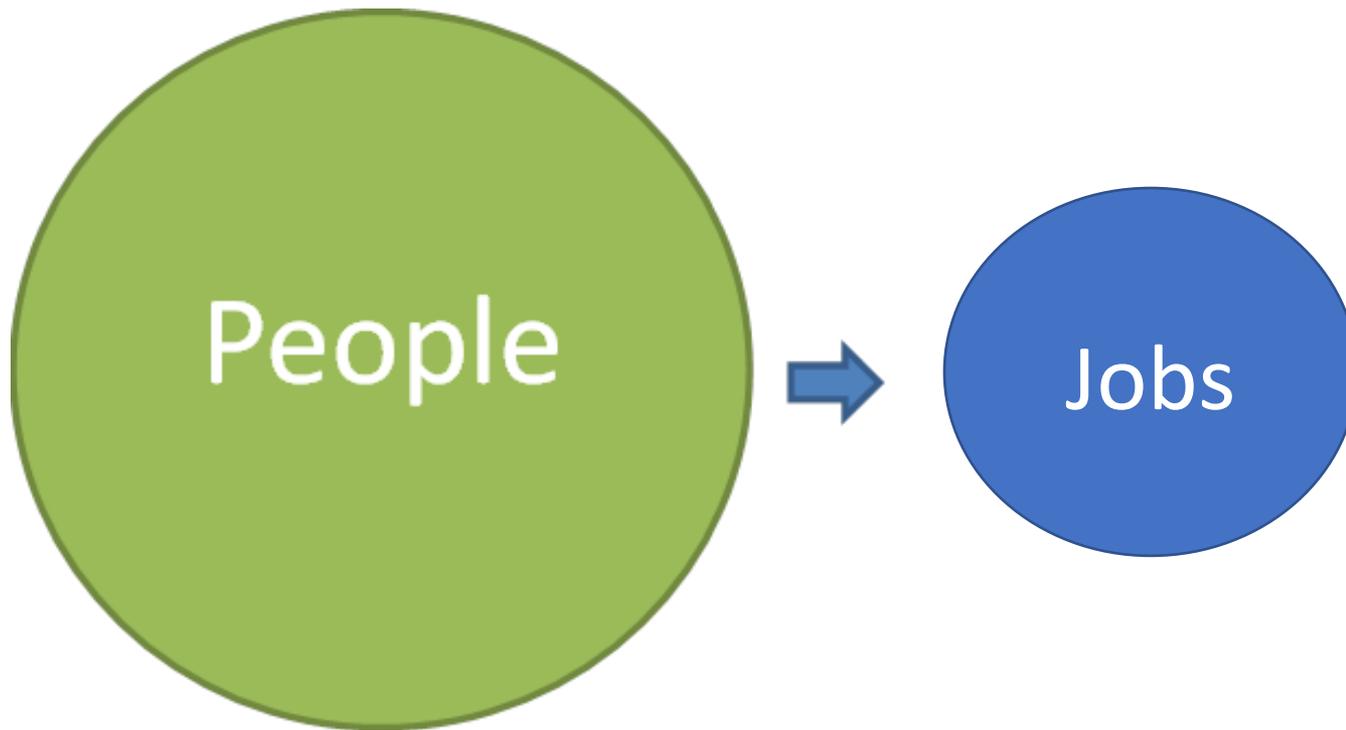




Building Sustainable Workplaces

Presenter: Mandy Johnson

For most of the 20th century there were more people than jobs:





Hiring and keeping employees was as easy as plucking apples from a small tree.

