

LESLIE F. HALLECK

HALLECK HORTICULTURAL, LLC

[www.lesliehalleck.com](http://www.lesliehalleck.com)

@lesliehalleck



**Me? I'm a plant geek...and a business geek.**

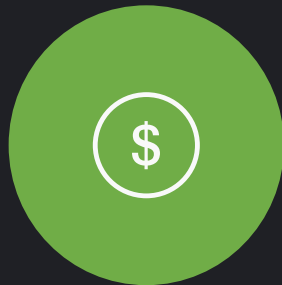
**25 years working in horticulture;** research and trials, public gardens, landscaping, garden center retail...and consulting.

These days I help **green industry companies** grow their game.

**Horticultural, Marketing & Branding,  
Business Consulting, Coaching.**

# BEYOND THE PAYCHECK

Recruiting Right &  
Creating a Company  
Culture that Sticks





**Recruiting  
Right:**

**Marketing to  
attract the  
best fit.**

# Define & Differentiate Your Brand

Who are you to your **new recruits**?





In a marketplace where products, experiences, and services **don't stand out from one another...**

why *wouldn't* customers seek out the **cheapest price?**



In a job market where company brands, employee experiences, and job incentives **don't stand out from one another...**

why *wouldn't* job seekers just seek out the **highest salary?**



Unless you  
**differentiate as an  
employer**, you'll be in  
a race to the bottom  
for the wrong  
employees.

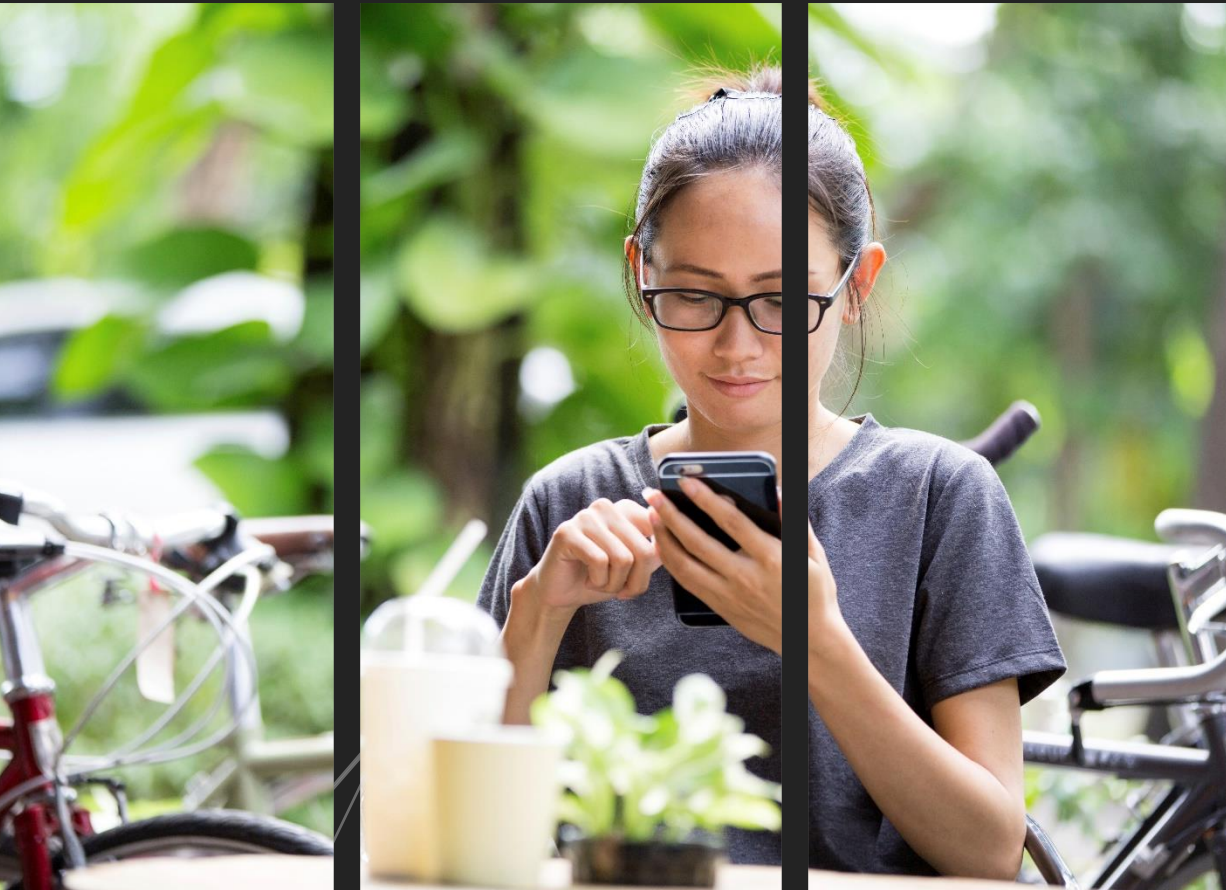


Let's face it: *We stink* at marketing ourselves to the "outside world."

- We're a bit of an enigma.
- Public (and students) don't understand what we do on a daily basis or what we sell.
- Our job titles don't correlate to many other industry job titles.



# High skepticism and low loyalty



Applicants want to know:

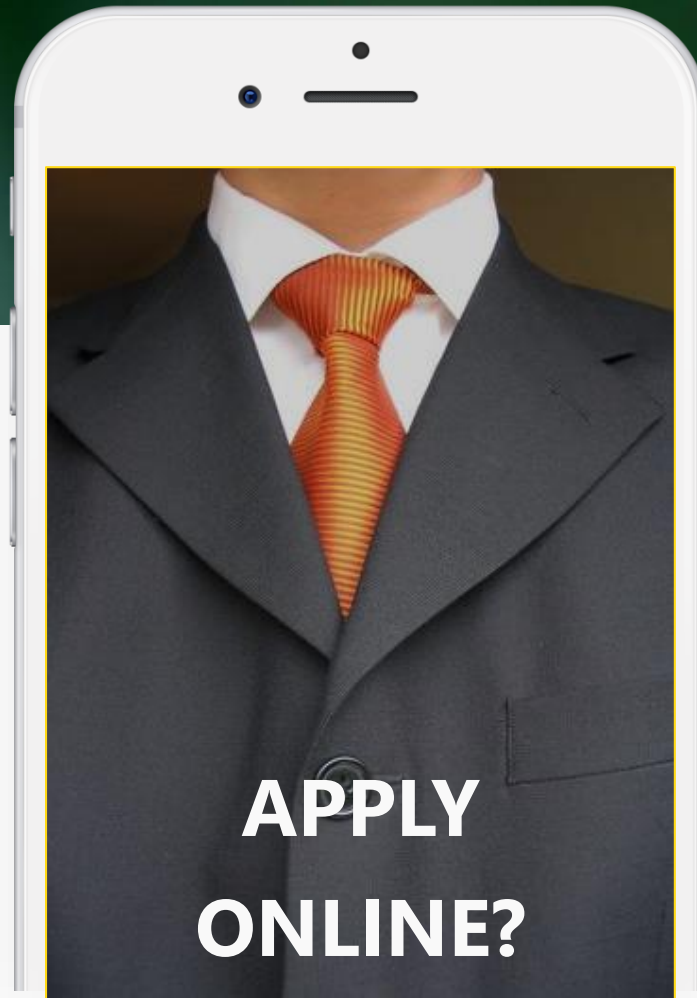
- your company culture
  - your values
- how you do business

