



## Inspiring and Coaching New Employees

[Trainer name] [Host, location, workshop date]





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## **Today's trainer:**

[Insert trainer name]

### For information about the FIR Programme, please contact:

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Tel: 020 7697 1974



## A little bit about us

## The FIR Steering Group



**Balfour Beatty** 

























## By the end of this session, you will have a greater <u>understanding</u> of:

- 1. Employee engagement
- 2. Organisational culture
- What new employees need to feel motivated and thrive in the workplace
- 4. What a good induction looks like
- 5. How to have a coaching conversation
- 6. How to create an inclusive environment



Time	Agenda item
9:00	Welcome, housekeeping & setting the scene
9:10	Getting to know each other
9:20	What Inspires you in the workplace?
9.40	Employee Engagement
10.00	What type of Culture will your new employees experience?
10:20	What Employees need to feel motivated and thrive in the workplace
10:45	Break
11:00	Why are inductions so important / what should you include?
11.30	An introduction to Coaching
12.30	Creating an inclusive environment - where to go for help
12.45	Wrap up
13.00	Close

## Going around the room, please share:

1. Your name



3. Any experiences or challenges you may have had managing new employees

## What inspires you in the workplace?

"You have the power to motivate and inspire, let your enthusiasm shine."

J D Crighton



## Group Exercise 1 FIR



What inspires you?

Why is it important to inspire new employees?

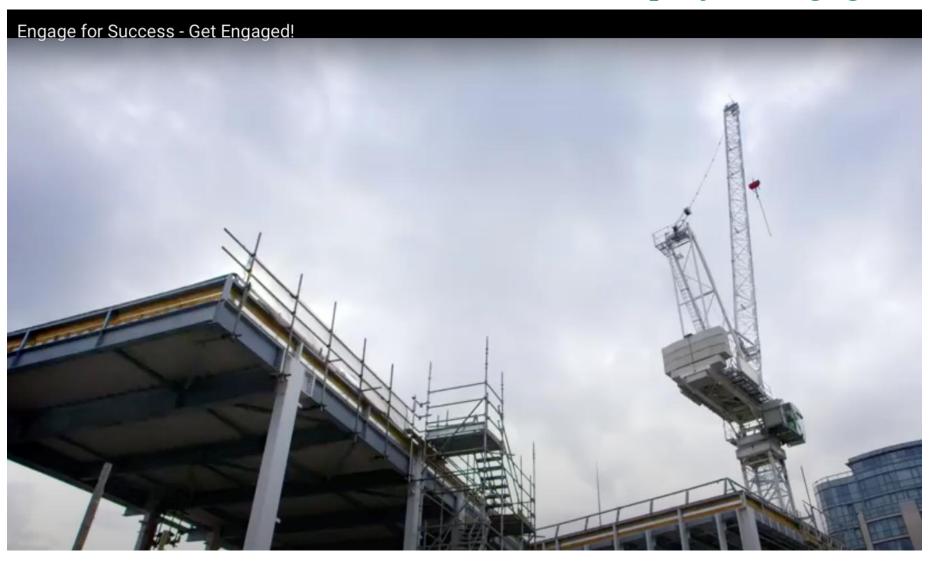
## Employee Engagement

## Discussion point 1 FIR



What does engagement mean to you?

## Employee Engagement FIR



https://youtu.be/xqO3sfRZDAE

## Employee Engagement FIR

## Four common enablers of engagement emerged from David Macleod and Nita Clarke's extensive research on Employee Engagement:







https://youtu.be/w3XKLhKyM1Y

## 4 Enablers of Employee Engagement





**Strategic Narrative 'Your Story'** Where your company has been Where it is now Where it is going



**Engaging Managers** Clear what success looks like Clear on the copy of your role Treats me as an individual



**Employee Voice** My company listens to me We talk across silos



Integrity Values reflect day to day behaviours No gap between who we say we are and how we are

## Group Exercise 2 FIR



In your groups, based on your experiences, give examples of good / poor engagement.

