

A simple introduction to:
Get, Grow & Keep
Profitable Retail People



Stop thousands of dollars leaking out of
your leaky store bucket every week
By Ian Segail

Did you know that retailers will often lose more money because of employee turnover than they will because of the losses incurred through **errors, theft and waste**?

This eBook will provide you with:

- 10 key tips to creating a team of engaged and profitable retail people.
- How to calculate both the visible and invisible costs of employee turnover for your business.
- The 2 key questions that must be answered when it comes to the creation of a compelling Employee Value Proposition (EVP).
- 10 key factors that create an environment of empowerment where employees thrive.
- Why inspiration is more effective than motivation.
- 15 actions you can do to create a culture of inspiration.
- What you need to do to get, grow and keep profitable retail talent.
- And much more.



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INTRODUCTION

The costly leaky bucket

Most retailers work hard to bring revenue through the front door. They also implement elaborate systems and procedures to capture as much profit from their in-store and back-end efforts as possible. Yet, still even with all of these endeavours, thousands of dollars still spill out of their leaky bucket every week.

More than the losses incurred through generally accepted errors, theft and waste, is the money retailers continuously burn because of staff turnover.

The online market

Getting, growing and keeping profitable retail people is one of the major challenges facing retail today. This is especially valid in a retail world being cannibalised by online retail at every turn.

In this fast paced, price driven, social media world economy, exceptional customer service is no longer just a nicety it's become a business imperative for brick and mortar retailers. The only way to consistently and positively impact customers with outstanding service is to ensure you attract, develop and retain great retail talent.



Did you know that the Australian average annual retail industry turnover is somewhere between 41% to 65%?

Yes, you read that right. Most retailers are replacing over half of their team every year. This comes at a massive cost. Costs that are both visible and invisible. Cost in time, money and resources.

Employee turnover is expensive.

As retailers, we know this to be true. We lose profit every week because of this leaky bucket called employee-turnover. We've all felt the pain of losing a superstar as well as the cultural challenge associated with the departure of a beloved employee. Not to mention the painful gap left behind by an employee who was doing an important job for the business, and doing it extremely well.

However, most retailers don't have a formalised framework, line expense item, or KPI to quantify this cost. Whilst they have measurable systems and procedures for tracking their loss-prevention through errors, theft and waste, they still allow millions of dollars in profit to be flushed down the drain because of high staff turnover. Rarely are these atrocious figures are not being accurately measured nor effectively addressed. Do you have a strategy for reducing employee turnover?

Visible/hard costs

Many of the costs associated with employee turnover are visible. These hard costs include:

- Advertising costs
- Recruitment costs – Recruiter fees
- Recruitment costs – Time senior management allocated to interviewing, background checking etc.
- Store-covering costs
- Exiting employee termination pay-out entitlements (Including: exit interviewer's time, time required for employee and line manager to complete paperwork, return and check employer's property (such as security tags, vehicles, phone, uniforms, sales resources, etc.) plus miscellaneous administrative tasks such as closing off computer access.
- On-boarding costs/induction

Harder to measure costs

- Loss of productivity - in final stages of employment the productivity of many (but not all) employees deteriorates while they are serving out their notice period. For example, many are preoccupied with making new arrangements relating to their new job. Some will attempt to 'square the account' if they have untaken sick leave or rostered days off owing to them.
- Loss of productivity - in early stages of employment (during the first 3 months, an average new employee performs at around 50% - 65% productivity of a tenured top performing employee) -Weekly cost - salary + benefits X number of days worked during the first 3 months / % of productivity).
- What is the average of sales down per store between contracts as a result of no SM/ASM?
- Average sales down till new hire hits their productivity potential.
- Training costs - daily total remuneration rate of all employees involved in training and induction processes, e.g. trainers, line managers, RM's, 'buddies' etc.
- Training costs - the amount of productivity lost by the training/ induction team whilst on-boarding the new hire.
- IT licencing costs

Example: Average employee turnover rate at 50%
PA X 50 stores = **25 people per year.**

Advertising costs @ \$300 per ad	\$7,500
Recruitment costs - Recruiter fees (10% of \$55K X 25 (assuming you only paid a recruiter 10% for just 25 replacements at annual average salary of \$55K)	\$137,500
Recruitment costs - \$420 per new employee	\$10,500
Store covering costs (assuming 4 weeks @ \$1,500 PW) = \$6,000 X 25	\$150,000
Exiting employee termination admin - assuming \$200 per employee	\$5,000
On-boarding costs/induction (assuming 2 weeks @ \$1,500 PW= \$3,000 X25)	\$75,000
Loss of productivity (Average sales down per store - between contracts \$2,000 PW X 3 weeks)	\$150,000
Loss of productivity (Average sales down - till new hire hits their productivity potential - \$1500 PW X 6 weeks)	\$225,000

Total Annual Cost of Staff Turnover (25 staff) \$760,500 (Conservatively)

Many retailers are shocked to discover the true cost of their employee turnover percentage.

These conservative numbers above don't include:

- Training costs - the amount of productivity lost by the training/induction team whilst on-boarding new hire.
- Loss of productivity - in final stages of employment
- Exiting employee termination pay-out entitlements
- Lost opportunity costs
- Management training time

So, as you can see, even at its most basic calculation, this example is losing the better part of \$1 million dollars, plus, per year.

How many sales at your current margin would it take to make up for a million dollars in losses?

