TALENT MANAGEMENT

INTRODUCTION TO THE MODULE

In this module, you will learn all about management commitment and product knowledge for both the owners and employees. Besides, you will get a comprehensive understanding of organizational structures, advantages, and disadvantages of different types of structure. Later on, you will know what employee satisfaction is, how it impacts business, what the ways are to improve employee satisfaction and skill levels to boost up sales.

Topics to be covered in this module are:

Owner & Management Commitment	Organizational Design and Development
Founder Skills & Expertise	Employee Satisfaction
Training & Content Development	Employee Skills & Performance

OWNER & MANAGEMENT COMMITMENT

ARE THE OWNERS OR MANAGEMENT SPENDING MOST OF THEIR TIME IN THE COMPANY?

1.1 Standard Working Hour for Entrepreneurs

Becoming an entrepreneur takes hard work. For some, becoming an entrepreneur means leaving their job and pursuing a path outside the corporate world. While many companies follow a standard 9-to-5, 40-hour workweek, entrepreneurs find themselves working at odd times of the day, many times more than 40 hours per week.

"When you're an entrepreneur, the hours you work are a meaningless measure," said Christine Baker, co-founder, and director of Strategic Nudge. "You work until you achieve what you need – whether that's your first product launch, first customer sale, the first year of $100,000 turnover, or whatever. If that takes 20 or 70 hours a week, so be it.

Some business owners find success working 30 hours or fewer every week, while some notable entrepreneurs like Grant Cardone believe you should work 95 hours per week, or 14 hours per day, to become a millionaire. Gary Vaynerchuk, another successful entrepreneur, recommends spending about 18 hours a day working on your start-up for the first year of your business's existence.

Research suggests that working long hours can be detrimental to your productivity and overall health. While popular entrepreneurs may encourage you to work 60 to 100 hours per week, science disagrees with this sentiment. There is no right answer for how many hours you should be working, regardless of what entrepreneurs' post to their Instagram story. It's important to monitor your physical and mental wellbeing, rather than trying to copy what someone on social media says.

1.2 Factors to Consider

Before determining your working hour for the start-up, you need to consider the following factors and decide wisely.

■ Is the start-up your full-time job?

If you're generating 100 percent of your income from your start-up, it makes sense that you'd put more time into the business. On the other hand, if you're putting 40 hours per week into a different full-time position, you have fewer hours to spend on your business, especially if you want to avoid burnout.

■ What industry do you work in?

Some industries require more hours on the job. For example, a caterer may have to work long events on the weekend, while someone in a different industry might not have to work much on the weekends at all. For instance, the food industry tends to be time-consuming, as it's nearly impossible to open a food service without the owner working on location for much of the day.

■ Is your business growing?

Starting a business, especially with a minimal initial investment, requires a significant time commitment. Once your business grows, however, it's worth looking into adding outside help and delegating tasks. As you develop a stronger understanding of your business's operations and strengths, you can pinpoint areas of help and spend more time on big-picture items, while your employees or outsourced help handle many of the tasks you once spent hours on.

### ■ What is your personal situation?

Consider your mental health, career goals, physical wellbeing, and relationship status. Do you have a family? Are you a single parent? Are you struggling with health issues? The time you're able to put into a business depends largely on what's going on around you.

It might not make sense to put 70 hours a week into your business if you're going through health issues or to struggle with a relationship. Maybe you're recently single and now have additional time to start your dream business finally.

Regardless of your personal situation, it's important to understand how the time you spend as an entrepreneur will affect other aspects of your life.

FOUNDER SKILLS & EXPERTISE

DO THE OWNERS/EXECUTIVE MANAGEMENT HAVE SUFFICIENT EXPERIENCE IN PROVIDING THE PRODUCT OR SERVICE?
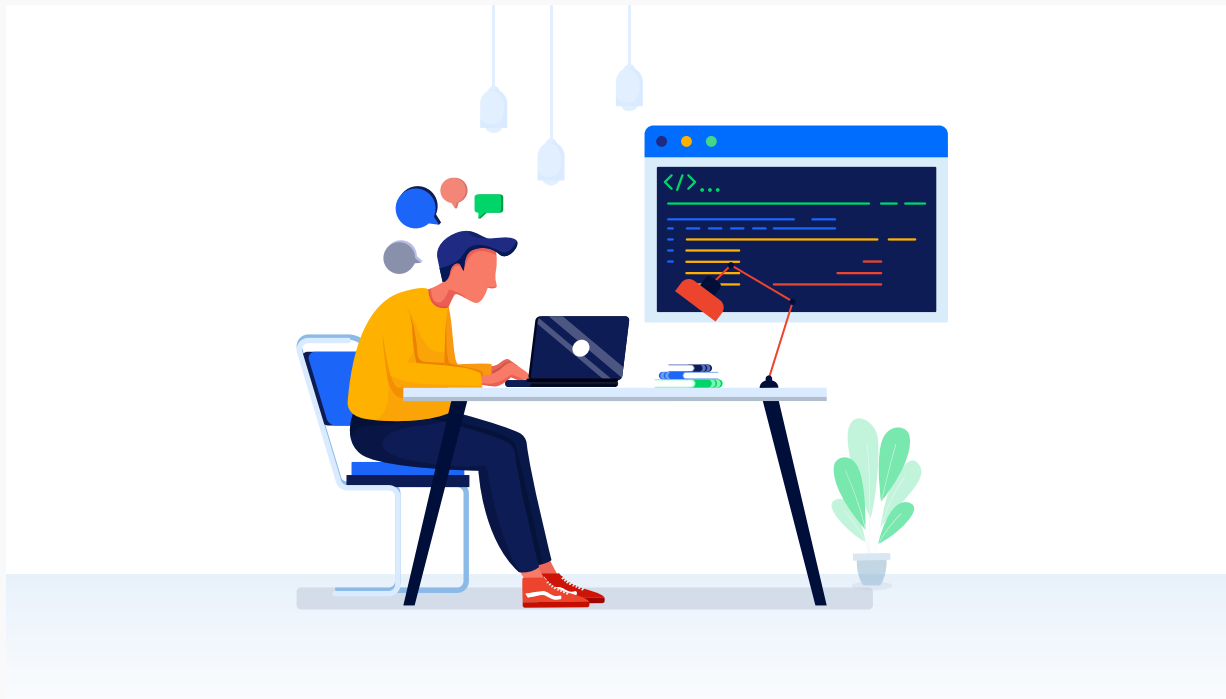
Having experience or knowing products and services means that the owner or executive management selling the products or services have a sound understanding and knowledge of what it is that they're offering and what value it has for the customers.

