



Tools of Our Trade – Constructing a Successful Future

ERA's 49th Management and Marketing Conference
February 25-27, 2018 • AT&T Conference Center, Austin, TX

All Star Workforce: Tools and Strategies for Finding, Training and Engaging Today's Talent

FEBRUARY 2018

Critical Question

How do I . . .

- Attract strong, diverse candidates to my organization?
- Make them into high performers?
- Keep them engaged?

What is the secret?



Short Answer

1. WHY
2. Modernize/Flexible
3. EQ



First step to **FINDING** great people

Starts with your organization and its culture. You need to have one - put your stake in the ground to attract the right team.

Even in a small organization there is a culture. The younger generation is looking for the “WHY”. If you don’t have it, they are not going to engage.

What is your WHY?

WHY DOES IT MATTER



Quick Quiz

What are ways to motivate people?

- Fear – Stick
- Money/Rewards/Praise – Carrot
- Causal

WHY aka Culture

- Simon Sinek - TED Talk, Author – “Start with Why”
- “Great leaders are able to inspire people to act. Those who are able to inspire give people a sense of purpose or belonging that has little to do with any external incentive or benefit to be gained.
- Those who truly lead are able to create a following of people who act not because they were swayed, but because they were inspired. They are less likely to be swayed by incentives.
- Those who are inspired are willing to pay a premium or endure inconvenience, even personal suffering. Those who are able to inspire will create a following of people – supporters, voters, customers, workers – who act for the good of the whole not because they have to, but because they want to.”

What is your organization's **WHY**?

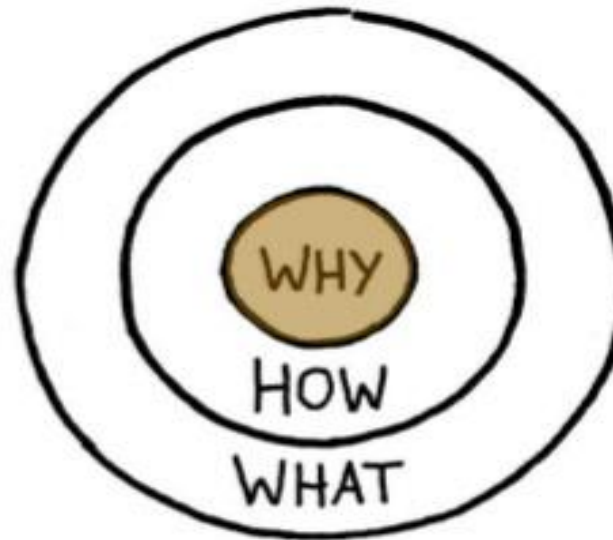
The Golden Circle

Simon Sinek discusses the principal behind every successful person and business. A simple but powerful model for how leaders inspire action, starting with a "Golden Circle" and the question "Why?"

"First why and then trust."

- *Simon Sinek*

Infographic published by Neil Boyens on
[linkedin.com/in/neilboyens/](https://www.linkedin.com/in/neilboyens/)



What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

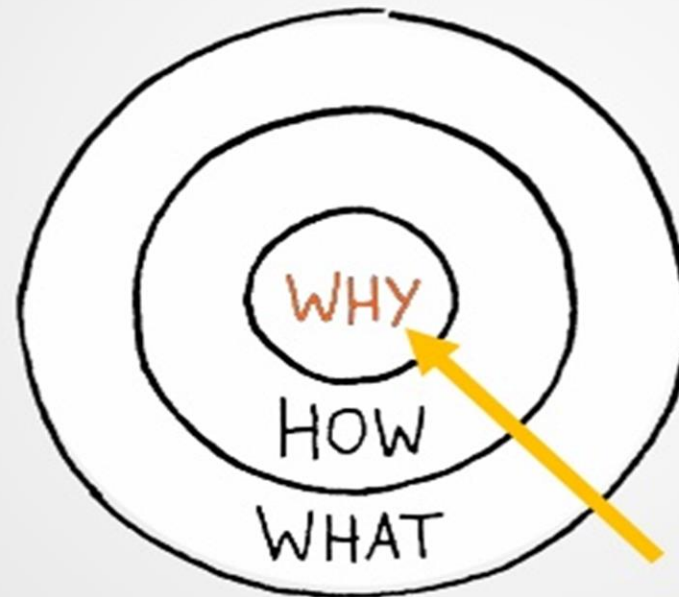
Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

© 2013 Simon Sinek, Inc.

What is your **WHY**?

The Golden Circle – Ordinary People/Organization



Very few know **WHY**
they do what they do

Some know **HOW** they
do it.

Everyone knows **WHAT**
they do

12 Driving Forces (Motivators) are personal drivers or the “WHY” of what we do.

Motivators can be referred to as the aspects of life that you are passionate about, things that you perceive as important, or the thoughts that provide you with purpose and direction in life.

You could work with a person for years and not be able to identify their true motivators. Why? Because our motivators are tucked away in a part of our brain, we have difficulty accessing.

Objectives of Understanding Motivators / Driving Forces

1. Help you identify your personal and/or your company's drivers – **YOUR WHY**
2. Identify, understand and appreciate people who have different drivers – **THEIR WHY**
3. Develop a process to communicate and engage people with the different drivers – **ENGAGE EVERYONE**

Refer to Page 6 of your report

Driving Forces Summary

DRIVING FORCE	MOTIVATOR	DRIVING FORCE
INSTINCTIVE People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.	THEORETICAL KNOWLEDGE	INTELLECTUAL People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.
SELFLESS People who are driven by completing tasks for the greater good, with little expectation of personal return.	UTILITARIAN UTILITY	RESOURCEFUL People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.
OBJECTIVE People who are driven by the functionality and objectivity of their surroundings.	AESTHETIC SURROUNDINGS	HARMONIOUS People who are driven by the experience, subjective viewpoints and balance in their surroundings.
INTENTIONAL People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.	SOCIAL OTHERS	ALTRUISTIC People who are driven to assist others for the satisfaction of being helpful and supportive.
COLLABORATIVE People who are driven by being in a supporting role and contributing with little need for individual recognition.	INDIVIDUALISTIC POWER	COMMANDING People who are driven by status, recognition and control over personal freedom.
RECEPTIVE People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.	TRADITIONAL METHODOLOGIES	STRUCTURED People who are driven by traditional approaches, proven methods and a defined system for living.

