

HELLO!







THE PEOPLE BUSINESS



**MARKETING
+ HR**

What makes
a winner?



PREACHING TO THE CHOIR

DATA POINTS



1700 owners, \$4.7mm in average annual revenue



**Harvard
Business
Review**

Zero defections

GALLUP®

Engaged employees
and profitability



**HERE'S WHAT
WE FOUND...**

30/50/60

MARKETING
PLANS

GREW

30%

FASTER

WRITTEN
VISION

GREW

50%

FASTER

TRACKED
METRICS

EARNED

60%

MORE

2012 State of the Business Owner - 1700 respondents, \$4.7mm annual revenues

ENGAGED EMPLOYEES...

- * 22% higher profitability
- * 21% higher productivity
- * 48% fewer safety incidents
- * 41% fewer quality defects
- * 37% lower absenteeism



5% = 25-85%

Harvard Business Review: Lean Comes to Service

MARKETING

FROM THE INSIDE OUT[®]





MISSION
VALUES
VISION



CULTURE OF A-PLAYERS



REMARKABLE DELIVERY



RAVING FANS

RAVING FANS

REMARKABLE DELIVERY

CULTURE OF A-PLAYERS

**MISSION
VALUES
VISION**

BRAND

NEW YORK TIMES BESTSELLER

"Pink makes a strong, science-based case for rethinking motivation—
and then provides the tools you need to transform your life."

—MEHMET C. OZ, MD, coauthor of *You: The Owner's Manual*

Daniel H. Pink

author of *A Whole New Mind*

DRIVE

The Surprising Truth
About What Motivates Us

MORE THAN 100,000 COPIES SOLD

"No company can expect to beat the competition unless
it has the best human capital and promotes these people to
pivotal positions. *Topgrading* is the definitive manual for
becoming an A player and for recognizing those traits in
others." —Larry A. Bossidy, coauthor of *Execution*

FULLY
REVISED
AND
UPDATED

Topgrading

HOW LEADING COMPANIES WIN BY HIRING,
COACHING, AND KEEPING THE BEST PEOPLE

BRADFORD D. SMART, Ph.D.

THE NEW

RULES

RULE #1

**GREAT PEOPLE ARE ALMOST
ALWAYS ALREADY EMPLOYED**

RULE #2

**GREAT PEOPLE NEED 3 THINGS:
AUTONOMY, MASTERY, PURPOSE**

RULE #3

**GREAT PEOPLE ARE PULLED
INTO A NEW CAREER**

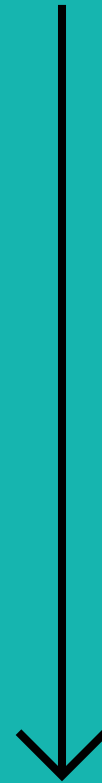
RULE #4

**GREAT EMPLOYEES LOOK FOR
ALIGNMENT ON VALUES**

WORKSHEET EXERCISE

MY DREAM EMPLOYEE

I MIGHT BE A CUSTOMER



I AM A CUSTOMER

MY DREAM EMPLOYEE(S)

kinesisinc.com ➤

Name: _____

Company: _____

MY DREAM EMPLOYEE #1

Name & Role: *Barbara, Production Manager*

Attributes & Values:
Self Starter, High Follow-Through, Committed to Fairness, Driven by Results...

Things this person cares about:
Volunteerism, Career Advancement, Skills Development...

Notes (Demographics/Psychographics):
College Education, Mid-career, Wants to be part of something important...

MY DREAM EMPLOYEE #2

Role:

Attributes & Values:

Things this person cares about:

Notes (Demographics/Psychographics):

MY DREAM EMPLOYEE #3

Role:

Attributes & Values:

Things this person cares about:

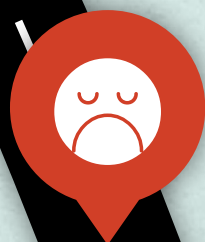
Notes (Demographics/Psychographics):

SHARE

START WITH THE CANDIDATE'S

JOURNEY

CONVENTIONAL WISDOM



NEED A JOB!

