

Varnex Spring 2018

Finding, Recruiting, and Developing Good People

As unemployment numbers plummet, finding good people is a challenge. Here's how to stay ahead of the game.

Presented by: Mark S A Smith

Why is it So Hard to Find Good People?

The Starting Point:

Define or Document Your Culture

Know what you stand for and what you won't stand for

If your team doesn't know the company's purpose, how they fit into the grand scheme, and why they are important to that purpose, then anybody and any behavior will do

Do you want to manage that mess?

Why a Defined Culture?

"Culture eats strategy for breakfast."

– Peter Drucker

Creates consistent customer experience

Creates real branding

Your team knows how to correctly approach tough situations

Helps you know who to hire & fire

Defines how to train and manage.

How to Define Your Culture

Create a company manifesto

One page

Easy to understand

Galvanizes your whole team

Creates predictable behaviors.

Ways to Define Your Culture...

Convert your mission and vision into a customer-centric action statement

From:

"To bring leading-edge technology to market, empowering our customers to be more productive and competitive."

To:

"We're the team that teaches our customers how to better run their company, helping them see a new and better way of doing business with relevant technology."

Describe the desired attitudes, behaviors, and goals for your team

"We believe that learning and the quest to understand our customer never ends because we know more about our products, and our customers, and our competitors than anyone else."

Describe what happens when things go wrong

"We hate telling our customers 'no' to a reasonable request. We'll find the answer, make it right, or find someone else who can do it. No excuses."

"We say, 'I know who knows that. I'll arrange for you to connect.'"

Generational Challenges to Leadership

You now work with multiple generations

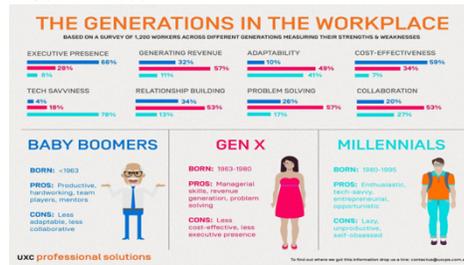
Silent – 1928-1945

Boomer – 1945-1964

Gen X – 1965-1980

Millennial – 1981-2000

Gen Z – 2000+.



Generational Challenges to Leadership

What works with all generations:

- Consistency
- Respect
- Integrity
- Liking
- Reciprocity
- Genuine authority

What changes:

- What's most important
- What's meaningful.

What's Changed?

What's important has changed

- How we feel connected
- Fear of missing out (FOMO)

What indicates success has changed

- Free time versus possessions
- Participation awards

Many expectations have changed

- Instant gratification
- 24/7 smart phone access to anything and everything.

What's Not Changed?

Maslow's Hierarchy of Needs still applies

Free expression of our core values

We respect skills and relevant expertise

Respect is still earned and re-earned

People crave inspiration.

Generational Challenges to Leadership

What are your challenges with younger staff?

- Feel entitled
- Want the pay but not the accountability
- Work ethic issues
- Easily bored
- Want to personalize
- Technology gives them a big voice.

Millennials Begin to Take Power

- Choose lifestyle and culture over all else
- Fiercely loyal to people not brands
- Consume information completely differently
- Pay for access versus pay for ownership
- Disassociated from traditional institutions
- Rapid judgment & burn bridges
- Impatient
- Insist on transparency
- Privacy is currency.

Millennials Begin to Take Power:

How to Profit

Build a relationship their way

Ask permission to coach

Communicate their way: text

Don't stretch the truth, ever

Don't judge, ever

"I've got your back."

Millennials Begin to Take Power:

Take Action

Take Millennials seriously

"What's most important to you in a business relationship?"

"What do you value in a business partner?"

"How will you decide who to choose?"

"What's the best way to communicate?"

Why Leadership Works with Younger Staff

You have to earn their respect

They need role models, but won't admit it

They are innovative, quick minded, grasp things differently

They can be coached

Help them find the solution

Consistency rules.

Strategies for Younger Staff

It's all about them... to start

Discover if they can support your culture

Clear roles, responsibilities, measurements, and rewards

Gamify

Challenges

Room to do it their way

Clear boundaries

Clear goals, consequences, and rewards.

Define the Job

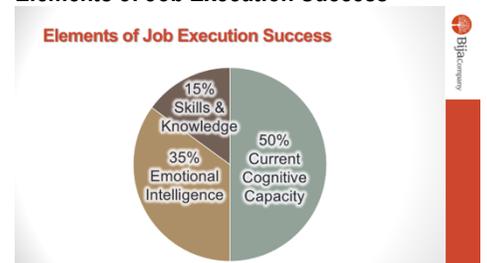
A well-written job description becomes your roadmap to team success

Don't skip this step!

