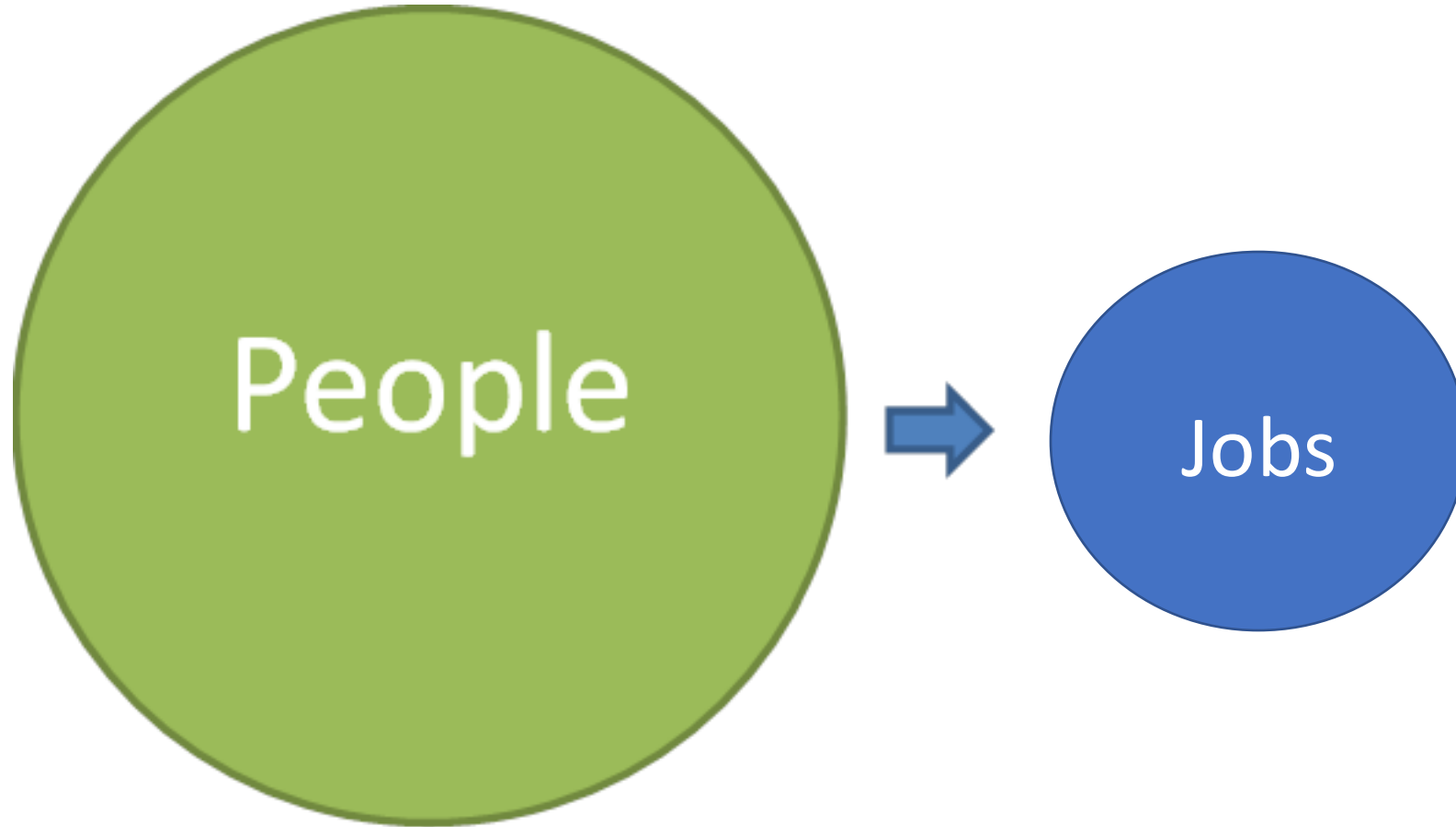




# The 7 Steps To A Remarkable Workplace

Presenter: Mandy Johnson

For most of the 20<sup>th</sup> 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...



