

How To Find, Attract, Get And Keep Great Staff In Turbulent Times

As you scale a business – as we scale your marketing and sales you need to scale your team too.

There are 4 issues that come up for every business – sales, cashflow, time AND People!

PEOPLE is the number one issue.

Especially, in the world we find ourselves in now. It has become pronounced with the impacts of COVID, changing how we work, how we market, how we sell and how we deliver.

Virtually every business owner we talk to has trouble attracting, finding, recruiting, and keeping the right people.

As the great business thinker and researcher Jim Collins says in Good to Great - **“Those who build great companies understand that the ultimate throttle on growth for any great company is not the markets, or technology, or competition, or products. It is one thing above all others: the ability to get and keep enough of the right people.”**

The RIGHT people in the right seats ...doing right things right.

So, how to find them, attract them, recruit them, and keep them is the question.

If you had a choice, which would you rather work with?

Mediocre, OK, they're good BUT type people?

Or GREAT people, resourceful high performers, A Players?

So, we are clear, an A Player is a high performer, and they live your business's core values (those behaviours that define who you are as a culture).

A Players love to play with other A Players.

So, what do most businesses do?

They often rush, cut corners, they don't get specific enough about who they want, or rigorous enough, they leave it to chance.

They play Russian roulette.

So, here is the thing...not just anybody will do.

Recruitment is a branding and marketing program

Finding the right people for your team is as much an ongoing brand building and marketing program as it is to find and attract the right clients and customers to your business.

Running some ads when you need someone is not enough.

Getting a recruitment agency to throw some candidates at you is not enough.

A critical component in attracting the right people is your existing team and the culture you have created.

Here is what most current recruitment practices look like...

- It is last minute, without warning, we did not plan it, I want someone fast and for as little money as possible.
- I just need someone now.
- Close enough is good enough, that was who was available.
- Can they do the job?
- We will sort it out later.
- Are they breathing?

There is a focus on skills, yet we are hiring a living breathing human being too.

Here are the stats...

- A gut feel hire gets the right person 35% of the time or 2/3 are a wrong hire
- Add some testing and you might get it to 50% or only one out of two is a wrong hire
- Add in some skills testing and the results improve to 60% - only 4 out of 10 wrong hires

Some common mistakes

- Gut feel
- Chemistry
- Convenience
- We don't know what we want specifically (this is incredibly common)

There is a common misperception is that it is better to hire generalists. Yet the reality is you're hiring people who are **not great at anything**.

Most people are **only really good at 1-2 things, some people are great at 1 thing**. We hire someone for a role and expect an ALL rounder.

The impact of a wrong hire (a hint it is huge \$\$\$\$\$)

When was the last time you had a wrong hire?

How much did it really cost you?

What was the impact?

There's the cost to hiring, training, and firing a person. Let alone the impact and cost on the team, your culture, your customers, on morale, on productivity.

Then there might be unfair dismissal, theft of IP, customers and worse.

Here's the latest stats?

- A salesperson it is upwards of 6X their salary.
- A manager up to 15X their salary
- A CEO 27X their salary.

No business can afford to get it wrong. That can be catastrophic for a small to medium sized business.

Yet we rush!

Slow down, Set things up right.

Slow is fast.

Finding And Attracting Right People

It starts with developing a Scorecard

It is different to a job description. In some cases, a job description might be useful. Usually, it is a long list of things to do – just in case.

A scorecard is totally different.

It is a one pager of what you want a person to achieve. This is about setting things up right.

People want clarity and that is what a scorecard provides. It gives you the business owner clarity. It gives a prospective team member clarity.

It is the basis for creating a marketing program for attracting people. It is used in your conversations, in your ads, on your landing page for enquiries.

It sets you apart as being different.

Being different means being people focussed, team focussed, client focussed and truly relational.

So here is the basis of a scorecard:

1. The MISSION of the role (in plain English!) – what you want them to achieve; AND
2. The top 2-3 KPIs for the role; AND
3. The behavioural competencies required to fit and perform well – values fit.

The scorecard shifts the focus from what I want you to do to what I want you to achieve.

Which do you think would attract an A Player?

How to find great candidates, how to get the right flow of candidates.

If you treat recruiting as a one-time event or something you do every now and then. Well...

Of all the ways to source candidates, the number one method is to ask for referrals from your personal and professional networks.

Get started!

Identify 10 people you could ask **“Who do you know that I should hire?”**

Ask your employees, especially your A players, your clients and customers, and your suppliers. Tap into the collective intelligence.

Some of the best candidates to consider are people you have already work with.

Offer your employees a referral bonus for referring an A Player. It takes A Players to know A Players.

Make it a ritual, a discipline, continue to build your list and talk to one person per week.

Have your team doing the same thing building lists and build it into your employee's scorecards.

Deputize friends of your business and offer them bonuses too.

Set aside 30 minutes every week to identify and nurture A Players every week. 30 minutes for calls, each, and every week.

Here is how the call might go...

