

## **HRM Tips - v.2.**

### **Copyright Notice:**

All rights reserved by SoftConsulting s.p. Tuzla. No part of this publication may be reproduced, distributed or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods without the prior written permission of publisher. For permission requests contact SoftConsulting s.p. Tuzla.

For promotional use only !

<b>Content</b>	<b>Page</b>
1. Company's culture – important tool for attracting talents	2
2. „Work Smart” - Human Resources Tools for Small Business Owners	3
3. Performance management	4
4. Importance of Team-building	4
5. What to Include In an Employee Handbook?	5
6. A Promotion Rewards an Employee for Work Contributions	6
7. 'Open Door' Policy	7
8. Work Dress Codes and Image Collection	8
9. (Internal) Employment Application Process	9
10. Employee experience	10
11. Employment branding	11
12. Middle managers - heroes of the workplace	12
13. Sources	13



softconsulting

## 1. Company's culture – important tool for attracting talents

**A company's culture is the only truly unique identifier.** Things like your products, your strategies and even your techniques can be duplicated. The only truly unique identifiers are the values and norms of the organization. In short, its personality!

Your company culture defines the way in which your organization interacts with one another and how the team interacts with the outside world. **It's the formula that guides the team, as well as inspires and motivates employees.** It is also responsible for attracting and attaining great talent, as well as creating a fun, happy and exciting work environment.

**Tips** for creating unique company culture:

1. Work culture is important for the organization as it directly impacts the ability to attract and retain talent. A positive workplace is reflected in the **positive work relationships** which exist at the workplace; the concern and genuine care for each other. A positive workplace will have a **higher degree of employee engagement** – as employees respond positively and actively to organizational initiatives.
2. Company culture expresses what the organization's expectations, values and beliefs are and how the organization interacts with both its own employees and the people in the communities in which they do business. HR can strengthen company culture to attract talent and **5 ways for that are: embolden the current culture, be consistent, be relevant, be mobile, be honest.**
3. **Culture is also a recruiting tool.** It'll help get all employees working on the same company mission. In some sense, it's the glue that keeps the company together. The **4 elements** that make great company culture: hiring people who fit your culture, having employees know the values and the mission of the company, knowing that good decisions can come from anywhere, realizing you're a team and not a bunch of individuals.
4. While numerous employers opt to ignore the culture issue, others are pursuing real change. With more workers retiring and generation(s) X, Y and Millenials occupying more of the workplace, **having a kicking culture will not only be a competitive advantage, but an absolute must for employers who want to retain their best people.**
5. When employee and employer **values and visions align**, we see companies succeeding in **retention, profitability and innovation.** Top employers are serious about creating a fun, celebratory environment that's meaningful to employees. **A variety of engaging practices** and events are often integrated into daily work life, punctuated by big celebrations once or twice a year.

**Questions - create your own answers for your company:**

1. What is your company culture truly unique identifier?
2. Do you have „formula“ that guides your team and can you share it with us?
3. How are you creating positive work relationships for higher degree of employee engagement in your company?
4. How are you strengthening company culture to attract talent?
5. What kind of engaging practices and events are you integrated into daily work life of your company?



softconsulting

## 2. „Work Smart” - Human Resources Tools for Small Business Owners

**Managing your staff** shouldn't be troublesome, but for firms with only a few employees there are some inevitable pitfalls. Even “simple” tasks like managing holidays can equate to hours of extra work. Ensuring adequate productivity without the risk of high turnover rates and employee burnout is important to the long-term growth of your organization.

**Great employees are hard to come by.** Successful small business owners should always keep their eyes open for fresh new talent. Maybe you will find your solutions in following **5 creative ways to locate great employees**: search out charity events, always network when recruiting, conduct a Facebook Graph Search, use online hiring software, checkout college job posting sites.

If you've been contemplating hiring **virtual employees**, it may be time to seriously consider taking the leap. Why? Because, adding highly qualified individuals to your team (without minimal overhead) can remove a large burden and free up your time to focus on driving profit instead of daily administrative tasks.

