

# *Building a Successful Team = Profit*



February 18<sup>th</sup> 2015

Presented by Nathan Helder



# Perspective



# From Cows to Landscaping

**B.Sc.(Agr.) – University of Guelph**

- Dairy Nutritionist

**Gelderman Landscape Services - 2006**

- No previous landscape experience
- Family – son-in-law



**3<sup>rd</sup> – Generation Family Business – Began in 1955**

**2015 - 2 Locations – Waterdown & Guelph**

- Landscape Design Construction, Commercial Maintenance
- Snow & Ice Management Water Management & Irrigation



**2006 – 55 staff → 2015 – 110 staff**



# Today – November 5, 2015

1. You are a Manager or Owner
2. You are finding it difficult to find good employees
3. You find it discouraging that your “A” employees tend to leave, and the “C” ones stay
4. You are a student looking for you next opportunity...
5. You want to learn something today....



**Cost of a Bad Hire?**

**\$1,000 - \$250,000**



# Hiring Issues

- Failure to Determine the Real Cost of Hiring
  - Recruitment – Ad
  - Poor performance
  - How long does it take the person to ramp up
- Applicant Issues – too many poor resumes
- Accepting Turnover as Normal
  - Is expensive and frustrating
- Ignoring an disengaged worker - “rotten apple” syndrome
  - Their productivity & the teams



## Did you know...

*23% of employees understand their organization's strategies and goals;*

*27% know how they contribute to achieving them;*

*9% care.*

- Stephen Covey



## Did you know...

*75% of employees report that their immediate boss is the most stressful part of their job*

- Inc. Magazine survey of 30,000 managers



## Did you know...

*75% of employees report that their immediate boss is the most stressful part of their job*

- Inc. Magazine survey of 30,000 managers



# Did you know...

*65% of employees would take a new boss  
over a pay raise.*

- Inc. Magazine survey of 30,000 managers



**I am in business because....?**



# Building a Company or Creating a Job for Yourself ?



# Assumptions

- **Everyone's Goals are Different...**
  - Profit only for Today OR Sustainable Profit
- **Everyone's Personality is Different...**
- **Each Company is Different** (services, size, age)
- **Each Company has Common Parts** (customers & staff)

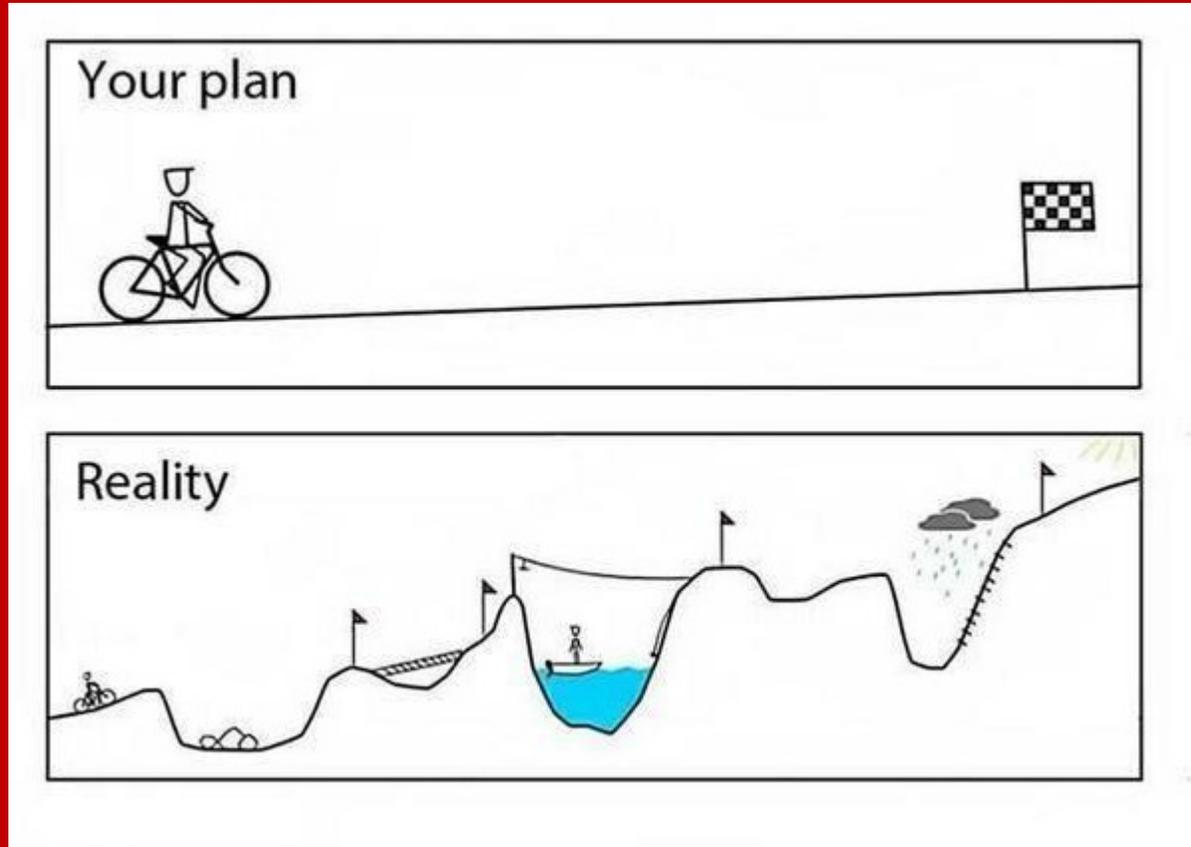
***Whether your company consists of 3, 30 or 300 people,  
the principles are the same.***