*before they even contact you.*

# IS YOUR WEBSITE WORKING FOR YOU?

## **CAREER Section on your website:**

- **Easy to find**
- **Career content**
- **How to apply**



**Showcase your  
Team:  
applicants can put  
a face to company  
& co-workers.**



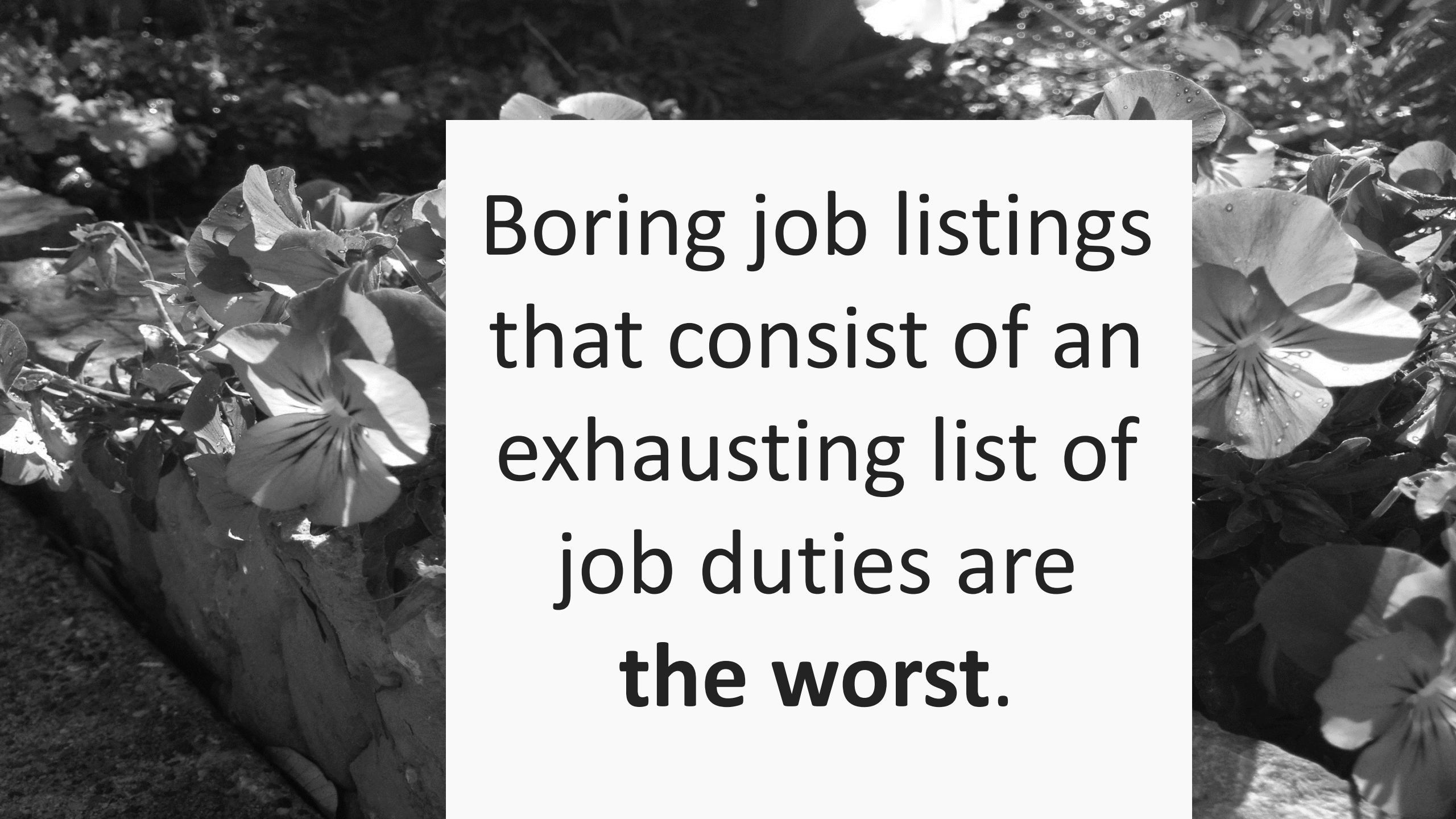
Local high schools,  
community colleges  
and technical  
schools...

**Are networking  
or teaching?**



# Hold your own Job Fair

Are you giving tours  
to students or  
holding "open  
house" networking  
events?

A black and white photograph of a garden scene. In the foreground, there are several large, light-colored flowers with dark centers, possibly morning glories, growing from a dark, textured ground. The background is filled with more foliage and flowers, some of which are out of focus, creating a bokeh effect. A white rectangular box is centered over the image, containing text.

Boring job listings  
that consist of an  
exhausting list of  
job duties are  
**the worst.**

I quit writing **job descriptions...**

I started writing **people descriptions**

I got fewer, **BETTER** applicants



# Recruiting is Collaborative



Just as with customers, build meaningful relationships with potential recruits before you meet them: via marketing.



**Grow Your  
Own**





# THE PIPELINE

With fewer horticulture programs (or votech) and graduates in the pipeline...

You may find yourself overpaying **underqualified employees** just to keep the wheels turning

# Grow You Own

A logical  
solution would  
be to do what  
we already do  
best in this  
industry:  
*grow our own*





## IN-HOUSE TRAINING

Indoctrinate them into your company culture while learning plant culture.

Internal training and promotion programs help attract & keep valuable employees

Keeping great employees is always less costly than repeatedly hiring anew.

# Internal Training Program



**Don't have time to create a  
1-2 year in-house training  
program?**

**Be sure to take advantage of  
external resources already  
available to you...**



## The University of Florida IFAS Extension

Four-week greenhouse grower training (English and Spanish)  
Online – can be accessed at any time.  
\$200/class (CHEAP!!!!)