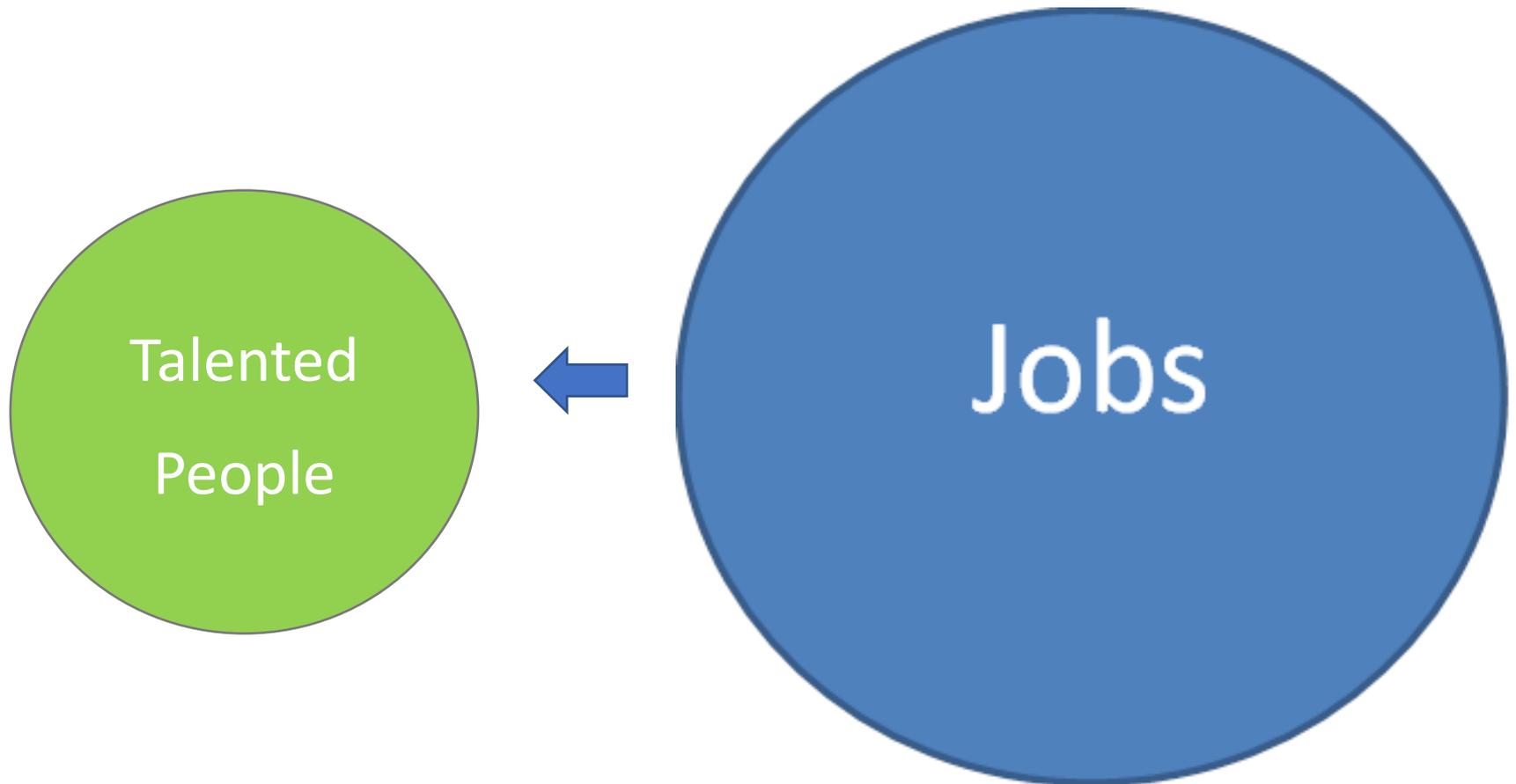
People were lucky to have jobs and that was how they were treated...



...and the whole 'people' area atrophied as a discipline.



But the labour market has now morphed:



It started over 10 years ago but most companies didn't notice.....



For instance in 2013, 14 million Americans were out of work, yet according to the US Bureau of Labour Statistics there were still 3.7 million unfilled jobs.



In Australia, CEO surveys showed finding and keeping great people was the number one issue in the 21st century, yet we've just experienced the highest unemployment figures in a decade.

And then COVID hit, sending us into a global labour shortage.....



So where have all the people gone? Why can't we find workers?

There are many external factors:

- An aging workforce
- Low birth rates
- Increased need for technical skills, even in low-paid jobs.
- Need for more adaptability skills.



Business Life Cycles Have Shrunk Dramatically.



- In 1950, the life expectancy of a firm in the top 500 global companies was around 75 years. By 2001 it was less than 15 years*.
- Today, the life cycle of any product or service is estimated to be about 5-7 years.

*According to Deloitte's Center for the Edge research.

Then there is
how *we*
contribute to
the
problem.....



Even though we like to blame fickle, greedy young people, an MIT study found that a toxic culture is 10.4 times more likely to contribute to people leaving than compensation.

