

# Why Leadership is Actually the Key to Employee Retention

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## SUMMARY KEYWORDS

people, leaders, leadership, employees, trust, operation, person, cleaning, organization, skills, mike, job, company, hire, retention, results, talk, position, typically, understand

## SPEAKERS

Mike Sawchuk, Halie Morris

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### Halie Morris 00:01

Mike Sawchuk is a senior operations sales and business development leader who is trusted by professional cleaning operations, manufacturers and distributors to improve effectiveness, efficiency, productivity, customer experience and bottom lines. During his over 30 years in the cleaning industry, Mike has worked with manufacturers distributors small to medium size building service contractors, and an international certification body. He's worked with in house unionized custodial staff of K to 12, schools, universities, colleges and other large complex venues. Needless to say, he's done just about everything. Mike is a cleaning industry management standard, certified expert. And that's a mouthful, but you might all know that as CEMs. He holds a bachelor's degree in business administration from Brock University, an MBA from McMaster University and has graduated from UL University Lean Sigma Green Belt training, which is where people master Lean and Six Sigma methodology, which you might be familiar with, and which many great consulting experts are definitely familiar with. Sawchuk consulting provides virtual education for cleaning operations who want to comprehensively assess themselves as compared to best in class and then develop a sustainable operations specific plan to improve their results. He's been author, a speaker, and helps many professionals, including manufacturers and distributors achieve strategic growth. So again, he knows his stuff. We're going to be jumping into our interview with Mike. And I hope you give it a solid Listen, at the end, I'm going to talk about the training opportunity he has that will be coming up in September. So give that part a good listen. And Mike will go into further detail will also provide a link in our description and our blog posts. Hello, everyone. And welcome back to our show. I'm here with Mike. See, I butchered your first name there, I don't even know what I did to it. I am here with Mike Sobchak today, and we're gonna be talking about a couple very important subjects within the industry. We're out of time together, and that is leadership, and your employee retention. And so before we get started, I'm gonna let Mike tell us a little bit more about himself.

### Mike Sawchuk 02:26

Thank you, Halie. Mike Sawchuk: I've been in the professional cleaning industry for about 30

Thank you, Halie. Mike Sawchuk. I've been in the professional cleaning industry for about 30 years now. I've worked for small, medium and large sized manufacturing companies that work for distribution, I've worked for BSCS, I've provided work for some in house in the education sector and long term care and venue. So did a lot of things over the years, including a stint at the green certification body. So I view myself as being very different in terms of I'm not coming from one silo, I've got a vast amount of experience, and experience and insights in leading people developing teams, as well as the science and engineering of how to clean and disinfect properly. Over those years, I've seen the good, the bad and ugly of some cleaning operations. And I've seen some people struggle to make change and failed others that may change and became very, very successful as an individual, as well as their cleaning operation. So I now look forward to bringing some of that experience and, and insights and helping those that are looking for assistance in improving the the operational results of their cleaning operation.

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Halie Morris 03:37

Well, I for 1am, super glad that we can have you on the show, I had the fortune of meeting you in Toronto for Isa, Canada. And it was my first time at the show. And so I definitely had a lot of new faces to meet and everything else. But when you walked up and we were introduced, you definitely stuck out of the bunch. But the cool thing is I've gotten to connect with you on LinkedIn. And I've gotten to see some of what you're doing some of the topics that you're speaking to, and I've gotten to really see your experience not so much through like it outright being stated, but just by how like rich your knowledge is and how much you really can talk to your subject matter. And it is unique when you can get somebody in that has so much experience across the entire industry and not just in one little arm of it. So thank you so much for coming on. Mike.

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Mike Sawchuk 04:34

very flattered with that introduction. Thank you.

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Halie Morris 04:37

Hi, try. So as I mentioned before, we want to talk about leadership and retention before we get too deep. I think the important thing is to really define what is leadership there is a lot of different ideas, perhaps out there as far as what makes a leader what defines leadership But I guess to you, what is leadership? What are some of the misconceptions that you see about what makes a leader? Well, the

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Mike Sawchuk 05:06

first misconception is that people believe management and leadership are the same, and they're not. Having great leadership is much, much more critical than having great management. And in times, like today, wherever you have this great resignation, that great leadership requirement is going to continue to grow. Some people can be great managers, as well as great leaders and others could be, you know, a great leaders and great managers, but not necessarily. Everybody is good at both, typically, that people are great managers, and companies and organizations need them. And then others are great leaders, but they're not

necessarily the same in their roles and their traits. Now, if you want elaboration on that managers are more of the functional sites, so they administer. So they're they they're processed more, you know, transactional, their, their meeting objectives and goals, they are work focus, you know, they get goals done, they want things done, they have subordinate, they circulate them, circle themselves with people that report to them, and they lead typically more by authority. And lastly, they, they're there to do things, right, they, they're there just to do what with the company or wants leaders, on the other hand, innovate, you know, their process is more transformational, they develop and ensure alignment between the company's mission vision, core values, guiding principles, and a lot of companies are missing that they need that alignment between all these and then they hold everybody within the organization accountable, their people focused Halie that they they focus on the people as individuals, and not necessarily their results. They, they, they, they care about their people, they want them to succeed. But they recognize that great people will produce great results, focus on results are not necessarily going to have great and happy people. They have followers, people do things for them, because they're they're just, you know, this attraction because they, they they're inspiring. And lastly, they do the right things. And that really is shaping the the culture and drive integrity in that whole work environment. So those are some of the key differences between management and leadership. And why think leaders are more important. Hey,

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Halie Morris 07:24

thank you. And I mean, that tied into one of my next questions, but she was talking about the key importance, but, you know, that really defines it in the scope of an individual operation or business. But what about for the industry as a whole wire leaders so important today for the cleaning industry,

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Mike Sawchuk 07:43

I firmly believe that you cannot have operational excellence, you can't reach your aspirational goals as a as a company, let it be a building service contractor, or let it be an in house cleaning operation or distribution or manufacturing, you're not going to meet your corporate aspirational goals without great leadership. leadership's will develop and generate a high ROI on their, on their, what they do. And they're going to make the company and the organization more consistent in delivering the highest levels of outcomes. And, you know, too many operations today in house cleaning and BSCS are talking about, you know, they have great managers, they have great people, they've been around for 30 years, they've been, you know, promoted up into a management, but they don't have enough great leaders. So that's really going to be the critical thing moving forward. Leaders are the ones that create that, that culture of engagement, of empowerment, of motivation, of satisfaction, of trust, and respect. So regardless, either they built it or they're allowing it to happen, that's what great leadership does. And you need that you need those things, if you're able to, if you're ever thinking you're going to develop, you know, operational excellence, and produce things, effectively, efficiently productivity.

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Halie Morris 09:01

So kind of going along with that if somebody is on board, they want to make sure they have good leaders in their company. One of the things to look at is where should those leaders be

positioned throughout the company? Should they be all at top tier like you, your more executive level as you grow? Or should they be more close to day to day interactions with your team members? What for you is an ideal position for a leader within a company?