## Michigan State University Extension's College of Knowledge & Kansas State University Extension

Online courses in biological controls for greenhouse growing, horticultural lighting.

# OPPORTUNITY



Employees choose to work for you because they make a **connection to the value** you can offer them...

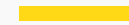
---



# Cultivate Your Rising Stars



What characteristics do your star performers possess?



**Do any of your up-and-comers have them too?**



# UP THE LADDER

Once you hire, it's up to you to create a path for growth with defined and attainable goals.

## READY TO GROW

- Helping others
- New skills
- New ideas
- In the trenches
- Hitting deadlines

## DON'T IGNORE

- Asked for more responsibility.
- Asked for a promotion.
- Asked for raise.

## NOT READY

- Overwhelmed
- Missing deadlines
- Late
- Bad attitude


Engaging in career planning talk to match performance with staff career growth goals.

---

**Do you have an Employee Relations Manager on staff?**

- Recruiting
- Training Coordination
- Employee Communication
- Career Guidance





**Smart recruiting**  
**goes**  
**hand-in-hand with**  
**strategic retention**



# **CULTIVATING CULTURE**

**"Unhappy employees are costly. Poor morale can destroy teams, erode profit and ultimately destroy your business."**

**- ME**



**Company Culture  
isn't just about  
coffee bars and  
bean bag chairs...  
or vacation time.**

---



**It's about opportunity.**



**We learn and  
are trained  
how to care  
for plants.**

---

**But most of us  
don't get any  
training on  
growing  
employees.**

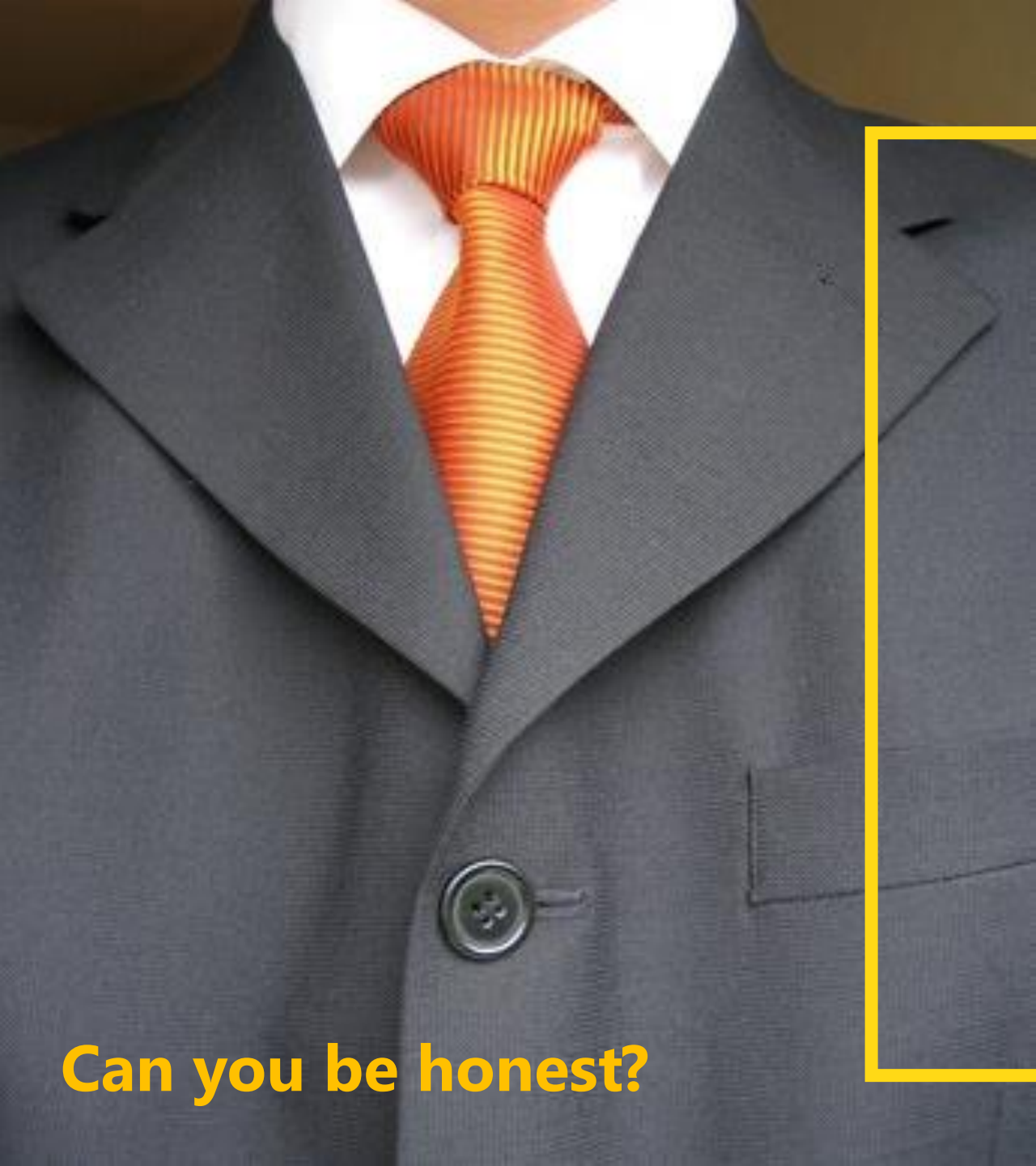
---

**COMPANY  
CULTURE  
MAY BE  
BUILT FROM  
WITHIN,  
BUT IT  
STARTS AT  
THE TOP**



**KNOW YOUR  
LIMITATIONS**





## **STRENGTHS & SKILLS?**

---

**Best CEO EVER !!**

**Just because you're  
the owner or CEO,  
doesn't mean you're  
automatically good at  
managing or relating  
to your employees...**

**Can you be honest?**

# EMOTIONAL INTELLIGENCE



## YOUR EQ?

The ability to identify, assess, and influence one's own feelings and those of others.

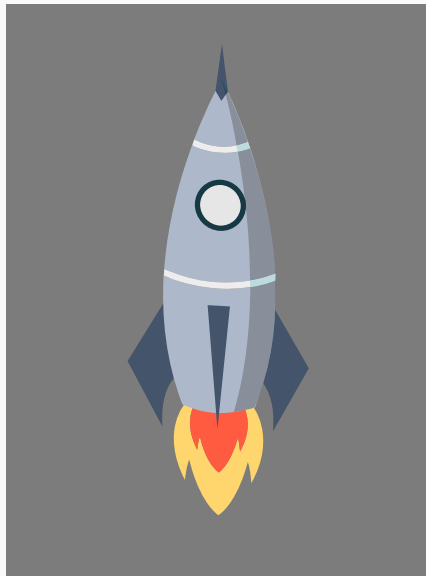


## WE STINK

CEOs tend to rank at the bottom of the ladder when it comes to EQ.