← Importance relative to compensation →

Toxic corporate culture



Job insecurity and reorganization



High levels of innovation



Failure to recognize employee performance



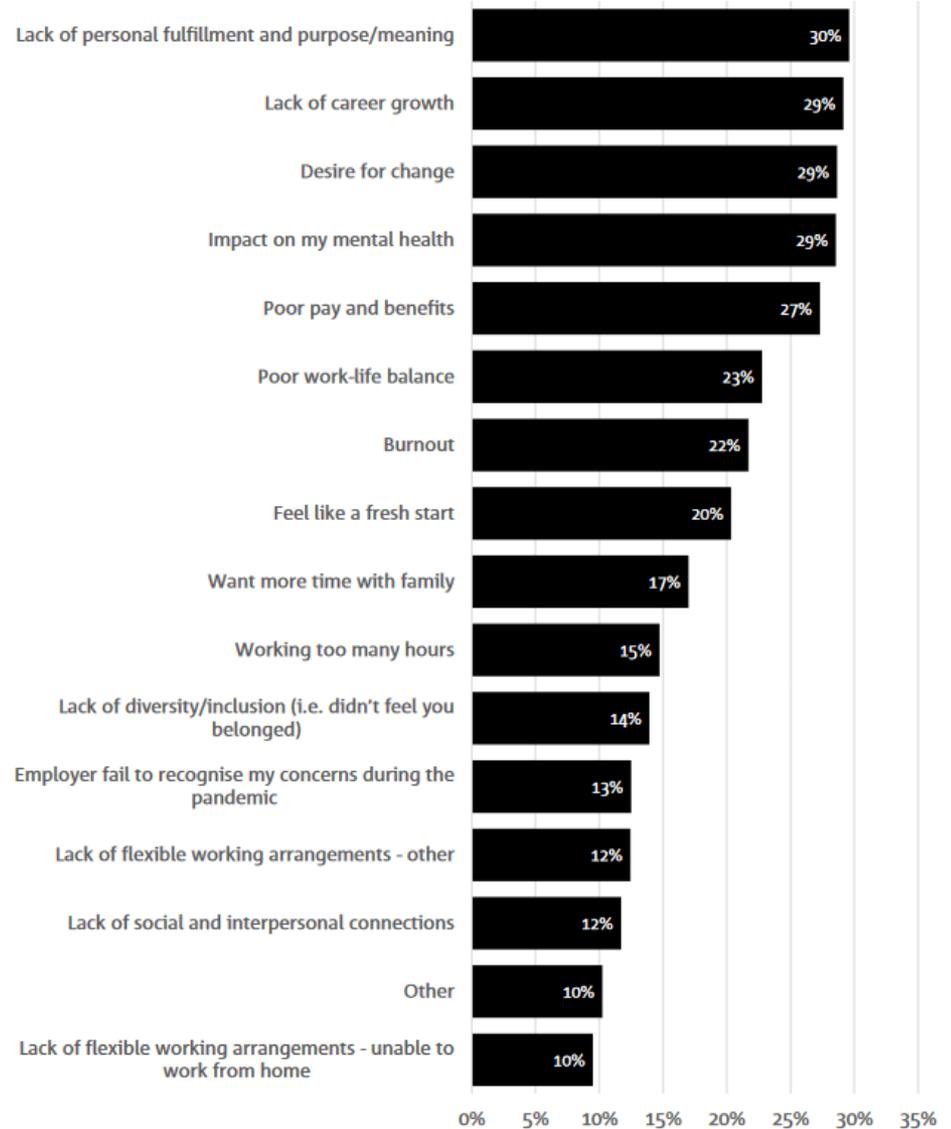
Poor response to COVID-19



An Australian study* also found that the key reasons people leave are 'push' rather than 'pull' factors...

That is: what companies are doing themselves!

