

PREVIEW GUIDE



Curse of the Vanishing Employees

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SUGGESTED TRAINING DESIGNS

These training designs are aimed at supervisors, managers and team leaders — all individuals who may feel crushed between organizational policies and their employees' needs. By completing these exercises and following the suggestions in the video **The Curse of the Vanishing Employees**, managers can see just how important their role is in retaining employees.

The first Training Design applies the ideas from the video and this Leader's Guide to participants' own organizations. The second Training Design is longer and uses role playing to stimulate interaction between participants, and gives them a chance to put some of the video's concepts into practice. Either Training Design can be used with large or small groups. Choose the one that best matches your needs, or use sections from each in any combination to create a new training design of any length.

TRAINING OBJECTIVES

After watching the video and completing the exercises in this Leader's Guide, participants in these training sessions will:

- Understand the importance of retaining employees.
- Learn the main reasons why employees stay with an organization — or leave it.
- Understand how individual supervisors or managers can prevent job turnover, even though they may not control organizational policy.
- Determine the goals and values that make work worthwhile for their team members.
- Find ways to make their working environment one that motivates employees and inspires commitment.



TRAINING DESIGN 2

Supplies needed: flip chart, easel, marking pens, index cards, video of **The Curse of the Vanishing Employees**, photocopies of **Worksheets C, D, and E**.


3 hours 10 min.

- 1 Introduce yourself and the workshop. Explain that participants are here to learn what factors influence employees to leave an organization or stay, and what the team leader's or manager's role is in retaining employees. (4 minutes)

- 2 Ask participants why employee retention has become such a hot issue today.

Some of the reasons discussed should be:

- A smaller job pool because of low unemployment.
- Difficulty finding new employees with the necessary skills.
- Higher costs for recruiting, hiring, and training.
- Time spent training and supervising new people.
- Productivity down during training.
- Higher customer satisfaction from dealing with knowledgeable long-time employees. (5 minutes)

- 3  Have the group complete **Worksheet C**. Go through the worksheet item by item and use your tally sheets to record the results. Write down the issues that got the most votes for 1st, 2nd, 3rd place, etc. If anyone comes up with other reasons, write those down. Compare the results of the two surveys.

TRAINING DESIGN 2 • Do the managers think their employees have the same reasons for staying as they do? Whether the results of the two surveys are close or very different, ask participants why they think that is.
(continued)

- Do organizational policies affect everyone the same way?
- Are managers affected differently because of the nature of their jobs, or perhaps because they've been working for the organization longer than their employees?
- Does the manager, perhaps, have an influence on how their employees regard their jobs?
(20 minutes)

4  Show the video **The Curse of the Vanishing Employees**.
(20 minutes)

- 5 Compare the retention issues in the video to the ones considered most important by the group. The ones covered in the video are:
- Positive atmosphere: good communication and support.
 - Growth opportunities: chance to broaden skills.
 - Encouragement: acknowledging achievements and recognizing differences in individuals' motivation.
 - Fairness in feedback: team members should be recognized for accomplishments and coached/disciplined if they don't pull their weight.
 - Flexibility: workers sometimes need informal accommodation for balancing work and family.

How did the video match up with the results of **Worksheet C**? What are the differences or similarities, and why are these so?
(10 minutes)

WORKSHEET B (continued)

Randall and his wife are usually able to handle child care because they work on different schedules. This week, however, his wife is going on a business trip and he's in charge alone. He needs to leave work two hours early for the whole week to pick up his son from school. Unfortunately, Randall's working on the electrical component of a project, which needs to be coordinated between at least three different people and tested in the on-site facility. There's no way you can change the deadline for the project. Randall's frustration is spilling into the workplace.

Given:

- Randall's son is 6 years old.
- Randall has had child-care conflicts in the past, three in the last year.
- He's taken some unpaid sick days to take care of his son.
- Since you don't have children and are pretty busy yourself, he's reluctant to talk to you about family-work conflicts.
- Your organization has no child-care facilities or programs in place.
- Randall has very desirable skills that make him highly employable in many organizations.
- He likes the challenges and creativity of his job at this organization, but the schedule is beginning to wear him out.