How many additional days a year would all of your stores need to work EXTRA, just to recoup these losses?

What if?

Now obviously no retailer is immune to employee churn. But what if your number could be shrunk in half? Imagine the possibilities.

The rest of this eBook will focus on the 3 major areas that must be looked at and a strategy developed and implemented, if you are to shrink your cost of employee turnover.

How will you Get, Grow and Keep Profitable Retail People?

GET PROFITABLE RETAIL PEOPLE



85% of all dollars spent on traditional recruiting is a waste of money.

What would it be like if your business had a collection of high-quality talent waiting on “the bench,” knocking down your door, for an opening to join your team?

Think of companies like Google, Zappos... They have a list of high-quality talent waiting to get through their doors. Why?

To attract quality, you need to be attractive

These companies and others are attractive to employees.

To attract top quality retail talent, you need to be attractive.

You must build attraction systems that attract, connect and integrate top retail talent so you have a bench of top talent waiting to get in and deliver results quicker.

How attractive are you?

How would your business be different if you had a system that continually attracted talented candidates wanting to work for you? Imagine your stores filled with employees that are just a joy to work with; a team wholly focused on delivering an outstanding customer experience.

You need an attraction strategy

To attract top quality retail talent into your business, your business needs to be “attractive”. When your business is attractive, you can stop throwing your hard-earned dollars down the drain on ineffective recruitment strategies used by the vast majority of retailers.

Getting profitable retail people into your business means attracting them. It means being clear on your Employee Value Proposition and rapidly integrating them into your business so they can start delivering results, quickly.

Your EVP (Employee Value Proposition)

Essentially an EVP is a determination of who your ideal team member is, where you can find them, how you can attract them and once they come on board how will you grow and retain them.

The concept of an “Employee Value Proposition” has been around since the book “The War for Talent” by Ed Michaels, Helen Handfield-Jones and Beth Axelrod was published back in 2001.

The fact is that with all the pressure on retail today, and the availability of choice for top retail talent to choose who they want to work for, your business really needs a strong employee value proposition.

You have to have a strong and compelling answer to the question, *“Why would a highly talented and profitable retailer choose to work here?”*

Is EVP just another three-letter acronym HR fad, or can it really be an effective tool for companies to improve not only their working relationship with their people, but also to make themselves more attractive to the talent market?

Borrowing from marketing

You’ll probably recognise EVP as a “copy-and-paste terminology” from the marketing industry’s “customer value proposition.” Just like customers, in today’s tough retail marketplace, talented employees are spoilt for choice for whom they want to work for. It’s therefore in the best interest of the company to get really clear on the value proposition for your employees as to why they would stay or go.

“Every company has a customer value proposition; it is a clear, compelling reason why customers should do business with them. Few companies are nearly as thoughtful about why talented managers should join and stay with them. However, the new battlefield is as much for talented people as it is for key customers. Companies need to apply the same rigor to people management as they do to customer management.”

Michaels, Handfield-Jones and Axelrod.

With EVP, the burden is on the company, not the employee

The term “Employee Value Proposition” properly puts the burden on the company to develop a compelling proposition of value to attract the people it needs to Get, Grow and Keep.

Developing a captivating EVP might just be the most important fix that your company needs to become an attractive employer.

Can your people be engaged?

The research is clear; the vast majority of talented employees are in fact “engageable.” Simply put, “engageable” employees want:

- supportive managers,
- competitive compensation,
- recognition of effort,
- to exercise their creativity and be empowered,
- transparent and inspiring leadership,
- opportunities for professional growth,
- flexibility and not to be burned out by excessive demands,
- to belong to a community.

These eight “engageable’s” create loyal workers. Without the above experiences at work, your talented employees become frustrated and quit.

The problem is, most retailers are so busy employing people to fill the gaps created by those disengaged employees, that they don't have time to create a meaningful and compelling EVP.

This is akin to the rescuer who keeps diving into the river to save people and doesn't have the time to go upstream and see why people keep falling in.

Two key questions to answer

There are two key questions that must be answered when it comes to the creation of a compelling EVP.

1. What is your 'ideal employee' profile? (Who are they?)
2. What do your employees really want? (Not what you think they want!) (What do they want?)

Integration and connection

The key piece of the Get Profitable Employees puzzle is a focus on integration and connection.

Integration



Integration is defined simply as: bringing together or incorporate, to unite or combine (parts) into a whole.

Most companies will have some kind of an “on-boarding system” or practice. They will have an orientation program to bring the new employee up and productive as soon as possible.

The missing link

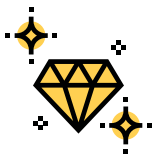
What’s often missing in most retail companies is the employee integration piece. We call this ‘orientation to create integration’.



How does the new employee fit in?



How can they be integrated into the company community?



How can you orient them quickly, so they integrate and feel like they are a valued part of the whole?



Are they “buddied” up with someone who can show them the ropes and connect them with the “community”?



Do you have a business community that the new employee, and existing employees, can feel a part of? (More on this in the ‘Keep Profitable Employees’ section)



Do you have a specified employee engagement strategy that grows and keeps talented employees?

GROW PROFITABLE RETAIL PEOPLE



For your business to thrive, you need your people to grow ... For your business to grow, your people need to be growing too.

