

# How to Attract & Retain All-Star Employees

HIRE THE RIGHT PEOPLE, TRANSFORM YOUR COMPANY

**BUSINESSCOACH.COM**

GARY HENSON, PRESIDENT & FOUNDER

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1

# Introduction

# YOUR ROADMAP TO TRANSFORMATION

## Welcome To The First Step Of Your Journey!

It is no accident that you're reading this right now. Chances are you're a business owner—one with grit, one with an inner fight to succeed at all costs. You probably carry a vision in your heart; one that drives you to run your business and solve a real need in the world. You are hard-working, determined, and you've sacrificed a lot to be where you are today.

I understand that you've picked up this Playbook for a reason. Maybe you're feeling burned out from working all those long hours just to stay afloat. Maybe you're overwhelmed by a lack of organization in your company and everything feels like it's piling up on your shoulders. Maybe you're struggling to find quality candidates to hire. Maybe you're struggling with managing your employees—you WANT to be an employer everyone loves working for, but you're not sure where to start. Or maybe you're satisfied with the state of your company right now, but hungry for more. You're dreaming about the potential, but not sure how to consciously make it happen.

As someone who has been coaching business owners for over 30 years, I can assure you, whatever challenges you're facing, I have likely seen them, and helped thousands of people like you *overcome* them. The breakthroughs, results, increased profits, fulfilled employees, and your reignited passion, are all within your reach. I'm here to tell you that your company—your LIFE—could look completely different within 3 months, or even less.

Imagine waking up every day without that cloud of worry and pressure looming over your head. Imagine working less hours because you have the proper organizational systems in place to keep your company running like a well-oiled machine. Imagine being EXCITED to go to work every day because your office is more than just a place to earn money, but an inspiring team of dedicated people serving a greater mission. Imagine feeling confident in your leadership, knowing you're not only running a successful business but also developing quality employees in the process.

If others have achieved the success you want, why can't **you**? Why not you, and why not **now**?

The key to unlocking the success you want is **transformation**. Your journey to the next level of success will require you to transform your ways of thinking, old habits, and the way you've always operated in your business. What brought you to where you are won't get you to where you're going. That's what this Playbook is all about—transformation. It will help you transform the way you view your hiring processes and work culture. Many times, business owners get so focused on seeing things the way they've always seen them, that they miss out on opportunities and leave a lot of potential untapped. Sometimes it takes an outside perspective for us to see blind spots and find new ways to reach the next level of success. My goal is to help you take a deep-dive into your mindset and transform your business into an unstoppable force, producing increased profits and high-performing employees.

It's amazing how even the simplest shifts within a company can transform it from the inside out. I worked with a company that was struggling to increase their profits. One of the questions I asked the owner was what their onboarding process looked like, and he said, "On a new-hire's first day, they report to the CFO to get their keys, their cell phone, a laptop, the code to get into the office, job description, and they're told to have a nice day and to let us know if they need anything." As insignificant as this may seem, the onboarding process was the first key to transforming the entire culture of that company. Together, we created a welcome video warmly introducing all of the management and explaining the company's vision, mission, and core values. We also had all 200 employees take an anonymous survey, providing feedback on their opinions of the company. The leadership received a D- rating by the employees, so we began transforming the company's culture by first developing the senior managers' leadership skills. We then implemented a clear mission statement and company commitments that everyone could get behind. Next, the managers started hosting regular meetings with all of the employees to promote teambuilding and an open line of communication. Things began to shift, employee productivity improved, overall communication increased, employee turnover decreased, and bottom-line profits soared as a result. Little things can make a big difference in every business.

If you're committed, that's what's possible for you too. You've already taken the first step by opening up this Playbook. Now it's time to read, absorb, apply what you learn, and watch your company transform from the inside out. Think of this as your go-to-manual for hiring all-star employees and building your highly profitable team.

If you're not 100% committed to throwing everything you have behind the success of your business, then this won't help you. It's all or nothing. But if you are ready to commit and go all in, in the following pages you'll discover a system that will truly bring you a predictable, reliable, and consistent flow of results and increased profit.

Let's dive in!

Gary Henson





2

# How to Hire Top Performers

# HOW TO HIRE TOP PERFORMERS

“

*A leader cannot invent motivation, he can only unlock it.*

”

– Unknown

## Building an Extraordinary Team

Your company's success heavily depends on the **people** who make up your company. Your sales operations, customer service, brand, and culture are all shaped by your employees.