**Why is it hard to find  
good people?**





# Your New Hire



# What is a Brand?

- **Definition:** a type of product manufactured by a particular company under a particular name
- A trademark or distinctive name identifying a product, service or organization
- to put a mark on the skin to show who owns it
- But, what does it mean to you and your company?



# Types of Brands?

- **Consumer**

- Serves to attract buyers for products and services



- **Employer**

- Is the perception the world has about your company as a good or bad place to work
- Not as simple as clever ads, trendy office décor or a nice web site



# Your Image is THEIR image

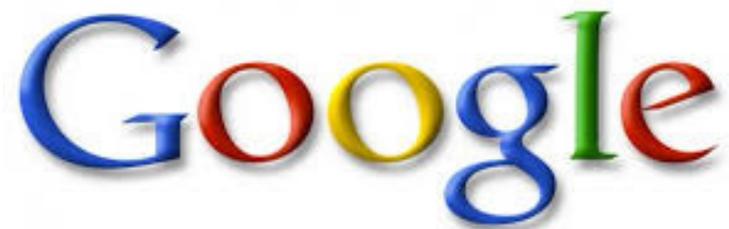
- Company & Employer
  - Intersect to fuel each other
- Consumers stop to consider whether values are demonstrated
- Employees want to identify with companies that have a great reputation – they want to feel proud of their company



# Employer Branding

- Dissatisfied customers are like disgruntled employees
  - Facebook & Twitter speeds this up 10x
- Opportunity to use Facebook, Blog & Twitter to your advantage – digital public domain
- Cannot control what is said, but can influence it
- Create a favourable buzz about working for your company

# Superior Cultures & Employer Brands





# Employer of Choice – Destination Company

- Requires vision, strategy, leadership, empowerment
- Requires awareness of changing workplace
- Requires the understanding of balance between compensation & quality of life after hire
- Requires a company that cares for its clients and performs quality work
- Requires the understanding of WIIFM & culture
- Requires a mindset of ABH





# How Do We Build our Team?

*It's easier than you think!*



**Employer Branding is ...**

**Defined,  
Shaped,  
& Personified  
by the Leader**



# 1. Define your Strategy

- Clear vision – explain the “Why” you are in business
- Define your core values
- Set the goal, create the plan, never give up
- Identify and practice winning behaviours
- Create an Engaged Culture



“Culture is what people  
do when no one is  
looking.”

