

How Training Middle Managers Transformed a Toxic Environment with High Turnover into a Stable, Growing Company

"The wheels are turning. They (middle managers) are starting to look at their jobs differently and some have been in the job for 10–12 years." —**Craig S.**

Client: FMS
 Industry: Mortgage/Title
 Employees: 400



CHALLENGE: Employee turnover was high, and engagement was low.

First Mortgage / First Title (FMS) is a mortgage processing and logistics company operating across the Australia/ New Zealand region. In late 2015, Ignite Global was asked to help FMS with employee engagement and retention. At the time, FMS employed approximately 250 staff. Employee turnover for 2015 was a staggering 45% and the employee engagement scores were quite low. The company had several toxic teams and customer service issues.

SOLUTION: Train managers to hire for culture fit, attitude and aptitude.

Working closely with FMS in 2016, Ignite Global trained managers to shift away from hiring based on skills and experience to find the employees best suited to join the FMS team. Then, in 2017 Ignite Global helped the middle managers to implement monthly 1:1 conversations, using the 5 FOCUSed Conversations, with all direct reports.

What's more, the company also embarked on three additional initiatives:

- to help the Executive Team work more closely and effectively;
- to up-skill front line managers with basic management skills;
- to define and embed a purpose and core values within the organisation.

RESULTS: Turnover reduced by more than half and employees are engaged.

Ignite Global's tactics proved successful. Employee turnover for 2016 was 30% (down from 45%) and employee engagement scores improved. Ignite Global continued to train managers on hiring skills and helped FMS redesign their job description and job ads to increase the calibre of talent they were able to source for open roles, providing greater clarity and accountability around roles and goals. In 2017, employee turnover was tracking at 20% and FMS is currently running approximately 400 full time employees (up from 250 in 2015). Looking ahead, the company expects continued, significant improvement.



How a Sales Force Turnaround Strategy *also* Delivers Higher-Achieving Drivers and Managers

"In 25 years of owning the business, I have never seen the calibre of candidates we are attracting now."

—Mark Hunter, CEO, Hunter Express

Client: Hunter Express

Industry: Transport

Employees: 400



CHALLENGE: Too many people leave. Those who stay underperform.

Hunter Express is the "Google" of the transport industry, with a great culture, high employee engagement and low employee turnover—except for the sales team. There, it was the opposite story with few people achieving their sales targets and a revolving door that was sabotaging company profitability with ever-rising recruitment and onboarding costs.

SOLUTION: Attract the right candidates to fill the sales roles.

Working closely with Hunter Express, Ignite Global used a heuristic view of work to transform how the company described the sales roles. Ignite Global then helped Hunter Express use the clear expectations and inspiring vision of the roles that came from this process to build the foundation for a strategic sales force turnaround.

RESULTS: Over-achievers surpass Hunter's aggressive performance targets

Ignite Global's tactics immediately attracted far higher-calibre sales professionals that are the right match for the company's culture—and performance goals. These new, high-achieving people continue to outperform sales targets. Ignite Global's retention expertise means they're also staying. This creates a triple win as sales rise, turnover costs plummet and sales professionals shine at work they enjoy for a company they love.

The sales force turnaround was so transformational that Hunter Express implemented the same strategic approach company-wide. CEO Mark Hunter says that emphasis on attitude and aptitude has been so compelling that they're receiving unsolicited job applications. From potential truck drivers to state managers, highly qualified people are eager to work for a company with such a fresh, dynamic vision.



Northrop Consulting Engineers Electrical Sections Turns Around Employee Retention, Engagement and Profitability

CHALLENGE: When Yogesh Maharaj took over the Electrical Section, they had the highest employee turnover, the lowest employee engagement scores and the lowest profitability per head for the entire company.

SOLUTION: Yogesh immediately implemented monthly one-on-ones with his team using Ignite Global's 5 FOCUSed Conversations framework.

RESULT: Within 18 months his profitability per head and employee engagement scores became the highest within the company. He did not lose anyone from this team for 2-1/2 years.

"I took over the Electrical Section around the time the company engaged Ignite Global. At that time our section had the highest employee turnover in the region, the lowest employee engagement scores and the lowest profitability per head. I knew something needed to change and adopted the concepts Kim taught straight away. We now have the lowest employee turnover, highest engagement scores and highest profitability per head in the region."

