

Finding, Keeping, and Inspiring the Best

Richard Hadden
SPEAKER, AUTHOR, CONSULTANT



PREMISE

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

More Resources

contentedcows.com/uniforms



ENGAGEMENT

1. What is it?

2. What good is it?

3. How do I get it?

ENGAGEMENT

1. What is it?



CHIEFS

BELLY

KC

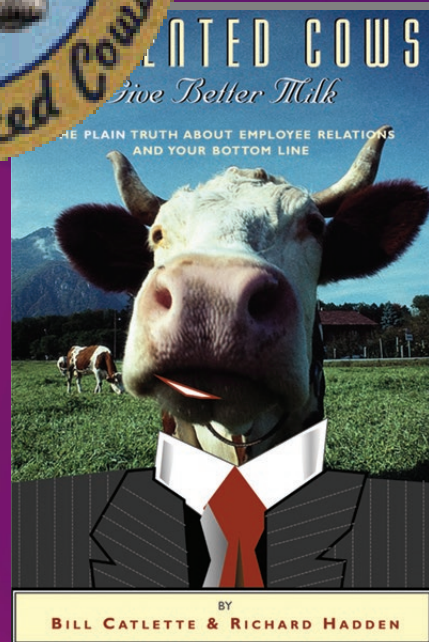


ENGAGEMENT

1. What is it?

2. What good is it?

CONTENTED COWS??

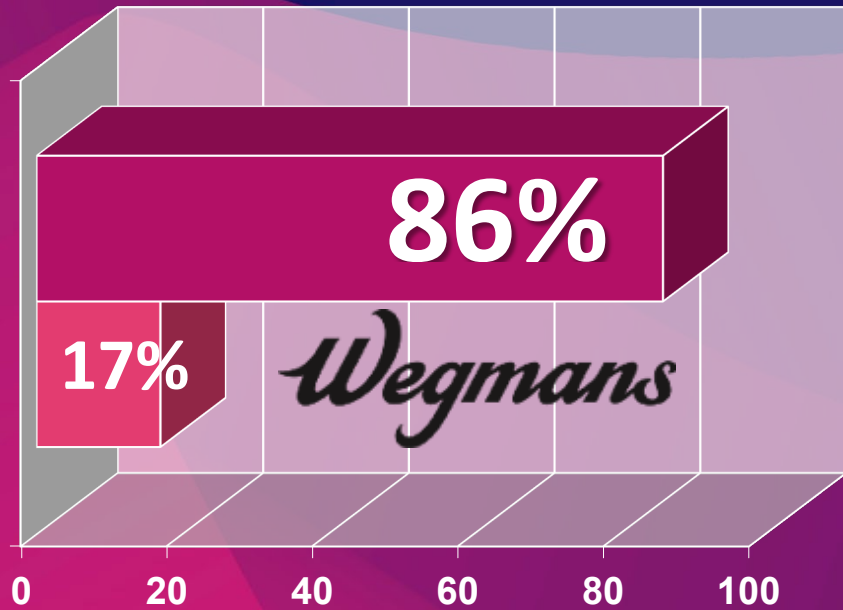


CONTENTED COWS

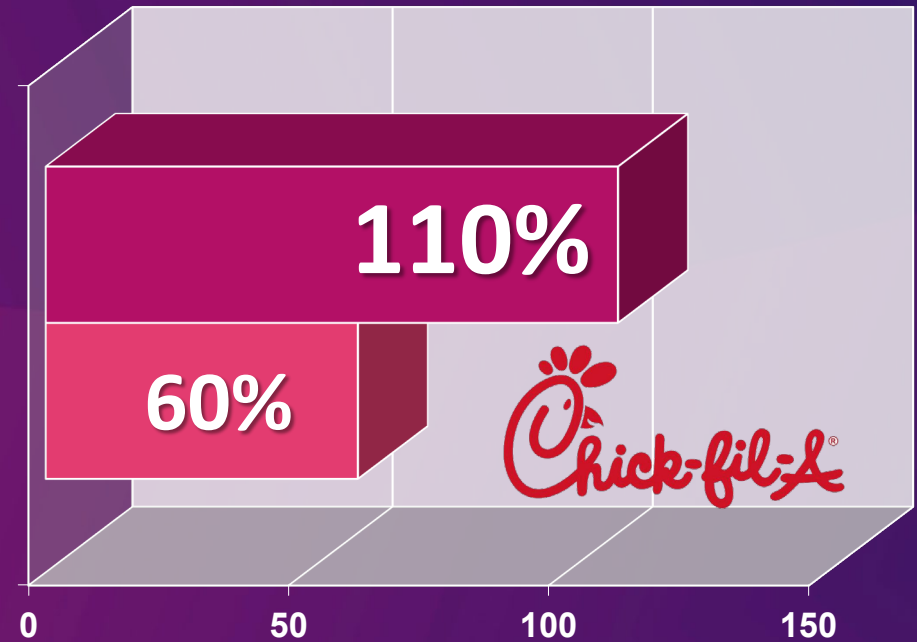
- **More productive and profitable**
- **Increased Employee Engagement**
- **Lower turnover**
- **Recruit more talented employees**
- **Create more wealth**

TURNOVER

Supermarkets



Fast Food



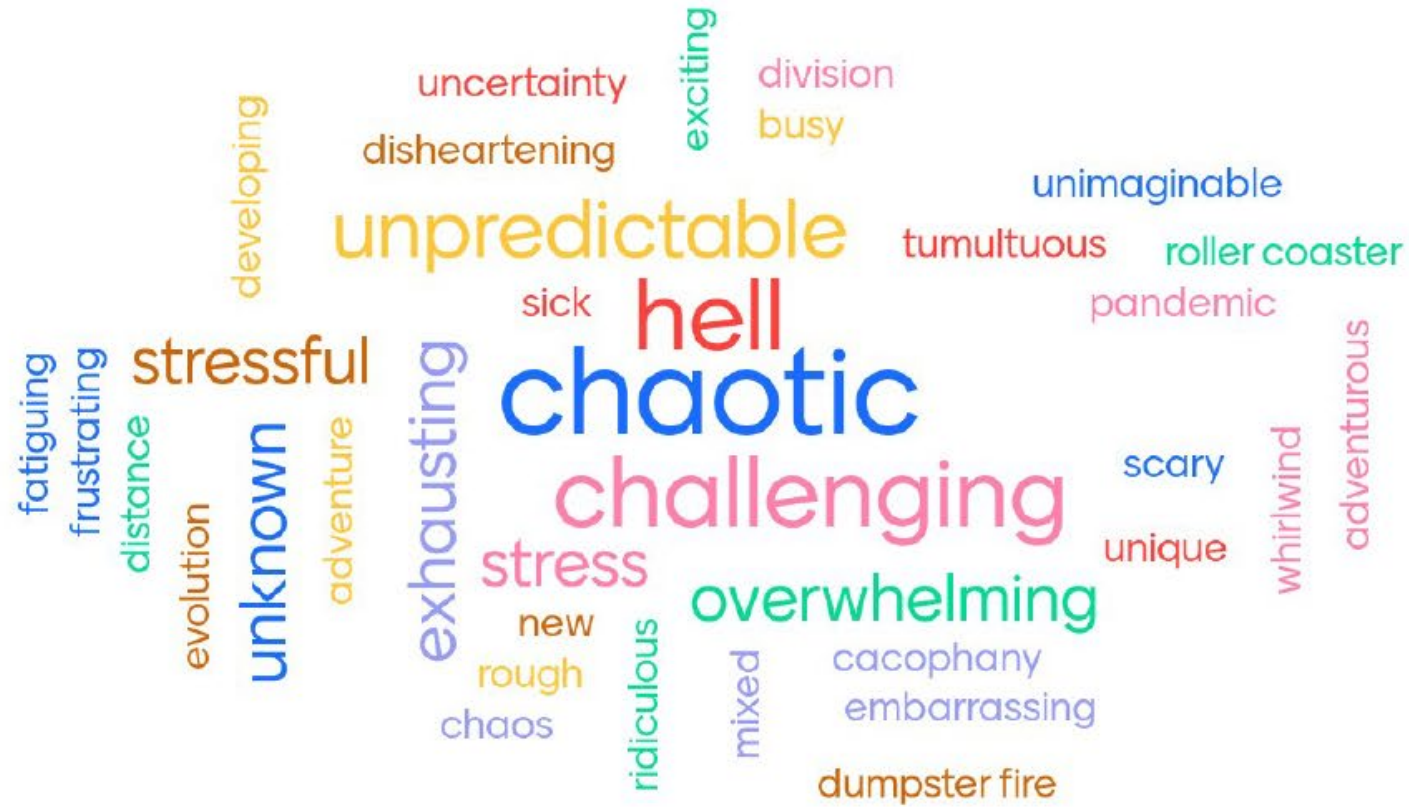
ENGAGEMENT

1. What is it?

2. What good is it?

3. How do I get it?

What ONE word would you use to describe the past 3 years



CAN WE ALL
AGREE THAT IN
2015 NOT A
SINGLE PERSON
GOT THE ANSWER
CORRECT TO 'WHERE
DO YOU SEE YOURSELF
5 YEARS FROM NOW'