Small businesses have **unique human resource needs** for their own small-scale situation.

**7 useful HR software tools** and resources for small business scenarios:

- a. **For Hiring Good Talent - Tool:** An Applicant Tracking System (ATS) is a simple way to track, share, and evaluate applicant information.
- b. **For Easing Employee Evaluations - Tool:** Using Performance Management Software will decrease the time it takes to submit and assess evaluations. It will also increase the amount of valuable feedback and performance measurements.
- c. **For Determining Fair Compensation - Tool:** Payroll Software Solutions will keep track of compensation, taxes, bonus amounts, reimbursements, hours worked, and requested time off.
- d. **For Offering Ongoing Education and Training - Tool:** Employee Onboarding Software can help new hires assimilate quickly and be better prepared with everything they need to know for their new job.
- e. **For Writing a Useful Employee Handbook - Tool:** HR Reporting Software can make it easy for you to create detailed reports on and analyze the results of almost any data in the system.
- f. **For Keeping Current with Laws and Regulations - Tool:** Employee Database Software can be customized to efficiently track compliance information.
- g. **For Keeping Data Secure - Tool:** Human Resource Information Systems are used to store and protect your employees' personal and confidential information, taking extra precautions to provide enterprise-level security.

**Questions - create your own answers for your company:**

1. What is your „Work Smart” model for managing your staff?
2. How you locate great employees for your company?
3. Do you use HR software tools in your company?
4. What kind of HR software tools will be helpful (appropriate) for your company?
5. Are you contemplating hiring virtual employees in your company? Are virtual employees appropriate for your company? ( e.g. Marketing manager, PR manager etc.).



softconsulting

### 3. Performance management

Performance management is a much broader and a complicated function of HR, as it encompasses activities such as joint goal setting, continuous progress review and frequent communication, feedback and coaching for improved performance, implementation of employee development programmes and rewarding achievements.

**Tips** for boosting your performance management:

1. **Set clear expectations:** People cannot perform to the required standard if they are unsure about what that standard is.
2. **Treat people as individuals:** Every person is different and will respond differently to various approaches.
3. **Regular feedback:** The best way to manage performance to discuss it on a regular and informal basis, and then use these formal meetings merely to confirm and record what has been discussed regularly throughout the year.
4. **Focus on the positive:** This does not mean that you ignore the negative aspects of their performance but rather that you focus on how to improve it.
5. **Support and develop:** Supporting people to achieve their full potential is the role of a good manager.
6. **Focus on “must-have interactions”:** Managers should strive to have 2-3 types (one-on-ones, team sessions, performance reviews or in-job observations) **of interactions per month.**
7. **Coach forward:** Coaching and feedback are essential elements of any good performance management effort.
8. **Ask, don't tell:** Instead of just telling them the insight, lead the employee to it by guiding **them through open-ended questions.**
9. **Write it down:** At the end of an interaction, **ask your employees to summarize:** discussion points, action items going forward, timelines and expected results.
10. **Allow time for the employee to improve their performance:** The goal of performance management is not discipline; it's about helping employees to perform at the required standard.

**Questions - create your own answers for your company:**

1. What is your Performance management model ( or do you have one)?
2. How you define required standards (or clear expectations) for employees in your company?
3. Do you focus on the positive (or negative) aspects of employees performance?
4. What kind of coaching and feedback tools will be helpful (appropriate) for your company?
5. Are you allowing (enough) time for the employee to improve their performance?

### 4. Importance of Team-building

**Team-building is the most important investment you can make for your people.** It builds trust, mitigates conflict, encourages communication, and increases collaboration. Spending time together, sharing an experience or working towards a common goal allows bonding to happen more organically and far more effectively. Most team-building falls flat because it's a one-time activity - done and then forgotten.



