THE MAGNETIC ADVANTAGE:

How Great Companies Attract, Retain & Engage The Best People

Foreword by **Tom Ziglar,** Son of Zig Ziglar and CEO of Ziglar, Inc.

Pascha Moore Kelley

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CHAPTER 1

The Cornerstone

GREAT LEADERSHIP IS THE CORNERSTONE of The Magnetic Advantage formula. As John Maxwell says, *"Everything rises and falls on leadership." (Maxwell, 2007)* A company can't have a great culture without authentic leadership. This is what determines the strength of the magnetic pull for new employees, and a company's ability to keep good people.

Magnetic Leaders truly embrace Zig Ziglar's principle: You don't build a business – you build people – and people build the business. Truett Cathy, founder of Chick-Fil-A, is an excellent example of a Magnetic Leader. In fact, he said,

> "We are not in the chicken business.
> We are in the people business."
> – TRUETT CATHY (TURNER, 2015)

Truett Cathy recognized the value of putting people first. His policy of closing Chick-Fil-A stores on Sundays is an example of this. Truett believed that everyone needs a day off to rest, to pursue their interests, and spend time with their families. By closing the stores on

Sundays, he ensured that all of his employees would have a *consistent* day off each week. For people working different shifts and ever-changing schedules, having that consistency is priceless! What a gift to his restaurant employees.

During the early stages of Chick-fil-A's growth, Truett received a lot of pressure to do away with his closed-on-Sunday policy. In fact, Chick-fil-A was rejected by several malls. I'm sure that a lot of people told him how much more money he could make if he would open on Sundays. However, Truett remained true to his values – and to his people. Pretty soon, it became known to mall managers that Chick-Fil-A produced as much sales revenue in six days as the other food chains did in seven days. *In fact, Chick-Fil-A frequently had the highest volume sales of all the tenants in the food court!* (Turner, 2015)

In Dee Ann Turner's book, *It's My Pleasure — The Impact of Extraordinary Talent and a Compelling Culture*, she says "Truett was often asked if he had calculated how much sales he lost by being closed on Sunday. He always responded that he was more concerned with how much sales he would have lost had he remained open." Despite being closed on Sundays, Chick-fil-A is the top selling quick-service chain in the U.S. and exceeds their nearest competitor by *generating twice the average restaurant sales.* (Turner, 2015) **Truett Cathy created competitive advantage by putting the needs of his employees first. He stood strong in his values and reaped the rewards.**

People are truly the most important asset of a company, so learning strategies to enhance that asset is critical to creating competitive advantage. The strategies that I will provide in this book are not for those afraid of change or lacking in moral character. The workforce has changed drastically in the past several years, and companies who are not willing to adjust to the needs of this new workforce will be left behind. Additionally, due to the rapid development of technology, the workforce will continue to change quickly. Business leaders who can adjust quickly, while holding true to their values, will be able to create competitive advantage in this new landscape. The best employees will go to and remain with the companies that understand what their employees really want and that are willing to meet those needs.

WHAT PEOPLE REALLY WANT

For more than forty years, Ziglar, Inc. has researched what people really want in life. It found that there are eight things that everybody wants (Ziglar, 2012):

1. To be **happy**
2. To be **healthy**
3. To be **reasonably prosperous**
4. To be **secure**
5. To have **friends**
6. To have **peace of mind**
7. To have **good family relationships**
8. To have **hope**

You will notice that only one of these specifically lists money (reasonably prosperous). The others are non-financial. Business leaders frequently believe that employees are only interested in the financial rewards of work, but people's needs are much more complicated. Leaders who understand this seek to understand the true desires of their employees and meet those needs as best they can.

Zig Ziglar truly understood the importance of getting to know people and finding out what they really want. I think that Zig's philosophy, "You can have everything in life that you want if you will just help enough other people get what they want," (Ziglar Z. Z., 2012) is the heart and soul of good people management.

> You can have everything in life that you want if you will just help enough other people get what they want.
>
> – ZIG ZIGLAR

Helping employees get what they want will eventually lead to the business getting what it wants – long-term success.

CHAPTER 2

The Power of Employee Engagement

"EMPLOYEE ENGAGEMENT" HAS BECOME A buzz phrase in business over the past few years. However, most people don't really understand what engagement means. Forbes defines employee engagement as "the emotional commitment the employee has to the organization and goals." It is NOT employee satisfaction or happiness. Engagement is about a bone deep **commitment** to the company. Engaged employees are willing to go the extra mile. They have good attitudes and are willing to work as part of the team to accomplish goals.