Therefore, it is extremely important to be selective in who you allow to be a part of your team. If you want your company to dominate your industry, it all starts with hiring high-quality people, upholding high standards in your business, and maintaining an excellent work environment.

In this Playbook, we'll cover everything from casting vision of the kind of employees you want to hire, how to write enticing job listings, the interview process, developing a dynamic work culture, and more. There are few things that are more important than building a productive, accountable, and motivated team, and we will help you accomplish exactly that.





“  
**IF YOU REFUSE TO  
ACCEPT ANYTHING  
BUT THE BEST,  
YOU VERY OFTEN  
GET IT.**”

W. Somerset Maugham

# WRITING A COMPELLING JOB AD:

## HOW TO GET APPLICANTS SWARMING

The first step in the hiring process is recruiting. Think of the recruiting and hiring process like fishing. You need to find out where the fish are hanging out, and you must use the right bait to attract them. Similarly, in order to find highly qualified job candidates, you must know the right places to begin recruiting and attracting them to your company. According to a Gallup State of the American Workplace Report, job seekers find jobs through the following:

- Company Websites - 77%
- Referrals - 71%
- Suggestions from Friends or Family - 68%
- Online Job Sites (*such as LinkedIn, Indeed*) - 58%
- Publications or Online Sources in a Field - 57%
- General Web Search (Google, Bing, Yahoo) - 55%
- Professional Network Site (LinkedIn) - 47%
- Professional or Alumni Organization - 41%
- News Media - 39%
- College Job Fairs and Job Boards - 28%

Now that you know *where* to look, it's time to create job ads that will attract the *right* candidates who align with your company values. The objective is to go from ad-posting, pre-screening, interviewing, background-checking, and then considering whether to hire them. There are no shortcuts; be patient and extremely careful to find the right candidate for the position without compromising your values. Don't make the mistake of acting too hastily in an attempt to quickly fill the need. Many hire the wrong person for the job without vetting them properly and later are faced with the ugly decision to fire them or spend countless hours training them to meet the need.

### Designing A Job Posting

When designing a job posting, present the position and your company in a way that distinguishes you from competitors and appeals to top-notch candidates. Think of a job ad as your way to "sell" the position and your company.

You want your ad to attract a pool of qualified candidates so you can choose the best fit. High-quality candidates will be drawn to high-quality companies, so keep this in mind when creating your job posting.

You also want to be clear on what the candidate's role would be, who their direct reports would be, and what will be expected of them. If needed, give yourself a refresher on the company's core values, mission statement, benefits offered, and any other information that may be relevant to the position.

Here is a checklist of details that a magnetic job posting should include:

- Company name and position title
- Information about the Company: number of years in business, core values, the company's mission, and the position's impact on it
- Job location and whether or not working remotely is an option
- Job description and qualifications
- Attention-grabbing language, such as: team-oriented, committed, hard-working, creative, values excellence, etc.
- Emphasize reasons why the applicant would want to work for your company (competitive employee benefits, a fun work environment, annual company events, etc.)
- Make sure to include salary and benefits as well, so you don't waste your time interviewing overqualified candidates
- A request for a cover letter and resume
- Application submission instructions



# THE INTERVIEW PROCESS

Once you've received a pool of applicants, it's time to begin the interview process. We recommend starting with a quick, 5-10 minute phone screening. The objective of pre-screening certain applicants is to narrow the number of final interviewees. The pre-screening questions are simple and can even be delegated to another staff member to conduct and save the hiring manager some time.

## Phone Interview Pre-Screening Questions

Use the following questions as a guide for conducting an over-the-phone pre-screening interview. Before proceeding with the pre-screening, make sure you thoroughly review the applicant's resume and ensure they appear to be a quality candidate, so your time isn't wasted.

**Phone-Screening Date:** \_\_\_\_\_

**Position Applying For:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Phone:** \_\_\_\_\_

1. What work experience do you have that relates to this position?
2. What attracted you to this position?
3. How soon would you be available to start work if you were selected?
4. What salary range would you expect to receive as starting compensation?

**Interview Date:** \_\_\_\_\_

**Interview Type:** \_\_\_\_\_  
Group      Individual

**Interview Time:** \_\_\_\_\_

## Formal Job Interviews

Once you've completed the round of phone screenings and narrowed the selection down to the top applicants, it is time to conduct formal interviews. We recommend doing a short, 15-minute 1<sup>st</sup> interview, a 2<sup>nd</sup> interview, and a 3<sup>rd</sup> group interview to assess the final candidates on a deeper level. In this section we will cover, in-depth, how to facilitate each interview.