What can you do?

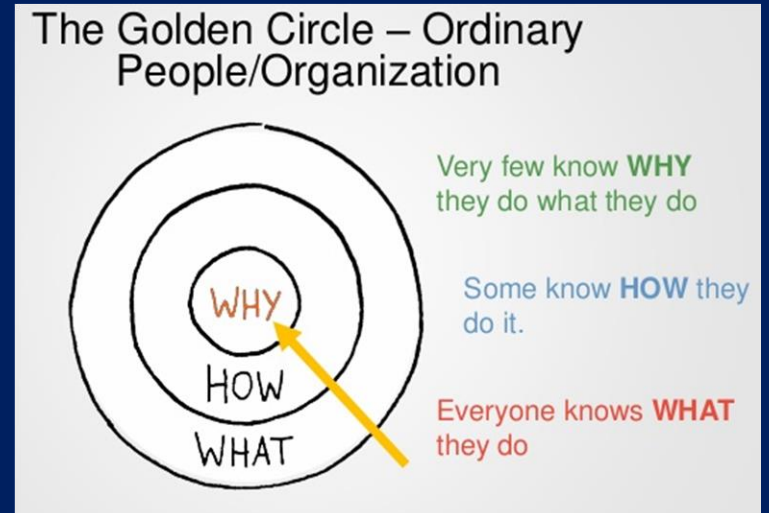
- **Find the Causal motivation.** How do you connect? What are the driving forces?
- **Culture - Have one.** Know/Sell it. Own it!
 - Allow it to *ATTRACT* the people that will thrive and *REPEL* those that won't.

TABLE DISCUSSION

What's your **WHY** Worksheet?

Based on what you have learned in the session (you can also refer to your Primary Driving Forces from your report on page 6)

- Identify your personal, your company's and/or your department's **WHY**:
- Why do you do what you do? What are your primary Driving Forces?
- Share it with your table
- What are your thoughts about the importance of having a **WHY** in your organization. What is the impact?



Examples: What's Your **WHY**

- Use my passion and engineering expertise to solve problems and advance technology.
- Use my personal drive and leadership skills to develop high performing teams that care about results.
- Serve as a leader, live a balanced life, and cultivate a team that can make a significant difference.
- To be known for inspiring change and helping people solve problems in creative ways.
- Use my intelligence and charisma to inspire others to reach their maximum potential.
- To live life with integrity and empathy, and be a positive force in the lives of others.
- Build a strong company and great family of employees that provides exceptional support to our customers.

10:00

FINDING

PART 2



FINDING – Time to Revisit

- Job Definition: In order to attract a more diverse workforce, companies may need to refresh and put an updated twist on the position's title, responsibilities, etc.
- Think about breadth and depth of skills and learning. Millennials are looking for a wider path.
- Look at your competition.
- What can be done to broaden the appeal of the industry to a younger, more diverse audience?
- Does the description sound boring?

SolarCity



Operations >

You believe in working hard for a cause that matters. You learn fast and nothing intimidates you. Sound like you? Join one of our crews.



Inside Sales >

You're an excellent communicator who can generate leads, build customer relationships and close deals.



Sales: In-home & Lead Generation >

Be the point-person who embodies the SolarCity mission. Help solar enthusiast seamlessly switch to clean energy.



Software Engineering >

Create and integrate with other prodigies to improve the solar experience. Visit our software jobs site for more.



Headquarters >

Marketing, HR, Legal, Sales Operations, Accounting, Finance and more. We only want the best. Do you have the skills and drive?



Customer Service >

Listen, learn and resolve. If you're a customer service superstar, this is the spot for you

Better energy starts with you.
Our teams are comprised of **innovators and experts** who work towards one mission—to reshape the energy landscape by making solar power accessible and affordable for everyone. Up for the task?

DELUXE CAREERS



10-employees videos of Deluxe Corporation employees

10-employees videos celebrating over 100 years of Deluxe Corporation

[Learn More >](#)



100 Years, 10 Employee Stories at Deluxe Corporation

Deluxe is perfectly positioned for growth and expansion as we head into our next 100 years, and that's because of our dedicated employees.

[Learn More >](#)



Fun at Deluxe

Fun at Deluxe

[Learn More >](#)



Learn About Our Leadership

Deluxe's executive leadership team and board members play a vital role in maintaining the success of our organization and guiding the company to....

[Learn More >](#)



Deluxe Corporation - Tips and Process

Deluxe Corporation - Tips and Process

[Learn More >](#)



Community Involvement at Deluxe

Deluxe gives back to our communities in ways both big and small by encouraging employees to volunteer their time to the causes and organizations...

[Learn More >](#)

FINDING

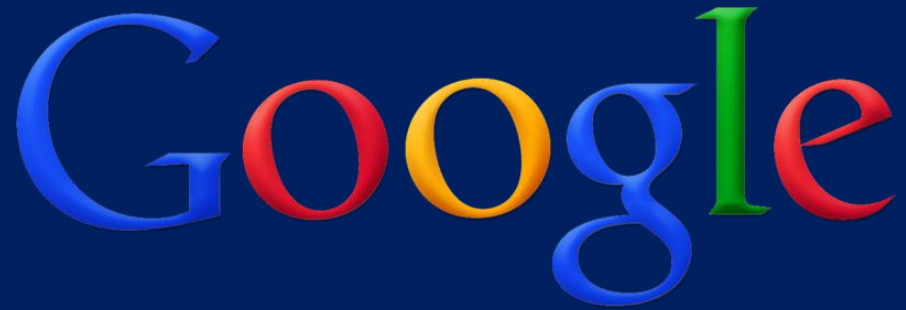
Online/Social Media Presence



Online Presence

If your website hasn't been updated in the last 3 years, it is time to revisit.

- Can they feel your **WHY** through the pictures and the words?
- Is any of it directed towards future employees vs. customers, principals and suppliers?
- Does your website have a “Careers” page?
- Does it have video? (This is how the younger generation “learns”.)



