







# More we here:

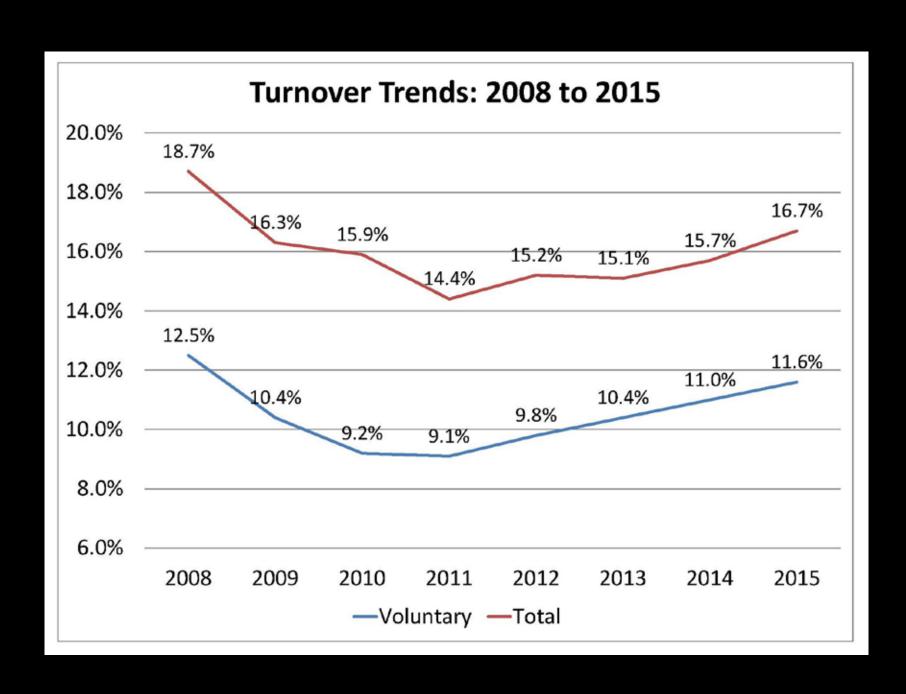
### BOOMER RETIREMENTS:

## 10k/day

#### 3 OF THE 5 HARDEST JOBS TO FILL:

- \* Skilled Trade Workers [#1]
- \*Engineers [#3]
- \* Technicians [#4]

#### TURNOVER IS ON THE RISE...



### AND IT COSTS YOU...

## 20% OF ANNUAL SALARY FOR MID-RANGE POSITIONS

[\$40K EMPLOYEE = \$8,000]

## 6-9 MONTHS' SALARY FOR SALARIED EMPLOYEES

[\$50K MANAGER = \$25-\$38K]

#### WHY?

#### These costs are hidden:

- Interviewing
- \* Screening, training
- Lost productivity
- Lost engagement (high turnover impacts morale)
- Customer errors/service impacts by rookies
- \* Cultural impact



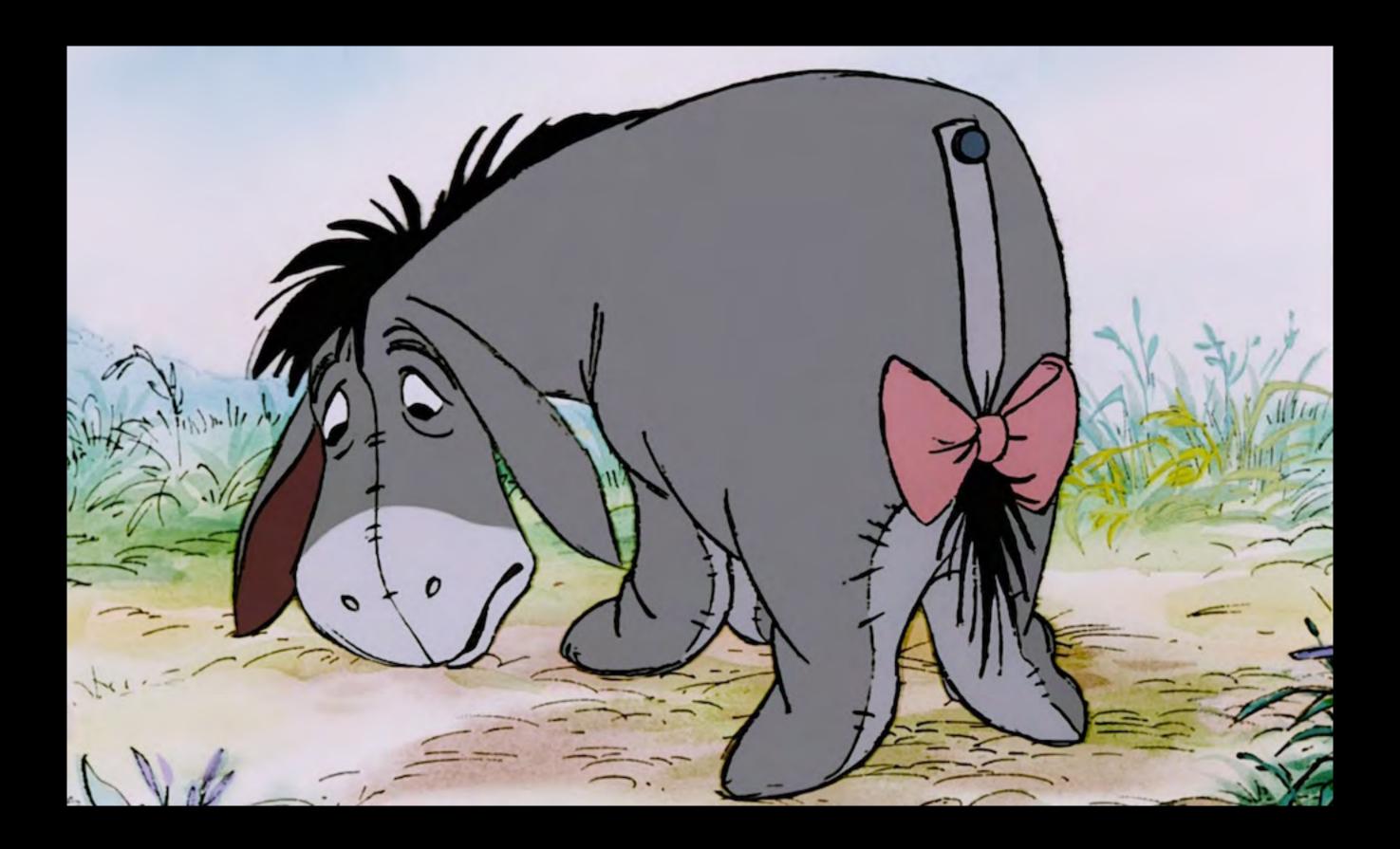
# Harmonia (March 1997) APPLES

COST
30-40%
IN EFFICIENCY

## THE YELP EFFECT: GLASSDOOR & BEYOND



"Used to be good, not anymore..."