Brace Hanger Cleaners

**GONNA ASK MY MOM
IF THAT OFFER TO SLAP
ME INTO NEXT YEAR IS
STILL ON THE TABLE**



POST-PANDEMIC

Workplace

Next

WORKPLACE NEXT

1

Workers are in the
driver's seat...
for now



WORKPLACE NEXT

2

You will have to hire from
a generation that totally

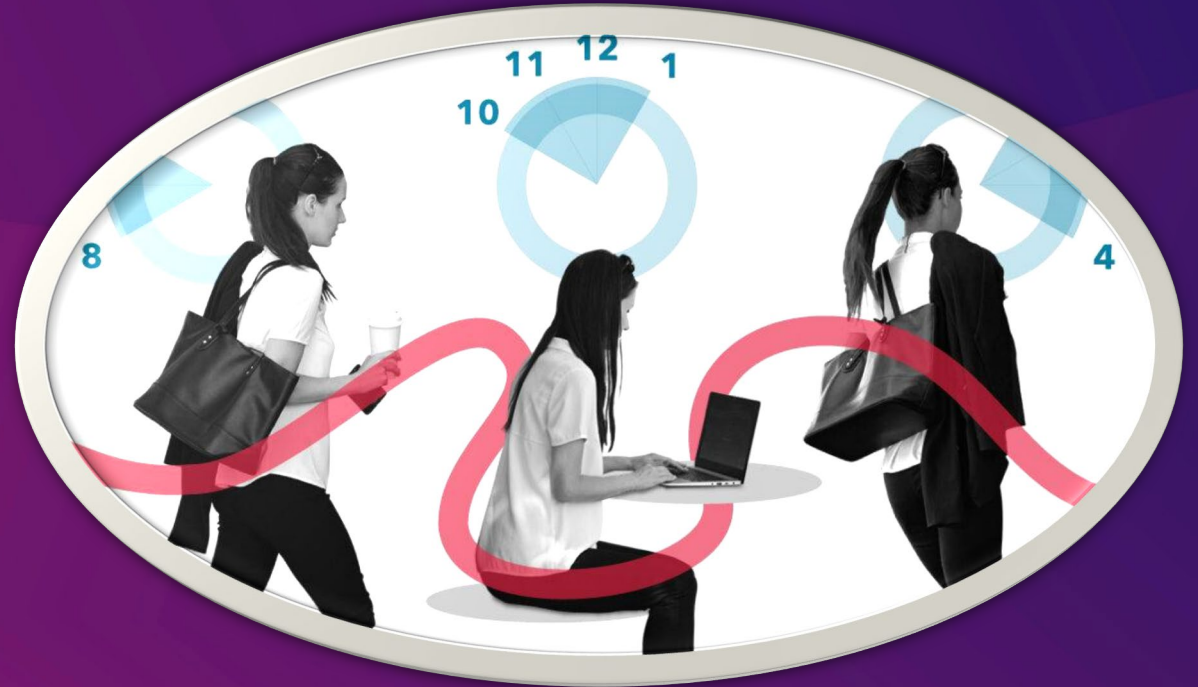
PERPLEXES

you



WORKPLACE NEXT

Flexibility is
here to stay



3

WORKPLACE NEXT

Integration

4

Work
Life



Personal
Life

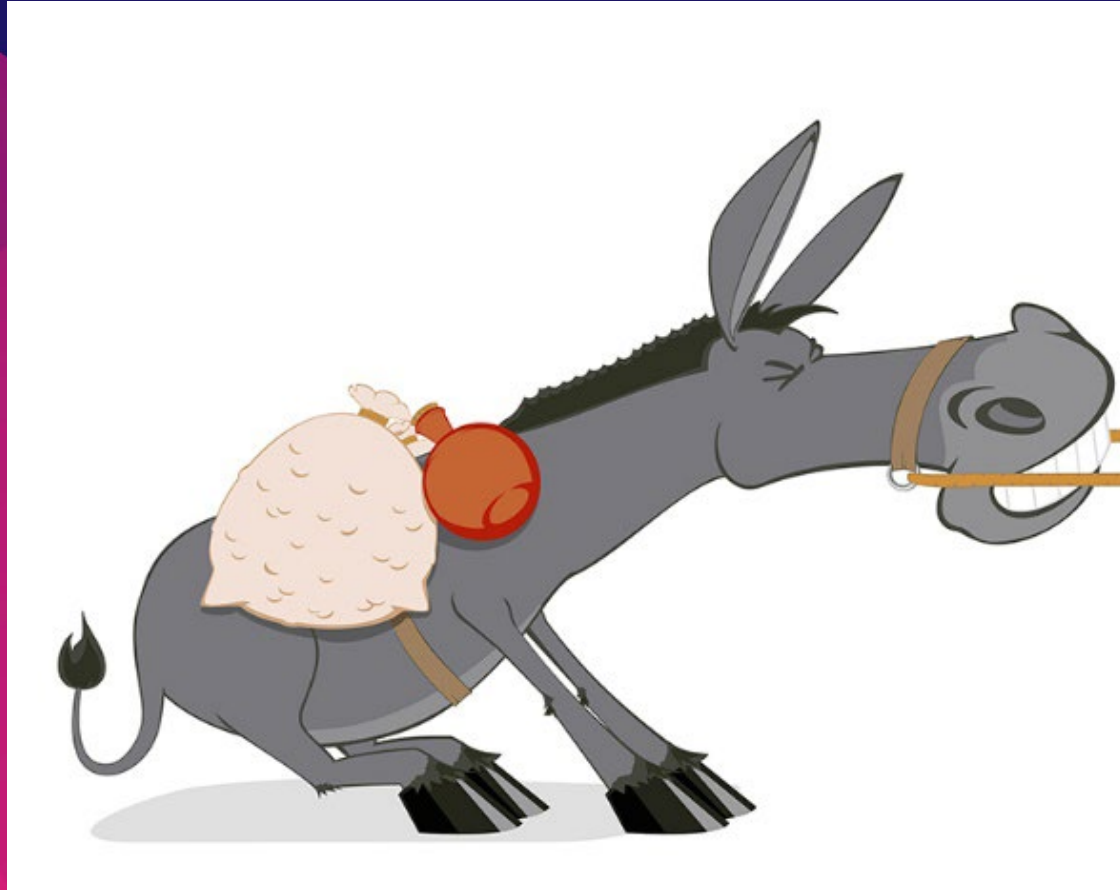
WORKPLACE NEXT



5

Focus on
Career
Development

YOU HAVE TWO OPTIONS



Complain and Resist

**Adapt and
Succeed**



ADAPT AND SUCCEED



WORKPLACE NEXT

**Does
NOT
Mean**



**LOWERING
STANDARDS**



**ANYTHING
GOES**



**GIVING UP
CONTROL
OF YOUR
BUSINESS**

Does Mean Letting Your Culture EVOLVE



**People
perform
when
they
have**

- ▶ **Something to
commit to**
- ▶ **An even chance
to do their best work**
- ▶ **Caring Leadership**

