



Riding for the Brand

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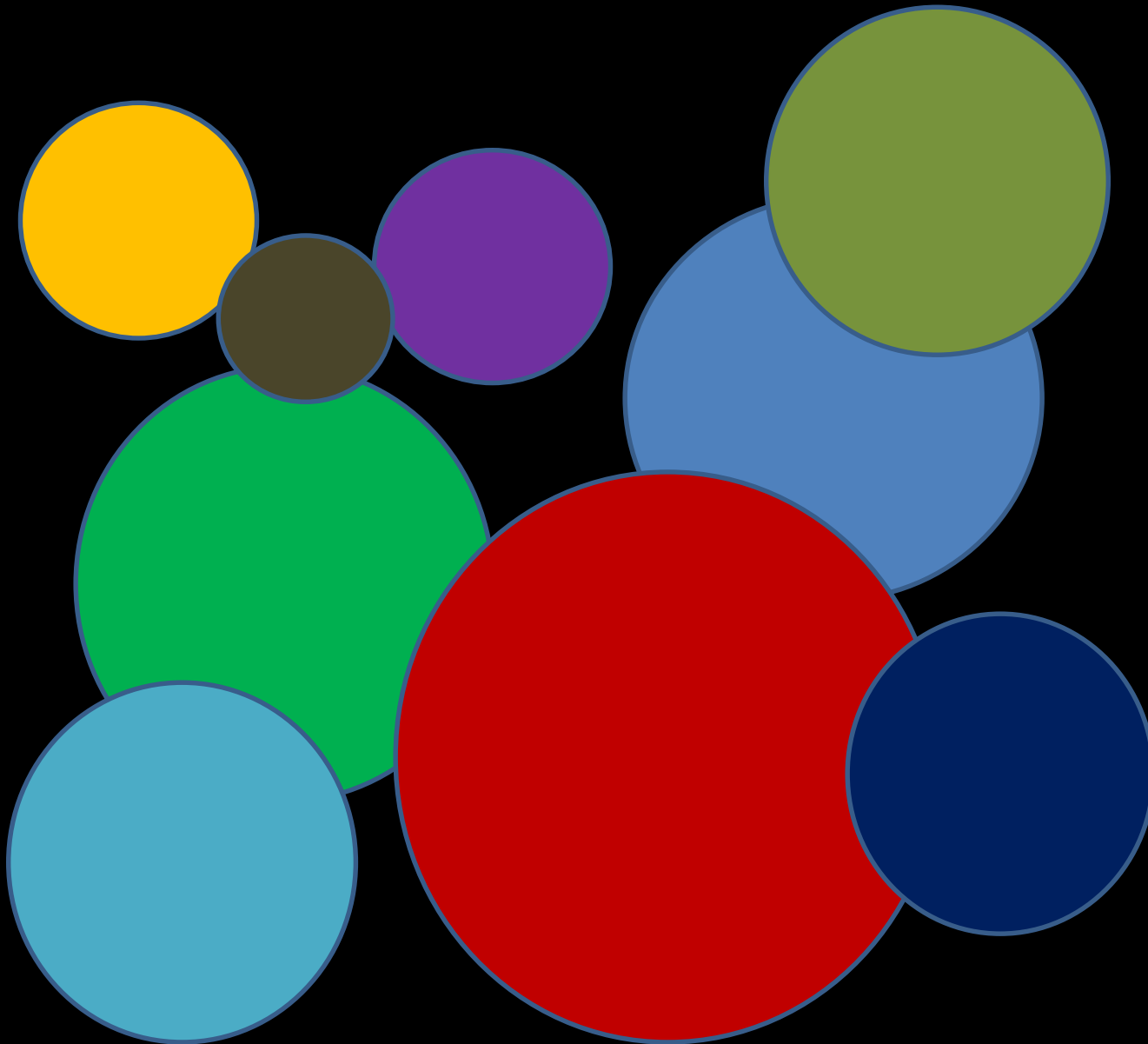
Riding for the Brand



“Riding for the Brand” was an expression of loyalty to a cowboy’s employer or the particular outfit for which they rode. It was considered a compliment of the highest order in an almost feudal society. If a cowboy did not like the ranch or the way they conducted their affairs he was free to quit but if he stayed on, he gave loyalty and expected it.