- Herb Kelleher, Chairman  
Southwest Airlines

© 2006 People Ink



## 2. Commit from the Top

- Put your money and time where your mouth is
- It's what you do that matters, not what you say
- Show the passion
- Lead by example
- Know your staff – personally; show “LOVE” – spelled “ T I M E”

***What you Permit, You Promote!***



## **2. Commit from the Top**

**What you Permit, You Promote!**



### 3. Build your team

- Picking your core team (character, motivation, self awareness)
- Attitude of “ABH” – Always be Hiring
- Strong focus on a good “Fit” (company, job, manager, team)
- Invest & protect during tough times



### 3. Build your team

- Create a Recruitment Calendar
  - Timelines for advertising
  - Notification when to start hiring based on past history
    - » Prevent hiring the next “warm blooded” person
  - Create job ads in advance
  - Include people involved

# 3. Build your team

- Create Job Descriptions for each position with built in Key Performance Indicators & goals

## Responsibilities (but not limited to)

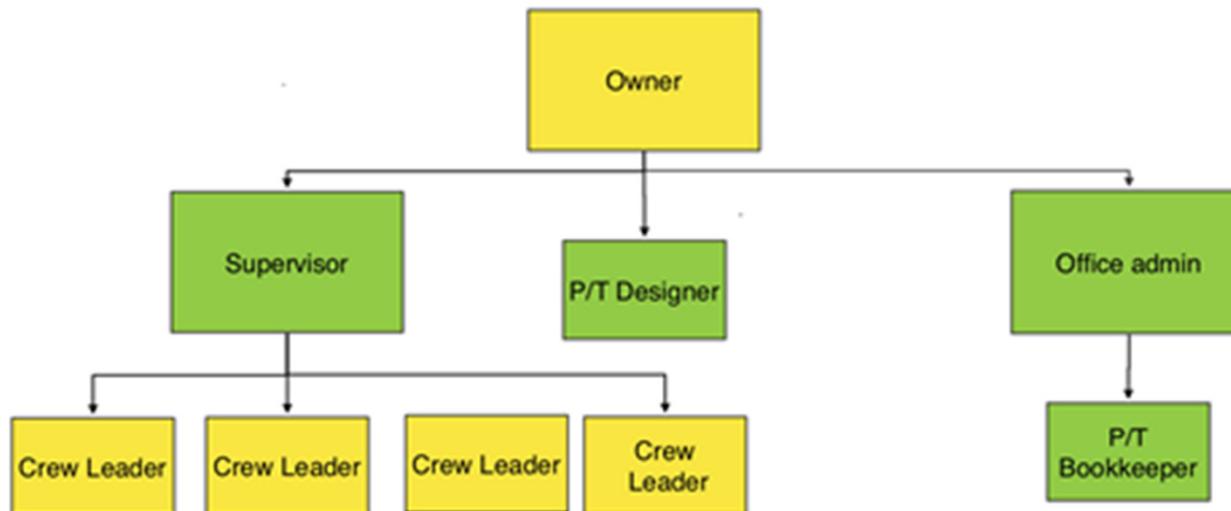
### 1. Sales

- Always present a professional appearance in your person, proposals and presentations
- Meet or exceed yearly sales goals of \$500,000
- Identify areas of opportunity to increase client satisfaction
- Develop new leads by networking, cold calls or other prospecting methods



### 3. Build your team

- Create the “Today” organizational Chart and a 3-5 year projected org chart



Position Not Filled

Position Filled

### 3. Build your team

- Create career paths showing your staff where they can “go” if they are motivated



## 4. Communications

- With clarity explain the “Why”
- Consistently – repeat the same message
- With Courage – risk & rejection: prepare for it, expect it, deal with it
- Adult to adult ego state (not Child or Parent)
- Reinforce how & why each person’s contribution is fundamental to the team’s success

## 5. Managing for Change

- Never simple –
  - Everyone has their own comfort zones
  - Everyone reacts differently
- Share information, ask questions, involve key people
- Allow staff to make mistakes
- Allow staff to make decisions.. Incremental

## 6. Effective Leadership

- Lead with conviction
- Employees are assets, not expenses / liabilities
- Invest in your staff – professional development
- Look for opportunities in every crisis

# 10 Step Recruitment Strategy

## 1. Create Job Descriptions

- desired values & behaviours for the position
- Key Performance Indicators or metrics

## 2. List the skills, habits, experience, attitudes

# 10 Step Recruitment Strategy

## 3. Create the job ad – be creative & different

### Advertisement for Snow Sidewalk Crew Members:

You are a hard worker that thrives on responsibility. You get excited to see that it's snowing, because it means that there is money to be made! You are a night owl that enjoys getting up when its dark and providing essential services for homeowners. You enjoy getting a good workout by shovelling sidewalks, saving money on a gym membership. You are surprised to hear that this position pays a premium for snow shovelers. If this sounds like you, then contact...



