## Contents

**Preface** ix

### Part 1

**Leading Human Resources, Equal Opportunity, Diversity, and Planning** 1

#### Chapter 1

**Leading Human Resources** 3

- The Practice of Leading Human Resources 4
- The Importance of Leading Human Resources 4
- THE HUMAN RESOURCES DEPARTMENT 5
- LEADERSHIP 8
- The Challenge of Leading Human Resources 8
- Leaders, Supervisors, and Associates 10
- Characteristics of Leaders 11
- The Nature of Leadership 13
- Leadership Styles 15
  - THE OLD-STYLE BOSS 16
  - THEORY X AND THEORY Y 17
  - SITUATIONAL LEADERSHIP 18
  - TRANSACTIONAL LEADERSHIP 19
  - TRANSFORMATIONAL LEADERSHIP 20
  - PRACTICES OF LEADERS 21
- EMPOWERMENT 22
- Developing Your Own Style 22
- Ethics 24
- The Leader as Mentor 25

#### Chapter 2

**Equal Opportunity Laws and Diversity** 33

- Equal Opportunity 34
  - EEO AND DIVERSITY 34
  - INCLUSION 35
- Equal Employment Opportunity Laws 35
- EEO Laws and the Hiring Process 39
- Equal Opportunity in the Workplace: What Leaders Need to Know 42
- Q & A: RACE, ETHNICITY, COLOR—WHAT PRACTICES ARE DISCRIMINATORY? 42
- INTERVIEWING 42
- Diversity 42
- Why Does Cultural Diversity Matter? 45
- Developing Cross-Cultural Interaction 46
- How to Increase Personal Awareness 46
- LEARNING ABOUT OTHER CULTURES 47
- How to Recognize and Practice Cross-Cultural Interaction 47
- The Value of Cultural Diversity 50
- LEADING CULTURAL DIVERSITY IN THE WORKPLACE 50
- Establishing a Diversity and Inclusion Program 52
- Leading Diversity Issues Positively 53
  - GENERAL GUIDELINES 53
  - GENDER ISSUES 53
  - CULTURAL ISSUES 53
  - RELIGIOUS ISSUES 54
  - AGE ISSUES 54
  - PHYSICALLY AND/OR MENTALLY CHALLENGED ISSUES 54

#### Chapter 3

**Human Resources Planning, Job Analysis, Job Description, and Organizing** 59

- The Nature of Human Resources Planning 60
  - LEVELS OF PLANNING 61
  - THE PLANNING PROCESS 62
  - GOALS AND GOAL SETTING 63
  - SWOT ANALYSIS 65
  - FORECASTING 65
  - THE RISK FACTOR 67
  - QUALITIES OF A GOOD PLAN 68
- Types of Plans and Planning 68
  - STANDING PLANS 69
  - SINGLE-USE PLANS 72
  - DAY-BY-DAY PLANNING 74
  - SCHEDULES 74
- Planning for Change 77
  - HOW ASSOCIATES RESPOND TO CHANGE 77
  - HOW TO DEAL WITH RESISTANCE 78
  - EXAMPLE OF PLANNING FOR CHANGE 79
- Planning Your Own Time 83
  - Job Descriptions 88
  - Job Analysis 89
  - THE USES OF JOB ANALYSIS 90
  - OTHER PARTS OF THE JOB DESCRIPTION 91
  - NEEDS 92
  - ORGANIZING FOR SUCCESS 94
Part 2
Sourcing, Compensation, and Benefits  101

Chapter 4
Sourcing: Recruitment, Selection, and Orientation  103

The Labor Market  104
   JOBS TO BE FILLED  104 ■ DAYS AND HOURS OF WORK  105 ■ SOURCES OF EMPLOYEES  106 ■ CHARACTERISTICS OF YOUR LABOR AREA  109
Determining Labor Needs  110
   DEFINING JOB QUALIFICATIONS  110 ■ FORECASTING STAFFING NEEDS  112 ■ TRAINING VERSUS BUYING SKILLS  113
Recruiting  114
   GENERAL RECRUITING PRINCIPLES  114 ■ ONLINE APPLICANTS AND SELECTION TESTS  117 ■ INTERNAL RECRUITING  118 ■ EXTERNAL RECRUITING  120 ■ EVALUATING YOUR RECRUITING  124
Selecting the Right Person  124
   APPLICATION FORM  126 ■ THE INTERVIEW  127 ■ TESTING  132 ■ REFERENCE CHECK  134 ■ MAKING THE CHOICE  135 ■ MAKING THE OFFER  136
Negligent Hiring  136
Orientation  137
   CREATING A POSITIVE RESPONSE  137 ■ COMMUNICATING THE NECESSARY INFORMATION  138

