



PEOPLE

OUR GREATEST ASSET



HOW TO BUILD A WINNING TEAM

A STAFF MOTIVATION & RETENTION GUIDE FOR THE JEWELLERY INDUSTRY

What creates motivated and contributing employees? How do reward and recognition systems raise or deflate employee motivation, staff morale and the retention of top-quality workers?



PREFACE

Develop your most important asset - your people!

In the CIBJO Marketing and Education Commission we are focussed on supporting the jewellery industry to develop and succeed.

This guide is all about people. We all want to feel valued. A motivated person, as part of a motivated team, can move mountains. Conversely, a lack of motivation can really take the wind out of our sails, and if we don't address it business will decline.

Hiring, motivating and retaining the best possible staff is important for the success of any enterprise. It's particularly important in the competitive, customer-focused jewellery industry.

Beautiful jewellery is a luxury purchase. Customers expect to enjoy buying it almost as much as they look forward to wearing it – or seeing it worn by someone they love. Our people are central to this buying experience.

Well-trained, highly-motivated employees will do things more conscientiously, take better care of customers and work harder and with greater flexibility – delivering benefits in customer service and better bottom-line profits.

Good motivation means more productive workplaces. It supports happier and healthier staff, helps attract the best candidates, and makes it easier to hang onto good employees for the longer term.

Recognising these benefits, I have written this guide to help store proprietors and managers to develop the best possible jewellery retail teams – and keep hold of them.

Although focused on retail jewellers, much of the information is relevant to all areas of the jewellery pipeline, from mining operations, through manufacturing to retail.

The guide is arranged in self-contained chapters for easy reference. It includes toolkits with templates for practical application – together with useful insights from jewellers, and human-resource and motivation experts.

I trust you will find it to be a great tool to help you build your business through one of the most important assets – Your People.

Wishing you even greater success in the future!

Jonathan Kendall

President, CIBJO Marketing & Education Commission

CONTENTS

CHAPTER 1:	MOTIVATION considers why an enthusiastic workforce is so important, especially in the jewellery industry.	5
CHAPTER 2:	RECRUITMENT outlines some of the techniques and approaches that you can use to identify and recruit the best staff.	15
CHAPTER 3:	LEADERSHIP AND TEAMWORK examines the role of effective leaders in creating excellent teams.	31
CHAPTER 4:	TRAINING AND DEVELOPMENT considers some of the training methods available to develop a more skilled, knowledgeable and professional workforce.	35
CHAPTER 5:	REWARD AND RECOGNITION considers incentives, financial and otherwise, you may use to motivate and invigorate your employees.	49
CHAPTER 6:	TROUBLESHOOTING suggests ways for you to identify and overcome poor motivation in your workforce.	55



MOTIVATION

CHAPTER 1

WHY MOTIVATION MATTERS

What are your customers looking for when they walk into your jewellery store?

Beautiful items, unique designs, well-sourced gems: yes, all of these things.

Jewellery is a luxury item regardless of whether someone is buying a \$400,000 diamond necklace or a \$40 charm bracelet. So, the quality of the experience you provide will add to your customers' enjoyment and to their decision to continue browsing in your shop.

Customers have every right to expect thoughtful, dedicated assistance.

This is particularly so in the retail jewellery trade. The emotional significance of the merchandise prompts very high customer expectations when it comes to quality of service. Furthermore, jewellery customers are spoiled for choice with the number of competing retailers.

Inside the head of our customers

Imagine you are entering a jewellery store. You're excited by the thought of buying a diamond engagement ring for your fiancée or a classic gold watch to celebrate your husband's fortieth birthday. Then you find that the sales assistants are more interested in chatting amongst themselves than helping you – how deflating! There's every chance that you will simply walk straight out and into the competitor's store next door.

What might be even worse is being offered reluctant attention from someone who looks as though they'd rather be doing something else. In this case you'd have to be a very determined buyer in order to stay!

"Poorly motivated staff can dramatically – and I mean dramatically – affect sales. If they're feeling good, they sell better. If they are demotivated or down, they give very poor customer service."

Group training manager, major retail jewellery chain

"If you have the attitude of 'I don't care who you are' and 'you can go ahead buy whatever you want,' that doesn't result in sales because women are looking for a little pampering and being made to feel special in the store, so they decide 'this is where I am going to make my purchase.'"

CEO, couture jewellery company

Let's compare this with positive customer service delivered by motivated staff. They greet customers as they enter and offer assistance without going overboard.

They find out what the customer is looking for and offer helpful suggestions – potentially increasing the value of the sale rather than just securing it. They offer intelligent advice on topics such as the provenance of jewellery and gemstones, and they reassure the customers that they are buying quality and ethically sourced pieces.

There's no substitute for showing interest and care to potential buyers. It can make or break the sale.

Getting it right

Creating this level of customer experience requires hard work by dedicated and knowledgeable members of staff, who are motivated to give their best each and every time they come to work. Consequently, it's only reasonable that they would expect a positive and enthusiastic approach from you.

"Jewellery is a person business, so without motivated staff on the floor who get across excitement and confidence, the business wouldn't be successful. Motivation is crucial in giving customers a good impression. If you have a surly sales assistant, then the customer isn't going to feel appreciated."

Director, U.S. jeweller

"A motivated sales team is a requisite. People who are visiting the store will pick up very quickly if there is no motivation. If your staff isn't motivated, why should purchasers be motivated to buy?"

Gallery director and jewellery designer

But getting motivation right is difficult. It isn't something that can be achieved simply by sending all employees on a course or rewarding top performers with a plaque and an extra bonus. The contributing factors are many and complex – from individual psychology, to the nature of the working environment and the example set by management. Your staff need to know that they are making a good contribution to the business. To help you engage your team, included is a tool that will assist in getting their input on ways that can improve the business. (See Toolkit 1.a: Motivation through engagement)

"Being motivated is a longer term thing ... it's about speaking to employees so they carry on being motivated after they have been around the business some time. It's about being flexible to their needs and listening to their ideas and views"

Psychologist

The following chapters explore some of the key factors: recruiting the right people, leading effective teams, training and developing staff, and rewarding and stimulating excellent performance.

Developing a motivated sales team means building an environment where employees feel they are valued and that they are doing something valuable; where they have interesting and varied work, with a clear career path. It also means hiring the right people to begin with.

This in turn, helps with staff retention because motivated staff who can see the potential for development and progression with their employer are much more likely to stay with them. So you save the time and expense of recruiting and training new staff.

A motivated team is more likely to work better together. This is important because people who get along with their colleagues are much less likely to want to leave, even when other factors are less than ideal. Make the workplace somewhere where people want to stay, and they will.

The benefits of motivated staff are clear.

Of course, the starting point for creating motivated work teams is finding the right employees to begin with.

1a

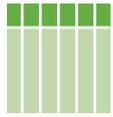
Toolkit 1.a

Motivation through engagement

This tool has been developed to help you collaborate with your employees to create a great working environment, capitalise on your employees' knowledge of your staff and solicit their suggestions, which could lead to significant business gains.

It is recommended you use this tool every quarter or half-year, using the steps below:

- Step 1:** Print out Template A, and distribute it to all staff members.
- Step 2:** Ask them to fill it out as honestly as possible – ensuring that you highlight that this is intended as an exercise to improve the workplace, rather than being a blame-laying exercise.
- Step 3:** Analyse the issues identified and keep a record of the number of times a particular one has been raised – the more often it has been mentioned, the more important it is to employees. Then, ask yourself the following questions:
- Is it worthwhile?
 - Can we implement the suggested action easily and cost effectively?
- Step 4:** If your answer to both of these questions is yes, then set a timeframe and take the necessary action. Regardless of whether or not you choose to implement the suggested action, it is vital that you provide feedback to employees so they know that they are being heard.
- Step 5:** To help with this, we have provided a feedback evaluation form (Template B). You can use this to record your notes. We recommend that you present this to your staff to give feedback on their suggestions and explain your reasoning.