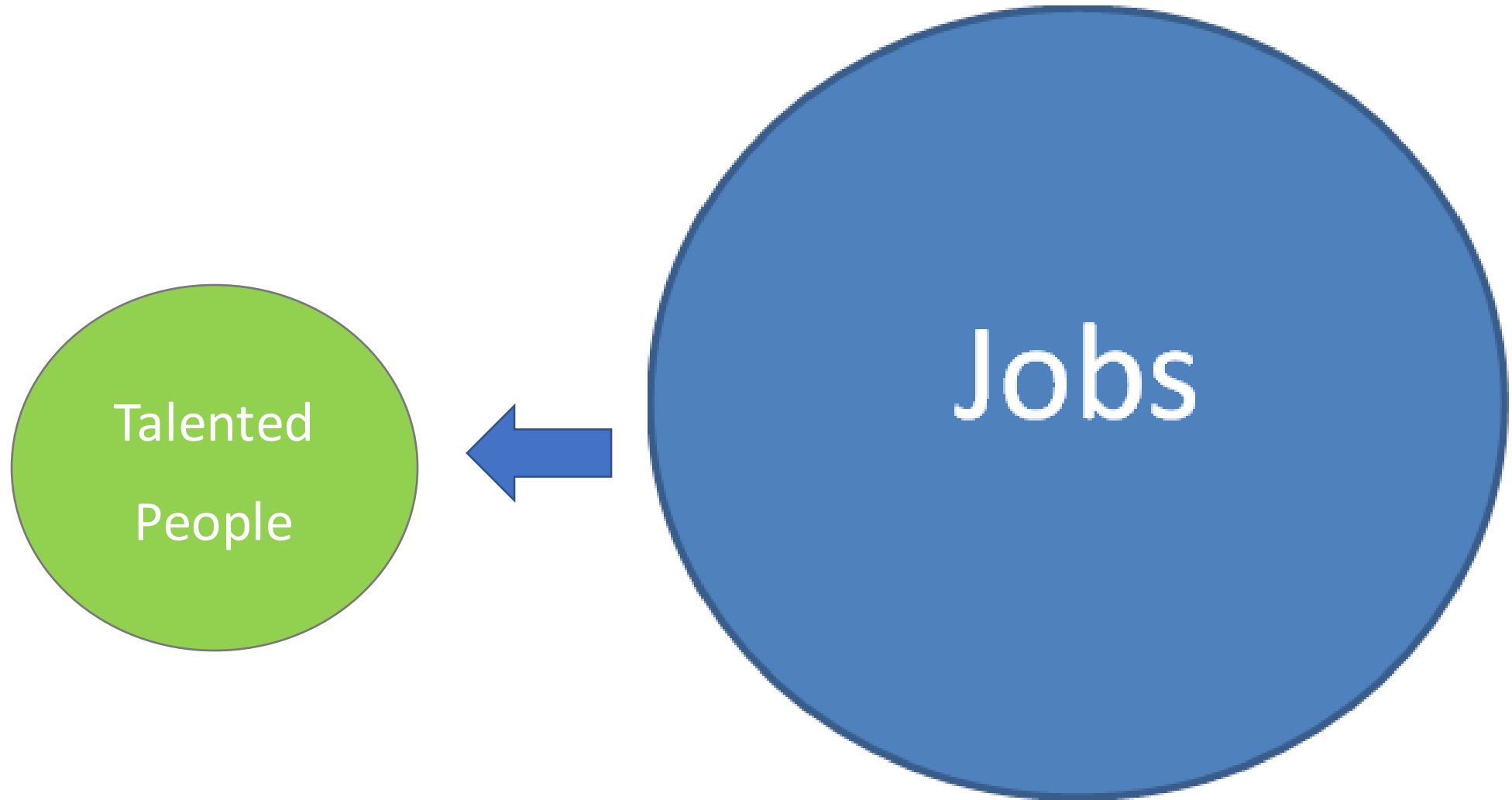


...and the whole  
'people' area  
atrophied  
as a discipline.

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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.

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In Australia, CEO surveys showed finding and keeping great people was the number one issue in the 21<sup>st</sup> century, yet we experienced the highest unemployment figures in a decade between 2010 and 2021.





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:

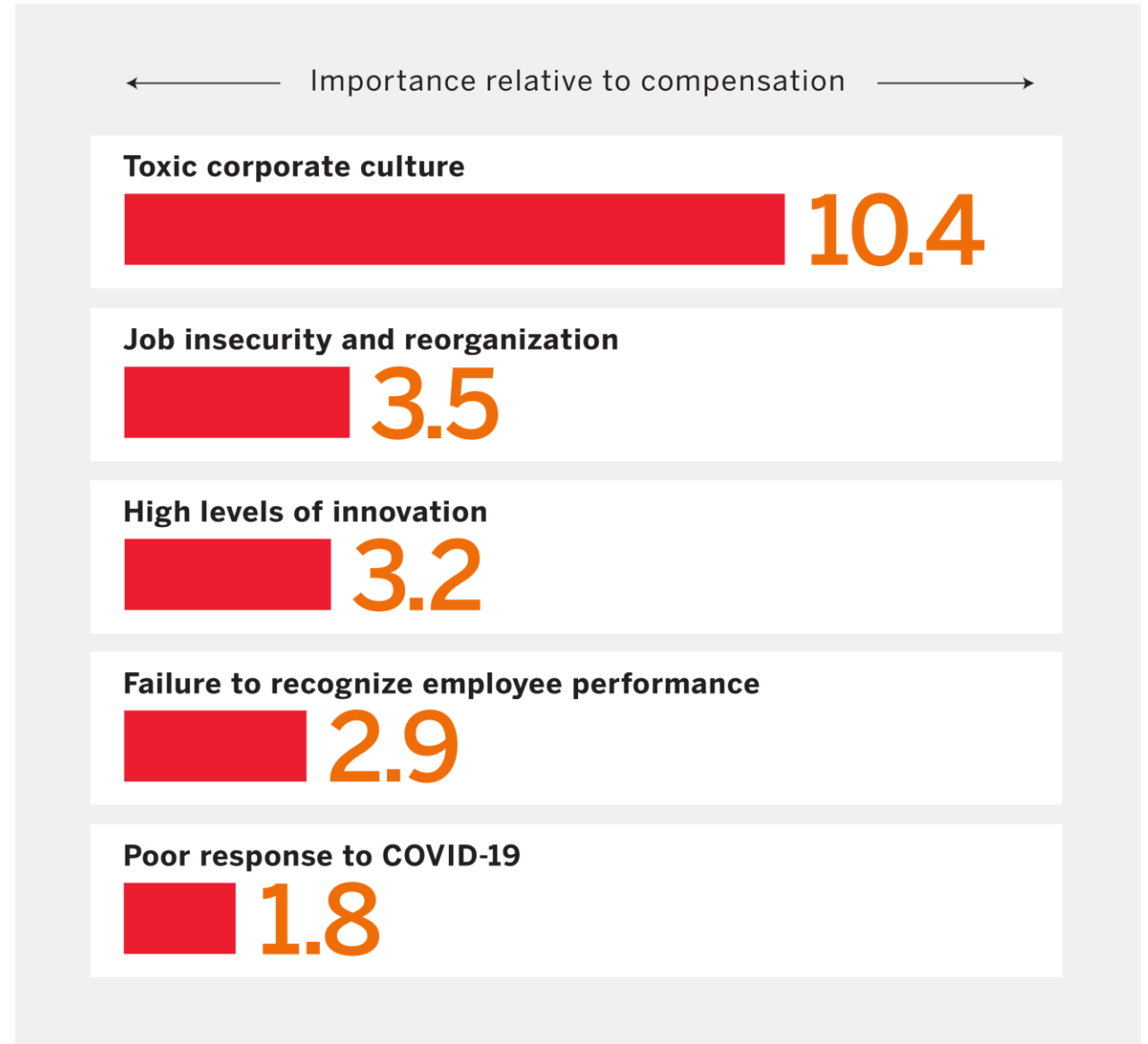
- An aging workforce
- Low birth rates
- Increased need for technical skills, even in low-paid jobs.



