

verdantas

Thriving in Rapid Growth: HR Strategies

Effective management techniques for HR professionals.

Elements Covered in Today's Discussion

Our Journey

A view into the last 4 years going from 150 employees to nearly 1900.

Challenges in Fast-Paced Environments

Explore the difficulties organizations face in rapidly changing settings. Understand the impact on HR practices.

Effective HR Strategies

Identify successful HR strategies that drive organizational success. Implement innovative solutions to enhance performance.

Employee Engagement & Retention

Discuss methods to boost employee engagement and improve retention rates. Focus on creating a positive workplace culture.

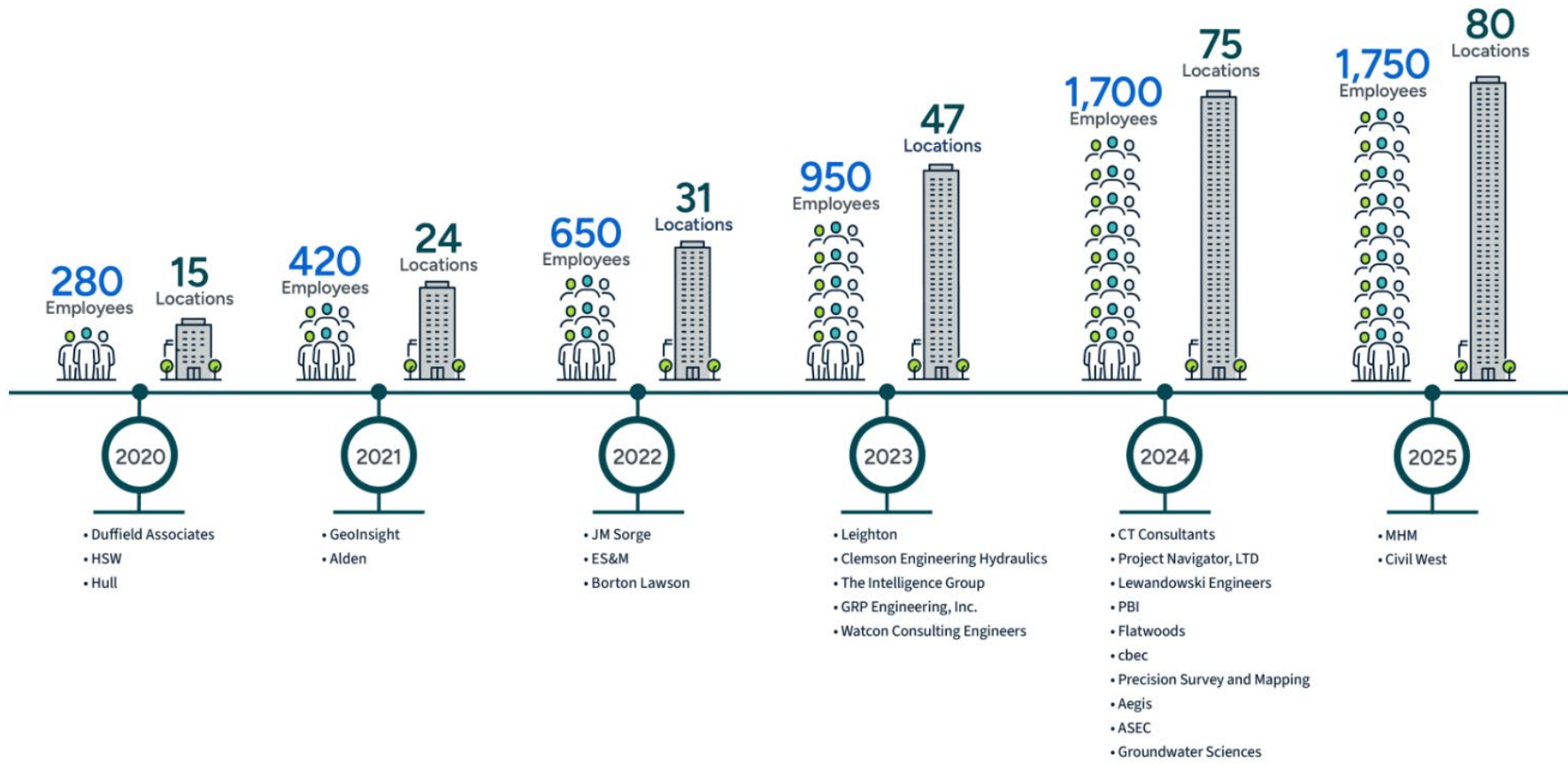


About April

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Our Growth Journey



Challenges of Rapid Growth



Understanding the Challenges

Building Trust

Building trust is critical to your success. Be transparent and do what you say.

Company Culture

Company culture is vital for employee engagement and retention. Use your core values when making decisions and always, always keep impact on your people at the forefront.

Recruitment/Turnover

It's essential to analyze and address turnover causes, but in the same breath, don't be afraid of good turnover.

Ongoing Engagement

Rapid growth and change can be daunting for your team. How you engage them and consider them during these events can have a significant impact on your success.

Training and Development

Continuous training is critical to equip employees with necessary skills. Development programs must be regularly updated.



Building Culture



Vision and Values

Fusing technology with a people-focused approach to create a sustainable future.



Seek to Understand

We actively listen, deeply understanding each unique perspective. We put ourselves in others' shoes to achieve a clear understanding of their needs.



Create Life-Work Harmony

We prioritize life-work harmony. We encourage everyone to bring their whole selves to work, fostering a culture where authenticity and individual contributions are celebrated.



Together is Better

We foster an environment where everyone is welcome. We learn from each other to go faster and grow futher together.



Anticipate, Prepare, and Respond

We evolve and adapt seamlessly to change, upholding an entrepreneurial spirit while harnessing the strength of our collective team.



Be Curious and Creative

