4. Do remedial work as needed
5. Follow up regularly

Good with Cattle—Bad with People?

1. Identify necessary management skills
2. Develop complete documentation
3. Have clear procedures and guidelines
4. Provide coaching and support
5. Provide formal training on a regular schedule

Employee Personal Problems:

1. Don't be a part of the solution
2. Show you care, but don't give advice in areas you have no expertise
3. No marriage counseling!
4. Limit your time talking to them
5. Encourage them to get help—provide them with suggestions and contacts.

Turnover:

1. Analyze where your turnover occurs
2. Review your hiring and selection process
3. Look for additional sources of employees
4. Provide thorough orientation
5. Do more training
6. Keep in touch with your current employees—know what they want and how they are doing.

Summary:

- 1.) Labor will continue to be a limiting factor for employers who do not have an overall Strategic Plan for their labor needs.
- 2.) Behavioral issues will become a limiting factor for employers who lack accountability and documentation
- 3.) Becoming the “Employer of Choice” in your local area will require creativity, personal attention and a unique approach.

“The successful Cattle Producer of the future will be planning a way to overcome tomorrow’s challenges—while their neighbors and competitors are complaining about how bad it is now……”

Additional Resources:

“The Complete Guide to Managing Agricultural Employees ©”—200 pg reference book with forms, outlines and techniques for everyday management situations. This book and additional training materials in audio format available at www.dontyler.com

Overcoming Tough Employee Management Issues

Cattle Feeders' Conference
June 10-11, 2009

Don Tyler
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Transportation Expenses

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Basic Employee Management (cont'd):

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Those who say they can.....
and those who say they can’t.....*

And they are both RIGHT!”

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Follow up information:

Website: www.dontyler.com

E-mail: don@dontyler.com

Materials available:

“The Complete Guide To Managing Agricultural Employees ©”

(200 page printed reference manual)

“Introduction To Communications ©” (Audio Series)

“Becoming The Advisor Of Choice ©” (Audio Series)

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