Yogesh Maharaj, Principal

Building Services Section Manager for Sydney Region
Northrop Consulting Engineers



Light Up Your Workforce®

- **Ability to get things done.** Projects will start, stop and become delayed. It will be your role to ensure that they are accomplished on time in the face of this.
- **An Eye for Detail.** You will be THE person in the company that will make sure that all 'Is are dotted and Ts are crossed'.
- **Passion.** We are a company that's passionate about making a difference and we need you to share that passion.
- **A great sense of humor.** One of our mottoes is, "Life is too short for a job / career that you don't absolutely love!" and that includes your own. We like to laugh and promise that while we might laugh with you, we will never laugh at you.

CASE STUDY: Lactalis American Group Turns Around Poor Performer by Aligning Him with His Purpose

CHALLENGE: Lactalis American Group's Idaho operation hired Ignite Global to help them increase employee engagement and reduce employee turnover.



- The company produces mozzarella cheese within three plants on one site.
- Unbeknownst to us, one of the supervisors for the Sanitation team (the team responsible for dis-assembling the cheese manufacturing equipment, sanitizing it and putting it back together) was having a real issue with one of his employees.
- Tom (not his real name) was 19 years old and was consistently late, had a bad attitude and was written up almost every day for his uniform not being compliant and his area failing inspections.
- His supervisor, Emmet, had put him on a 30 day performance plan and was expecting to fire him after that 30 days.

SOLUTION: The engagement between Ignite Global and Lactalis was a year-long, multi-part process which began with revising the company job descriptions to make them simpler, more effective for performance management and to align the employee with the purpose of the role and the purpose of the overall company mission and strategy.

Emmet revised the Sanitation team's job description as follows:

“Sanitation is of primary concern to food production. If we don’t maintain properly cleaned and sanitised equipment people could get sick — or die. As the Sanitation Specialist you are responsible for helping to keep our customers healthy by preventing bacterial contamination of our product and ensuring we consistently produce a quality product.

All equipment in your area of responsibility will be cleaned and sanitised after each production run in accordance with (cite policy, regulation or SOP).”

RESULT: Emmet introduced the newly revised job descriptions to his team in their weekly Tool Box meeting.

Tom read the revised job description, looked up and, according to Emmet said, “I didn’t know I was responsible for THAT!”

From that day on Tom came started his shift on time, with a compliant uniform and a good attitude. He began to take pride in his work and his area started to pass inspections.

Emmet removed Tom from the 30-day performance plan and he still worked for the company when Ignite Global’s contract expired a year later.

How We Can Help

Creating a SPOT ON Position Profile™ is not hard.

Unlearning what you think you know about writing job descriptions, understanding the benefits of using this framework and helping the manager to take responsibility for creating Job Descriptions themselves — instead of relegating them to HR — can be extraordinarily frustrating and time consuming.

Ignite Global has been helping organisations (as well as individual HR Practitioners and line managers) embrace this new way of thinking and has been training them on this methodology for five years to great success (see testimonials).

We can help your organisation as well in a 3-hour live or virtual training session. This training is also available on video, but we find the live or virtual training to be much more impactful as it gives the managers the opportunity to create a job description live and to have their job description peer reviewed by another participant, which increases the level of competency for both.

Contact us today for more information: Info@IgniteGlobal.com

Results for Engaging and Retaining Staff

- DFK Everalls reduced re-work by 10% within months of adopting the 5 FOCUSed™ Conversations framework
- The Electrical Section of Northrop Consulting Engineers goes from having lowest profitability per head, employee engagement and employee retention to highest within months of adopting the 5 FOCUSed™ Conversations framework

"We've successfully used the Mind Reading for Managers / 5 FOCUSed Conversations program to completely replace our annual performance appraisals. No one liked our old system and it was very time consuming for both managers and staff.

Not only did this program achieve our goal of eliminating performance appraisals, we immediately noticed a reduction in re-work after implementing this program, which has a direct impact to our bottom line.

Even our most skeptical of managers has come to embrace the monthly conversations."

Robert Shelton FCA, CTA, GAICD
Managing Director, DFK Everalls

"We have really seen a huge shift in our culture and in our staff and Matt and I are now really seeing the benefits of everything we have worked to implement. Its very rewarding".