The ever-growing cost of doing business

With the costs of doing business typically increasing by 3% - 5% year on year, you need your employees to, at a minimum, become 5% -10% better at their job. Not just to work harder; rather you need them to be more effective. You want them to make a greater impact on the business.

The well-worn mantra of “do more with less” works perfectly well when people are able and willing to stretch themselves to handle all that’s put on their plate. This means you need to have a strategy , which grows people within your organisation so they can manage the additional workload without stress burnout.

Growing your people keeps them plugged in and engaged and has them staying longer, whilst at the same time it also ensures your business keeps growing.

A cost-effective people growth strategy breeds accountability

For a moment, just consider consequence of giving someone salary increases, even when, in truth, they are not that much more productive than they were the previous year. Looking at it through this lens, the need for people to grow and become more productive is a ‘no brainer’.

When people are on a growth plan with easy access to cost effective and engaging skills development programs, they become empowered and deliver results. They take more ownership and responsibility.

When you can keep the people you train and develop, you can stop throwing your hard-earned dollars down the drain by constantly hiring and training new people.

“What if I train them and they leave?”

“The only thing worse than training an employee and having them leave, is not training them, and have them stay.”

Zig Ziglar

High-performing companies are those that are willing to invest in their people. That said, before you simply dive in and begin investing money in developing training systems etc. you need to ask yourself the following two important questions.

Two critical questions

Here are two critical questions you need to ask of yourself and your company. The answer to the questions below will determine whether or not you should invest in growing your people...

1. Do you believe it's less expensive to grow and keep all the talent your company will need or...
2. Do you believe it's a better investment and less expensive to import all the talent your company will need when you need them?

When you believe and act from #2, an “importer's mindset”, you end up having less control over your own destiny.

So, if you answered yes to #1, how do you make sure you are not simply an exporter of your hard-won and hard-trained talent?

This is where investing in and developing your Keep strategy comes in. (see later)

Growing your people means employing the Dungy's 7 E's: (*Tony Dungy* is a former professional American football player and coach in the **National Football League (NFL)**. Dungy was head coach of the **Tampa Bay Buccaneers** from 1996 to 2001, and head coach of the **Indianapolis Colts** from 2002 to 2008.)

1. Engage
2. Educate
3. Equip
4. Encourage
5. Empower
6. Energise
7. Elevate



Not all your employees want the fast-track to management.

Of course, not all your employees are looking to become managers and climb the retail ladder to the top. Besides which, chances are you don't have the capacity to make everyone's career aspirations a reality. That said, whilst you may not be able to offer someone long term employment, you can always create a plan for him or her to develop long term employability. Everyone is always looking at how they can become more employable.

Traditional retail training is not only costly, it doesn't inspire growth

In order for retail to thrive, it must quickly adapt to seasonal trends, consumer shopping habits and world events.

The traditional training deployed by most retail outlets is often far too slow in reacting to the pace of a modern world.

Traditional retail training methods are often time-consuming, expensive and disappointing.

Most instructor-led training, instructional videos and outdated employee handbooks are inefficient and inept when it comes to developing and growing your team to get the most from them.

To reduce turnover and unleash the potential of your retail employees, you need to implement an effective engagement strategies.

Growing your people with 'just- in-time learning' is key to creating an engaged workforce and a primary key to a successful retail business model.

It's been shown that by reducing employee turnover by as little as only one employee per month could lift monthly revenues by at least 6%. Even if it was only just 1%, it would surely be worthwhile to answer the call for an engagement hero! Will that be you?

Empowerment holds the key to engagement and retention

Research shows that only 4% of employees are willing to give extra effort when empowerment is low. Whereas this can go as high as 67% when empowerment is high.

The discretionary effort of employees (*willingness of employees to give extra effort*) has a significant impact on productivity and retail sales. Empowerment generates discretionary effort and not only impacts the engagement of the team, but it also has a huge impact on productivity.

As we have stated earlier, the research is clear, the vast majority of talented employees are in fact "engageable." "Engageable" employees are employees that feel empowered. They own it!





There are 10 key factors create an environment of empowerment where employees thrive. (There are probably more but these are enough to get busy with).

They are:

1. A real openness to new ideas.

When management is truly open to inviting new ideas and opinions from team members, empowerment is enhanced. Unfortunately, too many companies and managers just give this important key to empowerment lip service. Lip service discourages empowerment.

Of course, there are often times when people have unrealistic ideas, but every now and then someone will have an excellent idea to help the business. Either way, investing the time to respectfully listen sends the message that people are valued and respected.

2. Development and growth.

Research has shown over and over that there is a very strong correlation between the emphasis a team has on skill development and high empowerment.

Developing team members sends a strong message that employees are valued and the organization is willing to invest in them as people.

3. Supportive and trusted management.

When employees trust their manager and the company's management and leadership, when they feel like their manager "has their back" and would support them, employees are more likely to feel empowered.

When there is a low level of trust in a team leader, employees will resist empowerment and responsibility.

4. Recognition, rewards and encouragement.

Behaviours that are rewarded get repeated. Empowerment requires team members to make some effort and take some risks.

Those leaders who recognize and encourage employees when they see extra effort or risk-taking get more of that behaviour in the future.

5. Positive working environment.

Research shows that when the work environment was positive, and where people felt valued and respected, empowerment was higher.

When the work environment was full of conflict, where everything was a crisis and there was lots of finger pointing or blaming, empowerment was much lower. Almost everyone has had the experience of working in a negative work environment versus a positive environment.