## Let's talk about

## Vines

#### DATA POINTS



1700 owners, \$4.7mm in average annual revenue



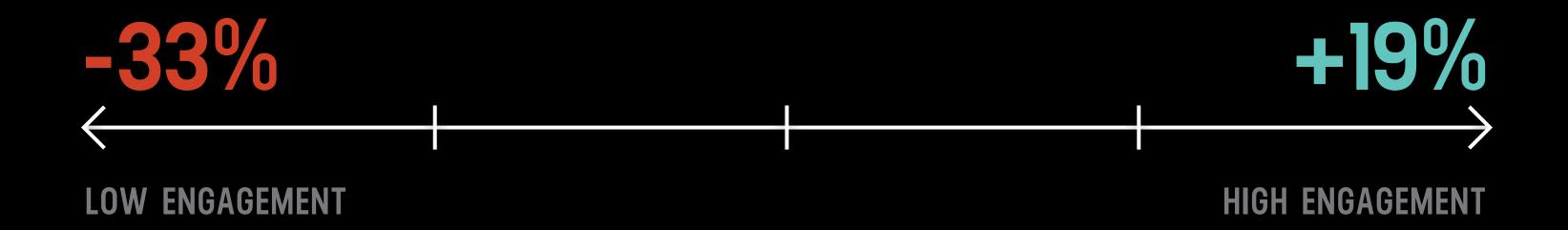
Zero defections



Engaged employees and profitability



## Engagement:



#### ENGAGED EMPLOYEES...

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

### WRITTEN GREW 50% FASTER

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

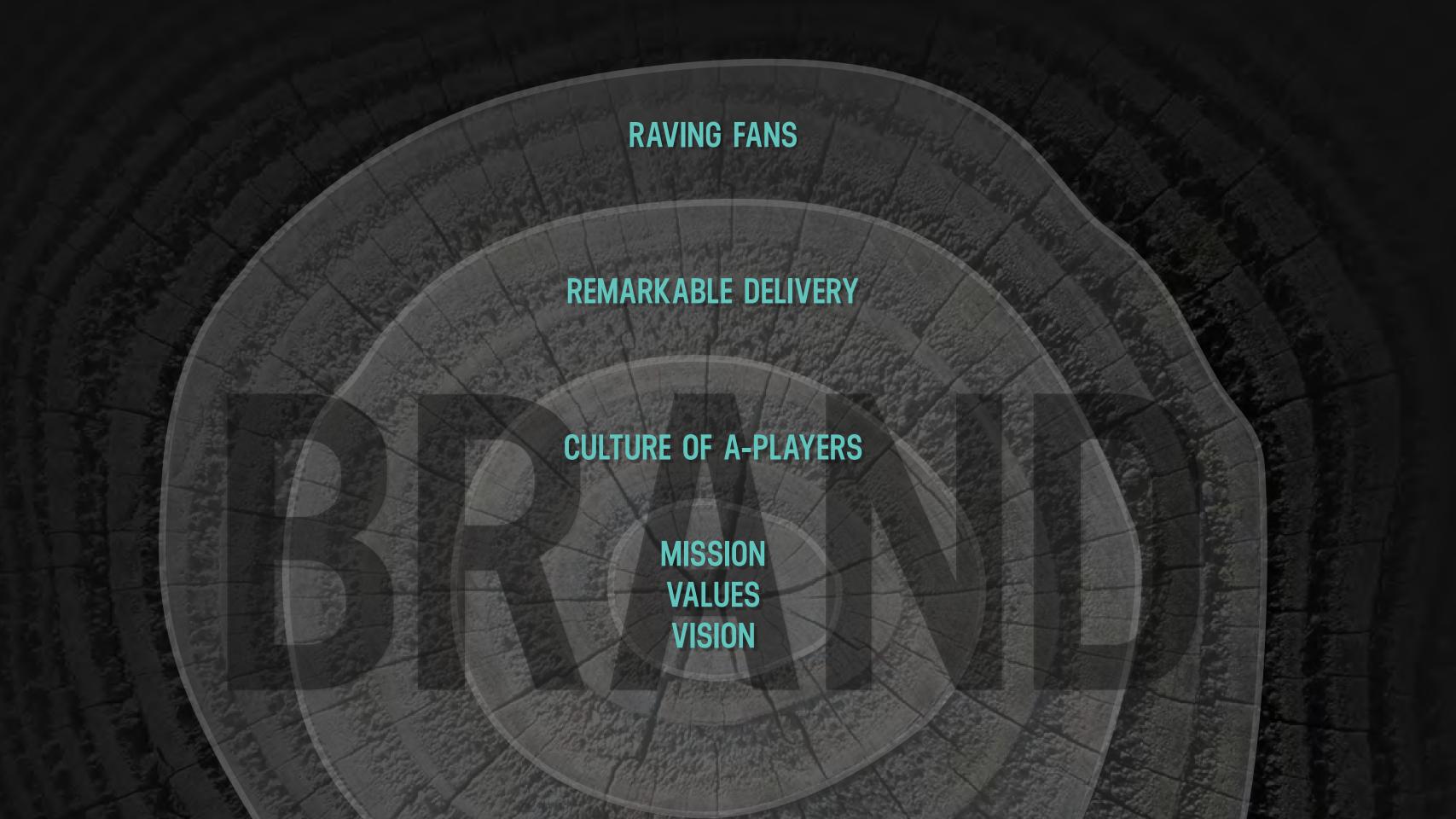












### TAKEAWAY

## USE MISSION/VISION/VALUES AS A MARKETABLE, STRATEGIC ADVANTAGE (NOT JUST A CHECK BOX)

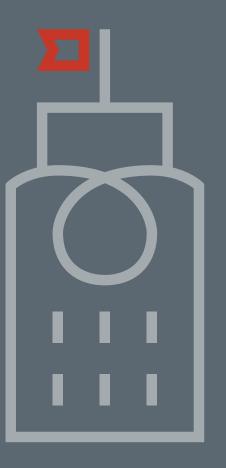
# STRATEGY IN ACTION PEITMENT ACTION PEITMENT ACTION

## Reitmeier mechanical



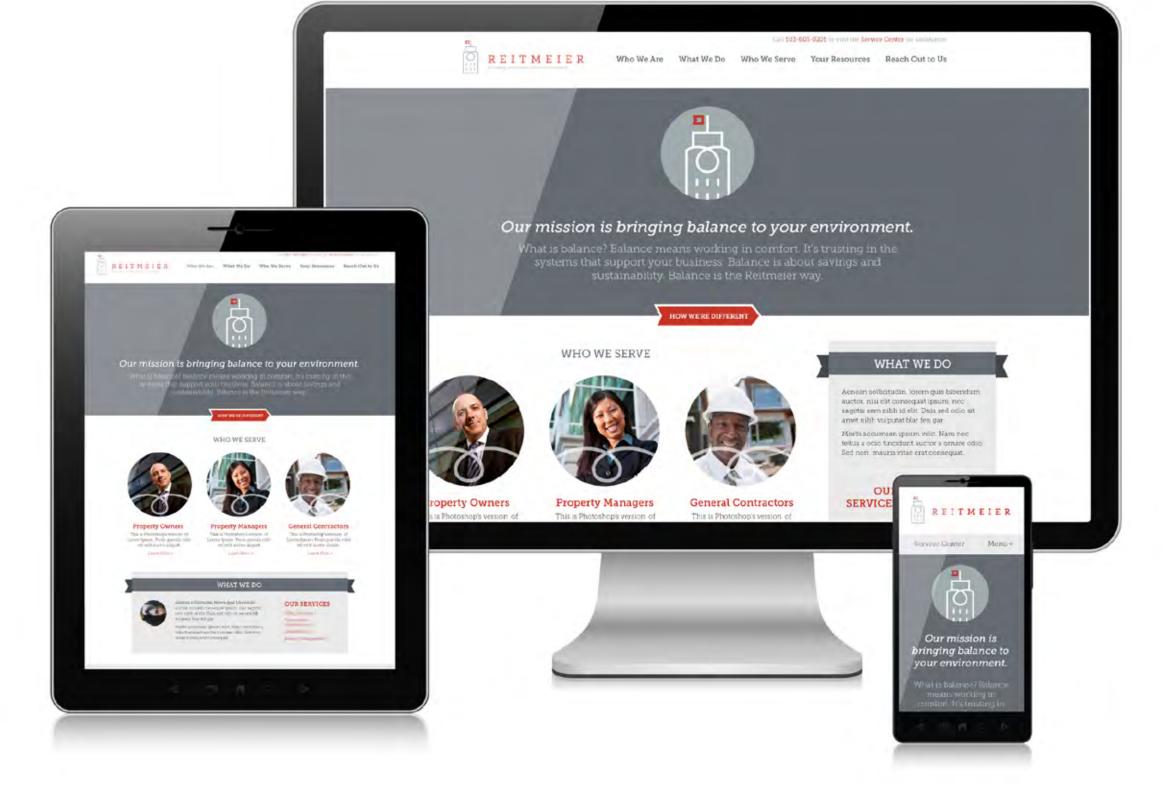


# A MISSION OF BALANCE



### REITMEIER

Bringing balance to your environment.





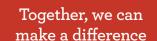


### REITMEIER

Bringing balance to your environment.







Keeping HVAC air filters out of landfills

Changing air filters is important for healthy air and healthy HVAC equipment.









16,335

Which would have filled:





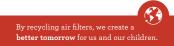
Or...

388888

That weighs...







Specifically, we avoid:





hat's enough to power: THO









Reitmeier + you = a healthier world for years to com

To learn more about our goal to bring balance to the environment

That is, until Reitmeier found a **REIT Solution** to our air filter waste challenge:

In 2015, we recycled: 16,335
COMMERCIAL AIR FILTERS

Which would have filled:



*Or...* 



That weighs...

12 us

AAAAAA

By recycling air filters, we create a **better tomorrow** for us and our children.

Specifically, we avoid:

12

US TONS

equivalent green house gasses

And generate renewable energy: 6,600 KWH

That's enough to power:







Reitmeier + you = a healthier world for years to come.

To learn more about our goal to bring balance to the environment of our community, visit us at ReitmeierNW.com





96% Employee Retention Rate
[An Increase of Over 50%]

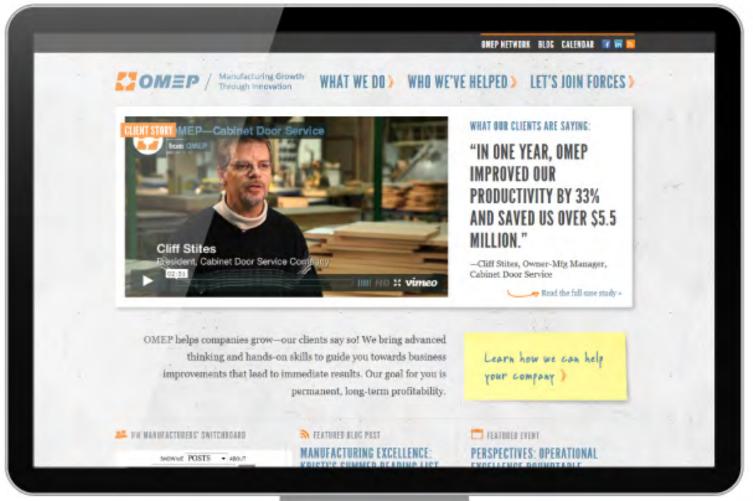
ACHR News 2014

## Best Contractor to Work For

[Western Region]

New Customer Acquisition
Up 46%





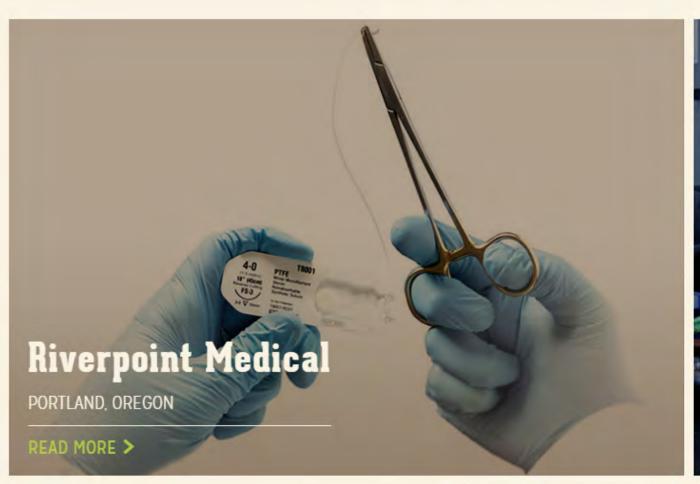


**BEFORE** 





### View Our Success Stories















### The Manufacturing Event of the Year

We celebrated the 2017 Oregon Manufacturers' Summit with over 210 manufacturers and partner organizations from across the state. This year's theme was Manufacturing Advancement – Make It Stick. We're so grateful to Adrian Allen of the Advanced Manufacturing Research Centre in Sheffield England, Bill Gerry from the Boeing Company, and Senator Betsy Johnson, who shared exciting news and details about the new Oregon Manufacturing Innovation Center (OMIC) being established in Scappoose. Thank you for attending this year's event – we hope it was a valuable experience and we look forward to seeing you next year!