“Top Electrical Engineering Companies To Work For”

- The Boeing Company
- Lockheed Martin
- IBM
- Google
- Apple
- General Electric
- Shell Oil Company
- BMW Group

[Commercial](#)[Defense](#)[Space](#)[Services](#)[Innovation](#)[Our History](#)[Global](#)[Our Principles](#)[Careers](#)[VISION](#)[GLOBAL ENGAGEMENT SUMMARY](#)[ENVIRONMENT](#)[ETHICS & COMPLIANCE](#)[HUMAN RIGHTS](#)[DIVERSITY & INCLUSION](#)[EMPLOYEE SAFETY](#)[EDUCATION](#)[MILITARY AND VETERAN ENGAGEMENT](#)[COMMUNITY ENGAGEMENT](#)**Invest. Innovate. Invest More.**

The 2017 Boeing Global Engagement Portfolio highlights ongoing, companywide efforts that build, enhance and contribute to the social fabric of our world.

[LEARN MORE >](#)

From the Boeing Careers page . . .

“Boeing is a company of bold innovators and dreamers. We are continually looking for ways to build it bigger, smarter, faster, stronger and better. Join us and you can speed up airplane production. Develop innovative cybersolutions. Or shape a global supply chain. Find your future with us by learning more about what we do.”

EVERLANE

ALWAYS ASK WHY . . . We constantly *challenge the status quo*. Nothing is worse than complacency, and as a brand our culture is to dissect every single decision we make at every level of the company. We know our customers are also *rule breakers and questioners*, so we hope this philosophy is palpable in the products and choices we make. And by all means, *challenge* us too.

Dear rule breakers, questioners, straight-A students who skipped class: We want you. everlane.com/jobs



Basecamp

Who we are

An eclectic crew united by **intellectual curiosity** and a passion for great work.

Basecamp is headquartered in Chicago, but our team is spread out across 32 cities around the world. Everyone at Basecamp is free to live and work in the places they thrive, and most of us do just that.

We run the gamut in geography, lifestyle and interest, but we're united by a common set of values and goals: **have fun, do exceptional work, build the best product in the business, experiment, pay attention to the details, treat people right, tell the truth, have a positive impact on the world around us, give back, and keep learning.**

Who you are

Rock star? Pass. Superhero? Super yawn. Friendly and thoughtful? Let's talk.

In broad strokes, Managers of One thrive at Basecamp. If you consider yourself an **eager learner**, a conscientious worker, and a **thoughtful, kind, supportive** human, you might just have a home here.

What we're not looking for are ideological clones or people who are otherwise just like us. In fact, we took a look in the mirror recently and weren't satisfied with how many similar faces we saw looking back. You hear a lot of talk from tech companies that diversity is important for making great software. 100% true, but diversity has deeper value beyond monetary. There are few better ways to expand your horizons and grow as a person than to put yourself in the company of others with different backgrounds, experiences and identities. So if you look at our team page and don't see yourself, don't shy away. Come work with us. We'll do some growing together.

NETFLIX

Judgment

- You make wise decisions despite ambiguity
- You identify root causes, and get beyond treating symptoms
- You think strategically, and can articulate what you are, and are not, trying to do
- You are good at using data to inform your intuition
- You make decisions based on the long term, not near term

Communication

- You are concise and articulate in speech and writing
- You listen well and seek to understand before reacting
- You maintain calm poise in stressful situations to draw out the clearest thinking
- You adapt your communication style to work well with people from around the world who may not share your native language
- You provide candid, timely feedback to colleagues

Curiosity

- You learn rapidly and eagerly
- You contribute effectively outside of your specialty
- You make connections that others miss
- You seek to understand our members around the world, and how we entertain them
- You seek alternate perspectives

Courage

- You say what you think, when it's in the best interest of Netflix, even if it is uncomfortable
- You are willing to be critical of the status quo
- You make tough decisions without agonizing
- You take smart risks and are open to possible failure
- You question actions inconsistent with our values
- You are able to be vulnerable, in search of truth

Passion

- You inspire others with your thirst for excellence
- You care intensely about our members and Netflix's success
- You are tenacious and optimistic
- You are quietly confident and openly humble

NETFLIX

Selflessness

- You seek what is best for Netflix, rather than what is best for yourself or your group
- You are open-minded in search of the best ideas
- You make time to help colleagues
- You share information openly and proactively

Innovation

- You create new ideas that prove useful
- You re-conceptualize issues to discover solutions to hard problems
- You challenge prevailing assumptions, and suggest better approaches
- You keep us nimble by minimizing complexity and finding time to simplify
- You thrive on change

Inclusion

- You collaborate effectively with people of diverse backgrounds and cultures
- You nurture and embrace differing perspectives to make better decisions
- You focus on talent and our values, rather than a person's similarity to yourself
- You are curious about how our different backgrounds affect us at work, rather than pretending they don't affect us
- You recognize we all have biases, and work to grow past them
- You intervene if someone else is being marginalized

Integrity

- You are known for candor, authenticity, transparency, and being non-political
- You only say things about fellow employees that you say to their face
- You admit mistakes freely and openly
- You treat people with respect independent of their status or disagreement with you

Impact

- You accomplish amazing amounts of important work
- You demonstrate consistently strong performance so colleagues can rely upon you
- You make your colleagues better
- You focus on results over process



If you care about having a company where employees treat work as play and regard themselves as ultimate customers for the products they produce, then you have to be careful whom you hire, treat them right, and train them to treat other people right. Otherwise you may come to work one day and find it isn't a place you want to be anymore.

Patagonia doesn't usually advertise in the *Wall Street Journal*, attend job fairs, or hire corporate headhunters to find new employees. We prefer instead to seek out people through an informal network of friends, colleagues, and business associates. We don't want someone who can just do a job; we want the best person for the job. Yet we don't look for "stars" seeking special treatment and perks. Our best efforts are **collaborative**, and the **Patagonia culture rewards the ensemble player while it barely tolerates those who need the limelight**.

We also seek, as I mentioned above, core Patagonia product users, people who love to spend as much time as possible in the mountains or the wild. We are, after all, an outdoor company. We would not staff our trade show booth with a bunch of out-of-shape guys wearing white shirts, ties, and suspenders any more than a doctor would let his receptionist smoke in the office. We can hardly continue to make the best outdoor clothing if we become primarily an "indoor" culture. So **we seek out "dirtbags" who feel more at home in a base camp or on the river than they do in the office**. All the better if they have excellent qualifications for whatever job we hire them for, but we'll often take a risk on an itinerant rock climber that we wouldn't on a run-of-the-mill MBA. . . .