WORKFORCE PARTICIPATION IS DOWN

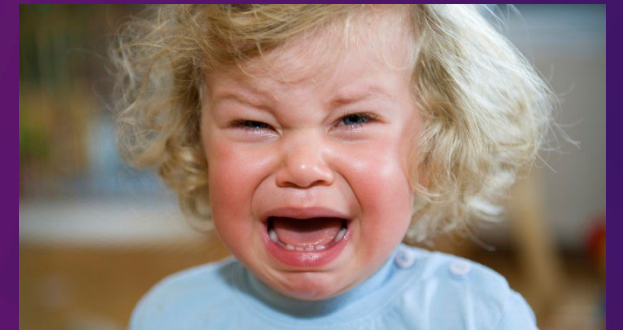
Retirement tripled



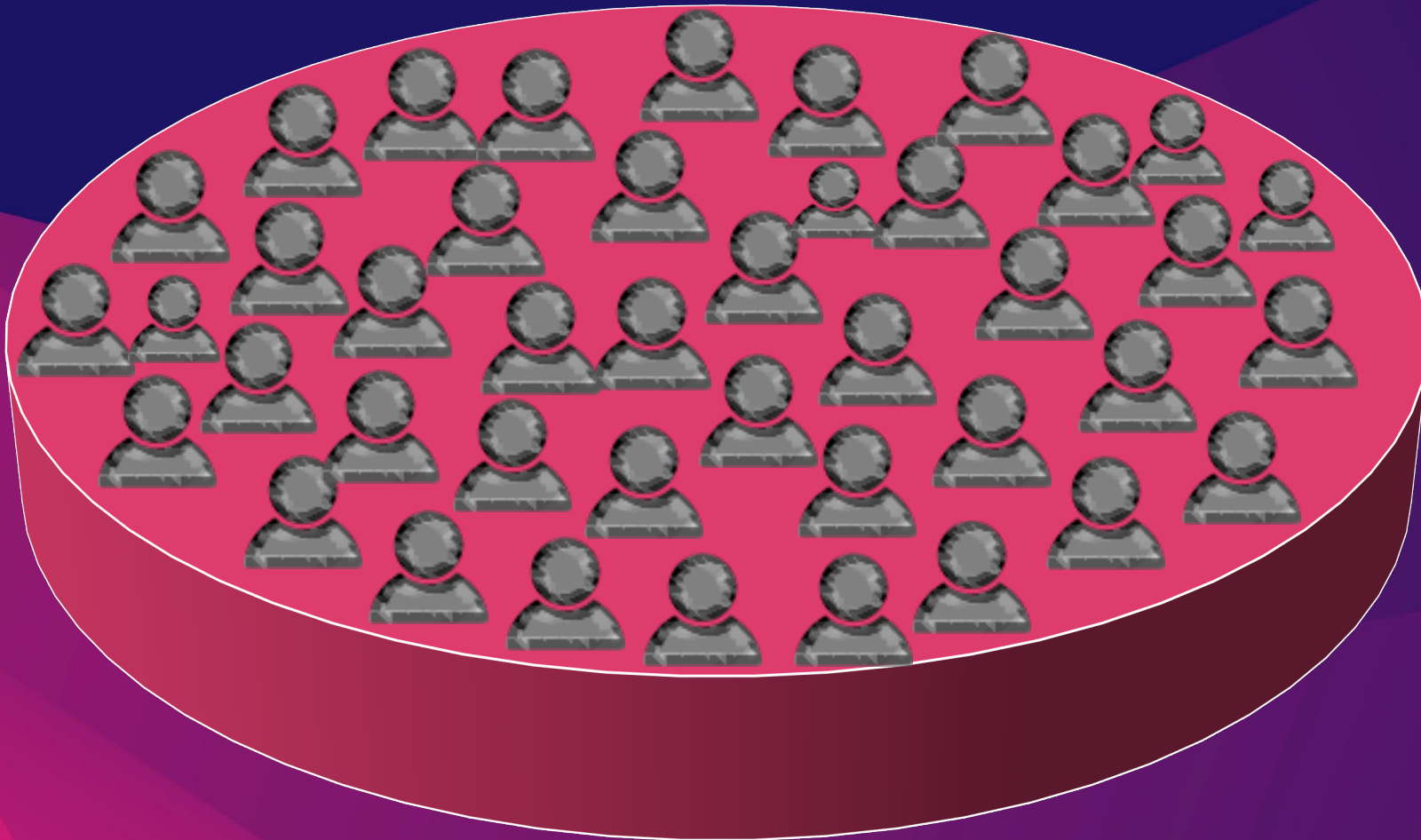
Doing their own thing



Can't find child care

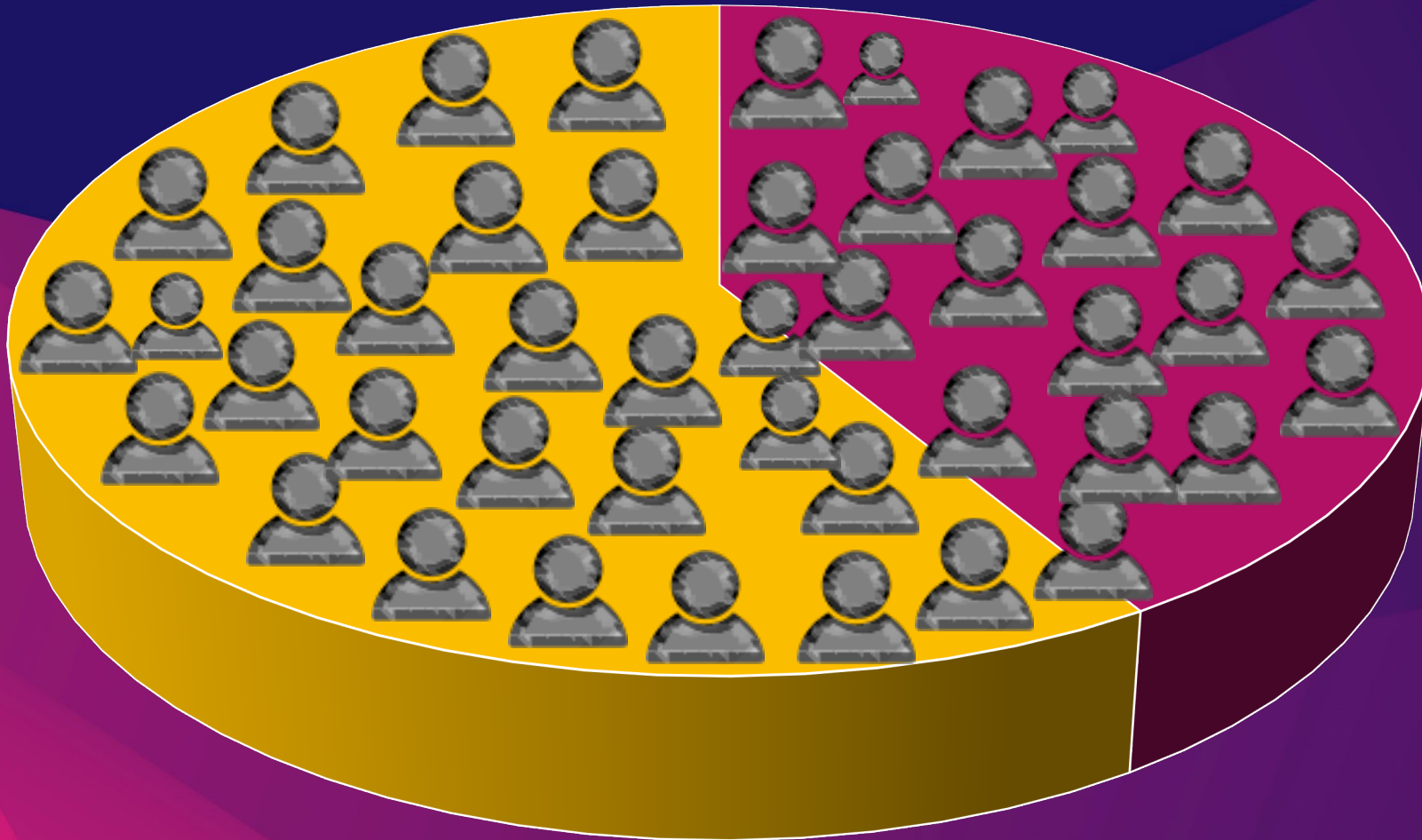


Unfilled Jobs in the U.S., Feb 28, 2023