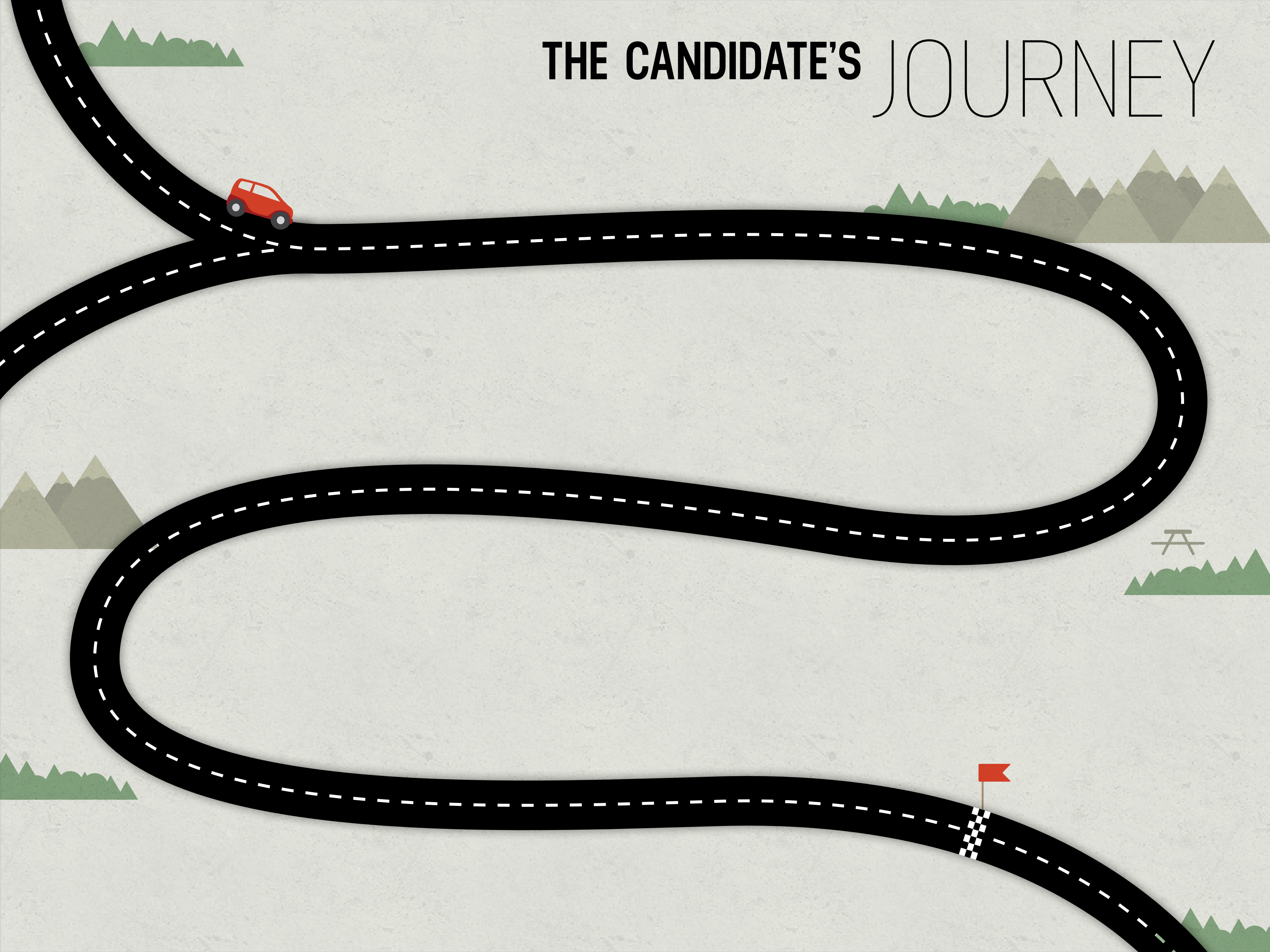


APPLICATION

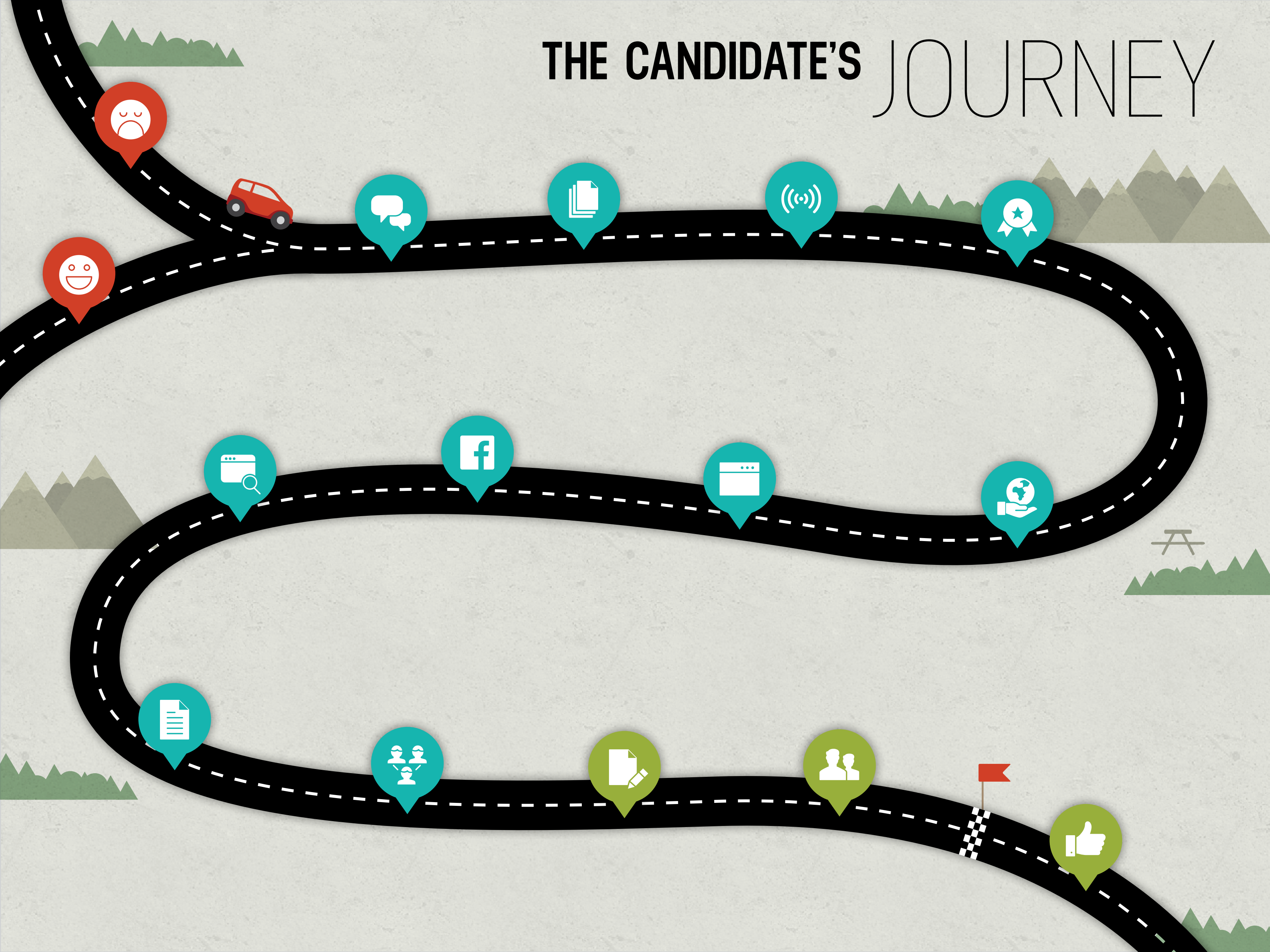


HIRE!

THE CANDIDATE'S JOURNEY



THE CANDIDATE'S JOURNEY

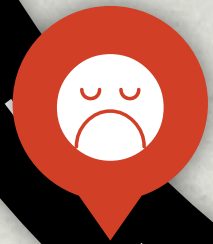


THE CANDIDATE'S JOURNEY ACTION PLAN

		Self Score (1-10)	Action	Urgency (Low, Med, High)
1	Job Board Postings	LinkedIn, Indeed, Craigslist, etc. Do your postings attract anyone and everyone, or are you laser-focused on right fit applicants? Do your listings speak to career advancement, culture, and purpose?		
2	Brand Presence	How well-known is your company in the marketplace? If you're in a small town, for example, do people know you as a great employer that cares? If you're in a larger community, is your brand talked about at cocktail parties? Do people generally know what you do?		
3	Awards	Fastest Growing 100, Best Places to Work, Manufacturer of the Year, etc. Do you demonstrate excellence and leadership in your industry? Do you win awards that speak to your commitments – people, the environment, etc?		
4	Civic Engagement	Habitat for Humanity, Children's Cancer Association, etc. Do you go above and beyond producing a product and generating paychecks? Do your actions in the community speak to a commitment to others? If you are active in the community, how well do you share this participation? Would an employee who knows nothing about you be able to see your philanthropic contributions?		
5	Website	How well does your website communicate what you do? Does your website speak to a critical customer – the potential employee? Does the website share your mission, vision, and values? Does your website meet the standards of today's candidate?		
6	Social Media	Are you monitoring and managing your online reputation? Do you share your culture and commitment to employees on social channels relevant to your potential employees?		
7	Career Portal	Does your company accept applications online? If so, does your career center speak to candidates or just take in résumés?		
8	Job Descriptions	Do your job descriptions clearly articulate what success looks like? Do they speak to purpose, mastery, and autonomy?		
9	Insider Information	Do you know how your employees talk about your business behind closed doors? Is there a mechanism to foster dialogue?		
10	Interviews & Applications	Does your HR team actively manage the candidate experience? Are rejected candidates left with a reasonably positive experience?		

Total: /100

THE CANDIDATE'S JOURNEY



DISSATISFIED



PASSIVE CANDIDATE





FRIENDS, FAMILY, COWORKERS



JOB BOARDS

reply

☐ [prohibited](#) ^[2]

Posted 5 days ago

[print](#)

[◀ prev](#) ▲ [next ▶](#)

★ HVAC Lead Installer (Portland Metro)

HVAC Lead Installer

Must have the following Experience

Nate Certified

Gas Furnaces

Heat Pumps

Ductless Heat Pumps

Oil and Propane Service

Commercial Package Units

Metal fab a plus

Multifamily with 90 percent retro fit.

Clean driving record, drug free individuals with good time- management skills

GREAT customer service skills and a strong work-ethic required

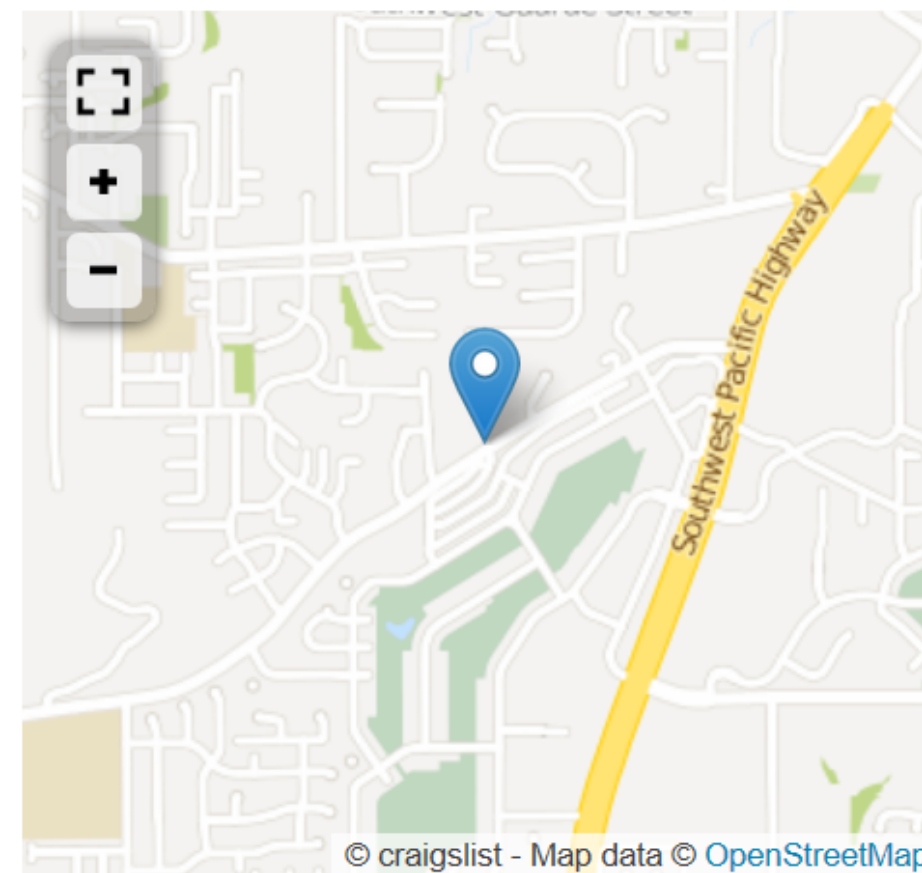
Medical, Dental and Life Benefits at 60 days