According to Dale Carnegie Training, engaged employees have four traits:

1. **Enthusiasm** – Employees who are engaged are enthusiastic about work.
2. **Empowered** – Employees are allowed to do the work their way.
3. **Inspired** – Employees are motivated by their leaders.
4. **Confident** – Employees are sure they can achieve success.

Wouldn't you like to see these qualities in your employees? What would that mean for the bottom line of your company?

Companies with engaged employees outperform those without engaged employees by up to **202%**.

– DALE CARNEGIE TRAINING

A study by Dale Carnegie Training found that companies with engaged employees outperform those without engaged employees by up to 202%.

In Gallup's 2016 State of the American Workplace survey, they found that businesses with an engagement strategy have better business outcomes. In fact, ***those that scored in the top quartile of employee engagement have nearly double the odds of success when compared to those at the bottom of the quartile***.

When compared with companies in the bottom quartile of engagement, companies in the top quartile showed improvements in the following areas:

- 41% lower absenteeism
- 24% lower turnover (high-turnover organizations)
- 59% lower turnover (low-turnover organizations)
- 28% less shrinkage
- 70% fewer safety incidents
- 58% lower patient safety incidents
- 40% fewer quality defects
- 10% higher customer metrics
- 17% higher productivity
- 20% higher sales
- 21% higher profitability

These findings show the significance of having an engaged workforce. *What if your business could experience even one of these factors (e.g., 20% higher sales) with an employee engagement strategy?*

Would you be willing to create and implement such a strategy?

Business leaders who truly understand the impact of engaging their workforce, and create and implement engagement strategies will be able to outpace the competition. You see, even though “Employee Engagement” is a buzz phrase, not all business leaders can accomplish this because they simply can’t or won’t acknowledge the importance of meeting the needs of their people. I believe this is due to self-centeredness, an unwillingness to really connect with people, and a lack of a moral compass.

Those leaders who are able to get the “people” thing right have a long-term advantage over those who do not. Doug Conant is an example of a leader who gets it. Doug has turned around several companies including Nabisco Foods Company, Campbell’s Soup Company, and Avon Products. You see, Doug discovered the secret to advancing stakeholder value: employee engagement. Doug’s motto is, “**To win in the marketplace, you must first win in the workplace**” (conantleadership.com). Doug says that achieving high employee engagement was the primary reason he was able to turn around these struggling companies.

We’ve discussed the upside of engagement. Now, we need to look at the implications of not having an engaged workforce. The Dale Carnegie Training study also revealed that 71% of employees are not fully engaged. Disengaged workers are typically less productive and tend to leave. In the next section, I will discuss the high cost of employee turnover.

WANT MORE RESOURCES TO BUILD YOUR MAGNETIC ADVANTAGE?

Check out my website
paschakelley.com
for templates to help put the principles from this book into action.

The Magnetic Advantage effectively breaks down the often complicated principles of attracting, retaining, and engaging the right people. This book will help you:

- Improve profits by creating an engaged workforce
- Reduce the high-cost of employee turnover
- Develop leadership skills that will propel you and your company to the top
- Create a great corporate culture
- Improve your ROI in employee programs through a strategy called Total Rewards
- Develop effective employee communications

The Magnetic Advantage is designed for business leaders aspiring to master their market, companies with high turnover and low employee engagement, the new business owner and organizational leaders looking to attract top talent.

Pascha Kelley has built her career in entrepreneurial ventures and corporations. After 20 years working for a successful pharmaceutical startup turned multi-million dollar company, she became a Ziglar Legacy Certified speaker and trainer. She now uses her decades of experience and her passion to help people reach their full potential. Her mission is to teach others how to succeed professionally and personally.

"Successful business owners and leaders seek out the tried and true business practices that will set them apart from the competition. This book is chock-full of truth that will serve you well."
- Howard Partridge, International Business Coach

"Pascha is a dynamite, energetic world changer whose positive attitude and message of hope are desperately needed in our world. The Magnetic Advantage is sure to bring some of Pascha's magic into your workplace and help you bring the right people into your community."
– Jeremy Overturf, Amazon Best Selling Author, Ziglar Legacy Certified Speaker & Trainer, & Award Winning Entrepreneur, www.JeremyOverturf.com

"The insight to successful business practices is brought forth in a way that will set leaders and entrepreneurs miles apart from the competition! A must read!"
- Bobby Hooper, COO, Ziglar Family