Jonathan taking it to the limit on the Autobahn in Munich, Germany

Culture, Recruiting and Retention

How to find, keep and treat the right people.

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LAGNIAPPE - We deliver the little something extra you're not expecting that brings you joy!

SELFISH - We put on our own oxygen masks first to ensure we're still alive to support others!

LET IT RIP - We take chances. Unless we miss sometimes, we're not trying hard enough!

BE COURAGEOUS - We pursue disruptive, 10x improvement, not incremental gains!

culture
[kuhl-cher]
How we do things around here.

recruiting
[ri-kroot-ing]
The process of finding the right people, not an event.

retention
[ri-teyn-shin]
Keeping people happy so they don't quit.

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The Governor
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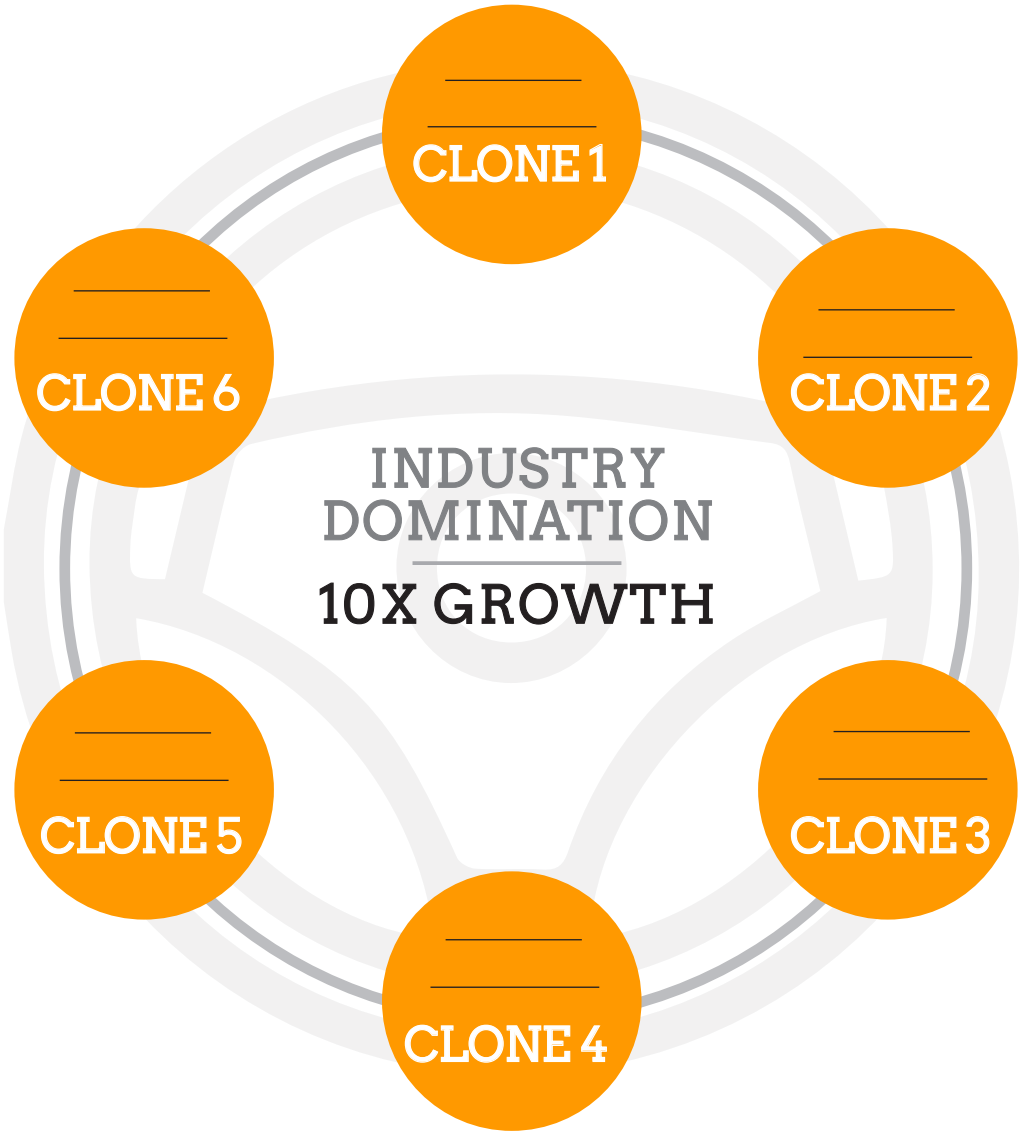
1 CULTURE

Clone your best people

Name the **3 to 6** people in your organization who you wish you could clone - the people who if you had more of them, you could dominate your market and industry and grow your business 10x



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2 CULTURE

Clone your best people

Now list the characteristics about the clones that led them to be on your list

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3 CULTURE

Your Organization's Core Values

Complete the steps and check them off as you go!