### First Interview

The first interview should be short and last no longer than 15 minutes. This interview is to get a general sense and first impression of how each candidate conducts themselves. Look for what we like to call, **The 3 P's: Punctuality, Professionalism, and Personality**. Here are the key elements to look for in a first interview:

- **Punctuality** – Are they on time? (Good.) Better yet, did they arrive early? (This is the ideal.) Did they decide not to show up at all? (Automatic disqualification.) *When* they show up can be a good indication of how serious they are about the position and what you can expect from them as an employee. If they arrive late for their first-impression interview, what more can you expect from them once they're settled into the position? On the other hand, showing up on-time or early can be an indication of responsibility and respect. A rule of thumb is "how they do one thing is how they do everything," so take note of their behavior. This will likely reflect how they would perform as an employee.
- **Professionalism** – How does the candidate carry themselves? Are they dressed in a professional way that fits the job-type? Did they put effort into their appearance, or did they show up looking disheveled? Do they speak in a polite and professional manner in alignment with the role?
- **Personality** – What are your impressions of their personality? Did you get along with them? Could you see yourself working with them? Do they seem like a good fit for the company's culture?

These are the elements you want to look out for in the first interview. Keep it short, simple, and treat it as an introduction. Here are some first interview questions we'd recommend you ask:

- **What interested you in the position?**
- **Tell me about yourself.**
- **Tell me about this on your resume.**
- **What are your career goals?**
- **What excites you about this position?**

Keep the first interview light and conversational, enough to give you a sense of **the 3 P's**.

Use your evaluations to narrow down your pool of candidates. Organize them into 3 categories: *Not A Fit*, *May Be A Fit*, and *A Strong Fit*. Dismiss the ones that are not a fit and move the "Maybe's" and "Strong Fit's" to the next round of interviews.

## **Second Interview**

Now that you've got your pool narrowed down to candidates that are "Maybe's" and "Strong Fits," use the second interview to get a clearer idea of who you want to move forward. This is where you dive deeper into getting to know the candidates' work ethic, character, and if they will align with the kind of company culture you're building. In this interview, we recommend reading through the company's vision statement, mission statement, and company commitments with the candidate after the interview questions. This allows them to answer the questions honestly without saying what they think you want to hear, while also informing them of your expectations.

Here are some great **second interview questions** that will reveal how the candidate thinks, responds to different situations, and will show up in their role (Select a few and save some for the third interview):

- **What experience do you have that you can bring to this position?**
- **What are your strengths/weaknesses?**
- **Where do you see yourself in 3-5 years?**
- **What are your expectations of our company and the specific job you are applying for?**
- **Tell me about a situation where your own initiative made a difference in the outcome?**
- **Describe a task or project you were in charge of and tell me how you set it up and followed it through.**
- **Tell me about a time when you caught a detail that someone else had missed how did you handle that situation?**
- **"What was the last time you had to deliver a negative message, and how did you handle it?"**
- **"What was the most useful criticism you ever received?"**

As previously mentioned, once you've gotten through the questions, go over the company's vision statement, mission statement, and company commitments with the candidate and ask if they are on board with them. Ask them to elaborate and discuss what they just read.

Take notes on each candidate's interview, and from there, once again, narrow down the pool. Dismiss those that are not a fit and select your top candidates to move on to the final round of interviews.

### Third Interview

It's time for the "championship" round of interviews. By now, you should have your pool narrowed down to the final few and after this, be ready to make a job offer. We highly recommend making the third interview a **group interview**. Select a few upper management leaders to form an interview panel alongside you, so that you can gain other perspectives and make a well-rounded hiring decision. Create a list of questions for the panel to ask that continue to reveal how the candidate would perform the role, and then plan to discuss salary expectations, benefits, and the logistics of the position. Gather all the information you need in order to confidently select the right fit for your company.

Third interview questions may include:

- **Tell me about a situation where your own initiative made a difference in the outcome?**
- **Describe a task or project you were in charge of and tell me how you set it up and followed it through.**
- **Tell me about a time when you caught a detail that someone else had missed how did you handle that situation?**
- **Describe a time you made a mistake at work, and how did you handle it?**
- **If you had to use three words to describe your character, what would they be?**
- **If you had to use three words to describe your work ethic, what would they be?**
- **What are you passionate about?**
- **What do you bring that would improve this company?**
- **What are your salary expectations?**

After the interview questions, get an idea of the candidate's salary expectations. Be prepared to negotiate pay in this interview. Also, be sure to explain all of the benefits the company provides. Throughout the interview, have each panelist rate the candidate's answers 1-5, with 1 being a

poor answer and 5 being excellent. To evaluate each candidate, tally up the candidates' scores and use that to make your hiring decision.