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.

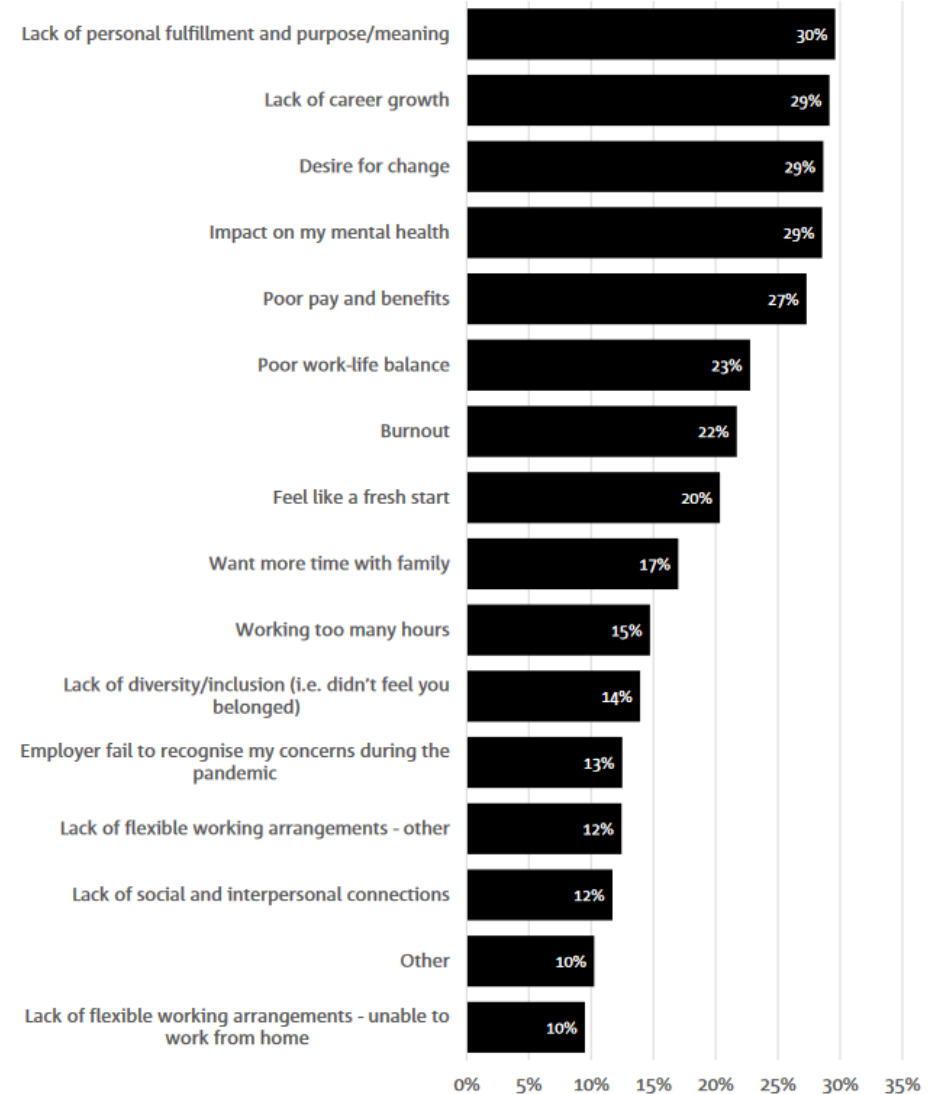




An Australian study\* also found that the key reasons people leave are 'push' rather than 'pull' factors...