How do they link with the 4 Enablers?

# What type of culture will your new employees experience?



## What is culture?

Culture is the social order of an organisation, it shapes attitudes and behaviours.

- Cultural norms define what is encouraged, discouraged, accepted or rejected within the groups.
- Culture is a group phenomenon, it cannot exist solely within a single person, it resides in shared behaviours, values and assumptions commonly experienced through the norms and expectations of the group.
- Cultural norms are influenced by the Unwritten Rules, they pick up where the Employee Handbook leaves off. They are, "the way things have always been done around here". They can include:
  - When the workday actually ends
  - The open door policy
  - When you're expected to respond to e mails

## Group Exercise 3 FIR



If you were teaching a new employee "the ropes", what would you tell them about your team or organisational culture and practices?

What are the 'unwritten rules'?

## What employees need to feel motivated and thrive in the workplace

## Discussion point 2 FIR



What motivates /demotivates people in the workplace?



What employees need to thrive

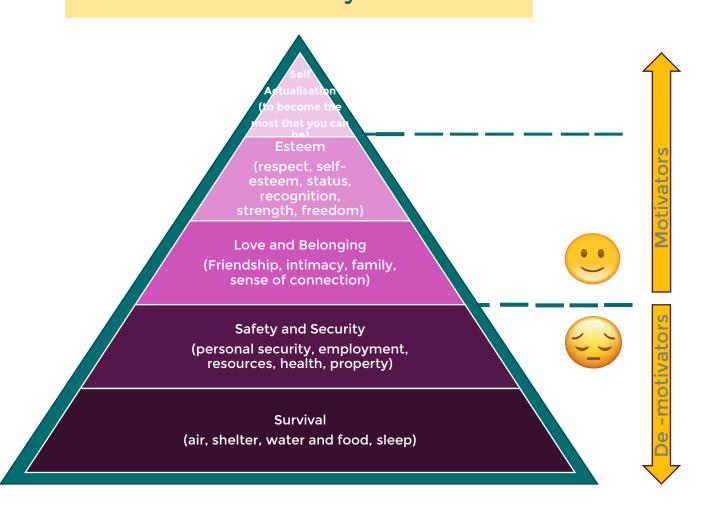
"Motivation comes from the individual, not from the outside..... So, to motivate your employees you must identify their underlying needs and create a work environment in which these needs can be fulfilled".

Roger Chevalier



## Individual needs and motivation

Maslow's Hierarchy of Needs





## Herzberg's Two Factor Theory of Motivation

## **Motivators**

Achievement Recognition The work itself Responsibility Advancement Growth

## Hygiene **Factors**

Company policies Supervision Relationships Work conditions Remuneration Salary Security



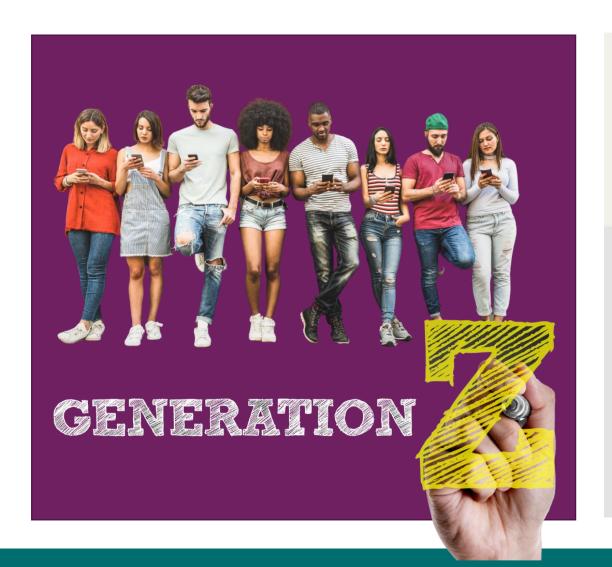
## Herzberg's Two Factor Theory of Motivation



