



Attracting, Developing and Retaining a Winning Team

An MCAA webinar presented by Gary Miller, President of Miller Resource Group

A focus on people is critical in business, especially in today's world where the search is always on to find and keep the best employees. Based on his long experience and that of those in his company and others in the recruitment and personnel industry, Mr. Miller offered his insights on this area.

Miller noted that having no turnover is not really a goal—keeping the RIGHT people is the objective because as Richard Sloma (*No Nonsense Management*) said “The first and foremost social goal of business is to make a profit.” According to Miller, long-term happy customers come from long-term, contributing employees.

In order to attract the best talent, you have to BE an attractive employer based on

- Culture and people
- Management Team
- Compensation, benefits and rewards
- Vision – an upward business trajectory
- Products and innovation
- Training and development
- Onboarding and career path
- History and reputation

Importantly today, your website has to SCREAM about these traits or you won't get noticed. Although the absence of them will be noticeable but they won't seal the deal—they just open the door for interest in working with you.

A company needs a recruitment strategy with ownership of the process of attracting new employees. All stakeholders need to be in synch with the goals of the program. There need to be measurements of the program and, of course, you need competitive compensation. Miller also noted that you need an efficient hiring process with a well-mapped out onboarding process.

With regard to development, someone has to have that specific responsibility because your best people are your most important asset and the BEST people want to grow. What does it take to make them stay with you and WANT to grow? Clear Vision for the company, attractive culture (behavior, customs, traditions and values) and compensation and rewards.

Mr. Miller mentioned something said at a recent conference which is ‘talent acquisition is dead—talent engagement is everything today.’ People want to be acknowledged, recognized, appreciated and inspired—you have to help people create a vision for themselves.

Miller strongly encouraged the MCAA audience to engage in 121 (one-to-one) conversations with employees where you talk about the top two things that individual can do to improve performance and make sure that they know what they can do to improvement and how to get the knowledge they would need. In some cases this will be a deficiency that needs to be corrected but it could also (and often) be a gift or talent of theirs that you want to exploit. You need a plan to work on this, a time frame and follow-up where both parties want the improvement to happen.

In summary, Mr. Miller advised MCAA members to “kill the cockroaches” (those things that make it impossible for someone to want to stay with your company, write the story of your future success (have a vision), attraction and development must be a strategic cornerstone of your management, onboard well, spend time with people one-to-one and finally—importantly—CARE.

Gary Miller is the President and owner of Miller Resource Group, a prominent executive search firm headquartered in Lombard, Illinois (part of the MRINetwork). The firm specializes in process control and factory automation. He joined the firm in 1977 as a new college graduate and his first clients were pioneers in the controls industry. He bought the firm in 1986, and has continued the focus on automation while growing in other manufacturing sectors, primarily food manufacturing. Gary estimates his firm has interviewed over 600,000 professionals in their 47-year history. He’s been a supporter of MCAA and has helped many members on strategic hiring projects in his 4 years as an associate member. Gary is recognized in his industry as a top performer, sales leader and featured speaker.

Measurement, Control & Automation Association

200 City Hall Avenue, Suite D, Poquoson, VA 23662

757.258.3100 (Voice and Fax) • TheMCAA.org