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Mike Sawchuk 09:30

Both both? Hayley is probably an analogy that I would describe as like having two ladders, and trying to climb up both ladders at the same time. So you can't climb up one because you didn't get the other buddy to go for one step on one ladder, and you get the second higher step on the second ladder. And you're just going back and forth like this. Second thing is that leader you need effective leadership at all positions. Leadership isn't a title. You could be a lead hand you could be a supervisor, you could be a manager, you could just be A high seniority person and you'll still be thought of as a leader from others in that organization. And that's, again goes back to where you just create this is a genuine, authentic people trust you, that they, they, you have high integrity, and we could go through some of the characteristics later, but you need leadership, good leadership at all levels. And leadership is, like I said, they are driving, you know, trying to do the right things. And so you get your business sense of you what you need to accomplish, but it just the way they go about that. So they're, they're, they're, they're still mode, directing people, they're still getting those good results. But where are they that's how they do it. It's, it's not what they do, which describes that great leadership. So with that, the leaders coming up these two ladders on all levels. One is results oriented, they're getting the consistency and operational excellence. So that's that one ladder that they're climbing. So it's mostly their management skills and their management traits. The other one is driving the culture. And what I really believe is they, the leaders, and the ones on top are the most responsible for, let's face it. So they all have different authority, but and they need to understand and that you're the leader of a company. So if you're the chief operating officer, if you're the Director of Operations, you're the owner of that BSC operation, you're the one that's making all the key decisions, like it or not. So if you're not happy with your level of turnover, if you're not happy with the level of your results, if you're not happy with the quality assurance, verification numbers that you're getting, you know, typically the bad leaders, which aren't don't have the leadership, so they're pointing a finger. And what they've got to recognize it, they point a finger at me, there's three more pointing or three fingers pointing back at them. They're the ones who hired the people, or put that process in place. They're the ones who trained or didn't train the people. They're the ones that determined how we're going to onboard the people. So and all those results are because of leadership. So leaders creates that culture. And the culture that we need is, like I said, high engagement, high empowerment, motivation, satisfaction. And that's critical. When you look at our times and some of the statistics, you've read that that's how many people are disengaged, you know, mildly or assertively disengaged at work. And so the second thing is that culture then determines the level of effectiveness, efficiency, productivity consistency. So if you've got poor people, and no matter what kind of tools you give them, even the world's greatest product is not going to work. And that consistency then determines the overall levels of clean, healthy and safe that your operation provides. And that is determining the customer experience. So you'll give a higher customer experience, you're gonna get higher retention and get more customers coming to, but it's all determined because of what leadership and the ROI they they provide. And like I said, that culture, ensuring that the mission vision and core values guiding principles are aligned with each other, and ensuring that each and every person in that organization, them included, follows them lives them breathes them all the time. And because and that's sometimes the biggest disconnect. So you could it's like oil and water, you hire the person, and why they join

that company. Because sometimes companies lie, they put a facade on, oh, we're this and we're this and we're do this and we do this, then they get into the organization and find out that's not there. So people need to understand what is that, you know, authentic culture. And they'll make a decision, I want to join it or I don't want to join, if you're really that honest with them. But if they join for one reason, and then they're there and find out that this is all Malarkey, that this is not the culture. This is not what was promised is not the expectation that was promised to me, you get this misalignment. But when you have a genuine, authentic TrueNorth, all those things align with each other. And all employees have a true north connection, authentic connection with all those things. That's where you get the people that are going to have the highest level of engagement because they have that connectedness, authenticity, they join for the right reason.

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Halie Morris 14:12

I love when you talk about the recruiting side of it, I have a stronger background in recruiting. The listeners who've been around for a little bit probably are familiar with my story. But being honest with your applicants throughout the process, about who you are, what that job is going to look like what it's going to look like working with you makes a huge difference when it comes time to offer somebody because you're gonna know if they they're looking you in the eye and they're like, this is not the place I want to work for even if they want to accept the offer because of financial or whatever reasons. You get to the end you're gonna be able to tell if they're checked in or not. So, you know early in you can tell you can tell if they want to be there for for the right reasons for who you are as a business.

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Mike Sawchuk 14:58

You raise two points of Hayley, and you know, I tried to jot them down, but I may have missed it. Number one is that honesty, I was talking to one of my clients, and they mentioned that when they do their initial interviews, and this happens before long term care home, they say, Listen, you'll be cleaning 30 toilets a day, each and every day, you're gonna have body fluids of all types of the urine and fecal matter, you may have other messes, you'll be dealing with possible people with dementia, and the HR person's, you did what you really told them all that stuff. And this is, yeah, I want this person who really know what they're getting into. So that is what I've always shown you, as you're recruiting these people you share with them, there's the position description, accurately, there's the expectations, here's how we're going to deal with subpar performance. And these are, this is our core values that we will want our guiding principles. And and if we have people that don't live them, breathe them always at all times, you know what, we're going to ask you to go someplace else. So so that is critical that setting that that really transparent, brutally honest, a truth about what the position is. The second thing is it rings a story my a friend of ours worked for this company, and very quickly left, and they sit and indeed, they wrote on there, the expectations what they said during the interview process was nowhere near like the culture when I was there, within months, they lost the person. So the second key thing that you mentioned, is just do they check in. And and Halie, as you know, out there in the real world, people are motivated for one of three reasons for position and only one of three reasons and not that one is better than the other. All it means is that whatever that individual's motivation is, if they're going to be a long term employee, the company has to feed that motivation, they have to reciprocate. So there's certain people that it's just a job. That's all they care about. So whether it's like, how much do I get per hour? What

are my benefits? What if I call in sick? Well, how many vacation days do I get? How do I do this, how to do this, so you need to speak their language, and all of a sudden, somebody comes up for 25 cents an hour or more, you've lost the person. The second key area is those that their position is a career. They want to be the CEO of a two men company, because that gives them you know, maybe a personal ego or aspirations. Yeah, I'm the CEO. So they're all career motivated. So they join a company. So well, how quickly can I become, you know, a manager or supervisor, but the most important ones, and if you're hiring in a cleaning operation, or those that want a calling, that when those people that view their job as as a personal calling to them. And we could do that in the cleaning industry, you are saving lives, you're helping save lives, you're keeping people healthier. So if you the trick is as your recruiting, you don't want to attract people or offer people that want a job, or want a career, you want to be able to attract people and offer them that view cleaning as a calling. And then second of all, then you need to educate them as part of your onboarding process and said, Mike, you are so important in our organization, and this facility, long term care school, you are helping keep people healthier, by your cleaning you those people that are healthier, you may save lives, because when they go home and visit grandma on long term care, they're not taking some of these communal pathogens to the visit the other grandparents. So if you have the right people with those right attitudes, those right traits that you attract, and you hire for that. And then you train them. You never hire for skills and experience hire for attitudes and traits, making sure that they're the right ones. And then you provide an effective onboarding program that educates trains and develops those people. That is where you're going to get operational excellence. And that's where you could lower your your turnover rate, etc. So I just say to all peoples that if you're not happy with the quality of your people, if you're not happy with your employee turnover rate, especially the ones you want to retain, all those things are directly the responsibility of leadership leadership has failed in those cases. And if you want to change it, you just can't wish for different results. You can keep doing the same and expect different results you're going to have to change probably personally before you drive those changes in your operation.

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Halie Morris 19:34

I couldn't have said it better. I mean, I used to be the interviewer that would get critique I had a couple of different recruiting positions and one of the feedbacks I got they never net nitpicked me too much on it, but be that I don't want to say too critical, but that I was too like honest into upfront, and then I was too critical. of whether people would stay or not. And I said, but everybody I've hired is still in this i prior for a call center where they sat on a phone and read a script for hours on end. And they could not mispronounce words and stuff, like it was so strict and so boring. And I was like, You know what I told him, I said, this job is boring and monotonous, you are going to say the same thing over and over again. And depending on your script, you might not be allowed to do deviate, I said, you will get critiqued on how you say words, you will get critiqued on how you end in tone words, I was like, but it's easy money, you can get into a routine, you can color while you do the job. And usually we do like four to six hour shifts. So it was not like horribly long. And the brakes were decent. So I was like, this is where the job is, you know, you came here you weren't supporting income, it was a part time job. And you know what my people came I one of the people I brought in was probably one of my favorite hires I've ever, like made or offers I've ever made, I should say, because she came in and she not only was like somebody who stuck it out. But she brought this energy and this life. And she was one of those leaders that didn't have a formal leadership position. And she was one of those people that set an example for everybody around her and boosted morale.