Social Media



MONSTER

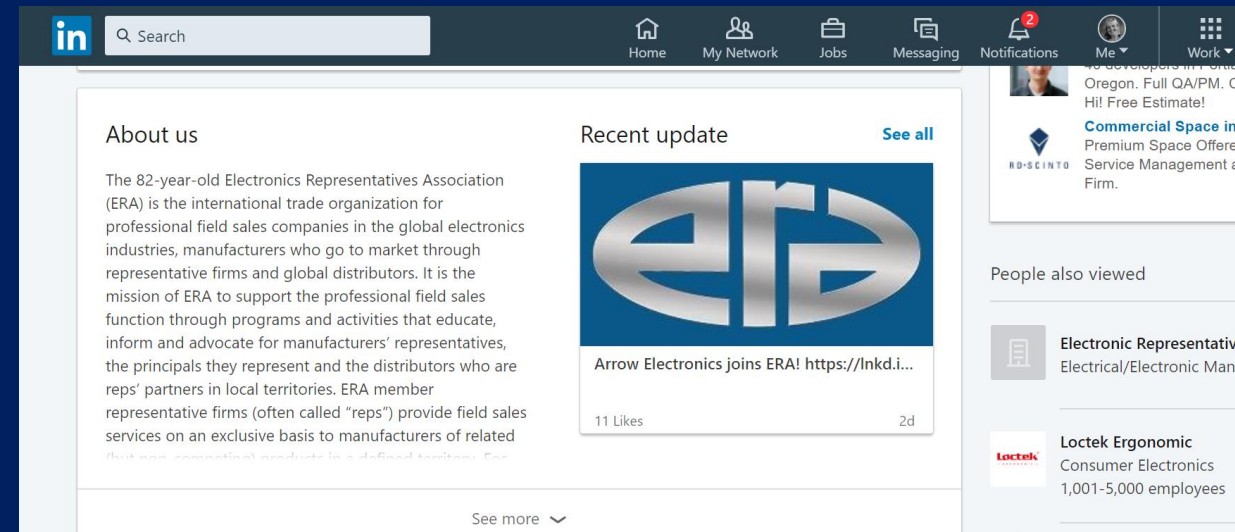


snagajob





- Does your company have a **LinkedIn** Page?
- Is it targeted towards customers? Potential employees? Both?
- College students are being directed to create a LinkedIn profiles.
- It's a great tool for recruiting – job posting, “stalking” - you can learn a lot.
- It is also a source of news. People are reading it.



glassdoor

- Have you checked your **glassdoor** rating?
- You have the chance to “polish” your image.

The screenshot displays the Boeing company profile on Glassdoor. At the top, a banner features the text "A CENTURY OF TURNING DREAMS INTO REALITY" with a play button icon and a "See All Photos" link. Below the banner is the Boeing logo and the company name "Boeing", marked as an "Engaged Employer". Navigation tabs include Overview, Reviews (6.4k), Jobs (1.3k), Salaries (9.4k), Interviews (1.5k), Benefits (2.6k), and Photos (65). A "Follow" button and an "Add a Review" button are also present.

The "Boeing Reviews" section shows 5,891 reviews, updated on February 21, 2018. It includes a "Filter" dropdown and buttons for "Full-time" and "Part-time". The overall rating is 3.5 stars, accompanied by a "Rating Trends" link. Two circular progress indicators show "67% Recommend to a friend" and "81% Approve of CEO". A profile for Dennis A. Muilenburg, CEO with 1,431 ratings, is displayed.

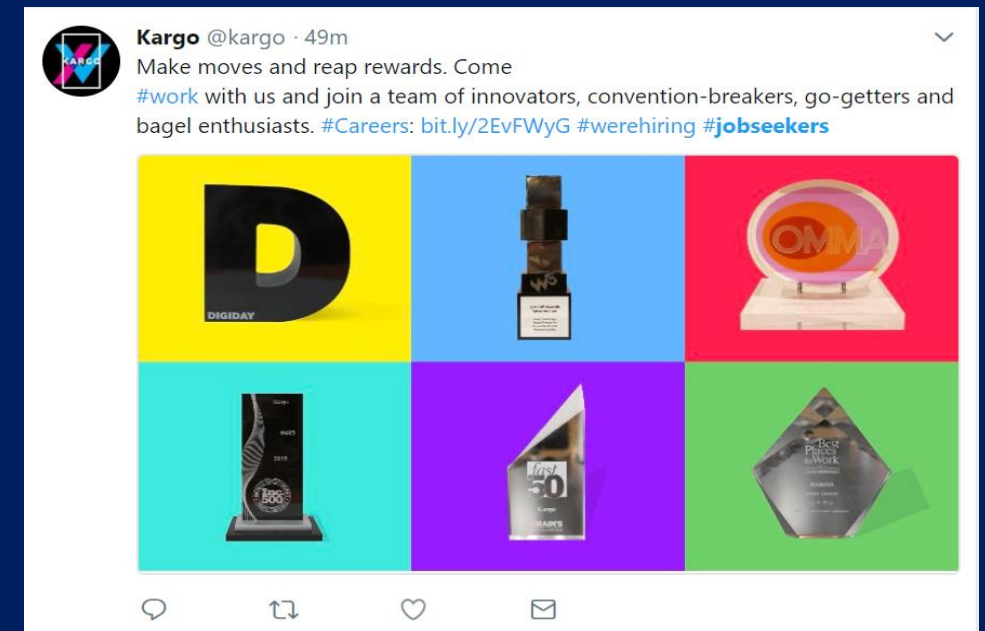
A notification box states: "Your trust is our top concern, so companies can't alter or remove reviews." Below this, the "5,891 Employee Reviews" section is sorted by "Popular". It lists "Pros" such as "Great work life balance for employees" (546 reviews) and "Great pay and benefits excellent working environment" (262 reviews). "Cons" include "Work life balance can be a challenge in some jobs but not all jobs fall into this category" (116 reviews) and "Upper management not doing enough to value long-time employees that work hard" (107 reviews).