“John recommended that you and I connect. I understand you are great at what you do. I am always on the lookout for talented people and would love the chance to get to know you. Even if you are perfectly content in your current job, I’d love to introduce myself and hear about your career interests.”

A follow up question even if they personally are not interested

“Now that you know a little about me, who are the most talented people you know, who might be a good fit for my company?”

Fit with your culture and strategy is more important than specific skills.

You are hiring for fit to your team, your culture and for your strategy.

If you are simply hiring employees to do a job you are going to only get people who do a job.

Finding and attracting right people is an ongoing program. It’s a branding and marketing. So,

- Build a network
- Build a list
- Build a talent pool
- Build connections & relationships

If you do hire external recruiters.

Share the scorecard for the role you are recruiting for and make sure they know your culture intimately, so they clearly understand fit. Keep in mind that many recruiters only find candidates, and they often charge a fortune. The actual recruitment is still up to you.

Getting the right people

Remember this saying **“Slow to hire, fast to fire”**.

This is more than getting backsides in seats. Slow down, take your time.

When we help our clients with a recruitment it is a whole program from putting a scorecard together, putting ads together, building messaging for social media, putting a more information landing page and application process together, and helping you and your team to get out and talk to people.

The critical thing is to treat all respondents with respect and care. With quick responses and feedback, and transparency about the steps and what happens next.

Remember, this is about your brand. Brand is about experience.

People remember how they are treated even when they do get the role on offer. Even more so.

And A Players want to work to get a role.

I put my application in – what happens next?

Once someone has answered all the criteria in the application there is a shortlisting of people where it is a clear “YES”. We are not looking for lots of applications. We are looking for right applications.

People are chosen for a forty-minute phone interview.

Out of this the only face to face interviews happen for the top 1-3 most likely candidates. Face to face interviews go for 90 minutes or more.

The reason is that people who are good at interviews if they don't have the substance to last the distance and the quieter people (introverts) have time to find their stride.

There are no surprises. Everyone knows the questions in advance.

How you do your interviews are crucial!

Ideally interviews are conducted with a panel.

Whereas most businesses do a quick interview of say 20-30 minutes and see if they like the person and whether they have the skills, and sadly questions are usually based on hypotheticals.

This is not best practice.

It is best to look at past experience and behaviour, past behaviour is the best indicator of future behaviour.

In interviews it is an opportunity to get a full and true picture of a person and for them to get to know you, your team and business.

Bringing on someone is a big investment.

Do your referee checks – 3 people you choose you want to talk to.

I could go into more depth, suffice to say there is a much better way to run a recruitment than most businesses currently do.

If no-one meets the standard, we go again. We are after right people. Not just anybody.

If you want to know more, go to <https://businessgrowthstrategies.biz>

Keeping the right people

Getting the right people, high performers, A Players is the first part of the equation. Keeping them and getting them to help build your business is the next part.

'A' players in particular do NOT like to play with non-'A' players – ultimately they will leave, they do not play with mediocre.

The first 100 days of on-boarding is critical for your good fit, high performer A players so they hit the ground running. Get it wrong and you could turn an A Player into a B or C player or lose them.

Aubrey Daniels the father of Performance Management basically says:
Each, and every person has another 40% more energy they can give you if they choose to – if you create an environment where they want to.

Full engagement is right people doing right things right – coming to work with their heads, hearts, and hands to play 150%.

High performing teams need cohesion and clarity to do this.

They are driven to perform and achieve.

So, you need to create an environment for A Players to thrive:

- Strong culture
- Minimal politics
- Minimal confusion
- Low turnover of good staff

Or put another way:

- High productivity
- Staff have clarity
- Retention of great staff

In summary – Finding, Attracting, Getting and Keeping Right People:

- Go for A Players
- Slow down to get it right so you can go fast
- Use a better recruitment process (hint it is a sales process)

The key to finding the right people is a recruitment strategy that reflects your core values and purpose and consistently building the right potential pool of talent. Building a talent pool requires ongoing discipline.

Once you get an A Player pay close attention to the first 100 days of on-boarding to get them flying 100%.

One great person replaces 3 good ones.

As Jack Welch said “fewer people, paid more.”

Keeping the right people means building a healthy culture. There are 4 disciplines to keep in mind.

1. Create Cohesion
2. Create clarity
3. Communicate clarity
4. Reinforce clarity

People don't quit companies, they quit people. Build a healthy team and culture, look after your people first. The only way to grow a company is to grow your people first.

Jim Collins says “Right people in the right seats doing right things right”

If you'd like to brainstorm some ideas on how to implement this stuff, I'm happy to help.

You can book a call with me where we can check if and how we can help you. We'll take a look at what you are doing, what you want to accomplish and give you the best we can in terms of what you should do.

This is free but there is a catch.

This is only for established businesses.

We are not very good with start-ups.

Our strength is in taking businesses from doing OK to doing exceptionally well, fast.

If you would like a sample of how we do that go to <https://businessgrowthstrategies.biz> and pick a time that works well for you.

Thanks so much for reading this. I hope it helps.

Rod Fraser