## Red Flags

There is no such thing as a "perfect candidate." Each individual will bring their own unique set of strengths and weaknesses. However, there are certain behaviors that can indicate the candidate may not be the ideal employee. Whether bad-mouthing current or former colleagues, showing up late or unprepared, appearing unprofessional, or taking a phone call or text during the interview, there are certain behaviors that just seem to scream 'red flag!' indicating that the candidate may not be the best fit for your organization.

Decide what those "dealbreakers" are for your organization. Some common ones include:

- Arriving late to the interview (especially without a legitimate reason)
- Speaking harshly about their current or previous positions
- Slandering their former colleagues or employers
- Dressing inappropriately to the interview

Keep in mind that how they present themselves in the interview can be a reflection of the kind of employee they will be. Don't "settle" for anyone simply to fill the open position. Resist the temptation to compromise. Do what you can to find the best of the best for your organization! Selecting the right team members is one of the best investments you can make in your company.





## INTERVIEWS: THE LEGAL STUFF

Recruiters and hiring managers should already know that any question that asks a candidate to reveal information about their national origin, citizenship, age, marital status, disabilities, criminal record, or personal information is a violation of Title VII of the Civil Rights Act of 1964.

But while avoiding these subjects sounds easy enough, it's not always glaringly obvious what questions might be construed as inappropriate – even when they seem harmless on the surface. Use the following as a guideline when getting to know candidates.

**ASK THIS:** Are you legally authorized to work in the United States?

**NOT THAT:** Are you a U.S. citizen?

**ASK THIS:** Are you able to perform the specific duties of this position?

**NOT THAT:** Do you have any disabilities?

**ASK THIS:** What are your long-term career goals?

**NOT THAT:** How much longer do you plan to work before you retire?

**ASK THIS:** Are you over the age of 18?

**NOT THAT:** How old are you? *Or* When did you graduate from high school?

*Source: Careerbuilder – From Q&A to Z: The Hiring Manager's Complete Interviewing Guide*

# THE INTERVIEW CHECKLIST

- **Assess the interviewee's punctuality.** - Are they early for the interview? Did they show up late? Do not waste your time on candidates that do not put their "best foot forward."
- **Hire for COMMITMENT.** – Experience is important, but skills can be taught, and commitment cannot. A candidate who is committed to excellence can be trained and end up bringing more value to the company in the long run.
- **Look for commitment in their resume.** – This can often be indicated by the length of time in school, past employment, membership in organizations, etc. (You are assessing potential employees by their track records. Be thorough.)
- **Compile a list of thoughtful questions** to help you get a good sense of the candidate's work ethic, personality, working style, strengths, weaknesses, and values.
- **Keep the initial interview short,** no more than 15 minutes so that you can determine their level of commitment and how they present themselves. Ask them about themselves, their experience, their long-term goals, and why they're interested in the position, etc.
- **Use the second interview to ask more specific questions** such as how they would handle certain scenarios that come up in the position, what they can uniquely bring to the role and company, what kind of work environments they prefer, and whatever other questions necessary to determine the best fit for the position.
- **Use the third interview to bring in a panel** to make a well-rounded and informed hiring decision. If they are willing, let them talk about themselves. You can find out a lot about others by listening.
- **Watch your body language** – Some studies suggest that body language can make up as much as 90% of communication. So just as you're picking up on the interviewee's body language, be aware that they're subconsciously reading yours as well. As the interviewer, be present, look engaged, and represent the company in a positive way.

**A sample Job Interview template can be found in the Essential Templates section.**



3

Work Culture:  
The Key to Employee Retention

# WORK CULTURE: THE KEY TO EMPLOYEE RETENTION

“ *There's no magic formula for great company culture. The key is just to treat your staff how you would like to be treated.* ”

– Richard Branson

## Creating A Company Culture Every Employee Dreams Of

Now that we've discussed hiring extraordinary employees, what kind of work environment do you want to create within your organization? At the heart of every business are the people. Employees can make or break your company, therefore one of the BEST ways to develop your company is to develop powerful people around you. Create a culture that makes people EXCITED to come to work and inspired to engage at an extraordinary level.

Some of the most successful companies in the world create work environments and company cultures where their employees are set up for success. If people spend almost half of their lives at work, why not create an environment that employees love and are inspired to be their best?