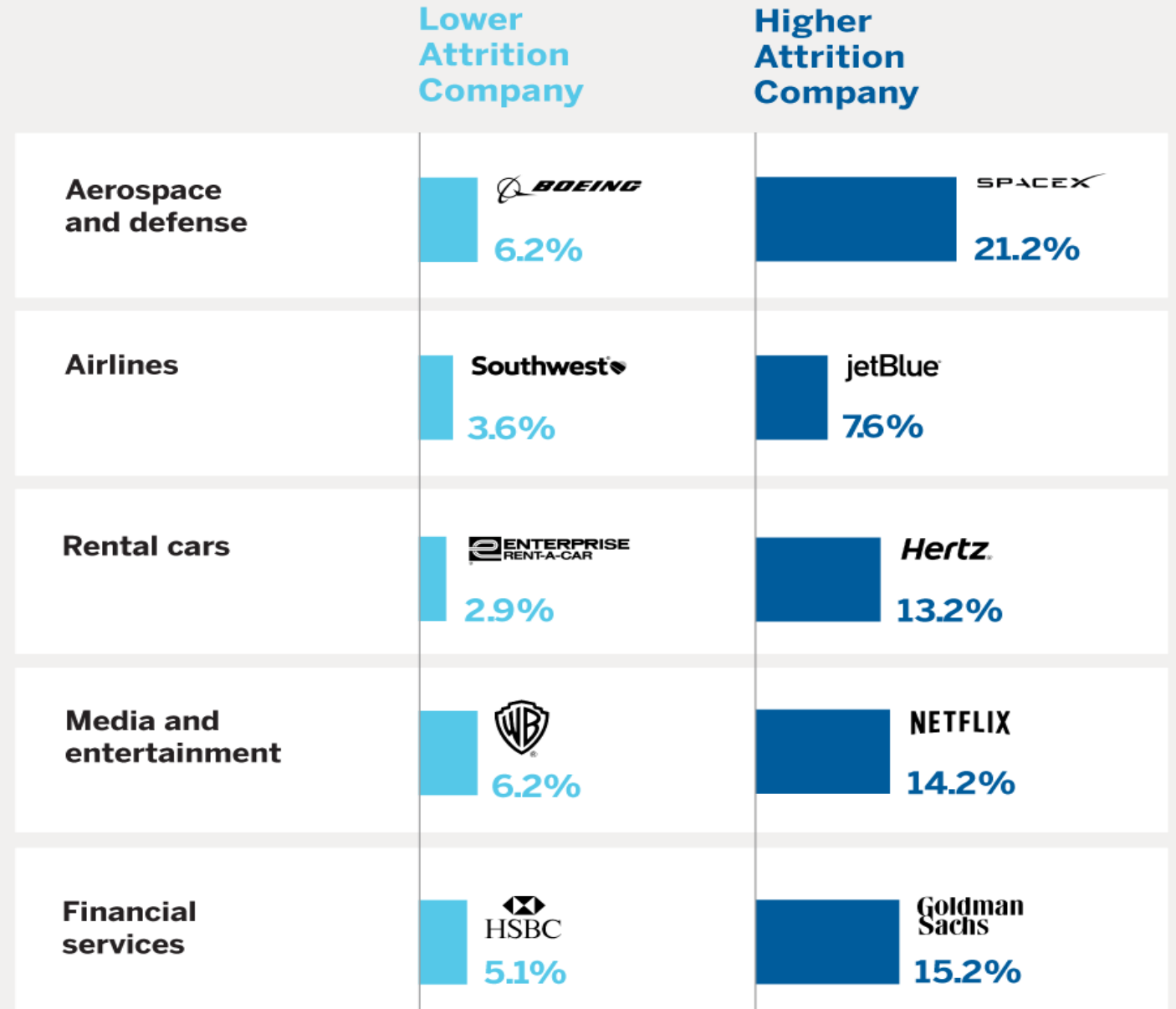
That is: what companies are doing themselves!

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



\*NAB Behavioural Insight Report Feb 2022

You can see this in organisations in the same industries who often have strikingly different results....





And finally  
don't forget  
the 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.