**softconsulting**

**Team-building** is vital within any company and here are some **tips**:

1. **Trying new things** with your staff can generate good vibes among employees, which in turn benefits the business itself.
2. **Teamwork is boosting team performance.** After completing team building activities together, employees better understand each other's strengths, weaknesses, and interests. This understanding helps them work even better together on future progress vital to a company.
3. **Celebration team spirit, fun, and motivation.** Team Bonding event can motivate employees to bring their job to the next level.
4. **Strong team can lead to major gains for every small business.** These include the ability to maximize profitability by allowing individuals to better combine their skills to achieve more; meeting cross functional challenges and being able to respond quicker to rapid change; retaining the best people by giving everyone a greater sense of involvement and belonging; and empowering teams to become more mission focused and to achieve more with less direction (saving time and money).
5. **Making the workplace more enjoyable.** Job satisfaction is an important part of a person's employment. Feeling worthwhile, worthy, part of a team & having a sense of achievement within the working environment are essential elements to happiness.

#### **Questions - create your own answers for your company:**

1. Why you organize your Team-building activities ( or do you organize one or more Team-building activities during one business year)?
2. How you organize your Team-building activities ( in-house or with an external coach)?
3. Do you celebrate team spirit and how ( during Team-building activities) ?
4. What kind of Team-building activities will be helpful (appropriate) for your company - e.g. flexible („soft“) approach or „drill“ („hard“) approach?
5. Are you investing „enough“ money for the Team-building activities (or are your employees informed that you are investing in them by organizing Team-building activities)?

#### **5. What to Include In an Employee Handbook?**

Small businesses can use employee handbooks to avoid litigation and put staff members at ease by spelling out, in positive terms, the company's policies and expectations. Employee manuals, policy and procedure manuals, employee handbooks -- whatever you want to call them -- are often considered a necessary evil by both employees and employers.

#### **Tips for writing an employee handbook:**

1. Before getting down to writing an employee handbook, business leaders need to understand what they need to include by law. The policies you need to include in an employee handbook by law may include the following: Family medical leave policies, Equal employment and non-discrimination policies, Worker's compensation policies... etc.
2. An employee handbook is a good place to go through office procedures. What happens first thing in the morning? What do we do in case of a fire? How are outside vendors/solicitations handled? Having the top issues covered in the handbook makes training of new hires easier and gives staff a place to look when something comes up....etc.
3. Make sure when the handbook is being drafted that all practices are consistent with the company's growth plans reflect current company philosophies and objectives. The employee handbook is important to your organization's growth and structure because it communicates to the employees just what the employer expects and what the company will provide in terms of a productive working environment.



**softconsulting**

4. As Facebook, LinkedIn and Twitter accounts become more prevalent, employers should consider handbook policies that address employment issues that may arise from these social media. Such policies should address what communications are prohibited and the consequences of “misuse” of social networking related to the workplace. Employers should place limits on posting confidential or proprietary company information, as well as photos taken at the workplace. In addition, handbook policies should address the use of social media to disparage or harass other employees or the company.
5. Outline policies for appropriate computer and software use, and steps employees should take to secure electronic information, especially any personal identifiable information you collect from your customers.

**Questions - create your own answers for your company:**

1. What kind of Employee Handbook do you have in your company?
2. How do you create Employee Handbook (e.g. by using document templates) in your company?
3. Do you use office procedures for computer and software (or brand) protection in your company?
4. What are the major benefits for using Employee Handbook in your company?
5. Are you using Employee Handbook to introduce employees to the organization's culture, mission and values or to educate employees about what they can expect from management and leadership?

**6. A promotion rewards an employee for work contributions**

Managers who want to recognize employees for good work have many tools at their disposal. One of the more traditional ways to reward a top performer is to give her/him a promotion or raise or both. HR policies and company culture often dictate when and how people move up in a company.

A promotion is viewed as desirable by employees because of the impact a promotion has on pay, authority, responsibility, and the ability to influence broader organizational decision making. As a sign of the value and esteem that an employee is held in by the employer, the promotion is a visible action that other employees see.

There are **many benefits and advantages of promoting employees regularly** for their efforts, and the following are some of the main ones:

- Recognizes & Improves employee performance, ambition, and hard work
- Boosts motivation & increases loyalty of employees
- Encourages retention
- Develops competitive spirit at the workplace
- Grooms leaders for the future
- Reduces employee resistance and discontent, etc.