TEMPLATE A (open-ended version)

This section is to be completed by employees

Directions: *This form is to help us create a great working environment for you, our other employees and our customers. We value your contribution and want to hear the suggestions that you believe might help us improve the business.*

Please think about the problems the business could resolve and opportunities we can capitalise on. Insert these in the “Problem/opportunity” section of the grid below.

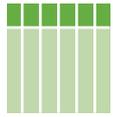
You might find it useful to think about suggestions in the following areas: equipment, facilities, people, staff development and training, suggestions for team building events, the shop environment, cost savings opportunities, etc.

Then in the “Suggested action” column, write the action that you believe the business should take.

Once you have completed this form, please return to the store manager or your supervisor.

One example is provided below, relating to training and development. Please note that this is just one area in which you might want feedback.

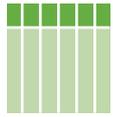
Employee Name:	Date:
PROBLEM / OPPORTUNITY	SUGGESTED ACTION
EXAMPLE: I don't feel that our staff have enough sales training.	EXAMPLE: We should find a good sales training course and have staff attend.



TEMPLATE B (open-ended version)

This section is to be completed by owners and/or managers and returned to employees

Completed by:	Date:
SUGGESTED ACTION	OUTCOME
	Will the suggested actions be implemented? Timeframes (if actions will be taken):
	Will the suggested actions be implemented? Timeframes (if actions will be taken):
	Will the suggested actions be implemented? Timeframes (if actions will be taken):
	Will the suggested actions be implemented? Timeframes (if actions will be taken):
	Will the suggested actions be implemented? Timeframes (if actions will be taken):



TEMPLATE A (close-ended version)

This section is to be completed by employees

Directions: *This form is to help us create a great working environment for you, our other employees and our customers. We value your contribution and want to hear the suggestions that you believe might help us improve the business.*

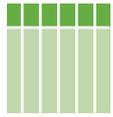
Please think about the problems the business could resolve and opportunities we can capitalise on. Insert these in the "Problem/opportunity" section of the grid below.

You might find it useful to think about suggestions in the following areas: equipment, facilities, people, staff development and training, suggestions for team building events, the shop environment, cost savings opportunities, etc.

Then in the "Suggested action" column, list the actions that you believe the business should take to address the problems and opportunities you mentioned.

Completed by:		Date:
CATEGORY	PROBLEM / OPPORTUNITY	SUGGESTED ACTION
Equipment	1. 2. 3.	1. 2. 3.
Staff facilities	1. 2. 3.	1. 2. 3.
People	1. 2. 3.	1. 2. 3.
Staff development and training	1. 2. 3.	1. 2. 3.

CATEGORY	PROBLEM / OPPORTUNITY	SUGGESTED ACTION
Team building events / suggests	1. 2. 3.	1. 2. 3.
Other	1. 2. 3.	1. 2. 3.



TEMPLATE B (close-ended version)

This section is to be completed by owners and/or managers and returned to employees

Completed by:		Date:
CATEGORY	SUGGESTED ACTION	OUTCOME
Equipment	1. 2. 3.	Will the suggested action be implemented? 1. Y / N 2. Y / N 3. Y / N Timeframes (if action will be taken) 1. 2. 3.
Staff facilities	1. 2. 3.	Will the suggested action be implemented? 1. Y / N 2. Y / N 3. Y / N Timeframes (if action will be taken) 1. 2. 3.
People	1. 2. 3.	Will the suggested action be implemented? 1. Y / N 2. Y / N 3. Y / N Timeframes (if action will be taken: 1. 2. 3.

CATEGORY	SUGGESTED ACTION	OUTCOME
Staff development and training	1. 2. 3.	Will the suggested action be implemented? 1. Y / N 2. Y / N 3. Y / N Timeframes (if action will be taken) 1. 2. 3.
Team building events	1. 2. 3.	Will the suggested action be implemented? 1. Y / N 2. Y / N 3. Y / N Timeframes(if action will be taken) 1. 2. 3.
Other	1. 2. 3.	Will the suggested action be implemented? 1. Y / N 2. Y / N 3. Y / N Timeframes (if action will be taken: 1. 2. 3.



RECRUITMENT

CHAPTER 2

RECRUITMENT

“Aim for a good fit between your recruit and the job, and the motivation will come from that.”
Business psychologist

The first thing to do if you want to get the best out of your employees for the longest possible time is to find and hire the right people.

Sounds obvious but getting it right can be frustratingly difficult. This is particularly true for anyone hiring in places where low levels of unemployment mean that talented recruits are likely to have a number of options.

What are we looking for?

Before you can hire the right person, you need to ensure that you know what you are looking for. It's worth putting some thought into it, as a new employee is an investment in the future of the company and in the experience provided to your customers.

Begin the process by defining exactly what you expect of your new employee. For example, will the job be entirely about selling to customers or does the store require someone who can also take responsibility for keeping stock levels up to date? It may help to discuss this with different members of the team to get a broader perspective.

Another good way to make this process easier is to identify and incorporate some of the abilities and qualities of your top employees.

Developing selection criteria

Once you've clearly defined the role, you need to delineate a list of skills and abilities that candidates must have to function effectively.

Make sure that your list of desirable attributes focuses on job-related competencies and characteristics (i.e. demonstrable behaviours with abilities). For example, it might include the ability to work and communicate with people from a wide range of cultural backgrounds.

Business psychologists warn managers to avoid turning the set of required competencies into a wish list of every quality that they would like the recruit to have. This way you might not find anyone at all. Instead, you should prioritise what could be referred to as “desert island competencies” – the things that someone absolutely has to be able to do well in order to do the job. Anything else that a candidate can offer is a bonus. Personal attributes and characteristics, such as persuasive communication skills and personal resilience, are often more important than specific experience or particular courses of study.

It's much more valuable to find a talented, enthusiastic salesperson with an interest in the jewellery industry than it is to find someone with ten years' jewellery experience but no real passion for customers. Information can be taught; passion comes from within.

“When recruiting I look very much for personality. You can always train somebody. I look for people who have inviting and accommodating personalities.”

Jewellery proprietor

We use a company here in New York that first and foremost does integrity and honesty testing... we also do personality profile testing. And that tells us the different traits of the applicants, and if they have the necessary traits to be successful in selling.”

Head of personnel, major U.S. Jeweller

Your list of competencies shouldn't be too prescriptive, so you don't rule out potentially desirable applicants.

Also, in some parts of the world, even mentioning factors such as age, sex, race, religion, disability or other possibly discriminatory factors may be a risk legally, so be careful. In any event, it is beneficial to have a diverse workforce.

“We need to have sales staff of different ages, different ethnic backgrounds... the whole diverse range of staff. In an ideal situation we would always have a diverse mix of ages, cultures and so on . You can't have too much diversity.”

Group training manager, major jewellery chain

“One of the traps that managers should avoid when recruiting is looking for a clone... It comes down to the individual, whether they have that drive and that enthusiasm. And about whether the [recruiter] can see it in them and ask the right questions.”

HR consultant

An article in Harvard Business Review¹ warns against falling into the “just like me trap.” This pitfall encourages managers to hire people who are similar to them. To avoid it when assessing applicants, you should focus on the list of competencies that you have developed.

It might help to develop the list of competencies under these headings:

- Primary responsibilities and tasks.
- Background characteristics required to perform the job (education and experience).
- The personal characteristics required (for example, does the person need to have excellent interpersonal characteristics?)

Having developed a list of competencies you should stick to it. This will help you avoid making subjective assumptions that could mean missing out on a good employee.

Once you understand what you are looking for in the applicant, you are ready to create a job description. This will make it possible for you to explain the job to potential applicants and recruiters, and will help you write an advertisement. (See *Toolkit 2.a: Creating a job description*)

1. 2006, Harvard Business Review, originally published as chapter 1 of *Hiring and Keeping the Best People*. © 2002. Harvard Business School Publishing.

And right candidates – where do we find them?

There are a number of different ways to find candidates. Some stores develop relationships with colleges so that they can identify and target talented students before they graduate. Others advertise online, in store or in local papers, while some use recruitment agencies or local job centres.