## THE RULES OF

#### 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



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

# Toporad no

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

BRADFORD D. SMART, Ph.D.



# GREAT PEOPLE ARE ALMOST ALWAYS ALREADY EMPLOYED

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

# GREAT PEOPLE ARE PULLED INTO A NEW CAREER

# 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)

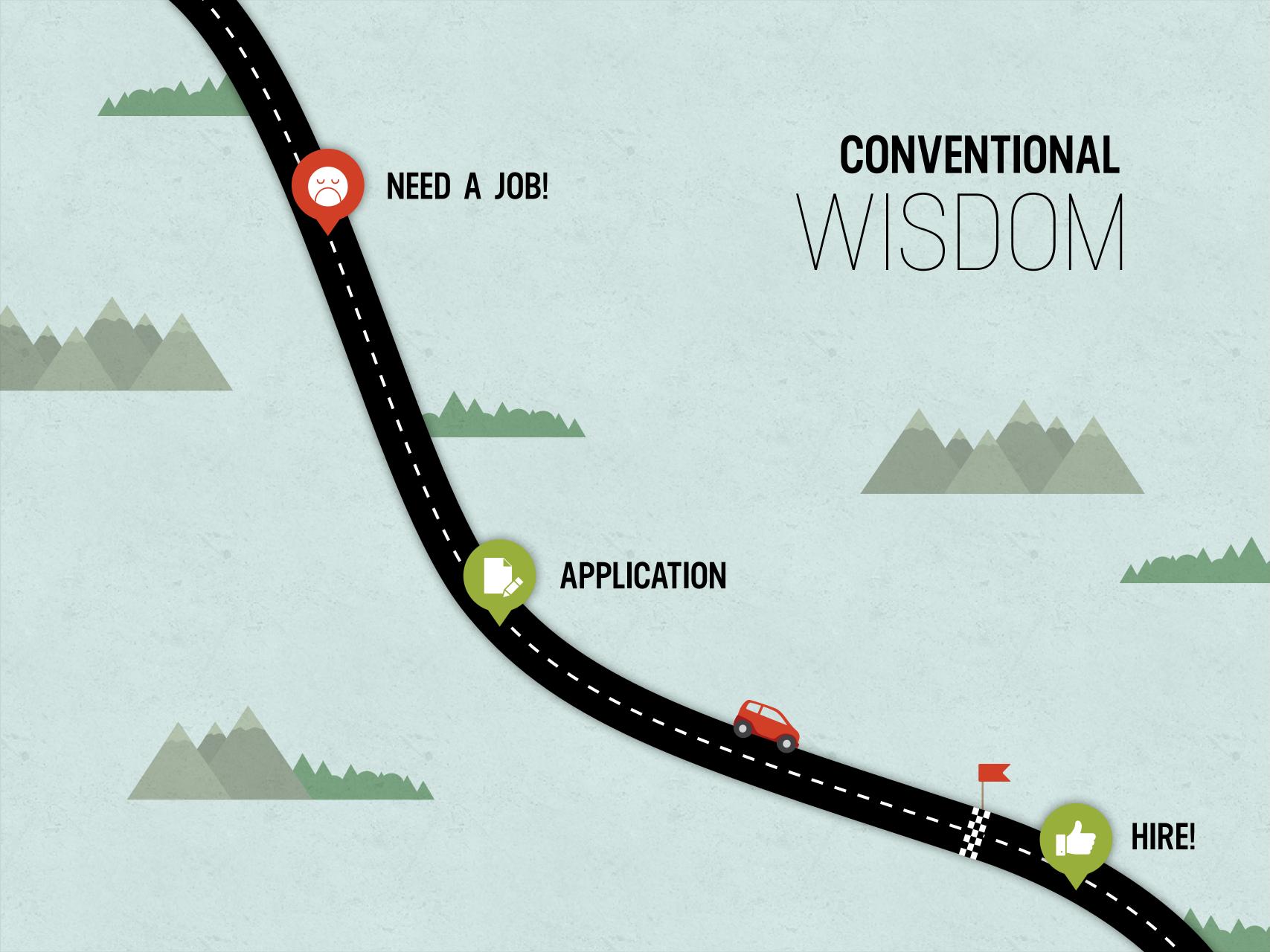
kinesisinc.com

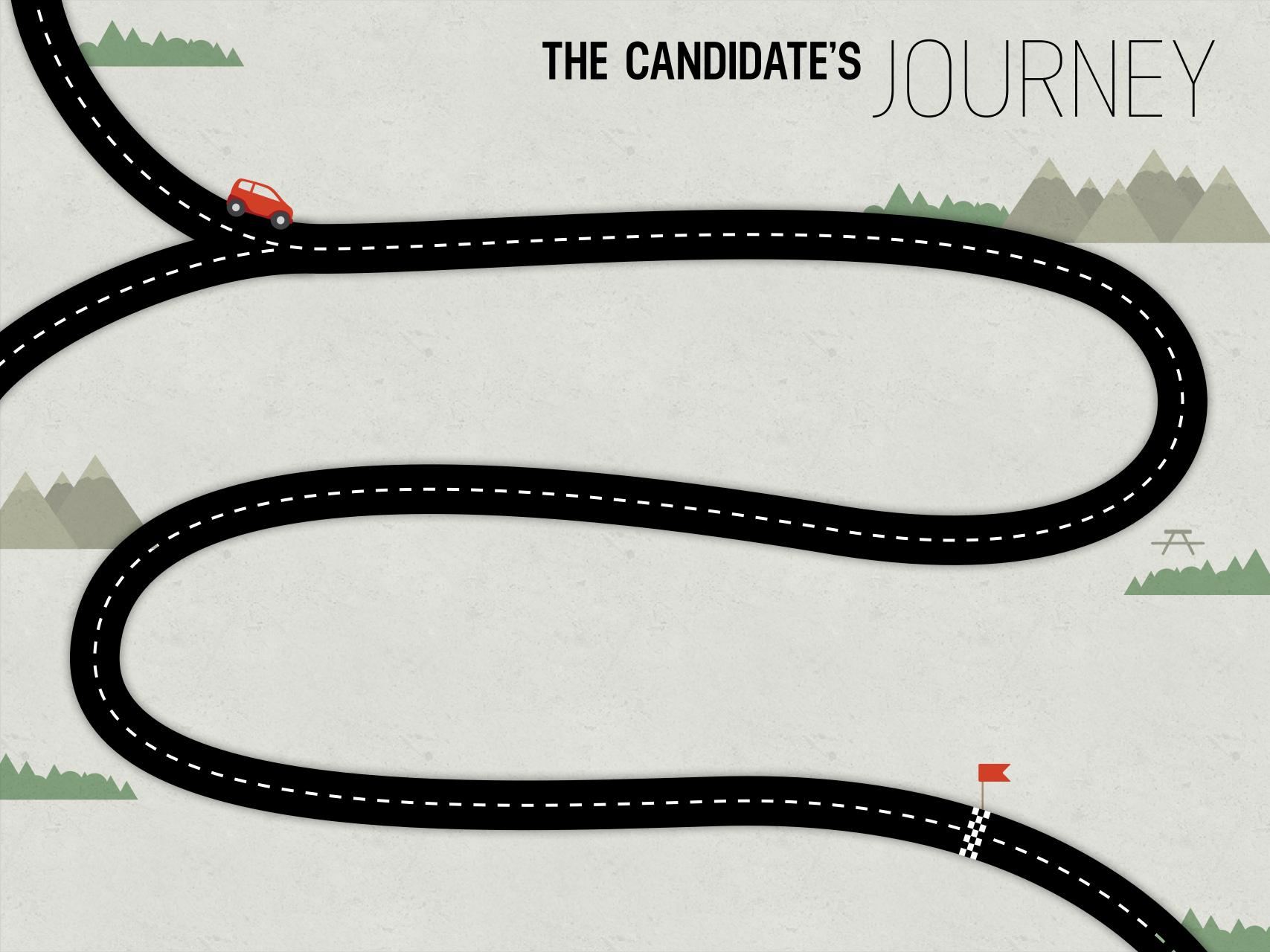
Name:	 	 
Company:	 	 