Identifies the right talent

Role, Responsibility, Inputs and outputs, What constitutes success, Skills, Attitudes, Development required, Career path.

Elements of Job Execution Success



Balancing the Required Aspects

"Companies who lead the field usually have a team that is one cognitive level higher than their competition."

– Elliot Jaques

Don't put up with smart jerks

Hire for two or three levels of growth potential

Don't tell them, let them earn it.

Define Smart Goals

S Specific and well-defined objectives

M Measurable outputs and inputs

A Achievable with resources available

R Relevant to your business strategy

T Time bound with an operational schedule.

Use a Blend of Goals

Behavioral

Achievement

Knowledge

Skills

Stretch goals.

Where Do You Find Them...

Everywhere

Ask your team

"Who can you think of that would be a great addition to our team?"

Recruiting bonus + retention bonus

Ask your customers

"We are growing! Who can you think of that you'd like to see join our team?"

Thank you gift.

Temporary agencies

Try before you hire

Craigslist.com

eLance.com

Fiverr.com.

How to Pick Them

What matches your culture?

Attitude

Integrity

Ability

Articulate

Willingness to learn and relearn

Manageability

Level of frustration or patience

Team attitude

Willingness to develop new skills.

How to Decide if You'll Interview Them

Seek to disqualify

Check Facebook, LinkedIn, Twitter

Google them

Look at 10+ pages

Blog

Pinterest

Instagram.

The Problem with Interviews

Good candidates can interview poorly

Bad candidates can interview well

Most interview questions don't deliver what you need to know to choose a winning team member

A bad hire typically costs 10 weeks of their pay in lost productivity

\$hourly * 400 (\$10/hr = \$4,000 loss).

Pre-employment Assessments

Does the heavy lifting in the interview and can't be fooled

Job and role specific assessments

Measures key dimensions of the job, personality and job abilities, competencies

Energy, frustration tolerance, accommodating to others, positive service attitude, socially outgoing, multi-tasking, initiative

Makes suggestions for improving marginal performers

Takes 15 - 20 minutes with instant results

Budget \$50 - \$75

I like AssessMax.com

(SellingDisruptionShow.com/show059

The Interview Process...

Ask them to do relevant homework

Situational interviews: Observe them in the job environment

How do they work under stress?

Pay them for their work.

Mackay 33 for Managers

Are they coachable?

How do they handle debate?

Watch them in social situations

"Here's \$50, take me to lunch. You're driving and buying."

Sales

Bring me a proposal

Leave me a voice mail message that makes me want to call you back

Customer Service

What are the top three customer issues in this industry

Call them with a complaint.

Architect

Bring me your vision of the ideal deployment

Assess our I.T. systems and make a recommendation

Telesales

Write a call script for our company

Interview by phone

Accounting

Bring me the industry averages for our company

Audit this report

Admin

Bring me a customer event plan

Answer the phones

Tech

Bring me your recommendations for upgrading this server

Fix this server

Marketing

Generate a one-page marketing plan and budget

Give us a presentation of your plan

How to Evaluate Them

Strengths

Match to job description

Contributes to the goals

Weaknesses

Mismatch to job description

Can it be fixed by training?

Attitudes

Fits your culture or not

Possibilities

Don't fall in love with these but they can increase their value.

How to Vet Them

Check out their car

Background check

Reference check

Technical

Call their former employers.

Compensation Strategies

Outcome versus Hours

Performance

Output

Employee versus Owner

Efficiency improvement pool

Profit sharing

Avoid stock.

Managing Expectations

You cannot manage the expectations unless you actually know what they are

Never assume about an expectation

Monitor expectations constantly because they

change and evolve

"What are your expectations?"

Development Plan

Mentoring

Formal

Informal

Education

Formal

Self directed

Career path

Job rotation.

Take Action

Text to 797979

msas blockchain your.email

msas summit your.email

msas freebook your.email

LinkedIn: MarksOnLinkedIn.com

Facebook: MarksOnFB.com

Twitter: MarksOnTwitter.com

Podcast: SellingDisruptionShow.com

Email: Mark.Smith@BijaCo.com

What's Next

What are the three best ideas from today's event?

What are you going to do first?

Let me know how it works and I'll invest 20 minutes with you to tune it up –

MarksSchedule.com

If you liked today's program tell others and send me your comments.