We turn challenges into opportunities to learn something new. We know that each obstacle we encounter will only deepen our experience and expertise.



Building Company Culture



Building Trust

As we have grown, both organically and through acquisition, we knew it was important to start out on the right foot.

- Integration of new companies
- Onboarding of organic new hires
- Periodic check ins – surveys, one on ones, small group discussions
- Collaborate with other teams

Be Visible, Listen & Take Action

Senior leaders should be visible in offices and engage with employees. Listen and follow up with people on what you heard.

Build for the Long Term

The worst thing you can do is build organizations or programs you can't sustain.

Organize Your Communications

It's easy to overwhelm the organization during periods of high change. Communications team should be your central hub.



Tools for Building Culture

Listening Tools

- Annual Engagement Survey & Goals
- New Hire & Supervisor Surveys (30 days, 45 days, & 6 months)
- Integration surveys (30 days & 6 months)
- Senior Leader visits
- HR leader check ins
- Surveys
- Focus groups for major initiatives

Communications

- Streamline important events/need to know into a single, periodic communication, support with content on your Intranet.
- Engage and inform your middle and front-line supervisors.
- Help standardize content for your regional leaders
- Integrating companies have their own needs:
 - FAQ's to give their people at close
 - Integration hub containing all communications

**The Heart of it All:
Stay true to your company identity & values**



New Hire Survey

30 Day Survey

- How well does this job align with your expectations?
- How well did your supervisor explain the expectations of your role?
- How well did your supervisor explain how you will be evaluated?
- Did we provide the tools necessary for you to do your job?
- How well do you feel you can navigate who to work with or go to with questions?
- How well were you welcomed and made to feel part of the team?
- Do you feel encouraged to share innovative ideas?
- Evaluate your onboarding experience this far.

6 Month Survey

- Evaluate the quality of your onboarding plan over the last 6 months.
- Did we provide the necessary resources for you to sufficiently do your job?
- How well do you feel you can navigate who to work with or go to with questions?
- How likely are you to recommend our company as a place to work?
- Do you have regular 1-on-1 meetings with your supervisor?
- Do you feel those meetings are valuable to you?