6. Delegating authority.

When a team member has the authority to make a decision, they feel more empowerment. If they make a decision that gets reversed by their manager, the empowerment dissipates.

Leaders need to make sure that employees are skilled and knowledgeable enough to make a good decision before they are given authority. The more control people have over their work and how it is done, the higher their sense of empowerment.

We need to create an environment where we trust the intentions of people to do the right thing and make the right decisions.

When employees receive clear expectations from their manager, it allows them to focus their energy on delivering results, not on worrying and second-guessing.

7. Encourage safe failure

Most employees by their very nature, are risk-averse. (That's why they are employees and not entrepreneurs). When employees work in an environment where their manager is always correcting them, especially before they have even had the chance to "have a go", they will constantly look for approval before taking action. Worse still, is you create a culture where employees simply avoid any new or dynamic action.

Employees need to have the opportunity to try new things in a way that doesn't put the company at risk.

8. Provide context for decision making

Most retail managers carry lots of information in their heads. Whilst all too often, employees are expected to take action and make good decisions as if they had the benefit of all that information.

When employees are clear on the company's core values, purpose and direction they are far more likely to take appropriate actions and make decisions.

9. Assume the problem is the system, not the person

When a problem or issue occurs, ask what is wrong with the work system that caused the individual to fail. Sure, one can point to an employee and blame them when something goes wrong. However, 6 Sigma quality experts show data that most often it's the failure of the system rather than the individual.

According to W. Edward Deming, "A bad system will beat a good person every time. If you can't describe what you are doing as a process, you don't know what you're doing."

10 Create a coaching environment.

Empowered employees need to feel free to communicate by having managers listen and coach them by asking questions, not by telling them what to do.

People generally know the right answers if they are given the opportunity to comfortably express themselves.

In a coaching culture, employees grow by having them self-discover the answer.



So, what really is employee engagement?

Employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work. Engagement is derived from feeling good, from passion for the company, from meaningful work, from attaching part of one's identity with the job.

This emotional state translates into employees who give their hearts, spirits, minds, and hands to deliver a high level of performance to the organisation.

Only real empowerment creates real productivity. You want the productivity that comes from the discretionary effort of engaged employees who take ownership.

How many people do you have in your company that are engaged based on the above definition?



KEEP PROFITABLE RETAIL PEOPLE



KEEP - To retain the best retail talent, employees need to be both connected and inspired ...

Employee turnover within retail in Australia lies somewhere between a staggering **40%** to **60%**. The lack of employee engagement in an uninspiring and disconnected work environment is responsible for the high staff churn levels.

Lack of engagement costs retailers millions of dollars annually.

- What if your people were truly inspired... would they want to leave?
- What if your people really felt connected as part of a community... would they want to leave?

To have more engagement you need to be more engaging

At the core of why most retail employees leave their companies is because they weren't feeling valued or inspired. Exiting employees feel disengaged and disconnected. Is your work culture engaging and inspiring?

Employee engagement is far more than just a simple retention issue. Check out these numbers:

- Disengaged employees produce on average **12%** lower profits,
- Disengaged employees produce on average **19%** lower operating income,
- Disengaged employees produce on average **28%** lower earnings per share

Engaged employees on the other hand deliver 18 percent greater productivity, 12 percent higher customer satisfaction, and 51 percent less voluntary turnover.

Connected employees

"Connection, the ability to feel connected, is neurobiologically wired, that's why we're here!"

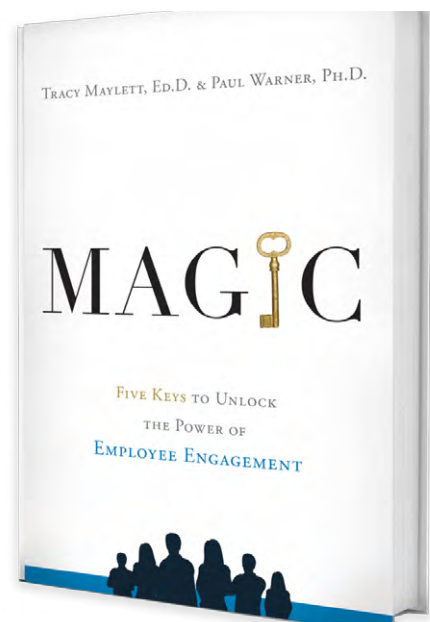
Brené Brown



Connection with others is a basic human need. Connection with others is also essential for lasting employee engagement. It's the feeling that being part of an organisation makes you part of a community of people who are engaged in something that's bigger than any one person.

When our work and our company becomes a part of who we are.

In their landmark book, *MAGIC: Five Keys to Unlock the Power of Employee Engagement* by Tracy Maylett and Paul Warner, which was based on over 14 million employee survey responses across 70 countries, the authors explain: "We connect with our organizations through the people with whom we work, the mission and values of the organization, and the work that we perform."



They go on to say that our work and our company become a part of who we are. When this happens the job becomes more than simply just a set of tasks we perform.

When employees find connection with their companies, they're proud of where they work and what they do, and they're quick to tell others about it.

They become brand ambassadors.

They use social media to communicate with others about their workplace. Your company becomes "share-worthy". "Shareworthy-ness" creates "attractiveness" in the marketplace for both employees and customers alike.