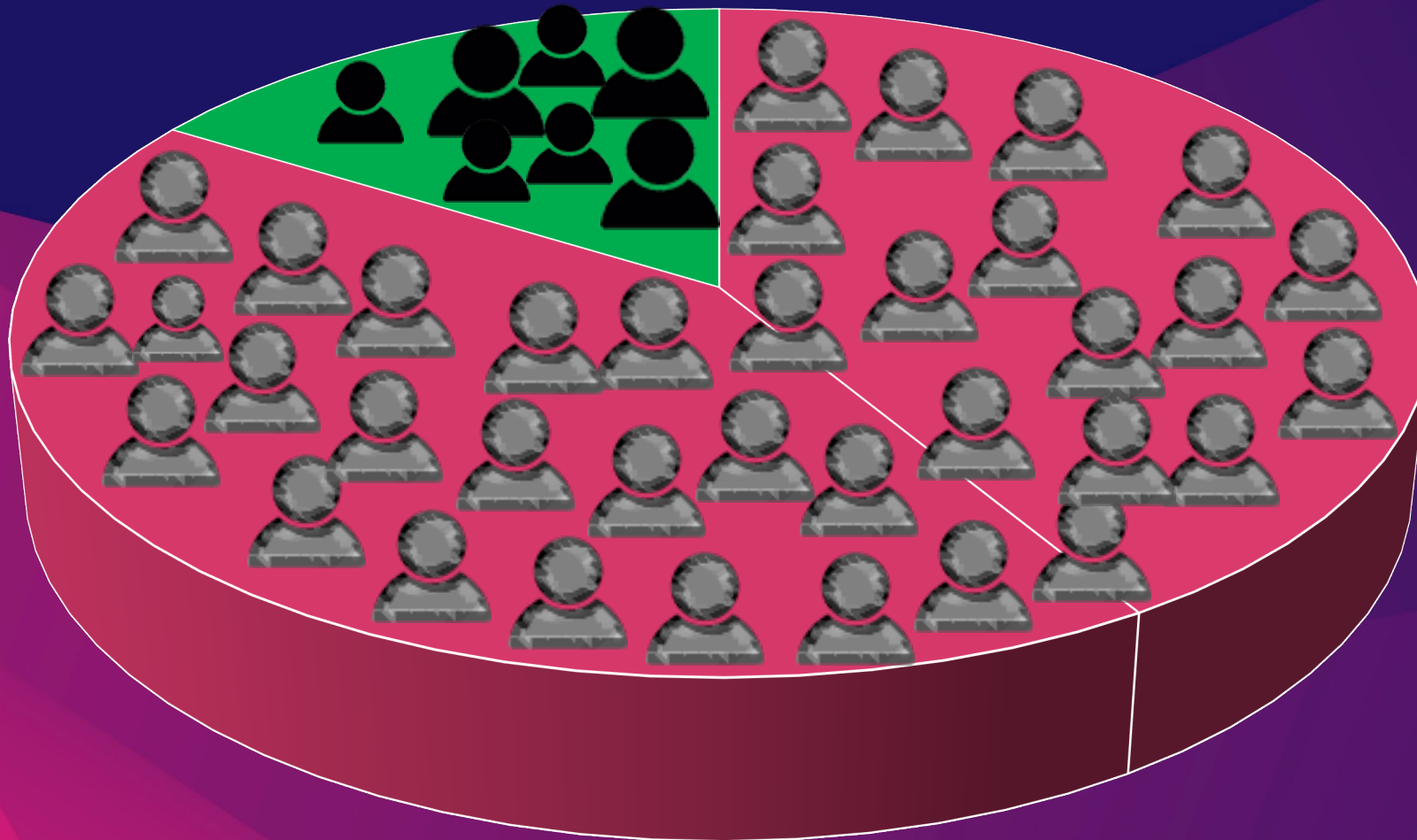
9.9 Million

Unemployed Workers, Feb 28, 2023



5.8 Million

Unemployment Recipients, Feb 28, 2023



1.6 Million

LABOR SUPPLY < LABOR DEMAND

The New York Times



By [Lydia DePillis](#)

