

Creative Ways to Motivate Front Line Workers & Supervisors



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Jason Glisczynski



Investment Advisor Representative

CPWA®, CFP®

- Co-Founder and CEO: Silvertree, LLC.
- CFP® - CERTIFIED FINANCIAL PLANNER™ practitioner
- CPWA® - Certified Private Wealth Advisor professional
- International Best-Selling Author: *Planning with Purpose*
- Veteran USAF (United States Air Force)
- Contributor for the Point/Plover Metro Wire: *Financially Speaking*
- Avid supporter of the manufacturing industry and CPA profession

Volunteerism:


- CWSO Treasurer (Central Wisconsin Symphony Orchestra)
- Finance Committee Celebrate Plover Foundation
- Finance Committee Boys & Girls Club of Central Wisconsin
- Instructor: National Council on Aging (NCOA)
- Speaker for WICPA (Wisconsin Institute of Certified Public Accountants)



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Silvertree – 2 divisions, 1 mission

We help successful people in manufacturing keep more of what they’ve earned—by growing, protecting, and passing on their wealth in a tax-smart way—so their hard work benefits the people and causes that matter most.








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Silvertree – 2 divisions, 1 mission

- **Silvertree Retirement Planning:** Serving frontline workers and middle to upper management
- **Silvertree Private Client Group:** Serving owners, executives, and HNW/UHNW families
 - Robust team of in-house CPAs, tax attorneys, estate planning attorneys, financial planners, insurance experts, and lightning-fast administrative support staff

Collaboration between experts is crucial to filling (known and unknown) gaps






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Why am I here?

Employees are almost always treated correctly, or well, but they are rarely treated **BOTH** correctly and well.

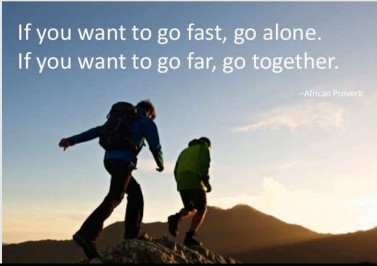



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Implementing Strategies

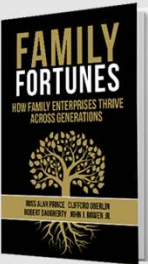
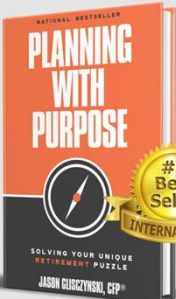
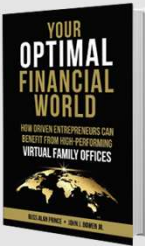
If you want to go fast, go alone.
If you want to go far, go together.

—African Proverb





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SILVERTREE

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How do you maintain consistency
in safety practices when your
workforce is constantly changing?

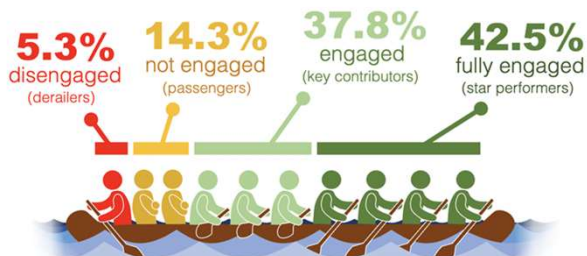
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Does this look familiar?



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Lets zoom in and *find out* more about these **THREE**

People who disrupt normal operations are safety issues

Increased Risk of Accidents

- Chronic tardiness disrupts workflow and creates staffing shortages.
- Employees covering extra roles face fatigue and higher risks of errors.

Psychosocial Safety Climate (PSC)

- Poor PSC, with weak mental health support, increases workplace injuries.
- High absenteeism and presenteeism compromise safety protocols.



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Widespread *challenges*.

Great Resignation Plods On With Elevated Quits Across States
All states and many industry sectors are still seeing people quitting their jobs at a higher level than before the pandemic.
 by JAMIE KILGORE | Feb 16, 2022, at 1:10 p.m.

Home Depot to spend \$1 billion more on hourly workers
The home improvement retail chain did not detail how much of a pay raise the average hourly worker will receive. It pays at least \$15 an hour as of...

**U.S. Department of Labor
US Department of Labor recovers \$166K in back wages**

The Driving Forces Behind Hourly Supply Chain Turnover
To help organizations identify where attrition may be stemming from, here are the top turnover drivers from hourly supply chain employees at leading brands for a better approach to industry-wide attrition trends.
 Issues 10/10/21 by Tim Linneman, Senior Managing Director

Kroger To Raise Hourly Wages, Invest \$770 Million Into ...

Future
Many hourly workers are unhappy—even at the top companies. Here's what companies can do better
Hourly workers' satisfaction has almost always lagged salaried ... many companies don't see the same turnover among hourly employees...