On the right, the "Boeing Careers" section features a banner and the text: "Starting our second amazing century Where will the next 100 years take us? If Boeing's history of making the impossible possible is any... - More". Below this are links for "Featured Roles", "Career Areas", "Life At Boeing", and "Benefits". The "Reviews by Job Title" section lists: Engineer (148), Systems Engineer (137), Software Engineer (103), Project Manager (86), and Procurement Agent (58).



- Does your company have a **Twitter** feed?
- When you update your website, update your **Twitter** feed.
- Even once a week can help engage your current and future team as well as your customers.
- It is how news is gathered and shared.

If you have a younger workforce, this is a great way to get them involved in how you sell your **WHY**.



FINDING: Referral Program

How many of you have a
employee referral program?

If so, how much do you pay?



Referral Award Program

- Retention rates of 46% vs. 33% of organizations that only use career sites.
- New hires obtained through employee referrals finish training and onboarding faster than hires from other sources.
- 69% of organizations pay between \$1,000 and \$5,000
- Be Creative – 15% of companies offer additional vacation days.
- Not all referrals come from employees: 41% come from the organization's external network.

How much do you pay? Most companies don't pay enough. Make it significant – it's great way to spend money and it's a win/win. You get a great employee and a member of your team member gets rewarded for finding you a great person. Put your employees to work for you!



Diversity Hiring

What comes to mind when you think about diversity?

- Age
- Gender
- Race
- Religion & Cultural Backgrounds



By hiring people with different personalities and at varied stages of their career, you can help to foster creativity and offer a range of perspectives and ideas. Each can bring different things to the table which is why having diversity is so important to the success and effectiveness of teams.

Diversity Hiring

In 2016 Intel's CEO pledged \$300 million dollars to increase diversity hiring. Some best practices they uncovered include:

- **Re-word your job postings – Gender neutral**
- **Show your existing workplace diversity (or the diversity you aspire to)**
- **Increase your diversity hiring in your candidate screening**
 - Research has found that companies that use a pre-hire talent assessments have workplaces that are more diverse because the tools provide objective data as part of the evaluation.
- **Increase your diversity hiring in your candidate shortlisting - “two in the pool effect”**
 - Research featured in Harvard Business Review found that when the final candidate pool has only one minority candidate, he/she has virtually no chances of being hired. If there are at least two female candidates in the final candidate pool, the odds of hiring a female candidate are 79 times greater. If there are least two minority candidates in the final candidate pool, the odds of hiring a minority candidate are 194 times greater. Hence, the “two in the pool effect.”

FINDING

- **Online Presence**

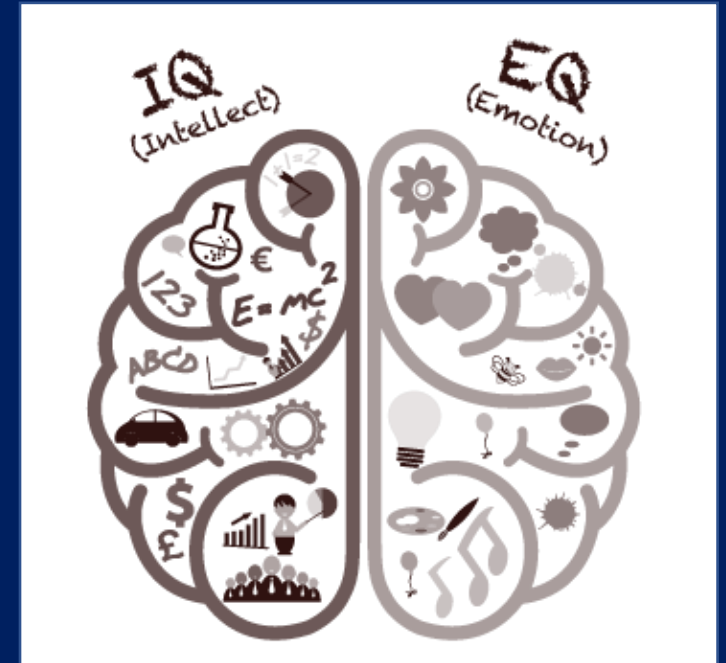
- Revisit your website from a potential employee's perspective
- Make sure your **WHY** is clear

- **Social Media**

- At a minimum, create a **LinkedIn** page for both customers and potential employees
- Check your **glassdoor** rating regularly

- **Referrals**

- Institute a great referral award program
- Engage your network



Raise Your EQ

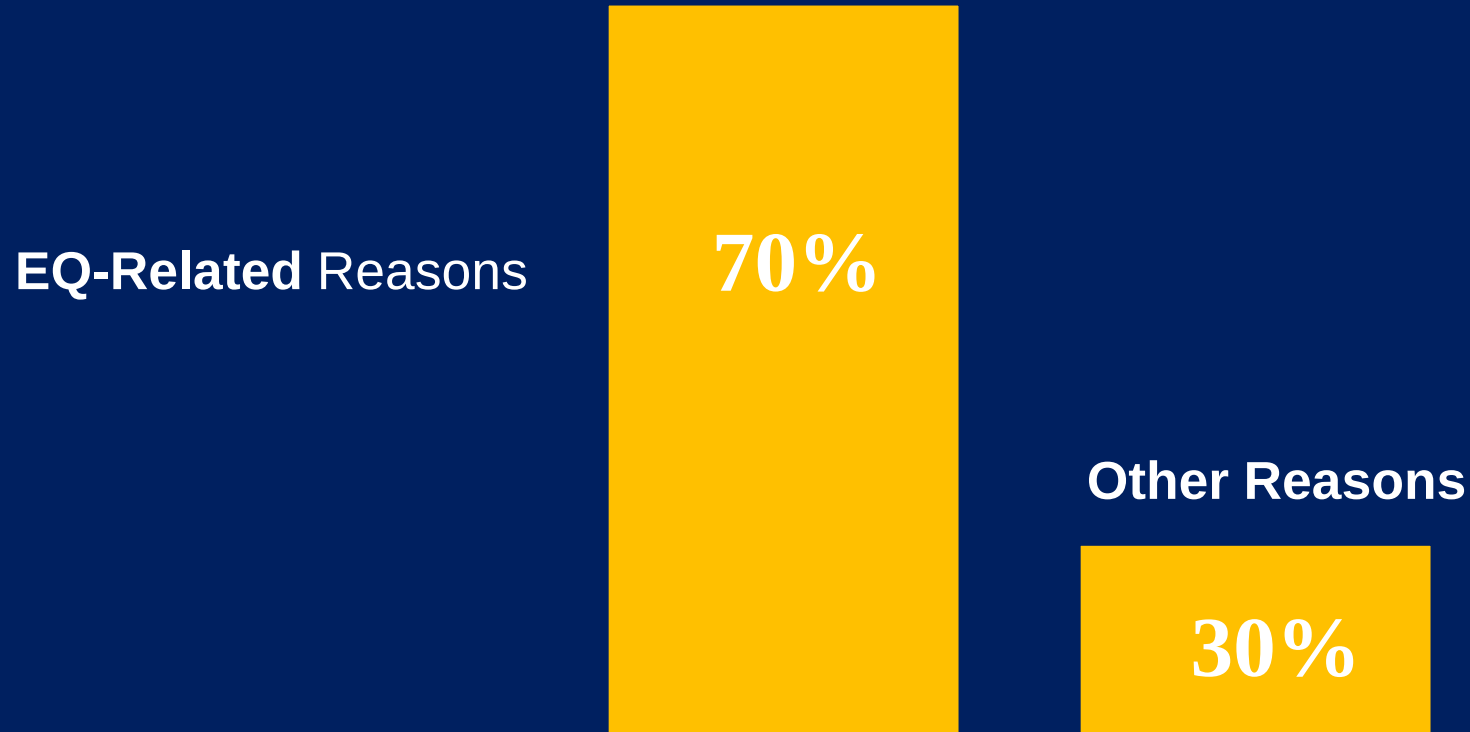
Raise your success **ENGAGING** your team, your future/potential employees and even your customers