Personal referrals from trusted staff members or from other people within the jewellery industry can also be valuable. However, be sure that referred candidates go through the same selection process as everyone else and meet all your selection criteria.

Every jewellery retailer has a different preference when it comes to finding job candidates; you need to find which work best for you.

Because it's jewellery, you need to find people that you can trust, so word of mouth is a good way to recruit."

Gallery director and jewellery Designer

"We select people who got into art and design at college. They are graduates but still have a passion for jewellery. We form relationships with colleges and judge student fashion awards, so that when we recruit from the colleges we know that we are getting the right people."

Director, jewellery brand

"All our stores have prime high-street positions, so we advertise in shop windows and often get a good response. We also advertise in local papers and use job centres."

Group training manager, major jewellery chain

"I find my staff through a recruitment agency. They take a lot of the work out the process by checking credentials and background. And I always find that people are more serious if they come through a recruiter."

Proprietor, U.S. jewellery company

If you choose to use advertising, a sample advertisement tool has been provided that should be useful. (See Toolkit 2b: Sample advertisement) You can use it as a guide and simply tailor it to fit your requirements.

With a good pool of applicants you can begin conducting interviews with the most appropriate candidates.

The interview stage

The next step is assessing applicants against the key criteria listed in the job description you have developed. (See toolkit 2.c: Interview preparation form)

"In interviewing people I use a job description and then I just address the candidate's experience against that. "

Jewellery designer

"People generally interview well. People who want to be salesmen or women have to be able to sell themselves, so you have to see through quite a lot. But usually by the time you have been through three or four interviews, people have been sussed out to an extent."

Store manager, UK

We give candidates a couple of scenarios to discuss. We don't want to ask them what they have done, because we can look at their CV for that. One of the biggest questions we ask them is 'what is your reason for coming to us?' because I want to get inside their heads and find out where they are coming from."

HR consultant, USA

Conduct detailed interviews to find out more about short-listed candidates. In the interests of equality, give all candidates the opportunity to answer the same questions. These should be directed towards finding the person who is the best fit for the job, with the competencies required to do it well.

Ask interviewees to substantiate their claims with tangible examples. For example, ask someone who says he or she is a good team player, to tell you about a recent circumstance in which these skills were used to good effect.

It may also be useful to involve your more experienced team members in the interview process. They are likely to have an excellent sense of exactly what's needed on the shop floor.

To help you to keep track of the suitable candidates, we invite you to use the interview assessment grid. (See toolkit 2.d: *Interview assessment grid*)

It also will make your life easier if you ensure that interviewees complete a job application form. This will help you keep organised and have good records of applicants when the time comes to select a candidate. (See Toolkit 2.e: *Job application form*)

It's a two way street

However, the job interview isn't about you asking all the questions. Give candidates the chance to ask you about the job and the company as well.

This gives you a chance to get to know them a bit better. For example, someone who asks questions about your store's policy on Kimberley Process certification is demonstrating some knowledge and inherent interest in the jewellery industry.

"If you do the talking, if you sit and ask specific questions constantly, you don't get to find out anything about the person in 10 minutes. I tend to find out more about how somebody acts, what somebody's going to be like, by letting them ask the questions."

Store manager, Milan

When responding to the candidate's questions, don't be tempted to oversell the role. If you tell people that the job involves selling high-end bespoke jewellery to celebrities and the super rich, they will not be happy when it becomes obvious that they're actually selling elegant but affordable pieces to the general public. Disillusioned employees will simply move on.

Be honest about what the job will involve and any opportunities for advancement. It might mean that fewer people will apply, but those who do will be better suited and are more likely to stay.

The final countdown

Now it's decision time. Having used the candidate assessment tool you have the numbers to tell who will fit the job best. All things being equal you should choose the person who has the highest score. However a lot of managers decide on instinct. This is not always the best option.

"In recruitment, I think quite a lot of us go on gut feeling maybe a bit too much."

Store manager, London

It's best you select the person who most closely fits with the list of competencies that you have developed.

Once you have found the right person you can prepare and extend the letter of offer. Enclosed is a simple tool to help with this. (See toolkit 2.f: *Developing a letter of offer*)

Also it is good practice to respond even to those people who have not been selected for the position. (See toolkit 2.g: *Letter of apology*)

CHECKLIST

New ways to recruit

Cut down on the time it takes to find the employees you're looking for and increase the success of your recruitment process by taking one (or more) of these hiring shortcuts.

- 1)** Connect with your local college or training school. Instructors of various business-related programmes can be invaluable shortcuts to finding good employees. Get to know who's who and call the instructor of the relevant course or programme, introducing yourself, explaining what you need, and asking for recommendations.
- 2)** Hire a student. If you can get by without having a permanent employee fill the job, the various hire-a-student programmes available can be a great staffing solution.
- 3)** Use employment agencies. Employment agencies can be direct route to finding and hiring the employees you need. A good employment agency will take care of all the recruiting and preliminary screening of applicants for you, sending you only a few qualified applicants to choose from. In terms of time and trouble, the cost of having the agency do it for you can be well worth it – especially if you are regularly hiring.
- 4)** Use the web. There are many "Job Board" sites on the Internet where you can place a job listing or search for employees. Using job sites can help you get your job posting before a national (and international) audience of job seekers at a low cost. You will have to spend some time, however, learning how the particular site's system works and/or searching for desirable employees, but most online recruitment sites are relatively straight forward to use. Try typing "employment" or "jobs" into a search engine and numerous online employment sites will be found. Simply follow the directions on the particular site that you choose and for a small fee you will have a very visible advertisement.
- 5)** Put the word out on the street. If situation isn't critical try using word-of-mouth and or referrals to find employees. Tell all your contacts (both business and personal) about the position you're seeking to fill and what kind of employee you're looking for.

2a

Toolkit 2.a

Creating a job description

The following is a tool designed to assist you develop a job description.

Version 1 is a completed job description for a position in a retail jewellery company for an individual with the requisite ability to set up in-store displays.

Version 2 is a template that you may fill in to develop other job descriptions

Version 1: Complete

Job Description

Working within the sales department, your role will include communicating with sales people and directly with customers to determine their needs. You will then interpret those requirements and develop attractive designs and layouts.

Layout work for the most part involves using existing templates to structure showcase display that is visually appealing, and supports and maximises the sales of jewellery.

Skill Requirements

- You have a flair for setting up interesting store displays.
- You have excellent communication skills, are comfortable dealing with people in person or on the phone, who frequently are individuals you have never met before.
- You are comfortable with computer tools (your primary working tools will be Visio and Excel). Knowledge of Photoshop is a bonus.
- You have a good understanding of customer sales.
- You can work to deadlines and remain calm under pressure.

Background – experience and education

Ideally, you will have working experience in a jewellery retail environment. Relevant education or training, in a field such as gemmology, is a bonus.

Details

This is a full-time position: 40 hours per week

Compensation

Remuneration: \$35,000 per annum

We also offer an attractive incentive and benefit scheme including health insurance, pension and corporate discounts.

Version 2: Template to be completed

Job Description

Working within the _____ department, your role will be the _____

Level

The successful candidate will be reporting to _____

Duties

You will be responsible for _____ *(List specific duties)*

Skill Requirements

The ideal candidate has a strong background in _____

- You have a flair for _____
- You have excellent _____ skills.
- You are comfortable dealing with _____
- You have a “sales sense” and perhaps look forward to moving to a sales career down the road.
- You can work.

Background – experience and education

Ideally, you have working experience in _____

Relevant education or training, such as in _____, is a bonus.

Details

Include here information regarding hours to be worked – is the role full or part time?

Compensation

Include here information about salary, incentives and other benefits.

2b

Toolkit 2.b

Sample advertisement

To attract candidates for an available job position through advertising, the sample below may prove useful as a guide for writing your own advertisement. You can simply edit the advertisement and tailor it to your needs.

One must bear in mind that you should point to skills, competencies and personal attributes that you have included in the development of the job description.