START

COMPLETE ☐ **STEP 1** — Add any core values from the list on the next page to your list.

COMPLETE ☐ **STEP 2** — Does your company have any existing core values that you need to add to your list?

COMPLETE ☐ **STEP 3** — Strike any Pay-to-play values from your list meaning values or characteristics that are non-differentiating. *For example, "honesty" is a core value that doesn't tell us anything unique about your company. Of course we all want honest employees, we wouldn't hire them otherwise. Steer clear of values that could appear on any company's list!*

COMPLETE ☐ **STEP 4** — Strike any Aspirational values from your list. If you have characteristics on your list that you wish your employees had or would have, but honestly they don't, then delete them from your list. *We want to discover the values that have made your best employees successful, not create a wish list of characteristics you wish they had!*

COMPLETE ☐ **STEP 5** — Narrow down your list to 3-5 finalists. Less is more!
We want to discover the values that have made your best employees successful, not create a wish list of characteristics you wish they had!

END

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3 CULTURE

Your Organization's Core Values

Add any characteristics to your list on the last page that you may have missed

Accessible
Active
Adaptable
Admirable
Adventurous
Agreeable
Alert
Amiable
Anticipative
Appreciative
Articulate
Aspiring
Athletic
Balanced
Benevolent
Brilliant
Calm
Capable
Captivating
Caring
Challenging
Charismatic
Charming
Cheerful
Clean
Clear-headed
Clever
Colorful
Compassionate
Conciliatory
Confident
Conscientious
Considerate
Constant
Contemplative
Cooperative
Courageous
Courteous
Creative
Cultured
Curious
Daring
Debonair
Decent
Decisive
Dedicated
Deep
Dignified
Directed
Disciplined
Discreet
Dramatic
Dutiful
Dynamic
Earnest
Ebullient
Educated
Efficient
Elegant
Eloquent
Empathetic
Energetic
Enthusiastic
Exciting
Extraordinary
Fair
Faithful
Farsighted
Firm
Flexible
Focused
Forceful
Forgiving
Forthright
Freethinking
Friendly
Fun-loving
Gallant
Generous
Gentle
Genuine
Good-natured
Gracious
Hardworking
Healthy
Hearty
Helpful
Heroic
High-minded
Honest
Honorable
Humble
Humorous
Idealistic
Imaginative
Impressive
Incisive
Incorruptible
Independent
Individualistic
Innovative
Inoffensive
Insightful
Intelligent
Intuitive
Invulnerable
Kind
Knowledgeable
Lagniappe
Leisurely
Liberal
Logical
Lovable
Loyal
Magnanimous
Many-sided
Mature
Methodical
Maticulous
Moderate
Modest
Multi-leveled
Neat
Objective
Observant
Open
Optimistic
Orderly
Organized
Original
Painstaking
Passionate
Patient
Patriotic
Peaceful
Perceptive
Perfectionist
Personable
Persuasive
Playful
Polished
Popular
Practical
Precise
Principled
Profound
Protective
Prudent
Punctual
Purposeful
Rational
Realistic
Reflective
Relaxed
Reliable
Resourceful
Respectful
Responsible
Responsive
Reverential
Rustic
Sage
Sane
Scholarly
Scrupulous
Secure
Selfless
Self-reliant
Self-sufficent
Sensitive
Sentimental
Serious
Sharing
Shrewd
Simple
Skillful
Sober
Sociable
Solid
Sophisticated
Spontaneous
Sporting
Stable
Steadfast
Steady
Stoic
Strong
Studious
Suave
Subtle
Sweet
Sympathetic
Systematic
Tasteful
Teacherly
Thorough
Tidy
Tolerant
Trusting
Uncomplaining
Understanding
Upright
Venturesome
Vivacious
Warm
Well-bred
Well-read
Well-rounded
Winning
Wise
Witty
Youthful

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3 CULTURE

Examples of Core Values

Below are core value sets from example companies for inspiration.

