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## Getting Started

How to get the most from this handbook ...

*First*, read the handbook from cover to cover with a highlighter in hand. Mark any key words or phrases that you find particularly relevant and meaningful.

*Next*, select three ideas or action items that you wish to personally adopt. Circle the number of each item you select (1-180) and mark the pages they appear on with “sticky notes.” Review those pages frequently.

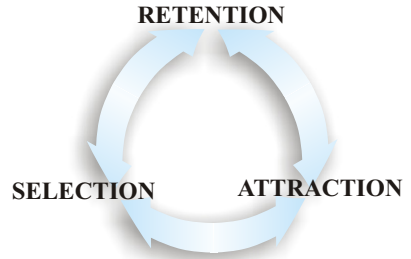


*Finally*, each time you complete or master one of your action items, draw an “X” through its circled number and select a new item to work on in its place. That way, you’ll have three ideas working at all times. Before you know it, your handbook will be filled with crossed-out numbers, and you’ll be well on your way to building *your* Magnetic Culture.



# retention

To  
attract  
and hire  
the best,  
you've got to  
**BE**  
the best



Building a Magnetic Culture begins with focusing on **retention** techniques. When it comes to people, there's little sense in trying to find 'em and get 'em if you haven't figured out how to *keep* 'em.

Shape a positive working environment, and you'll not only be better equipped to keep the good employees you have, you'll also be able to attract and hire even more good people. It's that simple.

Here are 80 ways you can improve retention and begin building *your* Magnetic Culture ...

**1. Stop, look, and listen!** Take this one to the bank: EVERY organization that has a Magnetic Culture **stops** every once in a while to assess their culture, **looks** at the information, and **listens** to what their customers, employees, and “stakeholders” are saying about the organization.

**2. Examine your written policies** to see if they reinforce or contradict your cultural objectives. For example: Do you state a belief in innovation, risk taking, and empowerment on one hand, yet have procedures that inhibit employee initiative with multi-level approvals required for routine decision making? If so, they have to change!

**3. Recognize the recognizers!** Want to send a message that you *really* believe in recognition for good performance? Do so by giving praise, performance rewards, and promotions to those who set the best recognition-giving examples.

**4. Examine your calendar ... and your “checkbook.”** Nothing more dramatically indicates whether or not you truly support things like co-worker development, recognition, customer service, etc., than your calendar (how you spend your time) and your budget (how you spend your money). How you actually apply your resources is the true measure of your beliefs!

**5. Don’t focus on info – focus on intelligence.** Hey, C.I.A. isn’t short for Central *Information* Agency! The middle word is *Intelligence* ... and for good reason. The difference between information and intelligence is the data receiver’s ability to *do* something (take positive action) rather than just *know* something. So, take business information sharing to the next level. Help people develop the ability to USE the data you provide.

**6. Deal with values violations!** Act as if your organization’s values and operating principles are “page one” of your work rules. And treat those who violate these “rules” (trust, integrity, customer service, respect, etc.) with the same consequence they might face if they were caught stealing, for example. Fact is, when employees compromise your organization’s values and principles, they ARE stealing – they’re stealing your “cultural capital.”

**7. Put THEM in the spotlight.** One of the best ways to GET credit is to GIVE credit to others. That way, everybody wins. And when everybody wins, most everybody *stays*.

**8. Create a self-assessing culture** by continually asking “How are we doing around here?” questions. And be sure you demonstrate to co-workers that giving and receiving constructive feedback about what’s working well and what’s not is a career *enhancing*, rather than a career limiting, activity!



**9. Encourage individual initiative.** Make sure people are rewarded for “walking the talk” and doing what needs to be done rather than pointing fingers, placing blame, and waiting for others to take the first step.

**10. Don’t let performance appraisals get in the way of performance feedback!** Regardless of the effectiveness and frequency of your formal performance appraisal process, “people management” is an ongoing process of feedback, recognition, and coaching – with LOTS of opportunities occurring on a daily or weekly basis.