Integrating Companies Survey

30 Day Survey

- I am excited for the future.
- I understand why my company was acquired and the path forward.
- I feel welcomed by the new company.
- I feel well informed about what will happen as we merge.
- I believe communication was well handled.
- I feel leadership team has been supportive through the transition.
- My supervisor has been able to support me.
- I understand how my position will be affected.
- I have the resources to do my job well.
- I have started collaborating within the larger company.
- I have general information and timeline on benefits program and upcoming changes.

6 Month Survey

- I understand my role and feel confident in my ability to do my job.
- I have the resources to do my job well.
- I know where to go to get answers about my job or the company.
- My workload has been reasonable following the acquisition.
- I understand how my performance will be evaluated.
- I have the same or better involvement in decisions that impact my work.
- Existing company employees have collaborated with us well to make the transition successful.
- I believe there is growth opportunity.
- I am happy with the culture.
- The morale on our team remains positive.



Building the Team





Lou Adler, *Hire with Your Head*

There is **nothing** more important to
your personal and company's
success than hiring great people.
Nothing.

Hire the Right People

Recruiting Team

Do not underestimate the power of a well qualified, engaging team of Talent Acquisition professionals.

Recruiting Process

Before posting, identify three must haves, three nice to haves and three differentiators

Articulate the vision and know answers to the things that people are leery of: PE ownership, fast growth (are we healthy), culture (is it really that good?)

Interview Questions

Help your operational interviewing team craft their questions based on the must haves using behavioral based questions

Making the Decision

Don't leave your unanswered questions behind



Identify the Right People

High Potentials

Steady Team
Players

Right Person/
Wrong Seat

Lack of Fit

Prefer Small
Company

Need for External
Hire



Humble, Hungry, Smart

The Pawn - pleasant, kindhearted people who don't feel a great need to get things done and don't have the ability to build effective relationships with co-workers.

The Bulldozer – determined to get things done but focus on their own interests with no understanding or concern for how it affects others.

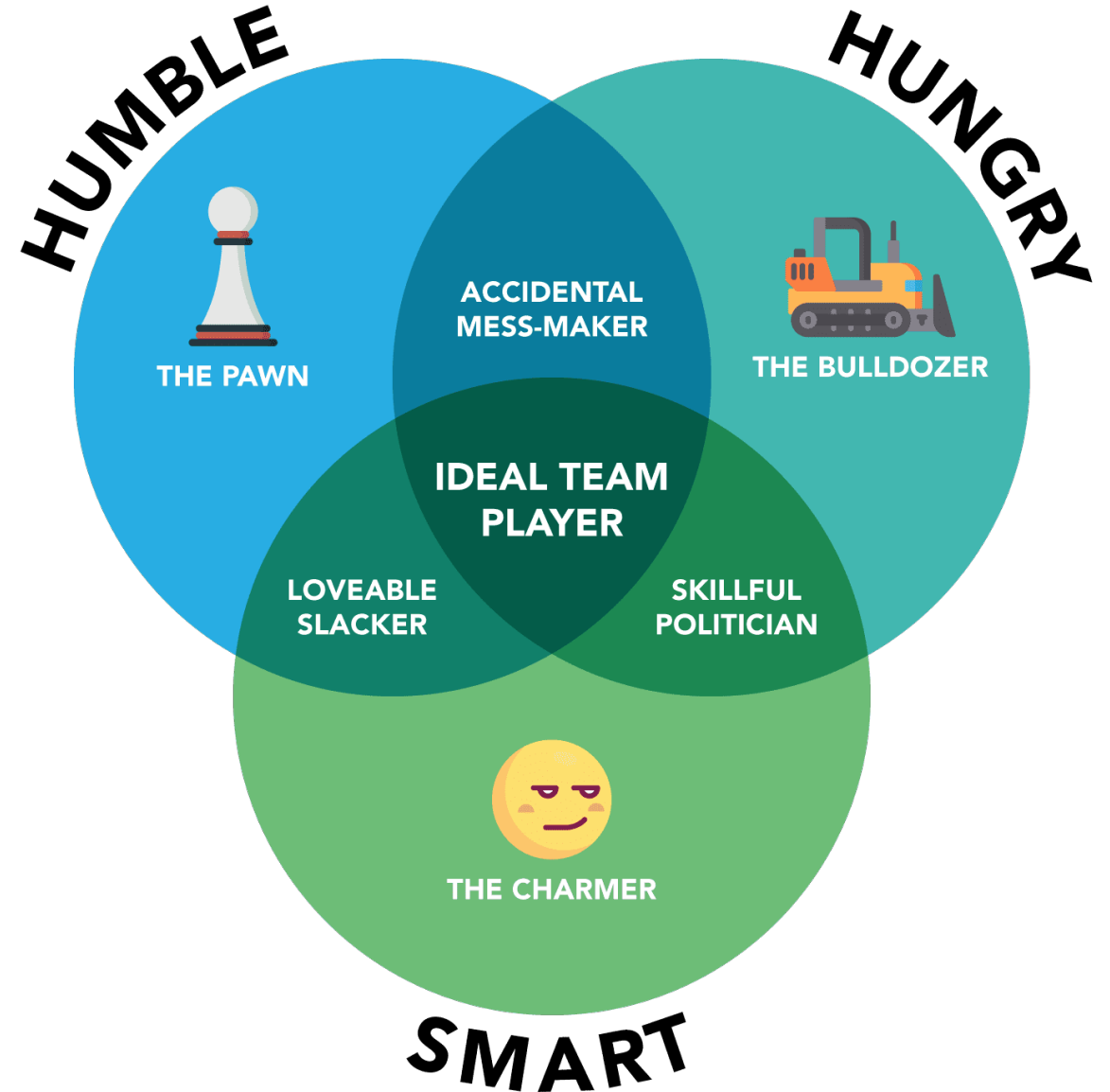
The Charmer – entertaining and likable but have little interest in the long-term well-being of the team or co-workers.