Product knowledge is an essential sales skill. Understanding your products' features allows you to present their benefits accurately and persuasively. Customers respond to enthusiastic sales staff who are passionate about their products and eager to share the benefits with them.

2.1 Thing to Consider Before You Start

Ask yourself a few questions.

- What is your product?
- What does it do?
- What solution/benefit does it provide to an individual who buys it?
- Why is there a need for this product?
- Why is your product superior to those similar to it?

- What benefits do you offer that other companies with the same or a similar product do not?
- Who is your target buyer? What is their age, gender, education, income, occupation, and
- why do they need this product?
- What problem are you solving for people with this product?

2.2 Figuring out What Your Product is

How do you figure out what your product is? Here's a set of questions to get you started.

- What problems do you want to solve for people?

- What kinds of products do you wish were around for you to purchase?

- What do you imagine your target audience will be?

- What do you want the focus of your business to be?

This is a way to start brainstorming about what you want your product to be.

2.3 What to Know about Your Products

We hope you've selected the best product or service for your business. Now, it's time to know about your products. Consider the following features.

- History of the product

- Pricing structure

- Any special manufacturing processes

- Servicing, warranty, and repair information

- Styles, colors or models available

- Product distribution and delivery

- How to use the product

- How to show what the customer is interested in

How to Gain Product Knowledge

Use conventional and creative sources of information to learn about your products or services, including:

- Marketing Literature

- Testimonials

- Internal sales records

- Practical use

- Feedback from customers

- Your own experiences using the products

- Product literature such as brochures and catalogs

- Sales Reps

- Online forums

- Trade and industry publications

- Training sessions

- Your team members

- Roleplaying

- Visits to manufacturers

- Competitor information

- Sales training programs

DO YOU KNOW WHAT INFRASTRUCTURE AND RESOURCES YOU NEED IN ORDER TO DELIVER THE KEY ACTIVITIES?

3.1 What is Business Infrastructure?

Business infrastructure links people, activities, and technology to strategic goals through planned processes and systems.

Business Infrastructure = Business Design + Business Process

A stable business infrastructure ensures the proper coordination of all human resources, processes, and other operational tools necessary to ensure manageable, profitable growth. This is especially important during unexpected growth spurts. Further, business infrastructure provides businesses with:

- A solid foundation

- A replicable platform

- A model and a formula that makes each time you do something easier than the time before

- Consistency in your delivery of customer value

- Economies of scale

3.2 Why Do You Need a Business Infrastructure?

- For standardization
- To demonstrate the ability to scale
- To create a consistent experience for customers and employees
- For sustainable operations

3.3. Where to Implement Business Infrastructure?

- In opening additional offices, domestically or internationally
- In franchising your business
- In acquiring a business and integrating into yours
- In selling your business

3.4 Checklist for Building Your Business Infrastructure in 2020

- A Blogging Platform
- Accounting Software (Sage, Xero, or QuickBook is our recommendation)
- Customer relationship management (CRM) software
- Human resource management (HRM) software
- Promising profiles in various social media platforms
- Cloud Storage (Dropbox or Google drive is our recommendation)

3.5 What is Business Resource?

Business resources, also known as factors of production, consisting of land and labor, along with capital and enterprise. Land means natural resources, which provide the raw materials for components, machinery, buildings, and transport mechanisms.

Labor equates to human resources, and it includes all the people involved in your Company: employees, fellow staff members, and everyone in the supply chain.

3.6 Types of Business Resources

The types of business resources will impact the sustainability of the organization, along with its profitability. For example, if the organization achieves double the sales target decided, and the Company starts to grow rapidly. The Company will keep on growing only if you understand what key resources are and which key resources are impacting increased demand.

The types of business resources are divided into four different categories.

■ Physical Resources

Physical resources may include the equipment, buildings, inventory, the manufacturing plant, and distribution network, which are extremely crucial for the business to function properly. Physical resources are important for the functioning of the organization since, without things like equipment and inventory and manufacturing plant, it is difficult for the business to function.

While these are required for the business which has a tangible product offering, for the business which has intangible services as an offering, there would not be the requirement of a manufacturing plant, distribution network, etc.

■ Human Resources

Employees are considered in the most underrated Assets of any organization. They are important for the functioning of any organization, without which the activities of an organization will come to a standstill. Human resources are even more important in the industries which provide services since a great deal of creativity and knowledge is required in those domains.

Human resources are also important in customer service and as trouble-shooters to understand the nature of the problem, the customer, and provide customized solutions. For example, the truck drivers of FedEx are human resources which combine in the physical resource like trucks to deliver the products to the customers of FedEx and create an experience unique to FedEx.

■ Intellectual Resources

These are the types of business resources that are nonphysical and intangible, like patents of the product, brands of the organization, copyright over important materials, and even the partnerships—customer data and customer knowledge and even the talent in the organization

as a form of intellectual resource.

