

Attract, Motivate and Retain



Creating a culture for a
diverse team to perform

1 The right culture

Creating a culture for a diverse team to perform

Smart business leaders know people are the key to the success of any organisation. It's all about getting the right people in the right place at the right time. That's why turnover of staff is a perennial challenge. It's maddening to spend good money on recruiting and upskilling new people, only to have them move on in a matter of weeks or months, leaving you to do it all over again - and again.

Following the additional disruption caused by the Covid-19 pandemic, experts are predicting a 'tsunami of resignations' in the coming months. Many business owners and managers are understandably worried about what this could mean for them. So how can you ensure you attract, motivate and retain the right people for your business, even in turbulent times?

We've written this short guide to set out the strategies we have seen get tangible results in the 20 plus years we have been helping businesses upskill their people - and hold onto them long enough to reap the rewards. A lot of it has to do with the right kind of induction, as we'll explain below. But in our experience, it starts with an overarching culture that respects and nurtures talent. And of course, that culture begins with your existing team.



Best practice for a healthy and harmonious workplace

The foundation when it comes to a healthy working culture is compliance with your legal obligations as an employer. This not only protects you from potentially expensive and time-consuming litigation, but also underpins mutual respect and trust among your people. In turn, this makes your business more attractive to potential employees - as well as to your customers and other stakeholders. And a business that goes beyond its legal obligations is well on the way to being a great place to work.

Grouped together 'Diversity, Equality and Inclusion' (DEI) is too often thought of as a set of boxes to tick or percentages to aim for in order to keep your business on the right side of the law, or simply to show you are virtuous and 'with it'. In fact, there is a straightforward business case for making these considerations into your people strategy. It's common sense that customers and other stakeholders are also more likely to identify with your brand if it looks like them. The same goes for potential employees.

A genuinely inclusive approach to recruitment, induction and retention is crucial to ensuring you get truly motivated people, regardless of their background, and get the best from them. So don't think in terms of quotas and tokenism: focus instead on ensuring your working culture is one in which everyone feels valued and supported. That way, the numbers will take care of themselves.

2 Diversity, Equality and Inclusion courses

Starting with ensuring you are compliant with all relevant legislation, we at Upskill People offer a number of online courses to help your team understand their obligations, including on DEI. These can be used to help set expectations on both sides - and to help make sure your people have the right kind of experience throughout their time with you.



Equality Essentials

What do the courses cover?

They help learners understand the legal issues associated with the UK Equality Act. But beyond that, they explain how to deal with equality issues in a way that reinforces mental resilience and wellbeing - and how to deal with things before they escalate to tribunal or other legal challenges.



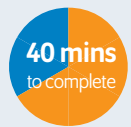
0.5 points



Equality for Managers

What do people say after completion?

"It's very easy to say or do something you don't realise has an impact. The course helped me understand how to recognise and overcome prejudice and discrimination, so everyone feels respected and valued. I can already see this boosting harmony and morale in our team."



1 point

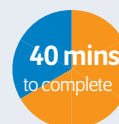
Prejudice and discrimination of various kinds are obviously incompatible with diversity, equality and inclusion. It is important that everyone in a workplace feels equally valued, regardless of race, religion, sex or other characteristics. Equality issues can also be a source of conflict and stress, as offence can be taken even where it is not intended, and when it is, that amounts to bullying, which is a serious issue in its own right. These courses help learners understand the legal issues associated with not just the UK Equality Act but best practice wherever you happen to operate. But beyond that, they explain how to deal with equality issues in a way that reinforces a healthy working culture for all - and how to deal with things before they escalate to tribunal or other legal challenges.



Violence and Aggression at Work

What does the course cover?

Helps learners understand how frustration, resentment and misunderstandings (as well as a lack of knowledge and skills) can lead to tensions bubbling up, and equips them with techniques to prevent tensions escalating. This helps prevent and de-escalate incidents, fostering a more harmonious workplace, which in turn improves customer service, relationships and productivity.



1 point

What do people say after completion?

"Dealing with aggressive customers is the worst part of my job, and that includes 'internal customers'. I can now understand each different situation, keep control and calm everyone down, so things don't get out of hand."

