

Culture Eats Strategy and Everything Else for Breakfast

By: Mike Stromsoe

The “First P” is not only the driver of the most profit, it’s the driver of loss of focus, loss of profits, loss of sleep and more agony. Get the “First P” right, more “wins”. Get it wrong, more “lessons”

The journey begins here to find the next **BEST team player** for your agency. Following is *who* the **BEST** are:

#1) Mission

Create an executive summary of the job’s core purpose and why the role exists, written in plain language

Key point: This is where you tie meaning and purpose to their self-identity

#2) Result

Wage is paid for a specific result. What is that? This is not the tasks they will be doing, but the results they should deliver. High performance requires **clarity**. You cannot hit identified targets

Key point: Hire for vital functions, not job titles or positions. You are hiring to get sh!t done, not to fill out an org chart

#3) Skills

Fit for the position. Hire **evidence**, not hope. You don't have time or resources to teach skills. Higher **proven** skills and track record

#4) Attributes

Fit for the position, culture and leader(s). Not just the BEST player, but the right BEST player.

Key point: A best person in the wrong culture is still the wrong best person

LESSON WARNING: Recruiting top sales or service person at competitor and assume he or she is going to produce equally well in your company. That's lazy recruiting. You are not looking for competitor's “trophy” people. Often other companies tolerate “best available” players. Don't make assumptions.

And now, the key to finding the “magic”.

"Some people have great individual ability. They might reach some success. But if they don't have character, they'll go down fast. And the road down is much faster than the road up" - John Wooden

And the **BIG ONE**... don't miss it – **Heart**

"When I hire someone really senior, competence is the ante. They have to be really smart. But the real issue for me is are they going to fall in love with Apple? Because if they fall in love with Apple, everything else will take care of itself" - Steve Jobs

"Customers will never love a company until the employees love it first." - Simon Sinek, Start with Why

HIRE patriots.....NOT mercenaries. "Wars are won by Patriots not Mercenaries"

Question for Growth:

Heart: Does every member of your team **LOVE** what you do? Will you have the **guts** to remove the mercenaries?

Selling the BEST Players – Five Things They Are Looking For

#1) People

They're looking for a sense of belonging, a special community and culture with great people

Examples:

- Virgin
- Starbucks
- Google
- Apple
- Zappos

#2) Challenge

People are inspired by bold ideas, big goals and the chance to do something great.

Best players want to be part of something significant, special and meaningful. Something that makes an impact. They crave a yard stick by which to be measured. That's why they are the **best**.

- 76% consider a company's social and environmental commitments when deciding where to work – Deloitte Insights March 2018
- 64% won't take a job from a company that does not have strong corporate social responsibility practices - Sustainable Brands

- 84% say they would be more loyal to a company that helps them contribute to social and environmental issues - EY Beacon Institute
- 75% of Millennials say they would take a pay cut to work for a responsible company - Sweezy, "The Future of Marketing Megatrends"

"Purpose and Mission-Driven" companies tend to have:

- 30%...higher productivity
- 40%....higher levels of retention

#3) Opportunity

People want to see a pathway to a better future.

#4) Growth

People want to feel better about themselves.

#5) Money

How does your recruiting script read? Maybe backwards? Do your ads speak about compensation?

*Write your job postings like a marketing ad. **These are your most important sales!!***

Key point: Sell both the position AND the company to the candidate.

Answer 2 questions:

- 1) What must the candidate offer the company?
- 2) What does the company offer the candidate?

Most only focus on the first.

Ninja Stealth TIP: Ask current **best players** to help you create a compelling message.

Finding the BEST Players: Where, Oh Where Are They...?

Key point: The best candidates typically have jobs.

Advertising on job boards typically yields the unemployed, the unhappy and most often the most unqualified applicants.

Where have your best people come from thus far?

Referrals

- 77% of the flow
- 60% of success rate
- 50 to 80% less expensive to hire (No advertising, recruiter or agency fees)

Who will help you?

- Personal network = **20%**

Everyone has a personal network. People they know and know well.... Trust is normally present. For example, look at the number of people connected to a person on their social media profiles? On their personal email lists? On their "Out in the Wild" list?

- Employee network = **50%**

This is your best source. Every one of your team members also has a personal network list and more.... And if you are doing things right, they will also be singing your praises.

- Online job boards = **10%**

See above. While not 100% of the time accurate as people do relocate and other circumstances.... Interviewing become critical

- Out in the wild = **20%**

- Vendor supplier network
- Client network
- Association group
- Church peer groups
- Carrier marketing reps
- Your imagination

Always Be Recruiting and keep a tickler file.

Ninja Stealth TIP: Use the same marketing savvy in recruiting talent as you do in recruiting customers

Ninja Stealth TIP: Your UPP team has created proven ads that work *for you*