



EMPLOYER OF CHOICE

DIAGNOSIS SUMMARY AND ACTION PLAN TO BECOME AN EMPLOYER OF CHOICE



SEQUUS

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What have we discovered about ourselves?

Summarize where your company is now using the table below if it helps. (Note, this table is also part of the “10,000 Foot View” assessment that you may have already completed)....

Focus	Overall, how would you rate your company?	Does this area need attention? If so, what specific elements need to be addressed. Why?	What is the top priority?
JOIN	<input type="checkbox"/> LEVEL ONE Entry Level <input type="checkbox"/> LEVEL TWO Developing <input type="checkbox"/> LEVEL THREE Meets Acceptable Standard <input type="checkbox"/> LEVEL FOUR “Employer of Choice”	<input type="checkbox"/> STRATEGIC LEADERSHIP <input type="checkbox"/> FRONTLINE MANAGEMENT <input type="checkbox"/> WORKPLACE CULTURE <input type="checkbox"/> WORKLIFE BALANCE <input type="checkbox"/> COMPENSATION AND BENEFITS <input type="checkbox"/> JOB/WORK DESIGN & STRUCTURE <input type="checkbox"/> LEARNING AND DEVELOPMENT or <input type="checkbox"/> WORKPLACE DIVERSITY Why?	
STAY	<input type="checkbox"/> LEVEL ONE Entry Level <input type="checkbox"/> LEVEL TWO Developing <input type="checkbox"/> LEVEL THREE Meets Acceptable Standard <input type="checkbox"/> LEVEL FOUR “Employer of Choice”	<input type="checkbox"/> STRATEGIC LEADERSHIP <input type="checkbox"/> FRONTLINE MANAGEMENT <input type="checkbox"/> WORKPLACE CULTURE <input type="checkbox"/> WORKLIFE BALANCE <input type="checkbox"/> COMPENSATION AND BENEFITS <input type="checkbox"/> JOB/WORK DESIGN & STRUCTURE <input type="checkbox"/> LEARNING AND DEVELOPMENT or <input type="checkbox"/> WORKPLACE DIVERSITY Why?	
PERFORM	<input type="checkbox"/> LEVEL ONE Entry Level <input type="checkbox"/> LEVEL TWO Developing <input type="checkbox"/> LEVEL THREE Meets Acceptable Standard <input type="checkbox"/> LEVEL FOUR “Employer of Choice”	<input type="checkbox"/> STRATEGIC LEADERSHIP <input type="checkbox"/> FRONTLINE MANAGEMENT <input type="checkbox"/> WORKPLACE CULTURE <input type="checkbox"/> WORKLIFE BALANCE <input type="checkbox"/> COMPENSATION AND BENEFITS <input type="checkbox"/> JOB/WORK DESIGN & STRUCTURE <input type="checkbox"/> LEARNING AND DEVELOPMENT or <input type="checkbox"/> WORKPLACE DIVERSITY Why?	
ADAPT	<input type="checkbox"/> LEVEL ONE Entry Level <input type="checkbox"/> LEVEL TWO Developing <input type="checkbox"/> LEVEL THREE Meets Acceptable Standard <input type="checkbox"/> LEVEL FOUR “Employer of Choice”	<input type="checkbox"/> STRATEGIC LEADERSHIP <input type="checkbox"/> FRONTLINE MANAGEMENT <input type="checkbox"/> WORKPLACE CULTURE <input type="checkbox"/> WORKLIFE BALANCE <input type="checkbox"/> COMPENSATION AND BENEFITS <input type="checkbox"/> JOB/WORK DESIGN & STRUCTURE <input type="checkbox"/> LEARNING AND DEVELOPMENT or <input type="checkbox"/> WORKPLACE DIVERSITY Why?	

VISION... Summarize where you want to be and when you hope to be there...

- ❑ **GAP...** How big is the Gap between where you are and where you want to be?

- ❑ **STRATEGY...** What are some of the broad strategies that we can adopt to get started? For advice on strategy, look at the guidelines that follow.

- ❑ **ACTION PLAN...** Use the table below to make an action plan.

ACTION STEPS	WHO IS RESPONSIBLE?	WHEN WILL IT START?	WHEN WILL IT BE COMPLETED?	HOW MUCH WILL IT COST?
1.				
2.				
3.				
4.				