What are the issues involved for you, as Randall's manager?

Within the scope of your organization's policies, what can you do to keep Randall from leaving?



WORKSHEET D: Role Play Exercises

Have the groups discuss the issues raised and come up with strategies for how a manager might deal most effectively with the individual in each role play.

ROLE PLAY 1

Carmen put a lot of effort into developing a prototype with her team. Her ideas were a significant contribution to the design and mechanics, and she put in a lot of extra hours working out the kinks. Everyone on the team worked hard, but Carmen feels like this is her special project.

Although she normally doesn't talk much, this time Carmen wants to make the customer presentation. Usually this job goes to the senior member on the team, and Carmen is still relatively new. This is actually the first time she's had such a major role in designing a prototype. The senior member, however, was very impressed with her work and thinks she's very talented.

Besides feeling like she understands the prototype better than anyone else on the team, Carmen knows that making a presentation is an important step for her. It teaches her a new skill and expands her role within the organization. It also gives her greater exposure with the customer, who is an important client. If Carmen makes a good presentation, she can help her career a lot. If she blows it, though, the organization could look bad and possibly alienate the customer.

ROLE PLAY 2

William and Irene are constantly at odds with each other. William thinks he does most of the work because he works overtime, whereas Irene always has to leave on time to pick up her children. Irene feels that William wouldn't have to work overtime if he were as efficient as she is, and that she does more than her share. Actually, they both work very hard, though neither would acknowledge it to the other.

Both William and Irene are valuable, productive members of their team, but their antagonism tends to disrupt everyone. Team members are afraid that working with one will land them in trouble with the other. There's sometimes miscommunication between team members because it's so difficult to get cooperation from the two.

Role Play Evaluation Form

YES	NO	THE MANAGER:
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- | | | |
|-----|-----|--|
| ___ | ___ | Listens carefully to the problem. |
| ___ | ___ | Is sympathetic. |
| ___ | ___ | Acknowledges the employee's contributions. |
| ___ | ___ | Fairly evaluates the employee's skills and needs. |
| ___ | ___ | Explains how the employee's actions affect the rest of the team. |
| ___ | ___ | Understands the organization's policies. |
| ___ | ___ | Is honest about what he or she can do to help the situation. |
| ___ | ___ | Is willing to take action that supports the employee. |
| ___ | ___ | Shows trust in the employee. |
| ___ | ___ | Is flexible about handling the problem. |
| ___ | ___ | Has a realistic solution to the problem. |

What action does the manager take?

Does the manager's solution work with organizational policies? Why or why not?

Will others in the team or department feel like they were treated fairly by this action? Why or why not?

Do you think the manager's solution is successful? Why or why not?

What suggestions would you make to the manager about handling this problem?



Program Information

Curse of the Vanishing Employees shows that supervisors, managers, and team leaders play a crucial role in the employee retention process, and also demonstrates three of the most important tactics a manager can take to retain workers.

Materials Included With *Curse of the Vanishing Employees*

The workshop designed to accompany the video-based program includes two training designs, lasting anywhere from 2 to 3 hours. The workshop materials include everything you'll need to customize and run the program:

- ◆ The **DVD** of *Curse of the Vanishing Employees* provides the theory and examples to illustrate the workshop topics. It is closed-captioned.
- ◆ The 32-page **Leader's Guide** provides step-by-step instructions for running both Training Designs. It includes extensive background information, discussion questions, five exercises - including a manager-employee role-play activity - and all necessary reproducible participant handouts.

Program Information and Pricing

Purchase Price: \$795.00

Rental Price: \$275.00

Preview Price: Free

Running Time: 20 minutes

Materials included with purchase: DVD, Leader's Guide.

Quantity Pricing Discounts

Curse of the Vanishing Employees Program:

2 copies	10% off
3-5 copies	15% off
6-10 copies	20% off
11-15 copies	25% off

Industry discounts may apply: call your Sales Consultant for more information.

(contents, pricing & discounts subject to change without notice)