Intellectual talent also extends to the patent department. Innovative companies like Apple often file for patents for their innovative products. The patent is also another important factor in the pharmaceutical industry where the companies have to file a patent for a particular medicine as soon as it is developed.

> ### ■ Financial Rsources
>
> These often include cash, credit, and lines of credit, along with the ability to have options of stock plans for the employees of the organization. Most of the businesses have financial resources regularly. Still, few companies will have extremely strong financial resources such as the banks, which are based entirely on financial resources and use them as a key resource.

Similarly, insurance companies work entirely on financial bases and use finance as the ultimate resource for the organization. For example, in the case of a mobile manufacturer, the physical resource would be the Assembly materials such as glass, hardware parts, plastic, and other materials that are assembled by robots.

TRAINING & CONTENT DEVELOPMENT

DOES THE COMPANY PROVIDE THE REQUIRED PRODUCT TRAINING TO EMPLOYEES?
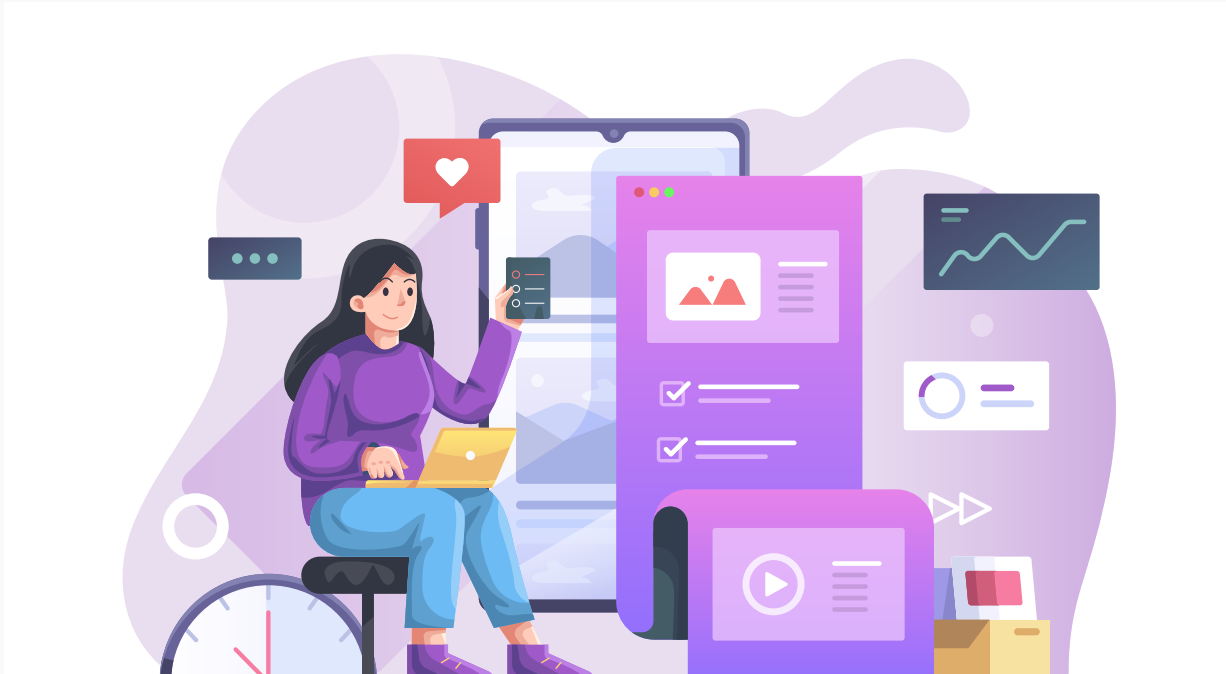
4.1 How to Provide Product Knowledge Training for Your Employees

Once you recognize the importance of product knowledge, your next step is to develop it in your employees. This is where many managers stop when facing a roadblock. They aren't sure how to develop product knowledge in their sales and service staff.

You will most likely utilize both online and offline learning to develop product training. You may want to have personnel read through handbooks and other literature on the product, especially if it's specialized or requires specific knowledge. This is where a learning management system can come in handy.

You can put a copy of the manual and other information online and give access to every employee who needs it. Once they have read through the documentation, you can have them take a test to determine their level of competence. They can check off the material once it's been completed so you can track their progress.

4.2 Importance of Product Knowledge for Employees

Product knowledge is the most important tool for closing sales. It instills faith, trust, and respect in the customer, which creates a positive customer experience. The importance of product knowledge represents itself the most in these situations:

- Answering difficult questions

- Building trust

- Making Lasting Impressions

4.3 Benefits of Product Knowledge for Employees

Knowledge is power, and for your sales force, product knowledge can be the vehicle to increased sales. The list below highlights the benefits of product knowledge—as they directly relate to your employees.

- **Strengthen Communication Skills –** A thorough and wider understanding of a product enables an employee to use different techniques and methods of presenting a product to various types of customers. Stronger communication skills empower an employee to adopt a sales presentation for greater impact suitably

- **Boosts Enthusiasm –** Armed with deep product knowledge, a display of enthusiasm and belief in the product may generate excitement among your customers and alleviate uncertainty about the solution that the product provides for the customer.

- **Grows Confidence –** If a customer isn't fully committed to completing a sale, the difference may simply be the presence (or lack) of credibility or confidence an employee has towards the product. Becoming educated in the product and its uses will help cement that confidence.

- **Assists in Overcoming Objections –** Factual information gained from product knowledge, may be used to strike down objections voiced by customers. Solid knowledge about your product coupled with parallel information about similar products sold by your competitors—gives you that added advantage to easily counter objections.

4.4 How to Create and Implement Product Training

When you use a learning management system, you can create product training for existing products. You can give access to everyone who needs it and requires them to sign off when the training has been completed.