Developing a thriving company culture is achieved through several different factors, such as: positive employee relations, understanding the needs and wants of employees, fostering teamwork, respectful coaching, healthy communication, and establishing an uplifting atmosphere—all of which we will be covering.

Work culture is influenced by the business plan, mission statement, core values, policies, procedures, and management styles of your business. It is the responsibility of business owners and leaders to shape the organizational character into a positive environment where employees can thrive.

In a healthy, productive environment, work culture is designed to empower its employees. Happy, empowered employees are up to 30% more productive and employee turnover is dramatically reduced.

The impact of company work culture is a key factor of organizational and personal success. It is the foundational process upon which work behavior stems from. The impact creates a "chain reaction" that evolves in the following manner:

Workplace culture defines the organization's personality and character,  
which defines the level of employee engagement and fulfillment,  
which defines the levels of production quality and productivity,  
which defines the levels of company value and profitability,  
which define growth, expansion, job security, employee retention, market share, and more.

The organizational "mood," which is unseen though often "sensed," dramatically shapes productivity and results. For example, leaders with dictator personalities will likely have a company culture that represents one of fear, which stifles employee creativity and innovation. Such a culture is sensed through the words and actions of the leader, followed by the disengagement of the employees. Depending on the purpose of the business, this culture can be destructive and disruptive to the company's ability to thrive.

All companies are the byproduct of their work culture. Unfortunately, many don't recognize these company "habits", so they continue to get the same results year after year. In order to see results, they must improve how their company culture operates and balance it in accordance with their company's strategies. Both variables are dependent upon each other.

# SAMPLE COMPANY COMMITMENTS



## COMPANY VISION, MISSION, COMMITMENTS & CORE VALUES

### Our Company Vision

Our vision at BusinessCoach.com is to be the worldwide leader in Coaching, Training and Coaching products.

### Our Mission Statement

To make a difference with every person we come in contact with. We inspire people to live extraordinary lives. We help others break through their fears and find freedom in their lives and business ventures.

### Company Commitments & Core Values

- We are committed to being a sales-driven organization. We are committed to consistently utilizing a scoreboard for measuring and achieving our financial goals.
- We commit to provide Training and Coaching services that produce extraordinary results.
- We are Champions Coaching Champions to cause breakthroughs in the face of daily circumstances. We help generate powerful results that make an impact in people's lives personally and professionally.
- We stand for hiring creative, progressive employees that are committed to our Company Mission, Vision and Company Commitments.
- We are committed to a fun, family-oriented and exciting workplace. Through our commitment to growth, acknowledgement and personal Coaching of one another, our organization promotes a "want to be here" attitude.
- We are honored to Coach Leaders to have them experience a greater sense of fulfillment in their business. Our business is known as a successful Ministry that works with Coaches, Leaders, as well as Churches and Church Pastors.
- We commit to work in an 80/20 way. We commit to work deliberately and effectively and to not get burned out doing busy work that doesn't produce tangible results.

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# THE POWER OF WORK CULTURE

Regardless of the size of a company, positive work culture can be implemented in a manner that brings about incredible results. The most profitable and influential companies across the world have harnessed the power of creating a thriving culture in their workplace and reaped massive rewards because of it.

Through the cross-pollination of ideas and concepts, companies model and share their results from high-impact principals that contribute to accelerated success. Most successful companies participate in learning from each other. Some of the most common ways are through well-designed trainings, business books, online resources, etc. This incredibly valuable information was once guarded. Now it's available to all.

For example, companies like Google, Godaddy.com, Facebook, Twitter, and Zappos put their own twist on their culture to match the personality of their company. They are fully committed to the character of their organization, and they operate like giant families. Each of these companies exercise an extensive screening and interview process before allowing others to join their team. Positions at such companies are highly coveted and with this kind of cultural magnetism, they get to cherry-pick the best employees the world has to offer.

Someone might say "Yeah, but they're huge companies with limitless budgets." This is true, but keep in mind they got to where they are because they were hyper-focused on their organization's culture, and how it was expressed through customer service and in the world.

**None of these companies *accidentally* became great because they grew. They grew because they were great. Greatness is not a size, it's a mindset.**

Effective companies realize that culture is a living process that evolves or deteriorates. With this in mind, they set up systems for measuring and protecting their most valuable assets: their employees. By maintaining an environment where authenticity, accountability, creativity, and innovation are celebrated, employee engagement and enthusiasm thrive.

Companies should create environments where excellence is the norm and failure is allowed...because mistakes are stepping stones to greatness.

By continuously learning from other successful companies and industry experts, take what inspires you, add your customs and values in order to design, then implement a culture that reflects how unique your organization is to the world.