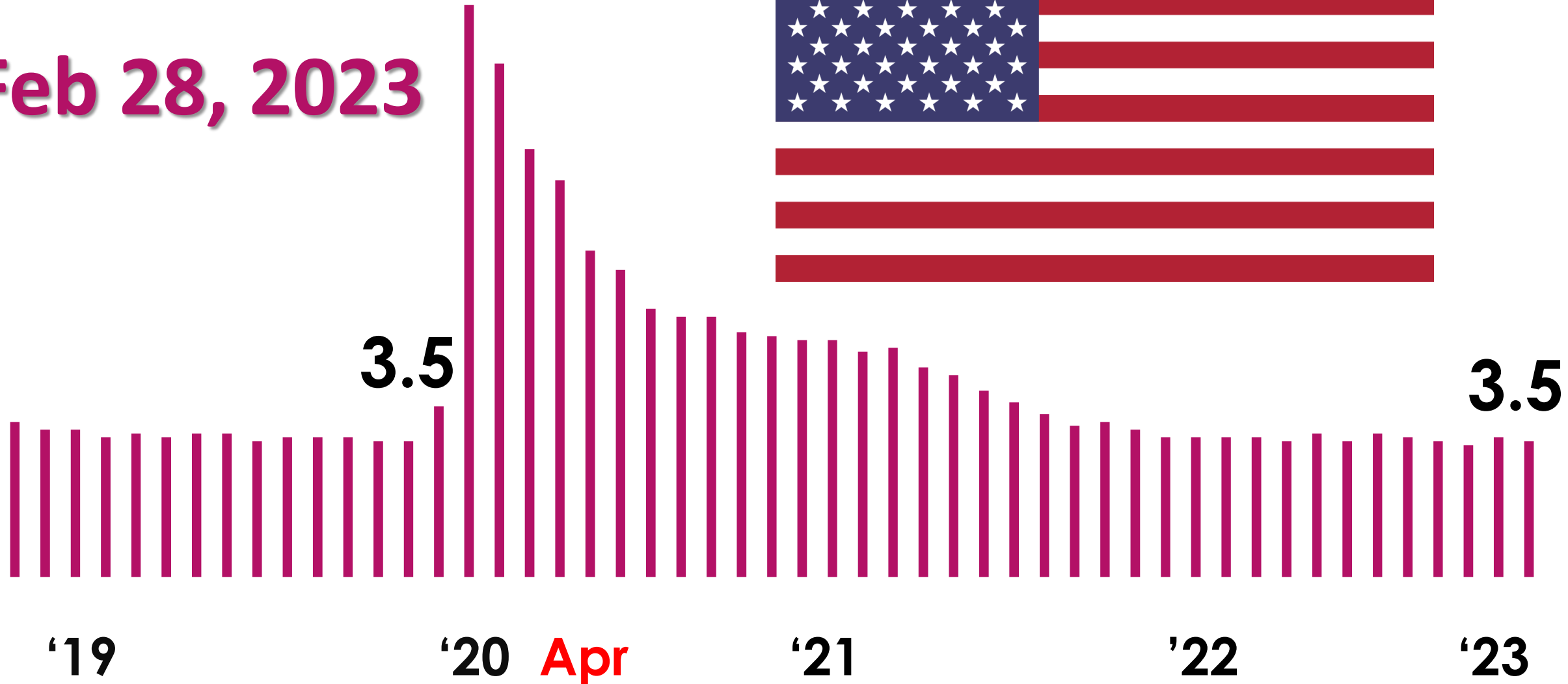
April 7, 2023

*U.S. added 236,000 jobs in March,
higher than expected...again*

Unemployment rate drops to 3.5%

U.S. UNEMPLOYMENT RATE

Feb 28, 2023



THREE OPTIONS

1. Hope it's temporary and will resolve itself without treatment

LABOR SUPPLY < LABOR DEMAND

Unfilled jobs 9,900,000

Feb 28, 2023

The problem

Unemployed workers 5,800,000



THREE OPTIONS

1. Hope it's temporary and will resolve itself without treatment
2. Engage in a salary arms race



Tangible\$

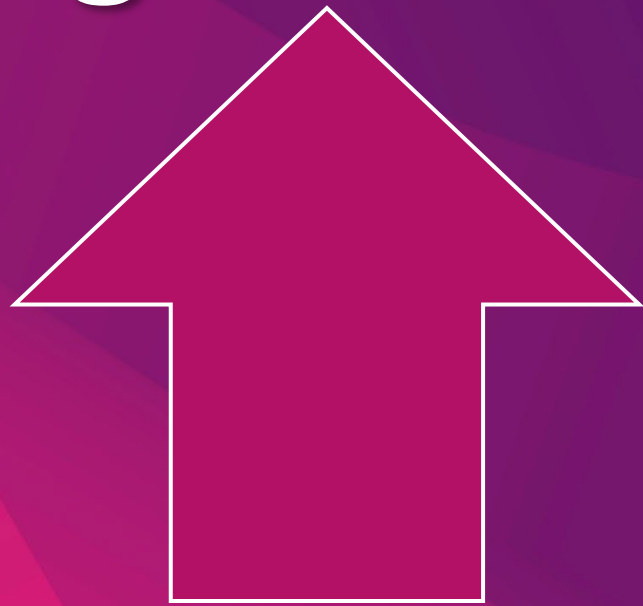
Intangibles

Intangibles

Tangible\$




Intangibles



Tangible\$

THREE OPTIONS

1. Hope it's temporary and will resolve itself without treatment
2. Engage in salary arms race
3. **Build best culture**



Would you like to
try the salmon, sir?

THE FASTEST ROUTE

Leadership

The earned consent of followers

THE FASTEST ROUTE

**Give your workers better
bosses**

BE a better boss

ASSIGNMENT

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

LEADERSHIP



SCREEN FOR IT



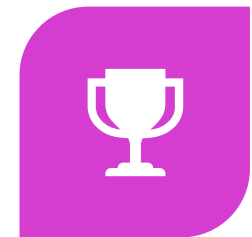
HIRE FOR IT



TRAIN FOR IT



COACH IT



REWARD IT

MANAGER who's not a good LEADER

OPTION A



OPTION B



Personal Capability

- Minimum Requirements

**DISCRETIONARY
EFFORT**

Engagement is

a conscious

DECISION

Work is contractual

Engagement is

PERSONAL

EXTRA MILER - PHILIP



Wegmans

RECRUITING



WE WANT YOU!

THE COMPETITION IS FIERCE



**16 or more
applications
per job
search**

**Source: Hireology, May
2022**

BEST RECRUITING TOOL

**YOUR REPUTATION AS
AN EMPLOYER**

REPUTATION

Recruits

REALITY

Retains

RECRUITING

RECRUITING = MARKETING

**What's so great
about working at
your company?**

Conduct Employee Surveys



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ASSIGNMENT

Hire for FIT.

SKILLS AND EXPERIENCE

FIT

FIT

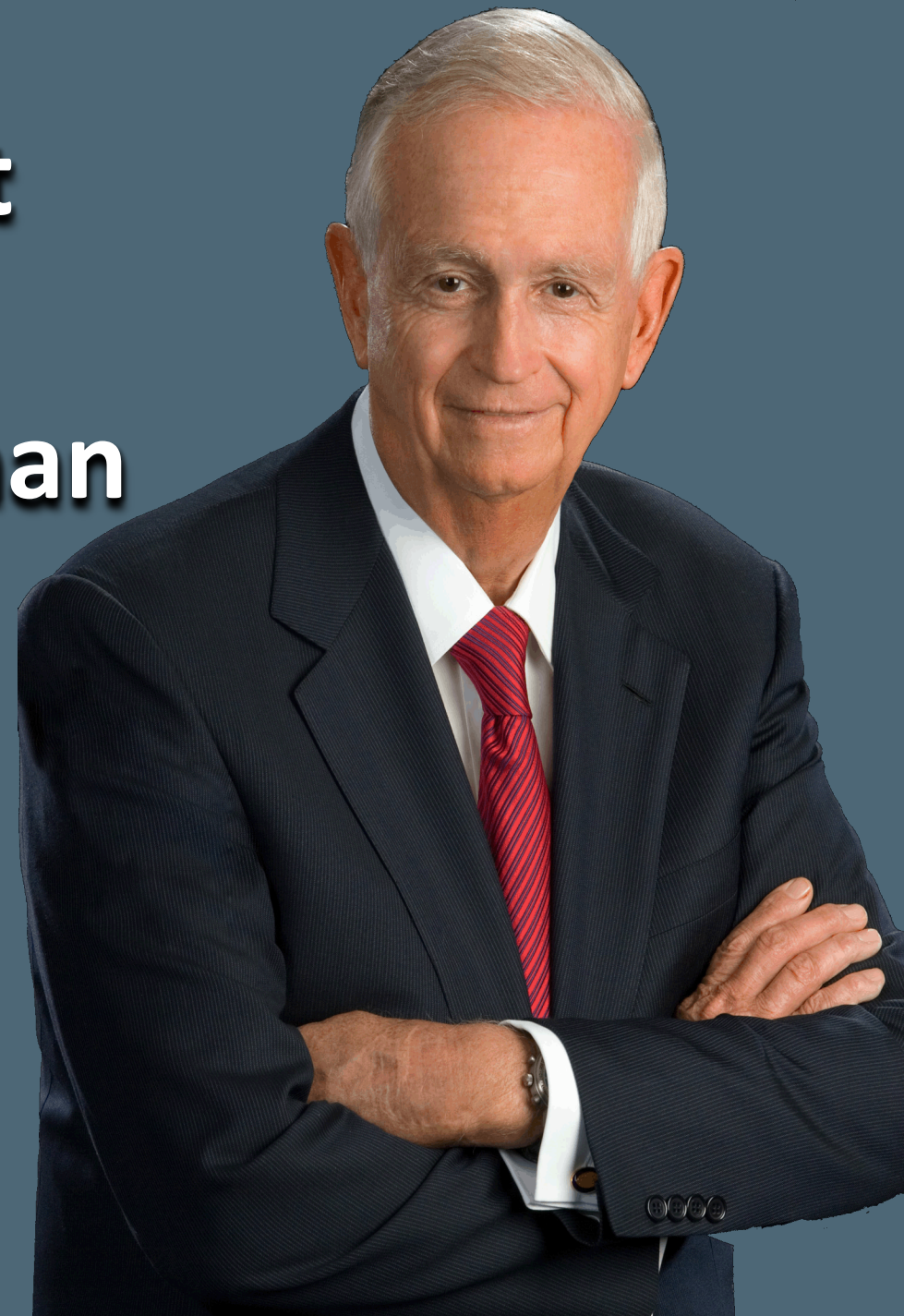
**SKILLS AND
EXPERIENCE**



Listen | Smile | Care | Say “Thank You”