Amid Rising Inflation and Worker Desire for Higher Wages, Bluecrew Reveals Hidden Costs Associated with Recruitment and Employment

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The documents also indicate potential losses to the company's training and development costs.

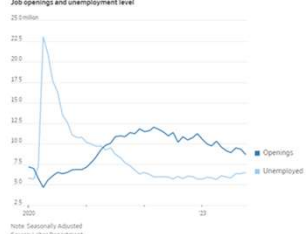
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Great employees are *hard to find*.

The Bottom Line

There isn't just one cause for this situation; rather, a combination of various factors has resulted in an ongoing scarcity of workers.

Job openings and unemployment level

Note: Seasonally adjusted. Source: Labor Department.
 Source: Wall Street Journal

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It isn't going to get better

"10,000 baby boomers, the generation born between 1946 and 1964, retire every single day"

Source: Forbes

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Symptoms

People Issues are RAMPANT and Driving Poor Safety:

- Operations blames safety
- Operations blames HR needing to recruit or onboard better people
- Frontline leaders aren't learning people's names until day 90
- Revolving door feeling from frontline employees
- You have high turnover with agency and your new hires or your own
- Stress is mounting with no end in sight

Solutions Proposed: HOLD PEOPLE ACCOUNTABLE, raises, more training, better interviewers, onboarding, engagement, culture, whatever the loudest ops person says

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What if...

Your greatest risk in any facility is a new employee?

The entire facility is working to lower turnover?

The plant manager's most important KPI was engagement?

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Who am I?



Mike White
Founder & President

- Learned how to work in a cornfield
 - HR Responsibility for 60+ manufacturing facilities globally
 - HR for 20,000+ manufacturing and supply chain employees
 - Unionized and non-union experience
 - 11 labor negotiations
 - 8 Plant shutdowns
-          




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Should we keep blaming the frontline leaders or Gen Z and Millenials?



The W. Edwards Deming Institute
W. Edwards Deming

A bad system will beat a good person every time.

source: quotes.deming.org/10091

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Hi, I'm Carlos

Problem

- Turnover is high—30% of his workforce is brand new.
- Injuries are climbing again.
- Everyone's busy and burned out.

How it Feels

He used to believe he could build a culture of safety. Now he's just trying to make it through the week without an incident report.

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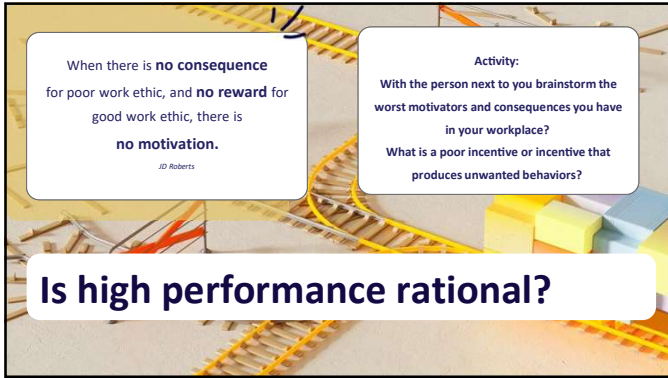
The problem our safety leaders are facing

Problem
We need to motivate both leaders and employees to fully understand the true impact of safety.

Challenges
Many do not recognize its significance, and as safety leaders, we are responsible for driving change, without having formal authority and everytime I turn around there is a new employee!

Impact
When leaders and employees fail to grasp the **true impact of safety**, the consequences go beyond just compliance issues—they affect people, productivity, and the bottom line.

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When there is **no consequence** for poor work ethic, and **no reward** for good work ethic, there is **no motivation.**

JD Roberts

Activity:

With the person next to you brainstorm the worst motivators and consequences you have in your workplace?

What is a poor incentive or incentive that produces unwanted behaviors?

Is high performance rational?

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Carlos starts Root Cause of Culture Issues

- Incentives
- Accountability
- Turnover

I spend so much time compliance onboarding and not taking care of the big stuff

We are treating everyone exactly the same - the great employees


There seems to be no consequences to the people we know are safety risks

I'm a safety leader - turnover and accountability is someone else's job

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Start the *Plan for Accountability*



Recognize our Best Employees

- Constantly finding good
- Document the good!
- Change Belief: Recognition isn't soft.
- Recognition = Training

Absenteeism is Addressed Immediately

- Standardized process
- Increased visibility with immediate feedback
- No more "address it when it comes"

Coaching 1x1 is a Habit

- We are going to coach for improvement
- We are going to document 1x1s
- We are focused on a common goal

Accountability/Discipline

- Real time corrective action
- We are going to use coaching data to find trends
- No waiting


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First wave of pushback

We track attendance in payroll	Why do employees not know points, or why do they get surprised?
We do hold people accountable	Why does the guy who keeps exhibiting unsafe behaviors still work here?
We do employee of the month, safety awards, birthday cakes	<ul style="list-style-type: none">Who stays at a job for a cake?If 12 employees receive Employee of the Month, how do we acknowledge the other 178?Why does our employee survey state that "we need to work on recognition?"
I coach my employees every day	Why then are we not seeing improvement in behaviors?
I can barely find people and you want me to fire people?	Do you think we are losing people because toxic employees chase the good ones off?