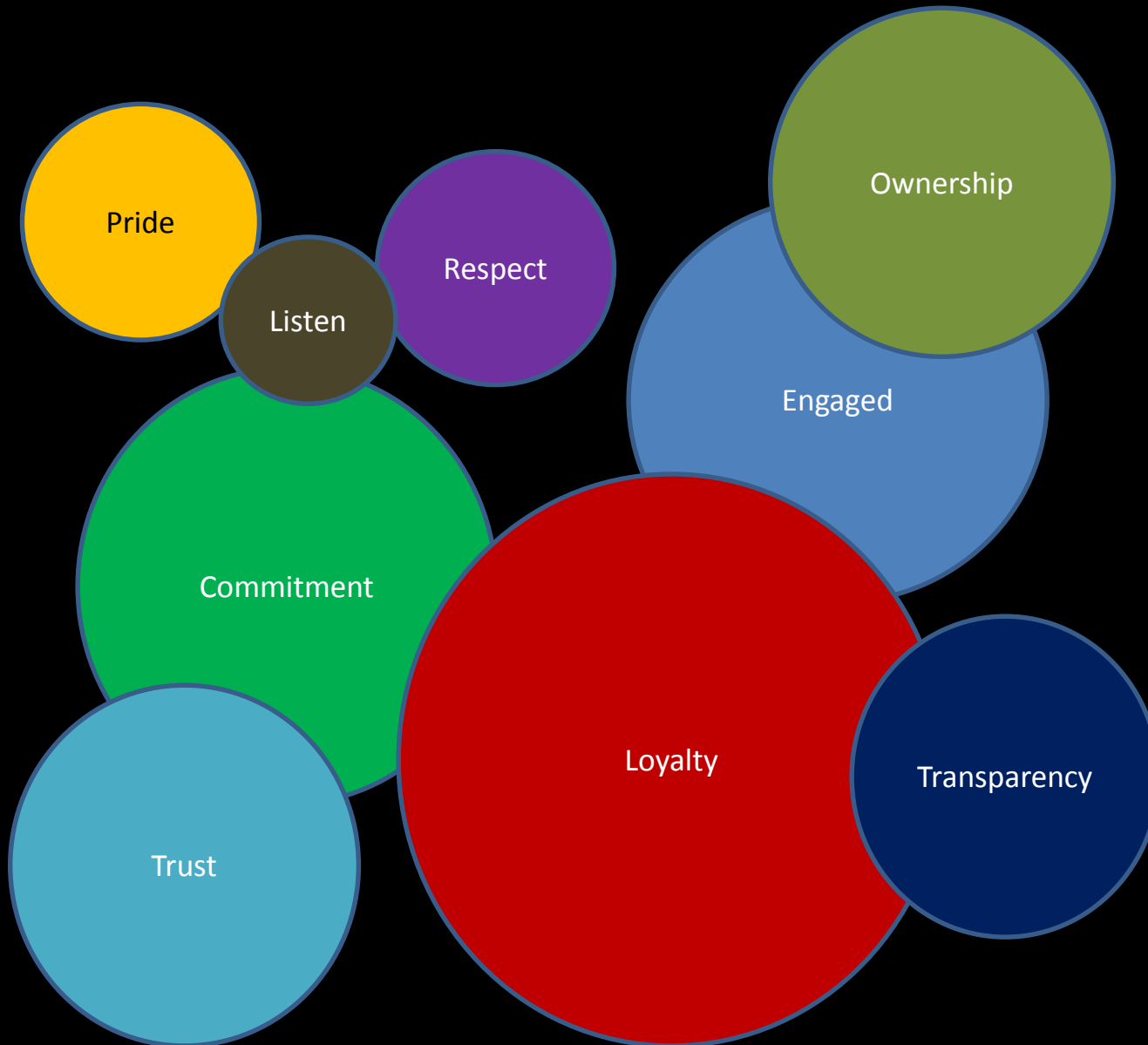
Sheriff David C. Hobbs,
Jefferson County Sheriff’s
Office

Riding for the Brand




What are some of the values that are suggested by the phrase “Riding for the Brand”?

Riding for the Brand



What are some of the values that are suggested by the phrase “Riding for the Brand”

Riding for the Brand

A black and white photograph of a cowboy riding a horse at night. The cowboy is wearing a hat and a jacket, and is holding a glowing lantern. The horse is dark-colored and has a white blaze on its face. The background is a dark, misty landscape.

THE CODE OF THE WEST

Ten Principles to Live By

1. Live Each Day with Courage
2. Take Pride in Your Work
3. Always Finish What You Start
4. Do What Has to be Done
5. Be Tough, but Fair
6. When You Make a Promise, Keep it
7. Ride for the Brand
8. Talk Less and Say More
9. Remember that Some Things Aren't for Sale
10. Know Where to Draw the Line

From the book *Cowboy Ethics*, text by James F. Owen, photography by David R. Stocklein
www.thesteckleincollection.com

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Ten Principles ©2004 James F. Owen

The crux of Riding for the Brand is
Employee Loyalty, Personal
Character, and Extreme
Ownership!

How do we “earn” Employee
Loyalty, promote Personal
Character and inspire Extreme
Ownership?

Employee Loyalty



THIS?



OR THAT?

Employee Loyalty

March 03, 1993



Employees want more than lip service to feel valued.

Employee Loyalty

WHY PEOPLE LEAVE

Top Reasons why people leave their jobs

- Harvard Business Review

- **Learning Opportunities**
to learn new skills
- **Feedback, especially for stars**
Coaching and feedback by managers
- **Bad Bosses**
conflict with the boss as one of the top most reasons for the departure of top performing employees

In addition to:

- Job content
- Level of responsibility
- Company culture
- Caliber of Colleagues
- Low growth potential
- Lack of challenge
- Lack of autonomy
- Not enough money
- Work environment issues

What kind of boss are you?