As word gets out, your company will draw the attention of the marketplace and position you for greater opportunities...all because you intentionally created a powerful work culture with purpose.

Below is a culture-building activity inspired by Business Psychologist Andrew Stillitoe's TedTalk, "Developing A High-Impact Culture." As you hear more about other business cultures, you will find that these common "themes" are so often used because they *work*. Use the following 6 activities to assist you in developing your own culture into something genuine and authentic. If you're inclined, watch Stillitoe's TedTalk and see how he applied these to his team.

1. **Shape the Story** – Your employees need their own story that they create as a group. By empowering your employees to identify—without limits or fear—who they are as a group, then, and only then, will they be able to fully own it because they created it. Who do they want to be?
2. **Ask, Don't Tell** – The more your employees contribute, the more engaged they will be. You want them to come forward with everything that they have to offer. Empower them with the freedom to define who they are as a culture, and their resulting level of engagement will blow away any other approaches. Ask them how they look, act, and feel. How do they raise each other up and collaborate as a team? Why is their team amazing, and how do they show up each day ready to perform at their highest level and grow together? Make sure everyone contributes.
3. **Create Leaders** - Empower each of your employees to be a leader. Only leaders can influence and sustain change. Such leadership qualities also must be identified by the group. They also need to identify what they, themselves, will be proactively contributing.
4. **Embrace Failure** – Absolutely embrace it. The fear of failure will paralyze people to never act. This is devastating to the productivity and growth of a team, because mistakes are the stepping stones to greatness. Embrace the unknown.



When you embrace risk, one of two things happen: 1) You have a great experience and you learn from it, or 2) you have a not-so-great experience and you learn from it. Either way, you're growing.

5. **Hold Each Other Accountable** – Ask your employees how they will hold each other accountable. What are the consequences of not following through? How will they use accountability to proceed towards solutions and avoid pointing fingers to blame and shame? This is an important practice. Without it, all else will eventually fall apart.
6. **Make Expectations Clear** – As the employer, it is extremely important to clearly communicate all expectations to employees. How can employees hit the “bullseye” if they don't know what they're aiming for? Be crystal clear on communicating their job description, key performance indicators, punctuality expectations, the company's core values, and whatever else you deem necessary to fulfilling their role successfully. We recommend doing quarterly performance reviews with employees to open the door of communication and ensure everyone is on the same page (Templates for this can be found in the next section).

“ **HOW WELL WE COMMUNICATE IS NOT DETERMINED BY HOW WELL WE SAY THINGS, BUT BY HOW WELL WE ARE UNDERSTOOD.** ”

**Andrew Grove**

# THE POWER OF WORK CULTURE

The following list contains some of the most common values shared by many of the world's most successful companies.

- A high level of focus on customer service
- Employee empowerment
- Effective pairing of employee strengths to tasks (don't put a square peg in a round hole.)
- Enthusiasm and fun are essential
- Team atmosphere and effective communication
- Extraordinary as a norm
- Outcome and results-driven
- Embracing challenges and change without pushback
- Work without fear; use mistakes as opportunities to grow
- Accountability at every level
- Working with urgency, but not rushing
- Commitment-based, purpose driven
- Objective, solution-based communication without blame or shame
- Work on effectiveness not efficiency

***Don't hold back in creating the company culture of your dreams. Have fun with this! You'll get out of it what you put into it.***

## WHAT IS A TEAM IN BUSINESS?

The word, "team" can mean different things to different people. Let's define it so you can establish a rock-solid team in your company.

- People with a common and well-understood **purpose** or **mission**.
- People who are willing to **communicate clearly** and **effectively**.
- People with a common **commitment** and clearly defined individual accountabilities.
- People with an agreement to produce their collective and individual **accomplishments** in a mutually agreed upon timeframe.
- People utilizing **coordinated action** to forward their common commitment to accomplishments, relationships, and having fun.



# 4

## Essential Forms & Templates

# Application For Employment

We are an Equal Opportunity Employer and is committed to excellence through diversity.

Please print or type. The application must be fully completed to be considered. Please complete each section, even if you attach a resume.

## Personal Information

Name

Address

City

State

Zip

Phone Number

Mobile Number

Email Address

Are You a U.S. Citizen?

Yes ☐

No ☐

Are You a United States Military Veteran?

Yes ☐

No ☐

Have You Been Convicted of a Felony Within the Last 5 Years?

Yes ☐

No ☐

If Yes, Please Explain. (This will not necessarily disqualify you from consideration.)

