

Leadership and Engagement In the New World of Work



Contented
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CLUB
MANAGERS
ASSOCIATION
OF AMERICA

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Resource Page

Additional resources for this program can be downloaded from <https://contentedcows.com/cmaa-mo>

PREMISE

Creating a focused, engaged, and capably led workforce is one of the best things you can do for your bottom line.

Starting with the basics

- Compensation can be an OK recruiter. Rarely a great retainer.
- The more attention you pay to the *intangibles* of the job, the less pressure there will be on the *tangibles*.

Four Workplace Trends in Workplace Next

1. Workers are in the driver's seat.
2. Flexibility is here to stay.
3. Development is the new pay raise.
4. You will have to hire from a generation that totally perplexes you.

Workplace Next does NOT mean

- Lowering standards
- Anything goes
- **Assignment** – Get your culture right, or nothing else will do any good.

Leadership – the earned consent of followers.

Assignment – Make leadership a primary qualification for every person in a management role.

Personal Capability

Minimum Requirements

DISCRETIONARY EFFORT

Engagement is a conscious decision.

Work is contractual; engagement is personal.

“Contented Cow” companies:

- More productive and profitable
- Increased Employee Engagement
- Lower turnover
- Recruit more talented employees
- Create more wealth

People will engage when they have:

- Something to commit to
- An even chance to do their best work
- Caring leadership

RECRUITING

The best recruiting tool is _____

REPUTATION RECRUITS. REALITY RETAINS.

Question: What’s so great about working at your club?

Think about your 2 most valuable employees: Why does each stay with you?

Assignment – survey your workforce. Correctly.

See article downloadable from contentedcows.com/cmaa-mo

RECRUITING = MARKETING

SOURCING

- The stuff everybody already knows... online recruiting sites, advertising, word of mouth, your customers, your friends, your friends' kids, your kids' friends, etc.
- Boomerang hires – people who used to work for you, and may be interested in returning if what you offer is better than where they went.
- Runners up – they were good candidates for an earlier position, but didn't make the cut. Maybe they would now.
- Those who turned you down for an earlier position. Give them another try. Things are different now. If they still say no thank you, ask them for a referral to someone they know.
- Recent retirees.
- Members of the autism community, including those with Asperger's.
- Members of other groups you might not have considered – veterans, disabled workers, workers with a criminal record.
- Simplify your application process. People drop off after about 15 minutes of completing an online application.
- Know the difference between requirements and preferences. You may be looking for a candidate who doesn't exist. Make your requirements more realistic, and be willing to invest in training and development to create that candidate. You may not have the luxury of insisting on a ready-made candidate.
- Stop obsessing over skills and experience. HIRE FOR FIT.
- Identify the non-technical fit requirements at your company. See "Finding Great People" interview guide downloadable from contentedcows.com/cmaa-mo.

ATTRACTING

- You must have an employer brand. Something you're known for.
- You want to be a destination employer – a place where people have set their sights.
- Even though most club jobs can't be done remotely, remember that you're competing in a world where that is now a mainstream option. The abiding principle is FLEXIBILITY.
- Provide flexibility through:
 - More autonomy over scheduling
 - Fluid hours (split shifts, nontraditional hours, etc.)
 - More vacation/PTO
- Capture your future stars' hearts and minds before they ever even apply.

- **Use your website to market your organization as a great place to work!** Most clubs' websites are AWFUL at this. Improve yours, and you'll stand out.
- Your website should:
 - Have a prominent CAREERS tab
 - Market your employer brand
 - Sell your culture
 - Give people a look inside
- Make use of videos to showcase what it's like to work there.
- Make your job postings FUN! Nobody's looking for a boring job, but most postings are deadly!
- Make use of Social Media. Have it managed by a pro, on your staff, or outsourced. That's where many of your prospects are hanging out.
- 53% of job applicants complete the entire process on their mobile phone. 72% for white collar workers. 88% for people under 30.
- Put a link to your careers site in your email signature.
- Pay employees for employee referrals. Make it worth it.
- Get referrals from new hires during their first week, when they're really excited!