What is Emotional Intelligence?

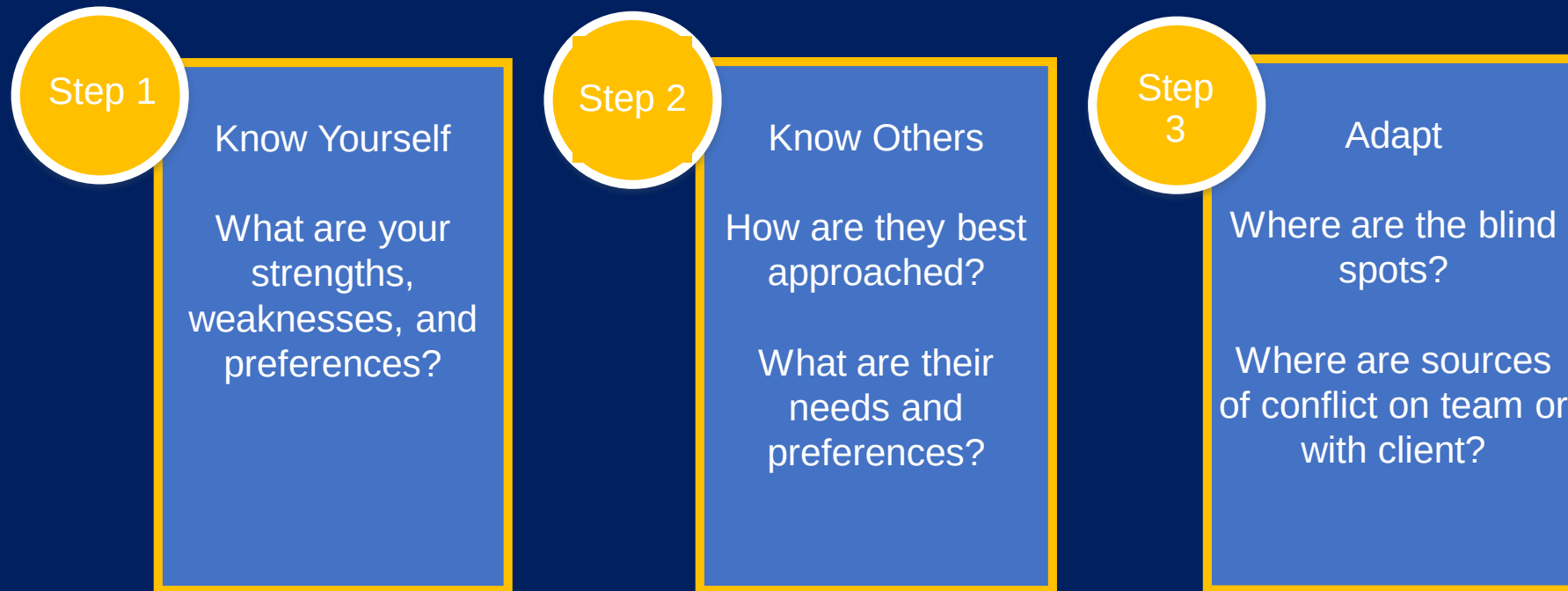


Retain the Business and the Team

Why Customers/Employees Leave



EQ: 3 Steps to Personal and Team Success



Where can we use EQ?

- **Communication** - adapting our approach with different styles, age, gender race
- **Training**
- **Engaging**
- **Selling**