A well-designed reward system motivates employees and helps in **building positive emotional response** towards the job. It also leads to higher and better performance of employees which has direct impact on the productivity of the company.

**Intrinsic rewards** are the non-physical rewards. They cannot be seen or touched but are emotionally connected with the employees. In other words, intrinsic rewards can be defined as the feeling of contentment one finds in completion of any task.



softconsulting

**Extrinsic rewards** are the physical ones that come from an external source (employers) only. A properly designed extrinsic reward can also be emotionally attached with the employees as employees value such rewards.

#### 4 Tips for providing meaningful rewards & recognition:

1. Rewards don't have to be monetary e.g. Offer flexible working hours.
2. Recognize more than just results e.g. Recognition is an important psychological need.
3. Gamify your rewards program e.g. Gamify your workshops.
4. Make sure everyone (*Seriously, everyone*) knows – e.g. E-mails, posters, handouts, and enterprise apps can help to spread the word.

#### Questions - create your own answers for your company:

- 1.What kind of a promotion rewards do you have in your company?
- 2.How you create a promotion rewards in your company?
- 3.Do you use more intrinsic or extrinsic rewards in your company?
- 4.What are the major benefits for using a promotion rewards in your company?
- 5.Are you using a promotion rewards in your company to recognize more than just results?

### 7. 'Open Door' Policy

An open door policy (as related to the business and corporate fields) is a communication policy in which a manager, CEO, MD, president or supervisor leaves their office door "open" in order to encourage openness and transparency with the employees of that company.

An open door policy means, literally, that every manager's door is open to every employee. The purpose of an open door policy is to encourage open communication, feedback, and discussion about any matter of importance to an employee.

Companies adopt an open door policy to develop employee trust and to make certain that important information and feedback reach managers who can utilize the information to make changes in the workplace. An open door policy is normally a part of the employee handbook.

An open door policy provides a vehicle for more senior managers to understand what is on the minds of employees with whom they don't regularly interact.

#### 4 Reasons You Need An 'Open Door' Policy:

1. **Accessibility:** This gives open door managers a better understanding and "pulse" on what is happening in the department or company on a daily basis.
2. **Open flow of communication:** easier access to more informal discussions - that often lead to important insights about the business.
3. **Fast access to information:** Open door policies encourage employees to come by and speak up when issues or important situations arise or when employees have creative ideas.
4. **Closer working relationships:** An open door policy promotes a culture of friendly openness and builds a belief in others that the manager truly wants to be actively engaged with daily activities, thus fostering closer relationships with employees.



softconsulting

### 3 Steps to Establishing an Open Door Policy That Really Works:

1. **Set parameters around the open door:** If daily interruptions and vent sessions are limiting your productivity as a manager, another option might be to schedule weekly one-on-one meetings with each team member.
2. **Always listen intently:** Recap what you heard the person say in order to make sure you fully understand the problem. Remember, not every person thinks in terms of solutions or problem-solving. Walking such employees through decision-making processes teaches them to rely on their own abilities.
3. **Understand the value of time:** By slaying problems as quickly as possible, you set up your team for maximum success, particularly when you involve them in the decision-making process.

#### Questions - create your own answers for your company:

1. Do you use „Open Door“ Policy in your company?
2. How „Open Door“ Policy influence on you company culture?
3. What kind of principles do you have (or apply) in your company with „Open Door“ Policy?
4. What are the major benefits of using an „Open Door“ Policy in your company?
5. Are you using an „Open Door“ Policy in your company for ?

## 8. Work Dress Codes and Image Collection

**A work dress code** is a set of standards that companies develop to help provide their employees with guidance about what is appropriate to wear to work. Work dress codes range from formal to business casual to casual. Your communication and the image you present create the first impression - often the lasting impression - on the people you meet.