Once you have developed the advertisement you should publish it in the most appropriate publication/s or online employment website/s. You also could display the ad in your shop window if you are in a location with high foot traffic.

WANTED: SALES ASSISTANT

We are jewellery retailers seeking to recruit a sales assistant for our shop to work within the team of sales staff.

We are a small but highly dynamic, fast-moving and well-respected company at the top of our field. This is a great opportunity for someone to play a key role in moving the branch of the business forward, whilst developing his or her managerial skills.

The applicant should:

- Have experience in the jewellery business in some form or another
- Have experience in a retail environment
- Be able to demonstrate a working knowledge of diamonds and gemstones or a willingness to learn quickly
- Be very customer focused
- Have a genuine passion for jewellery

Salary: \$25-30,000 per annum depending upon experience.

2c Toolkit 2.c

Interview preparation form

This tool will help you prepare for the interview process. It is best used in conjunction with the interview assessment tool.

Step 1: Fill in the key responsibilities and tasks, associated experience and personal attribution section.

Step 2: Print out this document and use as a guide in the interview process. Included are example questions for you to ask in the interview. Feel free to tailor these to your specific requirements.

JOB TITLE:	
KEY RESPONSIBILITIES AND TASKS	ASSOCIATED TRAINING OR EXPERIENCE
1. 2. 3. 4.	1. 2. 3. 4.
PERSONAL ATTRIBUTES TO LOOK FOR:	
1. 2. 3.	
KEY AREAS TO EXPLORE	QUESTIONS TO ASK
Education	1. Can you tell me about your educational background? 2. Can you tell me about jewellery retail-specific training and development that you have undertaken? 3. What did this teach you?
Previous experience	1. What were your specific responsibilities at your previous jobs? 2. What did you learn from these jobs? 3. What did you like or dislike about your previous jobs?
Job accomplishments	1. Can you tell me of a work accomplishment that you particularly proud of? 2. What would you like to achieve if you got this job? 3. What would a successful career look like to you?
Skills and knowledge	1. Can you tell me about your specific skills that would help you make a good contribution, if you got this job? 2. What have you learned that you think is particularly useful for jewellery retail?
Personal attributes	1. What would your best friend say if asked to identify your three most favourable personal characteristics? 2. What would your best friend say if asked to identify your worst three personal characteristics? 3. How do you deal with conflict in the workplace?

SOURCE: Adapted from Harvard Business Review article: "Hiring and keeping the best people"

2d Toolkit 2.d Interview assessment grid

This tool will help you when the time comes to select the candidate.

Step 1: Print out and complete during interview process

Step 2: Use it as a guide in the selection process

Candidates Name:					
RATING Poor 1 - Excellent 5					
EDUCATION	PREVIOUS EXPERIENCE	JOB ACCOMPLISHMENTS	SKILLS & KNOWLEDGE	PERSONAL ATTRIBUTES	TOTAL
NOTES:					

SOURCE: Adapted from Harvard Business Review article: "Hiring and keeping the best people"

2e Toolkit 2.e Job application form

It is best to ask applicants to complete this after their initial interview. This way you will have consistent data on file for all prospective applicants. There are specific data protection laws in specific countries which you must adhere to. This is only a guide.

VERY IMPORTANT: Please take legal advice before asking for any such data.

PERSONAL INFORMATION:

Date _____

First Name _____

Middle Name _____

Last Name _____

Street Address _____

Phone Number (_____) _____

Are you eligible to work in [ADD NAME OF COUNTRY]?

Yes No

If you are under age 18, do you have an employment or age certificates?

This may not be required in all countries.

Yes No

If yes, please explain: _____

POSITION AND AVAILABILITY

Position Applied For _____

Days and Hours Available

Monday (hours: _____) Tuesday (hours: _____) Wednesday (hours: _____)

Thursday (hours: _____) Friday (hours: _____) Saturday (hours: _____)

Sunday (hours: _____)

From what date are you available to start work? _____

EDUCATION

Name and address of school/ Type of degree or diploma / Date of graduation

Skills and Qualifications: Licenses, Skills, Training, Awards

EMPLOYMENT HISTORY

Current or last position:

Employer: _____

Address: _____

Supervisor: _____

Phone: _____

Email: _____

Position Title: _____

From: _____ To: _____

Responsibilities: _____

Salary: _____

Reason for Leaving: _____

Previous Position:

Employer: _____

Address: _____

Supervisor: _____

Phone: _____

Email: _____

Position Title: _____

From: _____ To: _____

Responsibilities: _____

Salary: _____

Reason for Leaving: _____

May we Contact Your Present Employer?

Yes No

References:

Name and Title / Address / Phone

I certify that information contained in this application is true and complete.

Signature _____

Date _____

2f

Toolkit 2.f Letter of job offer

This template will assist you to put together an offer letter. Please edit to tailor it to your specifications. Also, please note that this is only a guide and there may be local legal requirements that need to be taken into consideration.

Date

Name

Address

Dear _____

I am delighted to inform you that after careful consideration [ADD COMPANY NAME] has decided to make you this offer of employment.

Your position will be [ADD POSITION AND TITLE], reporting to [ADD NAME AND OR TITLE OF INDIVIDUAL TO WHOM THE EMPLOYEE WILL REPORT]. This appointment will take effect on [ADD DATE OF START OF EMPLOYMENT]. Please report to [ADD NAME OF PERSON RESPONSIBLE FOR INDUCTION] on [ADD DATE] at [ADD TIME] for your induction.

Your commencing salary will be [ADD STARTING SALARY]. This will be paid [ADD FREQUENCY AND METHOD OF PAYMENT].

In addition the company operates a discretionary bonus scheme.

This section needs to be tailored for your business.

You will be entitled to [ADD NUMBER] days of vacation per year. This arrangement will be subject to [ADD NUMBER] month's written notice by either party.

To indicate your acceptance of the position offered, I would appreciate if you would return a signed copy of this letter.

May I say how delighted we are you will be joining us, and I am sure that your career with the company will be a rewarding one.

Best wishes

(Name and signature of employer)

2g

Toolkit 2.g: **Letter of apology**

Obviously not all interview candidates will receive employment. This template will help you to inform unsuccessful candidates, whilst thanking them for taking the time and effort to attend an interview. Again, this is only a guide. Please take legal advice before sending out such correspondence.

Date

Name

Address

Dear _____

Thank you for your application for the position of [ADD NAME OF POSITION].

We examined all of the applications from candidates against the requirements for the position and all were of a very high standard.

However, I regret to inform you not been selected for the position on this occasion.

We certainly do appreciate your time and interest and wish you every success in the future.

Yours sincerely

(Name and signature)



LEADERSHIP AND TEAMWORK

CHAPTER 3

LEADERSHIP AND TEAMWORK

Empowering your team!

“Start with what they know. Build with what they have. But with the best leaders, when the work is done and when the task accomplished, the people will say ‘We have done this ourselves.’”

Lao Tzu

Walking the talk

You are both manager and a leader. Your actions will shape the workplace environment and organisational culture, as well as influencing the way your staff behave. Furthermore, the way that you treat your staff and the degree to which you are able to engage them actively in the development of your business will be a key determinant of your success.

“Leaders need to model behaviour as people will generally copy them”

Business psychologist

“If you are miserable yourself you can only expect staff to behave in the same way. You can’t expect things from your staff that you can’t do yourself.”

Store manager, France

“We have to work as a team and, if some people are upset or miserable, it has an effect on everybody. You have to always keep the team spirit up.”

Jewellery company manager, China

Gathering the troops

While military leaders can bark orders and expect troops to follow them without question, this is far from the best way for you to motivate your team. Good leaders inspire people to deliver great performances. If you lead through intimidation, staff will tell you what you want to hear, rather than what you need to hear.

A great way to motivate staff is to actively engage them, so that they share the company’s goals and are inspired to do their best to help you and the rest of the team to achieve them. This means a consultative and inclusive approach to management that involves members of staff as much as possible in decisions that affect their business life.