And so kind of coming back to somebody like her or somebody who is in a formal leadership position. What are some of those things that you look for those indicators that that person is a good leader? Like they say they are?

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Mike Sawchuk 21:43

You gave two examples? In what way? Halie when you say you're gonna say you're too honest. How could you be too honest? You know, there's no such thing. And I think people need to understand that that whole interview, both people being interviewed and the interviewer, it's like a game, they both come there with this facade on they have this mask on. So you as an interviewer your, as an interviewer, you're trying to say, what's that person really like? Will they fit in here. So you're trying to peel back the mask and take off that facade, and the other person is trying to get a job. So they'll be telling you things, how great they are, how much they could produce, etc. So there have a facade to get the job, you have this job to maybe attract them. So you create this, like I said, Sometimes companies mislead. So the first a trait indicator is a person with integrity, honesty, you can't be part integrity, or part honest. It's either you have it or you don't have, it's either black or white. So to me, that is one of the most critical indicators of a good leader, that that they have this high integrity, high trust, they never lie. They're there. They're straight shooter, the second one, and there's lots of them, but that I look for is smart, you can't train smart, that they have smart that, that that they have this ability to learn, they have this desire to learn. So the needs to that they're smart that they can learn. But they still they have this, this desire to learn that they're the curious people. From there, I think another one would be, you know, grit, they just get things done. They'll stick it to it until it is done. But they don't accomplish or describe their accomplishments. I did this and I did this we so you just listen for those words. And then you could tell that they're I person or a weak person. They're committed to the cause it's not the job. They don't say, Well, I'm not going to do that, because that's not my job description. They'll just say when change happens, and the priority changes for our team, you know, what is the company's True North vision, mission core values, always go back to that, and that's what they live their courage. They're very courageous that they will, you know, they'll take risks. And we talked about that earlier, that one YouTube video, we know that lone nut that that they're out there, don't believe there'll be that courageous to go out there. They're outspoken with the suggestions, suggestions. You know, on one hand, that they're collaborative, that they they seek intentionally and with integrity and honesty and a genuine, they want to get feedback. You know, they may have their way but they'll recognize it's always more than one way to accomplish something. And if there's five people room to be five different ways doesn't mean that one is right one is wrong. But we just need this to really a pick out what's best because people have different paths to that meeting and success and skills and attitudes may have different pick the best way but collaboration then builds that they're all on the same team, which helps an implementation. So once you decide, here's here's a decision, it's important to have a team that's able to execute in that collaboration builds that you don't chatty, that person you described, you know, you said she was genuine, she was just a natural leader people listen, I bet you she was somewhat of a chatty person that people would talk to her. And it was be genuine. So as before breaks after break, but they would make the time, they would never, you know, be walking down the hall in somebody, and they were good at reading bottles. I mean, he could look in your eyes, Halie and say, what's wrong, I don't even say nothing. He I could tell just by your eyes, or by your posture, let's come on, let's go grab a coffee, or let's, if I was a girl, ladies, let's go to little girls room and figure out what's wrong. But that's how attuned they are. To their people. They truly are a people and people focused person. Now there's some other indicators. But that gives you some of the key ones that I believe in.



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Halie Morris 25:47

And it's fun when you talk about them, I can think of the people I know who have those different attributes. And before we kind of transition a little bit to tie in and retention to the topic of leadership. And and we've kind of started to broach it with recruitment, some of the other areas we've mentioned, but there is a little bit of a controversial question, and people can have strong answers on us. But for you, can you train a leader? Or do they naturally have to be a leader?

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Mike Sawchuk 26:19

I believe that yes, you can train certain skills of leadership skills, like more effective listening skills, like building better teams skills, like conducting better one on one. So there's certain aspects that you can definitely train them on. But they still need those core traits. And there's certain traits that leadership has to have. So though I went through some of them, but so the long answer short, if you have a person that's not trustworthy, that person, you know, just don't trust, now you can never make a leader of them, you know, they sorry, the best thing to do, they're likely probably a cancer in your organization, you're probably better off in long term, get rid of them out of that organization, big, especially if it's inconsistent to your core values. And that's the biggest problem in organization, they may have core values, we believe in trust and respect of all our employees. And then leadership allows a certain manager or sometimes as an employee to get away with if they show disrespect to other employees. But they're still kept why? Well, you know, this unionized environment, I can't get rid of them. Well, that's Charlie, they've been around there for 30 years, he means nothing about it. No, it can't be gray, it's black or white, do if you have trust and respect of all employees, as a core value than everybody, the leader, the CEO of the company, he breaks that he needs to be dealt with, or she needs to be dealt with. And same thing with that employee. So the point is, if they have the right attitudes and traits that we talked about, then yes, you can train them to become more effective in some of those skill building areas. And a lot of them are, you know, at depends on what level they're at, you know, so if you're starting off at that supervisory level, so maybe training on how to do better one on ones, how to have better, more effective listening, communication skills, it's sometimes the words have power and just changing the words. So all those things could be skills can be taught, but I really believe it's like, the, the entry, if you don't have those right attitudes and traits, then no, you can never be a leader, period, you're, and sometimes you can be in my organization, that's that alignment. Again, if they don't have alignment to our core values and guiding principles, they shouldn't have been hired, or they they shouldn't have definitely not move up in the organization. But if they have those core values, and demonstrate and believe those core values, and have the ability and desire to learn, yes, I believe you could train leadership skills, some will be naturally better and but the you know, the the assumption that leaders are all this outgoing, gregarious, assertive, that's wrong. You look at some great leaders, like, you know, Steve Jobs versus Jack Welch, you know, they had two different personalities, but could you say one was a better leader than the other? You know, somebody may argue they like one style, but on the other, but they're both very good leaders. And what it was, is they had skills, they read the language, they spoke to people at their comfort zone. So they're talking to a CEO or talking to a frontline employee, they spoke differently. They could read body language, they could read if their person's understanding



they'll change their message on the flow. Those are all skills. But at the end of the day, those all had those other traits. They typically were doer, grit, high integrity, they were clear and concise in the communications and on and on it goes

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Halie Morris 29:53

no, I like that answer. I like that. It was not a black and white answer because I think I've I've heard a lot of black and white leaders are born not made is one I've heard come from other people. And I've heard the opposite. So no, I, it is both parts for that reason. Now with that with talking about the impact of these leaders, or these managers, those ones who don't quite reach that level of leader and the what they bring to the table is retention, it's the golden thing in every organization is, can you keep the people who bring value to your organization? Can you retain them over time, and we've we've alluded that sometimes, whether it's a lack of honesty in your recruitment process, whether it's poor leadership, you can lose people within weeks or months of, of getting them. But retention itself is is a hot, hot topic right now, for good reason. And with that, I liked this particular topic of conversation because of actually your LinkedIn. So to kick off, but you had a article, I believe that you shared about the misconceptions of employee happiness. And because employee happiness is so closely tied to if you can retain that person or not. So I want to talk a little bit more about retention itself, how it's defined, and how leaders view what misconceptions they have about retention. And so I guess for you, how do you? What are some of your top misconceptions or misunderstandings that you see within organizations about it?