Your reputation

These courses go beyond compliance, they help improve the overall experience of team members. Crucially, this will also enhance your reputation as a place to work. And that matters, because a really forward-looking people strategy involves consideration of where your brand sits in the market. What does it stand for and what kind of people does it attract? Are those values clear on your website and social media platforms (where Gen Z in particular are most likely to form their impression of your company)?

In short, do the right people want to work for you? If so, you will have a head start when it comes to recruitment. If not, the only people applying for any jobs you advertise will be those who feel they can't get anything better. (Possibly not your next team member of the month!) This doesn't mean you should pretend to be something you are not. The younger generation coming through now is immediately put off by anything that feels inauthentic.

They value honesty about the challenges they can expect to face with you as well as the benefits.

So why not make your supportive working culture an explicit part of your recruitment strategy? If you ask your existing employees about the ups and downs, they have experienced with the company, you can include those real stories in your careers site and adverts - especially if they illustrate how the company nurtures talent and helps its people overcome difficulties to progress in their careers. That will be more persuasive than a slick but inauthentic recruitment campaign that fails to resonate with your potential employees' real aspirations. (And it also means you won't be lumbered with new starts whose expectations are so unrealistic that they quit in frustration after a week!) So how does this kind of strategy shape induction itself?

3 Induction

Using induction to communicate your brand, values and purpose



Induction is not just about showing people the ropes and explaining what they are expected to do all day. It's also an opportunity to get them aligned with the business as a whole, including its values and purpose. This is helpful both to set expectations and to reassure new starters they are joining a well-managed organisation that knows what it stands for. That's especially important in a market in which less attractive companies can lose new recruits that accepted your job offer but chose another place before they've even started!

From an employee's perspective, the best businesses are those with a clear and very practical induction and onboarding process. And in the leading companies, this is followed up with regular 'upskilling' to ensure people have the confidence, knowledge and skills they need to do their jobs well. But the real game changer is not simply providing courses and leaving it at that, but measuring the outcomes so you have concrete evidence that your people are making progress - and you are getting a return on your investment. This starts with induction itself.

We've used our expertise to help clients develop resources in a range of sectors, especially hospitality and retail, to do just that. In essence, we've developed courses already built with a great range of content and video storylines that can be adapted for any company without having to 'reinvent the wheel' at significant time and expense, we've already done that. It's only the company specific elements that need to be added.

Retail and hospitality induction courses

Rather than page turning or slide show with some key facts, our induction courses for the retail and hospitality sectors are based on a story-based approach following a cast of characters including Becky who's joining the team. This helps new people know what's to expect and equally as importantly, what's expected of them, so they are a good match for the role and the company.

They are all created in our versatile Easy Course Builder tool, which can be used to make similar courses for other sectors. It's simple, quick and creates courses that track lots of useful information so you can make informed decisions. And courses built with it come with all the same measurement tools as our ready-to-go courses. We can best illustrate that - and our holistic and inclusive approach to induction - by walking through the series, the basic structure is shared by both retail and hospitality variations.



Easy Course Builder

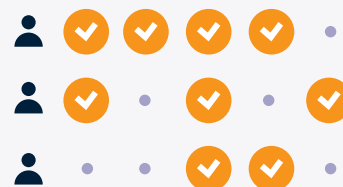
What makes it special? Well, like all the things we create, it's simple, quick and works on everything. Any courses created come with all the same measurement tools as our ready-to-go courses.



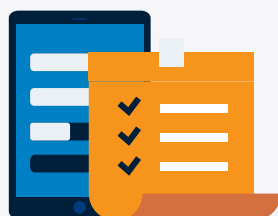
1 Rapidly design and deploy courses



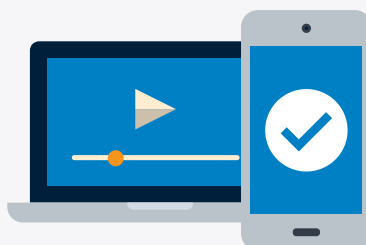
2 Include video/audio/graphics



3 Tracked quizzes



4 Built-in course surveys



5 Courses play on all devices



6 Easy-to-use

5 short courses



The five-part series combines insights relevant to each sector with sections to be tailored on topics that set each organisation apart and make it a great place to work. While we've packed a lot into each course, they are all around 12 minutes long, they are concise and just the right length to engage your new shining stars.