# 10 Step Recruitment Strategy

## 4. Where to advertise:

- Job Bank, HRDC, Grocery Store, High School
- Website, Blog, YMCA, Church, College
- Existing Staff & Family
- Facebook, Twitter, Instagram, LinkedIn
- Job sign at the road
- Kijiji, Craigslist, Indeed, Workopolis
- Suppliers, LO, personal networks



# 10 Step Recruitment Strategy

## 5. Online Assessments – depending upon position

- DISC personality styles
  - Dominant, Influencer, Steady relator, Compliant
- Natural Behaviours
- Motivators
- Competencies
- Acumen



# Ingredients of Success

- Behavioural Style:
  - **Decision making** – How a person addresses problems and challenges
  - **Compliance/Constraints:** How a person responds to rules and procedures set by others
  - **Influence/Contacts:** How a person handles situations involving other people
  - **Steadiness/Consistency:** How a person demonstrates pace and consistency in their work

# Ingredients of Success

- Motivators – values are motivators that drive behaviour
  - **Utilitarian** – drive for ROI of time or money
  - **Theoretical**-drive for knowledge, discovery & continuous learning
  - **Individualistic**-drive for personal power, influence & control over surroundings
  - **Aesthetic**-drive for beauty, form and harmony in objects, nature or experiences
  - **Traditional**-drive for an orderly, well established, unified structure for living
  - **Social**-a selfless drive to help others



# Ingredients of Success

- Competencies or Skills – all jobs require a variety of skills (25)
  - **Planning & Organization**
  - **Presenting**
  - **Conflict Management**
  - **Trust**
  - **Personal Accountability**
  - **Goal Achievement**
  - **Teamwork**

# Ingredients of Success

- Acumen Indicators for Senior Positions
  - **External Factors**
    - **Understanding of Others**
    - **Practical Thinking**
    - **Systems Judgement –**
  - **Internal Factors**
    - **Sense of Self – self awareness**

# 10 Step Recruitment Strategy

## 6. Telephone Call – 10-15 min

- Set appointment
- Determine cultural fit (values)
- Set list of questions to use each time
- Meet key requirements

# 10 Step Recruitment Strategy

## 7. 1<sup>st</sup> Interview – in person

- Set appointment
- Set list of questions to use each time

## 8. Practical portion

- Demonstrate skills – plant ID, equipment operations
- Scenario questions & presentation
- What will they do in the 1<sup>st</sup> 90 days?

# 10 Step Recruitment Strategy

**NOTE: Please state your assumptions when completing these 4 scenarios**

## 1. "Profit Problem, or not?"

You are the Ops Manager for the Construction Division and responsible for the complete division. At your Senior Management meeting, the Profit and Loss Statements were distributed and your division is losing money! Gross Margin is at 31%. Field labour expenses (% of sales) are up by 6.0%, yet revenue is on budget. Subcontractor use is 8% over budget. You are tasked to turn things around, fast!

- What questions will you ask?
  - What are your recommended solutions?
  - How will you turn this around?
- 

## 2. "Turtle Syndrome"

Landscape Revenue is 20% higher than budget, crews are busy-busy, clients are very happy with their experience and the product they have purchased, yet landscape suppliers are complaining that Gelderman are behind on their payables. We will soon be reaching our overdraft limit and staff might not be getting paid. How can this be?

- What issues are causing this?
  - What actions will you take first?
  - How will you prevent this from happening again?
-

# 10 Step Recruitment Strategy

## 9. Final Interview

- Completed by direct report
- Intense & hard questioning
- References
  - 2-3 past supervisors

## 10. Employment Offer

- Give person 7 days to review (position specific)





# Onboarding

- Now they are hired, what next?
- Engagement + performance = profit
- How do you match each person to the right job?