Connected employees become ambassadors for the organization because they see themselves as part of the organisation. Connected employees have become part of the brand.

When employees feel a deep, strong connection, they expend extra energy for one another, to give more to the organisation.

So how does your organization promote CONNECTION internally to build employee engagement?

Do your people come to work or do they belong to a community?

Community means caring about our work, our colleagues, and our place in the world, and in turn being inspired by this caring. Many of the companies we admire most typically have this strong sense of community.

In a company with a strong community, employees feel as though they're valued, respected, and are making a contribution.

Building a strong sense of community brings clarity of purpose and belonging which keeps employees staying with their companies for longer.

Connection is crucial for consistent employee commitment.

You need an inspirational community

You need to stop throwing your hard-earned dollars down the toilet because of high staff turn-over and instead build an engaging community where your team feels the strong pull of belonging and connection.

Inspiring the team

“Motivation is when you get hold of an idea and carry it through to its conclusion, and inspiration is when an idea gets hold of you and carries you where you are intended to go.”

Dr Wayne Dyer.

As leaders, we need to develop a culture whereby we enable the power of our people. We need to create a business culture where we inspire, motivate and develop our people to perform at their best.

We cultivate a culture and environment of growth for the next generation of leaders.

This means creating an environment where we encourage our people to trust their knowledge and instincts. This is where we afford them the opportunity to take calculated risks and make difficult decisions.

As business leaders, we often mistake motivation for inspiration. We tend to think that both words have the same meaning, and we often use the words interchangeably.

Let's look at the difference because when you want to create a business that keep top performing retail talent, you'll need both weapons in your arsenal.

Motivating the team

As managers and leaders, we tend to believe that part of our role is to “motivate our people.” This is a misnomer.

Whilst you can influence another, you cannot motivate them. Why? Because motivation comes from within, not from without. Therefore, when it comes to “motivating others” we as managers and leaders can only support our people to motivate themselves.

There are two main types of motivation

We can influence and support our people with the following two motivations.

1. Extrinsic motivation is when you use external factors to encourage your team to do what you want. Pay raises, time off, bonus checks, and the threat of job loss are all extrinsic motivators – some positive, some less so.
2. Intrinsic motivation is internal. It's about having a personal desire to overcome a challenge, to produce high-quality work, or to interact with team members you like and trust. Intrinsically motivated people get a great deal of satisfaction and enjoyment from what they do.

Because every team member is different, they will likely have different motivators. This means that as managers and leaders if we want to “motivate” your people, it's important to get to know them, discover what motivates them, and find a good mixture of extrinsic and intrinsic motivators. Only this way can you “motivate” them.

As individuals, we are all motivated, internally driven, to want different things.

Some people are:

- money driven,
- others seek recognition,
- some want time off from work,
- some seek flexibility with their work schedule,
- others seek promotions,
- opportunities for learning drive some,
- opportunities for socialising and relationships drive others.

What does this tell us? The only way for us to motivate our people is to discover their drivers and push those buttons.

When all things are said and done, motivating others is really them motivating themselves.

Motivation vs. Inspiration

There is a difference between motivation and inspiration. It comes down to where “it” emanates from within the individual. Motivation is found within ourselves, on the other hand, we look for inspiration outside of ourselves. This is why you can watch an inspiring movie or listen to an inspiration speech.

So, motivation is about your people doing those things that you think you they should be doing, or that they’re supposed to do.

Inspiration on the other hand is not simply doing what they’re “supposed” to be doing. Rather it’s about your **people being called to act** because they’re in direct alignment with the “**why**” it is they are doing what they are doing. Their doing emanates from the core of their being, being in tune with yours.

Motivation taps into their ‘Why’ - Inspiration aligns your ‘Why’ with theirs.

You know when you’re inspired you know because...

- What you are doing feels effortless.
- You have to hold yourself back from starting right now.
- Your passion burns steady, it doesn’t flatline.
- What you are doing takes up all of your mental space, there’s no vacancy.
- You feel called to do this; the feeling comes from your core, you feel it in your bones.

In his [LinkedIn article](#) on motivation versus inspiration, author and speaker Ron Prasad uses two simple and easy examples that clearly highlight the differences between motivation and inspiration.

Ron says: The word “motivation” comes from the word “motive”. So, if you are to go and exercise, you have to motivate yourself by reminding yourself of the motive for doing exercise. It could be weight loss, fitness, getting fresh air etc. Whether you use the word “motive” or

you use the word “reason”, motivation needs to come from that source. Without having a reason or a motive, motivation will be hard to come by.

Ron then goes on to explain that inspiration is more of a process. As he says: *You may hear a speaker who inspires you, you may read a book that inspires you, you may hear a song that inspires you, you may meet a person who inspires you, or you may see something that inspires you. Whatever it is that inspires you, it touches you on the inside and connects you to a state of being more excited, productive, purposeful or anything that comes as a result of being inspired.*

The Collins dictionary defines inspiration as a feeling of enthusiasm one gets from someone or something, which gives you new and creative ideas.

The word itself stems from the Latin word “inspirare” which means, “In-spirit” or “divine guidance”.

Therefore, as leaders of retail businesses that want to get, grow and keep talented and profitable people, we need to know that inspiration is the ability for us to stir the team’s emotion on the inside.



To generate inspiration, you need to be inspiring

The fact is, if you want your people to behave differently, then your leadership team needs to behave differently. Do you have an inspirational business culture?