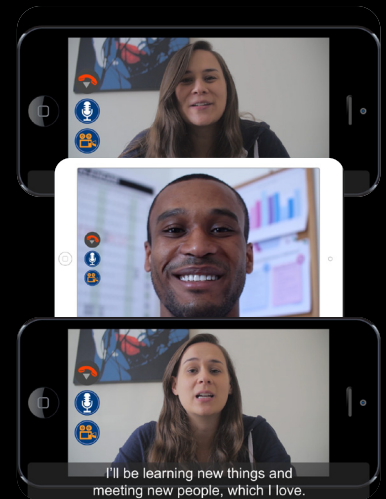
Each course has a short quiz at the end of it, to recap what's been included and confirm the learner has understood. You'll know they've got what you're about.



Part 1: 'You Got The Job!'

Induction does not have to wait until they are onboard. Part 1 of our series is designed for when someone accepts their job offer. It includes a section for video messages welcoming the new team member, which can include your own managers, directors or colleagues. The 'story' is led by Becky, a character in exactly the same position as the learner, who shares their excitement about starting a new job and implicitly reassures them that it's all right to be nervous. Becky explains what they can expect from life in retail or hospitality - with a particular focus on people skills. The course, along with all the others, can be completely customised to include specific details of things such as your company's onboarding process. Becky also encourages the learners to do some research of their own about the company and its brand and be prepared to ask questions.

10 mins
to complete



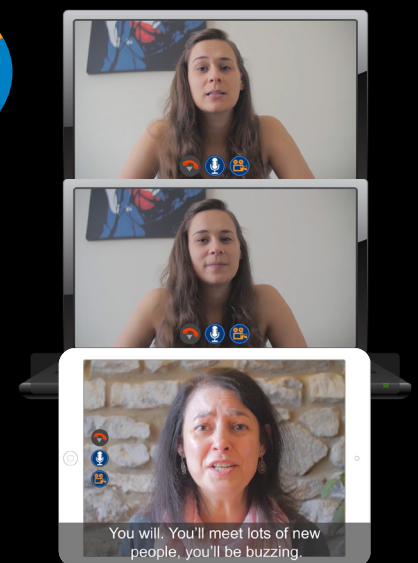
"...learning new things, meeting new people..."



Part 2: 'Just Before You Start'

Part 2 is to be taken a day or so before your new team member starts. It includes more information about your company's history and achievements – for example, how long you've been in business, how you started life and where your vision and values come from - as well as the roadmap the learner can expect to follow once they start. Becky also shares what she's learning about what great service means in retail and hospitality. In particular, she's coming to understand that the quality of a product or service will count for nothing if the customer isn't happy with their overall experience. She's also been reassured that she'll be joining a supportive team, and though she can expect to make mistakes, she will learn from them, and can always turn to colleagues for guidance so she gets better every day at providing great customer service.

10 mins
to complete



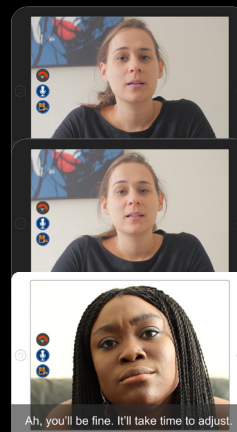
"...it's a lot to take in..."



Part 3: 'Day 1'

Part 3 is done on the first day in post, wherever that may be. It effectively brings your people handbook or guide to life, giving the learner an overview of who's who in the company and a breakdown of the departments and what they do - essentially who does what and where - as well as policies and procedures like holiday entitlement and what do to in case of sickness etc. It also sets out what the company expects, where they fit into the team and the key behaviours and standards to follow. Becky reminds learners that this is a people business, both in terms of customers and colleagues, and reassures them that they can always ask questions and depend on the support of a great team.