# 90 Day On Boarding Strategy

- Very important part
  - ½ of all senior hires fail within 18 months
  - ½ of all hourly leave within 120 days
- Get new employees productive as fast as possible
- The first 90 days are most critical – time needed to prove themselves



# 90 Day On Boarding Strategy

- Prevent existing bad habits to be passed on to new employee
- Not only for new hires, but also internal promotions
- “Sink or Swim” strategy - new employees often struggle to figure out expectations and understand the norms

# 90 Day On Boarding Strategy

## - Benefits

- Higher job satisfaction – people that are proud of where they work can help in recruiting
- Organizational commitment
- Lower turnover
- Higher performance
- Lowered stress for everyone involved
- Poor performers are “weeded out” quicker



# 90 Day On Boarding Strategy

Position:	Landscape Sales & Project Manager		
Tailored for:			
Date:	2/24/14		

				90 Day On boarding													
				Month 1				Month 2				Month 3					
Category	Objective	Topic	Who	Wk1	Wk2	Wk3	Wk4	Wk5	Wk6	Wk7	Wk8	Wk9	Wk10	Wk11	Wk12		
				3/24	3/3	3/10	3/17	3/24	3/31	4/7	4/14	4/21	4/28	5/5	5/12		
Orientation, Policies & Handbook	Basic initial information and essential paperwork. Positive imprinting opportunity. Some documents & paperwork can go home with candidate for processing and reading.  Hard facts and signature pages. Q&A as needed.	Team / role introductions/Org Chart	President-Nathan														
		Review job description	VP Landscape - Chris														
		Security - keys & codes	VP Maint & Snow - Roy														
		Uniforms	VP Finance - Jane														
		Truck & Gas Policy	VP Landscape - Chris														
		Visa Policy	VP Finance - Jane														
		Employee Handbook	HR Manager - Linda														
		Health & Safety Policy	HR Manager - Linda														
		Employment Contract	HR Manager - Linda														
		TD 1, Hire Form	HR Manager - Linda														
		Cell phone Policy	HR Manager - Linda														
		Health Spending Account	HR Manager - Linda														
		LTD - Life Insurance	HR Manager - Linda														
		Vacation/Holiday Policy	HR Manager - Linda														
		Disc & Devine Review	Linda & Chris														

# 90 Day On Boarding Strategy

Field Operations	Understanding the Gelderman Way - Operations, Training, Profitability, Quality	Gelderman Yard	VP Landscape - Chris																	
		Office Space, Tools, Eqp & Furniture	VP Landscape - Chris																	
		Design Process	VP Landscape - Chris																	
		Estimating Procedure	VP Landscape - Chris																	
		Design Fees/Revision & Deposit Policy	VP Landscape - Chris																	
		Measuring & Pictures	VP Landscape - Chris																	
		Gelderman Best Practices	VP Landscape - Chris																	
		Subcontractor Introduction	VP Landscape - Chris																	
		Project Proposals - Scope of Work	VP Landscape - Chris																	
		Irrigation	President - Nathan																	
		Truck & Equipment Review	VP Landscape - Chris																	
		Equipment Maintenance	VP Landscape - Chris																	
		T&M Process	VP Landscape - Chris																	
		Maintenance Clients Projects	President - Nathan																	
		Change Order Process	VP Landscape - Chris																	
		Purchasing Review	VP Landscape - Chris																	
		Visit Suppliers	VP Landscape - Chris																	
Small Tools & Supplies	VP Landscape - Chris																			
Equipment Suppliers	VP Landscape - Chris																			
People Management	Understanding the motivation, evaluations, respect, authority, teamwork, leadership	Leadership Module	President - Nathan																	
		BBQ & Annual Company Meeting	HR Manager - Linda																	
		Bi-Weekly 1:1 Sales Meeting with PMs	VP Landscape - Chris																	
		Scheduling of all Parties (design, irrigation, projects)	VP Landscape - Chris																	
		Daily Huddles	VP Landscape - Chris																	
		Sales Spreadsheet	VP Landscape - Chris																	
		Performance Review	VP Landscape - Chris																	