Employee Loyalty

**You don't build a business
- you build people -**



and then people build the business.
-Zig Ziglar

“Employee loyalty begins with employer loyalty. Your employees should know that if they do the job they were hired to do with a reasonable amount of competence and efficiency, you will support them.”

- Harvey Mackay



“I have yet to find a company that has earned high levels of customer loyalty without first earning high levels of employee loyalty.”

Frederick Reichheld
Customer Loyalty Clairvoyant
Ad Age | July 10, 2006

We can demand loyalty but the truth is loyalty is earned, not given.

Who is Responsible for Employee Loyalty?



Yup, this fella here!

Who is Responsible for Employee Loyalty?



Who else?

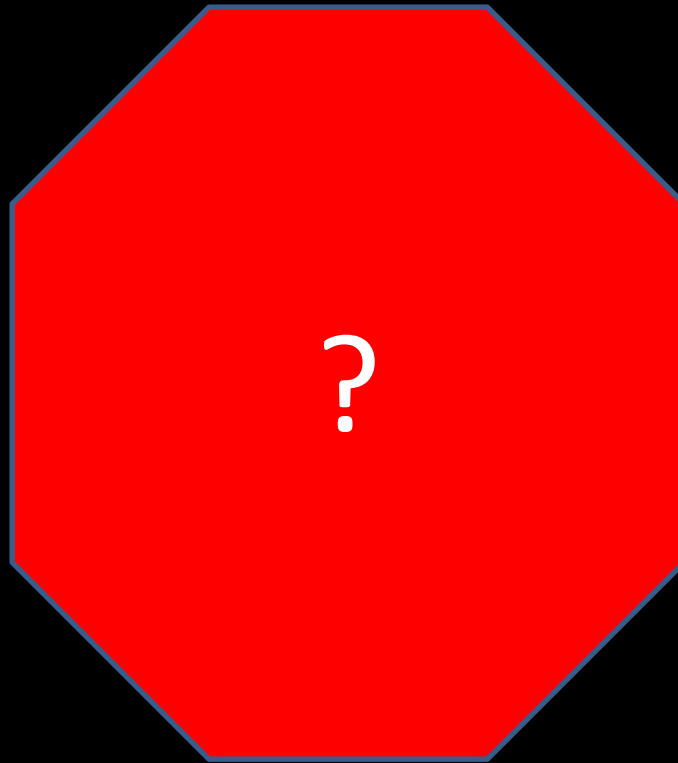
← (hint: this is a mirror)

Who is Responsible for Employee Loyalty?



The truth is we are responsible for employee loyalty.

How do we earn Employee Loyalty?



How do we earn Employee Loyalty?

<i>OUT</i>	<i>IN</i>
Helping employees only with their jobs	Helping employees with their lives
Keeping employees at arm's length	Taking the time to know them
Setting low expectations for advancement	Brainstorming ways to boost career options
Employees nodding like parrots at the boss	Constructive disagreement
A strict rulebook	Empowerment
Chain of command	Fluid communications
Denial that an employee would ever leave	Help them develop skills that will benefit them anywhere
Valuing tenure	Valuing performance
Culture of fear	Culture of innovation and respect
Your job is your reward	Rewarding and praising good work
Requiring perfection	A learning environment
Employees get feedback once a year	Constant feedback and engagement

How do we earn Employee Loyalty?

Workplace Culture

- High Levels of Satisfaction
- High Levels of Retention
- Embracing Cultural Diversity
- Staff Engagement

Development of Staff

- Induction Program
- Buddy System
- Professional Development
- Study Assistance
- Lunch and Learn
- Succession Planning

Leadership & Communication

- Open Door Leadership
- Open Door Information
- Staff Satisfaction Surveys
- Electronic Newsletters (Star)
- CEO Updates

Leader in Our Field

- Leading Brand
- Quality Client Base
- Cutting-Edge Technology

Desirable Workplace

- Great Location & Facilities
- Up-to-date IT Infrastructure
- Little Perks

Corporate Social Responsibility

- Community Leave Program
- Environmental Awareness
- Fundraisers & Donations

Work/Life Balance

- Flexible In-House Hours
- Healthy Lifestyle Programs
- Development for Returning Parents
- A Caring Environment

Attractive Remuneration

- Benchmarking
- Bonus & Incentive Program
- Half Yearly Reviews

Recognition of Performance

- Regular Feedback on Performance
- Aligning Personal Objectives with Business Plans

The Future

- Innovation and R&D
- Graduate In-take Program



TRIBAL | Callista

Delivering on being an Employer of Choice.

Staff Attraction • Staff Retention • Staff Satisfaction

How do we earn Employee Loyalty?



By making
Connections!



Employee Academy

Our Mission –

The City of Rowlett provides innovative, citizen-centered services that exceed the expectations of our residents, businesses and guests.

Our purpose is to serve.

Rowlett
T E X A S

A well-planned lakeside community of quality neighborhoods, distinctive amenities, diverse employment, and cultural charm.

Rowlett: THE place to live, work and play.