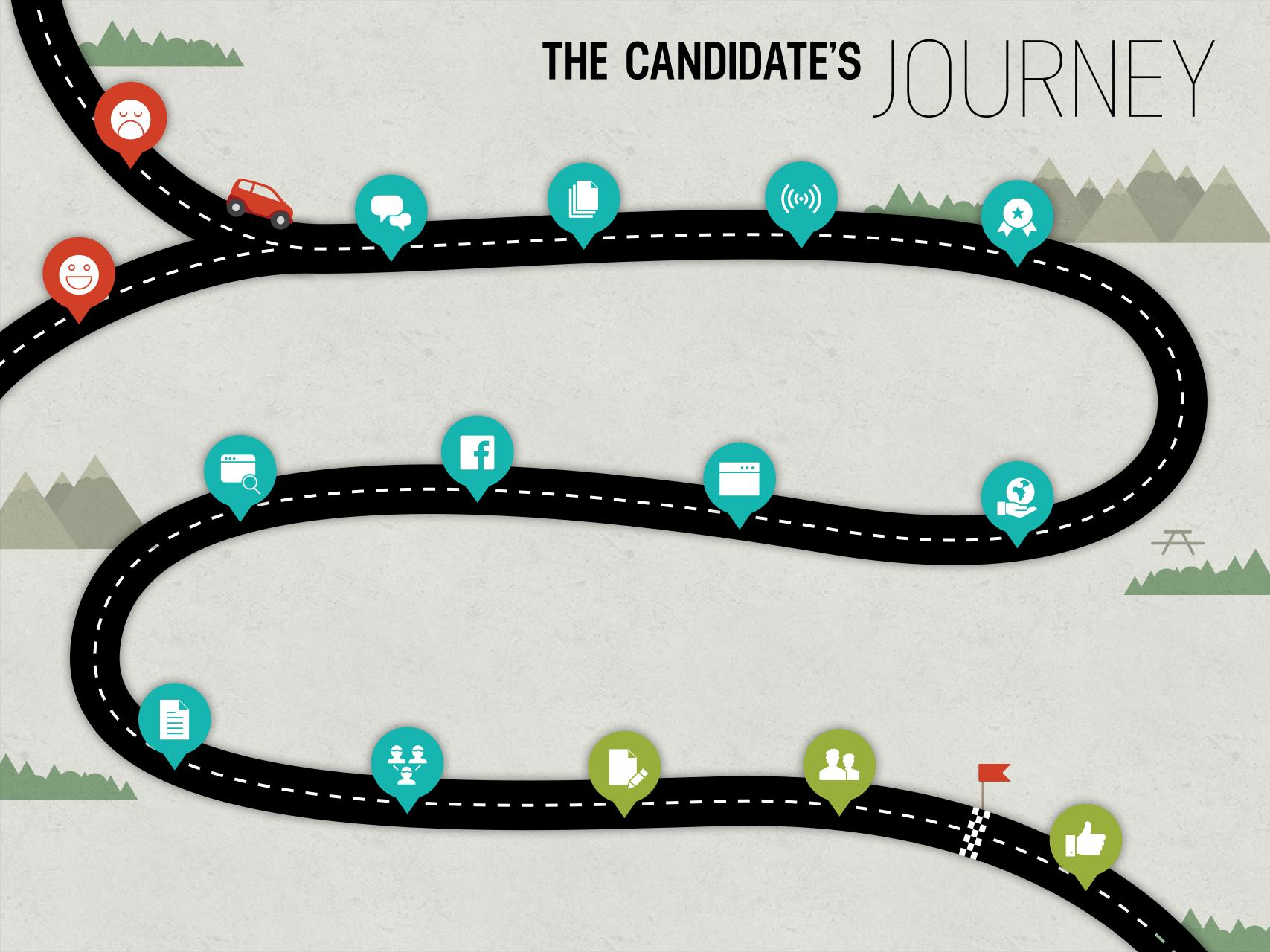
MY DREAM EMPLOYEE #1	MY DREAM EMPLOYEE #2	MY DREAM EMPLOYEE #3
Name & Role: Barbara, Production Manager	Role:	Role:
Attributes & Values: Self Starter, High Follow-Through, Committed to Fairness, Driven by Results	Attributes & Values:	Attributes & Values:
Things this person cares about: Volunteerism, Career Advancement, Skills Development	Things this person cares about:	Things this person cares about:
Notes (Demographics/Psychographics): College Education, Mid-caveer, Wants to be part of something important	Notes (Demographics/Psychographics):	Notes (Demographics/Psychographics):

## START WITH THE CANDIDATE'S









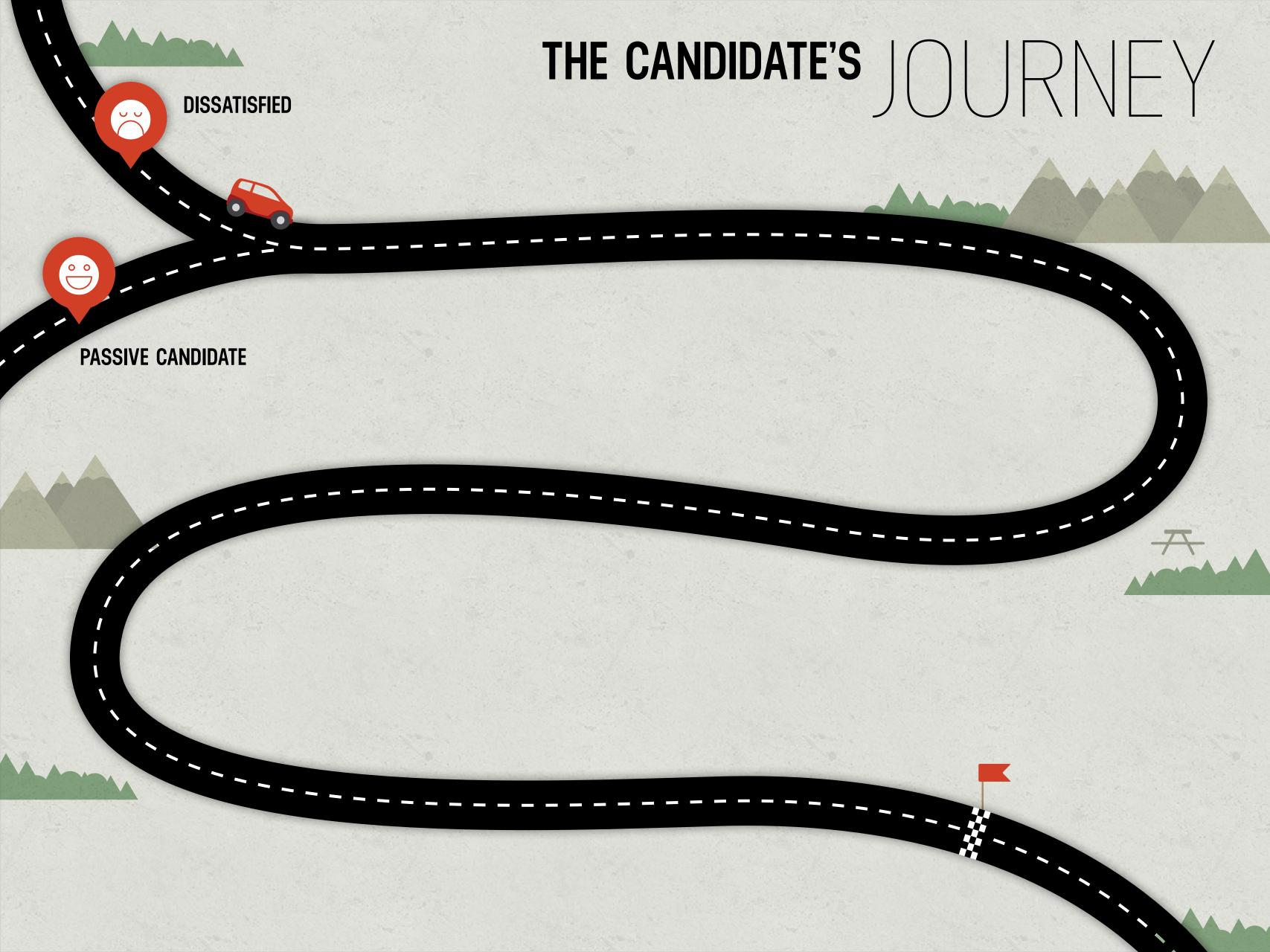
### THE CANDIDATE'S ACTION PLAN

			Self Score (1-10)	Action	Urgency (Low, Med, High)
	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?			
	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?			
	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?			
	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?			
	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?			
	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?			
	Career Portal	Does your company accept applications online? If so, does your career center speak to candidates or just take in résumés?			
	Job Descriptions	Do your job descriptions clearly articulate what success looks like? Do they speak to purpose, mastery, and autonomy?			
	Insider Information	Do you know how your employees talk about your business behind closed doors? Is there a mechanism to foster dialogue?			
0	Interviews & Applications	Does your HR team actively manage the candidate experience? Are rejected candidates left with a reasonably positive experience?			





/100





## FRIENDS, FAMILY, COWORKERS



## JOB BOARDS

reply prohibited [2]

Posted 5 days ago

<u>print</u>

#### \* 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

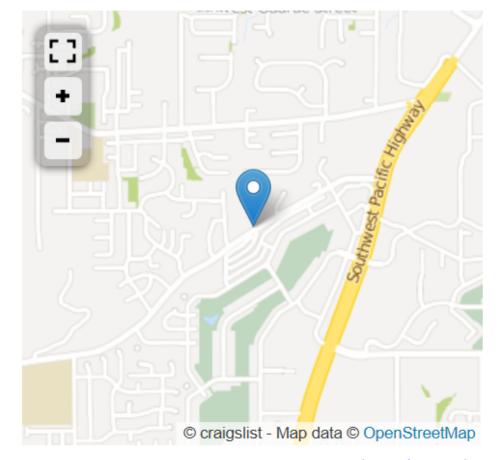
Medical, Dental and Life Benefits at 60 days

