

# Contented Cows

*Give Better Milk*

Your People...Your Profit



ROGERS & GRAY  
INSURANCE

THINKING LEADERS

EXECUTIVE SERIES



richard hadden csp  
certified speaking professional

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# PREMISE

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

**BOTTOM LINE.**

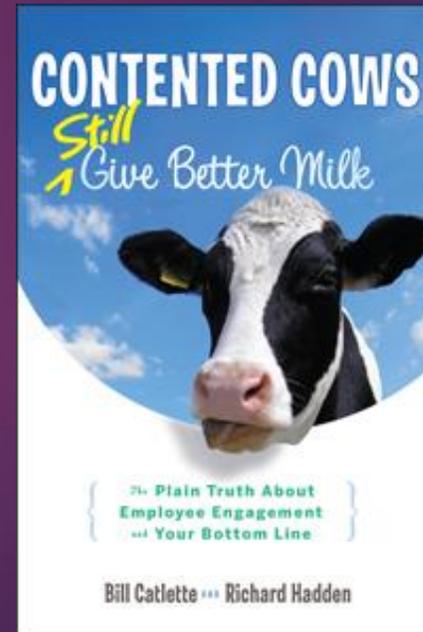
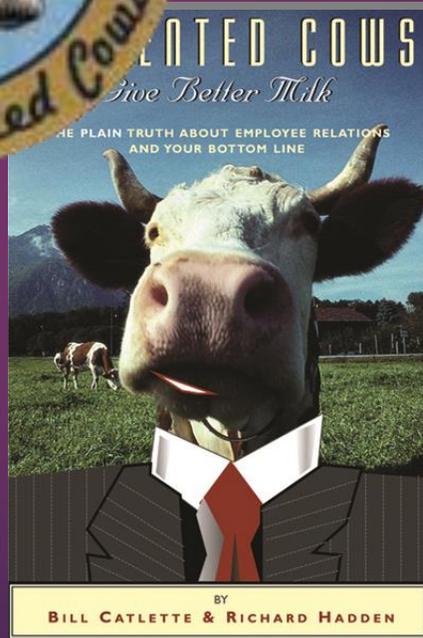


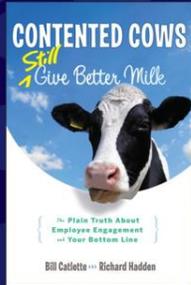
**REPUTATION**

**Recruits**

**REALITY**

**Retains**





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***There is a dire***  
***talent shortage***

**... unless  
you're a great  
place to  
work.**

*- Tom Peters*





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

**The fastest route**

# **LEADERSHIP**

**The earned consent of followers**

# ASSIGNMENT

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

# LEADERSHIP

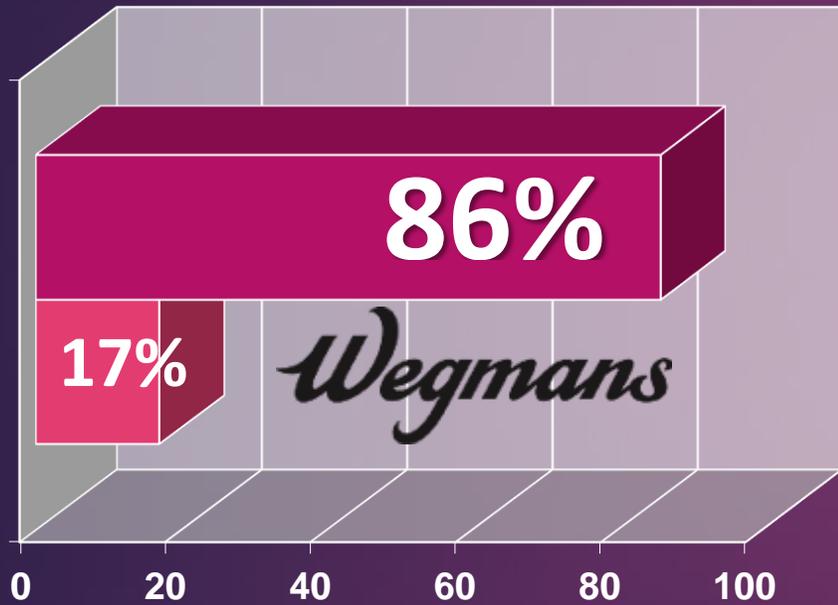
- Screen for it
- Hire for it
- Train it
- Coach it
- Reward it