The system should come with reports that you can generate to see who has completed the most training. You can even offer incentives for employees who take the initiative to learn more about the products the Company offers.

Address the following questions

- How many employees have completed the required training?

- What has additional training been completed by which employees?

- What scores staff members received on tests?

- Whether the employees received certification for the training?

4.5 Features of an Effective Product Training Program

i. **Product Knowledge: Understand what you are selling**

Having your team completely understand the products being sold is critical for creating strong customer relationships, building a positive brand reputation, and outperforming your competition.

Equipping your team with excellent product knowledge will help your Company:

Build a stronger relationship with customers

When your team gives accurate information about your products to customers, they earn the customers' trust. Knowledge of the product also makes customers believe they are dealing with employees who are experts and passionate about what they do—making your Company their favorite among competitors

Improve sales

A deep understanding of product knowledge allows salespeople to do two key things. It allows them to customize their product offerings and suggestions to maximize satisfaction and upsells; it also enables them to quickly and accurately give the prospect what they need to make a buying decision

Improved customer experience

If your customer care team has the in-depth product knowledge, they can help your customers easily and promptly. Customers won't have to wait on the line for the right person to address the issue, overall improving the customer experience

ii.   **Industry and Customer Knowledge: Understand what your customers are looking for**

Great product knowledge is supported by an in-depth understanding of the industry you are in and the customers you serve.

It is not enough to train your teams about the specifics of your products; the training program need include aspects that give context to your products.

- How is this product being used by customers?

- What problem does this product solve for the customer?

- Are there trends or changes in the industry?

Here are three ways to implement industry and customer knowledge into your training program:

- Allow employees the space to spend time researching industry trends

- Ensure training includes not only who your ideal customer is, but also how your product solves that person's needs - connect the customer attributes to the product.

- Create a shared communication space where people can post key competitor observations

iii.   **Competitor Analysis: Understand what your competitors are doing**

Analyzing competitors helps identify your product's strengths and weaknesses, as well as identifying communication strategy adjustments you can make.

Competitive analysis is an important process of the research and planning phase for companies

who wish to grow their business. It allows you to view competitors' product features in comparison to yours and create a benchmark to develop an effective competitive marketing strategy.

Once completing a competitor analysis, share the data, and implement it into your product training program. This will give employees the opportunity to how your product stacks up against competitors and create a specialized pitch, improving their chances of a sale.

iv.   **Create winning product value statements**

Once you understand your target customers, analyze competitors, and fine-tune your product knowledge, it is time to create a value statement that will persuade customers for the final sale.

What is a value statement?

According to CXL, a value proposition is a clear statement that:

- explains how your product solves customers' problems or improves their situation

- delivers specific benefits

- tells the ideal customer why they should buy from you and not from the competition

Elements of a good product value statement:

- Communicate specific results customers need

- Explain how it's different and why it's better

- Be clear and concise so it can be easily understood in 5 seconds

ORGANIZATIONAL DESIGN AND DEVELOPMENT

IS THE COMPANY'S ORGANIZATIONAL STRUCTURE SUFFICIENT TO SUPPORT THE DELIVERY OF PRODUCTS OR SERVICES OFFERED?

Organizational structure aligns and relates parts of an organization so that it can achieve its maximum performance. The structure chosen affects an organization's success in carrying out its strategy and objectives of earning revenue from sales of products and services. HR professionals should understand the characteristics, benefits, and limitations of various organizational structures to assist in this strategic alignment.

5.1 HR's Role in Evaluating and Implementing Organizational Structures

Most of HR's organizational design work occurs when changes in the competitive environment require redesigning the organization and its goals or maintaining or achieving alignment with a firm's business strategy.

HR's roles and responsibilities in an organizational design should include the following:

- Providing leaders with a structural diagnosis by identifying the root causes of organizational performance issues.

- Helping leaders evaluate a range of clear design options

- Ensuring that leaders align organizational design decisions with short- and long-term

strategic goals by identifying critical activities, strengths, and weaknesses

- Helping leaders ensure the structure is properly implemented

- Continually monitoring the structure for alignment with the organization's business strategy

5.2 Types of Organizational Structures

Organizational structures have evolved from rigid, vertically integrated, hierarchical, autocratic structures to relatively boundary-less, empowered, networked organizations designed to respond quickly to customer needs with customized products and services.

Today, organizations are usually structured vertically, vertically and horizontally, or with open boundaries. Specific types of structures within each of these categories are the following:

- Vertical—functional and divisional

- Vertical and horizontal—matrix

- Boundary-less (also referred to as "open boundary")—modular, virtual and cellular

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5.3 Vertical Structures

Two main types of vertical structure exist,

- Functional

- Divisional

5.4 Functional Structure

The functional structure divides work and employees by specialization. It is a hierarchical, usually vertically integrated structure. It emphasizes standardization in organization and processes for specialized employees in relatively narrow jobs.

This traditional type of organization forms departments such as

- Production

- Sales

- Research and development

- Accounting

- HR

- Marketing

Each department has a separate function and specializes in that area. In functional structures, employees report directly to managers within their functional areas who, in turn, report to a chief officer of the organization. Management from above must centrally coordinate the specialized departments.