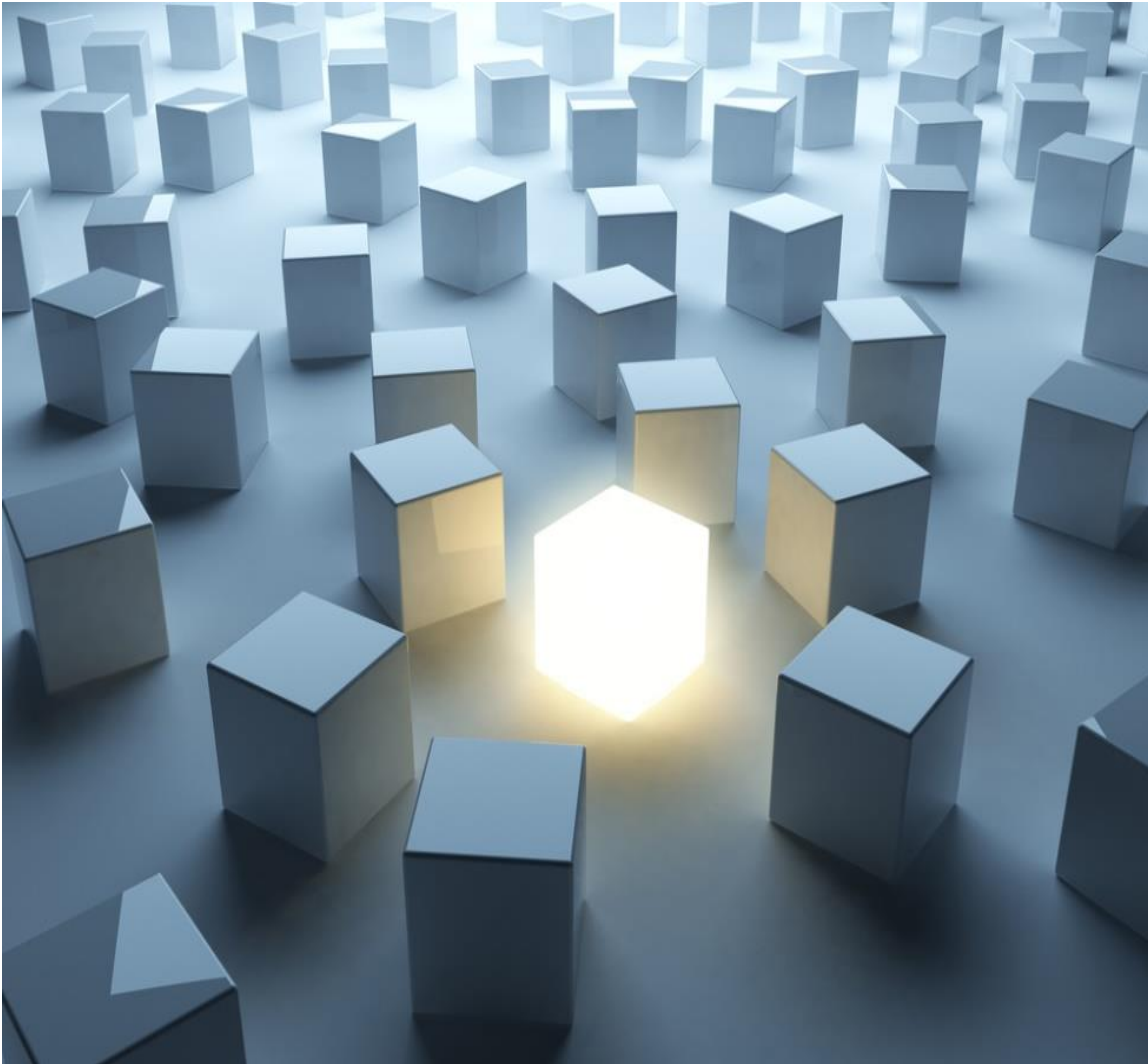
\*According to Deloitte's Center for the Edge research.



Organisations simply can't expect to keep doing what they'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 little like this.....





Step 1:  
A positive and  
pro-active  
approach to  
improvement



For instance,  
chaos at  
Sydney  
Airport

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Step 2:  
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