Are your values as interesting?

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Be Courageous – We pursue disruptive, 10x improvement, not incremental gains!

ALLBRIGHT CONSTRUCTION

ALLBRITE CONSTRUCTION
San Antonio, Texas
Honesty, Integrity, & Quality Workmanship

- Flockable
- Name, not a number
- Character

CAMELOT HOMES

CAMELOT HOMES
Aspire Higher™

- Can Do Attitude
- Problem Solving
- Does the Right Thing

FREIJE - RSC

freije RSC ENGINEERED SOLUTIONS

- Gluey
- Lead from Your Seat
- Uber Customer Centric
- Endeavor to be Great

GIDEON USA

GIDEON USA

- Spongy
- Understands Value of Reputation
- Self-Motivated

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4 CULTURE
People Filter

- Write your core values across the top of the table below and write your name and the names of your best people from Step 1 in the rows below.
- Rate each person on each core value. Put a “Yes” if they always demonstrate that core value and a “No” if they do not.
- You, your best people, and your entire management team should demonstrate your chosen characteristics. If so, you’re on the right track. If not, you need to reconsider that value.

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Your best people

Core Values

PEOPLE FILTER

5 RECRUITING

The "A-List"

- List out 12 people you'd love to hire, but who currently have jobs or are otherwise unavailable (if you can't come up with 12, name as many as you can).
- You need to develop a plan to contact these 12 A-Players on at least a quarterly basis and wait for life to happen to them. When they are ready to change jobs, you'll already have cultivated a relationship with them and hopefully they'll call you!

Recruiting is not an event, it's a process.

Hiring should not be treated like turning on a faucet, it needs to be treated like a faucet that is left constantly running. You should always have your "A-List" as Jack Daly puts it of 12 "A" candidates you are staying in touch with because "A" candidates need to be cultivated. You don't find "A" players on an internet job board. These A-Players don't stay unemployed long nor do they "apply" for jobs in traditional ways. They almost always rely on their networks to find their next opportunity.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____

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6 RECRUITING

The "A-List"

Brainstorm behavioral interview questions that you can ask potential employees to determine if they share your core values.

Example

Full Throttle
CORE VALUE

Can you tell me about a time in school, your last job, or your personal life where you went "Full Throttle"? What did that look like?
BEHAVIORAL INTERVIEW QUESTION

Q. _____
CORE VALUE

_____
BEHAVIORAL INTERVIEW QUESTION

Q. _____
CORE VALUE

_____
BEHAVIORAL INTERVIEW QUESTION

Q. _____
CORE VALUE

_____
BEHAVIORAL INTERVIEW QUESTION

Q. _____
CORE VALUE

_____
BEHAVIORAL INTERVIEW QUESTION

Q. _____
CORE VALUE

_____
BEHAVIORAL INTERVIEW QUESTION

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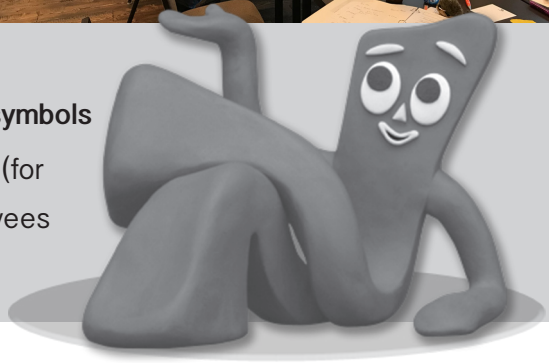
7 RETENTION

The "A-List"

ACTIVITY 7.1

Words are ephemeral, they fade into thin air once you say them. But symbols stick around. Can you think of a way to bring your core values to life? (for example, one company hands out little Gumby dolls when new employees join the business to remind them of the value of flexibility.)



ACTIVITY 7.2

Brainstorm ideas here to celebrate your employees:

Leaders spend time making sure they show their employees how much they value them.

You may write them thank you notes, call them on their birthdays, or catch them in the act of living one of your core values.

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