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But so many barriers

Lack of Employee Buy-In

Poor Leadership Example

Punitive Culture

Lack of Ownership and Autonomy

Failure to Connect Safety to Purpose and Mastery



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“Leadership is not about titles, positions, or flowcharts. It is about one life influencing another.”


— John C. Maxwell

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You're going to be Open Minded

What can you do to lead without authority today?

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Sales teams close deals by offering value; safety managers must do the same.


1. Safety is Sold, Not Told
2. Know Your Audience and Their Motivations
3. Incentives Drive Action—Find the Right One

“Great salespeople are relationship builders who provide value and help their customers win.”
-Jeffrey Gitomer


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Motivation Framework


Source: Drive: The Surprising Truth About What Motivates Us



Autonomy	Mastery	Purpose
The desire to direct our own lives. People are more motivated when they have control over what they do, when they do it, how they do it, and whom they do it with.	The urge to get better at something that matters. People are motivated when they can see progress, engage in purposeful practice , and achieve a sense of growth and improvement.	The desire to contribute to something larger than oneself. People are driven when they feel their work is meaningful and connected to a greater cause.

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Carlos created a spreadsheet of recognitions and coachings and researched performance management

Carlos went back to work and tried something different.

- He walked the floor with a note card—writing down names, one at a time.
- He texted recognition when he saw someone make a smart safety choice.
- He was ending shift huddles with purpose
- He tracked his small coaching conversations so he could go to HR and leadership about employee behaviors




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Feedback from the *frontlines.*

“I haven't missed a day of work in 5 months and I didn't think anyone even noticed.”

Employee Recognized with
Secchi Attendance and Text Messaging Features



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Recognition Texts

Messages

On 10/28 it had been raining and Billy took the initiative of opening all the dock doors on the inbound side and push all the water out, helping with the general housekeeping of the warehouse job. Outstanding work, thanks Billy!

Thanks for Being a Leader and running the inbound side in Eduardo absence.

On 10/28 and 10/29 Emiliano took great initiative and ran the outbound side of the operation effortlessly while communicating with his fellow FLOs in a time sensitive manner. Thank you for taking it!

Great job you've only been with us for a little over a month and you are already loading CBI. You should be very proud of yourself because I surly am.


Marcus R***** has been an outstanding performer this week. He has assisted in both ends of the operation as well as taking it upon himself to address/correct inventory discrepancies... Huge asset to the team, well done!

Source: Secchi Oct 2 – March 7


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Discover the power of *recognition that sticks*.

If you give your supervisors the tools that are easy to use with a defined process. You will win the WAR ON TALENT.




45% Reduction in absenteeism events

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The Power of Leadership




Avg 21

Avg 9.5

Secchi implemented Nov 22

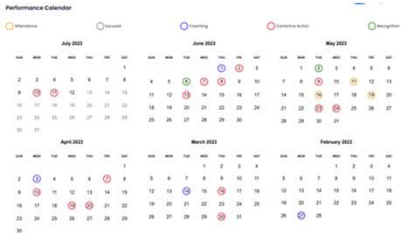
Accountability + recognizing the right employee behaviors with Carlos significantly reduced turnover

55% Reduction in Turnover
\$652,800 Annualized Turnover Savings

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Carlos helped to create a visualization of individuals' *wholistic* work history




Performance Calendar

Attendance Training Corrective Action Recognition

July 2023 June 2023 May 2023 April 2023 March 2023 February 2023

What happened when we were able easily visual employee behavior to hold people accountable?

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How do you maintain consistency in safety practices when your workforce is constantly changing?

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- Purposely build positive relationships
(What's measured gets done!)
 - Connect with everyone - research motivation frameworks
 - Your job description as a safety professional didn't say sales...but it isn't much different
- Performance management - Be an expert

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~~What if...~~ We know

Your greatest risk in any facility is a new employee.

The entire facility is working to lower turnover.

The plant manager's most important KPI was engagement.

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Secchi

Secchi empowers organizations to easily measure and respond to frontline behaviors, providing real-time clarity to

improve safety, grow productivity, increase engagement, and hardwire culture through its leaders.