A functional organizational chart might look something like this:

CEO

Human Resources	Finance & Accounting	Sales & Marketing	Research & Development	Operations
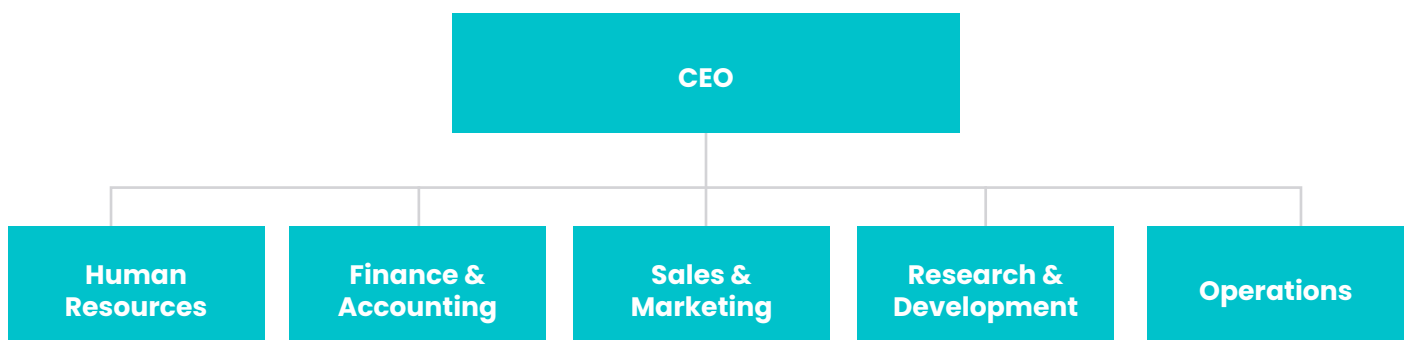
Advantages of a functional structure include the following:

- The organization develops experts in its respective areas

- Individuals perform only tasks in which they are most proficient

- This form is logical and easy to understand

Disadvantages center on coordination or lack thereof:

- People are in specialized "silos" and often fail to coordinate or communicate with other departments

- Cross-functional activity is more difficult to promote

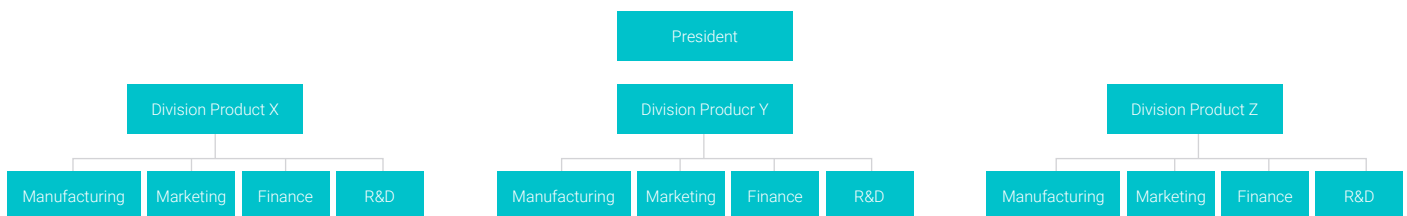- The structure tends to be resistant to change

5.5 Divisional Structure

A divisional structure most often divides work and employees by output, although a divisional structure could be divided by another variable such as market or region.

For example, a business that sells men's, women's and children's clothing through retail, e-commerce and catalog sales in the Northeast, Southeast and Southwest could be using a divisional structure in one of three ways:

- **Product**—men's wear, women's wear and children's clothing

- **Market**—retail store, e-commerce and catalog

- **Region**—Northeast, Southeast and Southwest

This type of organizational structure might look like this:

President

Division Product X	Division Producr Y	Division Product Z
Manufacturing / Marketing / Finance / R&D	Manufacturing / Marketing / Finance / R&D	Manufacturing / Marketing / Finance / R&D

The advantages of divisional structure are the following:

- It provides more focus and flexibility on each division's core competency

- It allows the divisions to focus on producing specialized products while also using knowledge gained from related divisions

- It allows for more coordination than the functional structure

- Decision-making authority pushed to lower levels of the organization enables faster, customized decisions

The disadvantages of divisional structure include the following:

■ It can result in a loss of efficiency and duplication of effort because each division needs to acquire the same resources

■ Each division often has its own research and development, marketing, and other units that could otherwise be helping each other

■ Employees with similar technical career paths have less interaction

■ Divisions may be competing for the same customers

■ Each division often buys similar supplies in smaller quantities and may pay more per item

5.6 Matrix Organizational Structures

A matrix structure combines the functional and divisional structures to create a dual-command situation. In a matrix structure, an employee reports to two managers who are jointly responsible for the employee's performance.

Typically, one manager works in an administrative function, such as finance, HR, information technology, sales or marketing, and the other works in a business unit related to a product, service, customer or geography.

A typical matrix organizational structure might look like this:

Advantages of the matrix structure include the following:

- It creates a functional and divisional partnership and focuses on the work more than on the people

- It minimizes costs by sharing key people

- It creates a better balance between the time of completion and cost.

- It provides a better overview of a product that is manufactured in several areas or sold by various subsidiaries in different markets

Disadvantages of matrix organizations include the following:

- Responsibilities may be unclear, thus complicating governance and control

- Reporting to more than one manager at a time can be confusing for the employee and supervisors

- The dual chain of command requires cooperation between two direct supervisors to determine an employee's work priorities, work assignments, and performance standards.

- When the function leader and the product leader make conflicting demands on the employee, the employee's stress level increases, and performance may decrease

- Employees spend more time in meetings and coordinating with other employees

5.7 Open Boundary Structures

More recent trends in structural forms remove the traditional boundaries of an organization.

Some features of open boundary structures are:

- Internal and external barriers and organizational boxes are eliminated

- All organizational units are effectively and flexibly connected

- Teams replace departments, and the organization and suppliers work as closely together as parts of one Company

- The hierarchy is flat; status and rank are minimal

- Everyone—including top management, managers and employees—participates in the decision-making process

- Use 360-degree feedback performance appraisals

Advantages of boundary-less organizations include the following:

- Ability to leverage all employees' talents

- Faster response to market changes

- Enhanced cooperation and information sharing among functions, divisions, and staff

Disadvantages include the following:

- Difficulty in overcoming silos inside the organization

- Lack of strong leadership and common vision

- Time-consuming processes

- The possibility of employees being adversely affected by efficiency efforts

- The possibility of organizations abandoning change if restructuring does not improve effectiveness quickly

5.8 Hollow Organizations

Hollow structures divide work and employees by core and non-core competencies. Hollow structures are an outsourcing model in which the organization maintains its core processes internally but outsources non-core processes. Hollow structures are most effective when the industry is price competitive, and choices for outsourcing exist.