Renee Wheatley, Chief Operating Officer
Sigma Aerospace

"The Ignite team have played an integral part in delivering successful people strategies here at Northrop Consulting Engineers. Continually challenging conventional wisdom, they have been absolutely fantastic in opening our eyes to improving management practices for higher employee engagement. Their brilliant ideas are well suited to any business size ranging from start-ups to large multinational corporates."

Amir Girgis, Principal | Manager, Sustainability
Northrop Consulting Engineers

"For the first time in years our performance reviews were completed in a more timely manner, with little chasing up with the managers. Not only that, instead of just checking boxes there were actual development plans that had been documented and discussed."

Michelle Goade, HR Coordinator
Lactalis American Group

"I took over the Electrical Section around the time the company engaged Ignite Global. At that time our section had the highest employee turnover in the region, the lowest employee engagement scores and the lowest profitability per head. I knew something needed to change and adopted the concepts Ignite taught straight away. We now have the lowest employee turnover, highest engagement scores and highest profitability per head in the region."

Yogesh Maharaj, Principal
Building Services Section Manager for Sydney Region
Northrop Consulting Engineers

"My team recently engaged Ignite Global to do their Mind Reading for Managers workshop. The workshop was outstanding! The 5 FOCUSed Conversation tools I learned from the workshop changed the way I communicate with my staff in a positive way. Overall, they have made a difference in my life at work, and for that, I am thankful for their services and mentorship."

Elia Twigg, Public Works Director
City of Palm Bay, Florida, USA

"Since the course I have found that I have been able to apply more structure to the conversations I have with my team — not just the content of the conversations, but also the themes of the conversations. There has certainly been an improvement in process that assists my team in expressing themselves on a number of specific subjects in an open but structured way. This has provided me with greater insight into their motivations and what they value most in their working environment. As a result — since taking the course my one-on-one meetings have become more relevant, and I regularly receive positive feedback from my staff telling me that they look forward to my catch-ups with them."

Marcus Babajews, Head of Development
Razorfish Australia

Results for Sourcing and Hiring Staff

After working with Ignite Global to revise their job descriptions / ads and their candidate sourcing strategies and hiring process:

- Blueberry Diapers successfully hired a General Manager within 1 month after being unable to attract the right person for the previous 6 months
- GKA Investigations successfully hired the right Office Manager after 3 previously bad hires over a 12 month period
- Northrop Consulting Engineers successfully hired 2 senior managers for their newly established Melbourne office within 2 months. Prior to this engagement, the Principal in charge of this office had tried unsuccessfully to source and attract the right people for over a year.
- Strategic Anarchy saved \$90,000 by NOT hiring the wrong person.

"Okay, I knew your stuff was gold — but your stuff is GOLD!"

After all of the interviews and back and forth, we ended up hiring someone for the Digital Content Production role who is perfect. . . normally, we would have hired one of the other two guys we were looking at. But after writing out the JD and going through it with them, we realised he was the right choice.

Meanwhile, one of the other guys has a solid sales background, so we offered him a BDM role. Wrote out the JD. Offered him a totally reasonable — and quite high — package. And he flipped. He couldn't cope with the fact we weren't telling him day-to-day what he had to do. He couldn't cope with the fact that his KPIs were mandated from the outset.

So, we decided not to hire him. Saving ourselves not only a \$90k base salary — but what would have been a nightmare couple of months working with someone who didn't want to do the work.

Everyone in the company is in awe. We're all like 'OMG! WE HAVE A SYSTEM THAT WORKS!'

So THANK YOU — your stuff has been hugely beneficial."

Leela Cosgrove, CEO
Strategic Anarchy

"The Ignite team have delivered several training courses to our management group. On each occasion the feedback received has been fantastic, with the course exceeding expectations. Ignite's training is both informative and engaging, inspiring participants to utilise the tools and techniques presented. Kim is an exceptional presenter who is impressive in her delivery and shares a wealth of knowledge within her field of expertise."

Daniela Burton, Human Resources Advisor
CARDNO

"Ignite Global has worked with Energizer in delivering an Interviewing Skills program to the managers in our business. Feedback from the sessions has shown the presenter to be energetic and highly engaging, demonstrating an ability to effectively work with a diverse group of people. Content of the course was relevant to the audience with good tips, tools and examples. Managers who have attended the course have come back energised and very positive about applying the knowledge gained. I would not hesitate in recommending them as a facilitator to other organisations."

