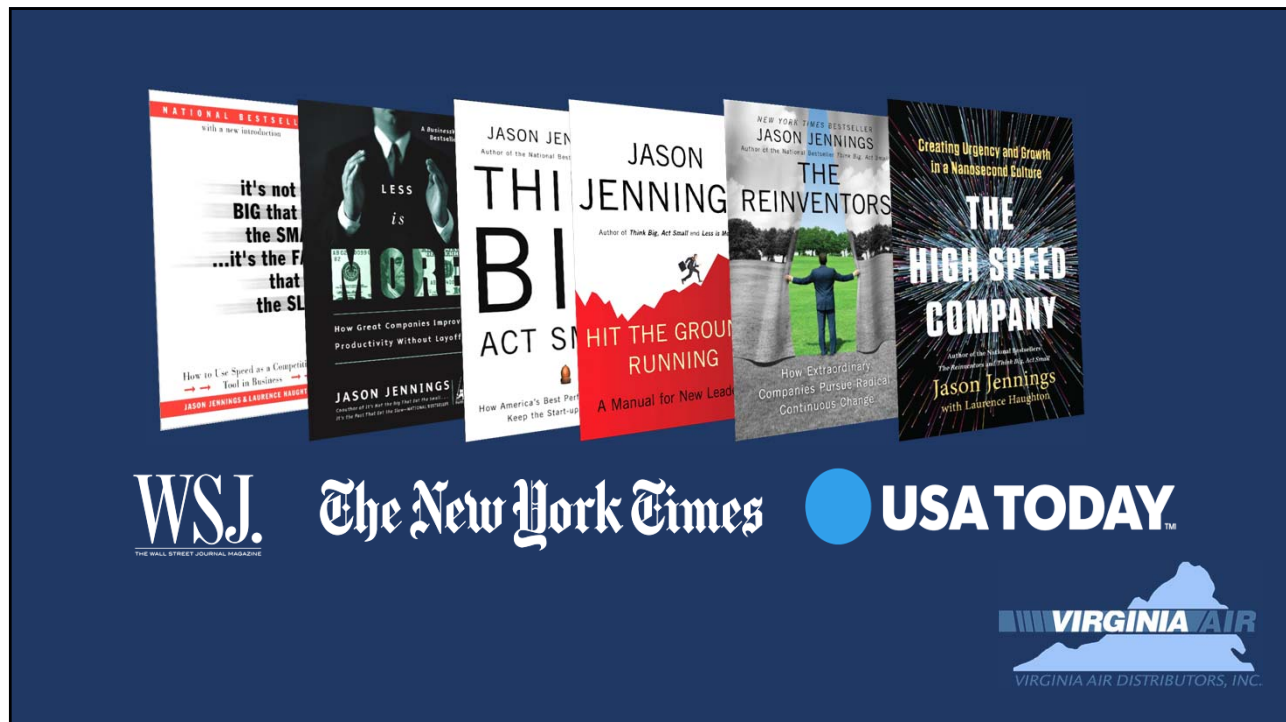




You told me

- Finding, engaging and keeping the *right* people (Everyone)
- We want to grow the business
- Need to be more open to change
- People are my fulltime job; help me be better at it
- How do I get people committed and wanting to go the next level
- Need help building the right culture
- Help me be a better Chief Assistant to everyone who works here



Today,

The 4 Secrets for Building an Innovative Culture of Growth
that Attracts and Keeps the Right People



Why these secrets are so vital

- 68.5% of American workers say they're not engaged or actively *disengaged* from their job. (Gallup Poll of the American Workplace 2016)
- 53% of American employees have little confidence in their leaders and think their senior leaders have little interest in them. (Towers Watson 2016 Global Workforce Study)
- 84% of all workers believe that most people can't be trusted. (University of Chicago General Social Survey 2017)



Data-driven discovery

- Screened more than 220,000 companies
- Studied more than 65,000
- Interviewed more than 18,000 CEO's, business owners and leading entrepreneurs
- Wrote the books on speed, growth, innovation, culture and leadership



6 of the world's best CEO's



Secret 1

Companies that have innovative cultures of growth and attract and keep the right people have a