Chapter 5
Compensation and Benefits  145

Compensation Programs  146
   COMPENSATION PHILOSOPHY  146 ■ COMPENSATION LEADERSHIP  146
Compensation Goals and Strategies  148
Labor Market Conditions  151
Legislation and Legal Issues of Compensation  152
Developing a Compensation Plan  153
Determining Numbers of Employees Required  154
Establish Pay Grades  154
Pay for Performance  155
   INCENTIVES  155 ■ PROFIT-SHARING PLANS  156 ■ COST OF LIVING ADJUSTMENTS  156 ■ TIPPING  157
Employee Benefit Programs  157

EMPLOYEE BENEFITS REQUIRED BY LAW  158
Voluntary Benefits  160
   HEALTH INSURANCE PLANS  161 ■ RETIREMENT BENEFITS  162 ■ DEFINED BENEFIT PLANS  162 ■ DEFINED CONTRIBUTION PLANS  162 ■ EMPLOYEE STOCK OWNERSHIP PLANS  163 ■ LIFE INSURANCE  163 ■ LONG-TERM DISABILITY INSURANCE  163 ■ PAID TIME OFF  164 ■ SHORT-TERM DISABILITY INSURANCE  164
Employee Services  164
Cost of Benefits  165

Part 3
Performance Leadership  169

Chapter 6
Motivation  171

Employee Expectations and Needs  172
   YOUR EXPERIENCE AND TECHNICAL SKILLS  173 ■ THE WAY YOU BEHAVE AS A LEADER  173 ■ COMMUNICATION BETWEEN LEADER AND EMPLOYEES  174 ■ UNWRITTEN RULES AND CUSTOMS  176 ■ PERSON-TO-PERSON RELATIONSHIPS  177
Motivation  177
Theories of Motivation  179
   MOTIVATION THROUGH FEAR  179 ■ CARROT-AND-STICK METHOD  180 ■ ECONOMIC PERSON THEORY  180 ■ HUMAN RELATIONS THEORY  181 ■ MASLOW’S HIERARCHY OF NEEDS  181 ■ THEORY Y AND MOTIVATION  183 ■ HERZBERG’S MOTIVATION-HYGIENE THEORY  183 ■ BEHAVIOR MODIFICATION  185 ■ REINFORCEMENT AND EXPECTANCY THEORY  185
Applying Theory to Reality: Limiting Factors  186
Building a Positive Work Climate  188
Focus: The Individual  190
Motivational Methods  192
   LEADING ENERGY  192 ■ DEALING WITH SECURITY NEEDS  193 ■ DEALING WITH SOCIAL NEEDS  194 ■ REWARDING YOUR EMPLOYEES  196 ■ DEVELOPING YOUR EMPLOYEES  196
Focus: The Job—Providing an Attractive Job Environment  198
   PUTTING THE RIGHT PERSON IN THE RIGHT JOB  198 ■ MAKING THE JOB INTERESTING AND CHALLENGING  199
Focus: The Leader  201
   SETTING A GOOD EXAMPLE  202 ■ ESTABLISHING A CLIMATE OF HONESTY  203
Chapter 7
Teamwork, Team Building, and Coaching 207
What Is a Team? 208
Working Together 209
COHESIVE TEAMS 210 LEADING A KITCHEN TEAM 211 LEADING A RESTAURANT SHIFT 211 THREE WAYS TO INFLUENCE AN INFORMAL TEAM 214
Building Teams 215 TURNING GROUPS INTO TEAMS 215 CREATING SUCCESSFUL TEAMS 218 CHARACTERISTICS OF SUCCESSFUL TEAMS 220
Total Quality Management 222 HOW TO INSTALL A TQM PROCESS 222
Empowerment 225
Team Challenges 226
Coaching 227
Chapter 8
Employee Training and Development 237
Importance of Training 238 NEED FOR TRAINING 238 BENEFITS OF TRAINING 240 PROBLEMS IN TRAINING 242
Who Will Do the Training? 244
How Employees Learn Best 245
Developing a Job-Training Program 247 ESTABLISHING PLAN CONTENT 247 DEVELOPING A UNIT TRAINING PLAN 249 MOVING FROM PLAN TO ACTION 255 JOB INSTRUCTION TRAINING 256
Retraining 258
Overcoming Obstacles to Learning 259
Turnover and Retention 261
Chapter 9
Performance Leadership 269
Performance Standards 270 USES OF THE JOB DESCRIPTION 271
What a Good Performance Standard System Can Do 271 IN RECRUITING AND HIRING 273 IN TRAINING 274 IN EVALUATING PERFORMANCE 274 IN YOUR JOB AND YOUR CAREER 274
Setting Up a Performance Standard System 274 DEFINING THE PURPOSE AND ANALYZING THE JOB 277 WRITING THE PERFORMANCE STANDARDS 278
Part 4
Maintaining High Performance 313
Chapter 10
Discipline and Employee Assistance Programs 315
Essentials of Discipline 316
Approaches to Discipline 321 NEGATIVE APPROACH 322 POSITIVE APPROACH 323 ADVANTAGES OF THE POSITIVE APPROACH 324 SHIFTING FROM NEGATIVE TO POSITIVE DISCIPLINE 326
Administering Discipline 327 ADAPTING DISCIPLINE TO THE SITUATION 327 SOME MISTAKES TO AVOID 327 TAKING THE ESSENTIAL STEPS 329
Termination 332 SALVAGE OR TERMINATE? 332 JUST-CAUSE TERMINATIONS 334 THE TERMINATION INTERVIEW 337
Employee Assistance Programs 341 HOW TO MAKE EAPS WORK 343
The Leader's Key Role 344
Contents