"To be motivated, staff needs a really good understanding of the core values that underpin your business. You need to build into your staff core values... there needs to be some other, deeper core reasons why you are in business."

Jewellery designer

A good leadership style is more about coaching than commanding.

It's about:

- Providing constructive guidance in relation to opportunities for improvement.
- Praise for a job well done.
- Giving the opportunity for joint problem-solving.
- Encouragement for using personal initiative and good team work.
- Providing the opportunity for personal skills development.

Engaging staff means making sure that they have a thorough understanding of your business objectives, target markets and positioning. It depends in large part on effective communication.

Regular team meetings will give you the chance to talk to all staff about the company's aims and update them on its progress. People like to know that they are more than just another brick in the wall. If you show them how their efforts contribute to the big picture, they will be motivated by the knowledge that they are able to make a valuable contribution.

Staff members should be encouraged to discuss issues of common interest in a positive and constructive way, to maximise the learning experience available to each member of the team.

Getting staff involved is a great step, but you need to show them the results of this interaction. They will want to see the results of their suggestions and input, otherwise they might be unlikely to take these meetings seriously.

To ensure that you get the most from your team meetings you should record the key issues and actions to take.

Encouraging open communication with staff makes it much easier to anticipate any internal difficulties before they reach crisis point, as well as to optimise emerging opportunities for improvement.

Play together, stay together

Teams of people who like each other are more likely to stay together, so it's worth encouraging social interaction.

Events such as parties and outings can be a fun and inexpensive way to apply a little social glue to a team. Show common sense in choosing opportunities that will not unfairly exclude anyone.

It might even be appropriate to invite employees' families as well. An annual family picnic can help strengthen the bonds between employer and employee.

"I think you should occasionally get your wallet out and go and do something [together]. When a member of staff sees you taking a personal interest in them, it means an awful lot more than it does if you just take twenty quid out of petty cash and tell them to go and buy themselves a sandwich."

Store manager, South Africa

Annual conferences can also present a useful opportunity for managers and employees to meet and network with their colleagues.

Finally, it is important to recognise that your employees are individuals as well as team members. People's motivations vary enormously and one of the most dangerous assumptions you can make is to think that you know what motivates someone. It is much better to ask them directly.

In fact, the best idea is to keep speaking with each employee individually for as long as they remain a member of your team. Maintaining an on-going dialogue means you are in touch with the individual goals, aspirations and preferences of each person.

3a

Toolkit 3.a

The seven traits of good leaders

1. Good leaders “walk the talk” and in doing so earn the right to have responsibility for others.
2. Good leaders are enthusiastic about their work or cause, and also about their role as leader. People will respond more openly to a person of passion and dedication.
3. Good leaders are confident. In order to lead and set direction, a leader needs to appear confident as a person and in the leadership role. Such a person inspires confidence in others and draws out the trust and best efforts of the team to complete the task well. A leader who conveys confidence towards the proposed objective inspires the best effort from team members.
4. Good leaders also need to function in an orderly and purposeful manner in situations of uncertainty. People look to the leader during times of uncertainty and unfamiliarity.
5. Good leaders remains calm, composed and steadfast to the main purpose. Storms, emotions and crises come and go, and a good leader takes these as part of the journey, keeping a cool head.
6. Good leaders, as well as keeping the main goal in focus, are able to think analytically. While keeping the goal in view, good leaders can break it down into manageable steps and make progress towards it.
7. Good leaders are committed to excellence. Second best does not lead to success. Good leaders not only maintain high standards, but also are proactive in raising the bar in order to achieve excellence in all areas.

These seven personal characteristics are foundational to good leadership. Some characteristics may be more naturally present in the personality of a leader. However, each of these characteristics can also be developed and strengthened. Good leaders, whether they naturally possess these qualities or not, will be diligent to consistently develop and strengthen them in the leadership role.

A man in a grey suit and white shirt, holding a coffee cup, is looking at a woman in a dark blue suit who is pointing at a tablet. The background is a blurred office setting. The text "TRAINING AND DEVELOPMENT" is overlaid in a white box with a purple vertical bar on the left side.

TRAINING AND DEVELOPMENT

CHAPTER 4

TRAINING AND DEVELOPMENT

Even the most highly skilled employees need job-specific training and development to ensure that they are equipped and motivated to perform to the best of their abilities.

A good training programme delivers solid and direct benefits for you and your employees alike:

- It improves employees' knowledge, skill levels and enthusiasm for the job.
- It enhances your credentials as an employer of choice.

The training process should be on-going, starting with induction and continuing through career development. It should also be designed to reflect the individual preferences and goals of staff members, in support of the needs of the business.

"[New employees] aren't going to come up to your standards straight away. You need to invest time and effort to get the most out of them. Staff work all day for the business and if they aren't building knowledge, they tend to lose their passion for the job."

Store manager, UK

Getting off on the right foot

A good start begins with a new employee orientation that makes them feel welcome and part of the group. But apart from just encouraging a feeling of belonging, an induction process ensures that new staff members come to understand the specifics of their job, the store's corporate ethos and your expectations of them.

Induction periods vary considerably but are most often linked with the new recruit's probationary or provisional period, which can last up to three months.

To assist you with the induction process an induction checklist is provided. (*See toolkit 4.a: New staff induction checklist*)

"We have a training period, which could last from three to six months, during which we put that person into various jobs...For example, if the person is in sales, we would teach them everything about being on the counter, talking to clients, grooming them, introducing them to the accounts staff, teaching them the basics about accounting and how it takes place in an organisation like ours"

CEO, Indian jewellery group

Help from above

Mentoring can add considerable value to the induction process. Mentors are generally senior and more experienced staff members, but they are not necessarily the new recruit's line manager. The mentor's role is to provide advice and support to his or her protégés and really help them to feel well supported in their new jobs.

If you're not in a position to set up a formal mentoring system, you could try simply pairing a new employee with an experienced team member for the first few weeks. Take into account that the new person is likely to adopt their advisor's attitude as well as his or her work practices.

Moving on up

Once new employees are confident about the key aspects of their jobs, it's time to begin working with them to structure a development and progression plan.

This can incorporate formal training and development opportunities such as attending courses or deputising for the store manager at meetings, as well as informal opportunities, such as assisting with the window display.

Some organisations run their own training schemes.

The most critical factor in ensuring that a training and progression plan motivates employees is how well it is tailored to the individual. While most people are motivated by the desire to learn and develop in their workplace, their inherent strengths and career aspirations differ markedly. One person may aspire to own his or her own store; a second hopes to move into a marketing role at head office; and a third may be perfectly happy staying on the shop floor as long as he or she can work on a variety of different tasks.

From the training and management perspective, this implies that while the first employee may be interested in learning about the procurement process; the second might want to leave an hour early once a month to attend a marketing seminar; and the third may simply want to spend an hour or two learning about a new product line in greater detail.

"Changing people's job descriptions or responsibilities when they are not being challenged enough at work can motivate staff. Some people are more interested in retail work, while others feel more at home working in other parts of the business... We try to ensure that people develop the practical skills that they want to learn. We are always developing our motivational techniques in order to maximise everybody's strengths."

Director, French luxury brand

The most effective way to find what aspects of the business most interest employees is to just ask them. You can make relevant discussions part of regular performance reviews or simply incorporate them in ongoing informal contact.

People who aspire to management will be motivated by the chance to take on more managerial responsibilities. This may include deputising for you, being accountable for specific projects or leading a shift or team within the store.

Even staff with no management aspirations can be encouraged by opportunities to take on responsibilities in certain areas. For example, someone with an interest in personnel can assist with new staff training; or someone who wants to become a designer can get more involved in the creative side of the business.

"We ask staff: 'Where do you want to be and what do you think you need to do to get there?' It's about asking rather than telling them everything. We want them to take ownership of their own development and progression."

Group training manager, major jewellery chain

If you work in a smaller store where advancement opportunities may be limited somewhat, you'll need to discuss ways in which would-be managers can develop their skills within these parameters.

