

# Contented Cows Give Better Milk



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Atlanta

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

This presentation is in cooperation with CAL Entertainment | 877-300-1888 | [info@calentertainment.com](mailto:info@calentertainment.com)

## 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*.

**Leadership** – the earned consent of followers.

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

### Workplace Next – 5 trends:

1. Workers are in the driver's seat for now.
2. You will have to hire from a generation that totally perplexes you.
3. Flexibility is here to stay.
4. Emphasis on integrating work and personal life.
5. Focus on career development.

### People perform when they have:

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

### Leadership: the earned consent of followers

**Assignment** – make LEADERSHIP a primary qualification for everyone in a management/supervisory role.

**Discretionary Effort:** what people do because they WANT to, not because they HAVE to. The difference between what we're capable of achieving and what's required of us to keep our jobs.

# RECRUITING

The best recruiting tool is your **reputation as an employer**.

**REPUTATION RECRUITS. REALITY RETAINS.**

**RECRUITING = MARKETING**

**Be able to answer the question:** What's so great about working for your company?

**Assignment** – survey your workforce. Correctly. See [contentedcows.com/uniforms](http://contentedcows.com/uniforms).

## SOURCING

- The stuff everybody already knows... online recruiting sites, advertising, signs in your window, word of mouth, your customers, your friends, your friends' kids, your kids' friends, etc.
- Hire for FIT. Not just skills and experience.
- 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. And not just the money.
- 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.
- To minimize ghosting (and for other good reasons), offer job trials – bring them in for a day or two, let them try out the job, while you try them out. Everything's understood up front. If either party decides it's not a good fit, wish them well and send them on their way. Or hire them. Pay them as a 1099 contractor.

## ATTRACTING

- Capture your future stars' hearts and minds before they ever even apply.
- Start filling your pipeline by educating kids as young as middle school about your industry.
- Use your website to market your organization as a great place to work! Most companies' websites are AWFUL at this. Improve yours, and you'll stand out.
  - Showcase your culture on your website.
  - Include video testimonials from your best employees.
- Make sure your careers pages and application work well on a mobile phone. 53% of job applicants complete the entire process on their mobile phone. 72% for white collar workers. 88% of those under the age of 30.

# ONBOARDING

The first day, week, and months of a new employee's time with you are the most critical in determining how engaged they'll be and how long they'll be with you. Get them off to the best start possible!

- The Anatomy of Great Onboarding:
  - Welcome them before they start.
  - Welcome them 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. Download at [contentedcows.com/uniforms](http://contentedcows.com/uniforms).
- Have the owner or CEO send the new hire a personalized letter, before their first day, for every position.
- Pair each new employee up with an onboarding buddy to help them adjust, adjust, and figure out all the "new employee" kinds of things that are important to know, but that might not be covered in standard onboarding events.
- Make sure new employees don't eat lunch alone the first few days!
- 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

- Define your organization's mission in clear and compelling terms. And it's not about your mission statement. It's about having a sense of mission.
- Ask 5-6 employees, "What are our top 3 business priorities?" See how their answers match each other's, and yours.
- Work must matter: Make sure every employee understands the impact of their work on your customers, both external and internal.
- Whether you have jobs that can be done from home or not, remember that you're competing in a world where that is now a mainstream option. Offer it for all positions that CAN be done from home. The abiding principle is FLEXIBILITY.
  - Be careful not to create two classes of employees: those who work remotely and those who don't.

- Leading remote or hybrid employees requires different skills from leading those who are always onsite: Communication, performance management, holding people accountable, and the abilities to Engage and Inspire employees need to be especially developed for remote and hybrid environments to work well. It CAN be done.

**If you can get enough committed to your mission under the current rules, GO FOR IT!  
Otherwise... change the rules.**

- Pay more attention to employee and career development. And not only for the purposes of getting a promotion. Today’s employees are attracted to situations where they’re learning and improving their skills and their value to the workplace.
- “Sit on the footlocker” – spend more time in informal conversations with your frontline employees.
- Create a community, not just a workplace. People find it easy to leave a job. Not so when they’re considering leaving a community.
- Say thank you a lot!
- 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.
- Include families in your expressions of appreciation.
- Recognize personal events in the lives of your employees:
  - Weddings
  - Births
  - Birthdays
  - Family deaths
  - Child’s graduation
  - Child’s 18<sup>th</sup> birthday
- Have dinner delivered to an employee’s home.
- Managers – have a car wash and wash your employees’ cars!
- Feed the troops first!

### **ELEVEN QUESTIONS EVERY LEADER SHOULD KNOW THE ANSWERS TO FOR EVERYONE THEY LEAD**

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| 1. What is your name? (I’m not kidding.)                               | 8. Has there been some powerful life experience, good or bad, which impacts your approach to your work? (No need for detail, and if not, that’s OK). |
| 2. What are you really good at, at work?<br>Outside of work?           | 9. Who and what is most important to you, outside of work? (No need to pry.)   |
| 3. What do you do for fun, at work?<br>Outside of work? (Be careful 😊) | 10. Is there something in particular about you, or your life experience, that especially suits you to serve some need in your work?                  |
| 4. What are you lousy at?  | 11. What are you having trouble with at work, that you could use someone’s help with?  |
| 5. What would you like to do better at work?                           |  |
| 6. What are a couple of your strongest passions?                       |  |
| 7. How do you get to work each day?<br>How long does it take?          |  |