10 mins
to complete



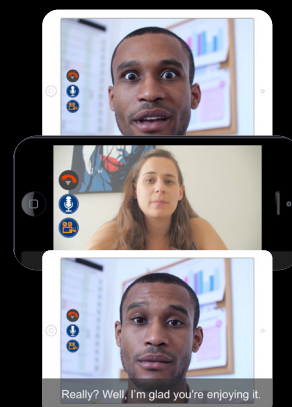
"...it's just a bit overwhelming..."



Part 4: 'Week 1'

Part 4 is usually completed after the first week in the new job, but that's up to you. Now that they have a little experience of their own, they will be able to relate much better to the customer service essentials. Becky talks about the importance of smiling and making eye contact with customers, listening and repeating back what they say etc. She also shares her experience of getting to know the products the company offers, so she can make personal recommendations that add to customers' positive experience of the company, making them want to come back. This course also includes details of your company's appraisal system, and how you will review the learner's progress.

10 mins
to complete



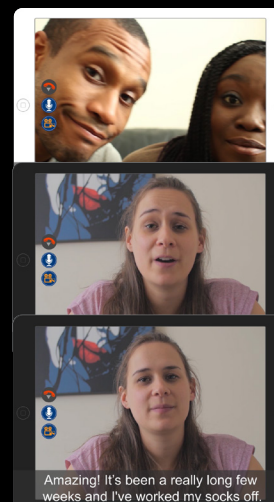
*...it's hard work...
glad you're enjoying it..."*



Part 5: 'A Few Weeks In'

The final part of the online induction is usually taken between two and four weeks from the new team member's start date. It's a great time to review and look ahead, this course is a prompt and a support to the activity all good managers will be doing to help their new team member feel confident and perform at their best. Becky is settled into her role and beginning to think about the future. She can see herself staying at the company for a long time now, and perhaps the learner feels the same. This course sets out details of the opportunities to progress within the company, and the rewards and benefits the learner can expect if they continue to do well. It can also include stories about what others have achieved with the company. Overall, it reassures learners that this is a business they can grow into, and that managers are always on the lookout for potential to cultivate and talent to manage.

10 mins
to complete



"...Amazing!... it's fast paced..."

Have they got it?

The quiz at the end of each course means you can be confident that your new team members have absorbed what they need to know, have a good understanding of what's expected of them and how they can progress.



Part 1: 'You Got The Job'



Part 2: 'Just Before You Start'



Part 3: 'Day 1'



Part 4: 'Week 1'



Part 5: 'A Few Weeks In'

Disappointed, frustrated and unsupported

Along with having a great manager at each step of the way, someone who has completed this series is far more likely to be motivated and thinking about their future with the company than feeling disappointed, frustrated and unsupported (the main reasons people leave any job) and looking for a new role as soon as possible.



Boring

There is a perception that people are turned off by courses on compliance and other issues that might be seen as dry or boring. Well, they are if the courses are dry and boring. They don't have to be! At Upskill People, we're told time and time again that people starting a new job actually want to get on top of compliance issues. They want to be confident that they're doing what they're supposed to be doing, from day 1, especially where there are legal requirements and where people's safety is at stake. The trick is instilling that knowledge - and confidence - in a quick and engaging way. So, we have a range of safety, health and wellbeing courses that can form part of the induction, even before your new people start, find out more at <https://upskillpeople.com/shw/>.

4 Beyond induction

The approach underlying these induction courses is all about fostering a culture in which everyone feels valued and invested in, which makes for much happier and more productive employees. That in turn means they are less likely to leave at the first opportunity. In other words, a successful retention strategy starts with recruitment and induction, and continues through the cultivation of a supportive everyday working environment.

"It's a waste of time and money, what about if we upskill them and they leave? What about if we don't upskill them and they stay?"

Nevertheless, it's wrong to fixate too much on retention. Some organisations and managers are reluctant to invest in staff who might not be there in six months or will use the skills to find another company. Big mistake. If your people are not attractive to other potential employers, what are they contributing to your business? Better to invest in people so you get the most of them while they are with you, even if they then move on, than to hold onto people who are under-skilled and lacking in motivation. What's more, your former employees are informal ambassadors for your business: do you want them raving about how much they benefited from their time with you, or griping about having felt unsupported and unappreciated?