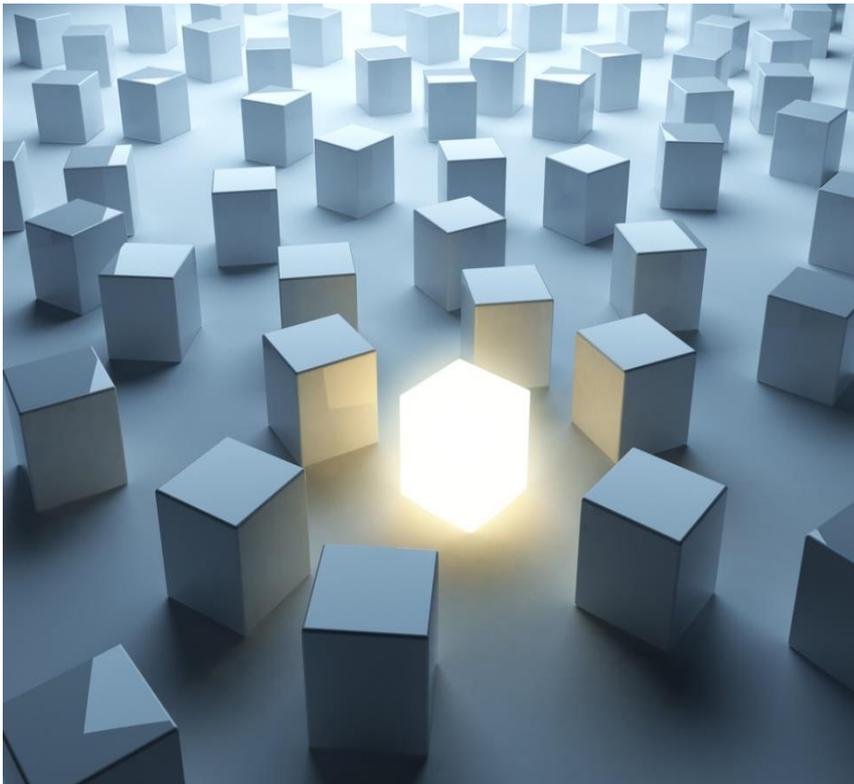
MAIN REASONS YOU'RE CONSIDERING LEAVING YOUR CURRENT PLACE OF EMPLOYMENT



So with all this change, we simply can't keep doing what we've done for the last 100 years and still expect to get the same results.



The Huge Opportunity



Those who focus on improving their people strategies stand out like beacons in the conventional marketplace and beat their competitors (many of whom will not survive)



..and they are far more profitable

‘Best Employer’ companies achieve on average **four times the profit growth** of other organisations

and

three times better in comparative stock market returns.

(According to Aon Hewitt’s People Practices Inventory 2011 & Russell Investment Group Study 2011)

Its not easy. Often dealing with people can feel a bit like this.....





Building Sustainable Workplaces

In this masterclass we will be covering:

1. Attracting & Hiring – what are the motivators that people really want?
2. Baiting the Hook – designing innovative recruitment ads.
3. Building High Performing Teams– making a great first impression plus the 5-step strategy that means you never have to sack anyone.
4. Your Action Plan.

1. Attract and
Hire The Right
People In The
First Place



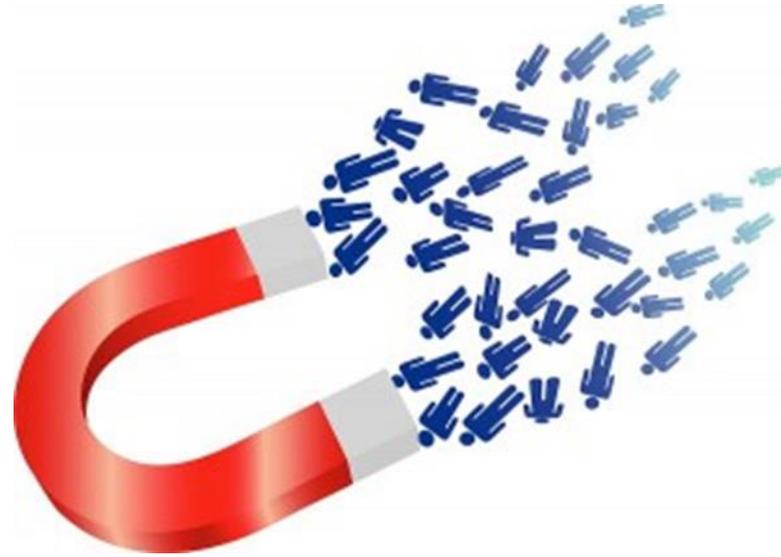


It's important to think about what the candidate wants, not just what your organisation wants

Is It All About The Money?



They want:



- Time
- Brightness of Future
- Creative, challenging and varied work
- To be inspired

The Gore company did as well:

'Discover how a Gore team developed a device that changes the way doctors treat patients with serious heart defects. Discover how a Gore team invented a guitar string that inspires musicians to play. Discover how a Gore team engineered high performance fabrics that change the way fire fighters respond to emergencies. If you are searching for a company where you can have an impact and make a difference, we're looking for you!

*What can **you** change by joining Gore?'*



So create points of difference and work out how you can stand out from the pack.



What Makes You Different?