The purpose behind the Employee Academy is to help employees begin making connections from the start. Yes, its an opportunity to discuss our vision and our mission but its more than that. It's an opportunity to “engage” the hearts and minds of our employees about our culture...who we are...and why we want them to excel. That can only be done by giving your time and energy.

Is it worth it...you bet it is!

How do we earn Employee Loyalty?

How do we earn Employee Loyalty?

IMPLEMENTATION

Pay Range Group	Adjustment	Cost	Benefits	Total	Current Variance	New Variance
Police	I. 8% Step Increase	\$492,536	\$85,545	\$578,081	-9.98%	-.62%
	II. Step Increase on Anniversary Date					
Fire	I. 6% Step Increase	\$363,427	\$65,903	\$429,330	-7.57%	-.40%
	II. Step Increase on Anniversary Date					
Open Range	I. Raise to Min	\$630,157	\$104,668	\$734,825	-9.25%	-.12%
	II. 3% Increase for All					
	III. Compression Increase					

Total Cost	Previous Variance	New Variance
\$1,742, 235	-8.93%	-.30%



40

Communication is key. Rowlett typically meets quarterly with all employees spread over three days to make sure they feel that they know what's going on. We talk about projects, the pay plan, upcoming changes to employee benefits, etc.

WHAT'S COMING IN THE FUTURE: FY2020 – FY2022

Rowlett Self-Funded Health Plan	FY 2019	FY 2020	FY 2021	FY 2022
Prescription Plan	Rx Flex Base Formulary Select Pharmacy management programs that drive modest savings	Rx Flex Standard Formulary Pharmacy management programs that drive the significant savings	Rx Flex Plus Formulary Pharmacy management programs that drive the substantial savings	Rx Flex Advantage Formulary Full suite of pharmacy management programs that drive the highest potential savings
City and Employee Contributions	Communicate rebalancing the City contribution to the PPO plan contribution level to begin FY2020	Rebalance City contribution level to the PPO plan level by 1/2 for HRA & HSA plans	Final year of rebalancing City contribution level from PPO plan for HRA & HAS plans	
Health Plan Design	Consider EPO for FY 2020 or 2021	Consider or Implement EPO plan design	Consider network tiering providers to reward using best practice best outcome providers. Communicate high performance network option for episodes of care(ACO)	Implement Network tiering for premium care providers and high-performance network options for episodes of care(ACO)
GAP coverage	Find more cost-effective way to deliver this GAP coverage or blend the coverage into the plan design	Implement the best solution in FY2020		
Retiree Coverage	Move to 20% premium differential	Move to final 25% premium differential		
Post 65 Retiree Coverage	Consider post 65 retiree coverage options.	Implement requirement to move post 65 retirees to use PEBA with TML to help future reinsurance cost		
Wellness	Utilize vendor options to complement our wellness options UHC Real Appeal	Consider Spouse Participation in biometrics and wellness activities	Incentivize spouse participation in biometrics and wellness activities	



Other Images



From the earliest images and throughout the project, there was always an expectation of world-class, destination-location amenities! Ultimately, the project was expected to generate over one billion in taxable value.



8

How do we earn Employee Loyalty?



Everybody wants to dunk the boss...heck, let them do it! So what if its only 60 degrees...pshw

Spending time with your employees builds camaraderie, makes connections, provides time to blow off steam or just have fun.