What **Generation Z** want from their employee experience



## Generation Z – born between 1997 and early 2010s



# WELCOME GEN Z

## What does a positive working environment look like to Generation Z?

## Managers need to engage with them face-to-face



## They want a challenging and varied employee experience



## They want a racially diverse workplace



## They want to feel empowered in the workplace



## Career growth is a necessity



#### Wellbeing is of top importance





#### They want stability and security





("What Generation Z want from their employee experience, peoplemanagement.co.uk, Carolyn Nevitte)

#### Discussion point 3 FIR



What, if anything do you need to do differently to engage Generation Z as opposed to other age groups?

# Break 15 minutes



# The Power of Inductions

#### Group Exercise 4 FIR



Why are inductions so important?

What does a good induction look like?

# KEY ELEMENTS TO INCLUDE IN YOUR INDUCTION



#### **Apprentice Experience**

Let's hear from a 21year old, male, Apprentice Project Manager recounting their experience joining a new company at 18

# First-hand FIR experience





#### Induction

What was included in the induction?



https://youtu.be/vivoOLfxqBg



#### **Advice**

If you were going to give some advice to a company on what they need to do to welcome a young person into their organisation, what would that be?



https://youtu.be/TpF6dBtMO5U



#### Induction

Is there anything in particular that made you feel uncomfortable?



https://youtu.be/xGwFkYfhgWI



#### Induction

Should information be given to people before they join the company?



https://youtu.be/4MrDqou2cNE

### The power of inductions **FIR**





https://vimeo.com/293582643

# Introduction to Coaching

#### Discussion point 4 FIR



What is coaching?

Have you ever experienced it?

When might you have a coaching conversation with a new employee?

# Introduction to FIR Coaching

Coaching is "unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them"

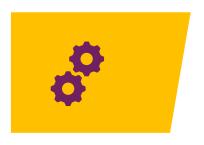
[Timothy Gallwey]

"Coaching focuses on future possibilities not past mistakes"

[Sir John Whitmore]



#### DIFFERENCES BETWEEN COACHING, MENTORING AND COUNSELLING



1

Coaching is future focused based on setting goals and objectives, finds solutions based on questions asked by Coach



2>

Mentoring is future focused but more directive



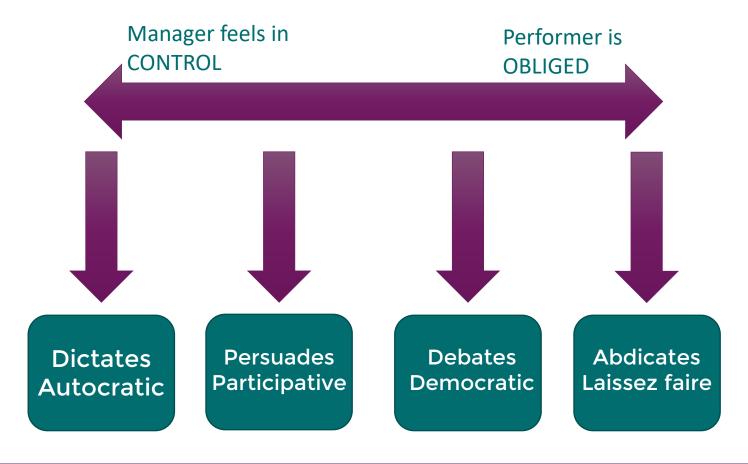
3>

> Counselling is focused on past events and dealing with emotion attached to them