Differentiating between dress codes that recommend various types of business attire for the office is confusing. The majority of employees just want to fit in, work successfully, and succeed in their careers. A communicated dress code gives them one less thing to worry about. Some workplaces require a more sophisticated dress code policy.

Dress codes are often used in the workplace and there are many reasons why an employer may have one, for example workers may be asked to wear a uniform to communicate a corporate image and ensure that customers can easily identify them. Often an employer will introduce a dress code for health and safety reasons, for example health care workers may not be allowed to wear jewellery for safety reasons when around patients and certain clothing may not be allowed in factories while operating machinery.

**Google – example:** The search giant's lack of a formal dress code means employees' clothing choices run the gamut of buttoned-up button-downs accessorized with pearl earrings to jeans and T-shirts. But that hasn't hurt productivity. In fact, while some staff liken its Garage innovation space to a cross between kindergarten and a classy law firm, Google is consistently ranked as one of the top best companies to work for.

#### Questions - create your own answers for your company:

1. Do you have Work Dress Code in your company?
2. How Work Dress Codes influence on you company culture?
3. What kind of principles do you have (or apply) in your company with Work Dress Codes?
4. What are the major benefits of using a Work Dress Codes in your company?
5. Are you using a Work Dress Codes in your company for branding (brand image)?

## **9. (Internal) Employment Application Process**

One of the tools the company makes available to employees in managing their career is internal job posting. Internal job opportunities are regularly posted on the "Career Opportunities" bulletin board or by other internal communication tools in company.

Internal recruitment provides a higher level of employee satisfaction, so certainly it can be a retention driver. But even in an organization with an impressive "promote from within" culture, the system can backfire if a company has no policy for dealing with internal applicants or applies that policy inconsistently.

HR and hiring managers are responsible for communicating internal job postings to everyone who may be eligible to apply. HR may post a job both internally and externally and assess candidates from both sources simultaneously.

Any process that involves the hiring of a new staff has to be taken very seriously. When an internal candidate applies for a position, it is important that he or she not have an unfair advantage over external applicants. Moreover, it is important that other applicants not receive the impression that an internal candidate has had an unfair advantage.

**8 Tips** to ensure an efficient and successful internal hiring process:

1. **Design an internal recruitment policy:** Setting clear communication rules in place for the internal hiring process is vital.
2. **Get the right software:** Having the correct hiring system/software is crucial to a successful hiring process.
3. **Promote, promote, promote:** HR staff should educate managers and employees on internal recruitment to build awareness.
4. **Encourage employees to apply for jobs:** Managers and supervisors must engage their employees and push them to apply for open positions within the company.
5. **Screen employees carefully:** A good employee in one position or department doesn't mean he or she is the right candidate for a different position or a different department.
6. **Don't play favorites:** Hiring or promoting someone who is personally connected to you or others in your department can pose risks.
7. **Try video interviews:** The internal hiring process doesn't have to be typical. Give applicants a way to express themselves and show off their skills and creativity.
8. **Offer feedback:** Give tips and advice for the employee to continue to grow and develop in his or her career.

**Questions - create your own answers for your company:**

1. Do you have policy for dealing with internal applicants in your company?
2. How internal recruitment influence on you company culture?
3. What kind of principles do you have (or apply) in your company for internal recruitment process?
4. What are the major benefits of using an internal recruitment in your company?
5. Are you using "promote from within" culture for higher level of employee satisfaction or to continue with grow and develop in his or her career?

## 10. Employee experience

Many HR trends lean toward making the overall employee experience a more crucial aspect of recruitment and retention. Younger generations of workers have come to expect more from their employers.

In a digital world with increasing transparency and the growing influence of Millennials, employees expect a productive, engaging, enjoyable work experience. Rather than focus narrowly on employee engagement and culture, organizations are developing an integrated focus on the entire employee experience, bringing together all the workplace, HR, and management practices that impact people on the job. Through new approaches such as design thinking and employee journey maps, HR departments are now focusing on understanding and improving this complete experience and using tools to measure employee satisfaction.