Chapter 11
Health and Safety  349

Legal and Government Regulation of Safety and Health Practices 350
  OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION 350  ■  HAZARD COMMUNICATION STANDARD 351  ■  AMERICANS WITH DISABILITIES ACT 352  ■  WORKPLACE INJURIES AND DISEASES/ILLNESSES 353  ■  WORKERS’ COMPENSATION 354

Safety 355
  EMPLOYEE SAFETY 362  ■  SEXUAL HARASSMENT 363  ■  OTHER FORMS OF HARASSMENT 367  ■  SUBSTANCE ABUSE 367  ■  GUEST SAFETY 371

Part 5
Human Resources Leadership  377

Chapter 12
Conflict Management, Resolution, and Prevention 379

What Is Conflict? 380
  THE MAIN “INGREDIENTS” OF CONFLICT 381  ■  COMMON CAUSES OF CONFLICT IN THE WORKPLACE 382

Conflict Management 384
  CONFLICT RESOLUTION, HOW TO HANDLE CONFLICT 386  ■  ALTERNATIVE DISPUTE RESOLUTION 389

Conflict Prevention 390

Chapter 13
Communicating and Delegating 395

Good Communications and Their Importance 396
  TYPES OF COMMUNICATION 396  ■  THE COMMUNICATION PROCESS 397  ■  WHY COMMUNICATION IS SO IMPORTANT 399

Obstacles to Good Communication 399
  HOW THE COMMUNICATORS AFFECT THE MESSAGE 399  ■  HOW SYMBOLS CAN OBSCURE THE MEANING 403  ■  PROBLEMS IN SENDING THE MESSAGE 404  ■  PROBLEMS IN RECEIVING THE MEANING 405  ■  REMOVING OBSTACLES TO COMMUNICATION 406

Listening 406
  BAD LISTENING PRACTICES 407  ■  HOW TO LISTEN 409  ■  SENDING CLEAR MESSAGES 413  ■  GETTING YOUR MESSAGES ACCEPTED 414  ■  MAKING A POSITIVE IMPACT 414

Emotional Intelligence 415
  GIVING INSTRUCTIONS 416  ■  COMPUTER AND TELEPHONE-AIDED COMMUNICATIONS 419

Business Writing 420
  Meetings 422
  Delegating 423
  What Delegation Means 423
  Essentials of Delegation 424
  Benefits of Delegation 427
  Why People Resist Delegation 429
    WHY LEADERS HAVE TROUBLE DELEGATING 429  ■  WHY SOME ASSOCIATES WON’T ACCEPT RESPONSIBILITY 430
  How to Delegate Successfully 431
    CONDITIONS FOR SUCCESS 431  ■  STEPS IN DELEGATION 432  ■  ADAPTING DELEGATION TO YOUR SITUATION 437

Chapter 14
Decision Making and Control 445

Decision Making 446
  ELEMENTS IN A MANAGERIAL DECISION 446  ■  APPROACHES TO DECISION MAKING 446  ■  RATIONAL VERSUS EMOTIONAL DECISION MAKING 447  ■  KINDS OF DECISIONS 448

How to Make Good Decisions 450
  DEFINING THE PROBLEM 452  ■  ANALYZING THE PROBLEM 452  ■  DEVELOPING ALTERNATIVE SOLUTIONS 454  ■  DECIDING ON THE BEST SOLUTION 456  ■  ACTION AND FOLLOW-UP 457

Problem Solving 458
  PATTERN FOR SOLVING PROBLEMS 458  ■  PROBLEM-SOLVING EXAMPLE 459  ■  PARTICIPATIVE PROBLEM SOLVING 461  ■  SOLVING PEOPLE PROBLEMS 464  ■  WIN–WIN PROBLEM SOLVING 465

Building Decision-Making Skills 467
  Controlling 467

Glossary 477

Index 487