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Mike Sawchuk 31:54

Sometimes on the cleaning operations side, they'll say, Yeah, but we have pizza nights, once a week, Friday nights, etc. So our employees should be happy. No, no, they're not there's a big difference between retention and happiness is not necessarily that the key, what you what you need, is engagement, that they they feel part of that. So that's a misconception that giving them pizzas is going to make them happy, giving them another five cents an hour is going to make them happy. We're all individuals. And it really goes back to to have that clear, what was it earlier Halie's have the clear understanding is, you need to start with your organization. What, again, I'm repeating myself, but what is, you know, our vision, mission, core values, objectives, etc. And sometimes they're not aligned with each other, especially when you break it down into strategy and tactic, they need to be aligned with each other. And they mean everybody adhere to them at all times, that needs to become an authentic, true north. So if you then go back and hire the right people, and it goes, where, like I said earlier that you hire people more for it's their calling, they really do want to clean, and I've met frontline cleaners, you could tell they really want to clean, they enjoy cleaning, they're just by nature, they're punctual, they're reliable, they're consistent. They're they, you know, for that work, hello. But then if you're expected to work in team, you want to make sure you hire them, that they fit in with the other team members, all those things, that you see people that they just love their job, they love coming to the work, they love working and somebody just like, that's all BS out there. No, there are some people I've personally worked with them, that they just love what they're doing. And but leadership then creates that. So it's who you hire. So if you have oil and water, no matter how much you shake it up, they're not going to make so you want to hire people that are going to get along well with the others. So, satisfaction is more than just, you know, the pizza nights is more than just saying I pay competitive wages, those things become table

stakes, you need to pay a fair competitive wage. But what really drives level of satisfaction is the alignment of their own personal motivation, job career or calling to how they're being treated in that organization, you regardless which one it is, if they want a job, get a job, they want a career, you need to give him a career, if they want to call you need to give him that calling. And then from there is how you typically develop people. And in our organization, cleaning operations, there's always ways to develop people so they feel that especially they're calling I'm coming here I'm doing something of value. But somebody says Mike, how can we provide How can we provide somebody with development so it's easy, it's easy, you take your best cleaner over after a while says you know, Mike, you're one of my better cleaners. I'd like you to join and help us organize project manage our our onboarding program, I like you to help train our new employees. So Mike, in order I'm giving you I'm teaching project management skills, I'm teaching you training skills, I'm teaching you to become a trainer. So within an organization, you become a good cleaner, you may become a good trainer, you may become a good man, you know, you work with me, I can mentor you that to give mentorship for leadership or for management. So those, we typically don't cost anything. But you're able to help that person develop and boost for they noticed that you know what, this is a calling, but here I'm gaining better development than simply cells. So those are there's two ways that this misconception about retention at the end of the day. The third thing is I look at is, if it's not in writing, it doesn't exist. You go and look at some people's companies. Okay, Hayley, show me your, your strategy and plan how you attract How do you recruit? Show me your, you know, your your how you train and nothing's in writing? Well, we just wing everything. Well, how do you expect me to edit what you do if it's not in writing? So the best way is, if you're not satisfied, you go back and provide some analytics and saying, Okay, here's our ad, or here's how we train, how can we do a better job, so you take it, you edit it to improve upon that, but at the end of the day, if a company is not satisfied with their retention rate of employees, or the retention rate of their desired employees, you know, it's, it's not going to just change overnight, you can't wish saying I wish it to be better, you need to change something. And the best thing to do is we have things go back to how you do it, make those adjustments, but the key for me is, if you want to have engaged, motivated, satisfied, happy employees, it's a function of how you hire, you know, and which is, which really, is how you attract and recruit, but how you hire them, do you? Did you hire the right ones? Did you hire the right best ones for your specific operation, which can be different than somebody else's, you know, what you need are the best for you. And then second key thing is how you onboard them. Onboarding is critical, because that could shorten their their time to become productive. But the statistics have shown, that's a greatest indicator of employee retention. And most of the time is because what their expectations were, because what the interviewer promised them as a job, they're gonna see it firsthand. They're gonna say, Holy Man, this company, really isn't that organized, holy man, what they say. And what they do here is this is a cleaning operation. And I just came out of that that custodial closet looks like a pigpen, you don't know there's a disconnect there. So the authenticity of how you're onboard. And then from there, that initial education training will typically make a huge, huge difference. But the choice is yours. As leaders, if you're happy with it, keep doing what you're doing. If you're not happy with it, don't just wish for better results, you're going to have to change how you attract, recruit and hire, and how you educate, train and develop.

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Halie Morris 37:53

And I wanted to kind of go back a little bit in what you were talking about, when you were talking about who you pick for those trainings and giving that position that or that person, that path to growth, you talked about going up and saying I would like you to train, this is what it

can do for you. There was another something that was going on in that situation. And it was that that leader was placing trust in that frontline employee. And the one thing with people as you've gotten them in and as they've grown, and they've gained skills is that they would hopefully gain responsibility and trust over time. And so your team members want to see that. And part of that engagement is that display of trust. And so with that, it doesn't always have to be that particular example of giving them an opportunity to train some people, it's not going to be their thing, they're not looking for that pathway. You know, everybody's a bit different, but showing trust and their skills and what you've trained them to do is going to help engage them. It's gonna go a long way, because employees can tell when you don't trust them, or if you're not interacting with them at all. They don't feel trusted. So

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#### Mike Sawchuk 39:07

awesome. No, your apps, will you say employees could tell, that's what's gonna be authentic. Whatever you do, they could take a towel. And it just, you know, it's just motions. It's not authentic does not really, it has to be authentic. And even when you say thank you, it has to be an authentic Thank you. You know, you praise them in public could be a simple, handwritten No, it could be something that you catch him doing something right at the right time. That's authenticity is what's most important. Showing trust is critical. And that's one of those things that some leaders that if they're non trustworthy, that person no, there's an old show, you won't won't remember but from my days, there's a salesman called herb Tarlac. And well, those people that make ARP in Cincinnati is the name of the show, but he just was line, these type of sales where you sit there, oh man talking, I want to go have a bath or a shower. And sometimes leaders are that way that nobody trusts them. So you can't make that person a leader if you have that trait that they have. So showing trust is critical. And showing trust sometimes means not micromanaging, so managers micromanage. Typically, they'll say, here's what I want you to do. Here's how I want you to do it. Here's what I want you to do it, you know, it's micromanage. And a leader will say, Halie, here's the expectations that I have. You know, here's what I want done, here are the expectations of how other results of how it's done. I'm here to provide resources, how you get there is up to you. But I have trusting I have faith that you're going to deliver, if you need help you come to me. So if you fail a you don't ask me for help that's on you. But if you fail, and you ask me for help, and it's on me, that's like just example that that you just show them, here's what I want done. Here's the resources I'll give you, I'll be there to help you. If you need help figure it out, I'll be there for you. That is critical. That is critical, because there's always more than one way to accomplish something. So just because I do it this way. It doesn't mean it's the only way that it could be done or should be done. Or does he mean, it's the best way? You know, I'm human, you may have a better way. You may have different skills and experiences, too. So how do I how do I Why do I care how you do it alls. I'm interested as a leader are the results accomplished one quick example. I did this part time, fill in for, you know, a friend of mines are calling. It was at a at a university, the beginning of COVID, one of his employees had to go off sick with a hip operation. And they said, Mike, we can't hire anybody. Because they're only going off sick. It's COVID. I need someone that could come in that knows how to handle unionized crew willing to work steady nights, and really does understand the engineering and science of cleaning. So I took the gig. Part of that was I had this floor care crew, I actually had two doing Floor Care, one and another crew doing labs and lecture halls, etc. On nights. So as watching when the floor crews do something, and I went up to them, and I just started asking questions. Example, Halie, while you're doing it this way, what about this? What are your objectives? What are you finding this? No, they just asking questions and genuinely interested, and not waiting for my turn to talk. But what are you telling me? At the end of the day, I said, You know what, I think there may be a better way, maybe