In 2017, it is all about the employee experience (or the employee journey, as it is also called). A good starting point for improving the employee experience for your organisation might be to make an employee journey map, tailored for your organisation, and to start measuring how currently employees experience the different aspects.

### 3 things to create "killer" employee experiences:

- **Culture:** Culture comprises 40% of the overall employee experience and it's also the trickiest one to master since it's not a tangible thing.
- **Technology:** Technology comprises 30% of the overall employee experience. Technology acts as the central nervous system of the organization that connects people and information.
- **Physical Space:** The physical space comprised 30% of the overall employee experience. Studies shows that the physical space helps employees feel a sense of belonging and connection with the organization.

Focus on your employees from the very first contact the company has with them all the way through until they are no longer with the organization to see employee retention and engagement go much higher than you ever thought possible.

### Questions - create your own answers for your company:

1. Do you use tools for focusing on the employee experience in your company?
2. How focusing on the employee experience influence on your company culture?
3. What kind of tools do you use in your company for focusing on employee experience?
4. What are the major benefits of focusing on the employee experience in your company?
5. Are you using focusing on the employee experience for growth (their and your business) or to "preserve" talents and their experience in your organization?



softconsulting

## 11. Employment branding

Employer brand management expands the scope of this brand intervention beyond communication to incorporate every aspect of the employment experience, and the people management processes and practices that shape the perceptions of existing and prospective employees.

One of the most powerful tools in your recruiting toolbox is your company's employment brand, the impression that employees and potential new hires have of your organization. In fact, more than 75% of job seekers consider an employer's brand before even filling out an application.

Employment branding has become more important as more and more firms for a limited pool of key talent. While the employee must impress the employer, the employer also has to appeal to talented individuals with strong ideas on the kind of business they want to work for.

Employers that take care of their employees are well-received and therefore businesses are increasingly investing resources in driving perceptions of themselves as a great place to work.

### 6 Ways to Make Your Employment Branding a Success:

**1. Career pages** is a candidate's introduction to your company. Employer branding is all about giving a potential employee a real feel for what it's like to work for you. So do just that on your careers page.

**2. Job boards** provides the perfect opportunity to show what an employer can offer new recruits and, with the right tools, it can be an extension of their brand. Always use language job seekers can relate to. Make sure every advert is personalised to attract the right people.

**3. Employee reviews** and candidate engagement. There is no-one better to say how good your company is to work for than the people who work for you. Some companies have begun candidate engagement before recruitment in order to secure the best talent.

**4. Accolades** - Putting your awards and accolades on career pages is an easy way to attract the right kind of talent to your company.

**5. Recruitment marketing** - It is anything that a talent acquisition team uses to find, attract, engage and nurture leads in order to convert them into more qualified applicants to fill jobs now and in the future (social recruiting, mobile recruiting, career site, SEO, employee referrals, talent networks etc.). **6. Corporate social responsibility** - Showing commitment to being socially responsible plays a massive part in a company's ability to attract top talent. Having a strong CSR strategy is an important part of building a well-rounded employment brand that will attract top talent, particularly millennials.

### Current trends and best practice in employment branding:

- 1. Candidate equals customer** - In order to attract the right people, employers today need to create a positive 'customer' experience for candidates throughout the recruitment process.
- 2. Building a talent community** - Often, candidates who apply for certain roles and are unsuccessful might prove suitable for future positions, which is why it is crucial for employers to build and maintain a talent community.
- 3. Social and visual revolution** - Social media has had a profound effect on employer branding, revolutionising the way we search and apply for jobs, assess our prospective employers, and communicate in the workplace.
- 4. Planning for change** - Changing employment trends mean that companies need to stay agile and more aware of the social environment than ever before.



softconsulting

#### **Questions - create your own answers for your company:**

1. Do you have an employment branding strategy in your company?
2. How employment branding influence on recruitment process in your company?
- 3.What are the major benefits of employment branding for your company?
- 4.What kind of tools do you use, in your company, for employment branding?
- 5.How current trends in employment branding influence on HRM strategy in your company?