# CAN YOU SPOT YOURSELF?

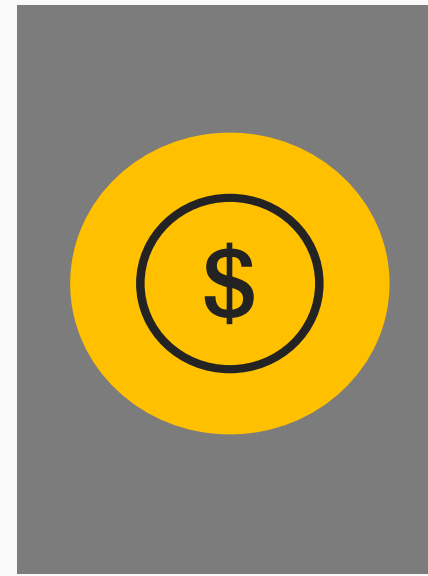
**Disruptors, big-idea people, and profit drivers don't always make the best people managers.**



**DISRUPTOR**



**BIG IDEA**



**PROFIT DRIVER**

RIGHT PERSON  
RIGHT JOB



## NOT WARM & FUZZY?

**Fall into one of the previous categories?**

Creating a warm and fuzzy work culture may be tough for you.

**Hire direct managers that focus less on big ideas and more on relating to people.**



## **SPLIT TO FIT**

**Consider splitting existing roles that require top-level managers to focus on both:**

- **big-picture development**
- **day-to-day staff management.**




**PROFITS**



If they are the only foundation of your company culture, **morale can suffer.**

Anchor your  
company culture  
with **respect** and  
**relatability.**





# BRIDGE THE GENERATIONAL GAP



# Speaking as a Gen X SciFi Nerd..



**I'm Fabulous**



**I Work Alone Punks**



**You Will be Assimilated**

# GENERATIONAL FIT

Getting along and managing better in the workplace requires figuring out **where you fit best within the generational dynamic.**

## BOOMER

**Respect**  
**Involvement**  
**Authority**  
**Company Loyal**  
**Idealists**  
**Conservative**  
**Not so Techy**

## GEN X

**Independence**  
**Innovative**  
**Steady**  
**Nomadic**  
**Diplomatic**  
**Realists**  
**Work Techy**

**Bridge the gap...**

## MILLENNIAL

**Acknowledgment**  
**Assistance**  
**Idealists**  
**Risk Takers**  
**Collective**  
**Self Loyal**  
**Entertainment Techy**

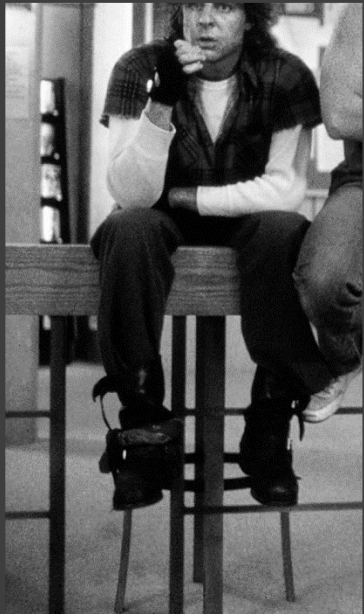
# CHANGING ROLES



Management styles are changing within the industry as **GEN Xers** assume leadership roles.

**You need to educate yourself on how Gen X operates.**

# GEN X



A Gen Xer **won't always** follow all the rules or do things the way their **Boomer boss** wants them to...

...but they also aren't going to indulge **Millennial** employees in many of their **expectations.**

## GEN X

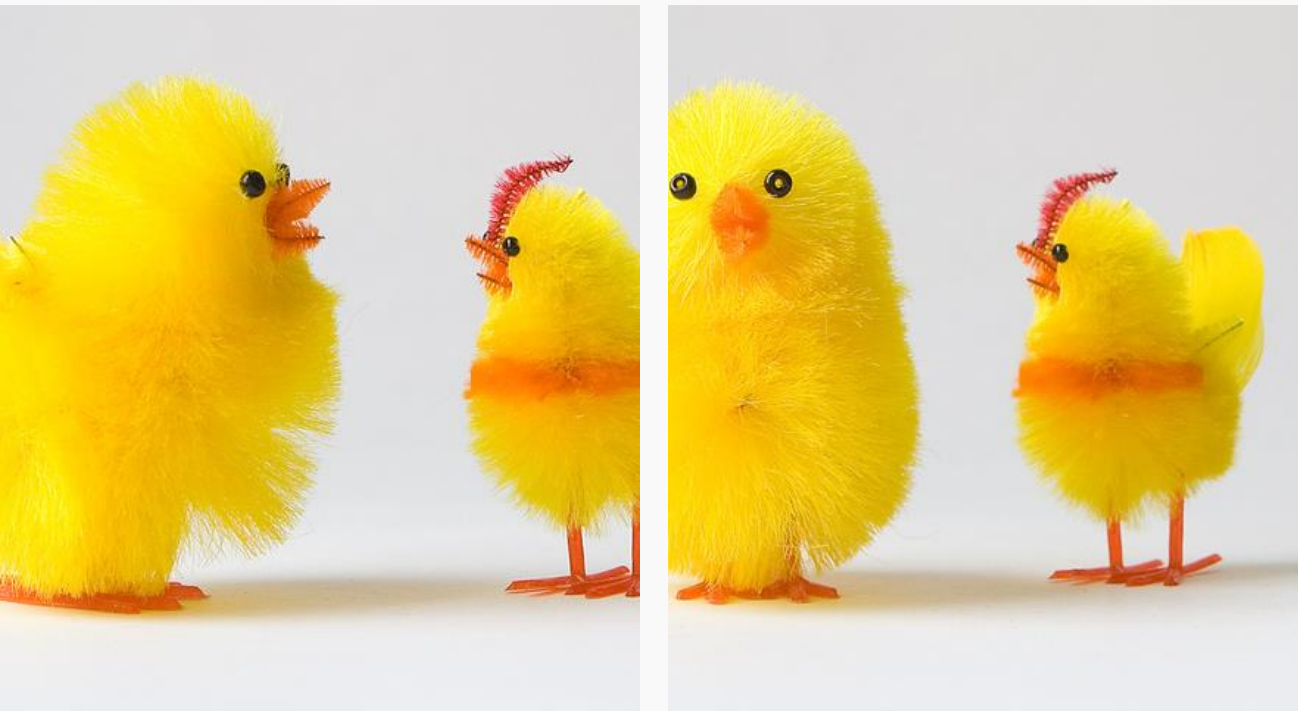


While we expect fair pay, we don't need a lot of pats on the back...and **don't micromanage** us.