\_\_\_\_\_

If Selected for Employment, Are You Willing To Submit to a Pre-Employment Drug Screening Test?

Yes ☐

No ☐

## Position

Position You Are Applying For

Available Start Date

Desired Pay

Employment Desired

☐ Full Time

☐ Part Time

☐ Seasonal/Temporary

## Education

School Name

Location

Years Attended

Degree Received

Major

## Signature Disclaimer

I certify that the facts contained in this application are true and complete to the best of my knowledge, and I understand that, if employed, falsified statements on this application shall be grounds for dismissal.

I authorize investigation of all statements contained herein and the references and employers listed above to you, and any and all information concerning my previous employment and all pertinent information they may have, personal or otherwise, and release the company from all liability for any damage that may result from utilization of such information.

Name (Please Print)	Signature
Date	

# JOB INTERVIEW

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Time Arrived: \_\_\_\_\_

Scheduled Interview Time: \_\_\_\_\_

## Interview Questions

*It is important to **allow them to do most of the talking** and for you to listen. Let them show you their personality. (We recommend you spend 15 minutes or less on the first interview.)*

- What interested you about the position/what inspired you to respond to our post?
- What experience do you have that you can bring to this position?
- What are your strengths/weaknesses?
- Where do you see yourself in 3-5 years?
- What are your expectations of our company and the specific job you are applying for?

# QUARTERLY PERFORMANCE REVIEW

*(Not a Salary Review)*

Employee Name: \_\_\_\_\_ Title: \_\_\_\_\_

Date of Last Review: \_\_\_\_\_

Scheduled Review Date: \_\_\_\_\_

Reason for Review:   ☐ Annual   ☐ Quarterly   ☐ Promotion   ☐ Other \_\_\_\_\_

**Instructions:** Carefully evaluate employee's work performance in relation to their job description.

## Performance Ratings:

**O – Outstanding** – Performance is exceptional in all areas and may extend beyond the specific job description.

**V – Very Good** – Results clearly exceed most position requirements. Performance is of high quality and achieved on a consistent basis.

**G – Good** – Competent and dependable level of performance. Meets performance standards of the job description.

**I - Improvement Needed** - Performance is deficient in certain areas. Improvement is necessary.

**U - Unsatisfactory** – Results are generally unacceptable and require immediate improvement.

**N/A - Not Applicable** or too soon to evaluate.

**1. Quality** – The degree to which an employee's work is accurate, thorough, and neat.

Rating: \_\_\_\_\_

Comments:

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**2. Productivity** – The degree to which an employee produces a significant amount of quality work in a specified period of time.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. Reliability** – The degree to which an employee can be relied upon regarding task completion and follow-up.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. Attendance** – The degree to which an employee is punctual and attends to related job requirements (e.g. meetings, appointments, etc.) satisfactory with company policy.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. Independence** – The degree to which an employee performs work with little or no supervision.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**6. Judgment** – The degree to which an employee demonstrates proper judgment and decision-making skills when necessary.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please complete the following:

1. Accomplishments or new abilities demonstrated since last review: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Specific areas of needed improvement: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Recommendations: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Follow-Up Requested/Desired: ☐ Yes ☐ No

Follow-Up Date: \_\_\_\_\_

Appraisal Completed On: \_\_\_\_\_

Discussed With Employee On: \_\_\_\_\_

# EMPLOYEE SELF EVALUATION

Employee Name: \_\_\_\_\_ Title: \_\_\_\_\_

Date Of Last Review: \_\_\_\_\_

Scheduled Review Date: \_\_\_\_\_

Reason For Review:   ☐ Annual   ☐ Quarterly   ☐ Promotion   ☐ Other \_\_\_\_\_

**Instructions:** Evaluate your work performance in relation to your job description and/or job expectations.

## Performance Ratings:

**O – Outstanding** – Performance is exceptional in all areas and may extend beyond the specific job description.

**V – Very Good** – Results clearly exceed most position requirements. Performance is of high quality and achieved on a consistent basis.

**G – Good** – Competent and dependable level of performance. Meets performance standards of the job description.

**I - Improvement Needed** - Performance is deficient in certain areas. Improvement is necessary.

**U - Unsatisfactory** – Results are generally unacceptable and require immediate improvement. No merit increase should be granted.

**N/A - Not Applicable** or too soon to evaluate.

**1. Quality** – The degree to which my work is accurate, thorough and neat.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**2. Productivity** – The degree to which I produce a significant amount of quality work in a specified period of time.