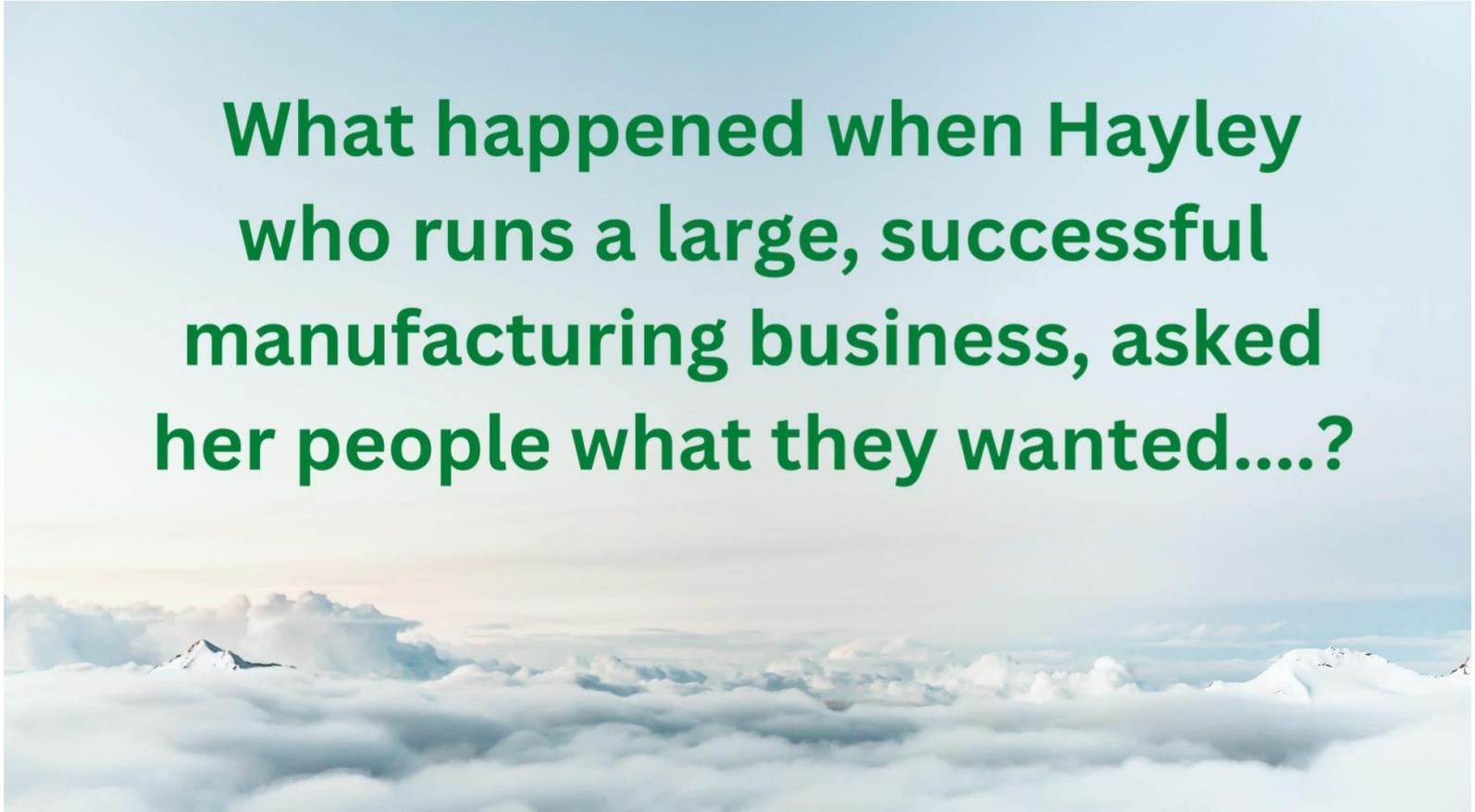
Significant growth? Awards? Modern equipment? Innovative software/operational systems? Flexible shifts/work days? Exciting future vision? Low staff turnover? Good career prospects? Supply to blue-chip clients? Excellent safety record? Involvement in local community? Best practice in some area? Diverse work roles? Noteworthy environmental practices? Regular fun social events? Training budget? Staffroom pluses eg coffee machine, free frozen meals? Employee discounts? Input into decision-making? Objective rewards or recognition program? Physical location pluses eg scenic/lots of activities/close to shops/schools/beach?

Activity: Why Work For Us?