---

But, our lone-wolf “**let me get it done**” approach can leave the Boomer owner/manager feeling unacknowledged and disrespected.

# FIGURE IT OUT ON YOUR OWN...



Millennial employees may expect Gen X & Boomer managers to be more collaborative...

**That is the last thing many Boomer or Gen X managers want.**

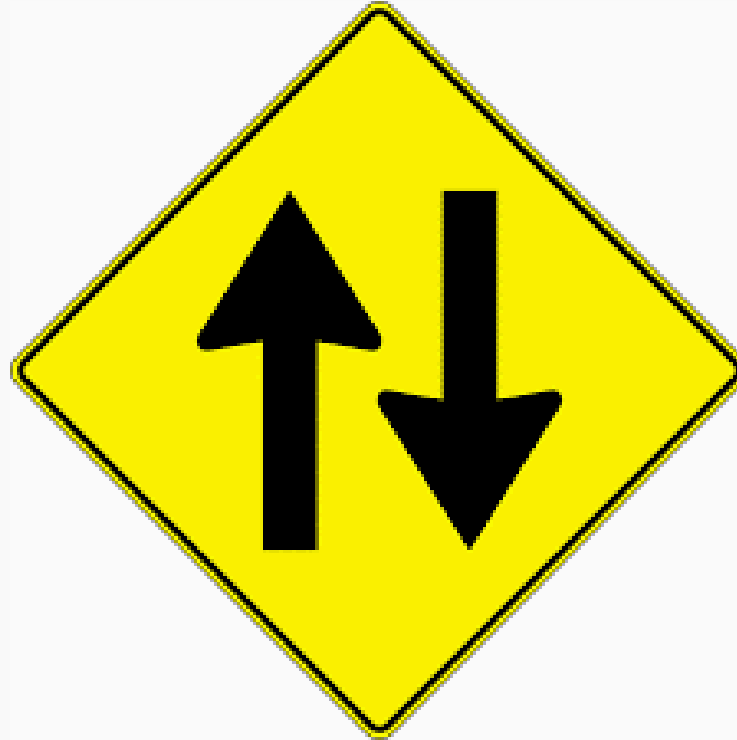
A Gen X boss will give basic instructions, then leave it to you...

# TWO WAY STREET



## MANAGERS

It's not the responsibility of the owner or manager alone to adapt management styles for younger employees.



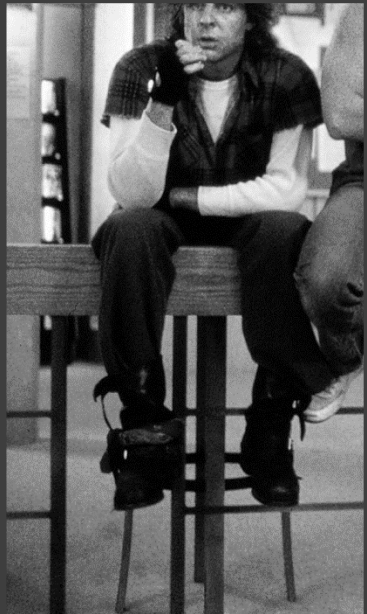
## EMPLOYEES

Employees of any generation must do their part to improve communication with bosses & co-workers.



**MONEY  
MATTERS...**





**“A Greenhouse Manager earns an average salary of \$45,530 per year. Pay for this job does not change much by experience, with the most experienced earning only a bit more than the least.”**

**...DEPRESSING MUCH?**

# PASSION OVER PROFIT



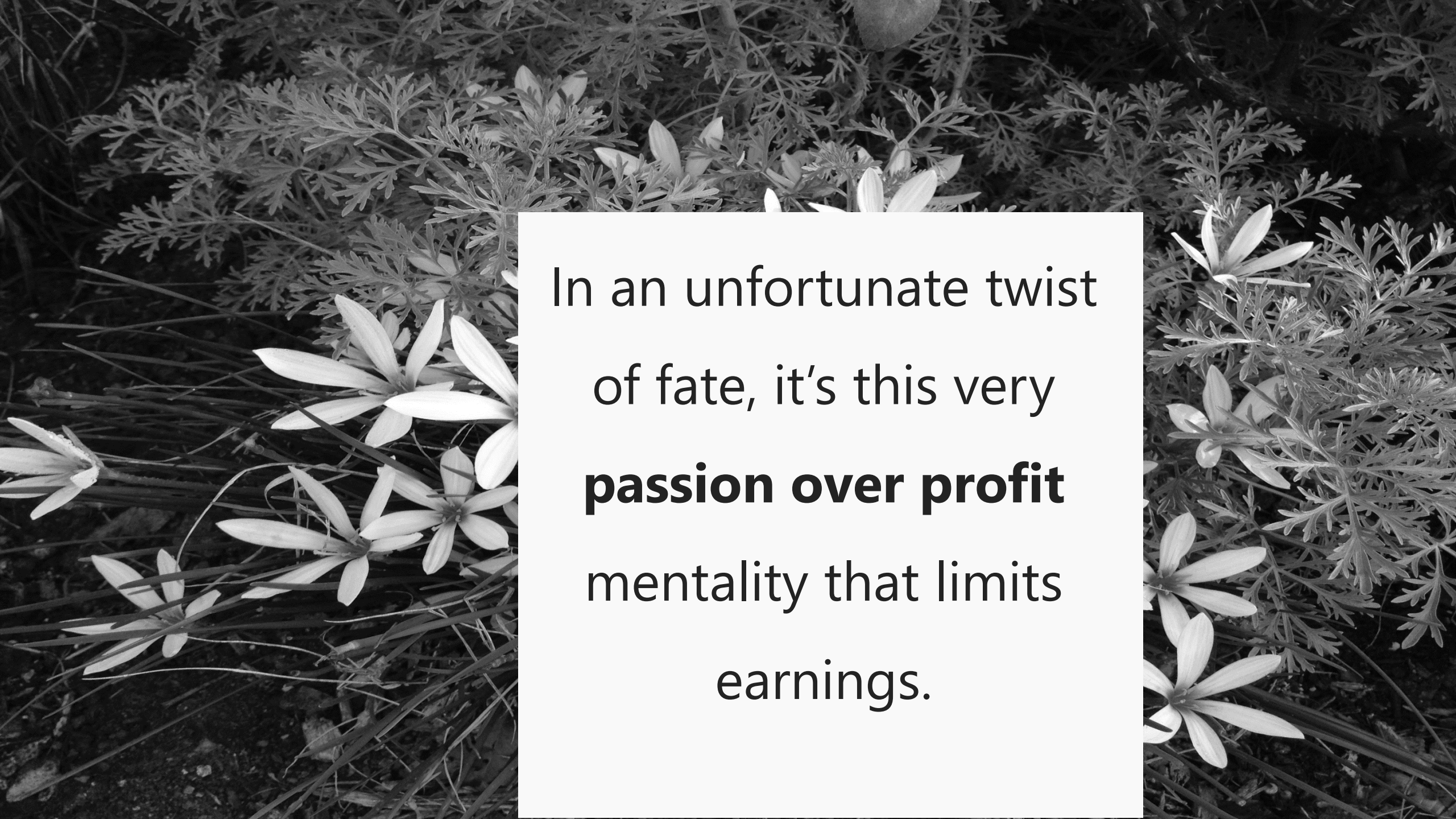
**The biggest complaints I hear from green industry members are low-pay woes.**