Paid Vacation after a year

Minimum of 5 years experience

Please Email Resume - Put Installer in the subject line

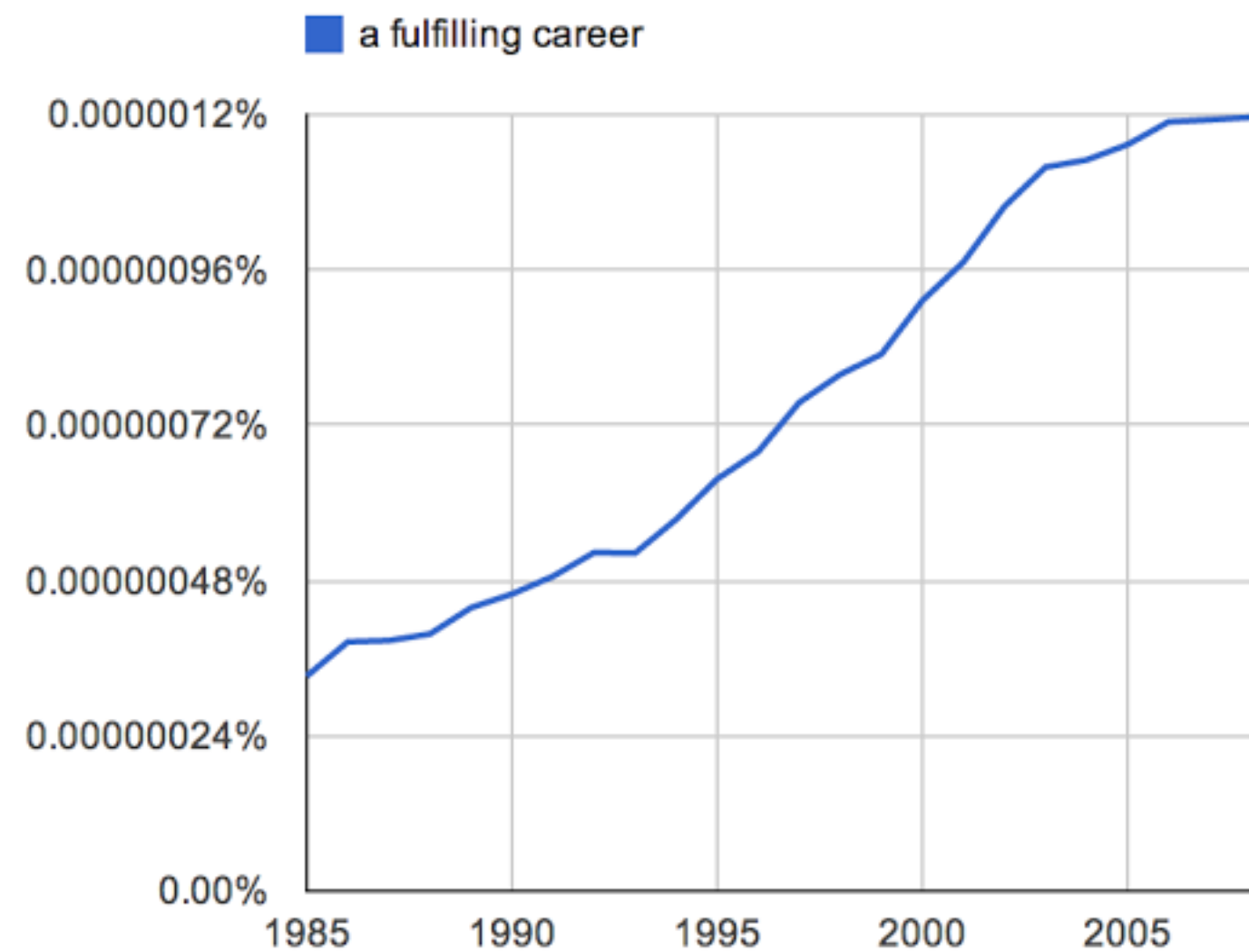
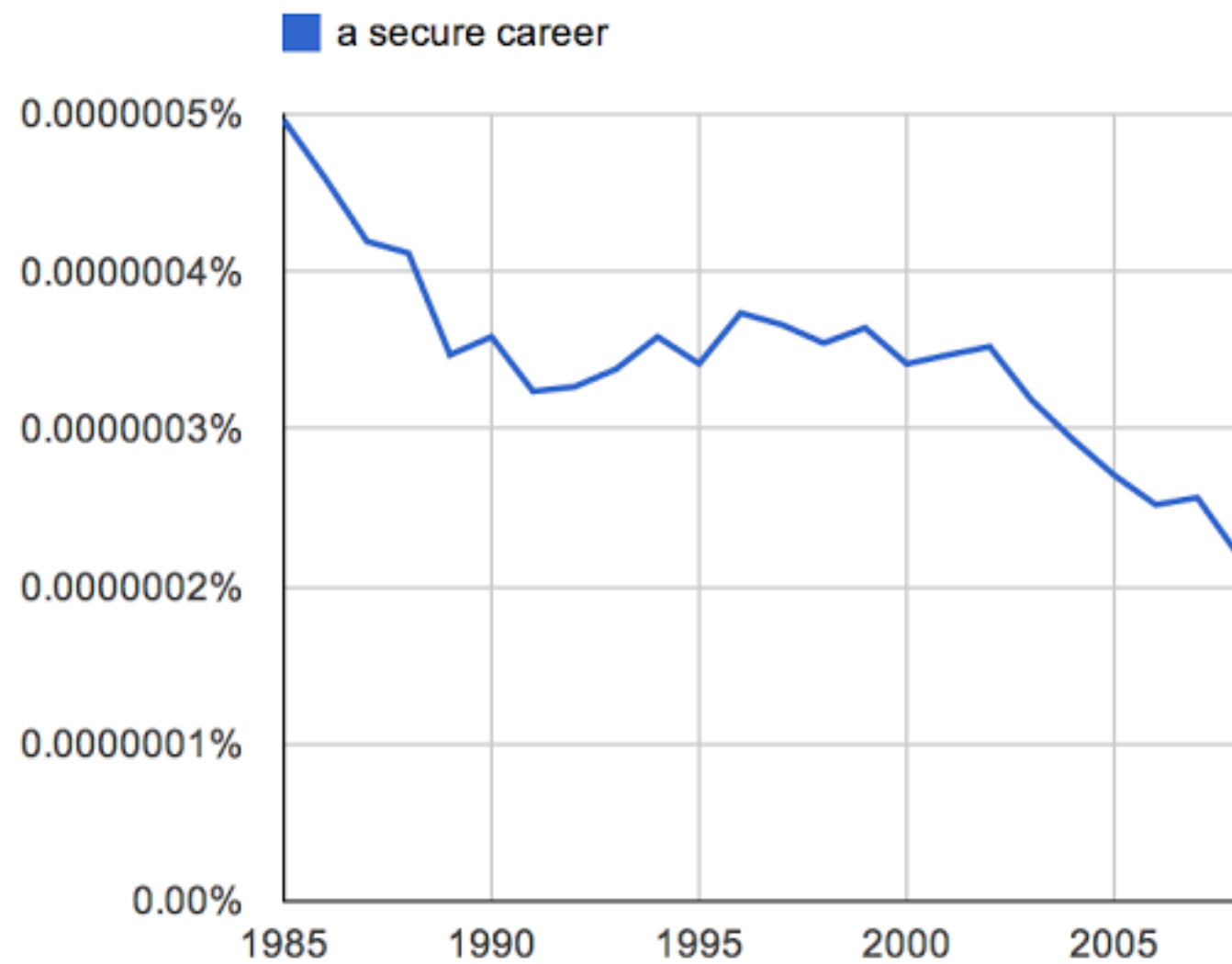
- Principals only. Recruiters, please don't contact this job poster.
- do NOT contact us with unsolicited services or offers



[\(google map\)](#)

compensation: **\$20.00-\$47.00**

employment type: **full-time**



“A SECURE CAREER” VS “A FULFILLING CAREER”



[« Back to Career Opportunities](#)

Commercial HVAC Senior Service Technician

Letter from Reitmeier President, Jeff Nusz:

"We are looking for a Commercial HVAC Senior Service Technician who thrives on challenges and has a passion for customer service. The perfect candidate is excited to jump right in and make a positive influence on our company and our customers from day one. You will thrive in this position if you are someone who can 'bring it' on a daily basis.

Reitmeier is not a large company, but we think BIG and strive to be the absolute best in our class. We are an employee-driven company first and foremost. It is the people at Reitmeier who are the engine that propels us to success.

At Reitmeier, you'll experience an amazing, team-oriented environment that places high value on the person as well as the position. If you are looking for a long term relationship and wish to find balance in your career and in life, then let's talk."