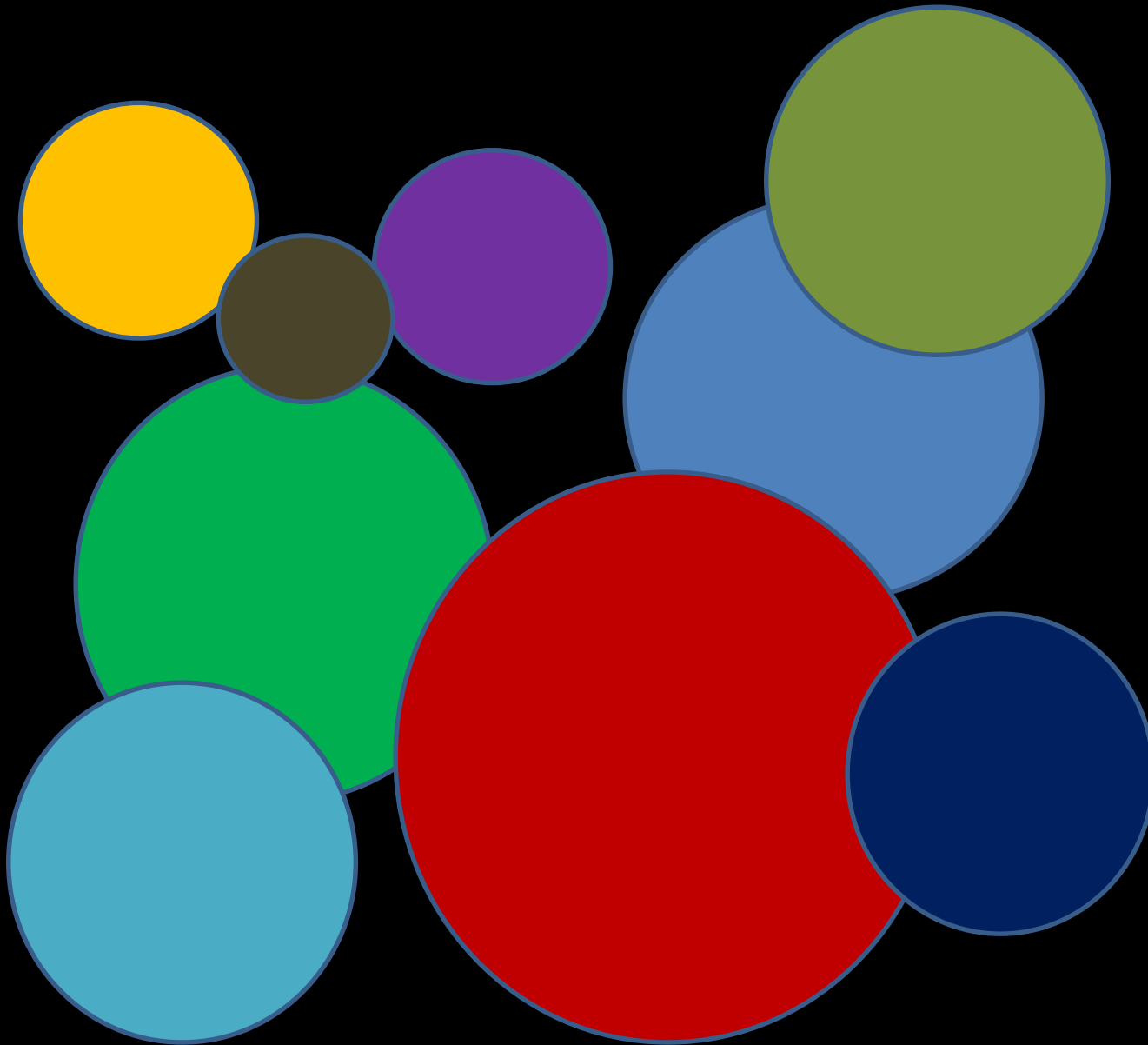
When your people know who you are and that you care about them, they are much more willing to go to the mat for you.

Rowlett holds annual and quarterly events such as:

- Salsa Challenge
- Survivor Rowlett
- Chili Cook-off
- Holiday Luncheon
- Thanksgiving Appreciation
- Awards banquets
- Wellness 5ks

