



*Thank you for requesting this informational report. We hope you will find it to be both interesting and useful.*

## **How to Find, Hire and Motivate Great People**

One of the biggest frustrations I hear business owners in the trades express over and over is their inability to find good employees. When I ask them what they do to attract qualified trades people, they usually tell me they place a help wanted ad in the local paper for a couple of weeks and wait for the phone to ring. In most cases, it doesn't, so they get discouraged and quit the process, surmising that it is impossible to get qualified help. Sound familiar?

Believe it or not, you can find good – even great – people. The key is to have an ongoing process in place for locating them. If you do, you will see it is much easier to fill your next job opening. Here are ten easy steps that will start you on your way:

### **1. Write a Job Description**

The first step in the process is to write a detailed job description. This will help you gain insight on exactly what your hiring needs are, as well as provide the potential candidate with a clear understanding of what his/her role and duties will be. A good, complete job description will ensure you hire the right person for the job, thus preventing compatibility issues from arising a few months later — a situation that can be costly for your business. Once you have written the job description, you are on your way to step two of the process.

### **2. Write a Short Help-Wanted Ad**

Your next step is to write a short but compelling employment ad. Just like other marketing communications, it must be persuasive. You want to include an overview of your company, the job title, the job description, the qualifications required, the desired personality traits, and compensation (pay, bonuses, health insurance, etc.) Lastly, you want to wrap up the ad by listing the benefits of working for your great company – essentially, sell your organization to the potential candidate.

### **3. Tell The World**

The third step in the process is to advertise the position, first using your free advertising sources. Word-of-mouth is a great as well as free way to get the advertising process started. Tell everyone — friends, family, colleagues, suppliers, and people you meet at networking events — about your hiring needs. Other free

advertising sources include your Web site, trade association Web sites and your suppliers' online customer boards.

If you don't get the responses you are looking for from free advertising sources, you may then want to advertise the position with paid sources. These may include your local newspapers as well as the multitude of Internet job boards. Craig's List and Monster.com are two of the most popular sites.

#### **4. Continue to Tell The World**

Please keep in mind that finding a great employee takes time and persistence — it will not happen over night. To start, I suggest you try a very simple four-week hiring process. For weeks one through three, use your free advertising sources. If you're not receiving any results by week four, incorporate your paid advertising sources while still promoting the position via the free sources. If needed, continue this process until you find the right hire.

#### **5. Arrange an Initial Brief Phone Interview**

Before setting aside time in your busy schedule to meet in-person with prospective candidates, you should conduct a twenty to thirty-minute phone interview with each. This will allow you to effectively weed out any undesirable candidates. Topics discussed should include your company, the position, the candidate's knowledge, experience and attitude and their compensation requirements. You really want to be sure that all potential candidates are a good fit for the position as well as your company before you have them come for an in-person interview — your next step.

#### **6. Conduct an In-Person Interview**

It is best to schedule interviews first thing in the morning or late in the day so your workday will remain productive. Ask your candidates to bring their resume (as well as any photos of their work) and have them fill out a job application (for your records). I suggest discussing the same topics as in the phone interview (your company, the position, the candidate's knowledge/experience/attitude and compensation requirements), but go into more detail and depth. This is your chance, as well as your candidate's, to really get to know one another. The in-person interview will allow both of you to confirm the fit is right. Lastly, if you feel others in the company should also meet and review your candidates, be sure to involve them in the interview process.

#### **7. Review Hiring Traits**

Here are the top fifteen traits I look for to determine if someone will be a great employee. If your candidate has most of these traits, they should be considered a very strong contender.

1. Positive Attitude
2. High Energy Level
3. Integrity

4. Responsibility
5. Leadership Ability
6. Team Player
7. Mental Horsepower
8. Sense of Humor
9. Resilience
10. Track Record
11. Desire to Grow
12. Self-discipline
13. Creativity
14. Flexibility
15. Absence of Personal Problems

## **8. Complete a Reference and Background Check**

Be sure to check the references of your top candidates, which they will provide. Also conduct a criminal and financial background check, which the candidate needs to approve in writing (this should be covered in your job application). There are a number of online services that provide background checks, so conducting them should be fairly easy as well as cost effective.