Advantages of this type of structure include the following:

- Minimizing overhead

- Enabling the organization to focus on its core product and eliminating the need to develop expertise in non-core functions

Disadvantages include:

- Loss of control over functions that affect employees regularly

- Restriction by certain industries (e.g., health care) on the extent of outsourcing

- Lack of competitive outsourcing options

5.9 Modular Organizations

Modular structures differ from hollow organizations in that component of a product are outsourced. Modular structures may keep a core part of the product in-house and outsource non-core portions of the product. Networks are added or subtracted as needs change. For a modular structure to be an option, the product must be able to be broken into chunks.

Advantages include the following:

- Minimizing the specialization and specialists needed

- Minimizing overhead

- Enabling the Company to outsource parts supply and coordinate the assembly of quality products

Disadvantages include concerns about the actions of suppliers outside the control of the core management company. Examples of supplier concerns include the following:

- Suppliers, or subcontractors, must have access to—and safeguard—most, if not all, of the core company's data and trade secrets

- Suppliers could suddenly raise prices on or cease production of key parts

- Knowing where one organization ends and another begins may become difficult

5.10 Virtual organizations

A virtual organization is a cooperation among companies, institutions, or individuals delivering a product or service under a common business understanding.

The advantages of virtual structures include the following:

- Contributions from each part of the unit

- Elimination of physical boundaries

- Responsiveness to a rapidly changing environment

- Lower or non-existent organizational overhead

**The disadvantages of virtual organizations include the following:**

- Potential lack of trust between organizations
- Potential lack of organizational identification among employees
- Need for increased communication

We've discussed almost all the features, advantages, and disadvantages of all types of organizational structures. Make sure you revise this section before you select a structure that is compatible with your selected products or services niche.

EMPLOYEE SATISFACTION

DO YOU PERFORM EMPLOYEE SATISFACTION SURVEYS?
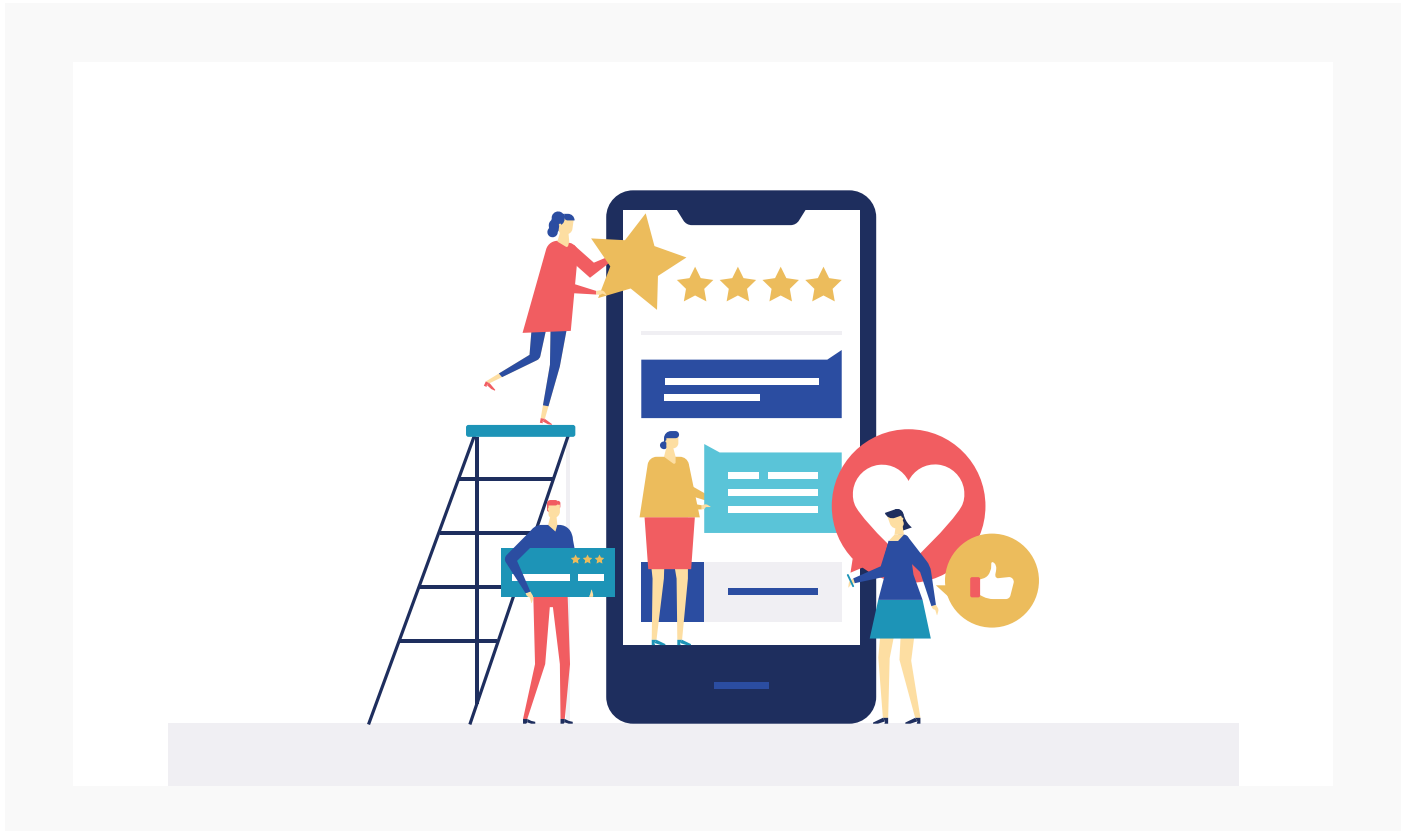
6.1 What is the Employee Satisfaction Survey?

