



Contented Cows

Give Better Milk

presented for

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For other resources related to this presentation, visit contentedcows.com/rogersgray

The Premise of this Presentation:

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

Notes:

- Reputation recruits... Reality retains.
- “There is a dire talent shortage...unless you’re a great place to work.” -Tom Peters
- The fastest route to creating a “Contented Cow” workplace is LEADERSHIP.
- Make leadership a primary qualification for everyone in a management role.
 - Screen for leadership, hire for it, train it, coach it, reward it.
- Employee Engagement: The degree to which someone is INTO their job.
- Work is contractual. Engagement is personal.
- STOP longing for the good old days when all of your employees were born between 1946 and 1964.
- “They’re not making any more Baby Boomers. Production on that model has shut down.” – Richard Hadden
- START adapting your organization to burn the available fuel.
- Generation thoughts:
 - Are you looking for attendance? Or results?
 - Are you looking for endurance? Or output?
 - Are what you call requirements really preferences? (Hint: we may not have the luxury of preferences.)
 - Adapting doesn’t mean lowering standards.
 - Younger workers may need to see the impact of their efforts more than others.
 - Grant as much autonomy as possible.
 - For many younger workers – their job is not their life.
 - If you’re able to find and keep talent under the current way you work – go for it! If not, consider changing the way you work.
- STOP obsessing over skills and experience. They’re overrated.
- START hiring for FIT.
- “It’s more important to hire people with the right qualities than with specific experience.” -Bill Marriott.
- NEVER stop recruiting.
- Hire stars on their availability schedule, not yours.

- Use behaviorally anchored interview questions. Download “Finding Great People: An Interview Guide” by Bill Catlette and Richard Hadden, at contentedcows.com/rogersgray.
- STOP tolerating a pathetic “careers” section on your website – or no careers section at all.
- START using your website to build your employer brand.
- Your website should:
 - Communicate your employer brand.
 - Give a look inside.
 - Lastly – list job opportunities.
- Use video on your website to attract people to work with you. Get creative.
- Capture your future stars’ hearts and minds before they ever even apply.
- Practice “Re-Recruiting”. See the article at contentedcows.com/rogersgray. But here are a few ideas:
 - Welcome letter from the CEO. Mailed to their home. Before they start.
 - Throw a welcome party.
 - Check in with them at the end of day one.
- Define your mission. Forget the mission statement. Your employees don’t care.
- Ask a handful of employees: What are our top 3 business priorities. Answer the question yourself first. Compare answers for consistency.
- Make sure everyone understands how their work matters to your customers.
- Make sure people have the tools, equipment, and processes they need.
- Eliminate one utterly stupid policy, rule, system, procedure, or habit that hampers the flawless execution of your mission.
- Say thank you a lot.
- Give handwritten thank you notes.
- Flexible work hours
- Surprise time off
- Friday blowout
- Acknowledge birthdays, anniversaries, special accomplishments, etc, of your employees AND their family members.
- Hold a managers’ car wash.
- Do someone’s least favorite job one day.
- Spend time “sitting on the footlocker”. Know the answers to these 11 questions, for every employee. See how many you can learn without asking:
 - What is your name? (I’m not kidding.)
 - What are you really good at, at work? Outside of work?
 - What do you do for fun, at work? Outside of work? (Be careful 😊)
 - What are you lousy at?
 - What would you like to do better at work?
 - What are a couple of your strongest passions?
 - How do you get to work each day? Do you drive? Bicycle? Alone, or with others? Some other form of transportation? How long does it take?
 - 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).
 - Who and what is most important to you, outside of work? (No need to pry.)
 - Is there something in particular about you, or your life experience, that especially suits you to serve some need in your work?
 - What are you having trouble with at work, that you could use someone’s help with?
- Feed the troops first.