There is an ancient Eastern philosophy, which says, “If you want to change the way of being, you have to change the way of doing.”



So, here are 15 things you can do to create a culture of inspiration:

- 1. Give timely feedback** – Being acknowledged and given constructive feedback supports employees, helping them to feel safe to be who they are and to bring all of themselves to work.
- 2. Be more transparent and trustworthy** – Transparency helps to bring more clarity reducing misunderstandings and confusion. When employees trust their leaders and know that they too are trusted.
- 3. Fix problems as soon as possible** – Discuss problems early on with your employees so as to find solutions before things get worse.
- 4. Learn how to let go** – When you let go, you empower employees by allowing them to make small decisions. This demonstrates that you trust them to decide for the company without micromanaging them or dictating to them.
- 5. Make employee engagement a priority** – This has been discussed
- 6. Help employees embrace change** – Show them that it's for their own good whilst making it clear that this is about the company's future and that it's an opportunity for them to help you improve and grow the company. Together you can achieve better results.
- 7. Clear expectations** – When people are clear about what is expected they can deliberately work towards delivering it. This helps them gain increased levels of confidence and job satisfaction.

8. **Consistency and fairness** – This creates stability and strong foundations.
9. **The right people** – It's important that employees feel at home and part of a community. This means starting with consciously choosing the right people in the first place.
10. **Rewards and recognition** – Leaders in top performing companies praise their highly-engaged people often, and reward behaviour that is aligned with what the company stands for, not only their results.
11. **Activities and rituals** – Every culture has its customs and rituals. Create legends and stories of people who are living examples of the culture you want to create and inspire others to do the same.
12. **Compelling vision** – Most employees like to be part of a company that is going places and are inspired if their leaders have a vision that is compelling. This gives them a perspective and clear vision of the opportunities to grow and develop themselves.
13. **Develop people** – In an inspiring culture, leaders help others be successful, recognise the potential in them, encourage, challenge and develop them to be the best they can be.
14. **Celebrate successes** – Often forgotten but key to inspire future successes is to stop and celebrate what has been achieved. When you celebrate, do it in style and make an impact. That way everyone gets to feel proud of the progress. Celebrations of milestones are like rocket fuel for future success.
15. **Higher purpose** - A clear sense of purpose ignites people's passion. Working towards something bigger than profit that makes a difference and contributes to something bigger than ourselves gives meaning.

GET, GROW & KEEP PROFIT-ABLE RETAIL PEOPLE MODEL

Red Flags- Pink Fags

So finally, as we put the wraps on our brief journey together, I wanted to leave you with a highly practical tool that you can use to very quickly assess individual engagement.

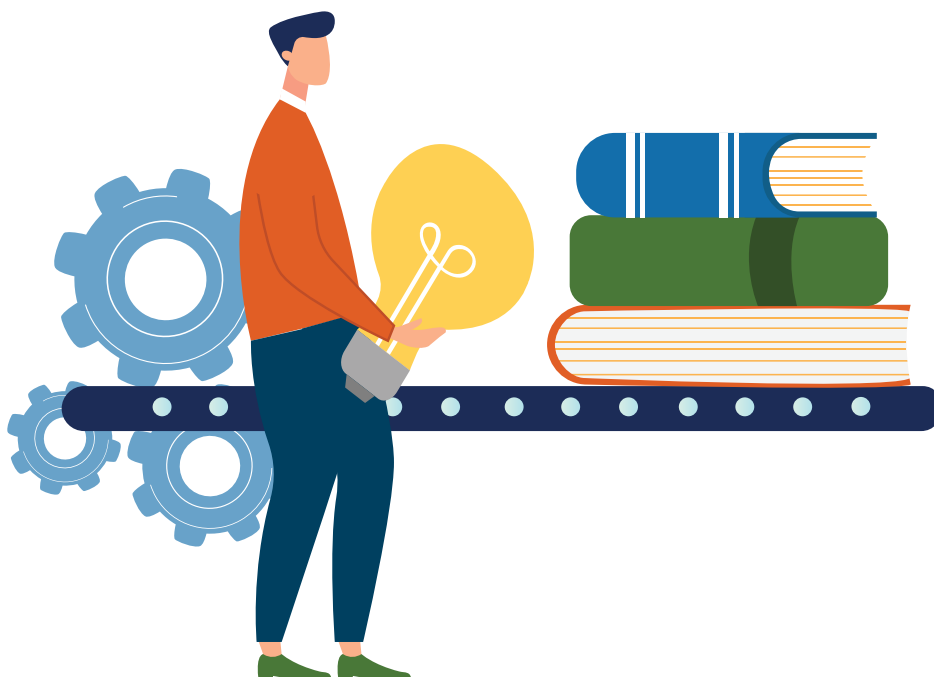
This will also highlight any “Red Flags” or “Pink Flags” (Pink Flags = People teetering on leaving; Red Flags = People who are planning on leaving.)

Get, Grow & Keep Profitable Retail People model

The ‘Get, Grow & Keep’ model works especially well as a coaching tool and is very helpful in re-engaging and realigning Pink Flags.

The model can also be applied to possibly bring Red Flags back into the fold.

The value of this model, like pretty much most coaching tools, will depend on the trust and respect level garnered by the user. That stated, it can also be a simple and elegant approach as a self-evaluation tool for people to see where they fit on the “engagement grid.”