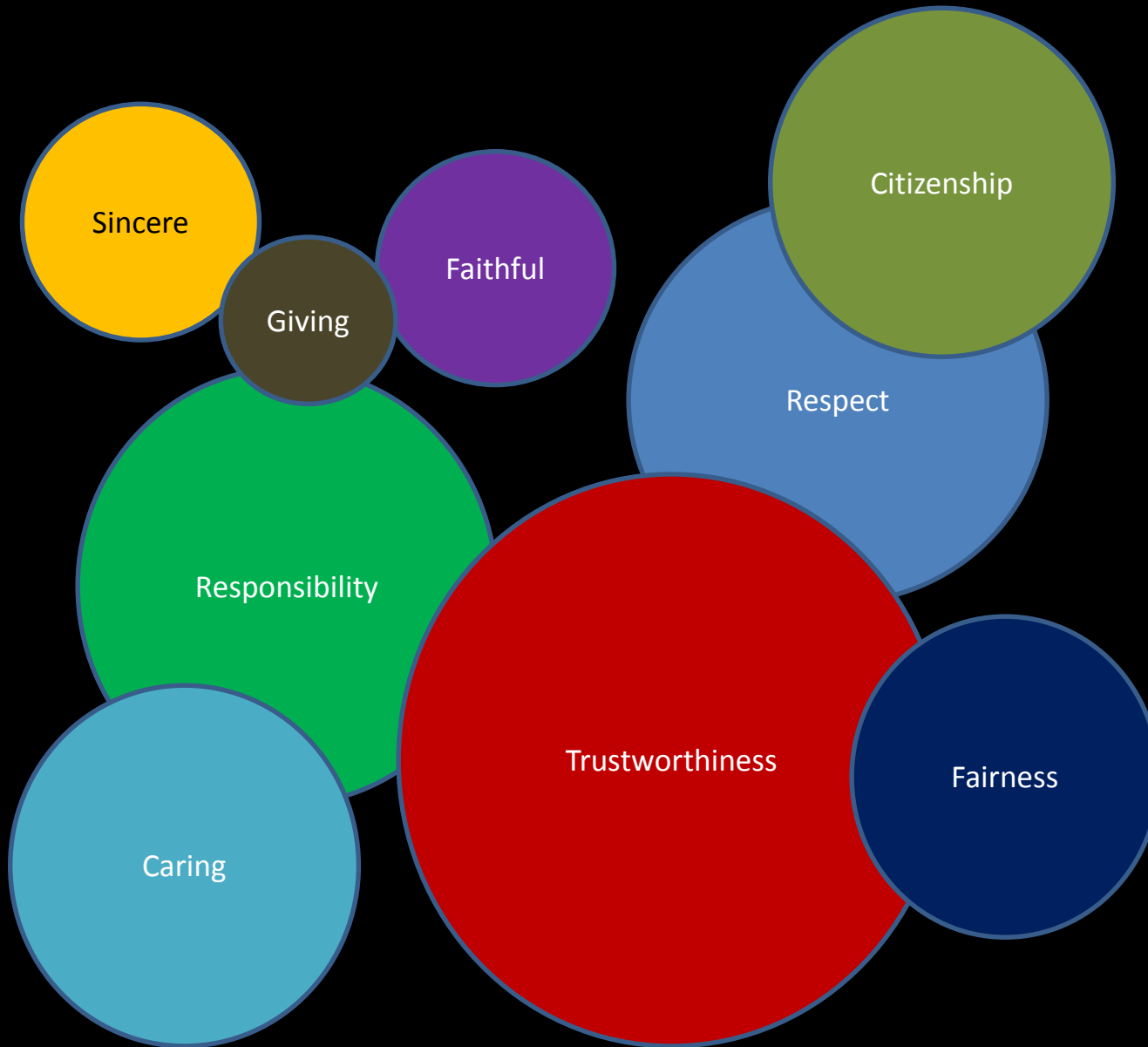


Personal Character



What are some of
the traits of
character?

Personal Character



What are some of the traits of character?

The Girl Scout Law


I will do my best to be
honest and fair,
friendly and helpful,
considerate and caring,
courageous and strong,
and responsible for
what I say and do,
and to
respect myself and others,
respect authority,
use resources wisely,
make the world a better place,
and be a sister to every Girl Scout.



©2009 Girl Scouting of Western Piedmont
www.girlscoutingofwesternpiedmont.com



ROTARY



THE FOUR-WAY TEST
of the things we think, say or do

first
Is it the TRUTH?

second
Is it FAIR to all concerned?

third
**Will it build GOOD WILL
and BETTER FRIENDSHIPS?**

fourth
**Will it be BENEFICIAL to
all concerned?**

INTERNATIONAL

PUZZELLI-WATTON CO.

Personal Character

Personal Character

The six pillars of character are the core ethical values of Character Counts articulated in the *Aspen Declaration*. These values were identified by a nonpartisan, nonsectarian group of youth development experts in 1992 as “core ethical values that transcend cultural, religious and socioeconomic differences.

While this was designed to help instill a positive school climate and a culture of kindness, it provides basic principles for any one.

SIX PILLARS OF CHARACTERS

CHARACTER	COLOR	DESCRIPTION
TRUSTWORTHINESS	Blue: Think True Blue	<ul style="list-style-type: none"> • Be honest • Don't deceive, cheat or steal • Be reliable--do what you say you'll do • Have the courage to do the right thing <ul style="list-style-type: none"> • Build a good reputation • Be loyal--stand by your family, friends and country
RESPECT	Yellow/Gold: Think the Golden Rule	<ul style="list-style-type: none"> • Treat others with respect; follow the Golden Rule • Be tolerant of differences • Use good manners, not bad language • Be considerate of the feelings of others <ul style="list-style-type: none"> • Don't threaten, hit or hurt anyone • Deal peacefully with anger, insults and disagreements
RESPONSIBILITY	Green: Think being responsible for a garden of finances; or as in being solid and reliable like an oak	<ul style="list-style-type: none"> • Do what you are supposed to do • Persevere: keep on trying! • Always do your best • Use self-control <ul style="list-style-type: none"> • Be self-disciplined • Think before you act--consider the consequences • Be accountable for your choices
FAIRNESS	Orange : Think of dividing an orange into equal sections to share fairly with friends	<ul style="list-style-type: none"> • Play by the rules • Take turns and share • Be open-minded; listen to others • Don't blame others carelessly
CARING	Red : Think of a heart	<ul style="list-style-type: none"> • Be kind • Be compassionate and show you care • Express gratitude • Forgive others • Help people in need
CITIZENSHIP	Purple : Think regal purple as representing the state	<ul style="list-style-type: none"> • Do your share to make your school and community better • Cooperate • Get involved in community affairs • Stay informed; vote <ul style="list-style-type: none"> • Be a good neighbor • Obey laws and rules • Respect authorities • Protect the environment

Personal Character

12 PERSONALITY TRAITS OF A DISENGAGED EMPLOYEE

1. Complain

Bad employees are always complaining and nothing is ever good enough for them.

2. Makes Excuses

Bad employees never take responsibility for their actions and always find an excuse.

3. Lack Enthusiasm

When a new task or project comes up, this employee is always the least excited.

4. Doesn't Help Others

They're always saying "it's not my job", and are never willing to go above and beyond.

5. Gossip

Gossip destroys morale and the team dynamic, & creates cliques within the company.

6. No Questions

Bad employees aren't willing to ask questions and learn new things.

7. Know-It-All

Bad employees act like they know everything and are too good for whatever you have to say.

8. Independent

Bad employees are set on working alone. You need collaboration to thrive as a team.

9. Irresponsible

Bad employees often miss deadlines. They are always late for work and break promises.