Paid Vacation after a year

Minimum of 5 years experience

Please Email Resume - Put Installer in the subject line

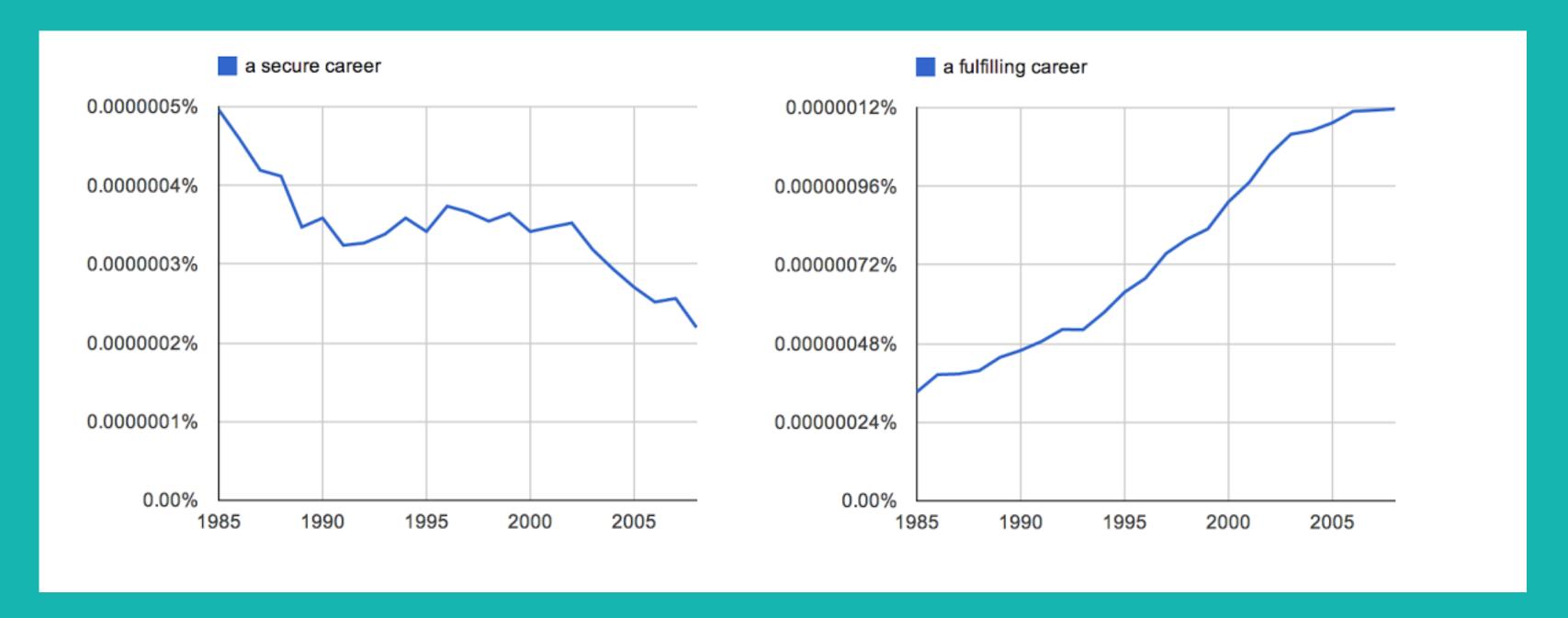
- Principals only. Recruiters, please don't contact this job poster.
- · do NOT contact us with unsolicited services or offers



(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

<u>Click here</u> 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.

#### **READ OUR CASE STUDIES**

Want to hear from our happy customers?

<u>Click here</u> to browse our case studies and see what the Reitmeier Way is all about.

"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."

At Reitmeier, you'll experience an amazing, team-oriented environment that places high

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and wish to find balance in your career and in life, then let's talk."

Jeff Nusz

request

wait?

Want to hear from our happy

<u>Click here</u> to browse our case studies and see what the Reitmeier Way is all

customers?

3-0205



## BRAND PRESENCE

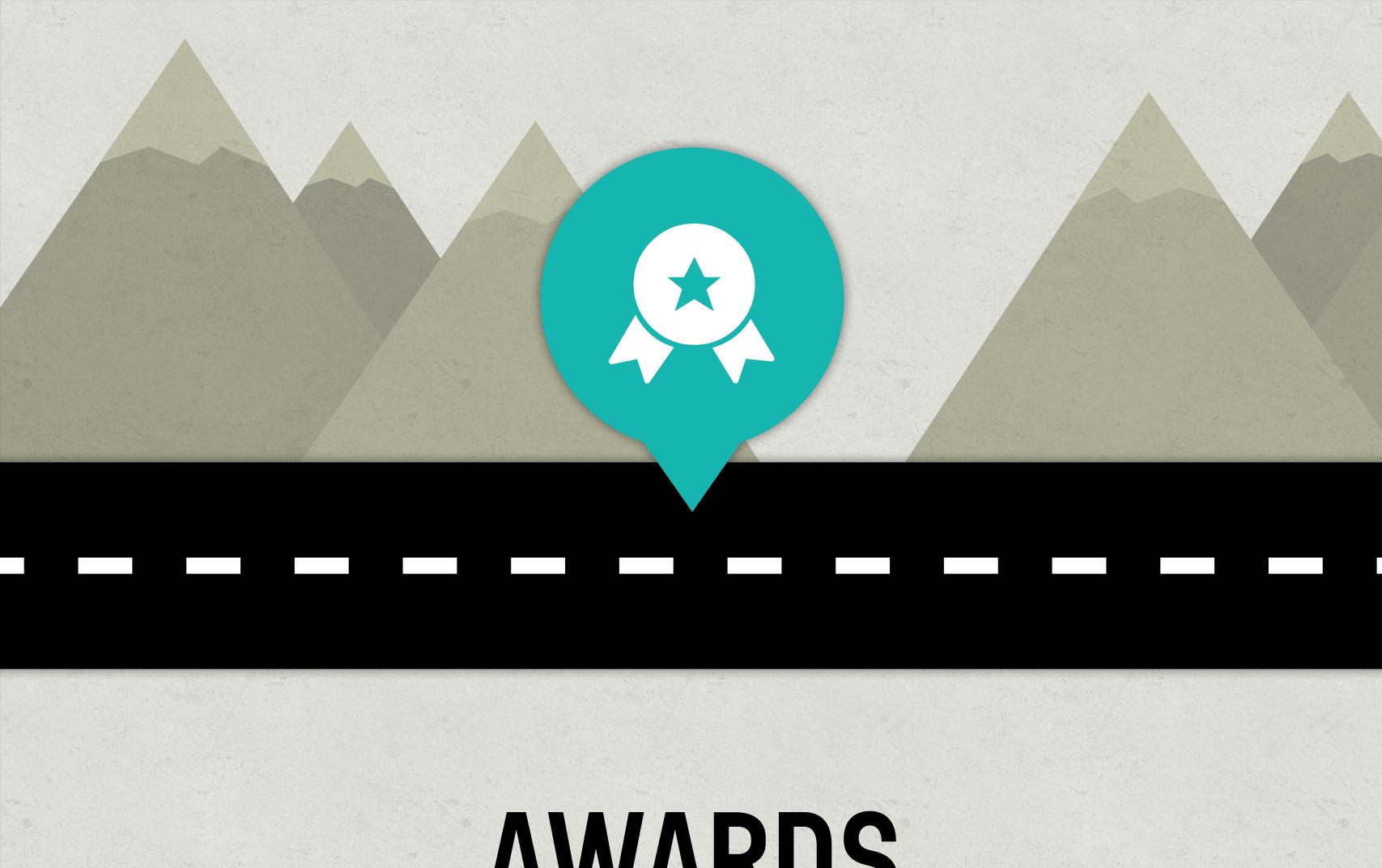












# AWARDS



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** 





**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 O



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

#### Oregon Business

X

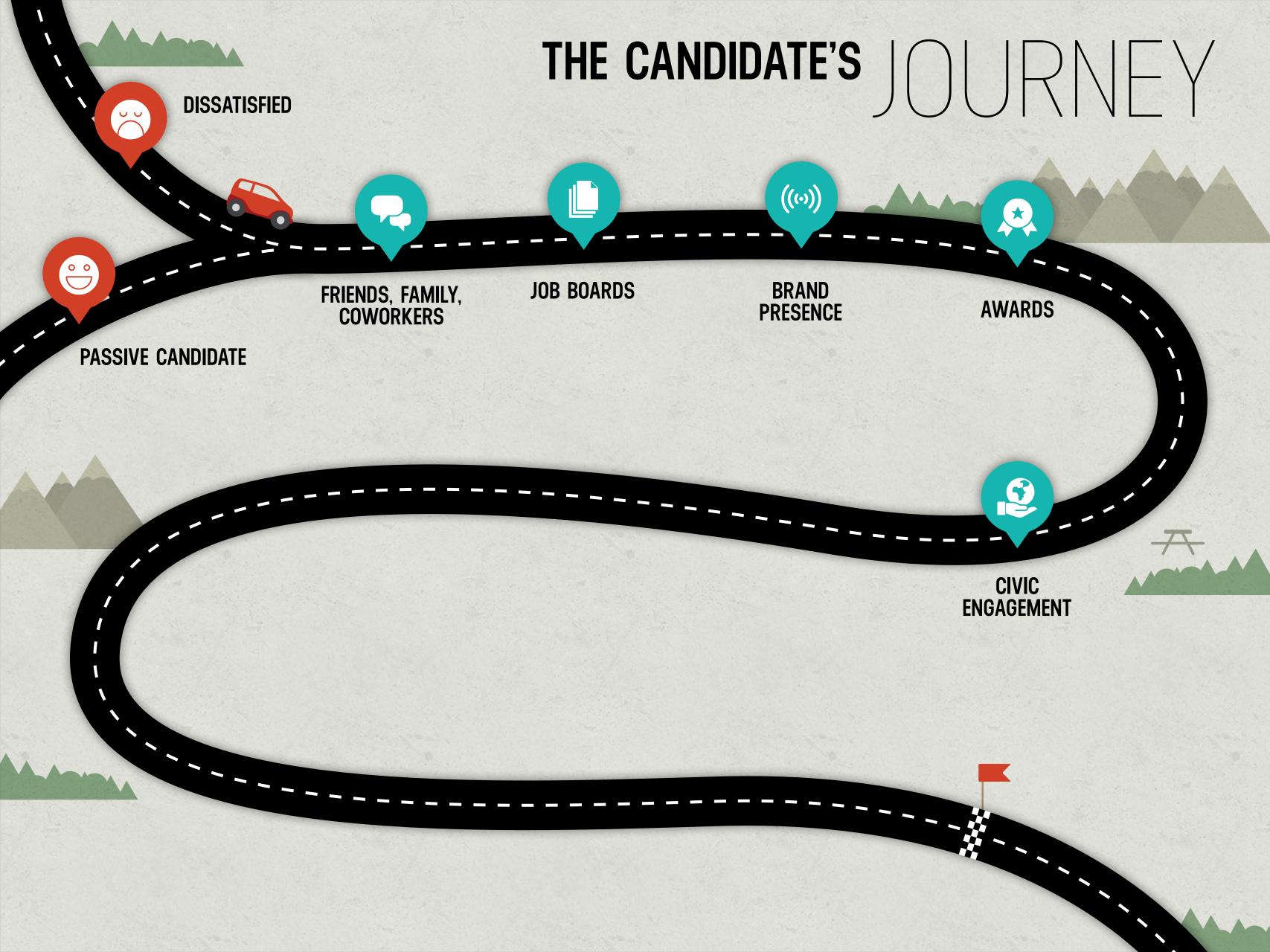
HOME ARTICLES V 100 BEST Y **EVENTS** STORE MEDIA KITS Y JOBS SUBSCRIBE Search ... THE 100 BEST COMPANIES TO WORK FOR IN **SUBSCRIBE** TO THE PRINT EDITION **OREGON 2016** March 3, 2016 Written by Dave Myers Published in 2016 comments SIGN UP for our daily enewsletter cloudability **™** Tweet SUBMIT MOST POPULAR G+1 273 Ziba Design — redesigns itself PAR in Share From Gridlock to Civil War 00 Read 45310 The Professor and the Pragmatist Print