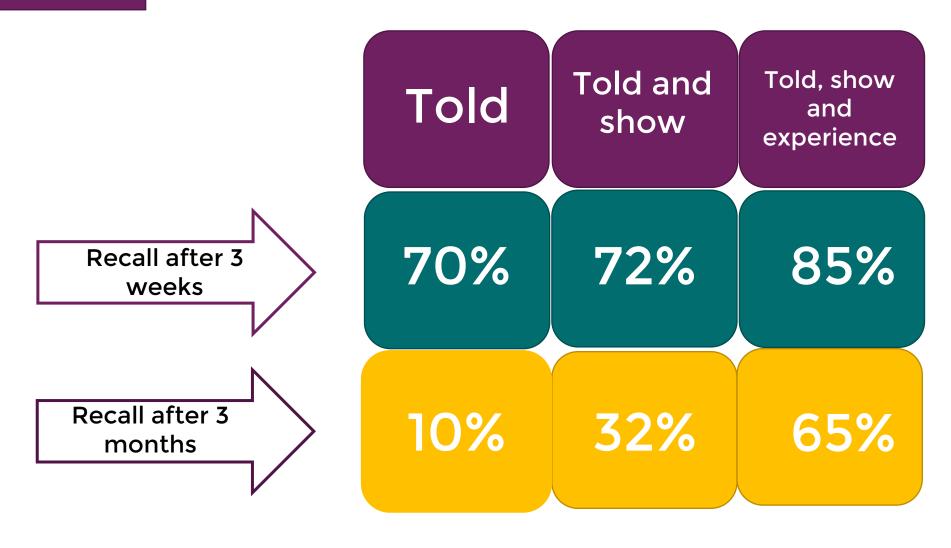
#### The Manager as Coach

#### TRADITIONAL MANAGEMENT





#### Recall



## Introduction to FIR Coaching

Coaching combines the advantages of both ends of the management scale with the risk of neither. In responding to the manager's coaching questions the coachee becomes aware of every aspect of the task and the actions necessary to do it.

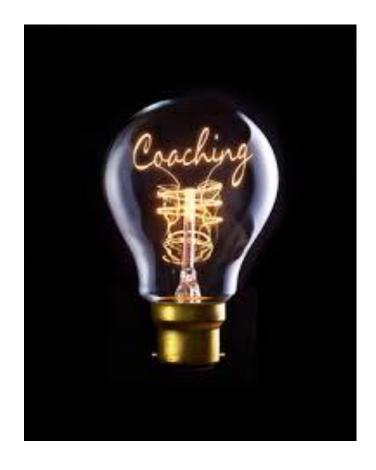






#### **Coaching Demonstration**







#### Framework for a Coaching Conversation



Beware of non-verbal leakage!

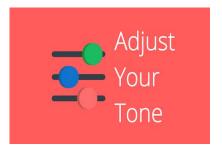


#### Rapport - Mirroring, Matching and Pacing

Posture



Voice tone / volume / speed



Gesture



Breathing



Energy level



Playback coachee's own word





Active listening

listening

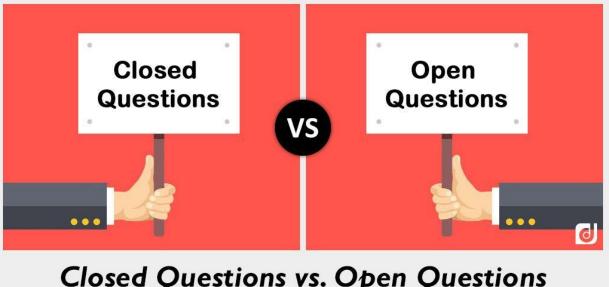


#### Introduction to Coaching

#### questions

Closed question

Open question



Closed Questions vs. Open Questions



#### Examples of Open / Closed Questions

#### Open Questions

What was going through your mind when you made that decision?

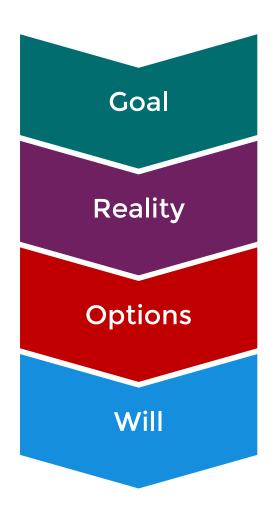
> What / How / Describe

Closed Questions

Did you know you'd made a mistake?