# 90 Day On Boarding Strategy

Customer Relations																			
Introduction to many facets of developing relationships, communications, and sales training systems.	Sales Module	President-Nathan																	
	Customer Service Module	President-Nathan																	
	Intro to Marketing & Communication	President-Nathan																	
	Gelderman Customer Contracts	President-Nathan																	
	Gelderman Presentation Process	President-Nathan																	
	Existing Client Hand Off	Satellite Manager-Martin																	
	Visiting Property Managers/Clients	Satellite Manager-Martin																	
	Customer Conflict Module	President - Nathan																	
Maintain quality standards	ALL																		
Field Operations																			
Understanding of The Gelderman Way - Maintenance Operations, Training, Profitability, Quality	Office space tools, eqp & furniture	Satellite Manager-Martin																	
	Truck & Equipment Review	Satellite Manager-Martin																	
	Equipment Maintenance	Satellite Manager-Martin																	
	Small Tools & Supplies	Satellite Manager-Martin																	
	Equipment Suppliers	Satellite Manager-Martin																	
	Crew Training - Equipment	Satellite Manager-Martin																	
	Crew Training - On Site (Pruning)	Satellite Manager-Martin																	
	Crew Training "Walk w the people walk	President - Nathan																	



# 90 Day On Boarding Strategy

- Ensure that the new employee drives the orientation
- Utilize the team if possible
- Ensure that new employee receives their evaluations on time.
- Utilize a 360 degree evaluation
  - Both parties use the same evaluation, discuss differences



*“**Train** people well enough so they can leave; **treat** them well enough so they don’t want to”.*

- Richard Branson





**WHO CARES IF YOUR  
CONTRACTOR RETURNS  
PHONE CALLS PROMPTLY?**

**WE CARE.**

*We roll out the red carpet for every one of our clients.*

# What Now? Start Today

- Find a mentor that you respect and that will hold you accountable
- Asking for help is not a sign of weakness, but of awareness
- Surround yourself with smart people
- Focus on moving forward, see the opportunity!
- Spend the time and Answer the “Why”



# What Now? Dump the “Head Trash”

- If I spend money and train my staff they will leave
- I can't pay them enough
- I don't have the time for this
- Get rid of the doubt, as doubt always wins

**F-E-A-R: has two meanings:**

**1. Forget Everything And Run**

**or**

**2. Face Everything And Rise**



**The Choice is Yours!**

# What I Have Learned

- Never “I” but “we”
- Face the facts – face reality, do not shy away from it
- Lead others to develop their own solutions; and remember 80% is good enough
- Surround yourself with people smarter than yourself, hire skill sets that you don’t have
- Be self-aware

# How to stand out?

- Disrupt the marketplace
- Care more than anybody
- Pay the absolute best

# What I have learned

- Command respect, not demand it
- Serve by leading; lead by serving
- Pay attention to people's emotions
- Manage in good times for bad times
- Hire for attitude, train for skills
- If you don't design your culture, your employees will do it for you

# What I Have Learned

- Don't be afraid to fail
- Always greet people with a smile
- Get by Giving
- Be “naked” to earn respect
- Know the difference between: Personally Liked vs Professionally Respected

# Books on Nathan's Hot List

**Drive** – *Daniel Pink*

**Ownership Thinking** – *Brad Hams*

**The 21 Irrefutable Laws of Leadership** – *John C Maxwell*

**Developing the Leader Within You** - *John C Maxwell*

**How to Win Friends and Influence Others** – *Dale Carnegie*

**Start with Why** – *Simon Sinek*

**Getting Naked** – *Patrick Lencioni*

**The Five Dysfunctions of a Team** – *Patrick Lencione*

**The New Gold Standard** – *Joseph A Michelli*

**Good to Great** – *Jim Collins*





# solution

## Q & A

[nholder@Gelderman.com](mailto:nholder@Gelderman.com)

[linkedin.com/in/nathanholder](https://www.linkedin.com/in/nathanholder)

[twitter.com/nathanholder](https://twitter.com/nathanholder)

1-905-689-4371





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LANDSCAPE SERVICES