The Accidental Mess-Maker – genuinely want to serve the team and are not interested in getting attention or credit. However, they lack an understanding of how their words and actions are received by others and create interpersonal problems.

The Loveable Slacker – not looking for attention and are adept at working with and caring for co-workers however they lack initiative and tend to only get done what is needed and display limited passion for the work the team is doing.

The Skillful Politician – cleverly ambitious and willing to work hard but only to the extent it benefits them personally. Understands how to work with people but are not humble and like to take credit when it benefits them

From *The Ideal Team Player*, by Patrick M. Lencioni



Building The Team

Critical

Critical impact on culture, and/or strategy

Required

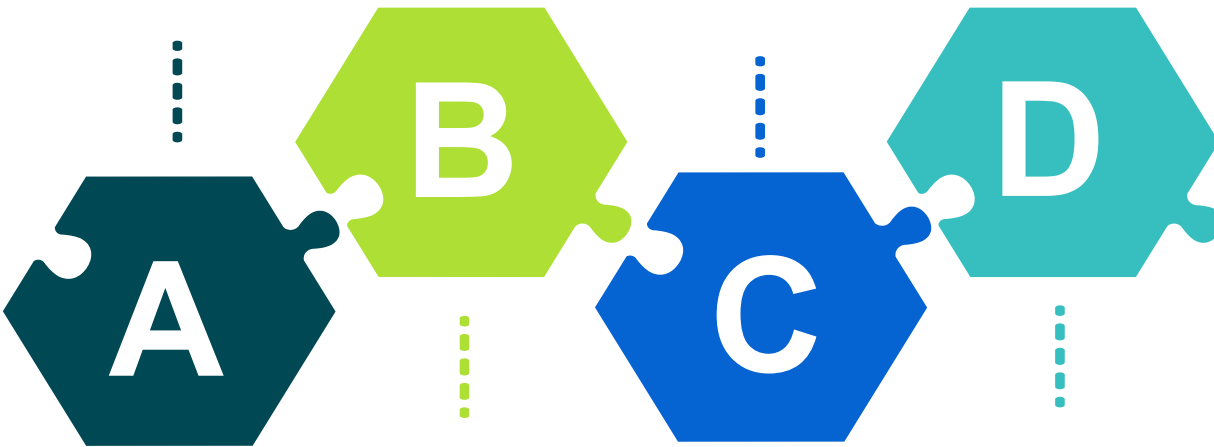
Required for function of operation

Standout

Supports and creates culture and top notch follow through in job

Sufficient

Does job function and does not hurt culture



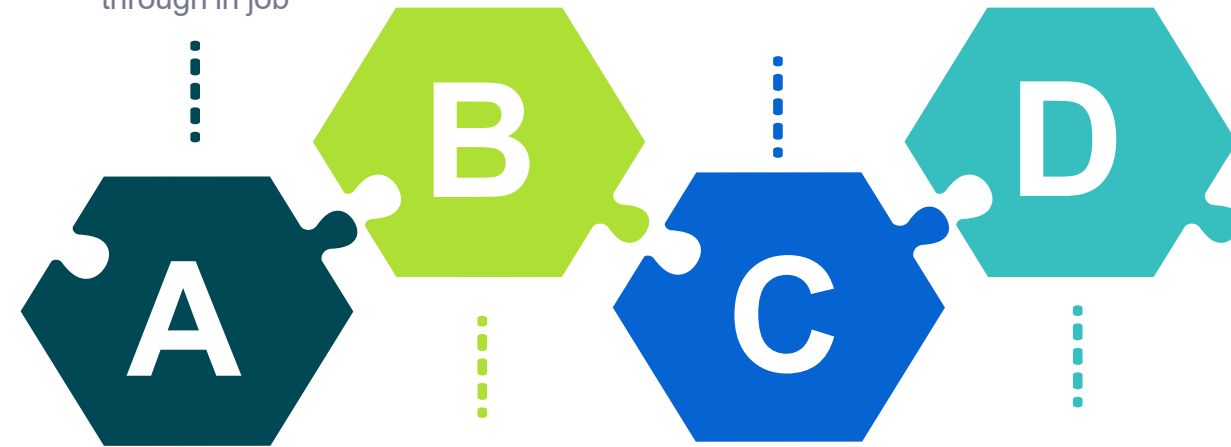
Influential

Helps inform/support culture or strategy and/or critical in operations

Obsolete

Role should be eliminated

Roles



Great

Reliable employee that does their job well and supports our culture and Vision

Underperformer

Employee not doing job and/or not supporting culture and should be let go after coaching if not improved (w/ input from HR)

Team Members

Engagement & Recognition



Employee Engagement & Recognition



Engagement Drives Success

Engaged employees are more productive and contribute positively to company culture and success.

Elements of Engagement & Recognition:

- Onboarding
- Connecting across the company
- Recognition
- Growth & development



Onboarding Programs



New Hires

- Have a crisp process where all involved know what they are responsible for
- Use technology wherever possible.
- Be prepared for their arrival from first morning through first couple of weeks
- Set goals for their first 90 days in the first week
- Meet Leadership team within 30 days (virtual)
- Give them the tools they need to settle in quickly
 - Who do they need to know in their role
 - Main processes core to any employee
 - Company vocabulary
 - Where to find information