#### **12. Middle managers - heroes of the workplace**

Mid-level or middle managers are indispensable assets for any organisation. This is why recruiting as well as retaining quality middle managers is imperative for your organisation to run efficiently. Middle managers play a pivotal role when it comes to motivating the employees.

The key thing about middle managers is that, by definition, they operate at the intersection of everyone else's job. From above, they have pressure to deliver changes and projects while keeping services operating smoothly. From below, they have pressure for bigger budgets, more resources, a relaxation of plans and performance criteria. Sideways, they may have to compete for resources. Often, even when they're doing a great job, they are caught in the crossfire.

In reality, middle managers themselves often feel like they are stuck between a rock and a hard place. They frequently have many duties and responsibilities, but very little authority. When decisions need to be made, they often don't have the autonomy to act alone. Scheduling time with their bosses to get approvals can take weeks, leaving employees unhappy that it "takes forever to get anything done around here." This creates distrust between middle managers and their employees—something that good managers work very hard to avoid.

#### **3 Tips about How to Engage Your Middle Managers:**

1. **Retire command-and-control, ivory tower management** will lead to better creativity and engagement across the company.
2. **Share your strategy with middle managers** - If your midlevel managers have a deep understanding of your organizational strategy, they are more likely to share it with the employees who report to them.
3. **Ask for middle management input** - These are the people on the ground, the ones who have seen firsthand what works and what doesn't.

Middle managers probably have more influence over organisational success (and failure) than they are given credit for and that serious investment in the way we select, develop, promote, support and reward them is likely to have a bigger influence than we think.

#### **Questions - create your own answers for your company:**

- 1.What is role of middle managers in your company?
- 2.How middle managers influence on HRM strategy and recruitment process in your company?
- 3.What are the major benefits of middle managers for your company?
- 4.What kind of tools do you use, in your company, to engage your middle managers?
- 5.How middle managers influence over organisational success (and failure) in your company?



softconsulting

## 13. Sources

- <http://www.romamoulding.com/why-company-culture-is-so-important/>  
<https://www.entrepreneur.com/article/270338>  
<https://www.ziprecruiter.com/blog/why-company-culture-is-so-important-for-attracting-talent/>  
<https://blog.kissmetrics.com/great-company-culture/>  
<http://neteffects.com/when-attracting-talent-company-culture-is-critical/>  
<http://www.talentculture.com/how-great-companies-attract-top-talent/>  
<http://yfsmagazine.com/2012/07/12/4-work-smart-human-resources-tools-for-small-business-owners/>  
<http://yfsmagazine.com/2013/11/08/5-ways-to-find-great-employees/#ixzz2mALXGOSb>  
<http://yfsmagazine.com/2012/08/27/6-reasons-why-entrepreneurs-should-hire-virtual-employees/#ixzz2mA3NsWUq>  
<http://www.social-hire.com/blog/small-business/7-hr-tools-and-resources-for-small-business-owners/>  
<http://www.managementstudyguide.com/performance-management.htm>  
<http://www.trainingzone.co.uk/community/blogs/thalestraining/top-5-tips-for-effective-performance-management>  
<https://www.paycor.com/resource-center/5-practical-performance-management-tips>  
<http://ihraustralia.com/news-and-opinion/clear-fair-and-under-control-6-tips-for-effective-performance-management>  
<https://www.forbes.com/sites/brianscudamore/2016/03/09/why-team-building-is-the-most-important-investment-youll-make/#7564a1b3617f>  
<https://www.teambonding.com/reasons-for-team-building/>  
<http://smallbusiness.chron.com/benefits-team-building-1979.html>  
<http://www.voicecoachinglondon.co.uk/why-is-team-building-important.html>  
<https://www.inc.com/guides/2010/06/what-to-include-in-employee-handbook.html>  
<https://www.thebalance.com/employee-handbook-what-to-include-397899>  
<https://www.entrepreneur.com/article/80424>  
[http://www.dinsmore.com/employee\\_handbook\\_essentials/](http://www.dinsmore.com/employee_handbook_essentials/)  
<https://www.sba.gov/starting-business/hire-retain-employees/employee-handbooks>  
<https://www.paycor.com/resource-center/8-reasons-your-organization-should-have-an-employee-handbook>  
<https://hbr.org/2011/01/when-to-reward-employees-with.html>  
<https://www.thebalance.com/a-promotion-rewards-an-employee-for-work-contributions-1918231>  
<https://www.cleverism.com/when-and-how-to-promote-your-employees/>  
<https://www.businessstopia.net/human-resource/intrinsic-and-extrinsic-rewards>  
<http://www.business2community.com/human-resources/4-tips-for-providing-meaningful-rewards-and-recognition-01248935#ELkEFbOCvTfrVQws.97>  
[https://en.wikipedia.org/wiki/Open\\_door\\_policy\\_\(business\)](https://en.wikipedia.org/wiki/Open_door_policy_(business))  
<https://www.thebalance.com/open-door-policy-1918203>  
<https://www.forbes.com/sites/lisaquast/2013/10/07/new-managers-4-reasons-you-need-an-open-door-policy/#43ff6d627cde>  
<http://www.insperity.com/blog/3-easy-steps-establishing-open-door-policy-really-works/>  
<https://www.thebalance.com/work-dress-codes-and-image-collection-1919406>  
<https://www.thebalance.com/what-should-employees-wear-to-work-1917929>  
<http://www.acas.org.uk/index.aspx?articleid=4953>  
<https://www.fastcompany.com/3018572/do-dress-codes-at-the-office-work>  
<https://www.thebalance.com/sample-internal-employment-application-1916799>  
[https://www.shrm.org/hr-today/news/hr-magazine/pages/1206agenda\\_empstaff.aspx](https://www.shrm.org/hr-today/news/hr-magazine/pages/1206agenda_empstaff.aspx)  
<https://resources.workable.com/internal-job-posting-policy>