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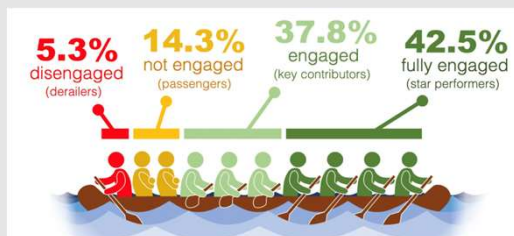
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What is a supervisor's job?

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Is High Performance Rational?



Why be fully engaged?

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The Opportunity: Connecting 58% of the workforce.

Organizations are struggling to retain talent and differentiate their work culture.

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Labor cost account for *as much as 70% of total business costs*; this includes includes employee wages, benefits, payroll, and other related taxes.

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Labor Department Data: 82.3 million workers ages 16+ were paid at hourly rates. That's rates. That's a whopping **58.1% of all workers in the US.**

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Widespread challenges.

Great Resignation Plods On With Elevated Quits Across States

All states and many industry sectors are still seeing people quitting their jobs at a higher level than before the pandemic.

By [Jill Hirsch](#) | Feb. 16, 2023, at 10:24 a.m.

Q&A

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U.S. Department of Labor

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To help organizations identify where attrition may be stemming from, here are the top turnover drivers from hourly supply chain employees at leading brands for a better approach to industry-wide attrition trends.

January 26, 2023 | By [The First Responder News Network](#)

Kroger To Raise Hourly Wages, Invest \$770 Million Into ...

Forums

Many hourly workers are unhappy—even at the top companies. Here's what companies can do better

Hourly workers' satisfaction has almost always lagged salaried ... many companies didn't see the same turnover among hourly employees...

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The documents also outline potential gaps in the company's training and development data.

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Great employees are hard to find.

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There isn't just one cause for this situation; rather, a combination of various factors has resulted in an ongoing scarcity of workers.

Job openings and unemployment level

Note: Seasonally Adjusted
Source: Labor Department

Source: Wall Street Journal

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It isn't going to get better

"10,000 baby boomers, the generation born between 1946 and 1964, retire every single day"

Source: Forbes

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Symptoms

You're told to fix the people issues:

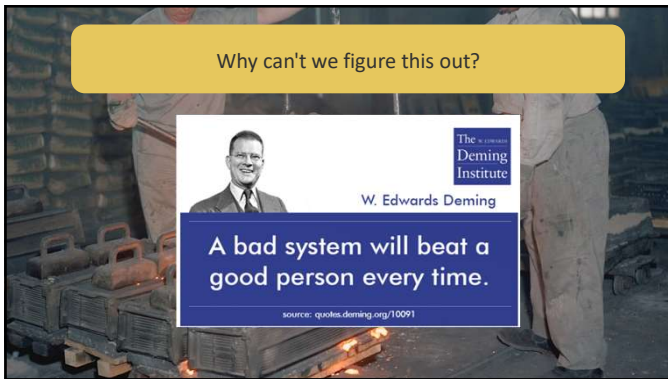
- Safety needs to do a better job
- Operations managers say HR needs to recruit better people
- Supervisors talk about production 10x more than safety
- Frontline leaders aren't learning people's names until day 90
- You have a high turnover with a high quality of your own hire or your own

Solutions Proposed: Raise, more training, better interviews, onboarding, engagement, culture where the old top people say

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Why can't we figure this out?




The Deming Institute
W. Edwards Deming

A bad system will beat a good person every time.

source: quotes.deming.org/10091

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Who am I?



Mike White
CO-FOUNDER @SECCHI

- Learned how to work in a steel mill
- HR Responsibility for 100+ manufacturing facilities globally
- HR for 20,000+ manufacturing and supply chain employees
- Unintended and non-union experience
- 11 labor negotiations
- 8 Plant shutdowns
- 3 Start-ups

JD Roberts OTEPLAN Tactile Master Lock




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JD Roberts
Roberts

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How do we motivate?

Autonomy – The desire to direct our own lives. People are more motivated when they have control over **what they do, when they do it, how they do it, and whom they do it with.**

Mastery – The urge to get better at something that matters. People are motivated when they can see progress, engage in **purposeful practice**, and achieve a sense of growth and improvement.

Purpose – The desire to contribute to something larger than oneself. People are driven when they feel their work is **meaningful** and connected to a greater cause.

Source: Drive: The Surprising Truth About What Motivates Us,

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Barriers

1. Lack of Employee Buy-In
2. Poor Leadership Example
3. Punitive Culture
4. Lack of Ownership and Autonomy
5. Failure to Connect Safety to Purpose and Mastery

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In Closing....



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