Embedding ongoing support in your management culture

The final element in an effective strategy to attract and retain the right people is keeping them motivated, whether they are brand new or seasoned veterans with your company. The key to this is modern people management, based on tried and tested principles, and focused on measurable objectives.

“You don't leave a company, you leave a manager”



It starts with ensuring the physical and mental wellbeing of your people. This is something else that is sometimes seen as just another box to tick. In fact, it is a driver of value for any business, and should be treated as such. There's no point recruiting the best available talent if you then allow people to become stressed, frustrated and unhappy with their role. We have a complete guide on wellbeing free to download here: <https://upskillpeople.com/improve-wellbeing-improve-business/>.

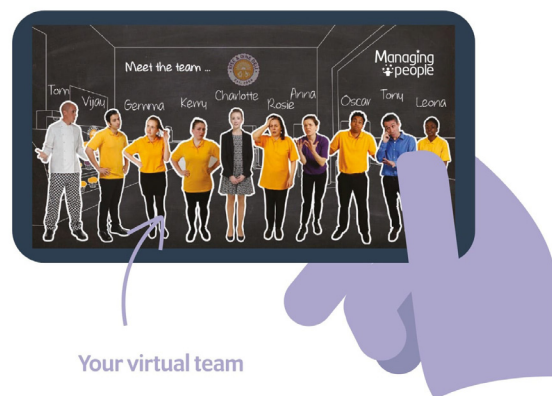
Modern, effective managers need to be aware of the wellbeing issues to look out for, confident about communicating with their teams and willing to take responsibility for helping people flourish. Only then can they motivate their teams to perform better and better in response to the changing needs of your business, and to achieve its objectives and create a great culture. A good example is the rise of flexible or hybrid working, especially since the Covid-19 pandemic.

The companies that have managed this best are those that already had a supportive working culture with plenty of scope for feedback in both directions. It is inevitable that people will make mistakes and that course corrections will be required when undertaking change on this scale. Companies with a culture of proactive communication and trust will always adapt more quickly and efficiently than those with poor communication and a culture of recrimination.

The best managers motivate their people to find solutions rather than just reporting problems. And in the case of remote working, they avoid unnecessary conflict by focusing on what needs to happen for someone to do their job well and achieve their objectives rather than allowing it to become about home versus office, managers versus employees or employees versus colleagues! In order to become the best, though, managers also need ongoing support. That's where our Managing People courses come in.

Managing People

The best people to oversee successful induction and ongoing learning and support for your team members are the same managers who motivate them on a daily basis. That's why excellent learning for managers is an essential part of the mix. Effective managers are at the heart of an inclusive and nurturing working culture. We are told Managing People is remarkable in upskilling managers. Especially when blended into a programme including facilitated group sessions and coaching and/or mentoring.



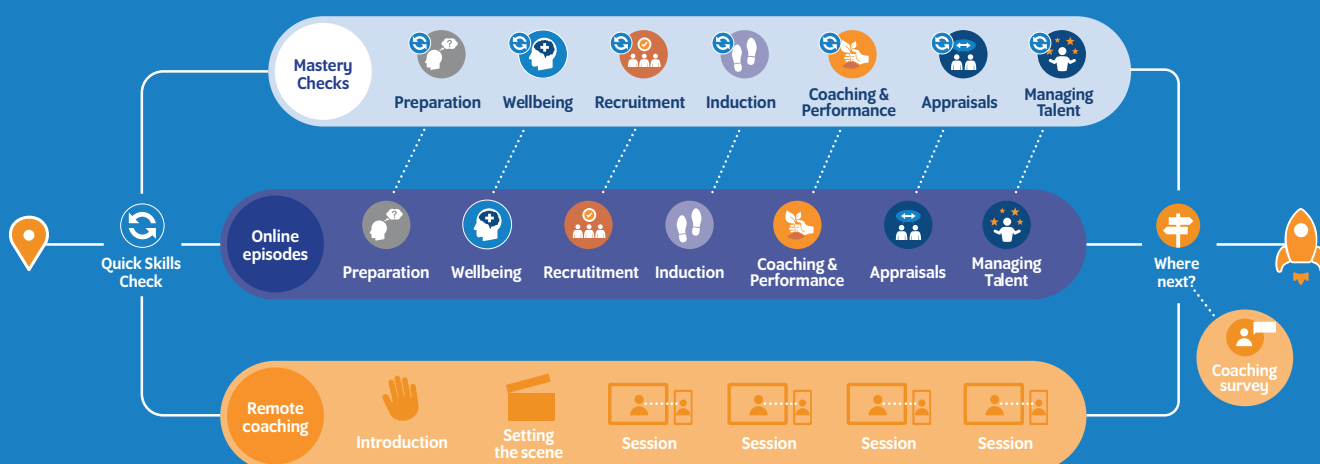
This is a complete approach to creating great people managers and measuring the impact. At its core are seven interactive online courses that harness the power of realistic, challenging and dramatic scenarios to prepare new managers for their role and update the skills of even the most experienced. As with the story of Becky in our induction courses, the soap opera-like characters in the scenarios means they are easy to remember and discuss with colleagues, providing a shared point of reference for ongoing learning and coaching.