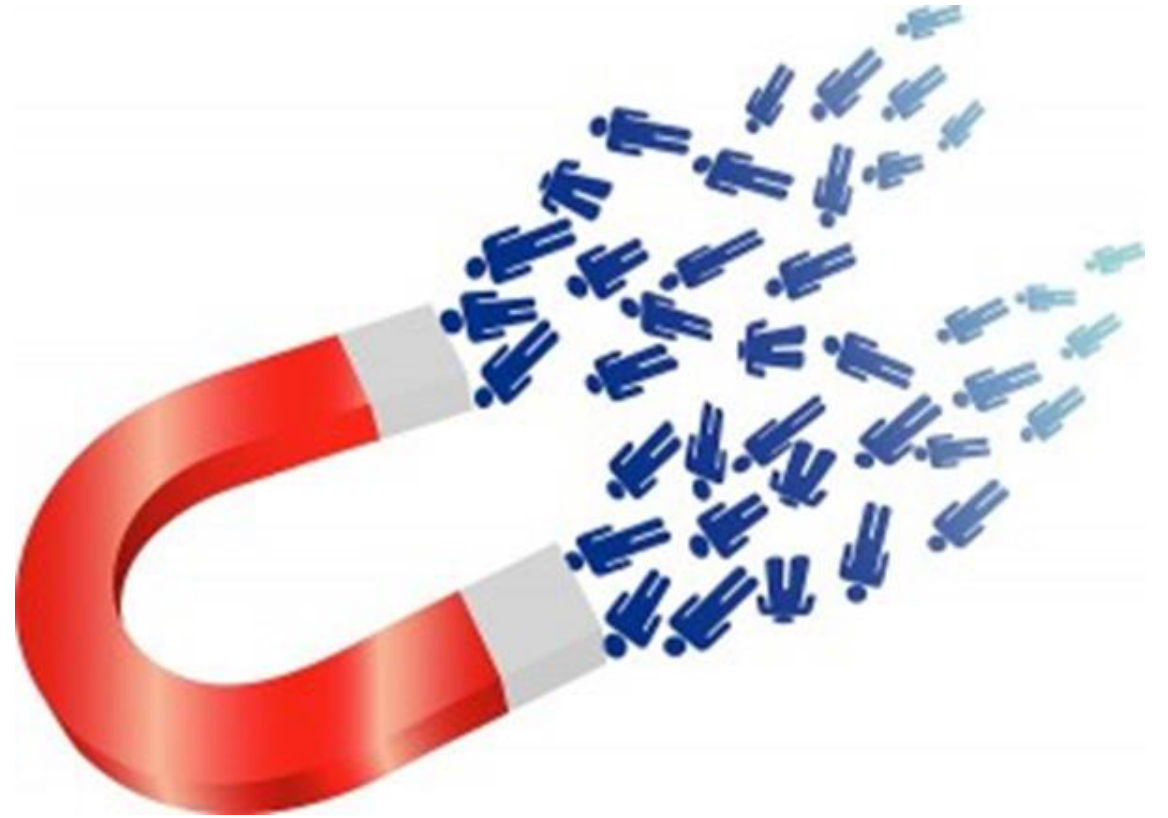


# Is It All About The Money?



# They want:

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



# The Gore company's hiring vision :

*'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.

---



# Pairs Activity: 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?



## Baiting The Hook:

Now turn your points of difference into a killer recruitment ad



# An example of a traditional screening ad:

## **IT Administrator**

We are looking for a well-rounded systems administrator with a minimum of 5 years' experience managing Windows 10 and Windows Server environments. You need to be happy being the 1st level support contact, with an excellent ability to communicate effectively with a variety of non-technical staff on technical matters. You will also have a mature outlook, be a quick learner and can autonomously explore and troubleshoot issues as they occur to find resolution. You must be patient and having a good sense of humour will definitely come in handy on occasion.

*“We ran this last year, had mixed results with no firm offer made. We ended up going through an agency, and then the person they found went elsewhere for more money”*

Amanda Innes, FBA Owner, Greg Grant Saddlery



# Compare to this ad that sells the benefits:

## IT CO-ORDINATOR – F/T SUNSHINE COAST

Design your own shift times at Australia's largest saddlery business

- **Generous salary package in the range of \$100 - \$130k** per year based on experience
- **Flexible hours** – start and finish your day at times that suit your life. Some on-call assistance may be required from time-to-time if systems are down.
- **Enjoy working from home** -First three months in-office, then a variety of work from home days available.
- **Be cutting edge** - we are implementing new technologies and moving to paper-free solutions – be part of the team that discovers great new ways to get business done.
- **Excellent career prospects** - Work for the largest saddlery business in Australia in an evolving omni-retail/wholesale environment. We have doubled in size in 5 years and have aggressive growth plans, including on-line and in-store expansion.
- **Have a voice and contribute to the strategic direction of the company** – report directly to the COO. Many of our best innovations have come from our team's input.
- **Enjoy a generous staff discount** on a wide range of products and clothing.
- **Live and work at the beautiful Sunshine Coast – the beaches, the great food, the weather** – surf on your way to work.

# Or this one:

## **Eco-Adventure Tour Guides Wanted:**

- Previous guiding experience is essential.
- Current first aid certification is required.
- The following skills are not essential but would be regarded. Advanced bike maintenance, office skills, general maintenance skills and sales skills.
- Demonstrate a drive to learn and adapt quickly.
- Have the fitness and ability to ride our mountain bikes and paddle our sit-on-stop kayaks.
- Have a passion for the outdoors and for giving an unforgettable customer experience.

*“This ad performed pretty badly :)”*

Brenton Davis, FBA Owner, Kangaroo Island Outdoor Action



## **ECO-ADVENTURE TOUR GUIDE FOR AWARD-WINNER – F/T** **Trip Advisor's Number 1 Experience in Australia, No 6 In the World**

- **Above award wages and performance bonus, in the range of \$55- \$70K.**
- **Accommodation options** of caravans & shared amenities available for employees, if required.
- **Enjoy our zoo without fences** – get up close with koalas, wallabies, echidnas, and other Australian animals in their natural environment.
- **Be at the forefront of the eco-tourism industry** - we have featured on TV shows such as Getaway, Sunrise & Sky News and won numerous awards including South Australia Tourism's Gold and Silver *Adventure Tourism* awards + Trip Advisor *Traveller's Choice* awards for the last 10 years in a row.
- **Upskill & enjoy diversity at work** - Full training provided for all tours & activities.
- **Opportunities for career development for those who prove themselves** - including traineeships in guiding, leadership, management, marketing, or other relevant qualifications.
- **Work with a fabulous team & create enduring memories**- our guides often spend time off exploring the island together & some become lifelong friends/partners.
- **Live & work in one of Time Magazine's *World's Greatest Places 2023*** – a natural paradise, Kangaroo Island is the 3<sup>rd</sup> largest island in Australia, known for its incredible beaches & scenery – for more info:  
[www.tourkangarooisland.com.au/visit/visitor-information](http://www.tourkangarooisland.com.au/visit/visitor-information)