ONBOARDING

- The Anatomy of Great Onboarding:
 - Welcome them before they start, and on their first day.
 - Get mutually well-acquainted.
 - Educate, educate, educate.
 - Do regular, frequent check-ins.
 - Celebrate!
- Article on "Re-Recruiting" by Richard Hadden and Bill Catlette. See article downloadable from contentedcows.com/cmaa-mo.
- Have the GM send the new hire a personalized letter, before their first day, for every position.
- Have reserved parking spaces for new employees for a week or so.
- Get all the employment paperwork done before they start.
- Create a team of Onboarding Buddies, who will buddy up individually with the new hire, to help them with all "new employee" kinds of things for the first few days or weeks. Have that person meet them on their first day, at the front door, to welcome them and take them to their workplace or manager. Have them take the new employee to lunch or dinner each day for a week. On the club. Have random impromptu checkins. Gamify it!
- Hold a Welcome Celebration, with co-workers, and others from other departments, as appropriate for the position.
- Check in with the new employee, asking specific questions, at the end of:
 - Day One – ask these questions:
 - Was today, or the job, what you expected?
 - Did anything surprise you?
 - Is there someone who was particularly helpful to you? I'd like to thank them.
 - What questions do you have?
 - What can I do to help you before your second day?

RETENTION

- Make sure everyone understands – truly understands – how their work impacts others – coworkers, members, guests, the community.
- Define your mission in clear and compelling terms. NOT just with a mission statement.
- Ask 5-6 employees, “What are our top 3 business priorities?” Check for consistency. And are they the same priorities as YOU have for your club?
- Invest more in employees’ development – as a group, and individually.
- Hint: For Recruiting – optimize compensation; for Retention, optimize flexibility and development.
- Spotlight employees in your member newsletter.
- Share member feedback with employees.
- Keep employees informed about club happenings.
- Let employees eat what members eat.
- GM – have lunch or dinner with every employee, individually, once a year, at the club.
- Provide laundry service, or let them use your facilities.
- Consider paying weekly (not weakly), if you’re not already doing it.
- You’ve got to do something about child care. Help with the cost, and finding providers. This is one of the biggest barriers some parents (mainly mothers) face in maintaining stable, full time employment.
- Conduct “Stay Interviews”, to find out why people stay with your organization. It will also give you clues as to why they might leave.
- Review your vacation and parental leave benefits. Are they keeping up with your competitors for talent?
- Say thank you a lot!

How do you say thanks?

- My unscientific poll of employees in recent presentations shows that people value a verbal thank you from their co-workers and manager over time off with pay, and a handwritten thank you over monetary awards or gift cards.
- Send handwritten thank you notes. Deliver in person, or by mail to their home.
- Recognize great work during daily lineups or huddles.
- Include families in your expressions of appreciation. Examples:
 - Give a high school graduation gift – employees or their kids.
 - Have a birthday dinner for employees or their kids when they reach age 21.
 - Have dinner delivered to an employee’s home.
- Feed the troops first!

Eleven Questions Every Manager Should Know the Answers to for Everyone on Their Team

- What is your name? (I'm not kidding.)
- What are you really good at, at work? Outside of work?
- What do you do for fun, at work? Outside of work? (Be careful 😊)
- What are you lousy at?
- What would you like to do better at work?
- What are a couple of your strongest passions?
- How do you get to work each day? Do you drive? Alone, or with others? Some other form of transportation? How long does it take?
- Has there been some powerful life experience, good or bad, which impacts your approach to your work? (No need to go into detail, and if there isn't one, that's OK).
- Who and what is most important to you, outside of work? (No need to pry.)
- Is there something in particular about you, or your life experience, that especially suits you to serve some need in your work?
- What are you having trouble with at work, that you could use someone's help with?

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