Integrating Companies

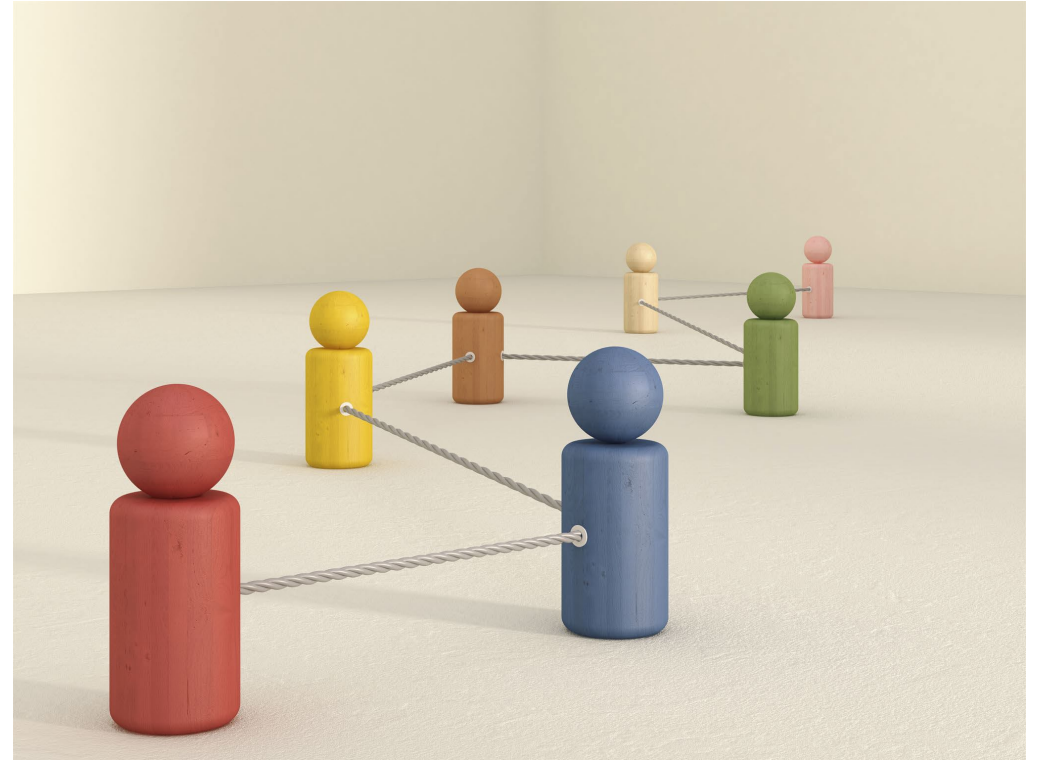
Similar to new hires with a few exceptions:

- Acknowledge the change they will be going through and be attentive
- Prepare FAQ to help them know what happens to their employment, benefits, technology, project management, etc, and approximately when.
- Set up central point of information
- Leadership meetings a week after close
- Bi-weekly meetings with leadership from both teams (existing and incoming)



Connecting People

- Find ways to have people interact with each other outside of their local teams both professionally and as human beings.
- Give employees a chance to lead something they are passionate about.



Recognition & Feedback

- You should have a variety of ways to recognize people, and they can be simple:
 - Peer to Peer
 - Anniversaries
 - Leader to their team
 - Handwritten notes
 - Financial rewards
- Engage groups who are likely to be impacted in decisions around change or improvements
 - Logo competition
 - Design of training
 - Rollout of recognition programs

People know they matter = Engagement



Performance Enablement

- Set goals annually or quarterly
- Talk about goals quarterly
- Have at least two sessions just about the person a year
- Year End – **recap** goals, development, and feedback from the year.



Career Development



Career Development



Define what success looks like by role

- Leadership Training Programs & Workshops
- Functional Learning in groups and one on one
- Drive consistency with learning roles during onboarding
- Create engaging learning modules in small bites
- Support people working with other groups to develop skills to move their career forward



Core Programs at Verdantas

- NextGen Leadership Development Program
- Learning & Leading Workshop
- Project Manager Training
- New Supervisor Training
- Self-Driven Learning



Technology



Technology: Just Use It

- Value expertise outside our industry
- Embrace Copilot (in partnership with IT)
- HCM – don't wait to get the right one
- Analytics
- Learning Platforms
- Communication Platforms



Lessons Learned



Lessons Learned



Innovation in HR Practices

It's ok to be different!

Think about your company and challenge status quo.

What brings the most value to the employee experience and what detracts from that and the business.

Make sure your HR team is committed to making your company different. This is not the place for someone who wants a J.O.B.

Communicate, Communicate – but don't Overwhelm

Establish communication governance, cadence, format and where to find historical information.

Listen and Act

Engaging employees is crucial for fostering a positive workplace culture during rapid growth.

Ask what they think and implement their ideas, giving them credit for the win.

Do not overpromise.



We would love your feedback! Scan the QR code to rate this session and share your comments.