**YET...“more money” is rarely, if ever, offered when you ask the same people for solutions to low employee morale.**



\$\$\$ makes us...  
uncomfortable.

People who are  
passionate about  
plants also tend to be  
the kind of people  
that **don't directly  
equate money with  
happiness.**

A black and white photograph of a garden. The foreground is filled with various plants, including several light-colored flowers with long, narrow petals. The background is a dense thicket of smaller, leafy plants. A white rectangular box is overlaid on the center of the image, containing text.

In an unfortunate twist  
of fate, it's this very  
**passion over profit**  
mentality that limits  
earnings.

# PEOPLE MATTERS

**Personification, not just Personalization:  
You must identify what employees and potential  
recruits care about individually.**



**Is your one-size-fits-  
all compensation  
strategy failing you  
and your employees?**





**ICENTIVES**

...

**WHAT  
WORKS?**

# Individualized Compensation

**Some are driven to action by:**

- potential incentives
- what they will lose

- steady and predictable compensation plan
  - fluctuation and risk for bigger pay off
  - trade cash for flexibility or paid time off

**Some need shake things up every few years  
to “reset” their focus.**







The Harvard Business Review

“Rewards do not create a lasting commitment. They merely, and **temporarily**, change what we do.”

# Cash isn't Always King

Cash bonuses and incentives may not always take morale to the next level.

Some will work for and appreciate cash- especially bonuses...

**...others may feel they've already "earned" it.**



Effect on morale may be limited.

# MORALE MATTERS

So, your employees tend not to put wages over happiness and  
you can't (or won't) pay big wages:

**Are you seeing the big opportunity here?**



# LISTEN & GET VOCAL

Employees want to hear from you and be heard themselves.

Publicly **acknowledging achievements** builds personal and team pride.

**Listening** to and giving your employees a **voice** in the business is powerful.





A big paycheck isn't always at the top of their "Happy List"

---

**They want to Matter...**



## TRAVEL

Seeing new places & new people is key to growth.



## RESPONSIBILITY

Taking on new tasks and challenges empowers.



## RECOGNITION

People want to be acknowledged for their hard work.



## RESPECT

Treat with respect to teach respect.



## VOICE

To have a say in how they can do their jobs better.

# Networking is King

**“What’s the one thing your employer could do to improve employee morale?”**

---

**01. MEMBERSHIPS**  
Offer assistance with paid professional membership dues.

**04. CERTIFICATION**  
Professional certification builds credentials and industry connections.

**02. CONFERENCES**

Networking helps employees learn trends and make connections.

**03. TRAVEL**

New environments and examples of work rejuvenate and get creative juices going.

# ALTERNATIVE BENEFITS (PERKS!)

When cash doesn't  
work...  
or there isn't enough...

What else can you offer  
your staff?





# A PATH TO GROWTH

Driven people plan for the future, and don't want to get "stuck" in a job.



## HIGH ACHEIVERS

Will **prioritize a path to growth** right alongside, if not before, pay.



## HIRE RIGHT

With future growth in mind.



## HIT THE WALL

Or you'll lose them in a few years - "hit a wall."



## DON'T GET BORED

Growth & morale tanks when employees get bored.



## STAY CHALLENGED

New challenges & responsibilities grow skills & attitudes.



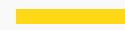
## MOMENTUM

You'll keep your staff pipeline moving and create new growth.



Look for ways to

**CELEBRATE  
ACHEIVEMENT...**



**Not just tenure...**



**CULL THE  
HERD**

Saving morale always isn't about who you bring on to the team...

**...but who you take off the team.**

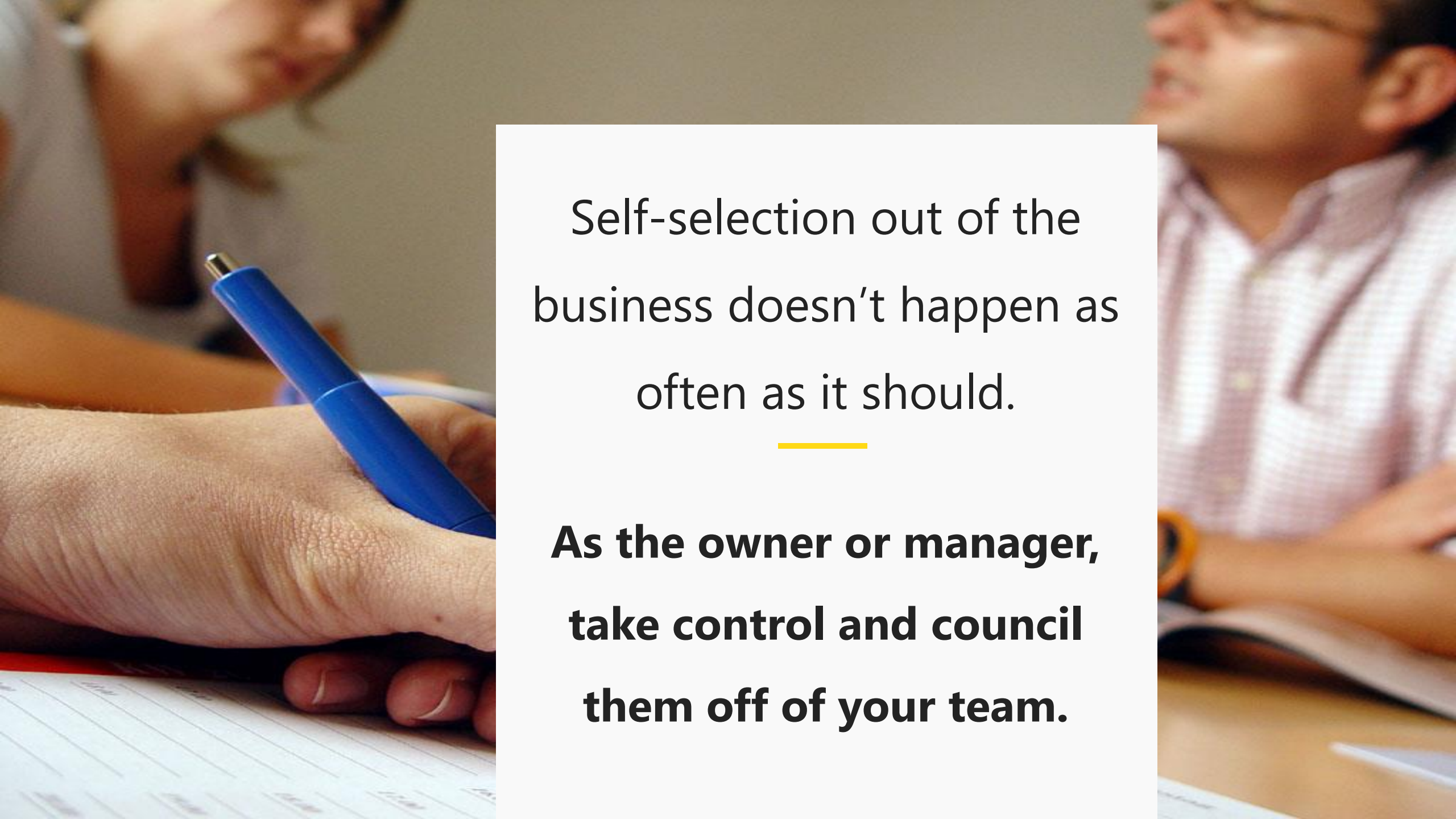
Banishing bad attitudes & behavior is a must.