Best Regards,
Jeff Nusz

SUBMIT A SERVICE REQUEST

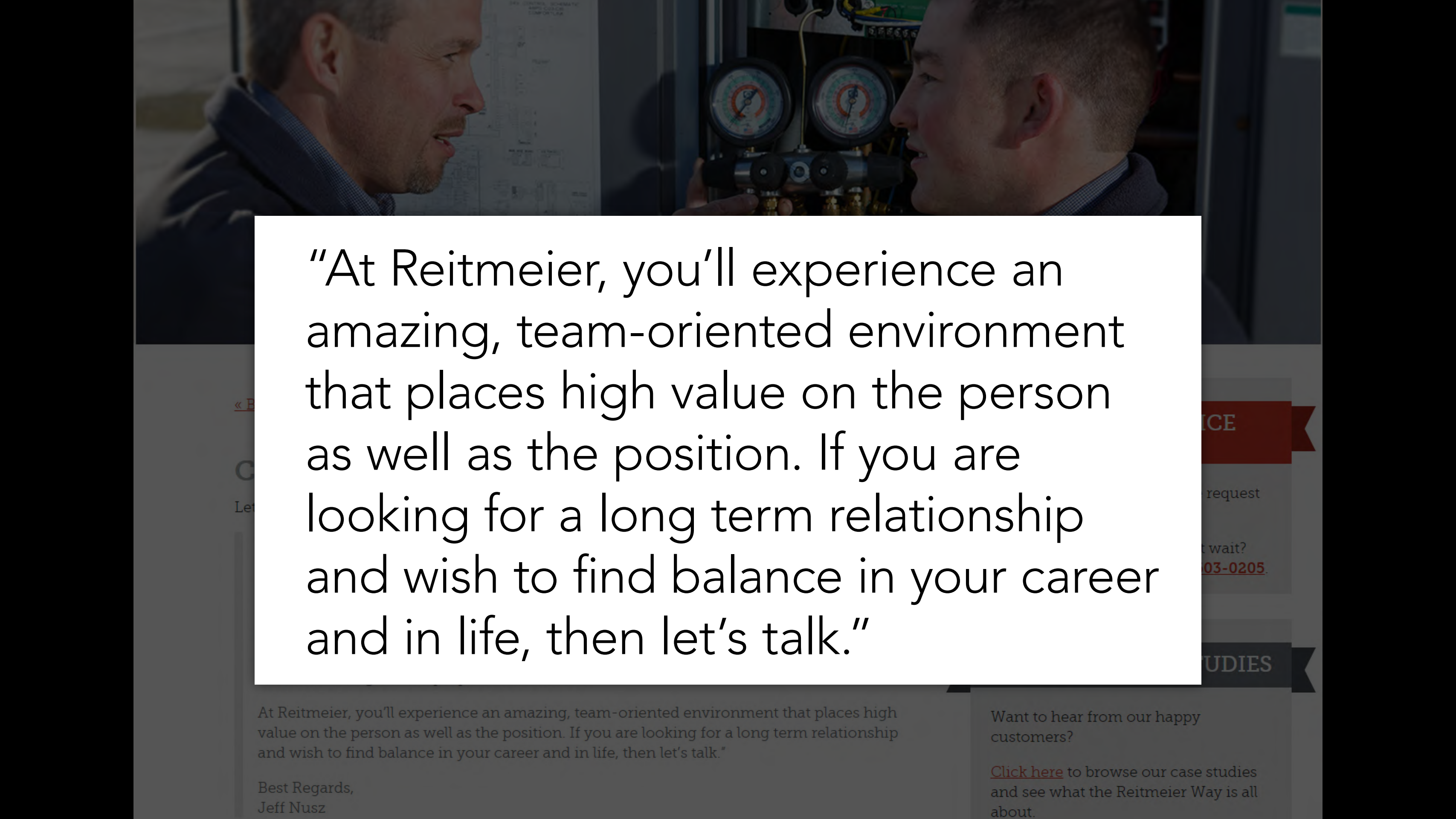
[Click here](#) to submit a service request during business hours.

Have a service need that can't wait?
We're available 24/7 at [\(503\) 603-0205](tel:5036030205).

READ OUR CASE STUDIES

Want to hear from our happy customers?

[Click here](#) to browse our case studies and see what the Reitmeier Way is all about.

A background image showing two men in a technical or industrial setting. They are looking at a piece of equipment that has two circular gauges. The man on the left is older with a beard, and the man on the right is younger. They are both wearing collared shirts. The image is dimmed to serve as a background for the text.

"At Reitmeier, you'll experience an amazing, team-oriented environment that places high value on the person as well as the position. If you are looking for a long term relationship and wish to find balance in your career and in life, then let's talk."

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BRAND PRESENCE







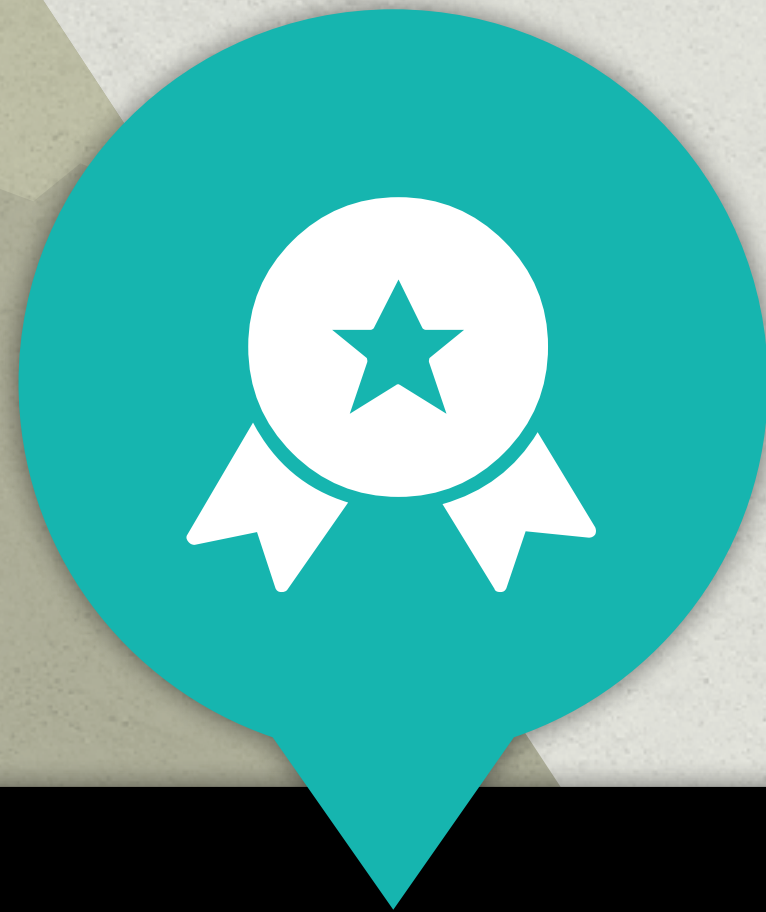


VISION: *We lead the brand management revolution.*



**IF YOU
LISTEN
CAREFULLY
YOU MIGHT
HEAR AN IDEA
BEING BORN**





AWARDS

AWARDS

Tour the PEC Trophy Case

JUNE 16, 2016



Pacific Energy Concepts made the Portland Business Journal's Fastest-Growing Private 100 list for the fourth year in a row, this time securing the #14 spot with 203.6% growth.

[READ MORE](#)

OCTOBER 8, 2015



NEWEST
↑
↓
OLDEST

FEBRUARY 7, 2016



Pacific Energy Concepts was honored as Energy Trust of Oregon's Commercial and Industrial Lighting #1 ranked Trade Ally – earning PEC this prestigious recognition for the fourth year running, from 2011-2015.

[READ MORE](#)



Pacific Energy Concepts ranked # 30 on Puget Sound Business Journal's Fastest-Growing Private Companies in Washington.

[READ MORE](#)

JUNE 17, 2015



For the third year running, Pacific Energy Concepts was recognized once again as one of the Portland Business Journal's 100 Fastest Growing Private Companies.

[READ MORE](#)

OCTOBER 23, 2012



Pacific Energy Concepts, an energy conservation company specializing in comprehensive lighting projects, has been an active Energy Trust trade ally contractor since opening its doors three years ago. Located in Vancouver, WA, Pacific Energy Concepts works mainly in the Portland Metro area but is also involved in projects across the nation.

[READ MORE](#)

SEPTEMBER 4, 2015



Inc. magazine ranked Pacific Energy Concepts on its 34th annual Inc. 5000 – an exclusive ranking of the nation's fastest-growing private companies. PEC achieved a three-year sales growth of 213% and ranked as #1860 on the renowned list.

[READ MORE](#)

OCTOBER 23, 2012

NORTHWEST LIGHTING NETWORK

What are innovative industry leaders in commercial lighting doing today? Find out here. These are stories of professionals who are successfully leveraging current technologies and best practices to benefit their own business, and to make a positive impact in the lighting industry.

