

MANAGEMENT

Time-Off Incentives

REWARD AND MOTIVATE YOUR TEAM WITH EXTRA TIME OFF FOR REACHING GOALS

WHEN NOBODY KNOWS WHAT THE SCORE IS, it's hard to set benchmarks for growth. Historically, all our employees work hard throughout the year; sometimes we've made enough money, sometimes we've made less than what's ideal. But if all our employees don't know where we stand as a company, how can we expect to improve?

We were brainstorming different ways to motivate employees to shoot for a goal and realized that most people in the company had no idea what was on the scorecard. The assumption was that the lights were on, everyone was still coming to work and getting

would cost me \$20,000 to give all 85 employees that unplanned day off. So how could I make that happen?

I used that desire for an extra day off to push everyone to give it their all: Come June 1, if we hit \$2.2 million in sales for the month with \$1.8 million in revenue, July 3 would be a paid day off. It was a challenging—but achievable—goal.

We cut it close: Two days prior we still weren't sure if July 3 would be a work day or a day off. But the numbers came in, they met our goal, and everyone got their two-day Fourth of July holiday. I announced the outcome on the Friday before with a company-wide ice cream social. It was huge for team building.

Following that experiment, I implemented a quarterly goal system for paid days off. If the



Todd Jackson is president of Jackson Design & Remodeling in San Diego.



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paid, so that meant we were doing well.

I wanted to come up with a system of goal-setting that would drive employees to improve their sales strategies but would also keep them aware of where the company is financially at any given time. Using those goals, I could reward them for hard work in whatever way made the most sense, financially and logistically.

The pivotal moment came in 2017, when July 4 fell on a Tuesday. Employees wanted to know if they would be working the day before or getting an extra day off for the holiday. When I ran the numbers, I realized it

team members meet their goals, each person earns a day off. For Q1, you can earn one day; for Q2, you can earn two days, and so on through Q4.

Four key factors play into the goals we set each quarter: sales, revenue, design agreements, and client affirmations. Sales and revenue vary each quarter, but every quarter employees must get 30 design agreements and 30 client affirmations. These can come in the form of a review, feedback from GuildQuality, or even a note from a vendor.

We've actually dedicated a 4x15-foot wall in the office

to post the client affirmations for everyone to use as motivation.

What's important about this system is that the onus is on the employees to hit the goal. It becomes their responsibility to work hard and produce the numbers to earn extra time off. It takes some brain power and math to make a system like this work, but the energy you spend building up your employees and company culture will come back to you tenfold.



Discussion among employees and management is encouraged at Mosby Building Arts.



Mark McClanahan is president at Mosby Building Arts, and founder of the company's Futures Committee.

BUSINESS STRATEGY

Looking Toward the Future

ONE COMPANY IS TURNING TO ITS EMPLOYEES TO HELP FIND OPPORTUNITIES IN INDUSTRY DISRUPTIONS

IT WAS AT LAST YEAR'S EXTREME SALES SUMMIT that I first decided to start Mosby's Futures Committee. One of the speakers—I don't remember who—said, "If I were a business owner, I'd have a committee whose sole focus would be the future of the industry and what will affect it." I took his advice.

The start of the committee was as easy as deciding the who, why, when, and how of it all—questions that mostly answered themselves.

Millennials; and robotics—things like exoskeletons and AI.

When? Our meetings began this past January. We anticipate having a handful of meetings throughout the year (and indefinitely beyond that). The cadence of each meeting is determined by the topics' urgency, relevance, agreed upon deadlines, etc. We're still ironing out what works best.

How? Answering this question required the most thought. Mosby has about 90 employees, and when we pitched committee participation, we were surprised that over a quarter of them stepped up. That's a lot of brains in one room. To make sure they were engaged and focused, we decided the best way to organize them would be by interest and disruptor type.

If you dig enough, you'll find that even though remodeling is a fragmented industry that's traditionally slow to adopt technology, it's still filled with opportunity for disruption. With that in mind, we decided to chop potential disruptors into types: consumer-facing technology, product technology, business technology, building technology, consumer buying trends, demographic shifts, labor trends, and human resource trends, among others. Employees chose which topics they were most interested in researching, and we gave them some homework (i.e., "go find what's coming down the pike"). When they have something to report, they present it at the meeting. The topics not only work to help organize our discussions, but they also give staff a chance to explore an existing interest—which we hope will lead to an increased interest in the industry as well as in the future of Mosby.

The main benefit of the committee is the ability to better maneuver in an industry that is rapidly changing. But something I've already noticed in the few meetings

EVEN THOUGH REMODELING IS A FRAGMENTED INDUSTRY THAT'S SLOW TO ADOPT NEW TECHNOLOGY, IT'S STILL FILLED WITH OPPORTUNITY FOR DISRUPTION.

Who? Any employee interested in the future of the industry, and who wants to contribute to our success.

Why? To prepare Mosby for the future, to seek out and understand forthcoming disruptors—and big ones, too, not just new products. We want to be able to see how the remodeling landscape is shifting before we get lost in that shift. Some of the things we've talked about already are Tesla's Powerwall and how it will change the home completely; the unique buying and selling habits of