An employee survey is defined as a type of survey questionnaire to obtain opinions and reviews and evaluate employee mood and morale, a degree of engagement, and also monitor employee achievements.

Generally, employee surveys are used by HR and Management members of an organization. They are kept anonymous to motivate the workforce to comment on their good and bad experiences without any hesitation.

Employee surveys offer a deep understanding of how an organization can maintain, attract, and develop skilled employees. It gives the employees an opportunity for both personal and professional development that contributes to the performance of a business or an organization.

6.2 Importance of Employee Satisfaction Survey

An employee satisfaction survey is a very effective tool that measures and maintains a positive culture within the organization. The satisfaction of employees is directly associated with the efficiency of an organization, and that is why they need to ensure if their employees are happy with their work or not. Well-conducted surveys play a major role in the development of any organization or business.

The Employee satisfaction survey can help in

- Analyzing issues and overall environment of an organization

- Anticipating potential problems

- Evaluating management and teamwork related issues

- Measuring the effects of change in an organizational set-up

6.3 What to Measure in an Employee Satisfaction Survey

Employee satisfaction surveys vary from Company to Company, depending on their size and type of business. But overall, they should measure worker happiness and feelings of empowerment, as well as attitudes toward:

- Getting work done

- Communication and instruction

- Support of employees

- Distribution of workload

- Appreciation and recognition by management

- Company culture

- Company's mission

- Working with team members

- Opportunity for advancement

6.4 Designing Effective Employee Satisfaction Survey Questionnaire

There are some important areas that just about every survey should cover. Answers may be given as a combination of multiple-choice and narrative writing. Here are some sample questions that aim to measure employees' feelings about their overall job satisfaction; a company's mission and culture; workers' passion for performing well; being appreciated and supported by management; and working with other employees.

CATEGORY	QUESTION
Overall job satisfaction	On a scale of 1 to 5, how would you rate how you feel about your job overall? Please explain your answer.
Company's mission	How do you feel about the Company's vision and mission? Would you say it's extremely important, important, neither important nor unimportant, unimportant, or extremely unimportant?
Company culture	Would you describe the Company's culture as one that is welcoming to all people regardless of their backgrounds? (Answers can be "yes," "no," or "not sure.") Please explain your answer.
Passion for quality work	What best describes your feelings about doing your job well, generally speaking? Passionate, good, so-so, bad, disgusted.
Being recognized/ appreciated by management	When I perform a task to the best of my ability, my manager gives me supportive and helpful feedback as much as I need; it's sometimes helpful, but I could use more support, I need a lot more support than I am getting.
Feeling informed and supported	For most of my tasks, I feel I receive all the information I need to perform my job well ____ percent of the time.
Working with other employees	I feel most/nearly all/some/almost none/none of my coworkers respectfully communicate with me.

6.5 Some Additional Questions and Tips

Some more questions you can consider to include in your employee satisfaction questionnaire

- Do you enjoy our Company's culture?

- Do you find your work meaningful?

- Does our Company offer adequate professional development opportunities?

- Do you feel valued for your contributions?

- Do you have the tools you need to do your best work?

- Do your superiors communicate with you effectively?

- Do you feel as though your job responsibilities are clearly defined?

- Do you think that work is distributed evenly across your team?

- Do you feel connected to your coworkers?

- Do your managers value your feedback?

Here are some tips to a successful employee survey

- Define survey goals

- Stick to a framework

- Don't ask questions if you are not prepared to address the responses

- Give feedback to the employees

- Feedback to respondents within a reasonable time-frame

- Keep it confidential!!

Use a survey tool (Like surveymonkey.com)

Can You Rank the Level of Employee Satisfaction?

From the above survey, you might come to know about some shocking information that was surely out of your imagination, now its time to measure their level of satisfaction and find a way to boost up them.

7.1 How to Evaluate Survey Data

Once you know where you stand, you can start to implement changes in the areas that need improvement. In many cases, it is advisable to hold a meeting with your staff members to discuss the findings of your survey. Some employees will volunteer an explanation regarding why people rated certain areas positively or negatively.

If people fail to provide a clear explanation, you could consider announcing that you will place an anonymous suggestion box outside of your office where employees can state areas that need improvement without facing the possibility of retribution. Of course, appropriate changes should be implemented once you understand the issues that are leading to dissatisfaction.

7.2 How to Improve Employee Satisfaction Level

Once you've measured the current level of contentment at your Company, the real work begins. You can improve employee satisfaction by trying these tips:

- Build team clusters at work

- Respect them

- Listen, and then listen some more

- Encourage Traditions and Volunteering

- Accept mistakes (at least to begin with)

- Be transparent

- Leave space for creativity

- Implement flex hours

- Help fulfill their goals

- Let Employees Own Achievements

- Arrange training/skills development sessions

- Help staff to bond with one other

- Acknowledge personal accomplishments

- Allow time off

- Embrace remote working

- Banish stupid uniforms

- Grant attendance at industry functions

- Keep feedback light

- Beware of micromanagement and bureaucracy

- Mentoring, coaching, and counseling

- Never pay staff late

- Never undermine staff in public

- Give reward, recognition, and promotion

EMPLOYEE SKILLS & PERFORMANCE

ARE THE EDUCATIONAL QUALIFICATIONS OR BACKGROUND EXPERIENCE OF EMPLOYEES SUFFICIENT TO SUPPORT THE DELIVERY OF PRODUCTS OR SERVICES OFFERED?