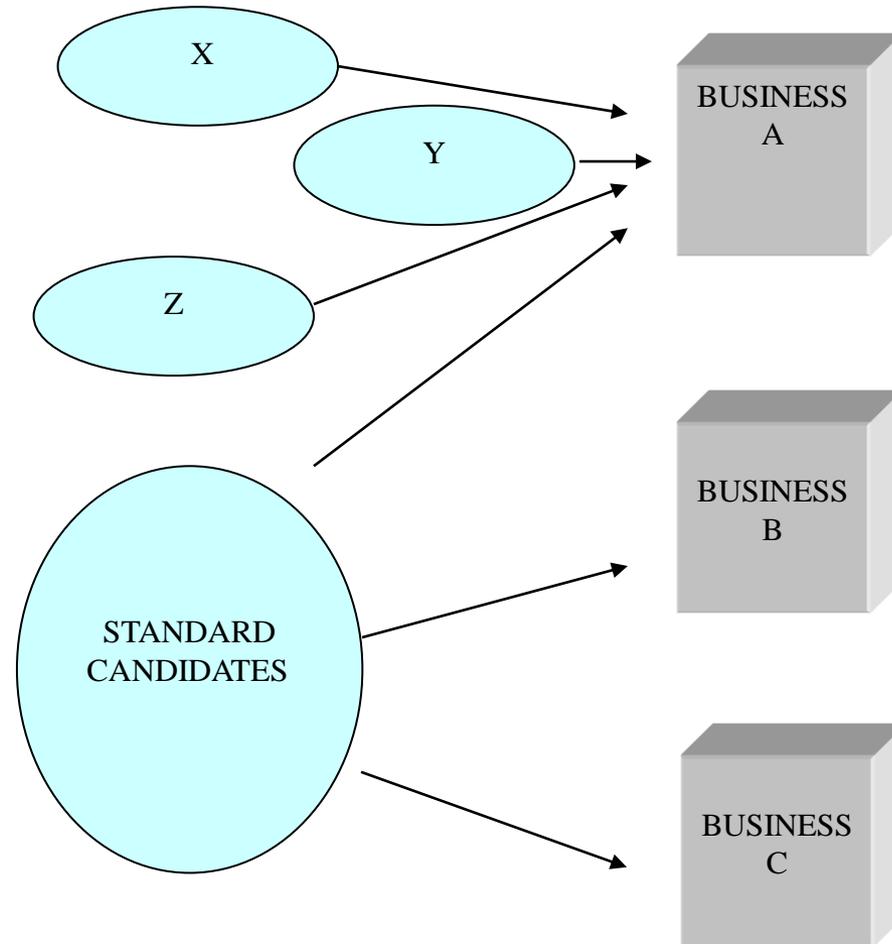


What If You Don't Know What People Want – Start By Asking Them.....

**What happened when Hayley
who runs a large, successful
manufacturing business, asked
her people what they wanted....?**



Also think about how you can expand your target market



Other target markets to consider:

- School and college graduates
- Alternative gender or ethnic groups
- Older people
- Overseas applicants
- Boomerangs
- Split Roles



What are some alternatives you could consider? Is anyone using any now?



2. Baiting The Hook – turn your points of difference into a killer recruitment ad



How attractive is this ad?

Senior Farm Hand (SEEK Ad 28 Feb)

X Dairy is seeking an experienced farm hand with a passion for the dairy industry. The successful candidate will be experienced in working in similar scale dairy operations and demonstrate strong knowledge and experience in the following:

- Workplace Health and Safety
- Herd Management and Nutrition
- Irrigation and Pasture Management
- Ability to Lead a Team
- Repairs and Maintenance



Ad that sells benefits:

Herd Manager - Picturesque NE Victoria

- **Generous salary package** including house, superannuation - \$70K+
- **Switch careers and live the country life** – use your existing leadership and people expertise and we will train you in dairy skills (if you don't already have them).
- **Flexible roster that promotes good work/life balance.**
- **Work on an innovative farm** with an enthusiastic team and learn modern farming technologies and practices.
- **Keep your skills cutting-edge** by participating in industry training, discussion groups and conferences.
- **Live in picturesque X-Town, an adventure lover's paradise** with horse riding, rafting, fishing, bush walking & cycling right on your doorstep.

CASUAL MILKERS – NEAR DEVONPORT– WORK 1 SHIFT OR MANY NO EXPERIENCE REQUIRED

Choose your own work shifts/days at this modern, progressive dairy farm

- **Generous salary** – earn \$160-\$220 per shift.
- **Enjoy better work-life balance** – 6-hour shifts morning, afternoon, weekends (not split shifts) and flexible hours from 4.30 am or 4 pm.
- **Choose your own work-days** – maybe you're a retired farmer or mature worker and just want to work 1 or 2 shifts a week, or you may be saving for a house and want many shifts – its your choice.
- **No prior experience required** – we'll train you on the job.
- **Enjoy secure, regular work as part of our roster** – We've been operating for 40 years and are the largest local supplier to Mersey Vale Cheese.
- **Work in excellent facilities and upskill**– we have a modern rotary dairy, We supply uniforms and you'll be working with people with the combined experience of 120 years of dairying. We've also been involved in a number of Dairy Australia research projects and activities.
- **Only 5kms to Devonport** – close to town so an affordable drive to work. You're welcome to come out and have a look at the farm, obligation-free.