# ENGAGEMENT

1. What is it?
2. What good is it?
3. How do I get it?

# TURNOVER

## Supermarkets



## Fast Food



# CONTENTED COWS

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

**Personal Capability**

**- Minimum Requirements**

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**DISCRETIONARY  
EFFORT**



**Work is contractual**

**Engagement is**

**PERSONAL**

# EXTRA MILER - PHILIP



*Wegmans*





**Longing for the good old days when all of your employees were born between 1946 and 1964**





# Adapting your organization to burn the available fuel





**“We don’t marry  
our jobs...**

**We’re just dating.”**

# GENERATIONAL THOUGHTS

- Attendance? Or Results?
- Endurance? Or Output?
- Requirements? Or preferences?
- Doesn't mean you lower standards

# Generational Thoughts...

**Effort-  
impact  
connection**



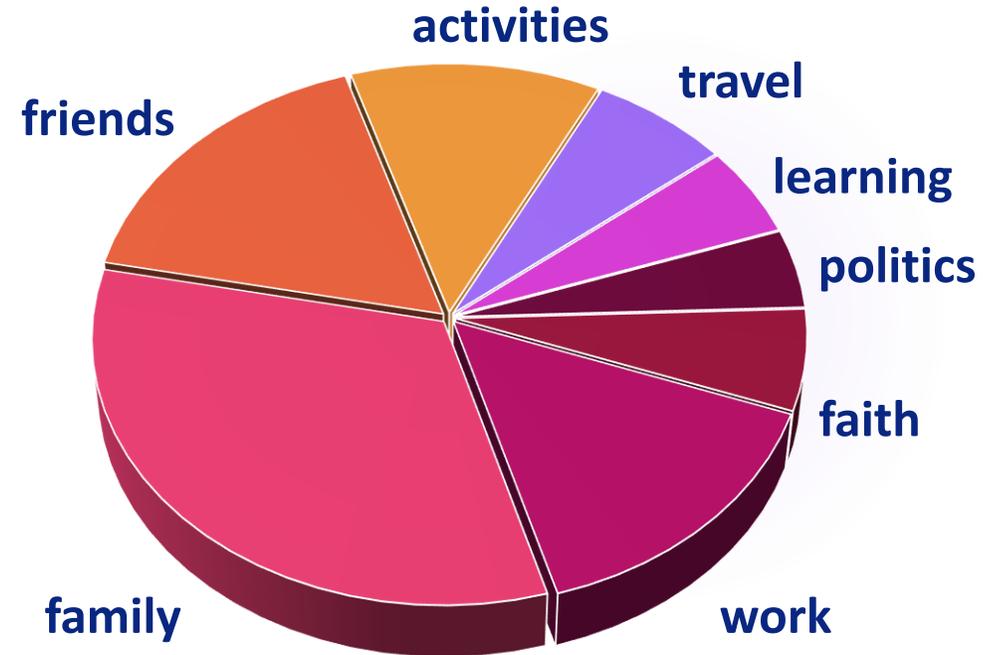
Generational Thoughts...

# Entrepreneurial autonomy



# Generational Thoughts...

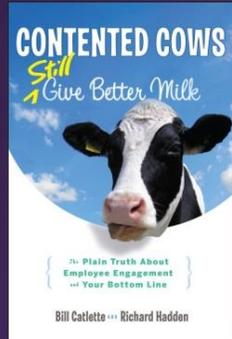
**My job is not  
my life**



# GENERATIONAL THOUGHTS

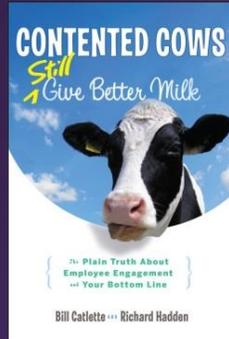
If the current rules are working,  
great! Otherwise...