there is maybe there is I don't know. But Hayley, what about this? And then that person said, Wow, that that won't work. We tried that. That doesn't work. And I said, you know, what, Halie? Could you humor me? Could you do me a favor, I trust you, I trust you to you're going to make the right decision, because you want to have good looking floors. You want to have happy people that's ergonomically best for them. So try my way. Okay, and then report back to me what you thought produced the best results was ergonomically best for your employees, and what you'd recommend moving forward. So they came back after a while, up two or three days and says Mike, you're way, way better. But you know what, Mike? You could have simply told us you were our supervisor, you could have said, that's the way I want it done. But you didn't, you actually asked us questions. You you treat us with respect, there's a genuine that we we knew we could talk to you and you weren't gonna shoot us down. You listen to us. And then you said, we trust you to try it. And then you make your decision. And we really believe that regardless what we decided you were going to you were going to have our backs you would support that decision. And I think that's the the example of trust or demonstrating trust, or another leadership lesson hailing.

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Halie Morris 43:52

It's that willingness to collaborate, I don't. I think oftentimes, when you have somebody who is just a manager, there's such a gap, and not trust for one. But in collaboration, there's not a free flowing, you know, line of communication, or ideas. Or I know, sometimes we just talk to our team members to throw ideas around. I'll call my boss and be like, Hey, I'm working on this. And it's a really simple project and just want to throw ideas back and forth. And sometimes she has some to add, maybe not. But the cool thing is, is when she turns around and she comes to me for ideas, or I'm doing that with somebody else, and they come back to me just to pick my brain or just a good idea. whatever position you are in when you can have that trust in that relationship. It just makes people feel a lot more valued and empowered to sometimes think outside the box and oftentimes, it's rewarding. There's a reason they do what they do, and that they continue to They're good at it. They know stuff when somebody's I mean, especially in my team, we all do different things, we're very specialized in what we do. So when you can demonstrate your expertise, or you know, show that you know what you're doing or grow what you what you're doing, even if it's rewarding, it's going back to what you said before, it's empowering. And it allows you to better engage with the organization that you work for. So

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Mike Sawchuk 45:30

as motivation, like I'm sure you feel not only engaged, but you're motivated to want to grow there. And think, outside the box, as you said, think we're in a different paradigm to really understand that, that there may be different ways is that what we what we think is right, is a function of our values, our beliefs, our experiences, what God has to, to us to that, our pathways that wherever we are, if we're 21 year old pathway, or for, you know, a 61 year old pathway, but our values, our beliefs, our experiences, they form things in, in our mind, we're like a computer screen, we sometimes get blocked in, we're not trying to, to think and see, what we're doing is just recalling it, our memory goes back and said, Last time it was done, this is what I did. And it worked out here. And those the let it be the values and beliefs or that'd be Miss beliefs and Miss values. They unfortunately limit put a constraint on our mind, and what were the winner of except. So collaboration is one and it goes to a certain skill that I think people can enhance ailing, is just listening skills. So many people are not great listeners. And

then if you break down listening, you know, I believe there's really two components. One is, who do I have my attention on? So if you and I are sitting in your office, and I'm watching, you wanted to come in, I wanted to see you and you're my leader, and I'm noticing you you're looking at the clock on the wall, or you left the door open, you're watching the people go by your computer screens on and Mike. Yeah, whatever you're saying is very important to me. But I need to finish this memo here, blah, blah, you know, you're typing, typing away, etc. So who do you have your attention on? Me? Are you clearly you? So that's the first component. And it's not rocket science is that what I'm saying is that's why if somebody has the ability to learn, and they have the desire to learn, and they truly have this personality, those traits and attitudes that are right, that they're wanting that they want it, you can't cheat, you can't, you can't teach somebody to give respect, if inherently, they're just not a very nice person. So if they have that you can teach them listening. So second part of listening skills is, what am I looking for? What am I looking for? Am I really looking for? What's the gold? What's the trade off? What's what how can this be a successful collaboration? You know, or am I waiting for my turn to talk? You know, so I'm thinking ahead, Halie have been there done that? Here's the answer, Halie, I know the answer. I'm cutting you off, etc. So who do I have my attention on? And second of all, what am I looking for? Am I looking for truly a better collaborative approach, or I'm looking to tell you what I want to tell you. So I'm waiting for my turn to talk. And and I think that's where it really comes back into real simple things. You teach your topic. So, Halie, I think I understand what you said. Let me repeat it to make sure I do understand. And you're really looking for this than the other thing. You know, so if I do that, then yeah, Mike, you got it. Or you could say, Mike, could you repeat to me what I just said. But again, those are certain things, you could teach the right person, you could teach them skills on how to become more effective listeners, or more effective leaders, as I talked about earlier, but only only only if they have those inherent, you know, attitudes and traits. Otherwise, you could try, but you can't take that person that nobody trusts. And so we're gonna teach you how to listen properly, and you're gonna become this effective leader. They don't trust you. That's why so my key one, trust integrity, and it's got to be extremely high levels. And not sometimes it's always

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Halie Morris 49:21

I. Yeah, I mean, I can't say it better. There's, you can tell when someone is not listening to you, and you are. I'm a visual person. So as you're talking, I was laughing because I could see somebody sitting back in my office space, and I'm trying to talk to them and they're just staring at my lava lamp. Because yeah, I have a lava lamp in my my workspace. You know, you know, when somebody's not paying attention to you and it doesn't feel good. And you know, when that trust isn't there, and those are things like you said, you can't teach someone else you You can teach them to listen, but you can't teach them trust or you can't teach them the willingness to listen rather, like they have to be willing to do it. And that goes back to your point about the smart side of it, the willingness to learn and the ability to learn those skills that they might not have as plentiful as the other ones.

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Mike Sawchuk 50:21

So credit, and that's why in today's organization that, you know, you and I are different ends of the professional cleaning industry, you're coming in, and I only have another 50 years left for myself. But the point is, you know, you I hear it in the older generation, they keep on saying all, I don't know what's going to happen, this younger generation, the younger generation, and I've