Rating: \_\_\_\_\_ Points

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. Job Knowledge** – The degree to which I possess the practical/technical knowledge required.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. Reliability** – The degree to which I can be relied upon regarding task completion and follow-up.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. Attendance** – The degree to which I am punctual and attend to all job requirements (e.g. meetings, appointments, etc.) satisfactory with company policy.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**6. Judgment** – The degree to which I demonstrate proper judgment and decision-making skills when necessary.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please complete the following:

1. Since my last appraisal, my job performance has improved in the following areas: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

2. The following training/education would enhance my productivity: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

3. I have an interest in learning more about the following areas: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

# EXIT INTERVIEW

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date employee began current position: \_\_\_\_\_ Date notice was given: \_\_\_\_\_

## Reason for leaving:

Dissatisfied with:

- |  |  |
|--|--|
| <input type="radio"/> Job Position     | <input type="radio"/> Amount of Work         |
| <input type="radio"/> Work Environment | <input type="radio"/> Business Plan          |
| <input type="radio"/> Company Mission  | <input type="radio"/> Salary                 |
| <input type="radio"/> Coworkers        | <input type="radio"/> Leadership             |
| <input type="radio"/> Company Policies | <input type="radio"/> Job Expectations       |
| <input type="radio"/> Benefits         | <input type="radio"/> Lack of Acknowledgment |
| <input type="radio"/> Other _____      |  |

OR

- |   |   |
|---|---|
| <input type="radio"/> Family              | <input type="radio"/> Offered Better Position |
| <input type="radio"/> Personal Reasons    | <input type="radio"/> Relocation              |
| <input type="radio"/> Returning to School | <input type="radio"/> Other _____             |

Was there a specific incident that triggered resignation?

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Comments:

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## READING ASSIGNMENT LIST

Here is a list of books we strongly recommend that you read to continue sharpening your skills as an employer and leader.

- *The Breakthrough Principle of 16x*, Richard Koch
- *Who Moved My Cheese*, Spencer Johnson
- *The 5 Languages of Appreciation in the Workplace*, Gary Chapman & Paul White
- *Gung Ho!*, Ken Blanchard & Sheldon Bowles
- *The One Minute Manager Builds High Performing Teams*, Ken Blanchard, Donald Carew, & Eunice Parisi-Carew
- *Y In the Workplace: Managing the "Me First" Generation*, Nicole Lipkin & April Perrymore
- *Onboarding: How to Get New Employees Up to Speed*, Bradt & Vonnegut
- *Culture-Driven Recruiting*, Lee-Anne Edwards
- *The Five Dysfunctions of a Team*, Patrick Lencioni
- *Good to Great*, Jim Collins

# THE ULTIMATE CHECKLIST

## FOR HIRING AND KEEPING EXTRAORDINARY EMPLOYEES

Now that you've made it to the end of the Playbook, let's summarize all we've covered. Use this as your checklist to ensure you hire and retain only the best of the best employees.

- Know where to search for candidates that will be best for *your* company.
- Utilize LinkedIn, job posting sites, referrals, job fairs, etc. to advertise your open position(s).
- Write enticing job listings: Include all of the necessary information and emphasize key words that will attract candidates with the qualities you are looking for (team player, committed, honest, etc.).
- Conduct a brief phone interview with top applicants to find candidates who are most aligned with what you're looking for.
- From there, conduct a formal interview with the most highly qualified prospects.
- Look for commitment in their resume, often indicated by the length of time in school, past employment, membership in organizations, etc.
- Keep the initial interview short, no more than 15 minutes so that you can determine their level of commitment and how they present themselves. Many don't show up or show up late for the interview. Don't waste your time. How they do one thing is how they do everything. Notice their behavior.
- Go more in-depth in the second interview so you can determine if they are a strong fit for the position.
- Check with at least **3 references** before you make an offer for them to join your team.
- Let your expectations of their performance and behavior be clear. Go over the job descriptions with them.
- Run a thorough background check, including reviewing their social media. The way they present themselves to the world will be a reflection of you and your company.
- Once everything clears, provide a formal job offer in writing.
- Maintain a company culture that employees are excited to be a part of.



- Promote positivity, open communication, clear expectations, trust, and innovation within your business.
- Become magnetic and attract only the highest-quality employees!

## **Congratulations!**

You are now on your way to attracting, hiring, and retaining high-quality employees. Recruiting and nurturing a dynamic team is one of the foundational aspects of growing your company to achieve maximum performance. If you have further questions or would like to learn more about our coaching services, visit our website at [www.businesscoach.com](https://www.businesscoach.com).