# CONTENTED COWS ARE



- Committed
- Enabled
- Cared About

# CONTENTED COWS ARE



- Committed



# Obsessing over skills and experience





# Hiring for FIT

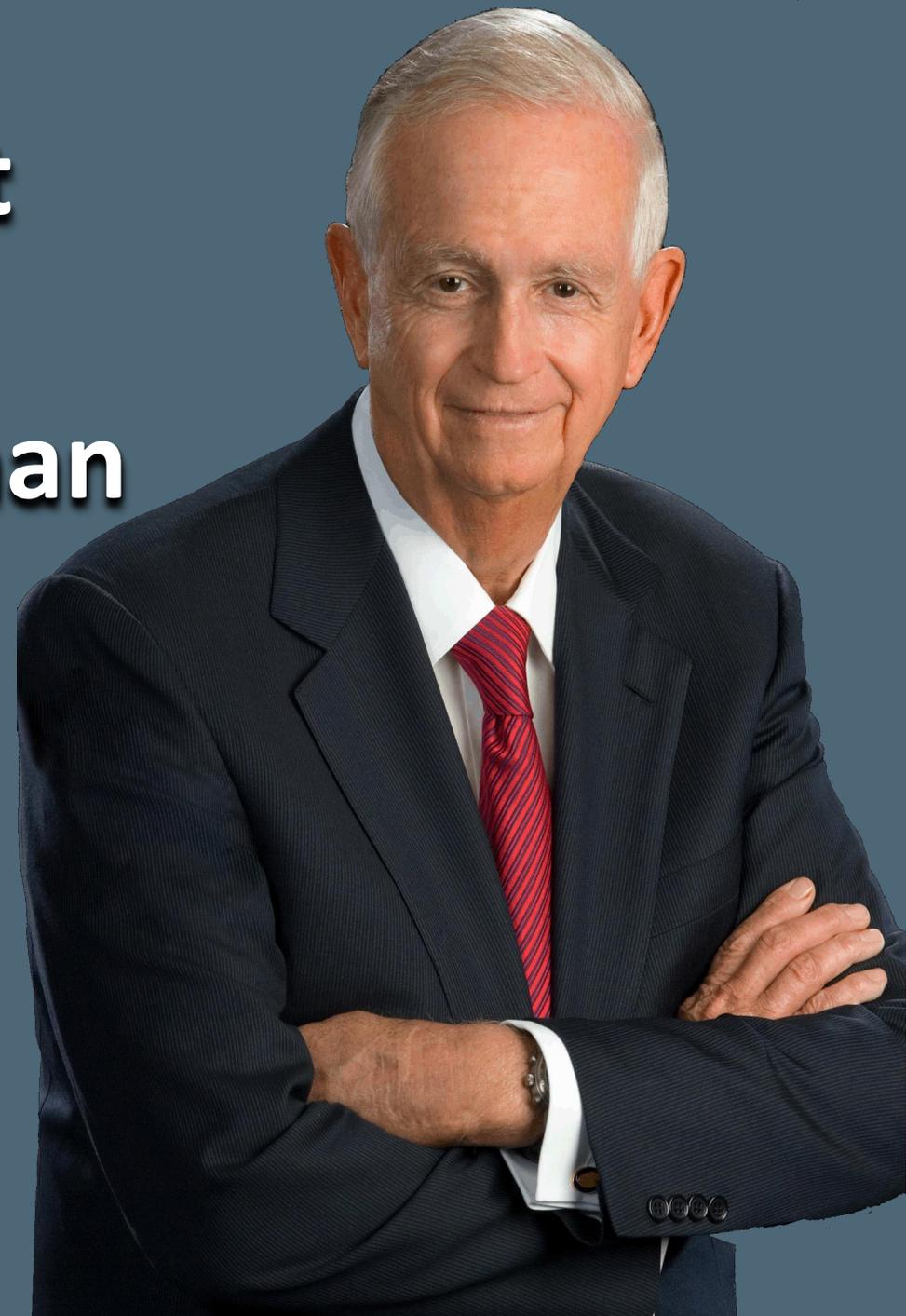
- Values, attitudes first
- **THEN**, skills, experience