The two Axis

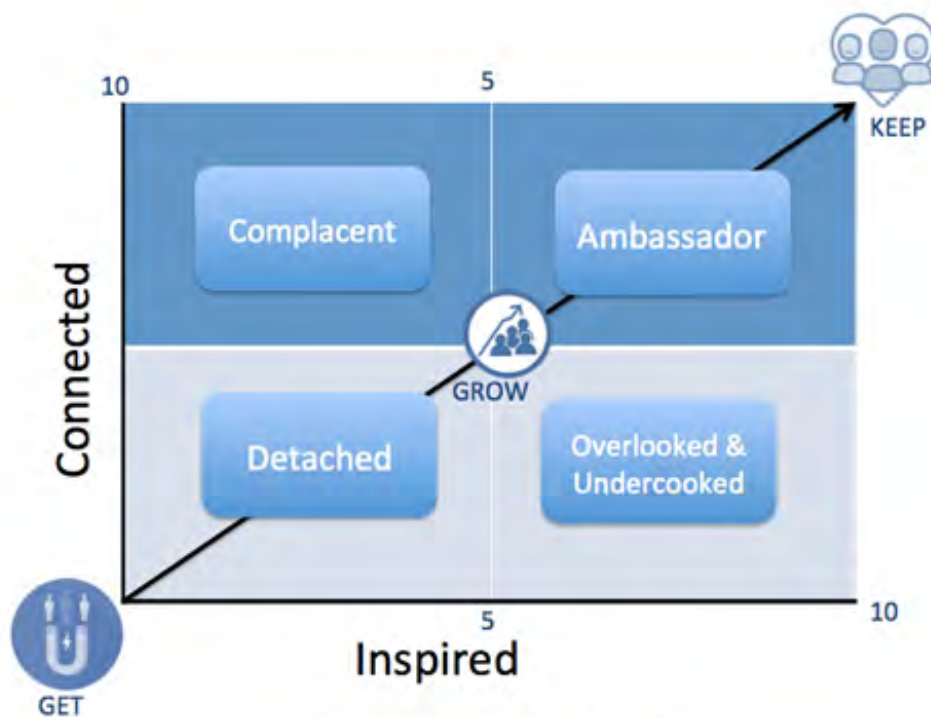
There are basically 2 axis.

1 Horizontal = Connected. The feeling of connectedness to the company.

- On a scale of 1 -10 "How connected do you feel to the people, the team and the community that makes up this organisation?"
- On a scale of 1 -10 "How connected do you feel the individual you have in mind is to the people, the team and the community that makes up this organisation?"

2 Vertical = Inspired. Inspired by the company it's vision, values, people, leaders etc.

- On a scale of 1 -10 "How inspired are you by the company, it's vision, values, people, leaders etc.?"
- On a scale of 1 -10 "How inspired do you feel the individual you have in mind is by the company, it's vision, values, people, leaders etc.?"



The GET, GROW & KEEP Model

Detached = An individual who is neither connected nor inspired.

Complacent = An individual who is connected but uninspired (Someone who has a lot of friends within the company and feels part of the community but is no longer inspired.)

Overlooked & Undercooked = An individual who is inspired but disconnected (Someone who is inspired by the company, its management and its vision and values but does not feel part of the community and does not have anyone that they can call a friend within the company.)

Ambassador = The Brand ambassador is an individual who is both inspired and feels really connected within the company community

SUMMARY

The 10 Keys To Creating Engaged Employees



- 1 To attract quality, you need to be attractive.
- 2 To engage employees, you need to be engageable.
- 3 Orientation to create integration.
- 4 For your business to grow your people need to be growing.
- 5 Develop people for long term employability, so they can become more employable.
- 6 Only real empowerment creates real productivity.
- 7 Connection is crucial for consistent employee commitment.
- 8 Motivation taps into their 'Why' - Inspiration aligns your 'Why' with theirs.
- 9 To generate inspiration, you need to be inspiring.
- 10 A brand ambassador is both inspired and feels really connected within the company community.

5 STEPS TO CREATING A GET, GROW KEEP CULTURE



STEP1 - Discover Current Reality

You require the following:

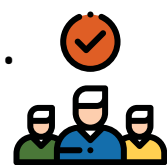
- A core group of committed senior managers
- A current cultural assessment/ people-engagement survey (no more than 10/15 questions)
- 360 Degree on all frontline management
- Focus groups to collect qualitative data
- Unpack all the data



STEP 2 - Determine Strategic Get, Grow and Keep Profitable People Plan

You require the following:

- Set up strategic planning session
- Share data results and discuss
- Determine 'Get, Grow and Keep' focus
- Determine business case
- Ensure senior management sign off
- Determine skills required to deliver plan
- Establish group priorities
- Establish group 90-day plan
- Establish individual priorities
- Establish individual responsibilities to drive 90-day plan
- Establish 30-day project plan with sub projects
- Establish fortnightly system to ensure project execution
- Set up 90-day project review status and sessions to assist in moving forward



STEP 3 - Implement 'Get' and on-boarding strategy

You require the following:

- Determine and implement non-traditional 'Get ideal people' strategies
- Implement and review regularly to determine most effective sources
- Determine and implement engaging on-boarding system that rapidly moves new hires into top production



STEP 4 - Implement skills development program

You require the following:

- Set up series of skill-development intensives
- Set up cost-effective and engaging online training system
- Set up tools, templates and job aids for easy use. **Example:** *LinkedIn contact and engagement messages*
- Implement coaching follow up plan to ensure skills are developed
- Implement mentorship program to review progress and make changes



STEP 5 - Implement community engagement system

You require the following:

- Set up social media platforms for external employee engagement
- Develop and implement a series of regular activations for potential new hires
- Set up social media platforms for employee community engagement
- Develop and implement a series of regular employee engagement activities

Activate your Get Grow Keep Profitable Retail People Process

Are you an action-taker? There's an ancient truism 'He/she who takes most action wins.'