The Results Of A Great Ad:

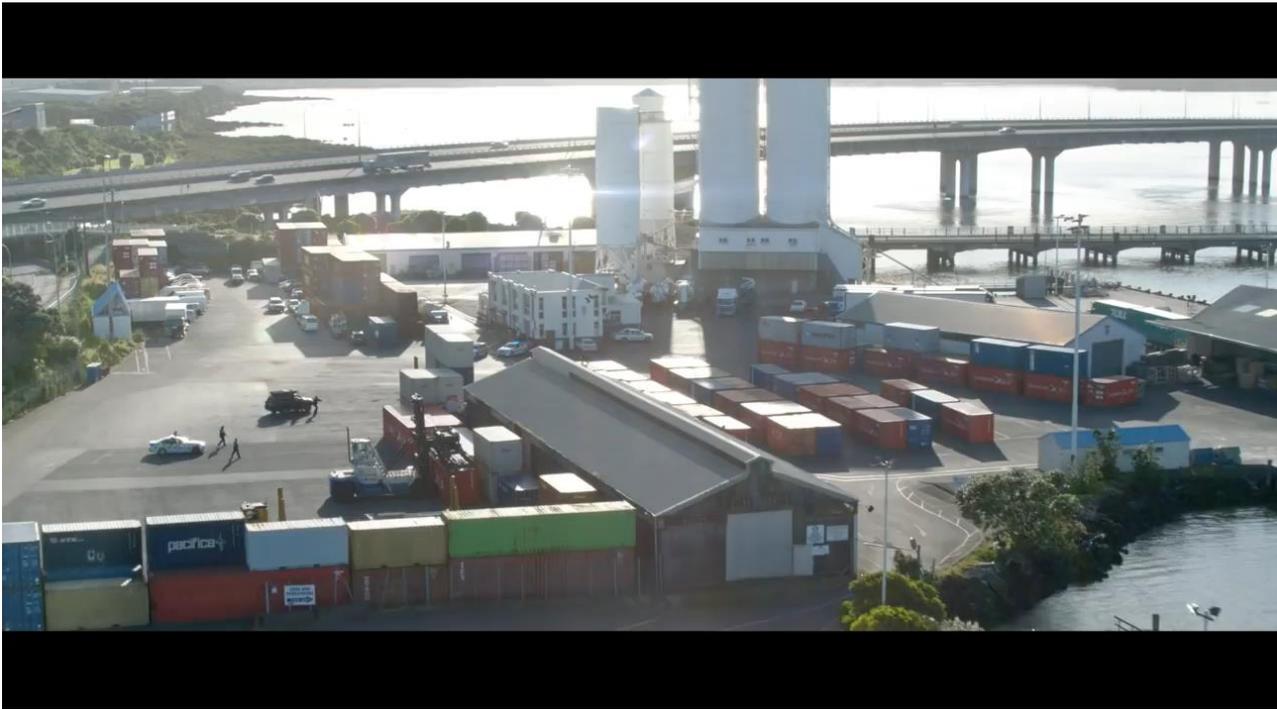
'As much as I thought the ad didn't suit "us" (bit wanky) I ran with it, I'd say we got the best interest in an ad we've ever had. I had shortlisted 5 candidates, interviewed and employed within 2 weeks.'

Nick Mayes, General Manager, Crisp Power Brisbane

"In the midst of a massive labour shortage in skilled tradesman in the mining industry we have just completed the best recruiting drive we have ever attempted. Using our new ad we have now employed 7 or 8 highly skilled and varied candidates in the last couple of months and we are interviewing 2 more boilermakers this week. Last time we advertised in August we couldn't get a single one."

Rob Darlington, Owner/Manager, Extreme Excavators Mackay

When advertising, dare to be different:





Yet recruiting people without a strategy for retaining them is like pouring liquid gold into a bath tub.....and leaving out the plug.

Onboarding: The First Impression



Group Exercise:

**FINISHED FILES ARE
THE RESULT OF YEARS
OF SCIENTIFIC STUDY
COMBINED WITH THE
EXPERIENCE OF MANY
YEARS.**

Some Examples Of Activities That Make A Great First Impression:



- A small gift and card to welcome them to the team.
- A welcome chat with the leader/business owner
- Team building activities such as a welcome morning tea.
- A welcome pack containing all practical details they need to know. Could be a map, other team member names and photos and so on.
- A 15 min checkout at the end of the day to answer questions and address any concerns.

How could you improve your current onboarding process so that your new people feel valued and inspired?



Building High Performing Teams



So how do you grow effective teams?