B  
a  
d  
A  
p  
p  
l  
e  
s

Ultimately, when someone is unhappy in their job, it's **their responsibility** to make a change for the betterment of their own life.





Self-selection out of the business doesn't happen as often as it should.

---

**As the owner or manager, take control and council them off of your team.**

# COMPANY CULTURE OF COOPERATION



## BE COMMUNICATIVE

Don't use fear as excuse



## ASK FOR IT

Be willing to work and wait for it



## RESPECT THE RULES

If you have a better process share it



## HELP YOUR COWORKERS

Teamwork is good networking



## BE APPROACHABLE

To encourage open communication



## CREATE OPPORTUNITY

Work with staff on a path to growth



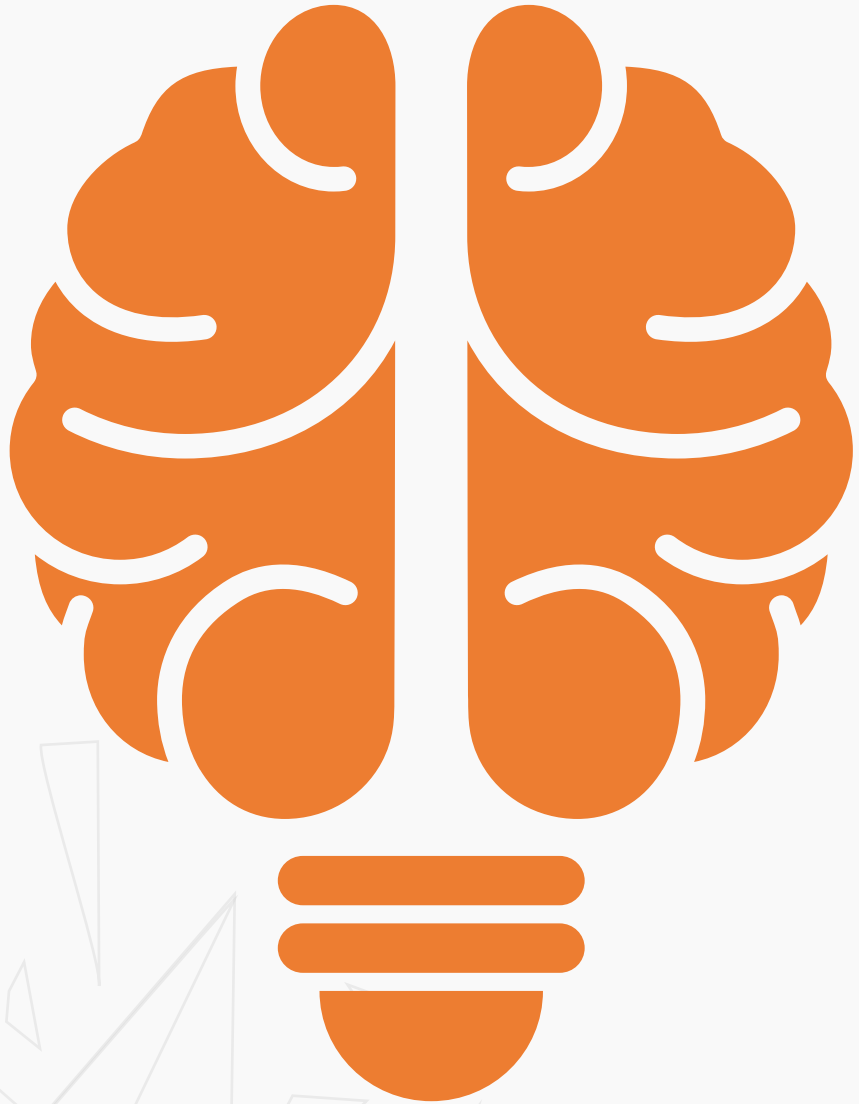
## BE OPEN TO NEW IDEAS

Listen to requests and suggestions



