



- ◆ Alidade MER was founded in 2004 as a veteran owned company, by Tom Moriarty, PE, CMRP. Providing insight, advice and support for operational and maintenance excellence; to industrial, manufacturing, government and research facilities.
- ◆ The Productive Leadership Workshop is delivered by Tom, a maintenance, reliability and leadership expert. Tom is the monthly Human Capital column author for Plant Services Magazine.

## Leaders... It's time to GET TRACTION!

2.5 days of in-plant training—8 to 24 attendees per class.

Nearly 80% of training produces little or no ROI. That's because when the trainee gets back to their job they are consumed by the culture, and not well supported. Our training includes a half-day spent with the managers of the attendees discussing training content, and how to support application of new learning. We then spend two days with attendees teaching principles, but also spending time applying tools and principles to real issues the attendees will be confronted with.

## Getting Traction through Productive Leadership

### What you will learn:

- ◆ Productive Leadership Overview
- ◆ Leadership Roles and Attributes
- ◆ Compliance vs. Commitment
- ◆ The Critical Leadership Skills
- ◆ Empowerment & Delegation
- ◆ Correcting Poor Performers
- ◆ Bringing it to the Plant

What does turnover and low productivity cost your organization? (see the back of this flyer)

### 2015 SMRP Annual Conference Workshop Attendee Survey Comments:

- ◆ Great course, a lot of information, highly recommend.
- ◆ You guys did a great job, Very thorough, will recommend for an on-site.
- ◆ Enjoyed the course, highly recommend.
- ◆ Good Information. Very well delivered.
- ◆ Great information. Just what I was looking for. Outstanding.
- ◆ Great workshop! I wish I had more training like this.
- ◆ Good job! Very enjoyable day, lots of information.

Contact Us to discuss a project, hosting or attending a workshop:

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## WHY DO PEOPLE LEAVE?

- ◆ One survey asked employers and former employees why the former employee left. 87% of employers believed it was for higher pay, 12% of former employees actually left for pay.
- ◆ The majority of people leave because of poor supervisors or managers. Poor leadership makes people feel disrespected, not trusted and not listened to. They leave for better situations.
- ◆ What can be done? Provide practical, PRODUCTIVE LEADERSHIP training to current and prospective supervisors and managers. Hold them accountable to best practices.

## What's the cost of turnover?

There are "hard" costs such as posting the position to job boards, recruiting firms, interviewing, cash incentive to staff for hiring a referral, etc. There are also "soft" costs that can be more expensive:

- ◆ **Overworked remaining staff** – Those who remain have their own jobs to do, as well as the duties of the vacant position; major effect on morale and risking further turnover.
- ◆ **Reduced productivity** – Existing staff is stretched to cover the vacant position or no one is available to fill the job, so less work is accomplished.
- ◆ **Lost organizational knowledge** – Departing employees take their know-how out the door: procedures, contacts, computer log-ins, passwords, etc.
- ◆ **Training** – Technical, policy and procedures, etc. Also staff time spent orienting and training new personnel takes the away from productive work.

These losses in time and productivity mean that employee retention should figure high on your organization's priority list.

Position	Avg Compensation	Turnover Cost as a % of Salary	Turnover Cost (using low end %)
Entry Level	\$40,000	25% - 50%	\$10,000
Mid-Level	\$80,000	100% - 150%	\$80,000

### What is the cost of one entry and mid level employee turning over?

Entry Level	25%
Mid-Level	100%

How many positions turnover in your plant every year?  
 What is the total cost? Is it worth improving leadership quality?