Q. 2XU VXSHUYLVRUV UHFHQWO\ VWUXJJOHG ZLWK KRZ WR QRWLI\
HPSOR\HHV DERXW D ZRUNHU¶V VXLFLGH DQG LQ RQH FDVH D
PXUGHU DW D UHPRWH ORFDWLRQ 7KLV GHOD\HG PDQDJLQJ WKH
LQFLGHQWV DQG UHFRJQL]LQJ WKHVH HPSOR\HHV¶ OLYHV 7KLV
FDXVHG XSVHW DPRQJ FRZRUNHUV +RZ VKRXOG PDQDJHUV
UHVSRQG WR VXFK LQFLGHQWV"

A. 7KH GHDWK RI DQ HPSOR\HH HVSHFLDOO\ E\ DF
KRPLFLGH ZLOO WKUXVW WKH PDQDJHU LQWR D FULVLV UROH WKDW
HPSOR\HH LQWR XSRQ RU GLUHFWLRQ VXSSRUW DQG
HPSDWK\ )RUWXQDWHO\ IURP WKH VWDQGSRLQW RI KRZ WR PDQDJH
LW GHDWK LQ WKH ZRUNSODFH LV QRW QHZ 6WHS E\ VWHS SURWRFROV
DQG FKHFNOLVWV H[LVW IRU PDQDJHUV WR IROORZ DOWKRXJK VPDOOHU
HPSOR\HUV PD\ QRW NHHS VXFK PDWHULDO RQ KDQG ([DPSOHV
FDQ EH IRXQG DW WKH $PHURFDDWLRQ KRUHULFDO $VV
6RFLHW\ IRU +XPDQ 5HVRXUFHV DQG QRQSURILWV WKDW IRFXV RQ
KHOSLQJ SHRSOH PDQDJH JULHI 7KH ($3 FDQ DOVR DVVLVW ZLWK
KHOSLQJ PDQDJHUV ILQG VXSSRUW UHVRXUFHV ZKLOH V
HPSOR\HHV DQG ODWHU RIIHULQJ PRUH DZDUHQHVV DQG HGXFDWLRQ
DERXW KHOSLQJ HPSOR\HHV DQG UHERUGLQJ SURWUDF
LWV HIIHFWV RQ SURGXFWLYLW\ 1RWH WKDW WKH WZR PRVW VLJQLILFDQW
PLVWDNHV PDQDJHUV PDNH UHJDUGLQJ GHDWK LQ WKH ZRUNSODFH LV
WUHDWLQJ VXFK LQFLGHQFHV WRR OLJKWO\ RU WXUQLQJ DZD\ IURP WKHP
WRR VRRQ LQ DQ DWWHPSW WR JHW EDFN WR ZRUN

Q. :H KDYH HPSOR\HHV UHWXUQLQJ WR RQ VLWH ZRUN DQG

A. :KHOODVXSHUYLXVRHUWWW(Q/3   ELWDQHKHOSWIRRQH[SLODODRQWKDWKHDLWRU \JHUURPPHQGLWDRVERQ
SHUIRUPPOORQF \ERHXOWKDDSWH\Q/SLOREREH\LPDVDQG KDVW\$3DVORUWKZLVW7KLV L\JHHUVHWLPHDLWMKHUR FRIV DDOWV WMVFRSW
DQRWKLHZKDSWURPGWWMHLQYHV/HO/VGRRQRPHQWWLR7(Q/3 IRWWHHUVWLPHDLWMQKHUR FRIV DDOWV WMVFRSW
FRUUSHHFWURUP,DDOQHFHDVSRQWKGVLOIDDODYJXXROWHQKDRYQ[LVWRRGHUPSOHHRO\PEHOLWMKOIDRXU
PRWLYDWLHRHOQUROULOQWRFRY\IRUXEDVHDWXRXSUHSDIDRWWHUPLQDWWZHROQNHU

4 ,VWUWWRHQRZ PPSOROHLHOVOR, FDQ DVVHVV WKHLU QHWHKGHWLDDOOHGOHQ/DGHYHPSOR\SHERQ,¶W
SHUIRUP ZHOOGRRPPLNWHPHLHOOVRR\PH/ZRUODDVWHHHO WDDGNYHDQQ/R\DDJHGQ\J7\KLFDXVPH/VWUHVV
+RZFDQUHDFWLIHUHQWO\"

$ 6LQFH ³LPPDLWXGLQDLWMUR•PDHLVFXDUHåPLLWVERHHFHRDPHVF@PSFRDUHWRRQWVW€WMRCEMH@GpH¥€%DUJR
SUHVHQWHG LQ D FRUUHFWLYH LWQKDHWU YLGHW WDRSXEREXOFF WWHOO ODGV ODWHU PHDVX
KDSSHQV 7KLV LV QRW DV HDV\ DV LW VRXQG   EXW LW LV FUXFH&OOWRQ3$@