> Yes/No response

# GROW Coaching FIR Model





https://www.youtube.com/watch?v=1fbooiSh\_bA



#### **Specific**

- State what you'll do
- Use action words

M

#### Measurable

- Provide a way to evaluate
- Use metrics or data targets

A

#### **Achievable**

- Within your scope
- Possible to accomplish, attainable

R

#### Relevant

- Makes sense within your job funcion
- Improves the business in some way

#### Time-bound

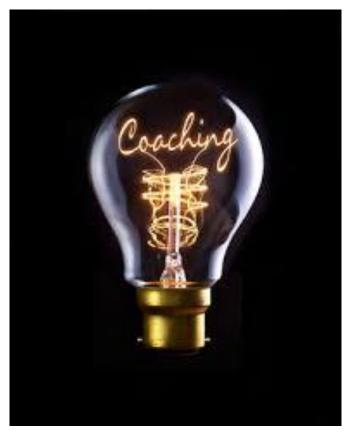
- State when you'll get it done
- Be specific on date or timeframe

#### Group Exercise 5 FIR

#### **Coaching Practice**

Form groups of 3 people. Take turns in being coach, coachee and observer for 10 minutes. You can use the GROW model as a framework. When observing, what do you notice?





# WHERE TO GO FOR HELP - FIR TOOLKIT

# Creating an inclusive environment



#### What happens when an Employee doesn't feel Comfortable?

Let's hear from a young, Female, Asian woman's first experience as an Engineer



https://youtu.be/9x2aRW-WbBg

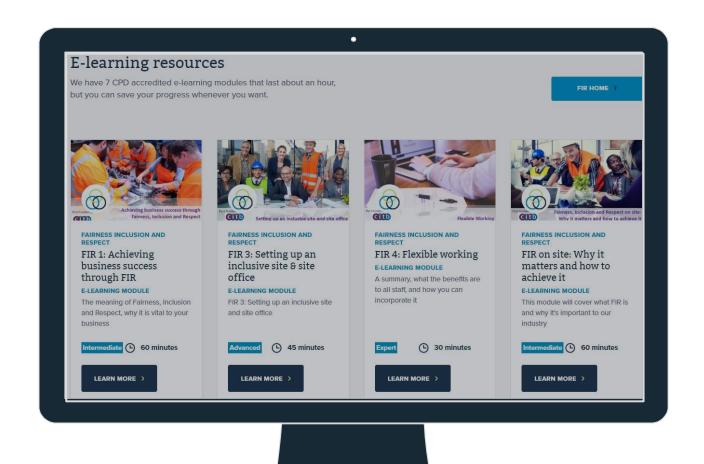


What happens when an Employee doesn't feel Comfortable?

What happened next?



https://youtu.be/vqlwRgVvvtc



Use the free, CPD accredited FIR Toolkit: www.supplychainschool.co.uk/topics/fairness-inclusion-respect/fir

#### FIR Toolkit FIR

#### **E-learning modules**



FIR on site: Why it matters

For site management

What FIR means; why FIR matters; employer and employee rights and responsibilities (Equality Act 2010).



Achieving business success through FIR

For directors and managers
What FIR is and its business benefits
as well as risks associated with not
progressing FIR.



#### Setting up an inclusive workplace

For project directors and managers A step-by-step guide for good practice via a recruitment process flowchart.



#### Recruiting fairly and inclusively

For managers and supervisors
A step-by-step guide for good
practice via a recruitment process
flowchart.



#### Flexible working

For managers and supervisors What flexible working means, why workers increasingly want to work flexibly and related legislation.



#### Leading people inclusively

For managers and supervisors What it means to lead people inclusively and the difference between leadership and management.

#### Virtual face to face workshops



The business case for Fairness, Inclusion and Respect For everyone

What FIR is, why it matters and how to achieve it.



Becoming a FIR Ambassador

For completed initial learning FIR good practice, barriers to overcome, and potential workplace scenarios.