10. No Initiative

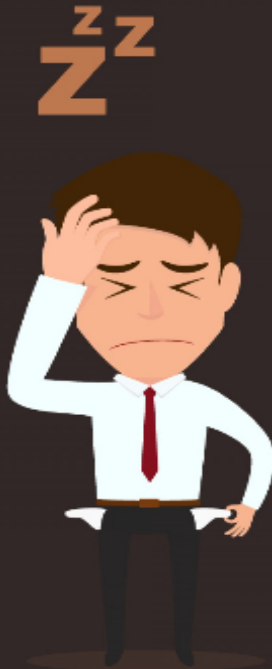
Good employees take initiatives, whereas a bad one just stands around waiting to be told what to do next.

11. Liar

An employee that lies & makes up stories is really dangerous for the team.

12. No Growth

They don't invest in themselves to become better people and grow within the company.



10 TOP TRAITS OF A GREAT EMPLOYEE



1. Being a Team Player

Organizations need strong team players working together to reach everyone's collective goals.



2. Discipline

Disciplined employees have the ability to control and motivate themselves, plus stay on track and do what is right.



3. Honest

The perfect employee always speaks the truth. It's the best policy.



4. Reliable

Being someone that can be counted on is a trait of a true professional.



5. Hard Working

Hard working employees get the job done no matter how big or small the task is.



6. Positive Attitude

A positive outlook is important in life, and the workplace is no exception.



7. Good Cultural Fit

Employees are an extension of the company, and should embody the company culture.



8. Detail Orientated

Model employees understand their responsibilities, tasks, and what is expected of them at the workplace.



9. Productive

Great employees not only get job done, they do it efficiently.



10. Dedicated

Be passionate about your role no matter how big or small it is. Dedication is a key to success.



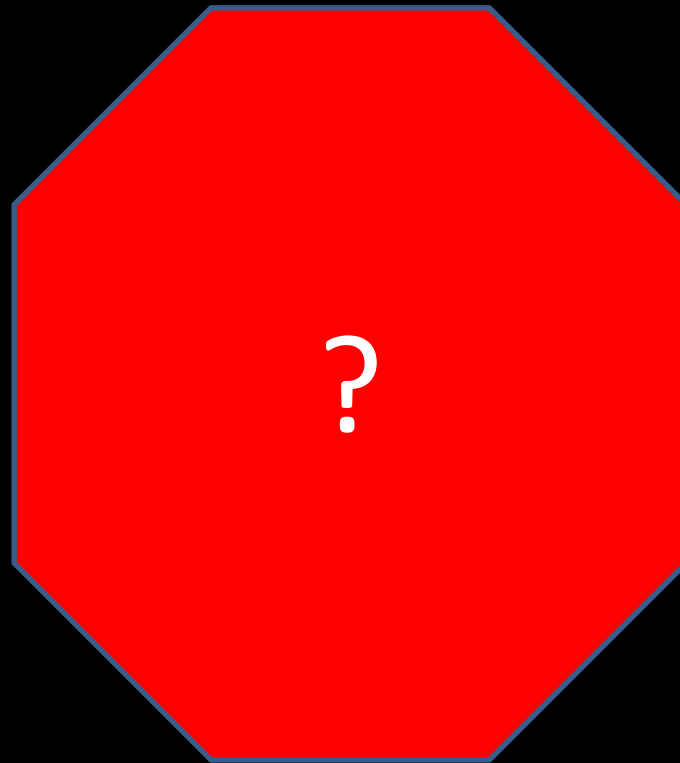
Personal Character



We know what traits we want from a good employee and what we don't like from a bad one.

How about what we can do to be a better boss?

Think about your best boss ever. Now think about your worst boss. What trait(s) made the difference between the two?



