

Using Technology to Turn Your Staff into Your Dream Team

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10 Years Ago...

- I started my company with really no idea how to be a leader
- I definitely had no idea how to build a great culture or drive performance





What has been my Biggest Challenge?





People!

- You have to hire the right people
- You have to keep them focused on the right results
- You have to maintain a good company culture





We Made a lot of Mistakes!

- We hired some people, we probably shouldn't have
- We've also burned out some good people we wish we could've kept
- It's always been a balance, but with every mistake we tried to learn and improve





Typical wisdom says you can't treat your people like numbers ...





But what we learned, is you can get some help from some 1s & 0s





Hiring the Right People





I always wished for a crystal ball...



- How often has a candidate interviewed well but was then HORRIBLE when it came to doing their job?
- We never found an actual crystal ball, but we found something close...





Technology Solution Behavioral & Cognitive Assessments





Here's What We Did...

- We created a model for what a Rock Star employee would look like to us
 - What type of behaviors would they have?
 - How fast would they need to be able to solve problems or learn new things?
- We then had all new candidates go through the assessments before deciding who to interview





Example Model & List of Candidates

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| | 9.5 | 9 | Maverick | | 10 |
| | 9.5 | 9 | Altruist | | 10 |
| | 9.5 | 9 | Venturer | | 10 |
| | 9 | 9 | Maverick | 1 | 9 |
| | 8.5 | 10 | Strategist | 1 | 7 |





Rolling it Out Wasn't Hard

- Sending assessments became as simple as e-mailing a candidate a link
- The assessments only took the candidates a few minutes





Our Interviews Got Dramatically Better

Imagine Limiting Your Interviews

to Candidates who:

- Are the Right Type of Personality for the specific Job
- Have the Right Mental Horsepower for the specific job
- We stopped wasting our time interviewing the rest!!!







Our Results So Far?

- 90%+ Accuracy in Predicting High vs Low Performers
- To The Skeptics:

This wasn't magic, these systems are based on science and teams of psychologists with thousands of studies.





Driving Better Results





Our Team Lacked Focus on Our Most Important Goals

- We defined metrics/KPIs for our team so that they knew what success looked like.
- However, this was rarely top of mind for them and we struggled to consistently hit our numbers





Technology Solution Digital Dashboards for KPIs & Metrics





Here's What We Did...

- We selected a dashboard platform that could pull our top metrics in real time from our system
- We then put multiple big screen TVs on our wall near our team to display this information.
- We also gave each team member an individual dashboard above their monitors...we're probably obsessive :)





Example Dashboards

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Our Results So Far?

- Everyone's results are top of mind and transparent
- Inspired Competitiveness & Gamification
- Targeted Results are hit more consistently across the team







Nurturing Culture





We Got Blindsided by Employee Morale Issues

- As we grew and had to juggle more work, we lost sight of always keeping a good pulse on Employee Morale
- This resulted in multiple problems (including employees leaving) because we didn't catch the issues fast enough
- We needed more frequent insights into the pulse of our team to make sure we could maintain a good culture





Technology Solution Employee Engagement Surveys





Here's What We Did...

- We selected an online survey system designed to regularly take a "pulse" of the team in an anonymous way
- We scheduled the system to automatically e-mail the entire team once a quarter
- We then used those results to help steer the focus of our leadership team





| | 100% ANONYMOUS AND CONFIDENTIAL | | | |
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Our Results So Far?

- We've recognized areas where we were completely misreading the perception of the team
- Every team member's feelings are now represented as we plan the path of our company
- We're able to show our team that we're consistently focused on creating a better experience for everyone
- Employee Engagement & Happiness Has Grown!





Engagement as a Top Metric

• We also decided that Engagement should be one of our top metrics to indicate the health of our company

Our Top 5 Health Indicators

Employee Engagement

Operations

Client Satisfaction

Profitability

Sales





Wrapping Up

- "People Problems" still require heart to solve them
- But that doesn't mean that you can't leverage technology to make them easier







Any Final Questions?

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