## BE A GOOD TEACHER

Pass on your knowledge



**Commit to a Culture  
of Education.**

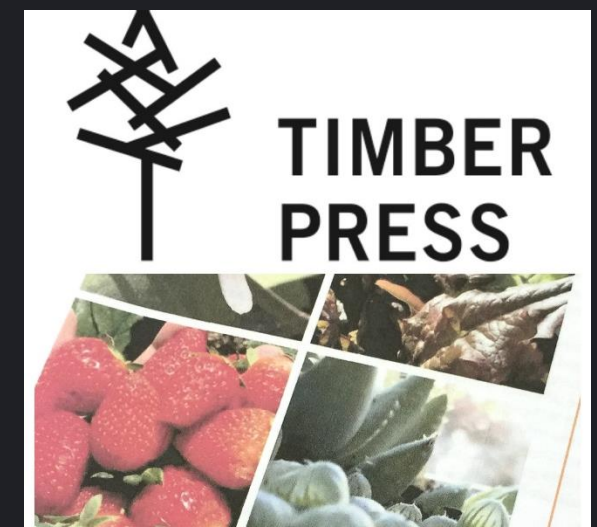
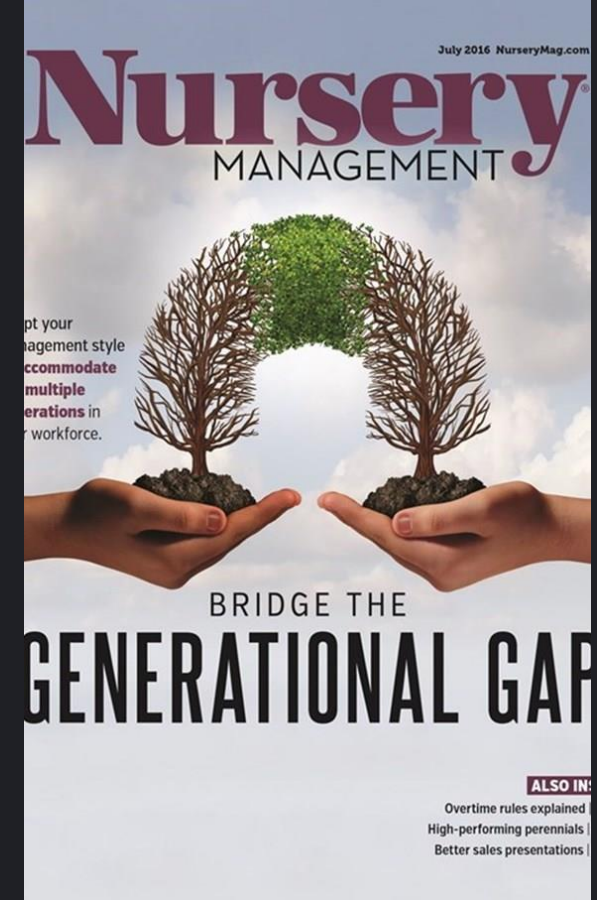
...

**Hire People with  
Intellectual Curiosity.**

---



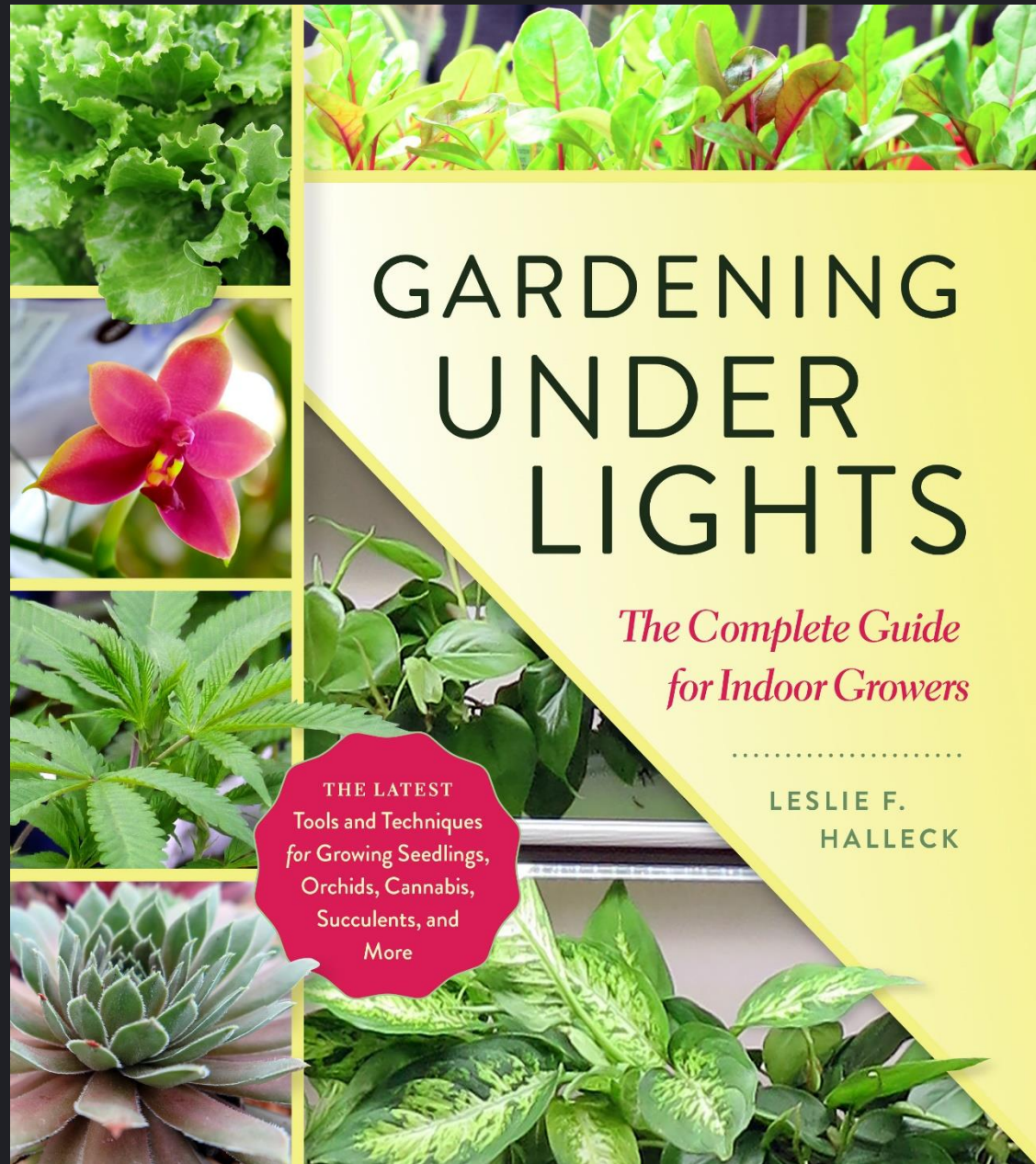
READ ME...



SPRING 2018



TIMBER  
PRESS



# GARDENING UNDER LIGHTS

*The Complete Guide  
for Indoor Growers*

.....  
LESLIE F.  
HALLECK

THE LATEST  
Tools and Techniques  
for Growing Seedlings,  
Orchids, Cannabis,  
Succulents, and  
More



© 2017 LESLIE F. HALLECK  
HALLECK HORTICULTURAL, LLC



BASED IN DALLAS, TX



@LESLIEHALLECK

[INFO@LESLIEHALLECK.COM](mailto:INFO@LESLIEHALLECK.COM)

[WWW.LESLIEHALLECK.COM](http://WWW.LESLIEHALLECK.COM)



**View Talk:**

[www.lesliehalleck.com/Garden-library](http://www.lesliehalleck.com/Garden-library)