**“It’s more important
to hire people with
the right qualities than
with specific
experience.”**

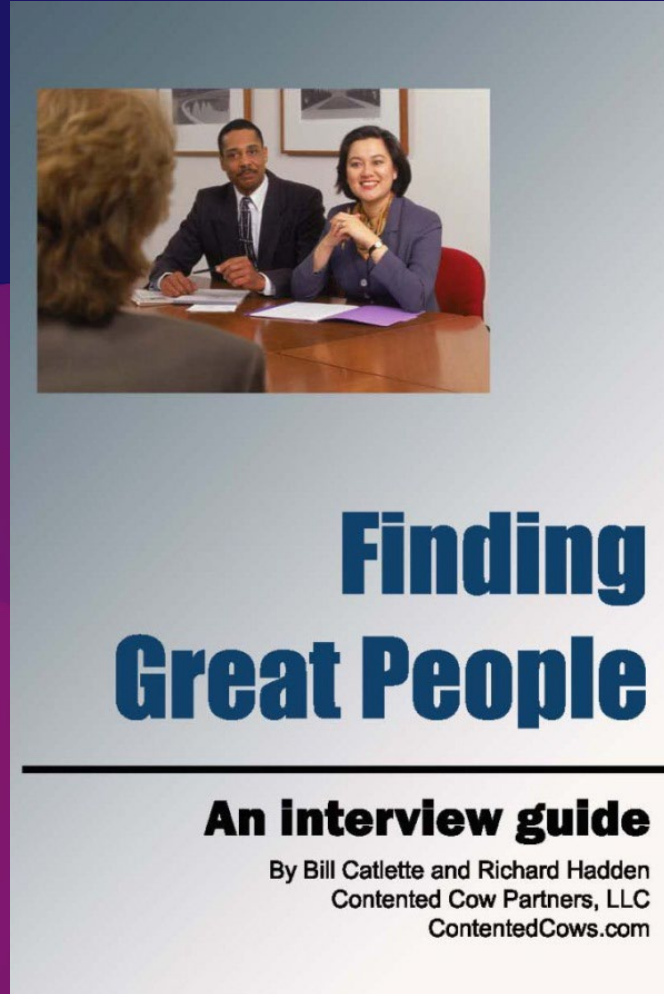
Bill Marriott



ASSIGNMENT

Identify the non-technical
fit requirements at your
company.

FREE RESOURCE



- Rapport building
- Initiative
- Flexibility
- Tolerance for repetitive tasks
- Decisiveness
- Attention to detail

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SOURCES

- **Boomerangs**



- **Runners-up from before**



- **Those who turned you down**

- If still no, ask for referral



ADDITIONAL SOURCES

- **Recent retirees**
- **Non-traditional sources**
 - **Those with autism, Asperger's**
 - **Disabled**
 - **Veterans**
 - **People with a criminal record**



ASSIGNMENT

Offer
job
trials



RECRUITING

**Capture your future
stars' hearts and minds
before they ever even
apply.**

FILLING THE PIPELINE

Talk to 8th graders



**THE MOST UNDERUTILIZED ASSET YOU
ALREADY OWN**

**YOUR
WEBSITE**

Career Opportunities

We are always accepting applications from potential career oriented team members.

Available Positions

At this time we have the following specific positions available:

> **Personal Banker**

We invite you to stop by our **nearest office** to fill out an application and present your resume. You may also email your resume to careers@usbank.com.



CONTACT US

EMPLOYEE LOGIN

CUSTOMER ONLINE ACCOUNT SERVICES »



WHY REDI CARPET



NATIONAL ACCOUNTS



CUSTOMER RESOURCES



LOCATIONS



HOME

PRODUCTS

SERVICES

ABOUT REDI CARPET

CAREERS

TESTIMONIALS

NEWSROOM

BLOG

Why Redi Carpet?

A company born of innovation, we seek to find the perfect solution for every client while providing stellar customer service, creative marketing concepts, and value-added pricing.



WHAT'S IT LIKE WORKING AT REDI CARPET? LISTEN TO WHAT SOME OF OUR EMPLOYEES HAVE TO SAY:





Overview

39

Reviews

16

Jobs

40

Salaries

5

Interviews

12

Benefits

57

Photos

Jul 10, 2017

helpful (1)



"The best job I have ever had."



Current Employee - Account Executive in New York, NY

Recommends

Positive Outlook

Approves of CEO

Jul 19, 2017



"Unless it is a choice between working here and starving to death, keep looking."



Current Employee - Anonymous Employee in Milford, NH

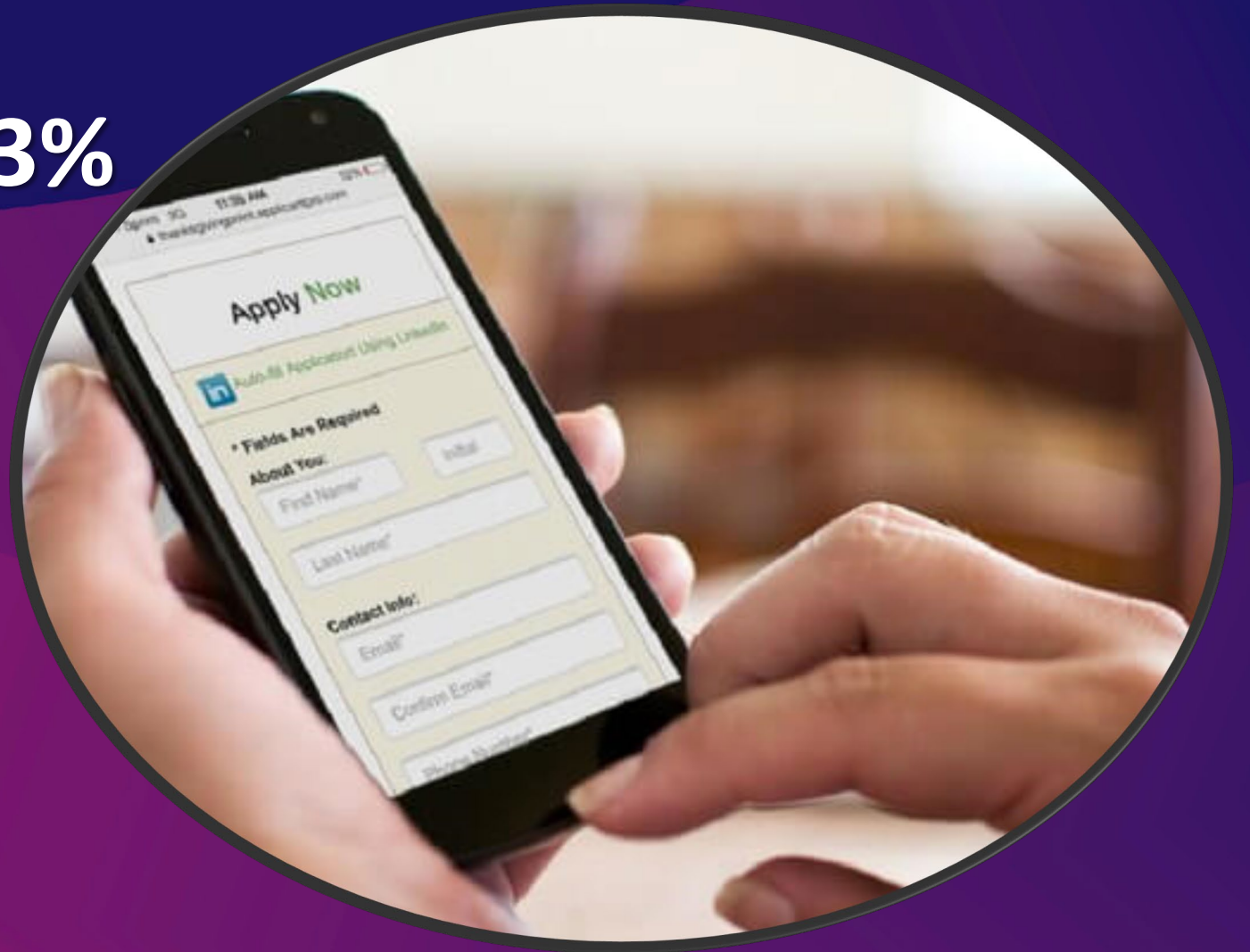
Doesn't Recommend

Negative Outlook

No opinion of CEO

DOING THE WHOLE THING ON THEIR PHONE

- **ALL APPLICANTS: 53%**
- **KNOWLEDGE WORKERS 72%**
- **UNDER 30: 88%**



ONBOARDING



ONBOARDING

WELCOME

EDUCATE

CELEBRATE

CHECK IN

ONBOARDING



ContentedCowPartners
We Develop Leaders

Wanna Spend Less Time Recruiting?