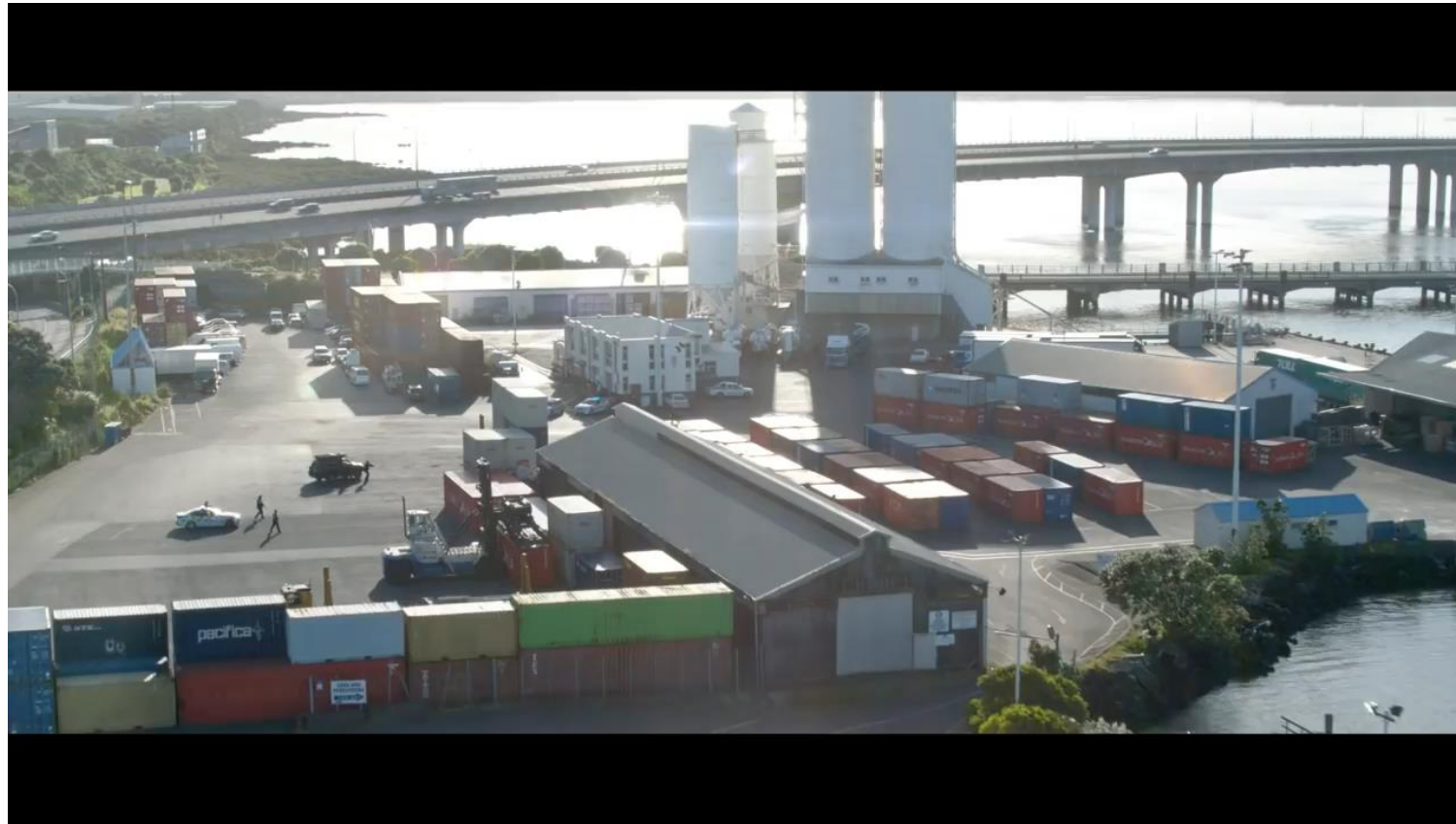
# The Results Of A Great Ad:



*“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

# Finally, 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.



## Step 3: First Contact



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.

## Effective onboarding answers these 3 key questions:

- Do I feel inspired?
- Do I feel valued?
- Do I have somewhere to go to with my queries and concerns?



How would you rate your current process against these 3 criteria?

## Step 4: Team Size



# The Flight Centre Example

Flight Centre used stone age tribal structures to grow from 1 store to 3000 stores and become a \$4 billion corporation, winning Employer of the Year awards in Australia, NZ, Canada, South Africa and the UK.





# The example of Elizabeth Street Flight Centre

First year	7 employees	\$200,000
Second year	11 employees	\$200,000
Third year	16 employees	\$120,000



# The Magic Number of Seven

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# The Benefits:

- **The critical team leader/employee relationship improves** which increases engagement and staff retention and decreases conflict.
- **The bar for leaders can be lowered** as smaller teams can be run by less experienced leaders. This is vital in fast-growth companies who often find it difficult to source a large supply of exceptional leaders.
- **The system is self-replicating** no matter how big the organisation grows. When business demand increases, organisations simply add more teams.
- **All of the above leads to improved productivity and profitability.**

Examples of businesses who have applied small team philosophies to achieve outstanding profit results:



# 'Shag On A Rock' Syndrome

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*Minimum team size is  
also important.*



How do you get people to do what you want  
them to do?