[READ MORE](#)

JULY 25, 2011



Just off West Fourth Street in Vancouver, capitalism and environmentalism are getting along



THE 100 BEST COMPANIES TO WORK FOR IN OREGON 2016

March 3, 2016 Written by [Dave Myers](#) Published in 2016 0 comments

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318

Like

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0

G+1

273

Share



Read 45310



Print



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TO THE PRINT EDITION

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for our daily enewsletter



SUBMIT

MOST POPULAR



Ziba Design — redesigns itself



From Gridlock to Civil War



The Professor and the Pragmatist



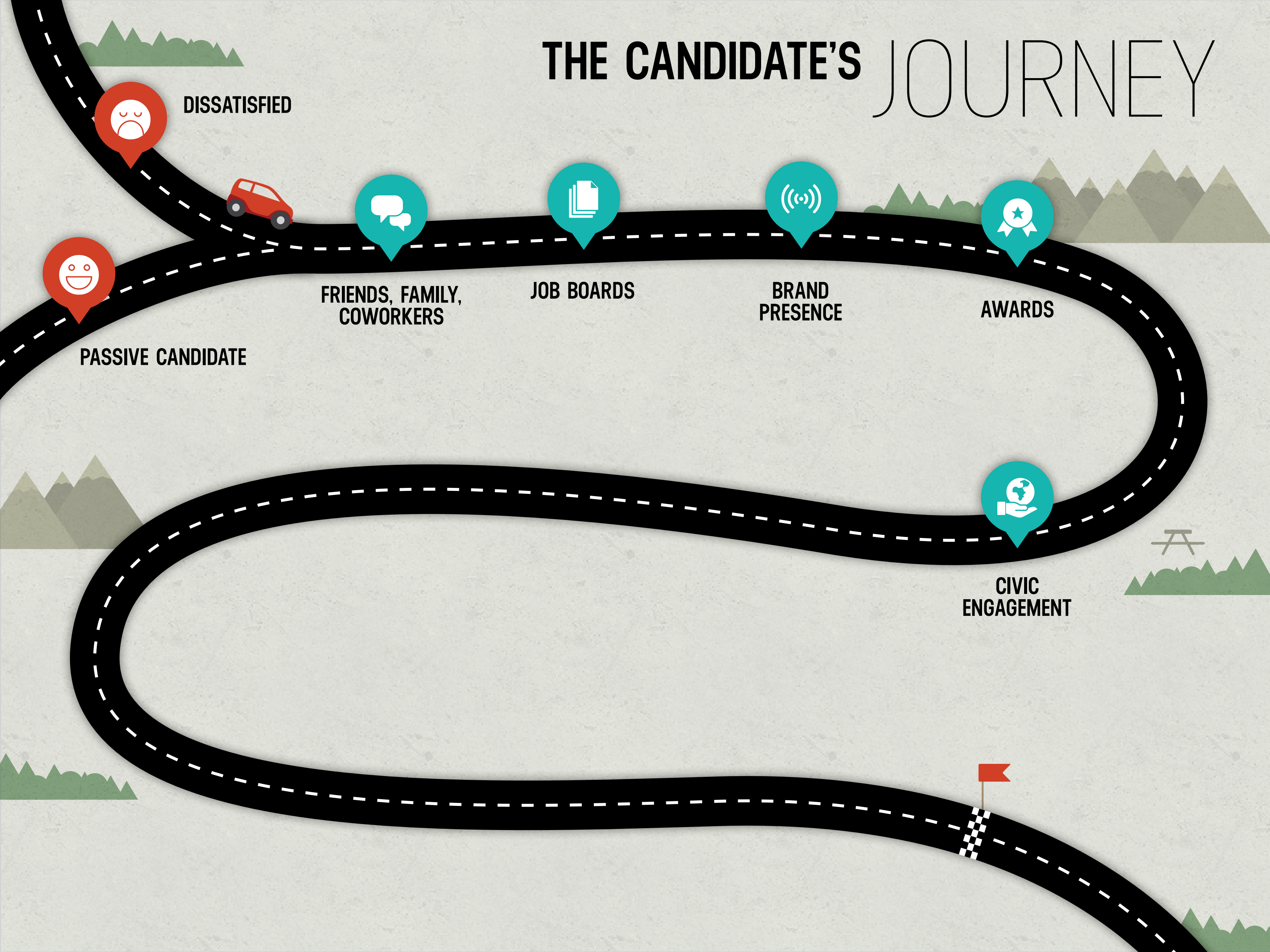
Keep on Buckin'



CIVIC ENGAGEMENT

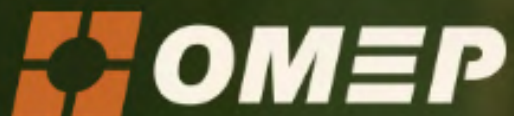


THE CANDIDATE'S JOURNEY





WEBSITE REVIEW



WHO WE ARE

WHAT WE DO

WHO WE'VE HELPED

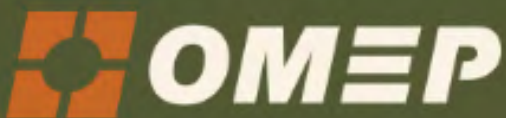
YOUR RESOURCES

LET'S JOIN FORCES

We Help Oregon Manufacturers Thrive

LEARN ABOUT US

SEE HOW WE WORK



WHO WE ARE

WHAT WE DO

WHO WE'VE HELPED

YOUR RESOURCES

LET'S JOIN FORCES



Portland Office

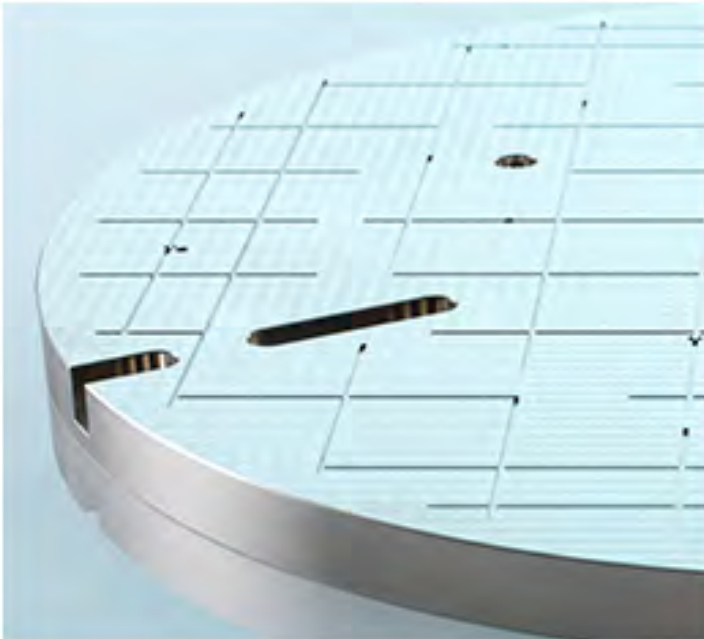


Jasmine Agnor, Marketing and Events Manager

JAgnor@omep.org

WHO WE ARE

- Our Principles
- Our People
- History



MISSION & VALUES

> About Treske

> Mission & Values

> Corporate Responsibility

The Treske company is guided by our mission and core values. We believe these principles greatly strengthen our culture, brand, customer service, and business strategies.

Our Mission is Innovation.

At Treske, we're reinventing precision machining. In everything we do – from customer service to the tools and technologies we use – we

PRECISION IN ACTION





SOCIAL MEDIA PRESENCE



jme_at_premier_gear

Follow



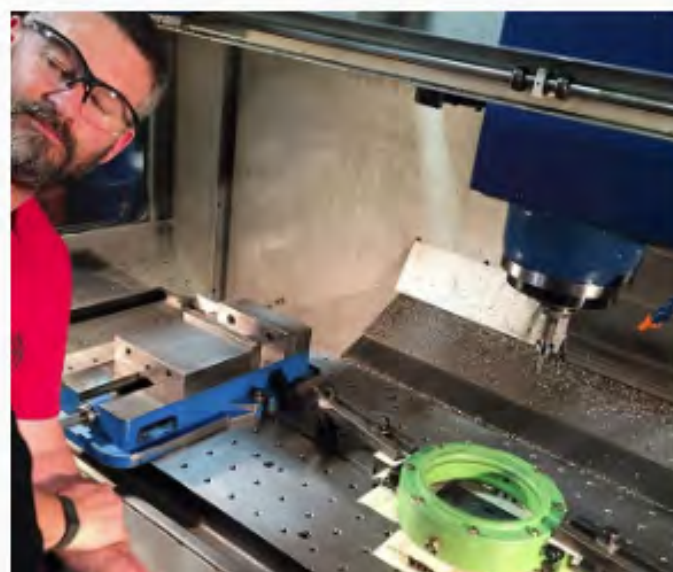
...