## **9. Make A Strong Offer**

If you are trying to decide between two candidates, have them both come back for a second interview so you can make another assessment. Once you have decided which candidate to hire, make them a good offer (pay plus incentives) — one that motivates them to really want to work for you. Because companies don't like to lose great employees, you may need to sweeten your offer if your chosen candidate gets a counter-offer from their current employer. Remember, a great employee is well worth their pay. Once your candidate has accepted the offer, be sure to set a firm start date with them — two weeks is customary if they are currently employed. Lastly, you may want to have them come in prior to starting to meet your office staff as well as fellow co-workers.

## **10. Eight Methods for Motivating**

### **a. Using Pay for Performance**

This is probably the first thing that comes to mind when most people think of ways to motivate (although challenging work and other intrinsic motivators are as or more important). Employees are compensated on merit and performance.

### **b. Using Skill-Based Pay**

Employees are paid for the range, depth, and types of skills and knowledge they are capable of using, rather than the job they hold. It motivates because it appeals to a person's self-worth.

### **c. Using Merit Pay**

Typically known as a raise, employees are rewarded for a good job, typically on a yearly basis.

d. Using Spot Reward

This is a financial reward given to an employee "on-the-spot" as soon as commendable performance is observed. Gift cards, gas cards and movie tickets are a few good rewards.

e. Using Praise

People like being appreciated. Employees should be praised on a regular basis. This is one of the most powerful and yet most underutilized motivational tools.

f. Using Job Redesign

Monotonous work can have a negative impact on job performance. Thus, redesigning an employee's job to make it more enriching and non-routine can make a very positive difference.

g. Using Empowerment

Empowerment involves encouraging employees to take a more active role in their work, giving them the opportunity to take more responsibility for improving the way that things are done, and allowing them to make more decisions. This motivational approach boosts feelings of self-worth and enables employees to more fully reach their potential.

h. Using Goal Setting

Setting SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals with employees can be one of the simplest yet most powerful ways to motivate them.

If you are serious about implementing an employee recruiting and reward process that will help you achieve outstanding results, we suggest that you contact us to discuss how we can help you quickly and easily realize the success you deserve – we offer a free one-hour telephone consultation. Please call (508) 480-0010 or email [klister@ParadigmStrategies.com](mailto:klister@ParadigmStrategies.com) to discuss our services in more detail.

I hope this report has given you some "food for thought". I appreciate your interest in our work and wish you much success in your future business endeavors.

Best Regards,

*Kevin Lister*

## About The Author



Kevin Lister, founder and president of Paradigm Strategies, the business advising firm to the trades, is a leader in the field of business performance improvement. He possesses nearly 20 years experience in business management and consulting, effectively operating his own ventures and assisting others with realizing business success.

With an entrepreneurial spirit and a business owner's point of view, Kevin brings hands-on expertise to helping building contractors, sub-contractors, and suppliers. Kevin has deep knowledge and understanding of the trades, based on fifteen years in the construction industry, a family history of owning trades businesses, and a genuine interest and enjoyment in helping blue collar enterprises.

Kevin possesses a Masters of Business Administration (MBA) from Olin Graduate School of Business at Babson College and a Bachelor of Science in marketing from Bentley College. He teaches management and marketing for the University of Phoenix Online.

Kevin is a member of several professional and business organizations, including the Institute of Management Consultants (IMC), the Associated Subcontractors of Massachusetts (ASM), the Builders' Association of Greater Boston (BAGB) and the Boston Chapter of the National Association of the Remodeling Industry (NARI).

Kevin has been awarded the Certified Remodeler Associate (CRA) designation from NARI. He has also been named to the board of directors of the Eastern Massachusetts Chapter of NARI.

## About Paradigm Strategies

Paradigm Strategies is one of the country's leading business consulting firms to the construction, automotive and motorcycle industries. Our clients include contractors, sub-contractors, auto repair shops, small auto dealerships, motorcycle repair shops, and motorcycle dealerships, as well as suppliers to these trades.

We are dedicated to helping small to mid-sized companies become more successful by improving sales, cash flow, profitability, productivity and competitiveness. With an understanding that each business is unique, we take an individualized approach when counseling our clients.

To every client relationship, we bring new ways of thinking, new ideas and a straight forward approach that ensure and consistently deliver positive changes and significant results. Based on your needs, business goals and an internal assessment of the issues that are inhibiting growth and success, we develop a customized, strategic program plan that provides you with focus and momentum, and enables you to create the future you envision for your company.