Be honest about what employees can expect in terms of career progression but don't refuse to assist their development. Ambitious and talented employees, whose progress is stifled, might feel the need to move jobs to get that support and encouragement.

"Everybody needs aspirations. The retail environment is competitive and you have to be a competitive person to want to work in it. That kind of person isn't going to sit on their hands and do nothing for three or four years in order to advance themselves."

Store manager, South Korea

Keeping track

Whether structured or informal, it is useful for performance management purposes to maintain a record of individual training and development programmes. This will also allow you to review courses taken when another employee needs training. *(See toolkit 4.b: Employee training and development record)*

Appraisal and development

Apart from a well-structured programme of training and development opportunities, employees also need to be given constructive feedback from the people with whom they work.

A good way to conduct a review is to get feedback from all the people a staff member works with. This is often referred to as a 360-degree review.

Included is a kit to make this easy. The appraisal and development tools comprise a two-stage process. This first is about getting constructive feedback on the appraisal *(See toolkit 4.c: 360-degree feedback form)* and the second is about setting objectives for the employee to strive for. *(See toolkit 4.d: Employee development plan)*

4a

Toolkit 4.a

New staff induction checklist

This induction checklist is for use by managers or supervisors who are responsible for introducing new staff members to the business. It should be used when a new employee arrives at the company.

This checklist is prepared in an editable format so you can simply delete suggested components that are not relevant and add any that need to be included. It is a good idea to circulate it to other members of staff for their input. That way you ensure that you won't miss anything crucial.

This checklist is structured so that it is clear when activities need to take place:

- a) Before the new staff member arrives.
- b) On the new staff member's first day.
- c) During the new staff member's first week of work.

Note that this is only a guide. Please check local legal requirements which will exist in many countries.

Supervisor Details:

Name: _____

Location: _____

Phone: _____

Email: _____

New Recruit:

Name: _____

Location: _____

Phone: _____

Email: _____

Prior to Arrival of New Recruit	
ACTIVITY	COMPLETED
Arrange any equipment required by the new recruit to perform his or her work.	
Prepare stationery, business card (if appropriate) and any other office supplies.	
Inform other staff about the new staff member, his or her role and responsibilities and when he or she will be arriving.	
Make an appointment for the new starter to meet with key personnel, including his or her supervisor and the supervisor's manager.	
Phone the new recruit, introduce yourself and let him or her know what your role is in the induction programme. Let the recruit know when and where to meet you on the first day.	
Determine induction activities that are directly related to the new recruit's duties or workplace.	
Ensure that the new recruit is aware of all the necessary documentation that needs to be brought on day 1. For example, the recruit may need to provide: personal details, bank account details, tax information, original certificates (qualifications, passport or visa if applicable) to complete necessary paperwork.	

First Day at the Company

The new recruit must report to _____ at the start of the first day at work.

ACTIVITY	COMPLETED
Complete the necessary paperwork.	
Explain and demonstrate how to use any equipment or organise support staff to assist the recruit.	
Introduce new recruit to colleagues and explain their roles.	
Explain the structure of the company.	
Ensure new recruit meets with supervisor and supervisor's manager to discuss key work responsibilities and expected outcomes.	
Clarify work hours and expected attendance.	
Provide tour of amenities (toilets, stationary storage area, coffee or tea arrangements, etcetera). Explain all the safety procedures.	
Explain building access /parking /security.	
Issue keys and any other personal equipment.	

First Week at the Company	
ACTIVITY	COMPLETED
Ensure supervisor discusses probation requirements and agrees probation review dates with new recruit.	
Ensure supervisor discusses job requirements, short-term goals and short-term training with new recruit.	
Train in use of equipment.	
Discuss any issues pertaining to specific duties or the workplace in general. Demonstrate safety procedures where required.	
Explain leave or vacation procedures.	
Advise new recruit about emergency exits and procedures.	
Issue safety equipment or clothing (where applicable) and ensure that the new recruit is knowledgeable and competent in their use.	
The induction checklist is discussed and workplace activities are included and explained.	

4b**Toolkit 4.b****Employment training and development record**

This form will help you to keep a record of training and development undertaken by your employees. It will also allow you to keep a record of the value of the training course for future reference.

- Step 1:** Copy and print out this form, or download and keep on your computer.
Step 2: Ask your employee to complete the form whenever they undertake a training course.
Step 3: Request feedback from the employees and keep the completed forms.

Employee Name:			
Training/development courses	NAME OF COURSE	DATE OF COURSE	COST
Feedback from employees			
Feedback from line manager (Has there been an improvement from the employee?)			

4c

Toolkit 4.c

360-degree feedback form

When you evaluate your employees, you should always make sure that you get feedback from all the people who work with that person. This will assist you in getting a well-rounded and comprehensive view of the employee's development.

Copy or print this form and distribute to the people who work with the staff member being appraised, and ask them to fill it in. The responses will be useful in the appraisal and review process.

Name of employee being appraised:

Date:

Completed by:

1. Problem Solving

Able to work through complex problems and reach rational, logical conclusions, quickly and efficiently.

Poor	Below Average	Average	Above Average	Outstanding	N/A
1	2	3	4	5	N/A

Please provide any additional comments that may be helpful.

2. Interpersonal

Shows consideration and understanding to the needs and concerns of others. Responds appropriately to social situations.

Poor	Below Average	Average	Above Average	Outstanding	N/A
1	2	3	4	5	N/A

Please provide any additional comments that may be helpful.

3. Teamwork & leadership

Supports other team members. Serves as a mentor to junior employees.

Poor	Below Average	Average	Above Average	Outstanding	N/A
1	2	3	4	5	N/A

Please provide any additional comments that may be helpful.

4. Communication Skills

Knows how to listen. Communicates effectively with co-workers about important issues.

Poor	Below Average	Average	Above Average	Outstanding	N/A
1	2	3	4	5	N/A

Please provide any additional comments that may be helpful.

5. Sales Skills

Quickly identifies customers' needs and accurately responds to their enquires.

Poor	Below Average	Average	Above Average	Outstanding	N/A
1	2	3	4	5	N/A

Please provide any additional comments that may be helpful.

6.

Please provide any additional comments that may be helpful.

7.

What actions or behaviours should the employee start doing?

8.

What actions or behaviours should the employee continue doing?

9.

General comments. Please provide any additional information that may be helpful. For example, specify whether the employee would benefit from additional training or coaching.

Employee development plan

Having conducted the 360-performance review, you are now in a position to establish how the employee can work towards development objectives. In the 360-performance review document, co-workers were asked to rank the employees from poor to outstanding in each of the competency areas, including problem solving, interpersonal, developing other staff, communication skills and sales skills.

The following steps should now be taken, using the following form:

- Step 1:** *Collate these responses from 1-5 and get an average figure for the employee in each area. To obtain the average simply add all the scores in each category and then divide this by the number of responses.*
- Step 2:** *Fill in the average score that the employee received against each of the competency areas in the left-hand column.*
- Step 3:** *Work with the employee to review their responses*
- Step 4:** *Agree on the development targets and objectives.*

Both the employee and the owner or manager should use the following SMART objective setting checklist as a guide.

- Specific:** *Avoid vague goals such as "improve product knowledge." A more specific goal would be "Attend three external product lectures and present the key facts from these lectures at a team meeting."*
- Measurable:** *For example "increase sales of men's watches by 10 percent on last year's figures."*
- Agreed:** *Goal should be mutually agreed to between manager and employee rather than imposed upon the employee. This helps to create ownership of the goal and thus increases the employee's motivation to achieve it.*
- Realistic:** *Targets should stretch employees but should not be unrealistic. When goals are clearly unachievable, many people will simply not bother to try.*
- Time:** *While many organisations run their performance management scheme on an annual basis, it is useful to incorporate regular updates to ensure that employees stay on track.*

Name of employee:			
COMPETENCY AREAS AND AVERAGE SCORES	Development Objectives (SMART)	Desired score for next review From 1 (poor) to 5 (outstanding)	Target date to achieve objective
PROBLEM SOLVING Current average score:			
PROBLEM SOLVING Current average score:			
PROBLEM SOLVING Current average score:			
PROBLEM SOLVING Current average score:			
PROBLEM SOLVING Current average score:			
Agreed by (appraiser's name):		Date of next appraisal:	

Once this process has been completed for the first time, subsequent evaluations should also incorporate analysis of the employee's performance against the goals agreed at the previous appraisal.