Try Re-Recruiting



A simple 90-day program to prove to every new employee that coming to work for you is the best decision of their career.

made with
Beacon

RE-RECRUITING



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ONBOARDING

Meredith MacDonald

Chief Executive Officer

November 2, 2021

Dear Martin,

On behalf of everyone here at ElectroMar, I want to personally welcome you to our family, and congratulate you on being selected to begin your career with us here on our Design and Engineering team.

As you know, we interviewed more than a dozen highly qualified candidates for this position, and while all were impressive, you stood out from the rest. And here's why:

We believe that it is our culture that has made our company successful, and everyone on the interview panel agreed that you brought not only the right experience and qualifications, but that you would be the best fit for who we are here at ElectroMar

We're excited to have you join us, and we look forward to a long and mutually fulfilling relationship with you.

If I can ever be of help to you in any way, I invite you to let me know.

Welcome aboard. See you next week!

Warmly,



Meredith MacDonald
CEO

Welcome letter from the owner or CEO

ONBOARDING



**ONBOARDING
BUDDY**

ONBOARDING



Hold a
welcome
celebration
for them on
their first day

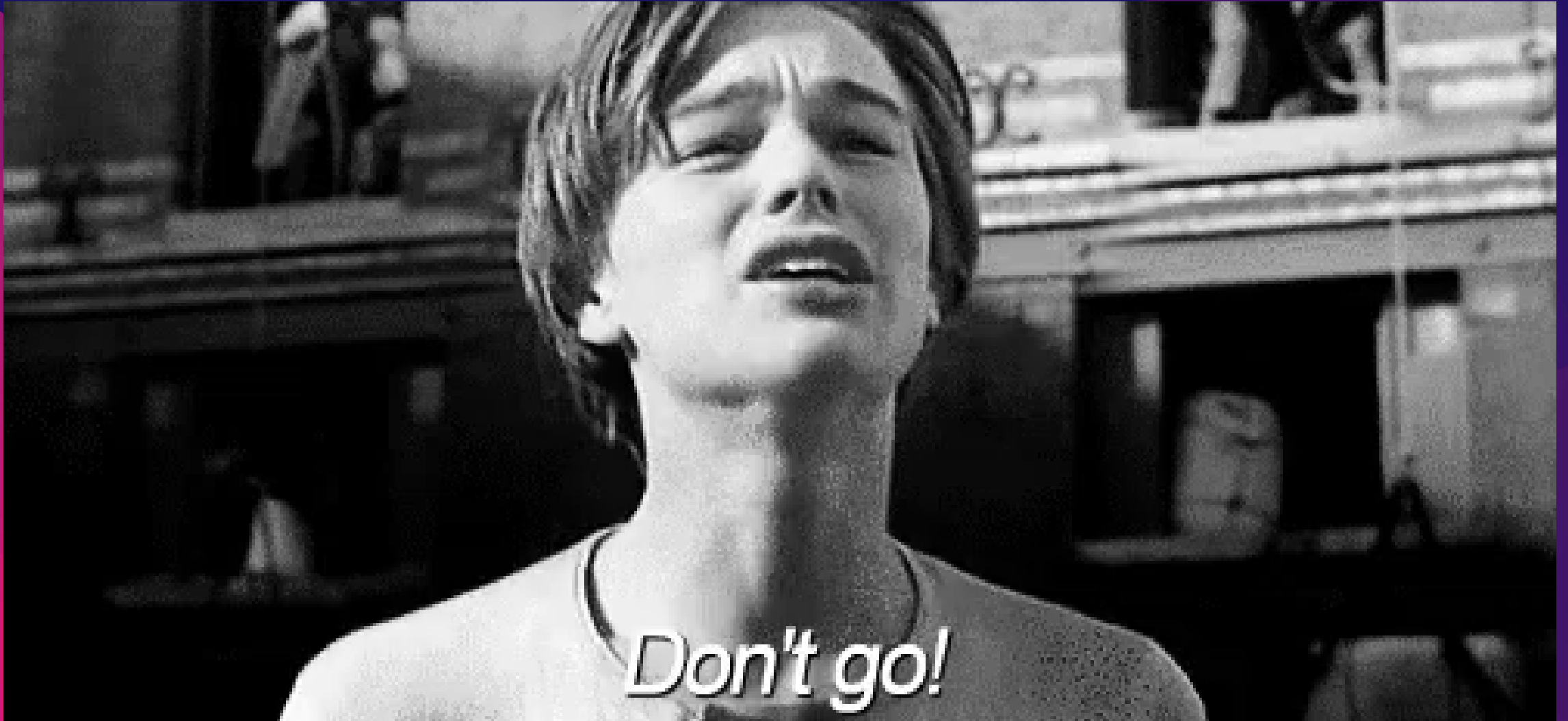
ONBOARDING

Check-in end of Day One

- Any surprises?
- Who was helpful?
- What do you need?



RETENTION



ASSIGNMENT

**Define your mission in
clear and compelling
terms.**

"Our mission is to maximize shareholder value and satisfy our customers' needs, while providing our employees a rewarding and productive work environment and conducting our affairs responsibly in the community.

We will accomplish this mission by creating a corporate vision of successful growth, by carefully managing our assets and by integrating our businesses through effective planning and allocation of resources."



WE

SELL

CHICKEN



Music

If you don't live
it, it won't
come out of
your horn.

Charlie Parker

ASSIGNMENT

Ask 5-6 employees:
“What are our top 3
business priorities?”

- Check for consistency

WORK MUST MATTER



“Now we know what we do!”

WORK MUST MATTER





REMOTE WORK

REMOTE WORK OPTION

Has become a primary competitive distinction in the war for talent.



Americans are embracing flexible work— and they want more of it

June 23, 2022 | Article

McKinsey: 87% want remote work option

REMOTE LEADERSHIP

Requires Major Reskilling



- Communication
- Performance Mgmt
- Holding people accountable
- Engagement
- Inspiration