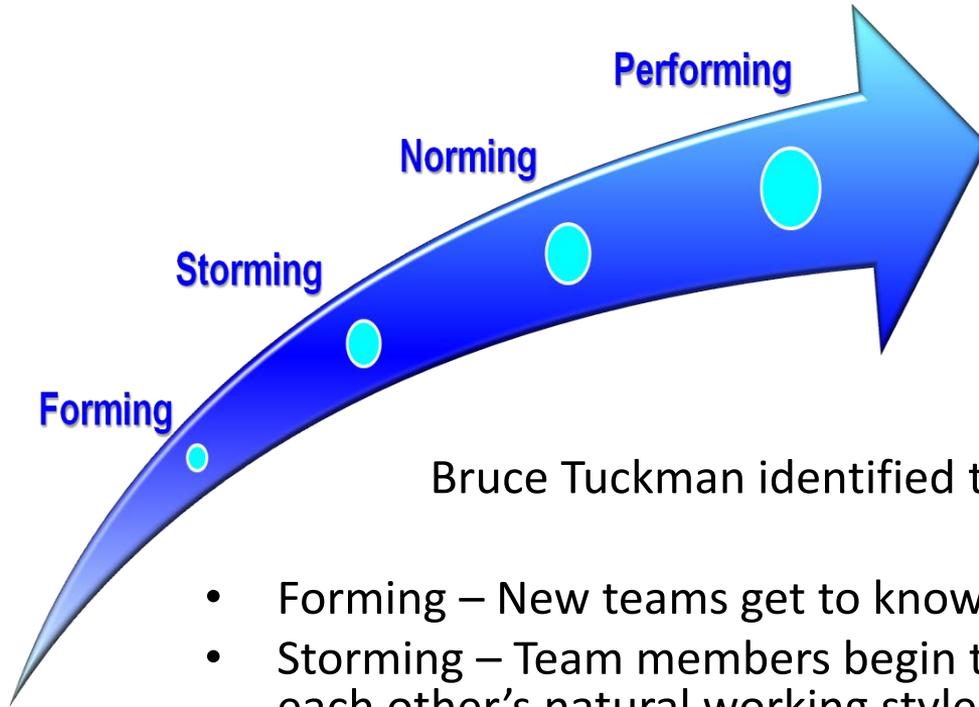
Q. What did Flight Centre's Top 200 most profitable stores globally have in common?

The One Common Factor:



They all kept the same teams together for more than 12 months.

The Four Stages Of A Team



Bruce Tuckman identified these four stages of a team:

- Forming – New teams get to know each other.
- Storming – Team members begin to push boundaries and challenge each other's natural working styles.
- Norming – People start to resolve differences, appreciate colleague's strengths and accept the leader's authority
- Performing- The team works hard, without friction, to achieve its goals.

So The Trick Is To Get Your Teams
To The 'Performing' Stage
As Quickly As Possible



The One-On-One

The most effective strategic tool for performance management and retention



One-on-ones enable leaders to:

- Retain people.
- Keep people focused and achieving in their roles.
- Identify common problems to be acted on.
- Inspire with the big picture.
- Help people develop, both personally and professionally.



The 5 Step System

1. Ask the employee's perspective on their month
2. Give the organisation's perspective.
3. Explain the impact (good or bad).
4. Discuss consequences and explore ideas for solution (for employees with below standard performance).
5. Write down a simple 1-2 line action plan and get commitment.

Start with the easiest employee and just have a chat as practice.

Explain why you're going to start doing them and then use questions like:

What was it that attracted you to this job in the first place?

What do you like about working here?

What motivates you in life?

If you were me and you could change one thing here, what would it be? and so on.

And then of course, in every one-on-one *"What is one thing that you are going to work on this month to improve what you do?"*

Remember if you don't
manage performance well:



The culture of any organization is shaped by the
worst behavior the leader is willing to tolerate.

YOUR ACTION PLAN



To Sum Up:



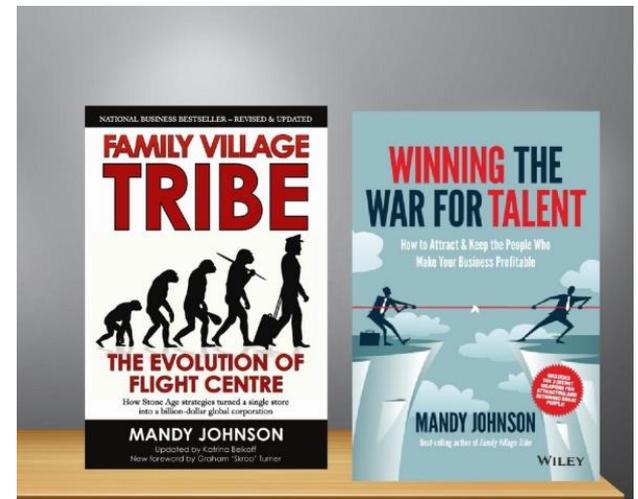


If you are seeking
perfection, it will
never happen.

To build a remarkable workplace you simply
focus on continuous improvement – even
one innovation each month will see you
surpass your competitors in a year.



For more info:



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www.mandyjohnson.co

Or connect with me:

Email: mandy@mandyjohnson.co

LinkedIn: www.linkedin/in/mandyjohnsonoz

Twitter: www.twitter.com/mandyjohnsonoz