higher employee engagement leads to higher performance

The Business Case for Emotional Intelligence - 6sec.org/case

Universal Language of Observable Behavior

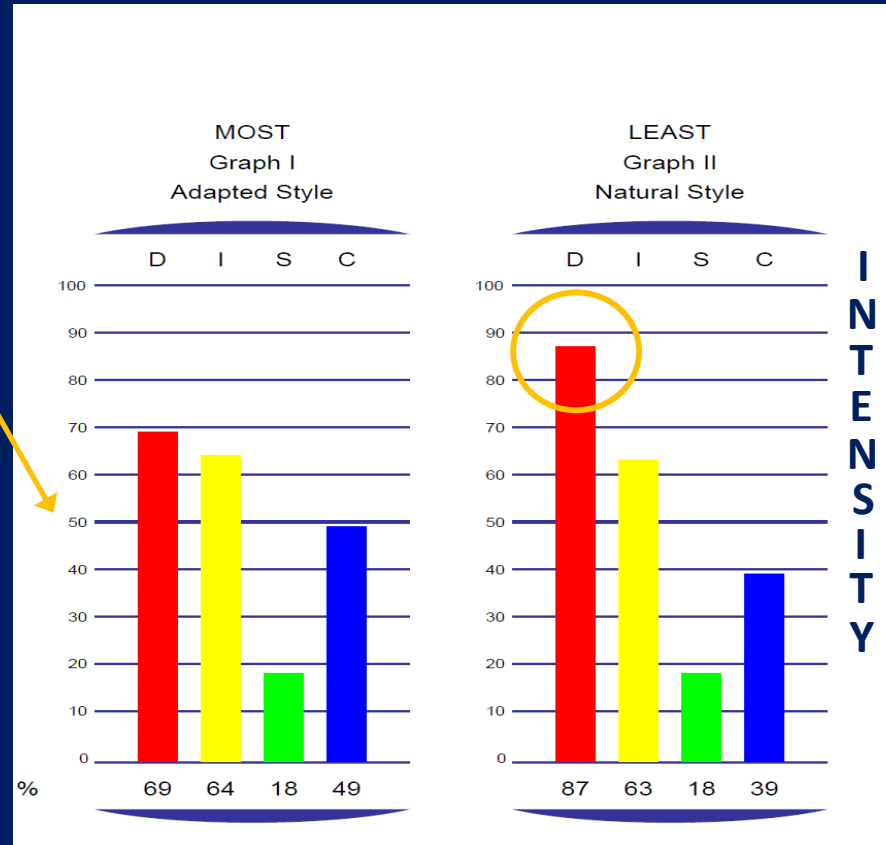


DISC

BEHAVIOR - HOW

DISC Graph

Energy
Line



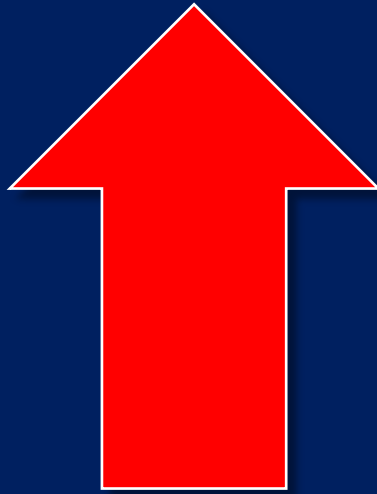
- Focus on the graph on the right – this is your Natural style.
- The further away your score is from the “energy” line, the more intense/visible the trait. – the harder it is to mask.
- Make note of your scores above the energy line. The person in this example is a “DI”.
- Circle your highest score. This person is a “high D”.

Page 9 of your report

Behavioral Insights



DOMINANCE

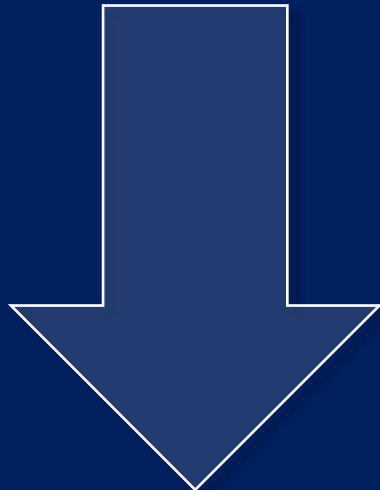


High D

Loves Confrontation/Debate

Impatient

Active Strategist/Problem Solver



Low D

Patient

Wants Vision/Clarity

Dislikes Confrontation



ANGER

DESCRIPTORS

Adventuresome

Driving

Competitive

Innovative

Daring

Persistent

Decisive

Problem Solver

Demanding

Results-Oriented

Direct

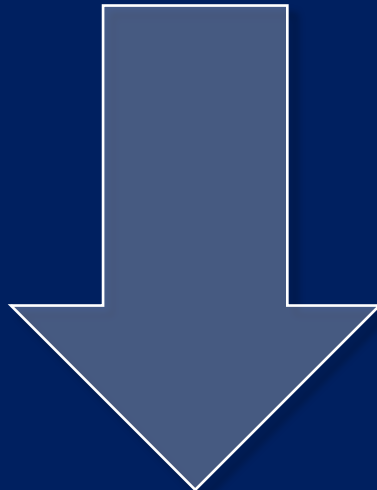
Self-Starter

BEING TAKEN
ADVANTAGE OF

I INFLUENCE



High I
Seeks to Influence
Outgoing
Needs to Verbalize



Low I
Logical
Introvert
Pessimistic

OPTIMISM

DESCRIPTORS

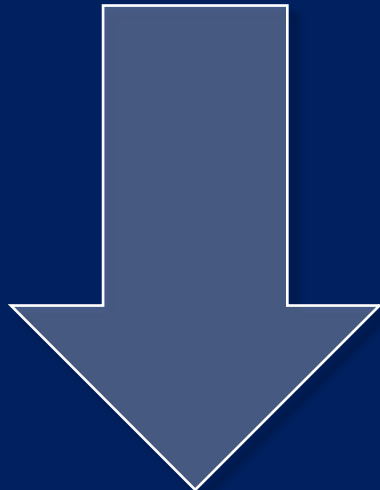
Charismatic	Inspiring
Charming	Optimistic
Confident	Persuasive
Convincing	Popular
Demonstrative	Sociable
Enthusiastic	Trusting

**LOSS OF SOCIAL
RECOGNITION**

STEADINESS



High S
Steward/Team
Slow to Change
Slower Pace
Time to think



Low S
Fast Pace
Quick to Change

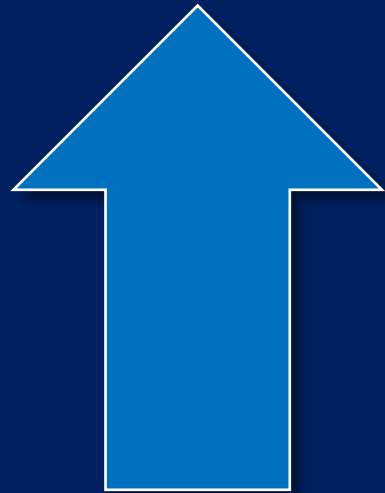
**NON-
EMOTIVE**

DESCRIPTORS

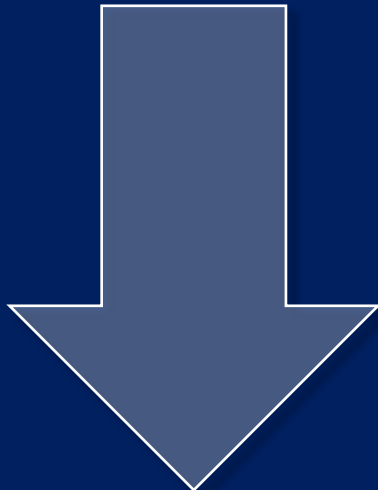
Amiable	Patient
Friendly	Relaxed
Good Listener	Sincere
Linear Thinker	Stable
Logical	Steady
Loyal	Team Player