Managing People is aligned with how the workplace has changed in recent years, and in particular the different expectations of Millennials and Generation Y and Z. These are the generations that will increasingly make up your management as well as other team members. They have grown up with equality, diversity and inclusion, and it is essential that these priorities are woven into their experience rather than being an afterthought. Managing People helps your managers develop the skills to cultivate a truly inclusive and nurturing working culture, so you can attract the best candidates, motivate them when they join the company and encourage them to stay as long as possible.



The approach

Managing people



Essential episodes

Here's an introduction to the specific courses in the series that directly support the opportunities and challenges we're discussing, you can find out more about the whole series and its approach to measurement here: <https://upskillpeople.com/managing-people>.



Episode 2: Wellbeing



1 point

This episode helps your managers learn to understand, recognise and look for solutions to mental health and wellbeing issues in order to create and maintain a culture of care. It shows what to look out for and how to approach team members who might need help, focusing on communication and empathy.

New manager Charlotte is concerned about Rosie, who has been turning up late for work, seems unhappy and is often scruffy. Meanwhile, Anna has been making a lot of mistakes recently and has left jobs half-finished. She's also being snappy with colleagues.

The learner follows Charlotte in navigating how to tackle behaviour that is having an adverse effect on the team while remaining sensitive and empathetic. The outcome is an understanding of the value of a wider wellbeing culture and its positive impact on the team and their performance.



Episode 3: Recruitment



1 point

This episode equips your managers to recruit, select and develop the right people with the right skills for the team. They learn how to identify skills gaps in the team and consider the different ways to fill them. And how to prepare for and conduct external interviews.

Charlotte interviews external candidates who have been selected based on key criteria. She narrows it down to two candidates. But which should she choose? She also needs to fill a Team Leader role. While her boss wants someone with leadership experience, Charlotte does not want to overlook a promising team member who would be frustrated by another rejection.

The learner follows Charlotte in weighing up the best way to fill both roles in a way that strengthens the whole team for the future.



Episode 4: Induction



1 point

This episode ensures your managers are able both to induct a new starter and to address any issues with their performance during probation. The focus is on motivating people in their roles and giving them confidence to learn new skills.

Charlotte discovers a new team member she is responsible for has been quietly helping themselves to some stock. She also must deal with Gemma, an established team member who is repeatedly absent and underperforming. And it turns out Gemma lacks confidence because she didn't get a proper induction from Charlotte's predecessor.

The learner follows Charlotte in applying the principles of good induction both to dealing with the new team member's poor start and to giving Gemma a fresh start.

5 Bringing it all together

All of these courses are designed to help you foster a culture that attracts, motivates and retains the right people for your business, drawing from the whole demographic spectrum of our society. All this is a means to an end. And that end is a working culture in which people of all backgrounds flourish, bring out the best in your diverse workforce, reduce churn and help you compete for quality.

Once you have that culture in place, ticking all the diversity, equality, and inclusivity (DEI) boxes will happen automatically.

The bottom line is that you will have better people and a better business.



Measurable online learning

Our purpose is to **help your people shine** and measure the outcomes.

Get in touch and we can explore how we can improve your learning blend to attract, motivate and retain great people.

Up**Skill**
people.com

Managing
people