REMOTE/HYBRID WORKPLACE

Don't create two classes

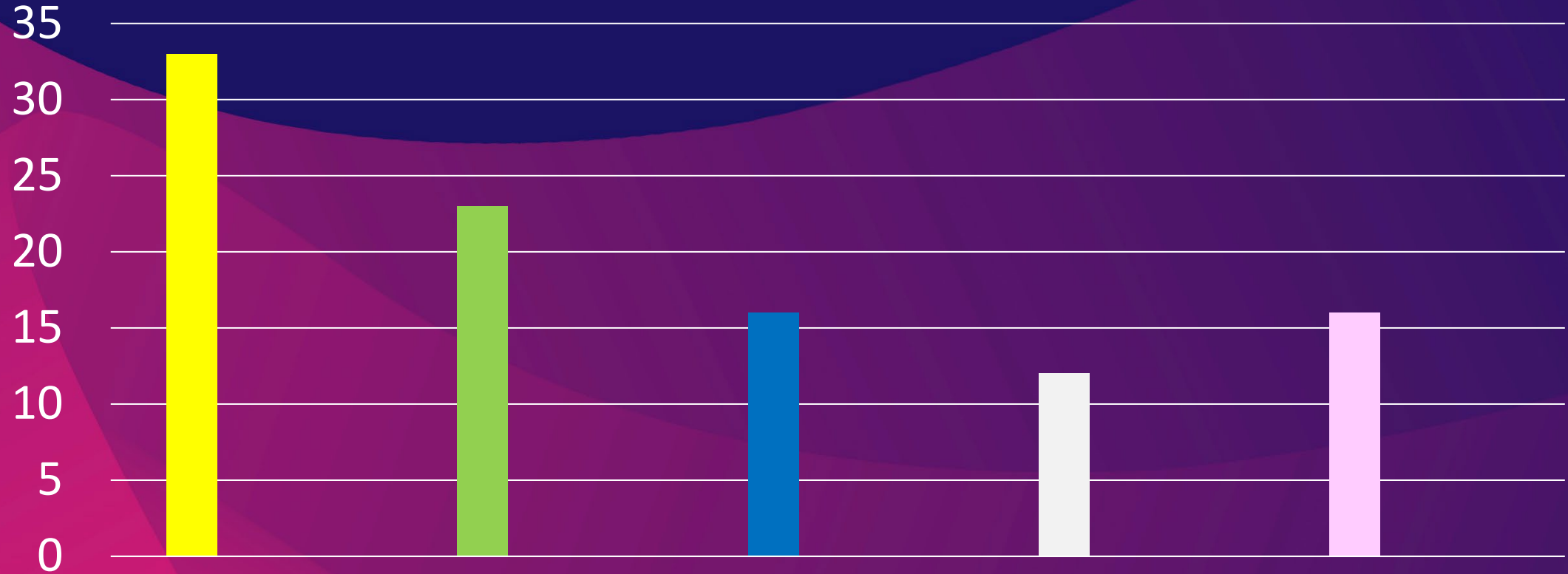


#1 Job Feature Today

FLEXIBILITY



WHY'D YOU TURN DOWN THE OFFER?



Hireology

Lack of
flexible
options

Pay

Took
another
offer

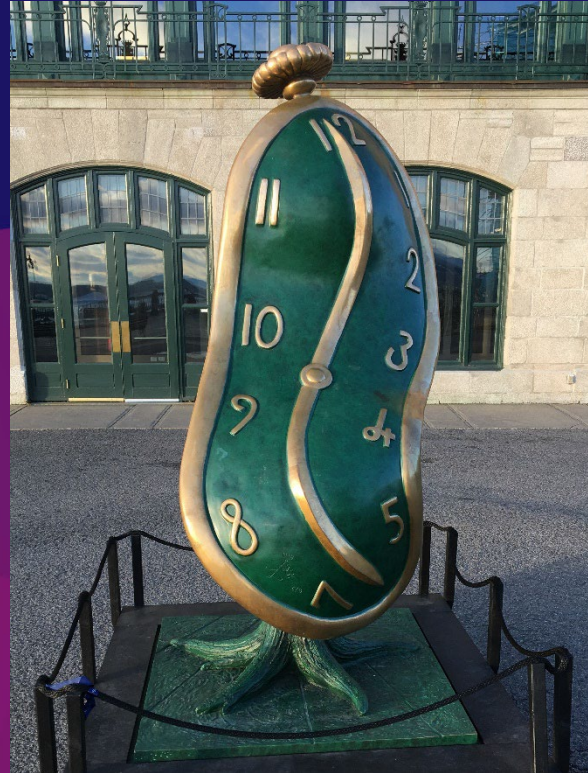
Culture

Other

NOT ONLY REMOTE WORK



Autonomy with
scheduling



Fluid hours



More PTO

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

If not...

Change the rules

RETENTION



More
attention to
employee
development

Sit on the footlocker



Eleven Questions



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**Create a
community, not
just a workplace**

plantronics







LABOR SHORTAGE?

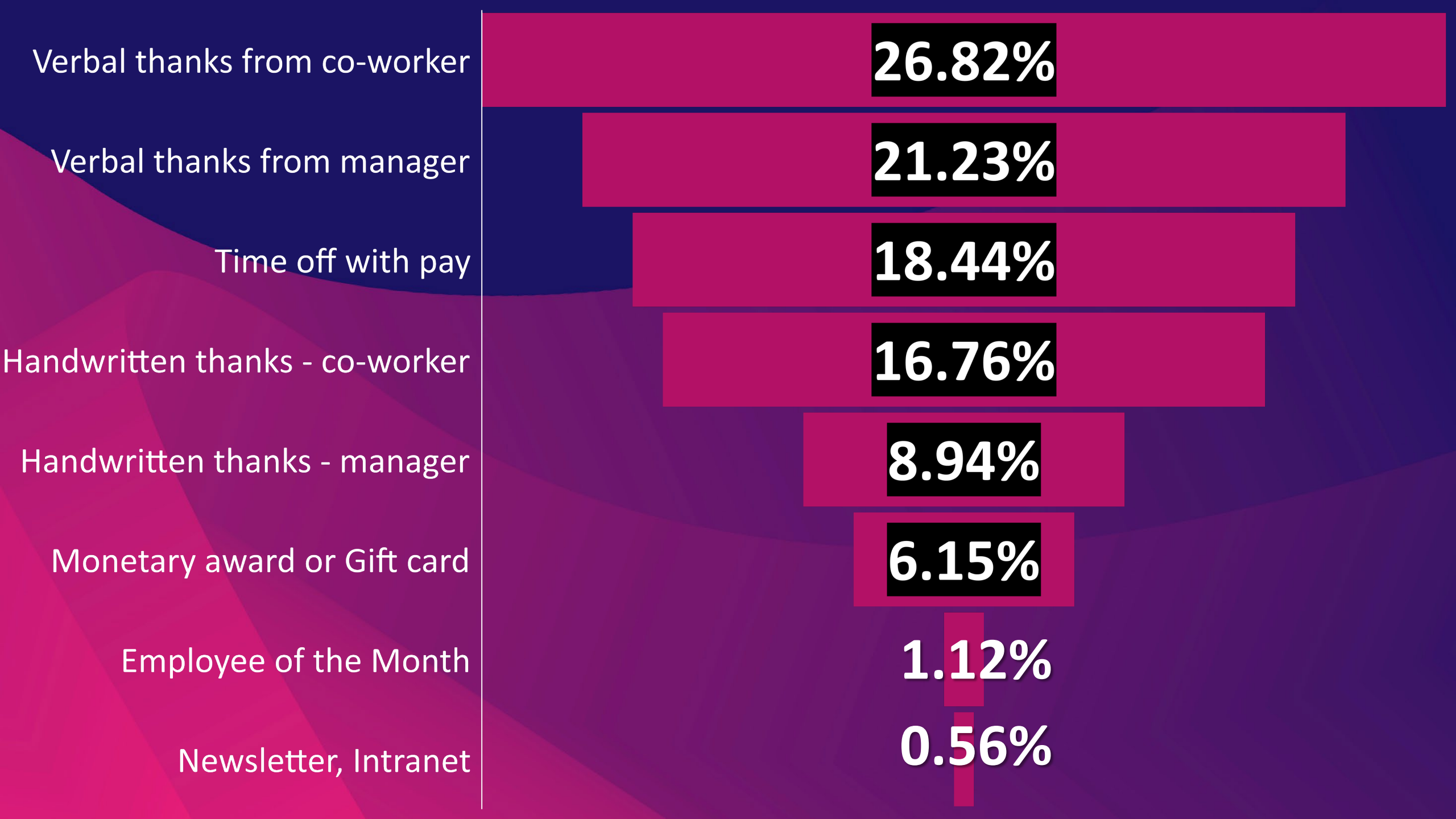
**APPRECIATION
SHORTAGE!**

**Say thank you a
lot!**

***“A man will fight long and hard
for a bit of colored ribbon.”***

Napoleon Bonaparte





Verbal thanks from co-worker

26.82%

Verbal thanks from manager

21.23%

Time off with pay

18.44%

Handwritten thanks - co-worker

16.76%

Handwritten thanks - manager

8.94%

Monetary award or Gift card

6.15%

Employee of the Month

1.12%

Newsletter, Intranet

0.56%

SAYING THANKS

Handwritten
thank you
note, mailed
to their
home.



SAYING THANKS

Include families



SAYING THANKS

Recognize personal events:

- Weddings
- Births
- Birthdays
- Family deaths
- Child's graduation
- Child's 18th birthday



SAYING THANK YOU

Have dinner delivered to an employee's home



SAYING THANKS

Hold a Manager's Car Wash





IF YOU CARE, YOU...

**Feed the
troops first**



ContentedCow Partners
Connecting People and Profit

Richard Hadden
SPEAKER, AUTHOR, CONSULTANT

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