**Listen | Smile | Care | Say “Thank You”**

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

**Bill Marriott**



# ASSIGNMENT

**NEVER stop  
recruiting.**

# ASSIGNMENT

**Hire stars on THEIR  
availability  
schedule, not yours.**

# *Free Resource*



## **Finding Great People**

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### **An interview guide**

By Bill Catlette and Richard Hadden  
Contented Cow Partners, LLC  
ContentedCows.com

[contentedcows.com/rogersgray](http://contentedcows.com/rogersgray)

# Tolerating a pathetic “careers” section on your website



*The* **WORLD'S WORST WEBSITE** *Ever!*  
COMING SOON: An even worse site! Look for it sometime later, eventually! we PROMISE!

	SELF SERVE
THIS WEEK	999 9/10
LAST WEEK	999 9/10
DAILY RECORD	61.22 9/10

..... You've found **The World's Worst Website**

TWWWE is a project to highlight errors in web design by breaking every single design rule imaginable. [Click here](#) for an incomplete list of errors found on this site.

**WATCH OUT! This site is under construction! =)**

☒ <-- send us email!

**MAIN MENU**  
(and other super duper "features")

**NEW TO THE SITE**  
ABOUT TWWWE [VISIT KENTUCKY LAKE!](#)

[YAHOO NEWS](#) [WEATHER](#) [GOOGLE MAPS](#) [GREAT WEB DESIGN](#)

**WHAT'S NEW**  
Welcome to our new world's Worst WEBSITE we're stoked to be able to bring u da best in REALLY BAD WEBSITE DESIGN! Our goal is to break every single rule in website design!!! As an educational tool, the aim of this sight is to

OHHH BOY!  
v 2.0  
of TWWWE coming SHORTIY!



# Building an Employer Brand

**expivia**  
Expivia Interactions Marketing Group • Talent

## TALENT

At Expivia, we hire based on our Culture.  
If you have a great attitude and are willing to give 100% effort,  
we want to hear from you.

part of the **Zappos** family | Inside Zappos

Choose Your Team | Life at Zappos | Why Zappos | FAQ | Login | [Become an Insider](#)

## Inside Zappos

WHERE CULTURE THRIVES, PASSION FOLLOWS

[Become an Insider](#) | [Search Hot Jobs](#)

# YOUR WEBSITE SHOULD

## Communicate your employer brand



The screenshot displays the Zappos website header and a main banner image. The header includes the Zappos logo (part of the Zappos family), navigation links for 'Choose Your Team', 'Life at Zappos', 'Why Zappos', 'FAQ', and 'Login', and a 'Become an Insider' button. Social media icons for Facebook, Twitter, LinkedIn, Instagram, Pinterest, YouTube, and RSS are also present. The main banner features a group of people at a Color Run event, with the text 'Inside Zappos' and 'WHERE CULTURE THRIVES, PASSION FOLLOWS'. Below this text are two buttons: 'Become an Insider' and 'Search Hot Jobs'.

part of the  
**Zappos**  
family | Inside Zappos

Choose Your Team Life at Zappos Why Zappos FAQ Login [Become an Insider](#)

**Inside Zappos**  
WHERE CULTURE THRIVES, PASSION FOLLOWS

[Become an Insider](#) [Search Hot Jobs](#)

# YOUR WEBSITE SHOULD

## Give a look inside

The screenshot displays the RackSpace website's job search and employee profile section. At the top left is the RackSpace logo with the tagline "the #1 managed cloud company". To its right is a "JOIN US!" link and a search bar containing the placeholder text "job title, keywords, location" with a magnifying glass icon. A red "Search" button is positioned to the right of the search bar. Further right is a "VIEW ALL JOBS" link. Below the search bar is a horizontal navigation menu with links for "Are You a Racker?", "Locations", "Culture", "Benefits", "Stories", and "Jobs". The main content area features three employee profile cards, each with a red header, a video thumbnail with a play button, and a text block containing the employee's name and title.

