



# Find, Hire, Train & RETAIN them

## Lead an ALL-STAR Team

“What else are you tolerating?” I asked a client the other day. I pose this question to all of my clients at one time or another; and every single one of my clients, when hearing the word “tolerate,” think of at least one employee (though usually numerous employees come to their minds).

**One of the biggest problems a self-employed person has is handing the reins over to his employees.**

Why? Because your employees aren’t competent or trustworthy? Then why the heck are they still there? (No! They’re not better than nothing ... as a renovating contractor thought before we met, hiring 20 in 3 years!)

A good while back, I was chatting, before a dinner presentation I was about to do, with one man in a group of contractors who had heard one of my presentations. He told me, loudly enough for other contractors in the group to hear him, that **one question** I had asked in that presentation of a few months earlier, had already saved him a large sum of money ... and he felt he owed me a drink. (I didn’t even know that this man had ever heard of me before, let alone heard my presentation.)

“Oh? Which one?” I asked. “Why wasn’t I handing over the reins?” he explained. “I knew bloody well which reason it was so as soon as I got back I started gathering proof. My “key” employee had been cheating on his time for a long time and I knew it ... but I wouldn’t admit it to myself. I was afraid I was right in thinking he was taking work away from me, as well, and I didn’t want to have to deal with it; not until you asked that question, that is. He’s gone now and it didn’t take me long to replace him, even.”

**Why had this man tolerated this cheating, stealing employee for so long?** Because he was afraid of what would happen to his business without this key employee. After all ... It’s hard to find **good people** these days, right?

But what had been happening to his business **with** that not-so-key employee who was untrustworthy? Worse yet, what had been happening to this contractor? It had been eating away at him all this time and he just kept trying to ignore it.

Not every situation is that bad. It certainly isn’t that bad for the client to whom I posed the question, “What else are you tolerating?” just the other day. What he’s tolerating, though, is a bad attitude in one “key” employee and poor time-management and dis-organization in another “key” employee.

Is it only the behaviour of “key” employees that we tolerate? Not only, but we certainly tolerate much more from those whom we fear losing than the ones who are lower down in the pecking order.

But just like for the contractor whose key employee had been cheating on his time for so long (and offering to do extras on his own time for his own pocket), it has much less to do with the employee than it does YOU! You’re the leader! If you tolerate cheating, what does that say about you? What does it say about **the culture in your company?**

**Culture:** The best description I’ve heard for it ... and check it out for yourself in your company, in your family, with yourself ... is:

*Culture is what we do when nobody’s looking.*

In Strategy #5 I help business owners become clear on the candidate for **whom** they're looking ... but given *The Law of Attraction* it doesn't matter as much about the candidate you're looking to hire as it does about *the magnet*; ie. **your company**.

Wouldn't you just **LOVE** to be *The Employer of Choice*?

At the end of the day it's all about **you**. You're the **Leader**. Your team will never ... can never be better than you are.

Following a seminar I led on this topic, a Key employee spoke privately with me. He had outgrown the company. He'd become so good at what he was doing that he was more-or-less leading the company ... but he wasn't the owner. He could feel his head banging on that proverbial *glass ceiling*. It wasn't about the money. It's that he didn't have the decision-making authority he needed as *The Leader of the Company*; nor did he feel he would ever get it. He'd asked to buy in as a partner seeing that maybe he could buy them out one day ... but they didn't want this. So what was the probable next step? Yup! Leave the company! He had become bigger & better than its owners in running their company ... and they relied heavily on him. Even if he were to stay on he would become more and more unhappy, would lose his enthusiasm, then his give-a-damn ... and he was telling me that this was already happening.

To **Lead an All-Star Team** it's up to you to become a **Championship Leader**; always being at least one step ahead of your team. When was the last time you invested in Leadership training for yourself?

Here are a few simple steps I encourage you to employ (or improve) in your company:

1. Hire **s-l-o-w-l-y**. Fire **Quickly**. – Statistics show that it takes us 9 months to let someone go from the time we first identify that they really don't want to be there. (I'm a statistic myself. 😊)
2. **Hire for Attitude** – you can teach them everything but only **they** can & will change their Attitude.
3. Is the **Culture** in your company one you would like to join if you were coming from the outside? Would your employees want their children to work in your company? Dare you ask them?
4. **Eradicate** your business of **negative**, miserable and incompetent people. That includes *you*, too!
5. Help your **team uplevel** – for your benefit and also for theirs. Offer training ... not only for the technical & safety portions of their jobs but also for their own self-development. Your company will profit from it!
6. **Listen** to them. After all, they're the ones doing the jobs that are bringing in your profits, right? How can the company's systems be simplified & improved? Follow through on making the changes if they're sound suggestions, giving the company an ROI and boosting their spirits.
7. Where do they see themselves **in 3 years' time**? Start by asking them rather than assuming you know how they would answer that question. I suspect you, too, will be surprised. What can you do to help them get there?
8. **How can I help you?** More than one client has helped an employee buy a house; another helped an employee's child get into the trades; etc. (and not by giving the employees any more money). How do you think this affects the employees' attitudes? **How can I help you** ... arrive on time? ... improve your productivity? ... smile more often? I recommend you *lamine* that question!

When was the last time you conducted **Employee Performance Reviews**?

Do you know what the #1 problem in the workplace is – in every industry? **Communication**. I contend that it's the number one problem **period** ...with your family, your customers, your employees ... everyone. On a scale of 1 – 10, how effective is your communication with your employees? How clear

are they about the rules of the game they're playing? How many strikes are they allowed before they're "out"? Do they know how many strikes they have against them already?

When did you last review your **Staffing Policy**?

If you don't have a staffing policy in place, when will you create one? Every one of my clients creates a staffing policy within the first 6 months of our coaching partnership; not because I coerce them, but because they recognize the necessity for it. Start with your **top 3 tolerations**. Identify what you're tolerating and then create a policy around it. Plain and simply: Bring tolerations to an end. Even your employees will thank you for it. After all, don't we all play better when we **know the rules of the game**?

I am so passionate about the work I do with contractors/business owners & corporate managers because of the way they turn their ships around in just 1½–2 years and most especially when it comes to helping these folks become **championship leaders**. I could write pages of examples, alone, of clients improving their leadership skills and having **Tons of FUN** while doing it.

I know that many of you have an inner battle going on between the "old school" and today's employees and workplaces. Our world has changed dramatically since many of you first started working and is in a state of constant, rapid change.

Wouldn't it make things easier to get some help in dealing with those changes?

In the next issue I'll share **Strategy #6**, which Jim found to be the most exciting strategy of all: **Get REFERRALS from IMPRESSED Clientele**. After all, you have a database of businesses that already **know, like & trust you**. **Help your customers market your business for you**.



## Fun Has Never Been So Profitable



As general contractor for her home, Lynne identified that while contractors are great on the tools, they struggle to balance money & time ... especially time in which to have **FUN**. As a solution Lynne created **The Trade-Contractors' Business College**, a year-long coaching & training program for business owners & corporate managers in the construction industry, covering **7 Simple Strategies for Success** which are key to every successful business.

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