Keep on Buckin'



## CIVIC ENGAGEMENT







### WEBSITE REVIEW



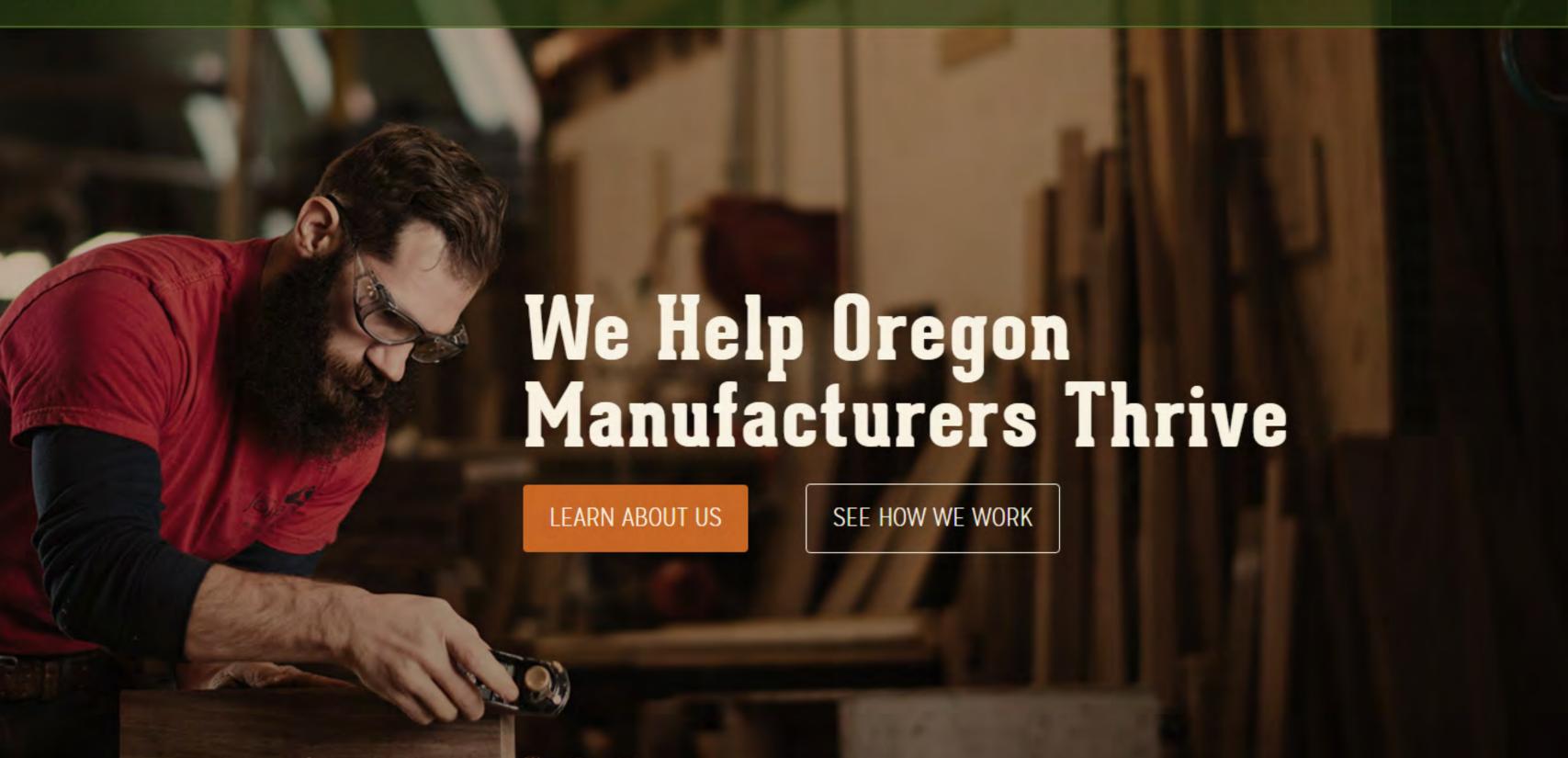
WHO WE ARE

WHAT WE DO

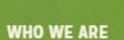
WHO WE'VE HELPED

YOUR RESOURCES

LET'S JOIN FORCES





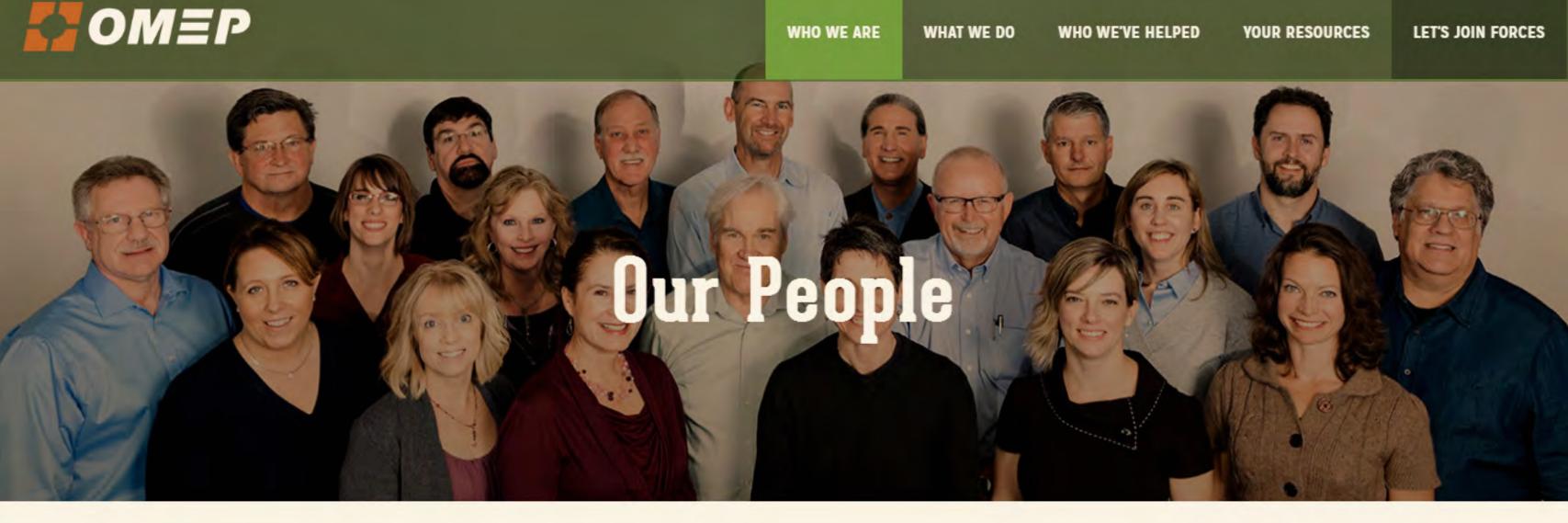


WHAT WE DO

WHO WE'VE HELPED

YOUR RESOURCES

**LET'S JOIN FORCES** 



### Portland Office

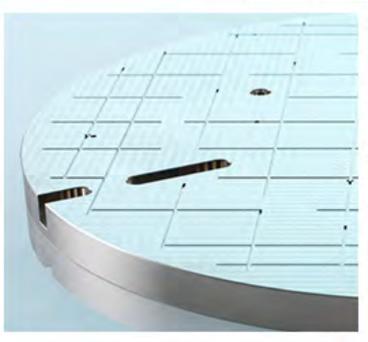


Jasmine Agnor, Marketing and Events Manager

JAgnor@omep.org

#### WHO WE ARE

- of Our Principles
- 2 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



low 🔻

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

Who We Are

What We Do

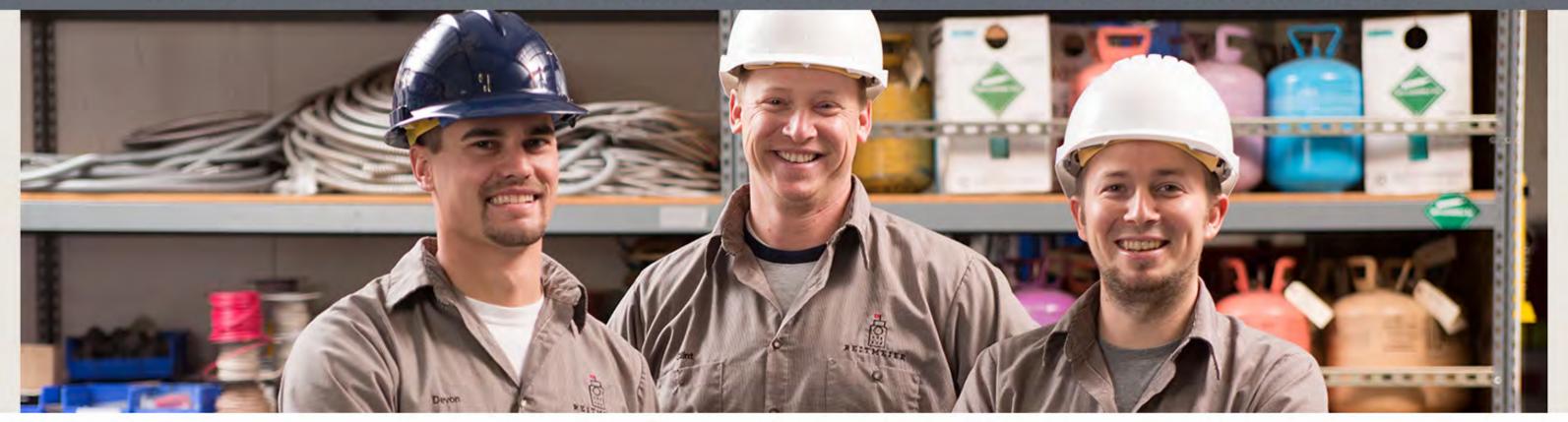
Who We Serve

Your Resources

Careers

s 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 <u>HVAC job positions</u> and career opportunities within <u>our team</u>.

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

<u>Click here</u> 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.



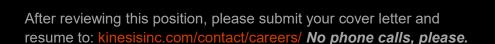
### JOB DESCRIPTIONS

# Chief Growth Officer

(Client Marketing Director)

**Position at Kinesis** 

kinesis ×inesis



#### 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 inhouse 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?



SNE

Shawn Busse, CEO at Kinesis

# Chief Growth

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**Position at Kinesis** 

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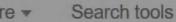








# INSIDER INFORMATION





About 715,000 results (0.43 seconds)

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

#### Contact US

Contact Today for all your Network, IT Services ...