REWARD AND RECOGNITION



CHAPTER 5

REWARD AND RECOGNITION

To some extent, everyone who works is motivated by money. If you're reading this, chances are it's because you want to improve the financial performance of your business, or your own opportunity for a big bonus or promotion to a higher pay grade.

This is especially the case for salespeople who work on a commission basis. While it's important to remember that financial reward is not the only factor motivating employees, well managed target and incentive schemes can be very effective in encouraging salespeople to go that extra mile.

Fair play

When it comes to salaries, pay the going rate or a little bit more. If your employees know that they can get more money elsewhere for doing the same job, they are likely to leave. Equally, if they believe that you're taking advantage of them by not paying a fair wage, they may well decide to even things out by doing less work or not doing it as well. In this sense, money is what's known as a "hygiene factor" – paying the right amount won't in itself motivate people to perform, but paying too little will act as a significant demotivation.

Added incentive

Successful jewellers across the world may have their own incentive schemes that work well. The information provided here is a suggested guide, and based on generally accepted practice in the jewellery industry.

Many jewellery stores use commission or sales-based bonus schemes that make a direct link between sales and salary. They should always be managed with clear, transparent and fair rules.

These principles should always be applied but target and reward schemes can be arranged on an individual, team or combined individual/team basis.

Individual programmes: *Employees are rewarded according to their personal performance, creating a strong link between their achievements and their rewards.*

The downside of the individual programme approach is the potential for competition between salespersons in-store, which is not always in the best interests of customers. Additionally, schemes that reward, say only the top 10 percent of performance, are likely to demotivate the remaining 90 percent.

Schemes based on individual targets can also be unfair. For example, one salesperson might put in a significant amount of time assisting a customer who is choosing an engagement ring, only for him to return the next day and purchase the item from a different salesperson. This can be a particular issue in stores selling a limited number of very high-value items.

Team programmes: *All team members contribute to a shared goal and benefit when it is achieved.*

With the team programme approach, individual bonuses can be rewarded at the same level for each team member, or according to seniority. This arrangement is often appropriate at small companies, where all staff can be offered a proportion of monthly profits.

“Our policy is to have a team target and each member of the team at each level gets a set amount of money. We do that because it promotes harmony within the team... We feel that it leads to people helping and supporting each other, but it also flatters our customers to have two staff helping them.”

Group training manager, major jewellery chain

There are some real advantages to a team reward approach including improved customer service and a greater likelihood that team members will support and encourage one another rather than competing. However, one possible downside is that members who do not work hard are still rewarded. This could cause resentment with sales staff who are performing better.

Research into retail incentive schemes suggests that incorporating a team-based element into incentive schemes is one of the keys to success.

Combined team/individual programmes: *Team-based and individual targets and rewards are integrated.*

With the team/individual programme approach, bonuses are distributed according to team performances but each individual is expected to meet his or her own personal targets, as agreed with management. This allows the store manager to monitor individual performances, while still gaining the motivation benefits of a team-based approach.

As a guide, you might want to base 40 percent of reward on individual performance and 60 percent on the team's performance.

Tip: *Employees will concentrate on what they are rewarded for. If you ask people to work together, rewarding individual performance will not encourage cooperation, while relying purely on team rewards might cause staff to be less motivated to sell. The best approach is to create balance.*

Getting the right balance

Staff need to be able to see that incentive schemes are fair and equitable. For example, it's unfair to run a scheme that awards extra commission for selling a particular men's watch brand, unless all staff are given the same opportunity to work on the watch counter during the promotion.

Staff who feel that a scheme is unfair will quickly become demotivated.

You should also make sure that schemes balance the reward available against the extra work being sought. Offer people an extra \$20 for selling an extra three \$45,000 diamond eternity rings per month are unlikely to go out of their way to achieve this.

“As well as monthly targets, we have a mystery shopping programme. Each shop has a mystery shopper once a month and the top three individuals are rewarded. We put a lot of value in this programme because it focuses staff where we want them to be. We found it a very effective way of motivating them to perform.”

Group training manager, major jewellery chain

“We link staff performance to sales in their own division and the particular section that they are handling. We tell them this section is your baby. If you perform well and are able to sell X amount, we will compensate you by a percentage of sales to this amount.”

CEO, Asian high-end jewellery company

Of course, recognition for good work does not have to involve cash rewards. Try saying “thank you” or “well done” when you notice that someone has done a good job. It is very important. They get a warm glow knowing that you’ve noticed their efforts; you get a happy employee.

Other ideas include buying a fancy cake to celebrate a good day; letting someone leave work a little earlier than usual if the store is quiet; and fun competitions – for example, the first person to service a customer who is looking for an anniversary gift wins something. It’s really about creating some excitement and fun to encourage great performance.

“We give staff a monthly draw which is really an advance on their commission. We pay commission depending on the different categories: jewellery, watches, diamonds... We also have promotional lines and, if they sell something for these different lines for the month, they get additional commissions. Beyond that, if their sales reach a certain point they get an additional percentage commission. We also run certain games where most of the prizes are monetary.”

Head of personnel, global jewellery business

Superior performance can also usefully be rewarded and recognised with programmes such as employee of the month or year awards.

Non-financial reward programmes must also be scrupulously fair and equitable. For example, buying one employee a bunch of flowers to thank her for working over the weekend at short notice will be nice for her, but risks demotivating other staff who have done the same thing but without receiving any recognition.

Taking a team-based approach to thank your people for hard work can be an effective alternative. Why not take everyone out to lunch or buy them all flowers?

“We have a percentage of profits that people get on tri-monthly basis but we also have impromptu things as well. If someone’s having a really good day, [we] get them a bottle of champagne. It’s on the spot. It’s probably better than doing it on a commission basis. Commission is alright but everybody just expects it at the end of the month, whereas something impromptu is taken as being a bit more heartfelt.”

Store manager, Europe

Some jewellers also find that offering general benefits to all staff can make a workplace more attractive and aid retention. Benefits can range from discounted gym memberships to paid time-off to undertake charity work. You may also find that supporting volunteering and corporate social responsibility work can help to motivate employees by helping them to make contributions to their community, and at the same time enhance your store’s public image. Today we are seeing more staff than ever motivated by “green” initiatives. Making your business carbon neutral is highly motivating to members of staff under the age of 30 years.

Regardless of your approach there are certain principles that you need to apply. The following tool will give some guidance on this. (See toolkit 5.a: A step by step guide to recognition and reward, to be used in conjunction with toolkit 5.b)

5a

Toolkit 5.a

A step by step guide to recognition and reward

This tool will take you through the process of planning and implementing a recognition and reward scheme.

Step 1: Define the purpose

Define goals and objectives that match or contribute to the achievement of the organisation's mission and the well-being of staff. Involve staff in determining the purpose(s) to ensure the right programme is being created.

Programme goals might include:

- Honouring ongoing commitment.
- Rewarding creativity, hard work, or high sales levels.
- Fostering a spirit of team work and collaboration.

Step 2: Develop a budget

It is crucial to budget for recognition programs, but an extensive budget is not the determining factor of success. The financial and material incentives are less important than the fact an incentive exists. People want to know that their efforts are noticed and appreciated.

In quantifying the rewards, take the following factors into consideration:

- The rewards and recognition must be considered significant by the staff.
- There should be a number of reward recipients in a set time frame.
- Does the recognition scheme reward individuals or the whole team's performance?
- What are the types and costs of rewards?
- What are the costs associated with the presentation of rewards?
- What are the costs of involving staff and communicating the programme?

