

# **Training a Successful and Motivated Team**

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### **Beginning Message:**

- These are not immediate fixes but more a mentality and credo for long term success.
- Each person you hire is a relationship. Even though it's work, the same rules still apply.
- Treat people with respect, tell the truth (even when it's hard).
- Hire someone for who they are, not for who you want them to be.
- Hire someone who wants the job you are offering, not for what it MAY be in the future. Because sometimes the future never comes. There is often limited room for growth.

### **Barriers to Hiring:**

- Concerned about messing up the business chemistry
- It's been working this way for this long so...
- Afraid to hire because they won't fire (if you do this right you won't have to)
- Concerned about hiring customers (most of our hires will be customers to some extent)
- They don't have time to do it (and why don't they have time, because they don't hire)

### **Reasons to Hire:**

- The obvious shift needs. Stay open as long as you actually need to, open when you need to (make decisions with the customer in mind) If you are closing early or opening late because you don't have staff, not because its sales justified, that's totally backwards.
- Looking for a retirement strategy that doesn't involve selling the business.
- Helps put a fire under long term lazy employees or they go away (raises all boats) Lazy workers feel threatened when new people are hired.

- You want to grow the business. Add another location at some point or want to grow in another direction. You have to build the team first before you can do that.

### **How to Find Employees and When to Seek Them (ALL THE TIME!)**

- Create a workplace that people want to be part of
  - Thoughtful, considerate etc
  - Ethical business
  - Customer focused (often these are your best applicants)
  - Clean and respectful
- Always be hiring
  - Just because you are interviewing doesn't mean you have to be hiring
  - With our kind of job (the dream job) people will wait
  - How do you express this to applicants ("I think you'll agree that when the time is right its right")
  - Build a list of good resumes for when you need them
  - Have them learn in the meantime (give them homework)
  - If you find a star just hire them
- Where to look:
  - Have an in-store nicely done poster or image that talks about careers. The nicer this is the more serious people will take it.
  - Have a button on the homepage
    - When Things Get More Critical
      - Post full job descriptions on job sites but do not post the pay scale (why?)
        - You cannot use the lower part of the scale without offending someone
        - You cannot pay less than the scale
      - Send email blasts to everyone on your list
        - This shows that you are a serious company that is growing

- Not a sign of weakness
  - INDEED and other job sites
- Tips
  - If you lose someone (new hire or not) rehire someone immediately. It's too easy to get back into the old rut. This is why many small companies have burned out team members. Especially owners.
  - The secret is diligence. Just keep doing this over and over
  - If you are waiting for the perfect hire, just realize that you will end up doing it all yourself.

## Employee Interview

- Interview EVERYONE even if you think they have no chance
  - Show them the respect they deserve
  - You never know what can come from it
  - my longest interviews are the people I'm not going to hire, why? Customers and future customers and the reputation of the company.
  - **Phone interviews 1st to:**
    - Gauge their ability to talk
    - Gauge maturity and fishing knowledge
    - Gauge Proximity (over 45 minutes is a breaker for me)
    - Set a baseline for the financial and benefit portion
      - Ask them about pay (see if you are in the same ballpark) Many times in our industry, expectation is unrealistic.
    - Be sure they are taking the job for what it is, not what it may be someday
    - If they aren't a match
      - Tell them why and what they can work on to be a match in the future

- Recognizing that here allows for time saved on both parts

- **In Person Interviews 2nd:**

- Have them meet their immediate supervisor and have two people at the interview if possible
- Gauge their comfort in person vs on the phone. Sometimes people can change drastically from one to the other.
- Have them walk the store and ask them to point out what they like and notice showing a retail mind

### Employee Hire

- Before you hire, have their direct supervisor interview them too, In the event that's not you. They will be spending many days together and they also need to mesh.
  - This also shows confidence in the team member by allowing them to make decisions that form the company. (retention)
  - Once hired be sure to formalize with an employee hiring document
    - Outlines pay and responsibilities, this will help later

### Now you have hired someone! What to do next:

- Show the employee manual
  - Do you have an employee manual?
  - Dress code, values, customer service directives
  - Vacation policies, sick days etc..
- RETENTION (you have to identify what this is for each person, reviews!)

### Positives (this speaks to motivation)

- Passion based industry. We get in some cases more qualified people than most retail because it's their "calling"
- Employee Discounts (if you aren't competitive here you should re-evaluate) Just like retail customers, they want it now. And, you want them using the gear you actually sell which is only a small % of what the vendors do.

- Flexibility: dress code, hours and comfort level at the shop
- Work with people of like mind and desires

### Negatives

- Small % of people are qualified
- Our customers expect a very high level of knowledge
- Tons of things to learn in the shop (number of items)
- Low pay relative to the Expected Abilities
- The blend of personal and professional
- Not much room to advance

### What are the top factors for employee retention

- Pay (how many people think pay is the #1 motivator?)
  - Understanding payroll (15-18% of sales for specialty) don't over offer initially giving yourself nowhere else to grow.
  - Understand what the cap for each roll is in your company
  - There does not have to be equity in pay from one person to the next
  - Being there longer does not mean more pay
- RETENTION based on Pay: Start people in a place where there is possible growth in pay and outline this for them before hiring. Create goals and work on programs that share the wealth. In this case, I prefer a growth goal over a straight raise. They will then understand the relationship between sales and what they make. They may come from a job where that didn't matter.
- Knowledge
  - Help your team to level up. Presumably, you are the most knowledgeable person in the store. You have the most on the line and it was your passion enough to start the business. How much are you sharing your wealth of knowledge with the team?
  - Many people take these jobs to get better at what they love, have you created an environment where they can do that?
  - Conduct seminars based around brands or techniques. Allow some of the crew to teach them.

- Create a culture of trickle down knowledge
  - Additionally, help the team to learn about retail and the parts of the business, they then learn a bigger skill. This will make them feel like what they are doing helps them overall in life. My first retail jobs and examples.
  - RETENTION based on Knowledge: Help people to grow, through knowledge, connections and opportunity. You should not be the only person going on trips, meeting for line showings or going fishing. Training by allowing them to become you is ultimately the goal for retention.
- Lifestyle
    - Many people take these jobs for the lifestyle. They want to wear sandals all day and talk about fishing. How do we accentuate the lifestyle?
    - Vacation time and flexible hours (These have a cost balance, you may have someone that values time off more than pay when they are working)
  - Retention based on lifestyle: Everyone is different here, take time to figure out what motivates them and adjust their role accordingly. NOT everyone has to be the same, fair is different for everyone.

To summarize this section: Hire the best people you can. Learn about them and what motivates them. Help to make the job what they want it to be and help them to Level Up. Once they are in the role, start to delegate. Check in on them throughout the year to ensure a healthy employee/employer relationship.

- Now what do you pay them?
  - Understand that jobs have caps
    - Discuss how some companies initially don't have room for much advancement, expectations are critical
    - Start them at a pay that allows raises
  - Being there longer does not mean more pay
  - Not everyone has to be paid the same or even close (depends on the person)

- Firing - Just do it when you know you have to. Too many people wait WAY too long to end a work relationship. It's toxic to the company.

**You have to keep a professional relationship, even though they are your family.**