#### Careers

focuses on solving technology problems for ...

#### Web Design

Web Design provide Elegantly Calculated ...

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#### About

Simply put, 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 | Glassdoor

https://www.glassdoor.com/.../Working-at .EI IE741074.1... ▼ Glassdoor ▼

\*\* \* \* Rating: 1.2 - 3 reviews

Aug 25, 2015 - See what employees say it's like to work at Salaries, reviews, and

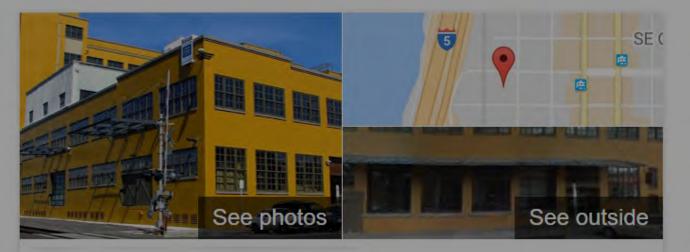
more - all posted by employees working at

#### - 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 "Saw the gnarly review and had to give them a positive nod. The organization ...



#### Inc

Website

Write a review

Directions

#### Address:

Phone: (971) 254-9922

Hours: Closed today ▼

Internet Marketing Service

Suggest an edit

Reviews

Be the first to review

People also search for

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### **EMPLOYEE REVIEWS:**

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

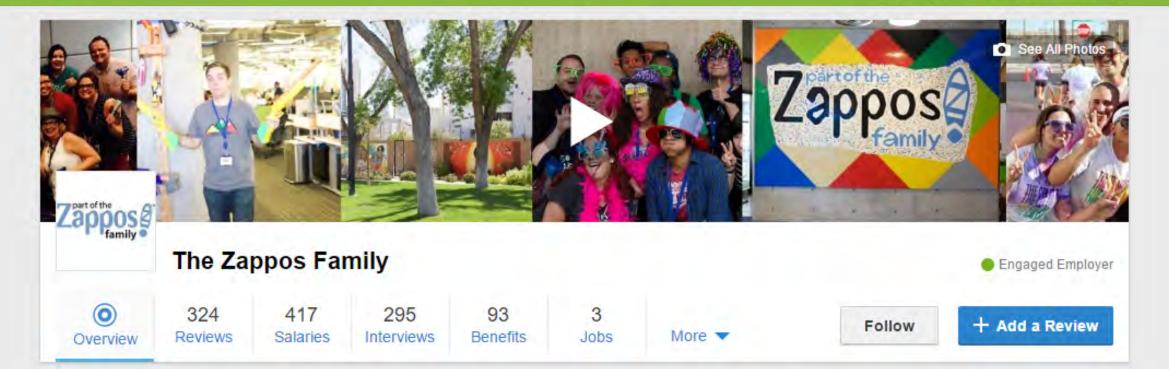
### **EMPLOYEE REVIEWS:**

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

Search Jobs or Companies...

Employers | Try Free Job Postings





#### The Zappos Family Overview

Headquarters Las Vegas, NV Website jobs.zappos.com

Size 1001 to 5000 employees Founded 1999 Company - Public Industry Type Retail

\$1 to \$5 million (USD) per year Revenue

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



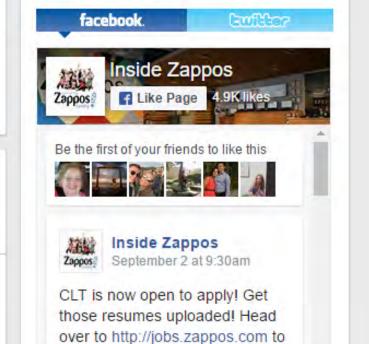


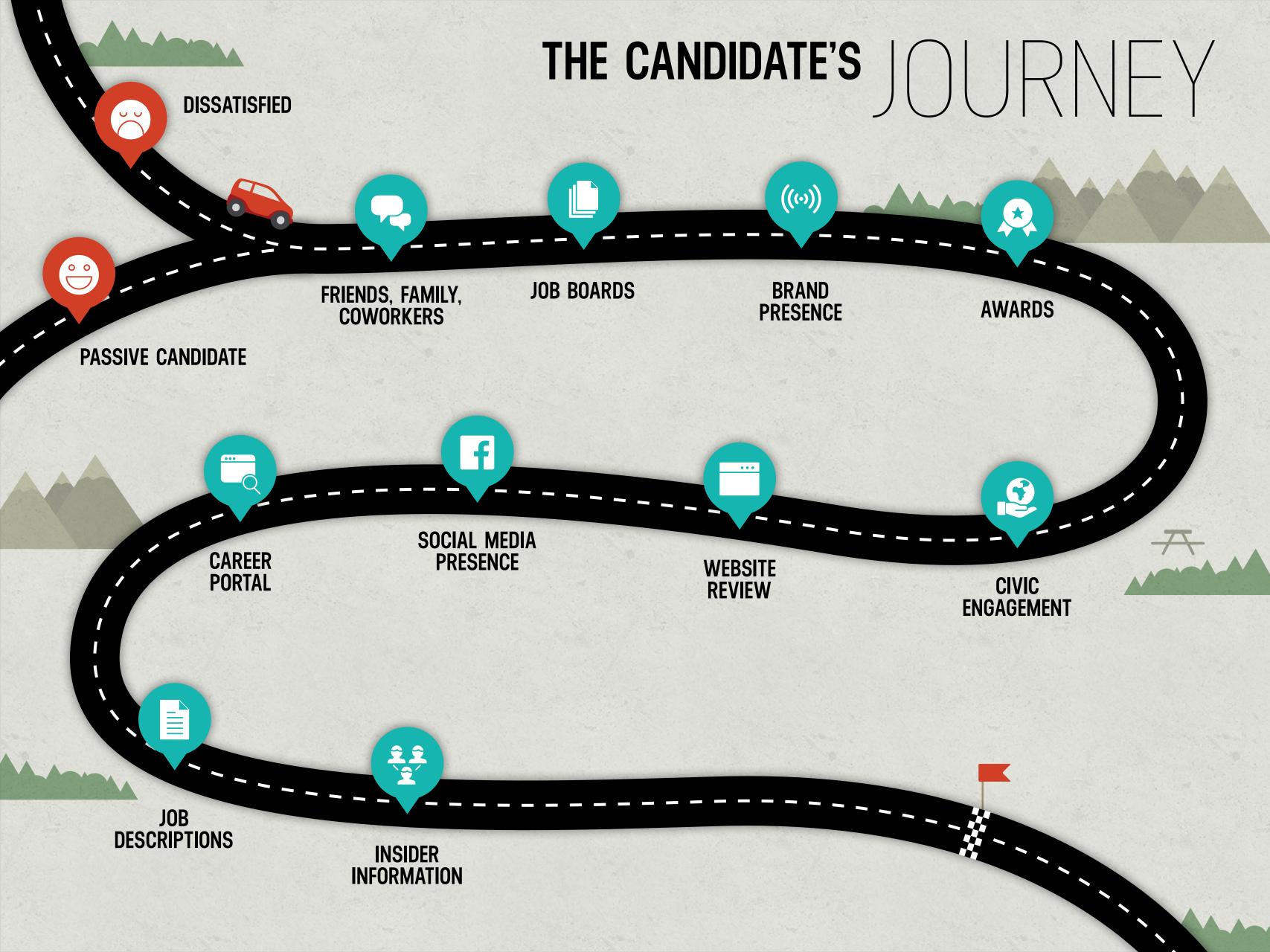






#### Follow The Zappos Family







### 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

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)

