



HR ELEMENTS®



HR & EMPLOYEE BENEFITS NEWSLETTER

Stay HR Savvy with HR Elements®

Welcome to the UBA Partner Firm exclusive monthly newsletter delivering insights about timely human resources and employee benefits topics.

HR Elements | December 2022

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Dear HR Manager,

I am having a difficult time making a hiring decision. One of the top applicants is a “boomerang” candidate who left our company six months ago. They are a strong candidate, know the team, and have the requisite skills for the job. But part of me wonders if they will stay. How do I make this decision?

– Whiplash

Dear Whiplash,

There are pros and cons to rehiring a boomerang candidate. From day one, they understand the culture and company, can be onboarded quickly, and have an internal network. They have felt the grass on the other side and are choosing to return. A boomerang candidate can make a great hire.

On the other hand, I understand this feels like a high-risk hire. They left before (and may decide to leave again). Additionally, the factors that led to their departure may come to the surface, and no one wants to hire an employee who may be unhappy.

The question to focus on is, who has the best experience for the role today? Evaluate the candidate based on their knowledge, skills, and abilities. Take time to reflect on your team and the potential gaps you need to fill. If the boomerang candidate turns out to be your top choice and you still have questions, set up a time to speak

with them directly to further understand why it makes sense for them to return. What did they learn that has shaped their interest in returning?

– *HR Manager*

Workplace Culture | Use Coaching to GROW Your Employees

Coaching is a conversational tool used to motivate and develop employees. And while managers do not need a certification to coach employees, it is helpful to use a model to structure coaching conversations.

One of the most popular frameworks today is called the [GROW model](#), which was developed by Sir John Whitmore and his team in the 1980s.

One of many reasons the GROW model withstood the test of time is its simplicity. Managers can use questions to move the conversation forward through the steps of this framework.

Goal: the endpoint the employee would like to achieve

- What does success look like in this situation?
- In an ideal world, what would be your goal?
- How will you know when you have met your goal?

Reality: the present situation

- What does the situation look like today?
- What are you doing that is getting in the way of your goal?
- What have you done thus far?

Options: ideas on next steps to achieve this goal or solve the problem

- What is one thing you could do to solve this problem?
- What steps could you take?
- Who could help you with this?

Will: commitment to action

- With which option would you like to move forward?
- What will you do to take action?
- When would you like me to follow up on this commitment?

Coaching is based on the principle that the “coachee” innately has the knowledge and resources needed to make good decisions. Using a [coaching mindset](#) empowers employees to engage in finding their own solutions. HR professionals and managers can use the GROW framework to coach employees through their challenges.

Workplace Culture | How to Laugh More at Work

While there is no rule book for building an employee-centric culture, there is proof to show that [sharing a laugh at work](#) can help your team feel that they are included and belong.

Research shows that humor lightens the mood in stressful situations, makes people want to be around you, and brings colleagues closer through shared emotions.

Humor connects employees from all experience levels, ethnicities, and backgrounds.

Here are a few recommendations to unite your team by [bringing humor into the workplace](#).

Be authentic.

Everyone is funny in their own unique way. Your humor may be different from those around you. Some individuals embrace the art of puns or bad “dad jokes,” while others look for a giggle in everyday happenings. There is no one size fits all. Embrace your kind of funny.

Are you curious about what type of humor comes naturally to you? [Take this humor quiz](#).

Be collaborative.

Good humor is often a result of playing off other people in the room. A good technique to do this is to use the “yes, and” framework from improv to build on what was previously said. Look for opportunities to take a funny moment one step further or refer to an earlier laugh. As an added benefit, teams that laugh together are more engaged and produce more creative work. And that makes everyone smile.

Be aware.

Research shows that people appreciate a light-hearted moment if it is not hurtful to those around them. Teasing or jokes at others’ expense do not go well in a corporate environment. While self-deprecating humor can produce a chuckle, avoid overusing this technique.

Work is a prime environment to bring on the laughs. So, tell that joke or share that funny story. Your relationships will prosper, and your colleagues will enjoy being around you.

Leadership Tip: Clarity

Clarity is the goal of both written and verbal communication. Try choosing short, simple words and keeping your message succinct to ensure that your message will be understood.