**rackspace**  
the #1 managed cloud company

JOIN US!

job title, keywords, location

Search

VIEW ALL JOBS

Are You a Racker? | Locations | Culture | Benefits | Stories | Jobs

**A CLOUD ENTHUSIAST  
WITH A HEART FOR SERVICE**

**BK BOX**  
PRINCIPAL ENGINEER  
Rackers are a magical combination of

**MISSION-INSPIRED,  
VALUES-GROUNDED, CULTURE-  
FOCUSED**

**COURTNEY SKARDA**  
VICE PRESIDENT RACKER EXPERIENCE

**COMMITTED TO  
LEARNING, GROWING & INNOVATING**

**AARON SULLIVAN**  
DISTINGUISHED ENGINEER & LEAD  
ARCHITECT

# YOUR WEBSITE SHOULD

- **Communicate your employer brand**
- **Give a look inside**
- **Share employment needs**

# ASSIGNMENT

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



**DESTINATION**  
**employer**

# ASSIGNMENT

Practice

## RE-RECRUITING

- Welcome letter from the owner
- Throw a welcome party
- Check in at the end of day one

For more, see [contentedcows.com/rogersgray](http://contentedcows.com/rogersgray)



# 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.**

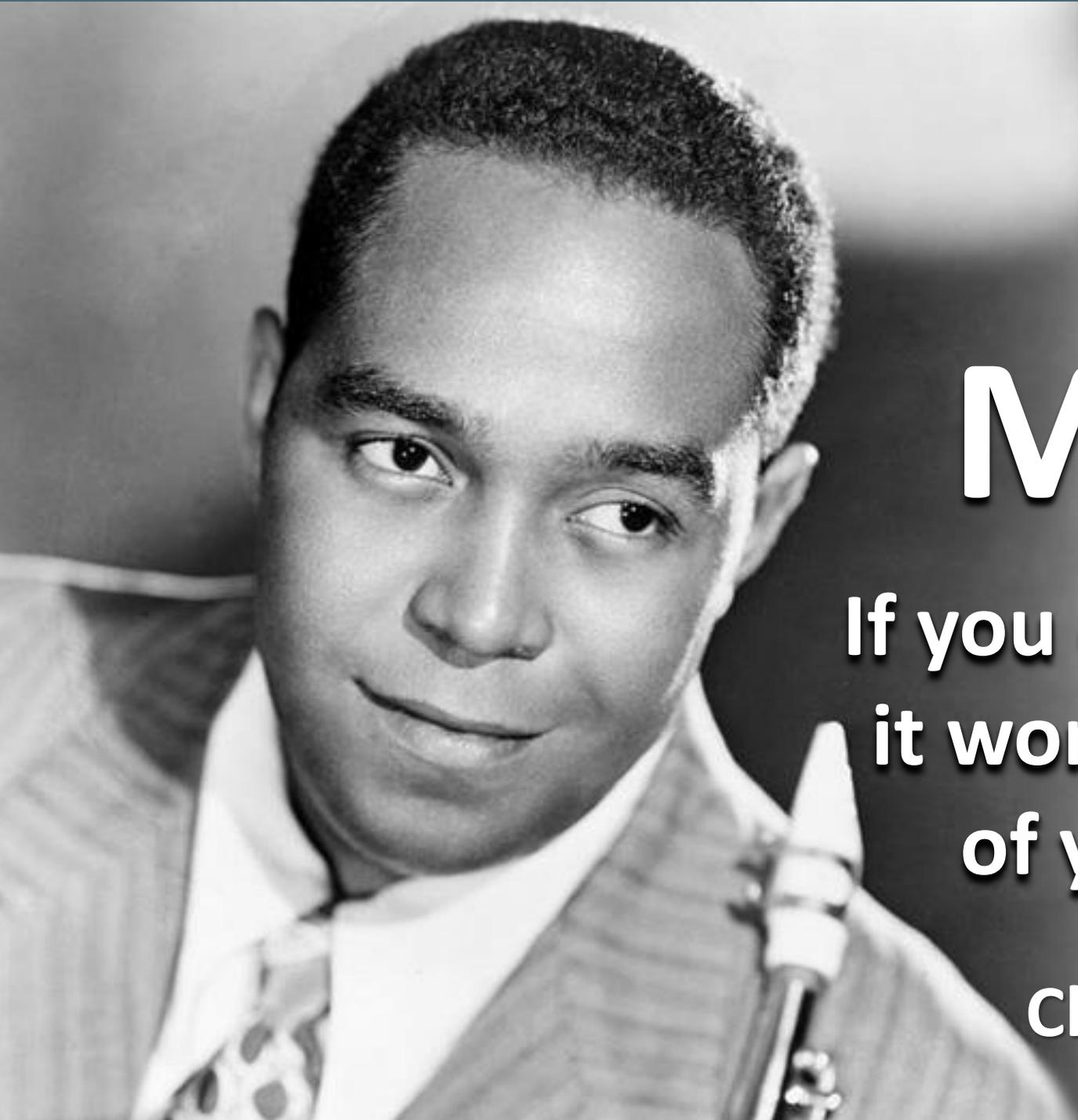
**We will accomplish this mission by creating a corporate vision of successful growth, by carefully managing our assets and by integrating our businesses through effective planning and allocation of resources."**