seen so many examples, in all different areas of the younger generation. And so you know, what, if more young people were like that person, we have nothing left to worry about, they're likely going to be better they bring us over, we just interest and saying, if we have that person, that that, you know, that that has that aspiration, to drive positive change in the cleaning industry, if they have the ability to learn, desire to learn, you know, and if they are smart, so just those three things a builder and designer and smart, and if I could see, and then that they have some. And that's all you need, I could take that person or Jill, Jill could take you, she could teach you everything about the cleaning industry, she could teach you how to run a sewing machine, she could teach you how to sell a sewing machine, she could probably teach you how to repair a sewing machine, but only if you have the ability and desire to keep on learning. And you have that personality that says yeah, I want to learn GLC that I'm willing to teach you. So that's becomes critical to younger folks coming in, that they have all the skills, sometimes we need to do is understand that, just because that's the way we like to learn, or we like to communicate or we like to teach, it doesn't mean that's the way the all people want to learn, teach, learn to, you know, the different times different volumes of content, different methods of delivering that content, we just need to back off and say, again, that leadership, here's sort of the results I'm expecting, you know, here's sort of the resource I could give you. I trust that, you know, I trust you that to be able to do it. I'll be here as a mentor, as a coach on the banker think of me, as a banker, Halie, you come to me when you need to make some withdrawals and stuff, and I'll guide you coach, I can act as that mentor, but I trust you and have a good leadership and sometimes in an organization is as a skill called sandwiching. And I learned that from a mentor that I had. So they would take a person like Halie and I could bring you in at any level of a company. So I'll bring you went and level and if you've you know nothing about that particular staff position, or, you know, operational position, I say, Halie, I'm gonna sandwich you, Mike, what do you mean? Well, you're gonna report to somebody very senior, you're gonna report to, you know, Jill, and you know what, all your team members are very senior as well. And Adele should be good. So you're going to learn, we're going to short your learning curve, because if somebody steps out of line, and starts misleading you and say, Halie, we should do this, this and this, what are you going to do? You're gonna go to jail and seek approval or seek counsel and say, Hey, is this make sense, and she's gonna start laughing and said, Hayley, they fished you in, don't believe all that stuff, etc. So really, if you sandwich that person, if you have the ability to learn desire to learn and read personality, you put them in the right position very quickly, they could learn our industry, they could learn all aspects of it, stick them into HR, stick them into finance, stick them into operational, stick them into marketing, as long as they have ability learn desire to learn, and your sandwich Jim with with good people that want to teach and mentor the young, that company is going to be able to, you know, definitely definitely outpace and outperform the aspirational goals of all their competitors. Because the key difference, are they gonna argue that their chemical is different than somebody else's their equipments different know, the only thing that truly makes a big difference. And the only way to truly differentiate those results is through your people. So if you invest in your people, the way they should be invested as being your most important asset. So you make that investment, and then you hire the right people, the best people, you invest in them, you're going to be able to clearly outpace all your competition, because they'll want to work with you, you're going to not you're gonna have the lower retention rate, they're going to want to come to your operation because they're going to hear about how great it is to work at Halie's company. And then the other ones are going to get what's left behind. But we know what all the other companies don't want what all the other cleaning corporations don't want, what they've left everybody else and they're gonna get left with that and you're not going to have operational excellence was subpar employees and subpar leadership.



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Halie Morris 54:58

Okay, great and It's, yeah, it is one of those things I've seen it preached again and again, and I've been the one preaching it, as far as who you bring in. It makes all the difference as far as you have to attractive, and it's not a sales process like I, when I was recruiting, it was always treated as this sales, like, push it, glorify it, data, and I'm like, Yeah, you're, I like to think you're gonna mark it your position, you're gonna show it off a little bit. But once you start pushing and selling it, you're gonna lose the ability to really draw in the right people. Right, you want those people who fit. And so a lot of that goes back to the earlier point of being genuine. And being honest, when you're recruiting, having your leaders embody that.

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Mike Sawchuk 55:57

Your absolute and a good example is one of my other clients were talking and, and they happened to be looking in, they were running a long term care facility. So when you say marketing, so the typical market, you put these ads in the paper, you may put on D, you put all over here, and it really wasn't working for them. And so what they thought outside the box, not too far from their facility was low income housing for single mothers. So you had this complex with single mothers, with children, probably needing assistance and economics. So they just said, we're gonna go there and post jobs there. So what did they attract? Mothers with a calling, you know, what mothers do for their kids, or they'll give up anything to look after the kids, all of a sudden, you sit there and say, Yeah, we want a full time job. When a part time job, I don't care, we have a full time job of breaking up into for you. So yeah, you could now put your kids off to school, come here and work for hours, and it'd be back at home to greet them, somebody else might say, well, I'll need to be home because that's when, till till six, because I need to feed the kids and someone else would be coming there Look, after the kids, I could work the afternoon and night shift, but you really be flexible and fluid, and how you, you you talk to them. But that's a genuine demonstration of of showing the concern for your employer, I want you to be happy. And I want you have this great life, you know, work balance. So I'm not asking you to disrupt your your time at home, but how they, they didn't have the market, they just changed their approach. And then they went after the right people. So these people had a calling, they wanted to serve. They wanted, they they they really did. And it's not BS Halie is inherently in their, you know, their DNA, that they really believed that they were helping keep the elderly, you know, healthier, they may have had parents that suffered from dementia or, or some of the other, you know, diseases. So when they're looking at and serving them, they were saying, You know what, that's like, Well, my father and my mother, I don't mind giving to not everybody could do it, I couldn't do it, you can pay me a million dollars to work in a long term care home, but you find that right alignment, that there is a calling for them. And you're helping them have this work life balance, and it's all genuine, and they could see through it. So then that you expect that person to leave. So yeah, I could pay you 25 cents more, but you got to take a bus and you got to go there, you join in this, this toxic environment, etc. And the last thing that we throw out there is good leaders actually have couple of surveys in place, I believe, that measures it. You know, so it can be an annual survey, and they just start measuring. So they'll say, okay, data doesn't lie, the right data paints a better picture. And as you have the data and put those, analyze it, it's going to tell you what you're, you know, maybe have some concerns, you don't know. But then you make those adjustments in certain areas that they didn't make a difference that improve it. But you know, are you really measuring employee satisfaction, what we first talked about? How do you know your employees aren't satisfied? Is it going up? Or is it going down? Well, if you start measuring it, you can say, Well, we tried this, and we tried this, and we tried this and move the needle up or down how much



etc. But you know, what gets measured gets done. So start measuring employee satisfaction, do you do start measuring things on net promoter score, start measuring things like levels of engagement, you know, as you know, empowerment that they feel, start measuring retention rate, start measuring retention rate of the desired employee, so I don't mind having a retention rate if I'm getting rid of my bad employees, but I'm more concerned if I'm getting some rid of my best employees, most tenured employees, etc. But how many companies really do an adequate job, determining what their KPIs are, and measuring them annually as part of a survey and then reviewing that data seeking assistance for ideas from someone like yourself an HR expert, you know, I'm an operation guy, what do I know about HR? You know, My role might be simple. Let's just fire everybody. I'm just kidding. But have respect to say, You know what? Here's what the data says, I'm, as a leader not happy with the data, I'm going to seek out counsel to experts in that relative field. Clearly, it's an HR thing. Halie, what are your ideas? What are your suggestions? What can we try? Because, example if we have a 200%, employee turnover rate, and some BSCS have that, here's what it's costing us. So once you get the data, try to fix some monetary value to it. Well, we we brought that person in and try to provide this in salary, and now they're gone. So that's a cost. We, how much time went into placing the dollars when and placing those ads. Okay, we got that cost. Halie, the HR manager, how much time did they place, we had 25 people, she did phone interviews, and she did a second phone interview, maybe she didn't need a personal interview, and then went over to the hiring manager, and they did some how much all that costs, you say, Holy Man, we did it for 100 employees only have one, there's a huge cost. So you maybe it's better to take those costs, and invest it in a different way to hire, and a different people to hire, and maybe a different invest more in a different onboarding and training education program. So those are some things that, again, great leadership do, you know, they understand they have KPIs, and they know what's the what the important KPIs for their results that they're interested in. And then they understand that behaviors and actions drive those KPIs. So once I have the KPIs, these are the behaviors I want. And that determines the type of people I want their motivation, and the type of incentives I'm going to provide incentives, measurement, coaching, etc, to drive the right behaviors, which in turn will drive the right results, which will then allow me to hopefully have the highest level of clean, healthy and safe at the lowest overall costs.