Treat people like...people

Feels personalized

Always a next step

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

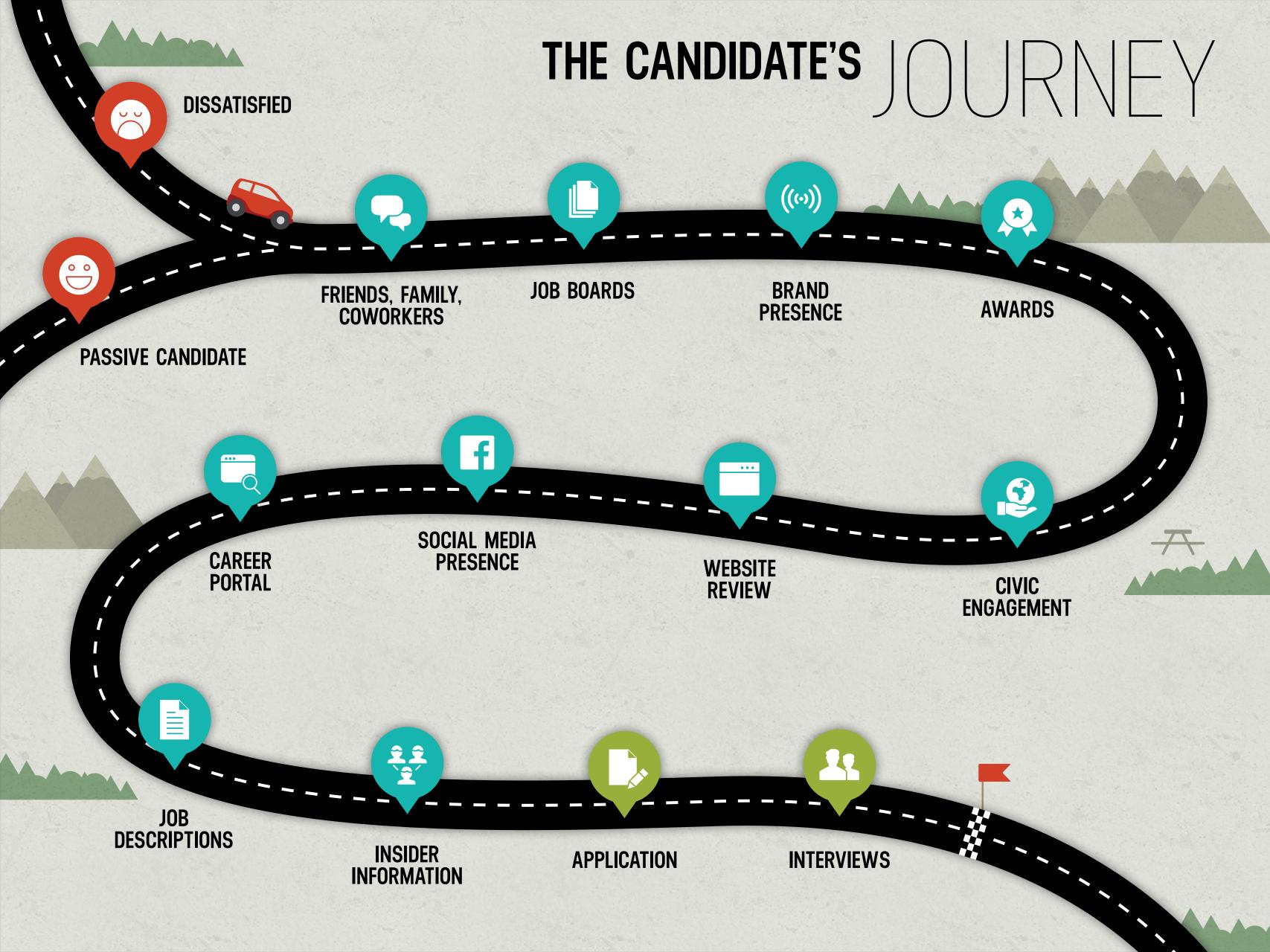
VS



### INTERVIEWS

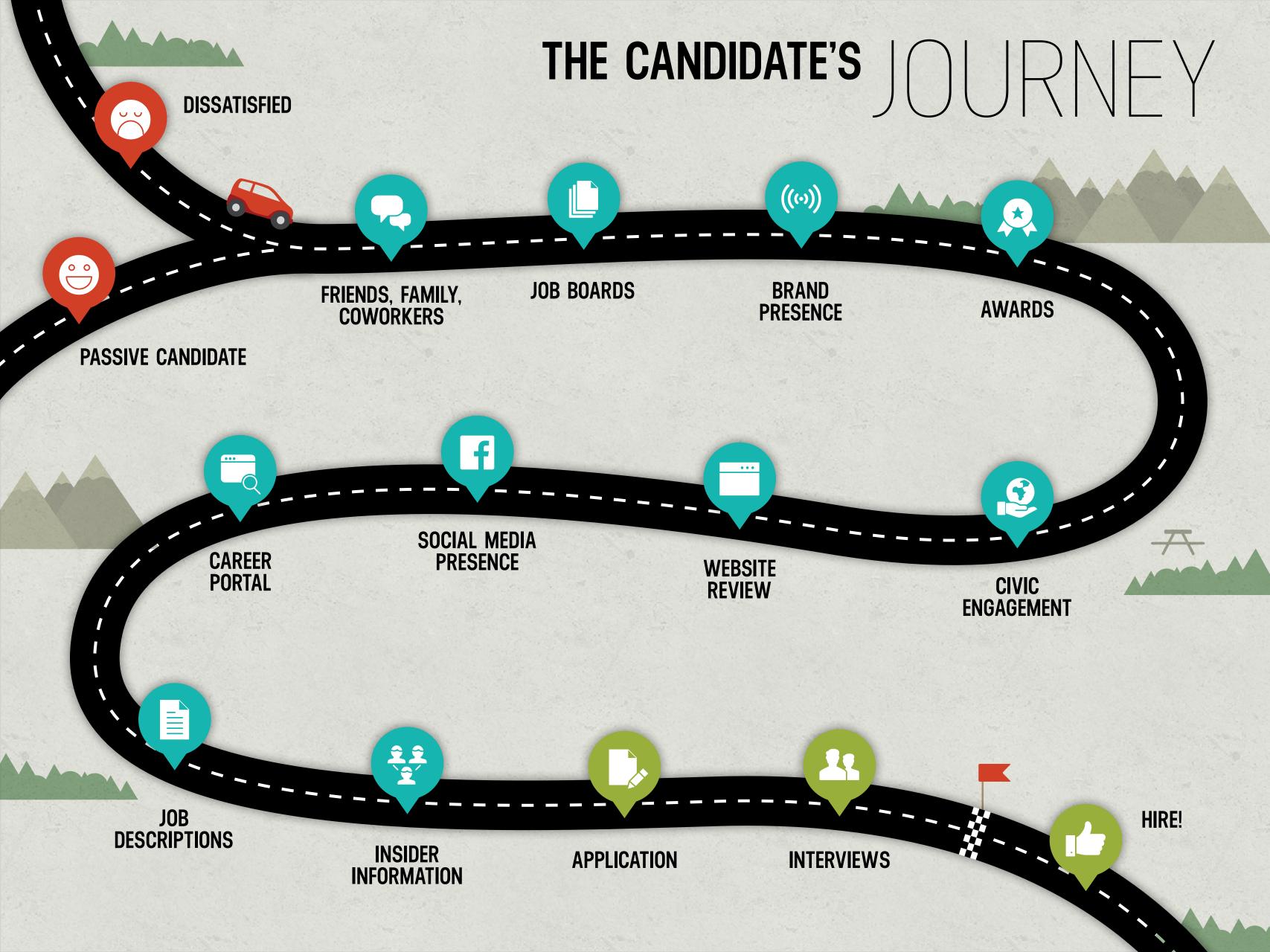








### HIRE!



# TAKE ACTION! AUDIT YOUR EMPLOYEE'S JOURNEY

### THE CANDIDATE'S ACTION PLAN

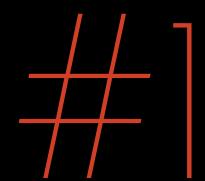
			Self Score (1-10)	Action	Urgency (Low, Med, High)
	Job Board Postings	LinkedIn, Indeed, Craigslist, etc. Do your postings attract anyone and everyone, or are you laser-focused on right fit applicants? Do your listings speak to career advancement, culture, and purpose?			
	Brand Presence	How well-known 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?			
	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?			
	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?			
	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?			
	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?			
	Career Portal	Does your company accept applications online? If so, does your career center speak to candidates or just take in résumés?			
	Job Descriptions	Do your job descriptions clearly articulate what success looks like? Do they speak to purpose, mastery, and autonomy?			
	Insider Information	Do you know how your employees talk about your business behind closed doors? Is there a mechanism to foster dialogue?			
0	Interviews & Applications	Does your HR team actively manage the candidate experience? Are rejected candidates left with a reasonably positive experience?			



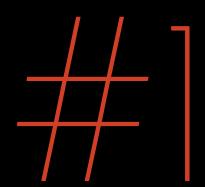


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### TAKEAWAYS



## 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.)

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



### 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.

### WHAT FREE TOOLS ARE AVAILABLE TO HELP?

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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.

# 

### **CLOSING**

- 1. Q&A
- 2. W.O.W.
- 3. One last story...

### TAKE ACTION

- 1. Sign up for free advice: Kinesisinc.com/blog
- 2. Develop a concise, authentic Mission. Market it EVERYWHERE
- 3. Craft a Brand Action Plan

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SHAWN @ KINESISINC.COM