## Step 5: Employee Motivation



Microsoft's CEO Steve Ballmer in a 2006  
company video.....





Motivation comes  
from within.

We cannot motivate others. We can only create the conditions for people to motivate themselves and encourage and inspire them to attain their vision.

# Here are some examples of what motivates people:

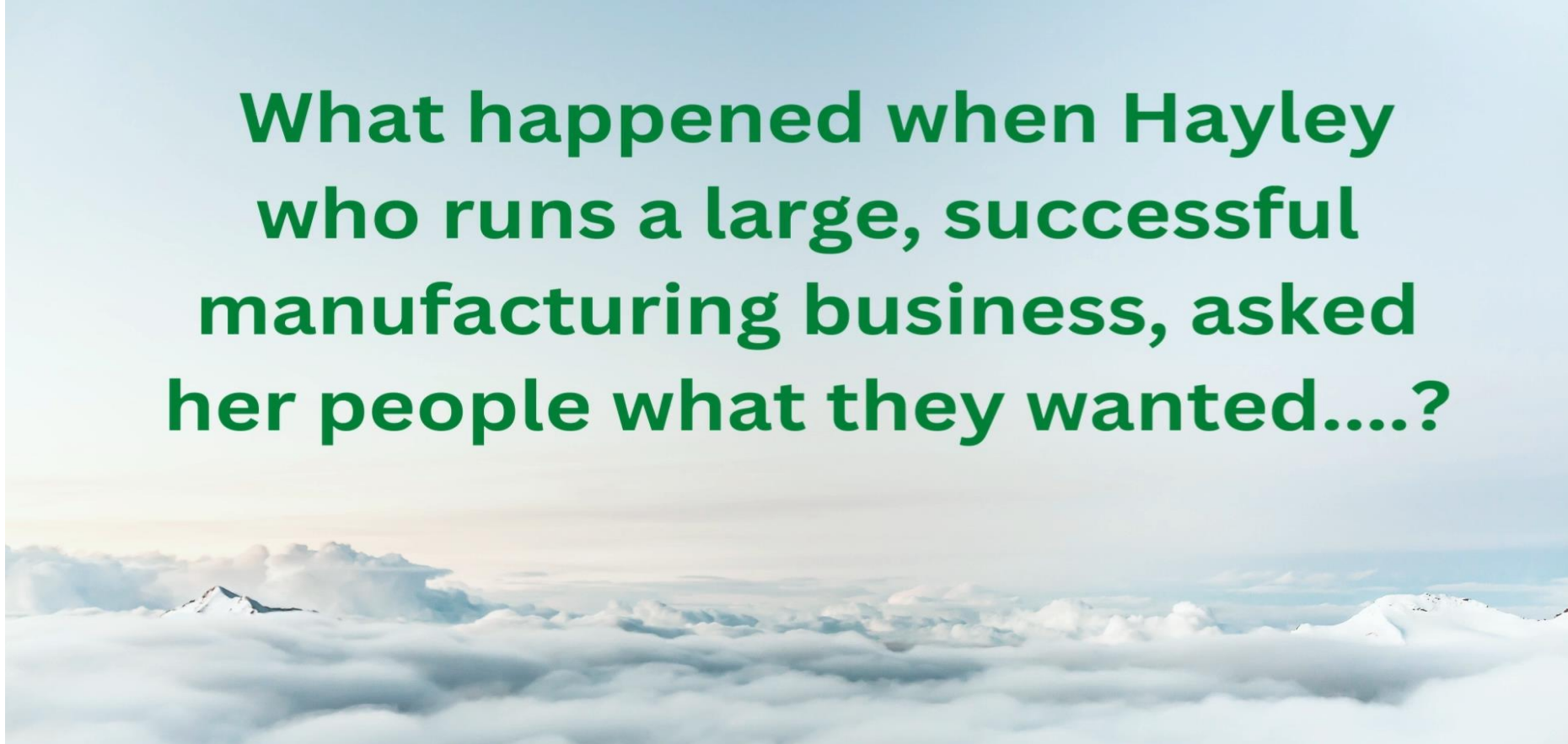
- Money
- Praise
- Doing a good job
- Learning and development
- New challenges
- Promotional opportunities
- Becoming a mentor/specialist
- Being part of an exceptional team
- Going fishing on weekends.

Q: What Motivates Each Person You Employ?



# 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....?**



# Even the simplest actions can have a big motivational effect on morale and profit...

- The latest study on casuals shows that 42% became more engaged simply by 'the employer showing an interest in them.'
- A Harvard Business Review study showed a 2-line handwritten thank you letter to deserving employees boosted morale by over 30%.
- Wharton research revealed that simply thanking employees manning phones at a call centre boosted revenue by 20% per shift.



Step 6:  
Performance  
managing  
people well



# The 5 step One-on-One System



Remember if you don't  
manage performance well:



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

Step 7:  
Improving  
Actual Job  
Roles



# Your Action Plan



What are 3 actions you could implement in the next few months to improve your people practices?



# 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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