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Halie Morris 1:01:54

All right, I mean, a, you know, I'm thinking back to your, your earlier example of going to the apartment complex. And as a recruiter, we did something similar. We thought, Okay, who are our most successful team members? What kind of people are they? What kind of lifestyles do they live? Why? Why do they do this kind of job, like what makes them tick in this job. And we thought about where those people were. And we did do the apartment, we went to several near apartment complexes where there was access to the target bus lines, because a lot of our team members can use it that way. And that they were close by so their commute was short, and that we could appeal to them. Because a lot of them were single family, single parent households, or needed just extra income for a few hours a week to balance a couple bills that they those were our demographics. And we also because we hired 16 Plus had a lot of high schoolers that would do the job throughout high school. And they perform very well because they could come in, they could do the work, they could maybe work on their homework between calls and on their breaks. And it was close to home. So we went to the high school where we had a lot of teenagers that came to work for us for them. And we did open interviews on site with them, we worked with their administrators. And if we had high schoolers that didn't quite fit the bill, we could coach them and give them tips and tricks when they're looking for jobs or things like that, or things to work on before they replied. And I mean, the people you got

in from those kinds of positions were the people that typically stayed the high schoolers, you know, you're probably going to have high school, maybe college, if they're going out on that route. A lot of them might come back later as a part time job. And then your retiree community besides like the single parent households that needed extra income, the retiree community who just needed a little extra something to keep them going because they, they couldn't do nothing. We had a lot of those type of people who wanted a little extra spending money, or just were restless, my favorite was an ex teacher, she just could not sit at home. She's like, I need something to do. So, I mean, we did that kind of thing. And the impact it made, is it. You know, I worked there for eight months, the people I hired at the beginning of the eight months, were so integrated into the call center environment, and it was a call center. I mean, typically really high turnover, just like the cleaning industry. You have, if you don't have that fit, you're gonna lose people very, very quickly, sometimes right after your training because it was notorious. I don't know how the cleaning industry is. The call center industry was very notorious for people who would come in just for training because you have to pay for training. You have to pay for that training period. They come in they do their orientation and training and they dip out.

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Mike Sawchuk 1:04:48

Really, it's what I love what you just said was probably two things that that really resonated with me that connected was huge. trying something different. It wasn't, this is the way we've always done it. So this is the way we're always going to continue to do it. And we're going to just hope and wish for better results. Now, keep doing what you've always been doing, the best you're gonna get is what you've always got. So you came in there and change the paradigm change how you're going to do things, which makes sense. If you want different results, you've got to do something different. Now, the second thing is what I loved. And it's an I call it the reverse marketing. So you must have marketing in your blood, you have to have marketing in your blood, because what you did is something that that, you know, that I would counsel all companies to do, you know, if they come to me says, oh, Mike, how could I grow my sales. And first of all, don't treat all your customers the same. That's okay, for mums and dads, but you cannot treat all your customers the same, you need to identify your best fastest growing most profitable customers, not the ones with the highest sales, not the one with the highest GP percentage, but you need to drill down a bit identify the fastest growing most profitable customers, once you have that typically, like in distribution, the 8020 rule comes to play 20% of your customers drive 80% of your net income. So why would you spend the same time with those bottom 80%. Because if you do you know what you're doing, you're robbing from that top 20 You're gonna lose the top 20. So once you have that, then do what you did go find more like that find there, I really drill down understand their their demographics, their psychographics, understand maybe market segments, etc. So you learn to talk the way they want to be talked to. So this is what they want, how they want it when they want the volume that they want it the delivery of the one and again, not the way I want to do it, not the way I learned, you know, X years ago, you need to go down to that individual level and get and that's exactly what you did on the HR side, you identify your best employees that are that were retaining and providing the the outputs and the outcomes that you wanted. And you start looking at, okay, where do they come from? What's you use demographics, and I'm sure you had other analytics in there. But then you say, well, that's the best place to to get more of these people is in these environments, where they hang around, they may be Facebook groups of that associates that may be Geographica in that complex that may be the school, it doesn't matter. But you brought in a change of paradigm, which I applaud. And then you use, you know, skills from marketing and applied it to we're not selling our widgets or our services, when we want to do a better job

on getting the right people know that we want the best of those right people, because that will make a huge difference those inputs into our our people side will make a huge difference on operational excellence.

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Halie Morris 1:07:53

i It's exactly what we did. And I was fortunate I had a team. So when we started to think break down what we needed to do, what kind of people we need to attract. It was we were able to pull group think and really put our heads together and and say what are our options? What can we try for the lowest possible costs, because we really don't have a budget, we could print paper, you know, and you don't? I mean, honestly, you don't need a crazy budget, this industry or others, there's so many solutions that as you're growing, you can reach people without spending all this money and doing all these crazy things. It's just been understanding what are your needs? What are your culture? And where are those people are most likely to be and then speaking their language, which I believe is something you mentioned earlier in the call, is you gotta you got to speak their language, you got to talk to them at an individual level. And that's, that's what good leaders do.

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Mike Sawchuk 1:08:47

Right? Awesome. Awesome. No, that's it, nailed it right there. And you can keep doing what you've been always doing and just wish for different results. And that's what you change the that that becomes critical. And again, authenticity. You spoke to them the way they want it to be spoken to is and the generations are different. So if you look at the Baby Boomers, Gen Xers Generation X, what motivates the those different generations? And what how they, what their expectations are, they expect to be learn things or be taught things are different. And if you don't understand that, if you're not able to put that into practice, you're going to lose, but again, it's not difficult. You know, it's relatively simple when you think of it, but so many people find it. Not easy to do. And unfortunately, it's on the execution side, typically. But it all again, starts with, you know, why were you able to do that, you know, so again, clearly you have the skills, but what I'm seeing is whoever was your leader, that they allowed you to do it, you know, they trusted you. And like you said you didn't have much of budgets Oh, is that the whole, you know, balancing of risk reward? So that's all they were doing as your leaders, they okay, what's the potential reward here? Well, we could get better people that stay around longer, there's going to have better contribution. That's the full potential reward. You know, what's the risk? We don't hire anybody? Well, that's not that's not much. So they're able to say, okay, there you go, Halie, go and do it. So if you've even if you failed, you know, I'm sure they trust you, you're going to be successful. But even if you fail, what did it cost the organization? But if you succeeded, look, all the great results you brought to them. So that is what we said earlier, that the great leaders will take chances they're curious, they may say, You know what, I don't think Kaylee's right. But I'm curious to see, maybe she is right. I'll let her do it. So that curiosity, and taking chances and having trust. And the other thing that great leaders always have Halie, which we didn't mention earlier, but I like to add that is they'll always have your back. They'll recognize that if you were successful, they'll point at us and Halie. This is Halie's idea, Halie did everything and rah rah rah Halie. But if you failed, I'll guarantee you that just the way you described, you know that working but I'll guarantee if you failed, that leader would have took responsibility, and say no, Halie reports to me, I'm the one that authorize it. If somebody is that fault, it's me. So great leaders will always have their backs and they discipline an employee,

they may, they may coach and encourage them when needed. But at the end of the day, it's like that, that like a great coach LP pockets positive 1015 times before they get one negative. But if you do get something negative, you know what's coming from a, you know, authentic position that they want you to succeed, that they'll always have your backs. And that, again, being smart, being you know, curious and courageous, etc. and integrity, the other one is right up there will have to be having the backs of their people always

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Halie Morris 1:12:03

right, and you hit the nail on the head, I have had to really fantastic leaders, since I've begun my somewhat diverse career and the one in that position at the time, our HR manager was amazing. We were all interns at the time, there was a group of four of us. And she really gave us the reins, she set the training in place to make us good at what we needed to do. And then she gave us the reins and encouraged us to branch out and go above and beyond where we could add then there were some things I remember, like HR interns are not going to handle workman's comp claims, you're never going to let your HR interns handle that. But when she had one come in which they happen, we had a very, very large team of very diverse people. They come in, she would bring us in every so often and say, Hey, I just wanted to walk you through and show what this looks like and what the process is. Sometimes we talk about like, oh, how could we make this more streamline and things like that, and we'd see, you know, we had ideas, she'd take them up and she give us credit is exactly as you said, the other the other boss that I've had the fortune of having such great leadership and guidance and support somebody who has my back has been Jill. So you know, and I've gotten to grow under, under both women and like, become so much better at my job for that. And so, nail on the head, for sure. With those descriptors.