Whilst information might get you interested, and if you've gotten yourself to this point of this eBook, you have interest. That said, it's the actions that demonstrate real commitment. It's through action that the results you are looking for can be found.

If this is you, if you're an action-taker and want to fast track the Get, Grow & Keep process in your business to shrink your employee turnover, then jump on a fast, focused Strategy Call to identify what your core people-retention roadblock is and get clear on what your next steps are to crush it.

Click the Schedule your *15-minute Strategy Call* button below, book in a convenient time and let's see if we can solve it for you.

SO, WHAT'S YOUR "WHERE TO FROM HERE"?

If you have gotten this far and you are keen to get the ball rolling and cut down on the high cost of your employee turnover, then there are basically four approaches you can take.

These four approaches are:

1. **Do nothing** - If this all looks too hard and too complicated, it is. This is precisely why it hasn't been done yet! That said, before you shake it off just like that... Remember the cost. You are already paying for this program. You pay to get it implemented or you'll keep paying for not having a GET, GROW and KEEP strategy in your business. Which is cheaper?
2. **Do it yourself** - This a definite step in the right direction, just as long as you don't hand this document over to HR and tell them to do it. To implement a GET, GROW and KEEP strategy into your business takes strong leadership. You'll need someone with authority and personal influence to drive the program to fruition. It's not a quick fix!
3. **Do it with me** - At GET, GROW and KEEP Profitable People, we have both the experience and know-how, having travelled these corridors before. We have the systems, tools and processes that have already been developed and proven to work. We can help massage them to suit your business. We know how to influence and inspire your management team to get on board and drive execution, even when things look like they have stalled.
4. **Have it done it for you** - Whilst on the surface this can seem the easiest option, it's often the most challenging because whilst we can do it for you, often we become nothing more than toothless tigers. The only way this option can work is if we are empowered to do whatever it takes to get the job done. To quote a Biblical example, this would be akin to Pharaoh handing over the reins and the keys to the kingdom to Joseph to both prepare for the Seven Years of Famine, and manage the store-house during the Seven Years of Famine.

What are you looking for? If we can't help, at the very least we'll point you in the right direction...

Every retail business generally has one major roadblock inhibiting their ability to either get grow or keep top retail talent (and it's not the money!).

Identifying and overcoming that specific roadblock often eliminates a whole host of other employee-retention issues.

At Get Grow & Keep Profitable Retail People, we do this every day, so... Jump on a fast, focused Strategy Call to identify what your core people-retention roadblock is and get clear on what your next steps are to crush it.

Click the Schedule your 15-minute Strategy Call button below, book in a convenient time and let's see if we can solve it for you.

Let us help you...

- Quickly find your number one roadblock to success.
- Get clarity on your next steps to smash this roadblock.
- Implement and start to see a host of other people problems disappear.
- Enjoy greater profitability & enjoy greater time freedom.
- Get back to enjoying your business and your life.



GET, GROW AND KEEP PROFITABLE RETAIL PEOPLE PROGRAM

OUR “WHY”

Our intention is to disrupt ‘old school’ retail thinking, eliminating the unnecessary costs and pain experienced by retailers and their employees by creating a culture of connection, inspiration and community.

OUR FORMULA

Provide and implement proven people engagement and development models with step-by-step processes. Focused accountability and implementation methods coupled with executive coaching ensure execution. Increasing knowledge, empowerment and people connection is our formula to make your team stronger today – not next year.

OUR GUARANTEE

If you are genuinely serious about taking your retail business to a new level of profitability by shrinking your employee turnover, then we are genuinely serious about helping you. Apply to join our program and if you’re successful, you can experience every single part of this proven program. If it’s not for you (*or you’re not for us*) you’ll receive a full refund, no questions asked.





Written by Ian Segail

Creator and Founder of Get, Grow & Keep Profitable Retail People in Australia.

Ian's last corporate role was head of Human Resources for a large multinational, publicly listed retail company, with over 2500 employees.

He is also the published author of 7 eBooks on Sales, Sales Management and Marketing. Ian has been a Sales and Marketing Strategist for over 15 years.

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Additional readings that have inspired this eBook are:

- The Culture Engine - Chris Edmonds
- The Best Place to Work - Ron Friedman PhD
- Carrots and Sticks Don't Work -Dr. Paul Marciano
- Employee Engagement 2.0 -Kevin Kruse
- Why Motivating People Doesn't Work . . . and What Does -Susan Fowler
- Start with Why -Simon Sinek
- The Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results - Tracy Maylett & Matthew Wride
- The Culture code -Daniel Coyle
- Delivering Happiness: A Path to Profits, Passion, and Purpose- Tony Hsieh
- Holacracy - Brian J Robertson
- Turn The Ship Around!-David Marquet