Producing change in organizations... some guidelines

Producing change in organizations is a difficult process. Here are some guidelines based on the work of an expert, John Kotter author of *“Leading Change”*.

1. ESTABLISH A SENSE OF URGENCY *“In an organization with 100 employees at least two dozen must go far beyond the call of duty to produce a significant change.”*

- *Kotter would advise ... that most organizations face a pervasive sense of complacency brought on by*
 - *The absence of a major crisis*
 - *Low performance standards*
 - *Structures that prevents people from seeing the big picture*
 - *Measuring the wrong thing*
 - *Lack of external feedback*
 - *Kill-the-messenger mentality*
 - *Too much happy talk from the top*
 - *Too many visible signs of success*
 - *Etc.*

This can be the case even in the face of impending doom. You must replace complacency with a sense of urgency and even crisis! You have to make a strong and compelling case for becoming an “Employer of Choice”. Here are some ways to create urgency..

- *Manufacture a crisis from the next failure*
- *Eliminate obvious examples of excess*
- *Set ‘impossible’ targets that cannot be reached without re-thinking everything*
- *Use broad performance goals*
- *Let everyone in on the hard numbers regarding financial performance and customer satisfaction*
- *Use outsiders*
- *Visit more successful businesses*
- *Paint a new picture*
- *Check out the competition and publish the results*
- *Measure employee satisfaction and publish the results*
- *Measure employee turnover and publish the results*
- How might you apply his advice?

2. CREATE THE GUIDING COALITION

- *Kotter would advise...* that you can’t do it alone. Build a team of credible, supporters. Build in diversity. Include some frontline, informal leaders. Make sure you have enough expertise. Include anyone with enough power to sabotage if they feel left out. Once the team is built, take them away somewhere to get the process started and to do some team building.
- How might you apply his advice?

3. DEVELOP A VISION AND STRATEGY

- *Kotter would advise ...* get your strong leaders to build the broad vision of what it will be like when we become an employer of choice and a strategy to get to the vision. Get your strong managers to work out the action plan, timetable and budgets. An effective vision is..
 - *Easily Imaginable*
 - *Desirable for all stakeholders*
 - *Feasible, realistic and attainable with effort*
 - *Focused enough to guide decision making*
 - *Flexible enough to accommodate a variety of strategies*
 - *Easily communicable within 5 minutes*

- How might you apply his advice?

4. COMMUNICATE THE CHANGE VISION

- *Kotter would advise...* that you ensure that every employee gets to know the vision and the strategic priorities that are designed to make it happen. The key to effective communication of the vision are...
 - *Simplicity*
 - *Use examples, and even analogies and metaphors if necessary*
 - *Use multiple media, meetings, memos, posters, etc.*
 - *Repetition*
 - *Lead by example*
 - *Explain any inconsistencies*
 - *Listen too*
- How might you apply his advice?

5. EMPOWER EMPLOYEES FOR BROAD-BASED ACTION

- *Kotter would advise...* that once you are sure employees understand and accept the vision that you remove all barriers to action, provide the training they need, and ensure that frontline supervisors support all efforts aimed consistent with the vision even when not perfect. Confront those supervisors who undercut the needed change.
- How might you apply his advice?

6. GENERATE SOME SHORT TERM WINS

- *Kotter would advise...* that you find something you can do quickly that is consistent with the vision and that you know will work and then do it! It will help others see that you mean business, it will build momentum, undermine the naysayers, and provide you with feedback on the value of your efforts.
- How might you apply his advice?

7. CONSOLIDATE GAINS AND PRODUCE MORE CHANGE

- *Kotter would advise...* Once you have a few short-term wins under your belt, go for the gusto! Make some bigger changes, get more help if needed, get some frontline people involved in some projects, and celebrate every major victory along the way.
- How might you apply his advice?

8. ANCHOR THE NEW APPROACH IN THE CULTURE

- *Kotter would advise...* Once you have become an “Employer of Choice”, the temptation is to relax. Old cultures are hard to eradicate. Now you have to make the new culture stick. If results are positive and measurable, let everyone know. Results matter! Talk about it, maybe people haven’t yet recognized that the change is permanent. Sometimes a few people who just don’t get it have to be encouraged to leave. If you are going to promote anyone, make sure it is someone who has embraced the new culture.
- How might you apply his advice?