8.1 What Matters? – Education or Experience

For some organizations, it's experience and expertise that matters more than just about anything else. Others focus on technical skills – from the ability to draw or create to the ability to manage a network like a pro.

Still, other businesses put a lot of emphasis on employees' educational backgrounds, highlighting degrees and university names on the company website and in other materials.

The question is then, which matters more – education or experience?

The short answer is: It depends.

Since different businesses are focused on and value different qualities in prospective employees, it is more important to discover the need of your organization.

Give priority to educational qualification in some specific circumstances, including:

■ Positions that require a specific degree, license or certification to legally perform the job; from healthcare to law, engineering and even some technology positions, education may not be optional

■ Positions where the career path would terminate if the employee does not have the right certification or degree

Give priority to experience while recruiting for following job roles or professions:

■ Sales, Marketing, Business Development, and other performance-based jobs; if an employee knows your industry, he can sell. Educational background will likely take a back seat to performance and the revenue produce

■ An owner or manager, If you place less weight on education often emphasize work and life experience instead

Can You Rank the Employees' Level of Skill to Deliver the Products or Services?

9.1 What is Skill Level?

Skill levels rate how well an employee performs at a job. Employee advancement is often based on the attainment of a particular job skill level. Skill levels are assigned to employees during Employee Configuration to rate an employee's proficiency at a particular job.

For example, skill levels can be Trainee, Novice, Proficient, or Expert. Within those categories, you can have sub-categories from 10-1, 10 being the least proficient, and 1 being an expert.

9.2 Ways to Assess Employee Skills and Competencies

■ Give your employees a test

■ Ask to prepare self-assessment

■ Get feedback from the teams

- Put them in real situations

- Let them play a business game

- Ask for clients' feedback

9.3 Rank an Employee Based on Skill Level

Now let's consider a little scale:

- Level 0 – No Competence / Skill

  The employee has absolutely no clue what is going on

- Level 1 – Basic Competency / Skill

  Understands what's going on and in the case can push the panic button

- Level 2 – Medium Competence / Skill

  No need to push the panic button, just ask your team leader for assistance

- Level 3 – Advanced Competence / Skill (Troubleshooting & Set up)

  It doesn't need to bug the Team Leader most of the time…

- Level 4 – Expert (Can Train others)

  He is eligible to play the roles of a team leader!

Does the Company have Dedicated and Qualified People to Deliver Products and Services?

10.1 Importance of Hiring Dedicated and Qualified Employees

Finding qualified candidates may be the most important thing you can do as a business owner. Here's how top-notch employees can make a huge difference.

- High turnover leads to higher costs
- Morale and work ethics is important to ensure customer satisfaction
- Letting employees go is awful
- Consistency or service is the key to the success of a business

10.2 How to Recruit Dedicated and Qualified Employees

The recruitment process of hiring qualified employees is a big responsibility, and every manager or an employer needs to take it seriously. Some people believe in involving different approaches in hiring qualified and dedicated employees.

- Advertise all the necessary details about the requirement
- Make the best use of company networks
- Use social media or company website
- Implement an employee referral program
- Create compelling job descriptions
- Check resumes posted online
- Maintain contact with interested candidates
- Claim your company page
- Attend industry-related meetups
- Include peers in the interview process

10.3 What to Measure While Hiring

The importance of hiring and retaining qualified employees is a task that needs to be completed with flying results. But most of the companies lack in that particular part of retaining those employees. Quest for 5C in a candidate can help you to recruit the best candidate for your business.

- Competency
- Capability
- Commitment
- Character
- Compensation

10.4 Benefits of Hiring Dedicated and Qualified Employees

- Better and quick learning ability
- Brings in new energy and innovation idea
- Better expertise
- Increased time management
- More revenue in exchange of least investment
- Smooth operations of the business
- Highest level of customer satisfaction

Module Summary

In this module, you have learned:

- As an entrepreneur, you need to spend almost all the hours of your week to make your business successful
- Both the management and employees need an in-depth knowledge of products and services
- An owner must focus on infrastructures and organizational structures before he makes any decision that meant for the business
- Regular employee satisfaction survey and work on it can ensure the obstruction-free operation
- The success of business highly depends on the skills, qualifications, and dedication of the employees

Q1: Which of the following feature you need NOT consider about the products?

A. History of the product

B. Available styles, colors, and models

C. Recycling of product when damaged

D. Product distribution and delivery

Q2: Which of the following statement is NOT true for business infrastructure?

a. Links people, activities, and technology to strategic goals

b. A combination of Business Design and Business Process

c. Provides businesses with a non-replicable platform

d. Ensures the proper coordination of all human resources

Q3: 'The types of business resources can be divided into four different categories.' True/False

- True

- False

Q4: Product knowledge in employees

a. Strengthen communication skills

b. Grows confidence

c. Ensures more profit at less invest

d. Boosts enthusiasm

Q5: Which of the following is NOT a feature of an effective product training program?

    a.   Product knowledge

    b.   Value statements

    c.   Competitor analysis

    d.   Business blueprint

Q6: Which structure divides work and employees by specialization?

    a.   Functional structure

    b.   Divisional structure

    c.   Matrix structure

    d.   Cellular structure

Q7: Matrix structure creates a _____ and _____ partnership and focuses on the work more than on the people. Fill in the blanks

    a.   Modular

    b.   Functional

    c.   Virtual

    d.   Divisional

Q8: 'Virtual organizational structure facilitates the ability to leverage all employees' talents.' True/False

- True

- False

Q9: Which of these is NOT a category of the question for employee satisfaction survey?

a.   Overall job satisfaction

b.   Product and service ethics

c.   Company's mission

d.   Working with teammates

Q10: 'Experience matters more than educational qualification.' True/False

■   True

■   False