609 posts

3,394 followers

1,131 following

Premier Gear & Machine Works Just the girl who works with the best gear manufacturing, fabrication, assembly, specialized machining and repair business in the Pacific NW ... www.premiergear-machineworks.com





CAREER PORTAL



REITMEIER

Bringing balance to your environment.

Call [503-603-0205](tel:503-603-0205) or visit the [Service Center](#) for assistance.

[Who We Are](#)

[What We Do](#)

[Who We Serve](#)

[Your Resources](#)

[Careers](#)

[Contact](#)

[OUR CULTURE](#)

[INVESTING IN YOU](#)

[REITMEIER UNIVERSITY](#)

[CAREER OPPORTUNITIES](#)

[LIVING AND WORKING NEAR PORTLAND, OREGON](#)



CAREERS

Welcome to the Reitmeier Career Center! In this section, you'll find information on our Oregon [HVAC job positions](#) and career opportunities within [our team](#).

We firmly believe that finding the right people is the keystone to building a great business. Because of this, we actively invest time and resources to ensure our employees experience a fulfilling and enjoyable career. Not only does this initiative create win-wins for our employees and for our business, but we also believe it's simply the right thing to do.

SUBMIT A SERVICE REQUEST

[Click here](#) to submit a service request during business hours.

Have a service need that can't wait?
We're available 24/7 at [\(503\) 603-0205](tel:503-603-0205).



JOB DESCRIPTIONS

Chief Growth Officer

(Client Marketing Director)

Position at Kinesis

After reviewing this position, please submit your cover letter and resume to: kinesisinc.com/contact/careers/ **No phone calls, please.**



Letter from Kinesis CEO, Shawn Busse:

“ The Chief Growth Officer (CGO) is a marketing generalist – they understand marketing in a holistic way and know how to leverage tools and experts to accomplish strategic goals.

A client-facing role, the CGO helps Kinesis customers realize business growth through strategic planning and marketing execution. We're looking for candidates with experience equivalent to an in-house Senior Marketing Manager (or above), or an agency Account Manager (or Director). The ideal candidate has worked both in-house (managing agency resources) and at an agency.

Right-fit employees for this role will have a deep understanding of marketing and how it fits within a larger business strategy. Your compelling, analytical approach makes it easy for clients to move forward in an informed, inspired direction. Motivating clients and fellow team members comes naturally to you – your leadership excites people to rally around your ideas and deliver great work.

For this position, I'm most interested in a candidate who has a track record of productive team work, starts with “why” rather than “what,” enjoys getting their hands dirty with strategy, and possesses a drive for continuous learning. You know how to ask the right questions, can bring big ideas to the table, and can elevate a brand beyond the everyday.

At Kinesis, you'll experience a once-in-a-lifetime chance to make a real difference in the lives of business owners and the Kinesis team. No bureaucracy, no politics; just great clients with big visions!

Kinesis' core clients have annual gross revenues between \$2MM and \$30MM in revenue. This means businesses with a well-developed product or service offering, but often very little in the way of marketing infrastructure. As a CGO for our clients, you will cultivate ideas and deliver strategic projects to help build a marketing system that promotes healthy, sustainable growth.

For the “A” player looking for something special and who can answer “yes” to the following questions, this is the opportunity for you:

- Do you believe in the power of small businesses?
- Can you effectively build plans and strategies that will thrive within real-world budgets?
- Can you lead efficient and collaborative meetings with clients and internal teams?
- Do you have a strong knowledge and understanding of marketing and sales strategies?
- Are you a high performer who takes ownership of your results with clients, financials, and fellow team members?
- Can you contribute to/operate in an environment oriented to trust, open communication, creative thinking, and cohesive team effort?
- Do you enjoy a collaborative environment where you contribute top-notch ideas?
- Do you have clear, concise, and effective writing skills with a high level of accuracy?
- Are you looking to work at a growing firm that's unlike any other?



Shawn Busse, CEO at Kinesis

Chief Growth Officer

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kinesis 



Shawn Busse, CEO at Kinesis



INSIDER INFORMATION



About 715,000 results (0.43 seconds)

[Professional Services](#)

[Professional Services](#)

[Professional Services](#) of Eugene & Portland has deep expertise with Web Design, Managed IT Services, VoIP, Digital Marketing and more. Learn More Today!

Contact US

Contact [Professional Services](#) Today for all your Network, IT Services ...

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About

Simply put, [Professional Services](#) Support is here to help with all ...

Portfolio

Portfolio Web Design. Home · Web Design; Portfolio. All Drupal ...

Media

We have had a lot of fun Producing and Sharing our Radio ...

Working at [Professional Services](#) | Glassdoor

https://www.glassdoor.com/.../Working-at-Professional-Services-EI_IE741074.1... ▾ Glassdoor ▾

★ ★ ★ ★ ★ Rating: 1.2 - 3 reviews

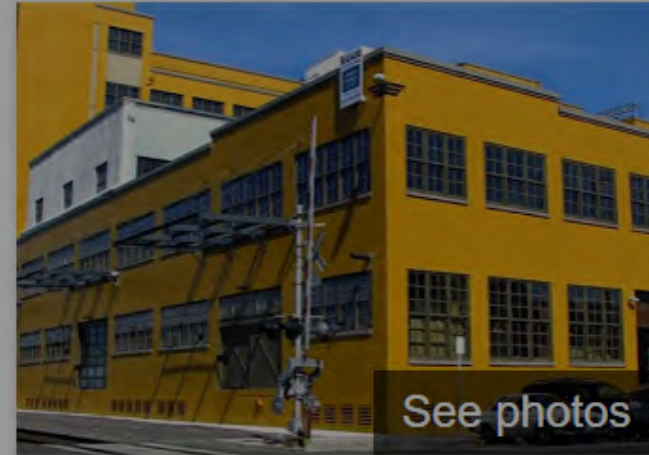
Aug 25, 2015 - See what employees say it's like to work at [Professional Services](#) Salaries, reviews, and more - all posted by employees working at [Professional Services](#)

[Professional Services](#) - Web Design - 1177 Pearl St, Eugene, OR - Phone ...

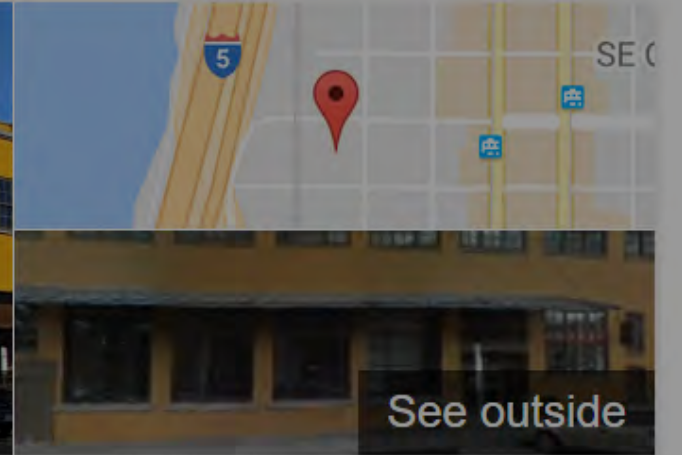
www.yelp.com › [Professional Services](#) › [Web Design](#) ▾ [Yelp](#) ▾

★ ★ ★ ★ ★ Rating: 4 - 4 reviews

(541) 342-5531 · 1177 Pearl St Eugene, OR 97401 ... 4 reviews of [Professional Services](#) "Saw the gnarly review and had to give them a positive nod. The organization ...



See photos



See outside

[Professional Services](#) Inc

Website

Directions

Internet Marketing Service

Address:

Phone: (971) 254-9922

Hours: **Closed today** ▾

[Suggest an edit](#)

Reviews

[Be the first to review](#)

[Write a review](#)

[Add a photo](#)

People also search for

[View 15+ more](#)

EMPLOYEE REVIEWS:

Loud, aggressive, vulgar, sometimes bullying environment. Unhappy clients. Highly variable product quality. Low job security. Frequent hires and layoffs.

EMPLOYEE REVIEWS:

XYZ Company is a used car lot disguised as a tech company.