**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?”

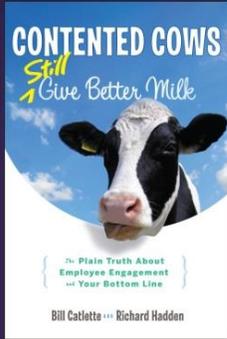
- Check for consistency

# Work Must Matter



# ASSIGNMENT

Show them how  
their work  
matters.



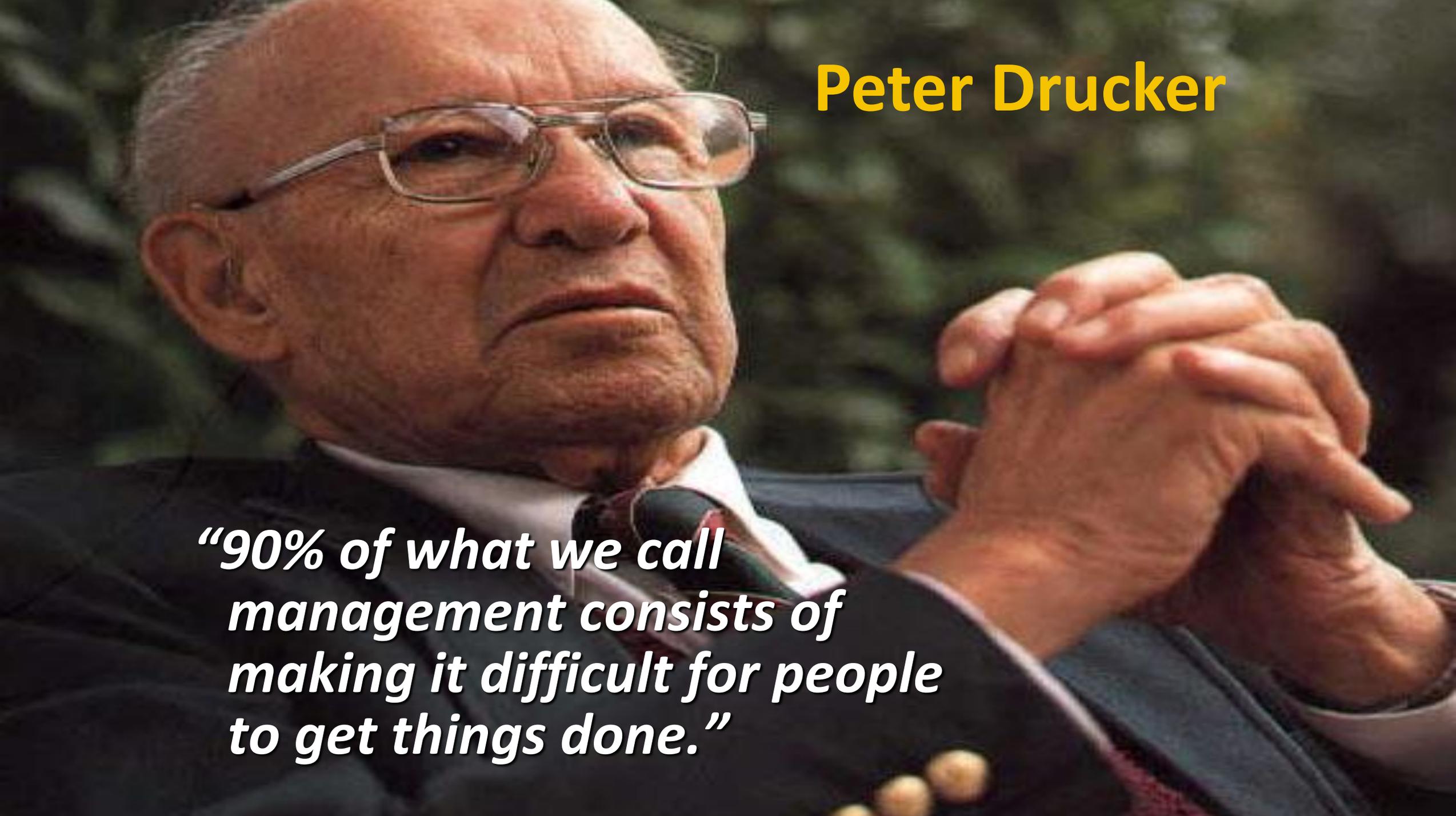
# Contented Cows Are

- Committed
- Enabled

# ASSIGNMENT

Make sure people have

what they **need.**

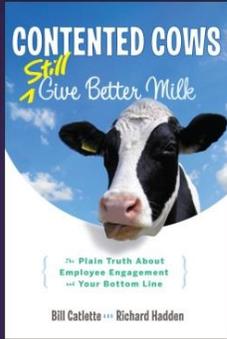
A close-up photograph of Peter Drucker, an elderly man with glasses, wearing a dark suit, white shirt, and patterned tie. He is looking slightly to the right with a thoughtful expression. His hands are clasped together in front of him. The background is a blurred green, suggesting an outdoor setting.

## Peter Drucker

*“90% of what we call management consists of making it difficult for people to get things done.”*

# ASSIGNMENT

Today – eliminate one utterly stupid policy, procedure, system, or habit under your control that hampers the flawless execution of your mission.



# Contented Cows Are

- Committed
- Enabled
- Cared About

# If you care, you

- Say thank you... a lot

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

**Napoleon Bonaparte**



# ASSIGNMENT

**Give handwritten  
thank you notes.**

# ASSIGNMENT

- Flexible work hours
- Surprise time off
- Friday blowout

# ASSIGNMENT

Acknowledge birthdays, anniversaries, special accomplishments, etc, of your employees, and their family members.

# ASSIGNMENT

- Managers car wash
- Volunteer for dirty work

# If you care, you

- Say thank you... a lot
- Sit on a footlocker



# Eleven questions

- 
1. What is your name? (I'm not kidding.)
  2. What are you really good at, at work?  
Outside of work?
  3. What do you do for fun, at work?  
Outside of work? (Be careful 😊)
  4. What are you lousy at?
  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? Do you drive? Alone, or with others? Some other form of transportation? How long does it take?**
  - 8. Has there been some powerful life experience, good or bad, which impacts your approach to your work? (No need to go into detail, and if there isn't one, that's OK).**
  - 9. Who and what is most important to you, outside of work? (No need to pry.)**
  - 10. Is there something in particular about you, or your life experience, that especially suits you to serve some need in your work?**
  - 11. What are you having trouble with at work, that you could use someone's help with?**



**Work is contractual**

**Engagement is**

**PERSONAL**



# ASSIGNMENT

- Feed the troops

# FIRST