**LOSING
SECURITY**

COMPLIANCE



High C
Follows Rules
Low Risk
Passive
Precise



Low C
Risk Taker
Breaks Rules
Seeks Independence



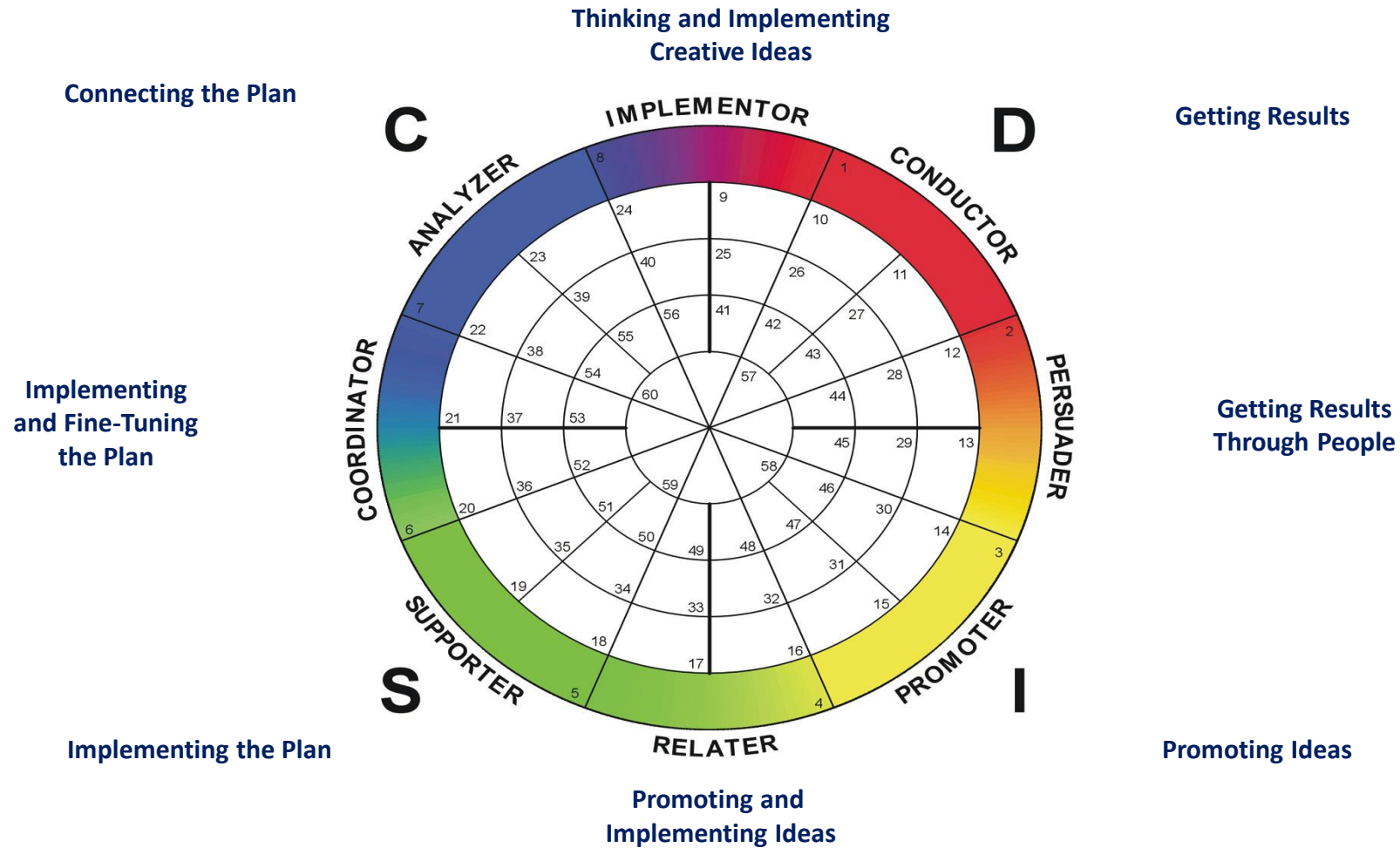
FEAR

DESCRIPTORS	
Accurate	Mature
Analytical	Meticulous
Conscientious	Patient
Diplomatic	Perfectionist
Fact-Finder	Precise
High Standards	Systematic

**MAKING
MISTAKES**

SUCCESS INSIGHTS® WHEEL

VALUE TO THE TEAM



Business Case for EQ

To understand the impact of incivility on performance, HBR researchers Porath and Pearson polled several thousand managers and employees from a diverse range of U.S. companies about their responses to rudeness at work and learned that among those on the receiving end,

- **48%** decreased their work effort,
- **47%** decreased their time at work,
- **38%** decreased their work quality,
- **66%** said their performance declined,
- **80%** lost work time worrying about the incident,
- **63%** lost time avoiding the offender, and
- **78%** said their commitment to the organization declined.

Harvard Business Review "How Toxic Colleagues Corrode Performance" April 2009

TABLE DISCUSSION

Challenging Relationship

1. What D-I-S-C style is the most difficult for you to handle? Why?
2. Use the **Profile your Key Relationships** worksheet to identify the style of a critical relationship
3. Use **EQ Relationship Worksheet** to identify what you have to do more of, less of, and/or differently to be more effective in communicating, managing or recruiting?
4. Share with the table some challenges you have working with this relationship and ways you might adapt your style to improve engagement.

10:00

Takeaways

- Know your **WHY** and commit to it
 - Promote your **WHY** everywhere
(website, social media and job postings)
- Use **EQ** to
- Find and engage the best talent
 - Maximize your relationships

Thank you! Questions?

ERA Conference Offer
Complimentary Assessment & Debrief available now thru 3/15



**RESOURCE MANAGEMENT
OF BOSTON** 
PEOPLE & GROWTH ANALYTICS CONSULTANTS

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