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Mike Sawchuk 1:13:34

It was complimentary, like, you know, both those examples, your leader, HR, she got benefits. So she she was able to streamline that the activity, she was motivated, engaged, that nobody was leaving, and she made the time to I'm sure she could have just done it. But she made the time to get you involved and say, Well, maybe they'll come up with a better idea. But that's how you learn. So it did not cost didn't have to invest, you know, 1000s of dollars sending your way to some coaching or training school, it was just hands on mentoring, in that office or boardroom that you actually develop you got deeper, wider in those skills. And same thing with Jill, Jill just knows that, that you know she she's she's helping you, but you're helping her and great leader that we said earlier, they always they have this continues they want to learn. So I know that you're learning from Jill. And I don't mean this with any disrespect, but Jill and her skill set is learning from you. And that in turn makes the company better because you're both growing skills, you're getting deeper, wider, stronger, and you're and you're surrounding yourself, not with like people. So you and Jill are opposite in so many different ways. But what that means is a stronger team as opposed to everybody being just like Jill and having all the skill sets of Jill and just being yes people to Jill on 14 Some leaders that's how they believe they surround themselves with Yes, people. And if you don't agree with me, then then you're out. No, the best leaders will say, No, I want to surround myself with diversity of skills, experiences and, and traits. And, and I want to be collaborative, I want to truly listen to them genuinely listen to them, because there may be a better way. But at the end of the day, all of us get along so well, that you know, you'll convince Jill or you or Jill will convince you. But I guarantee

at the end of the day, if Jill says, This is why I've heard you loud and clear, Halie, I respect you for that position, I made my decision, let's move forward, you'll give Jill 110%. And again, that is just an example of great leadership is the fact that you'll do everything for that those two leaders you gave us as your example. Why? Because you knew that they trusted you, they respected you. It wasn't just words, it was what they did and how they did it. And that's so important. And that's how any type of operational build operational excellence, and as I said a very beginning is that leadership is going to come more and more critical. In this time of the great resignation. With all companies, all industries are going to have a tough time finding people, nevermind finding the right people, or the best people, but the ones that figure it out, are going to be able to create a huge, huge advantage for themselves, because they're going to have the best people, which will be a great differentiation factor in driving, you know, those operational results, which typically are aspirational to the organization.

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Halie Morris 1:16:39

I agree. All right, well, I don't want I feel like we could talk for a really long time, this is a really good topic. The last thing I just wanted to touch on before we before we fully close it out is it, you know, there's a reason we pulled you on here is that you really truly do have a plethora of knowledge and expertise. And you are the descriptor of the leader that you have put in front of us, right? You build up that trust, you have that willingness to learn that thirst to learn, and the integrity to get there. So, you know, people don't have to just listen to this episode and leave it, they can come back and you do this sort of thing for a living, you have your own company, and you consult but you're also doing a nine week course coming up in September, that covers some of the things that we talked about, right, but also goes a lot further. And so I'll let you talk for a moment about that. Because I think that's a great opportunity for our listeners,

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Mike Sawchuk 1:17:43

thank you. From below 30 plus years in the industry that we talked about in the bio working for manufacturers, small, medium and large and international scope, to distribution to BSCS. To in house venues long term care, I want to give back. And one thing that I know has been some some jogs along the way some pathway. But now what I'm doing, as I want to I'm offering a course, I want to get virtual online. So anybody around the world could take it a virtual, they'll be able to download lessons. And there'll be nine lessons, typically about an hour in length, voiceover PowerPoint, which is the education, they could stop it, pause it, take some screenshots, they have access to that for the whole program, if they forget anything, but once they learn it, then I give them an assessment sheet, a worksheet that they can then apply their knowledge, their site specific. So it's not saying there's the plan, every operation needs that know depending on your objectives, your resources, your priorities, what you have in place today, it will all be different. So nine times they get a lesson, they get these modules, at the very end, they'll learn about 140 considerations and how best in class does it but it integrates people and people are, you know, the what's what's critical. So if you think of the analogy of a car, most operations, they look at product procedures, protocols and policies, that's a low lying fruit that typically changing Oh, I'm going to give you a better, you know, disinfect, and you're gonna do a better job, I'll give you a better otoscope we can do a better job. They change the frequency, we're going to get better results. We'll know. That is like looking at the car. So Halie if you close your eyes, and just imagine your car. And now when you say in your mind, the color, the shape, the size, the style, the type of rims you have on the size of tires, the amount

of tent you have on it, all those things. Are your product procedures, protocols and policies, easy to change, but how powerful would that car be? If we gave it a lot more engine? how responsive would it be? Is it going to get you to and fro from where you want to go? No. And so your people have that operation become the engine and drive train, they're going to determine how responsive how powerful that whole that vehicle is and how they're going to get you places. But what really makes a difference is the leadership, that leadership is the one making all those critical decisions. And they're the ones that providing the fuel, they're the ones that ignite or not creates that culture of engagement, empowerment, motivation, satisfaction. So over the nine weeks, there's modules on the the four P's, then there's modules on the P people. And then there's module on the leadership. So it's integrating comprehensive, comparing over 140 criteria that they'll compare what we do to best in class, and typically, the ones that are going to take the course, they're going to be the leaders, they're not going to find somebody that's struggling. So these are gonna be leaders. So you're probably going to do 120 of those 140 things well, or fairly well, there just may be, you know, 510 things that they're not doing or not doing well enough, but it helps them identify. And if they just improve in those areas, that's going to drive enough significant improvement in overall results of clean, safe, healthy at the lowest overall cost. So it's they do the assess, they learn how to do this estimate, they run the assessment, and on their priorities, they develop this improvement plan. So that is right now I'm running some validation people through it. So we've got around 12 people. So when they're done, then they're gonna say, Mike, yeah, this is the value. And here's what I learned and how I'm going to grow or, Mike, here's what my problems were, and it did solve it. So from there, Halie, I'm gonna make the adjustments, and then put the course on line. The other half of the business is true, because consulting, I do consultant BSCS, manufacture distribution, trying to understand what their strategic objectives are, and be a resource to get them faster with a little bit of support.

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Halie Morris 1:21:50

All right, well, I think like I said, I did a spot on for everything that we talked about today. So it is a way for you as our listener to continue what we've talked about, and to take it and grow a bit further. And Mike is a great person to connect with. So I will also give you his LinkedIn, and you'll be able to follow him on there. And I'll provide access to everything that we've talked about today links so that you can learn more, and you can see more of what he did. But in the meantime, thank you, Mike, for coming on our show, and for joining us for the month of September. I'm excited that we did get to have you on. And thank you for everybody who tuned in this month. Keep keep updated. Follow us on social media. Keep an eye on the web page so you can see what's happening. We'll have a blog post with everything we talked about, as well as all of the links and information that you might want and a transcript if you'd like to read through what you just heard. Thank you and have a great rest of your month.