The Zappos Family

Engaged Employer

Overview

324
Reviews

417
Salaries

295
Interviews

93
Benefits

3
Jobs

More ▾

Follow

+ Add a Review

The Zappos Family Overview

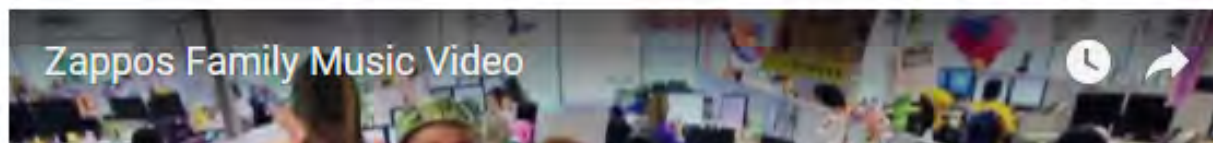
Website	jobs.zappos.com	Headquarters	Las Vegas, NV
Size	1001 to 5000 employees	Founded	1999
Type	Company - Public	Industry	Retail
Revenue	\$1 to \$5 million (USD) per year		

The Zappos Family of Companies, a subsidiary of Amazon.com, is a leader in online apparel and footwear sales by striving to provide shoppers the best possible service and selection. We carry millions of products from over 1000 footwear and apparel brands. Established in 1999, we ... [Read more](#)

Mission: To inspire the world by showing it's possible to simultaneously deliver happiness to customers, employees, community, vendors and shareholders in a long-term, sustainable way.

The Zappos Family – Why Work For Us?

[About the Zappos Family](#) [Our Core Values](#) [Our Benefits](#) [Our Locations](#) [Our Internships](#)



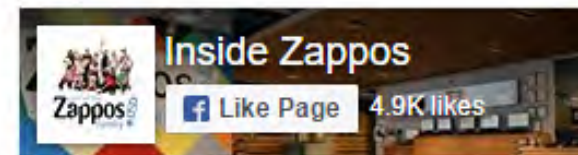
Connect with The Zappos Family



Follow The Zappos Family

facebook

twitter



Be the first of your friends to like this

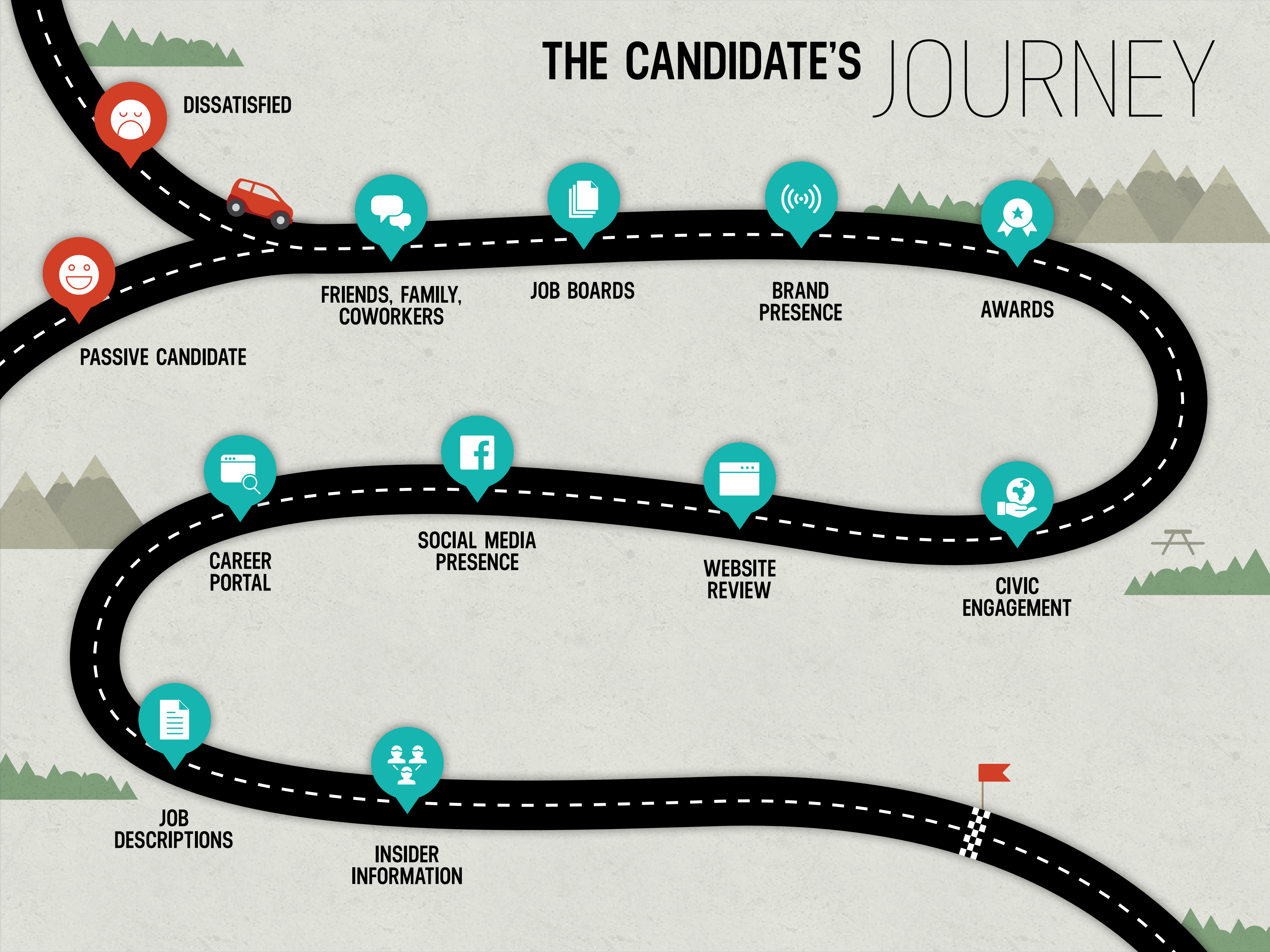


Inside Zappos

September 2 at 9:30am

CLT is now open to apply! Get those resumes uploaded! Head over to <http://jobs.zappos.com> to

THE CANDIDATE'S JOURNEY





APPLICATION

Dear Candidate,

Thank you for applying at
Nameless and Faceless
Corporation. We will be in touch
if your application matches our
position needs.

Regards,

Soulless HR Department

Dear Candidate,

Thank you for applying at
Nameless and Faceless
Corporation. We will be in touch
if your application matches our
position needs.

Regards,

Soulless HR Department

VS

Hi Alanna,

Congratulations! Amongst our
influx of applicants for the Chief
Growth Officer position, your
submission stood out from the
crowd. We can't wait to tell you
more about Kinesis, and we'd
love to learn more about you, too.

Ready for the next step?

Treats people like a number

Indifferent tone/voice

No clear expectation setting

Very few insights into how
the organization works
(black box)