PURPOSE

It's not a Vision Statement
It's not a Mission Statement

It's their *real* reason for existence

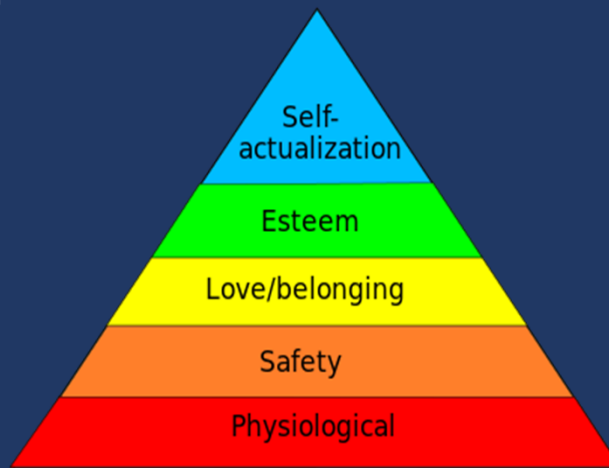


Purpose

- Bold
- Not what you do but why you do it
- The non-financial reason for existence
- Fixes an injustice
- Not a goal but a journey
- Gives meaning to people's lives



Purpose



Purpose

- Brief, BIG and memorable
- Evokes an emotional response
- Shows deep conviction
- Hire only those who want to be onboard
- Get rid of those who won't get onboard
- Talk about and celebrate it constantly
- Eventually, the purpose becomes the culture



Secret 2

Companies that have innovative cultures of growth and attract and keep the right people make

Growth
a guiding principle



ARROW
ARROW ELECTRONICS, INC.



Growth

- Attracts the right people
- Engages and keeps the right people
- Grows the right people
- Gets rid of the wrong people
- Improves the fortunes of families
- Allows for reinvestment in the business
- Forces you to stay head of your customers
- Turns your suppliers into partners
- Keeps the attention of owners and investors
- Makes communities better places
- Makes everyone feel part of a winning team



Secret 3

Companies that have innovative cultures of growth and attract and keep the right people

Let Go



Letting go

- Yesterday's breadwinners
- Same old-same old
- Ego
- Conventional wisdom



Letting go because...



When you let go

- You're better able to deal with change
- Stay more focused than your competition
- Growth and innovation occur naturally



Secret 4

Companies that have innovative cultures of growth and attract and keep the right people are led by

?



Secret 4

Companies that have innovative cultures of growth and attract and keep the right people are led by

Good Stewards



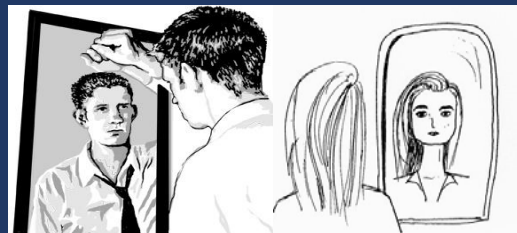
Stewardship is about serving 5 groups

- Workforce
- Customers
- Vendors and suppliers
- Owners and/or shareholders
- Planet



Stewardship

The BIGGEST question you'll ever ask yourself



“Will my life be more about me or more about others?”



Steward leaders

- Share all the knowledge with everyone
- Are accessible and keep their hands dirty
- Are fearless about growth
- Stand for something
- Have a fierce sense of urgency
- Get rid of superficial distinctions
- Make everything better for everyone
- Are coaches, teachers and mentors
- Are called to serve



Remember the things you told me

- Finding, engaging and keeping the *right* people – from everyone
- We want to grow the business
- Need to be more open to change
- People are my fulltime job; help me be better at it
- How do I get people committed and wanting to go the next level
- Need help building the right culture
- Help me be a better Chief Assistant to everyone who works here



Imagine making the secrets yours

- Providing people a purpose so their souls are fed
- Making growth a guiding principle where everyone knows their role in growth and what growth will mean to them
- Letting go of the things that hold most businesses back
- Creating a culture of stewardship where everyone cares about the workers, customers, vendors, owners and the world



You will solve the people problem, you will grow,
you will innovate, and you will become truly great
businesses!

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