Step 3: Determine the types of recognition and rewards

Rewards should have meaning to staff, so it is important to involve them in formulating the types of recognition and rewards. *(See toolkit 5.b: Identifying the rewards staff want)* Ask people what motivates them or what they would appreciate. Consider giving the employee options as to motivate and inspire staff to achieve goals, attain skills, feel their work is significant or emulate effective attitudes and approaches.

Ensure that any recognition is:

- Sincere: The reward should reflect genuine appreciation.
- Meaningful: The reward should be motivating and reflect the values of the company.
- Timely: Don't let too much time pass or the reward may be devalued.

Step 4: Communicate to staff

Make sure that all staff know about and are involved in the recognition and rewards programme. This is probably best done through an announcement at a team meeting.

Whatever method you use, make sure the information reaches all staff, and that they feel involved and central to shaping the design and implementation of the programme.

Step 5: Recognise staff

Presentations can be formal and or informal. The presentation can be made one-on-one, in front of the team, the entire staff, or the public. The method of recognition should match the significance of achievement and be worthy of management.

Rewards often come from management and upper management. Try having rewards come from people who have witnessed the event or deed being rewarded, as the recognition seems more genuine and meaningful. Depending on the situation, this could mean fellow staff.

Step 6: Evaluate and modify the recognition programme

In order to ensure effectiveness, the recognition programmes need to include a system of evaluation. This is a crucial part of the process, especially given that reward and recognition schemes are intended to encourage good performance.

On a regular basis, verify that the recognition programme is accomplishing its purposes and goals. You can do this quite easily in the team meeting. You simply need to set it on the agenda and ask for feedback. You should seek feedback in the following areas:

- Types of rewards.
- Timing of rewards.
- How they are awarded.
- General feedback on the scheme.

5b Toolkit 5.b: Identifying the rewards staff want

This tool will save you time and unnecessary effort on things that don't motivate your staff. It also promotes good work because employees are aware that there are rewards they will appreciate for good effort, so they are more likely to strive in the workplace.

Step 1: Copy or print out this template and distribute to your staff .

Step 2: Ask them to fill it out and return to you.

Step 3: Review and analyse responses and keep on record the response of each employee.

TYPE OF REWARD Rank the particular reward	RANKING 1-no importance to 5-very important				
More salary	1	2	3	4	5
Annual bonus	1	2	3	4	5
Extra time-off	1	2	3	4	5
Corporate membership (Gym/Health club)	1	2	3	4	5
Healthcare	1	2	3	4	5
Extra training (extra curricular)	1	2	3	4	5
Pension	1	2	3	4	5
Staff discounts	1	2	3	4	5



TROUBLESHOOTING

CHAPTER 6

TROUBLESHOOTING

Motivation is complex, with many interlinking elements. This means that it is difficult to identify one simple cause for demotivation.

You're no doubt well aware of the need to consider a wide range of factors that have an impact over the short, medium and long terms when motivating your staff. However, there may well still be times when you need to deal with a sudden or unexpected downturn in an employee's level of motivation.

Spotting the signs

Losing valuable employees is expensive, so if a member of staff starts to show signs of becoming demotivated, you should try to identify whether there are any specific causes.

If you and the employee have a trusting relationship and good communication, you'll find this process easier. Your employee may be able to identify what has affected his or her attitude and suggest ways to improve the situation.

Common causes of demotivation include workplace change, particularly if it has been poorly managed or communicated, bullying, and personal or family concerns.

Some of the tell-tale signs of demotivation are summarised here.

- A change in approach to time keeping. This may include:
 - Taking a higher-than-usual number of sick days.
 - Consistently arriving late or leaving early.
 - Refusing to undertake any overtime (even to the point insisting on leaving the moment that a shift finishes, regardless of how this affects colleagues or customers).
- A change in attitude. For example:
 - A previously friendly employee may become withdrawn or unwilling to talk to customers.
 - Employees may spend time chatting or falling prey to other distractions, rather than working.
 - A once-positive employee may spread a negative attitude amongst his or her colleagues.
- Withdrawal. This may include:
 - A sudden and unexpected downturn in an employee's participation.
 - References to benefits and conditions at other jewellery stores or companies.
- A decline in general performance

Getting to the bottom of it

It's best to address the problem by discussing it with the affected employee as soon as possible.

You should indicate that you value the employees in question and their contribution, and you want to help them to get back to their best. Ask probing questions that will help you get to understand the real cause behind their behaviour. The idea is to make this a collaborative effort, both to identify the underlying issues and to work together to find solutions.

Find out the actual problem rather than simply the symptoms, and you will be in a better position to work together to resolve the situation.

Let's look at one example.

The symptom: A normally punctual employee has been turning up late to work for the past two weeks.

The problem: Problems in home life related to an ill family member .

The solution: Sympathetic support. For example, you could be flexible about the employee's hours to accommodate hospital visits.

As you can see the change in approach to time keeping was easily resolved by fixing problem rather than the symptom.

"When you have a demotivated employee you really have to get into their head and sit down with them to find out the reason. If they have family problems or someone that they are unable to deal with, then the human factor comes up. I think that every situation can be resolved with that human touch"

CEO, jewellery retailer

"We don't have many problems with demotivation because I am out there constantly working with [staff]. They have my email and my phone number, and I have formed a great relationship with them. Their trust is paramount. They can talk to me about their personal things, which is probably the only time that they are challenged, because our personal lives affect our business lives. I help them to sort that out and then we refocus on the business and on what they have to do to take it to the next level".

Training consultant, jewellery company

If you find that the cause is work-related, you should take prompt action to remedy the situation.

The action you take to remedy the situation will be determined by the problem itself. For example, an employee who feels he or she is going through a sales slump may benefit from intensive coaching, while one who is bored may relish the opportunity to take on additional work.

"We have had a few employees over the years who have been terribly demotivated... Sometimes its just a feeling of being neglected, sometimes a feeling of not being good enough, or not being paid enough. You have to sit down and work it out. There is always a reason and trying to get to the bottom of the issue is vital."

CEO, Asian jewellery store group

Once again, good communication between manager and team member is key to spot, identify and remedy slumps in motivation.

The principle to keep in mind is to fix the problem rather than blame the person.

You may like to spend time with each staff member every few months to identify the challenges they have experienced and coach them to explore the most productive way forward. This regular contact preempts most problems and supports continuous improvement.

Self motivation

What if you're the one struggling to deal with your job or finding your motivation levels waning? The moment you notice this happening, ask for support. If you work for a bigger organisation, this may mean talking to a line manager or someone from the HR department. In smaller stores, you might need to seek outside help, perhaps from a career coach.

Whatever type of store you work at, you may also find it useful to seek a mentor who will be able to provide valuable advice and feedback. This might be a senior person in another part of your organisation, another company or even someone from a different but related industry.

Business people at all levels, from ambitious team leaders to CEOs, find it helpful to use a mentor as a sounding board when developing new plans or considering new approaches.

Tossing in the towel

If at first you don't succeed, try, try again. Then quit. There's no use being a damn fool about it.

W.C. Fields

Finally, you need to allow for the fact that not all demotivated employees can be won back. Some employees simply aren't suited to the job, no matter how hard you work to shape their tasks to their interests.

If you've created a good working environment and have genuinely made every effort to help troubled employees, but without success, it may be time to consider letting them go.

If you're in any doubt about the correct legal dismissal processes to follow here, it's worth consulting a human resources expert to avoid creating further challenges. The good side of this is that dismissing a demotivated employee, who can't be recovered, can help to motivate other staff, not because they fear that they may be next, but because they realise that you know who is working and who is letting the team down.

This guide should help you to avoid such a situation!

You have the opportunity to build your most important resource – motivated and committed employees who want to help grow the business.

My aim has been to provide in this guide a tool that will both inspire you and provide you with the practical means to attract great staff, motivate them to perform at their best, and ensure that they stay with you, securing the future of your business.



CIBJO, the World Jewellery Confederation

Viale Berengario, 19

20149 Milano

Italy

© Jonathan Kendall (2017)