VS

Treat people like...people

Feels personalized

Always a next step

Weaves in higher and higher
levels of understanding what
it means to work here



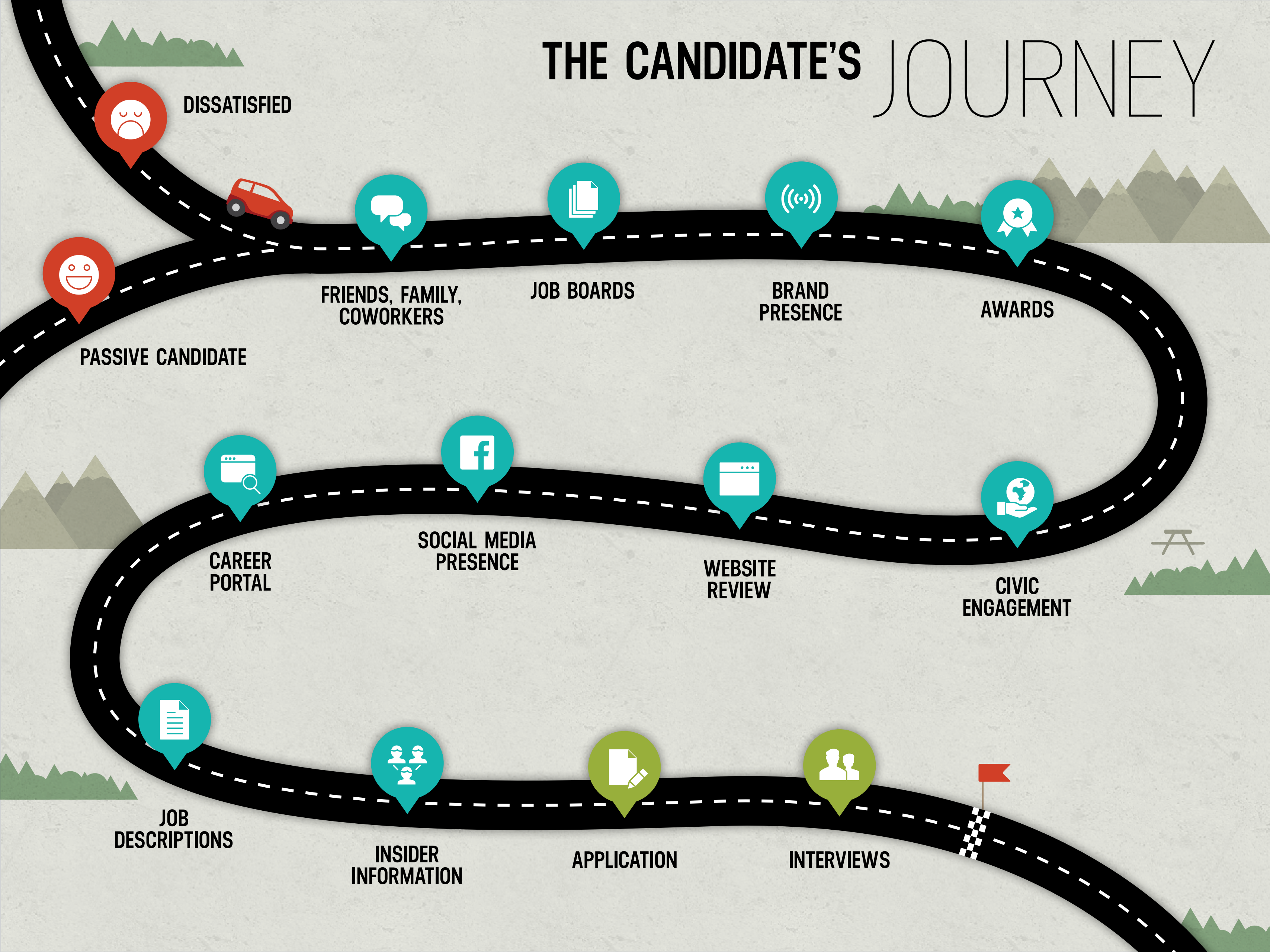
INTERVIEWS

TAKE A NUMBER...





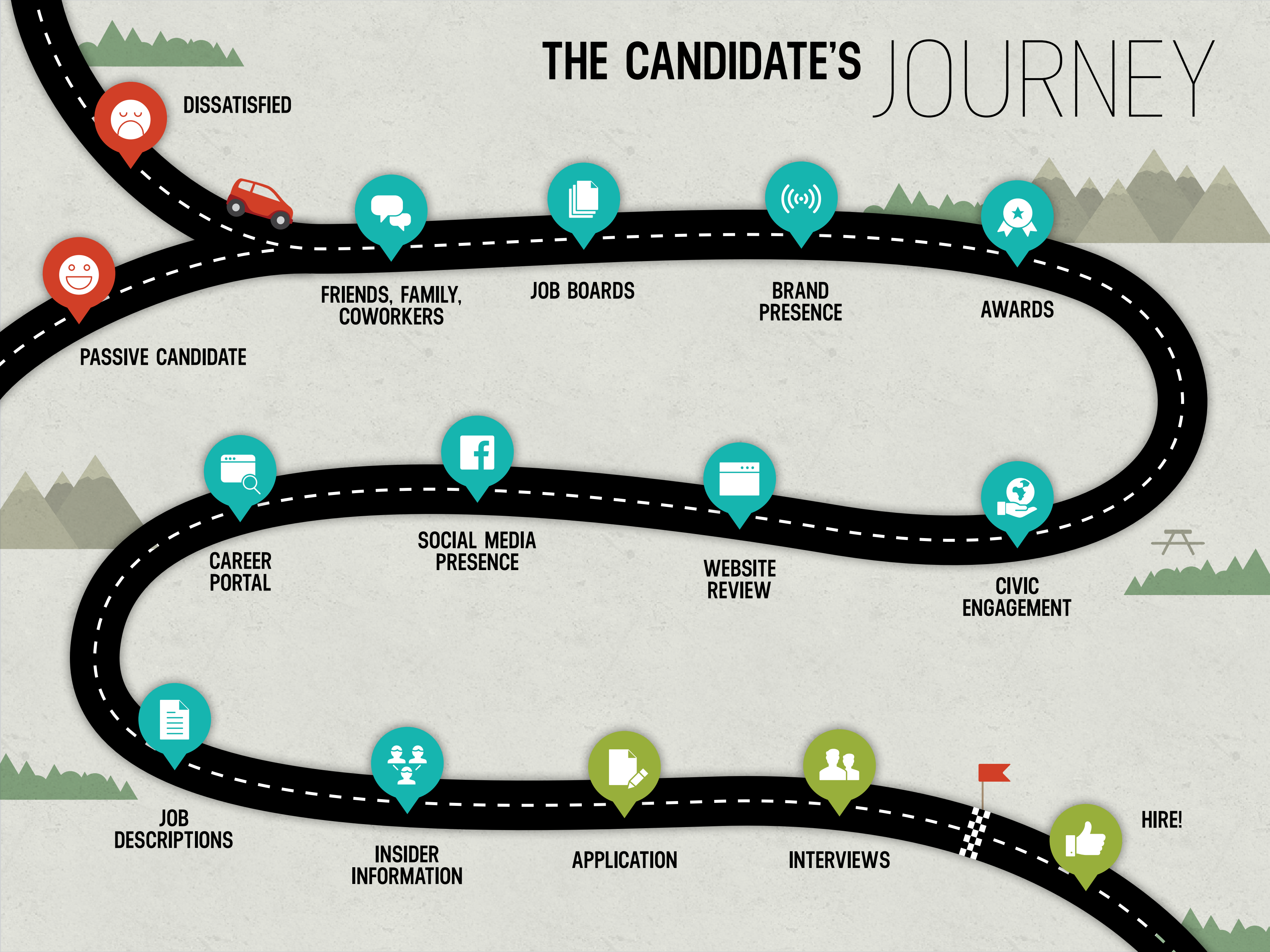
THE CANDIDATE'S JOURNEY





HIRE!

THE CANDIDATE'S JOURNEY



TAKE ACTION!

AUDIT YOUR
EMPLOYEE'S JOURNEY

THE CANDIDATE'S JOURNEY ACTION PLAN

		Self Score (1-10)	Action	Urgency (Low, Med, High)
1	Job Board Postings	LinkedIn, Indeed, Craigslist, etc. Do your postings attract anyone and everyone, or are you laser-focused on right fit applicants? Do your listings speak to career advancement, culture, and purpose?		
2	Brand Presence	How well-known is your company in the marketplace? If you're in a small town, for example, do people know you as a great employer that cares? If you're in a larger community, is your brand talked about at cocktail parties? Do people generally know what you do?		
3	Awards	Fastest Growing 100, Best Places to Work, Manufacturer of the Year, etc. Do you demonstrate excellence and leadership in your industry? Do you win awards that speak to your commitments – people, the environment, etc?		
4	Civic Engagement	Habitat for Humanity, Children's Cancer Association, etc. Do you go above and beyond producing a product and generating paychecks? Do your actions in the community speak to a commitment to others? If you are active in the community, how well do you share this participation? Would an employee who knows nothing about you be able to see your philanthropic contributions?		
5	Website	How well does your website communicate what you do? Does your website speak to a critical customer – the potential employee? Does the website share your mission, vision, and values? Does your website meet the standards of today's candidate?		
6	Social Media	Are you monitoring and managing your online reputation? Do you share your culture and commitment to employees on social channels relevant to your potential employees?		
7	Career Portal	Does your company accept applications online? If so, does your career center speak to candidates or just take in résumés?		
8	Job Descriptions	Do your job descriptions clearly articulate what success looks like? Do they speak to purpose, mastery, and autonomy?		
9	Insider Information	Do you know how your employees talk about your business behind closed doors? Is there a mechanism to foster dialogue?		
10	Interviews & Applications	Does your HR team actively manage the candidate experience? Are rejected candidates left with a reasonably positive experience?		

Total: /100

TAKEAWAYS

#1

**HOW CAN I CONVEY A SENSE OF PURPOSE
AND PROGRESS TO A CANDIDATE?**



HOW CAN I CONVEY A SENSE OF PURPOSE AND PROGRESS TO A CANDIDATE?

Better Job Descriptions, Website, Internal Training and Advancement Programs, Social Media, Public Credibility (Best Places to Work, etc.)

#2

**WHAT DOES THE CANDIDATE JOURNEY LOOK
LIKE IN MY INDUSTRY?**

#2

WHAT DOES THE CANDIDATE JOURNEY LOOK LIKE IN MY INDUSTRY?

Is it different for high-level employees vs. front line?

Action Item: Map out and audit how your recruiting aligns to the journey.

#3

WHAT FREE TOOLS ARE AVAILABLE TO HELP?

#3

WHAT FREE TOOLS ARE AVAILABLE TO HELP?

Facebook (free culture presence), Glassdoor (cultivate and manage carefully), LinkedIn. Many competitions and awards are free to enter and take minimal time. Don't underestimate the power of candid photography and an internal culture champion.

#4

WHAT (PAID) TOOLS CAN HELP MY CAUSE?

#4

WHAT [PAID] TOOLS CAN HELP MY CAUSE?

Website designed to attract and intrigue Millennials. Career Center with strong depiction of values and work environment. Professional photography of your people and your space. Recruiting videos interviewing current employees and why they took the leap.

THANK YOU!

SHAWN @ KINESISINC.COM