**softconsulting**

- <https://www.facultyfocus.com/articles/academic-leadership/when-internal-candidates-apply-for-a-position/>
- <https://www.recruiter.com/i/8-rules-for-internal-hiring/>
- <https://www.forbes.com/sites/adp/2017/04/18/trends-in-corporate-culture-focus-on-the-employee-experience/#3a1c24266cc2>
- <https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends/2017/improving-the-employee-experience-culture-engagement.html>
- <https://hrtrendinstitute.com/2017/03/21/focus-on-the-employee-experience/>
- <https://www.inc.com/jacob-morgan/focus-on-these-three-things-to-create-killer-employee-experiences.html>
- <http://workinstitute.com/resources/workplace-wisdom-blog/articleid/2186/focus-on-the-entire-employee-experience>
- [https://en.wikipedia.org/wiki/Employer\\_branding](https://en.wikipedia.org/wiki/Employer_branding)
- <https://www.jobvite.com/employment-branding/what-is-employment-branding/>
- <https://www.hrzone.com/hr-glossary/what-is-employment-branding>
- <https://theundercoverrecruiter.com/make-employment-brand-success/>
- <https://www.nigelwright.com/news-insights/news/employer-branding-is-more-important-today-than-ever-before/>
- <http://blog.pockethcm.com/middle-managers-the-unsung-heroes-that-are-improving-workplaces/>
- <https://www.cio.com/article/3222092/leadership-management/time-to-fire-your-frozen-middle-managers.html>
- [https://www.peoplematters.in/article/employee-engagement/middle-managers-your-secret-weapon-engaging-employees-12887?utm\\_source=peoplematters&utm\\_medium=interstitial&utm\\_campaign=learnings-of-the-day](https://www.peoplematters.in/article/employee-engagement/middle-managers-your-secret-weapon-engaging-employees-12887?utm_source=peoplematters&utm_medium=interstitial&utm_campaign=learnings-of-the-day)
- <https://www.thebalance.com/engage-your-middle-managers-1918780>
- <http://www.hrmagazine.co.uk/article-details/line-managers-are-the-squeezed-middle-of-business>