Leading people inclusively

For managers and supervisors What it means, how it feels to be excluded, recognising biases and influencing organisational development.

#### **Video Toolbox Talks**



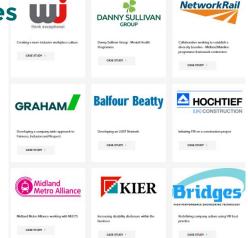


FIR Induction	Sets expectations in relation to 'acceptable' workplace language and behaviours.		
Community liaison	How to handle confrontation from a member of the public.		
Language	How words and language we use has an impact on others.		
Mental health	What mental health is, how to maintain good menta health; symptoms and consequences.		
Responsibilities	The Equality Act 2010, the responsibilities of employer vs employees.		
Respect	Actions that make people feel respected and disrespected.		
Wellbeing	How to support wellbeing.		



120+
Online resources

#### Case studies **W**



#### Case studies **FIR**



Creating a more inclusive workplace culture



Redefining company culture using FIR best practice



Developing a company-wide approach to Fairness, Inclusion and Respect



#### FAIRNESS INCLUSION AND RESPECT

How Ardmore recruits & retains a diverse workforce

#### VIDEO

Case Study: How Ardmore recruits & retains a diverse workforce







- 300+
  FIR Ambassadors

- Recognition badges and certificates
- Invitation-only webinars
  - e.g. How to engage Directors in FIR, Perspectives of SMEs in FIR
- Invitation-only events
  - e.g. GEO Roundtable on LGBT and the built environment, CECA Inspiring Change
- FIRry Friday email
- Merchandise
- FIR Ambassadors Network
  - Join the Linkedin group for exclusive updates: <a href="http://bit.ly/2rQ4xMV">http://bit.ly/2rQ4xMV</a>
- Annual FIR Culture Survey
- Defined Learner Journey
- Coming soon Bronze, Silver & Gold status



#### **BAME** in Property:

Founded by Priya Shah in December 2017, BAME in Property is an organisation for BAME (Black, Asian and Minority Ethnicities) and non-BAME professionals who are passionate about increasing ethnic diversity in the property and planning sectors.

Their aim is to support talented people from all backgrounds, encourage upcoming generations to venture into fulfilling careers, and inspire businesses to create a wave of positive change.

https://www.bameinproperty.com/what-we-do

**BPIC Network** (Black Professionals in Construction):

BPIC is a Community Interest Company providing Business to Business (B2B) services to employers and educators. Their vision is to facilitate careers in construction as well as work with organisations looking to improve their diverse representation including advancement of black and ethnic minority professionals.

BPIC Network is an independent organisation dedicated to providing guidance, training and networking events tailored to suit those currently working in the industry, as well as curating an aspirational platform for the youth seeking to join the extremely exciting world of construction.

https://www.bpicnetwork.com/about-us.html

# Networks for Underrepresented Groups

#### **Building Equality:**

Building Equality is an alliance of construction consultants, engineers, developers, contractors, and institutions who are passionate about working together and harnessing our collective power to drive LGBT+ inclusion in the construction industry.

Their vision is to have a construction industry that is wholly welcoming, inclusive and supportive of lesbian, gay, bisexual, transgender + and other related communities.

https://www.buildingequalityuk.com

#### **NAWIC UK and Ireland:**

The National Association of Women in Construction is committed to encouraging individuals to pursue, establish and sustain successful careers in the Construction Industry through encouraging opportunities to access first-hand knowledge, share best practice, develop personal and professional skills and grow professional networks.

Their key targets are: A shift of focus from gender to ability. Levelling the playing field across the industry. Ending of stereotypes.

https://www.nawic.co.uk/about

# Action Planning



#### What will do differently?



	This week	This month	This year
What are you going to do to Inspire new employees?			
What are you going to do to coach new employees?			

# We said by the end of this session, you will have a greater <u>understanding</u> of:

- 1. Employee engagement
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## ANY QUESTIONS?