Elise Barter, Human Resources Executive
Energizer Australia

About Ignite Global



We help future focused organisations build and retain the workforce they need to thrive in the Decade of Disruption - what many are calling the period from now to 2030.

COVID-19 will hopefully be the most significant disruption of this decade, but the futurists, demographers and economists will tell you it certainly won't be the last.

In order to not only survive - but to thrive - organisations need 6 things:

1. A compelling, customer/community oriented purpose with a strong set of values that are used in hiring, accountability and decision making.
2. Collaborative leadership capable of making smart decisions with incomplete information and being able to pivot quickly and effectively when those decisions are proven to be incorrect (and some will).
3. Open, honest, transparent communication built on a foundation of mutual trust and respect.
4. A simple framework used to set and hold people accountable for great performance.
5. Managers who prioritise their team over their 'day job'. Who form deep relationships with staff, studying and meeting their needs (or managing their expectations when they do not).
6. The willingness to reimagine old school practices and processes that simply no longer work.

We help you accomplish the above through:

- Our Future/Now of Work Gap Analysis
- Strategic planning and facilitation with C Suites or Boards of Directors
- Our 3 signature programs:
 - The SPOT On Success Profile™: THE KEY to help you hire well the first time and hold staff accountable for great performance.
 - The SPOT On Hiring System™: A step by step framework, training and customisable forms and other assets to help you plan, prepare and conduct an effective and efficient hiring process.
 - Mind Reading for Managers: 5 FOCUSed Conversations for Greater Employee Engagement and Productivity™: A monthly 1:1 conversational structure with a 7 year track record of increasing employee engagement and retention.

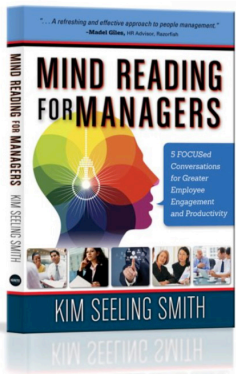
About Kim Seeling Smith



Kim Seeling Smith is the CEO of Ignite Global and a leading NOW Work expert (because the Future of Work arrived on Friday the 13th of March 2020 when COVID-19 thrust us into a new reality more quickly than anyone had predicted).

Kim is a regular commentator for The Today Show, Forbes, CNBC Online, the Australian Financial Review, the Sydney Morning Herald and many other print and radio media outlets. Kim is the author of *Mind Reading for Managers: 5 FOCUSed Conversations for Greater Employee Engagement and Productivity* and has been recognised by Richard Branson's 100% Human at Work Initiative for the innovative, yet practical work Ignite Global does to help businesses solve the very complex challenges around the Now of Work.

Kim is also an avid master SCUBA diver who cares deeply about the world's oceans. Her time spent under water helps reinforce her understanding of global connectivity and the importance of corporate sustainability.

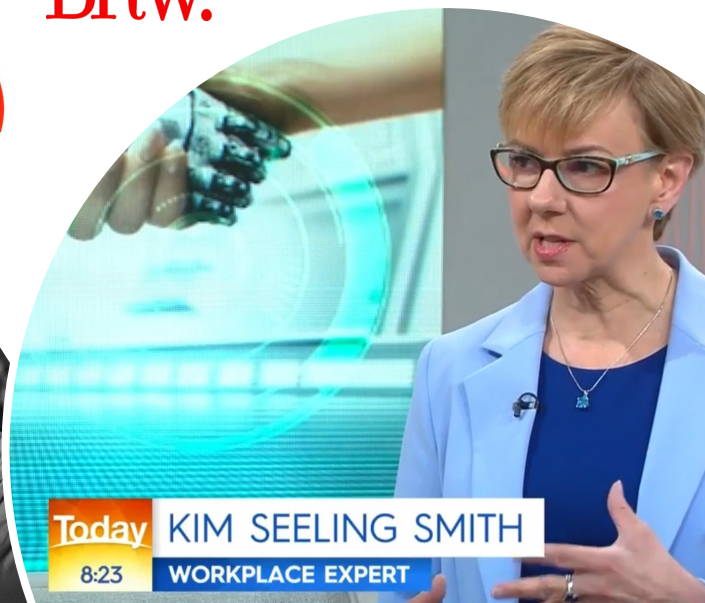


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