Personal Character



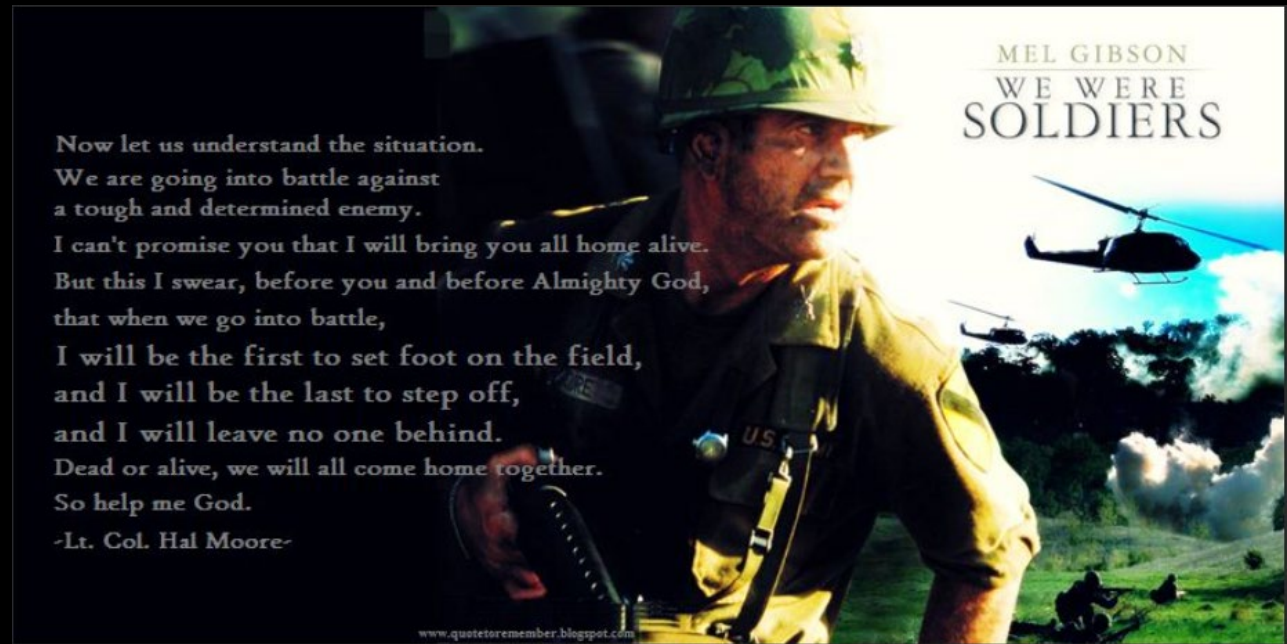
A good boss is an enthusiastic, passionate nut job on steroids. He generates goodwill by inspiring people to want to do what he needs them to do; he leads by example and shows his team how it is done; he develops people to prepare the next generation to lead; and he keeps them focused on the mission.

Leaders become great, not because of their power, but because of their ability to empower others – John Maxwell

How does Personal Character affect Leadership?

First, leaders gotta lead!

If you are going to do the job then by God “Lead”



There is another quote that Mel Gibson says in the movie that is extremely relevant to leadership.

While under fire he said “I can’t be a rifleman, I have to lead rifleman.”

How does Personal Character affect Leadership?

Courageous Leadership Three Buckets of Courage

TRY

The courage of action and pioneering "first attempts"

Associated with:

- Having initiative
- Leading

Requires:

- Overcoming inertia

Risks:

- Your actions may harm others.

TRUST

The courage of relying on the actions of others

Associated with:

- Being receptive and open
- Following

Requires:

- Letting go of control

Risk:

- Other people's actions may harm you.

TELL

The courage of "voice" and truth telling

Associated with:

- Truth telling
- Asserting one's opinions

Requires:

- Conviction

Risks:

- Exposing your opinions may cause you to be cast out of the group.

If you are going to be fired...be fired for doing your job!

Second, leadership requires you to trust your team and for them to trust your leadership. Have the courage to tell your people the truth. They will make the right decisions. Have the courage to tell your boss the truth even at the risk of your job.

How does Personal Character affect Leadership?



Third, as a leader, you are going to have one of those days. When everything hits the fan and everybody else wants to point fingers, who is left standing?

How you act in that moment is determined by your personal character.

You may not have been personally responsible but how you respond is “your” choice.

YOU CANNOT CONTROL
WHAT HAPPENS TO
YOU, BUT YOU CAN
CONTROL YOUR
ATTITUDE
TOWARD WHAT
HAPPENS TO YOU, AND
IN THAT, YOU WILL BE
MASTERING CHANGE
RATHER
THAN ALLOWING IT TO
MASTER YOU.

Brian Tracy

Personal Character

Be the kind
of leader
that you
would
follow.



Extreme Ownership



Let's play the Blame Game!

Point your finger and see how many fingers point back at you.

Who is Responsible when Things go Wrong?



Who else?

← (hint: this is a mirror)

Extreme Ownership



In the 1995 movie “Braveheart”, there was a character who played an Irishman named Stephen. During a discussion about wanting to join up with William Wallace, he makes the following statement.

Extreme Ownership



YEAH, IT'S MINE!

Extreme Ownership

What is Ownership?



*When I buy a car,
I take ownership
of it. It becomes
mine*



*When I buy a
house, I take
ownership of it.
It becomes mine*



*When I buy a
puppy, I take
ownership of it.
It becomes mine*

Extreme Ownership

People who own property feel a sense of ownership in their future and their society. They study, save, work, strive and vote. And people trapped in a culture of tenancy do not.

Responsibility equals accountability equals ownership.

A sense of ownership is the most powerful weapon a team or organization can have.

Pat Summitt, Former Tennessee Women's Basketball Coach

I own my words, thoughts, actions.

I don't own your reaction to them.

I don't own your words, thoughts
actions.

I do own my reaction to them.

Louise Smith
The Lessons of Life

Extreme Ownership

Smokey the Bear used to say “only you can prevent forest fires”. That message was powerful and it was intended to make everyone feel collectively and individually responsible to prevent forest fires and it worked.

The era of everybody getting a trophy has created a serious lack of ownership.

How about this...let’s stop whining and start winning. As a leader it is “your” job to instill a sense of pride in the mission for your employees. See it, do it, own it.

Own it for your employees, own it for the organization, and own it for yourself.

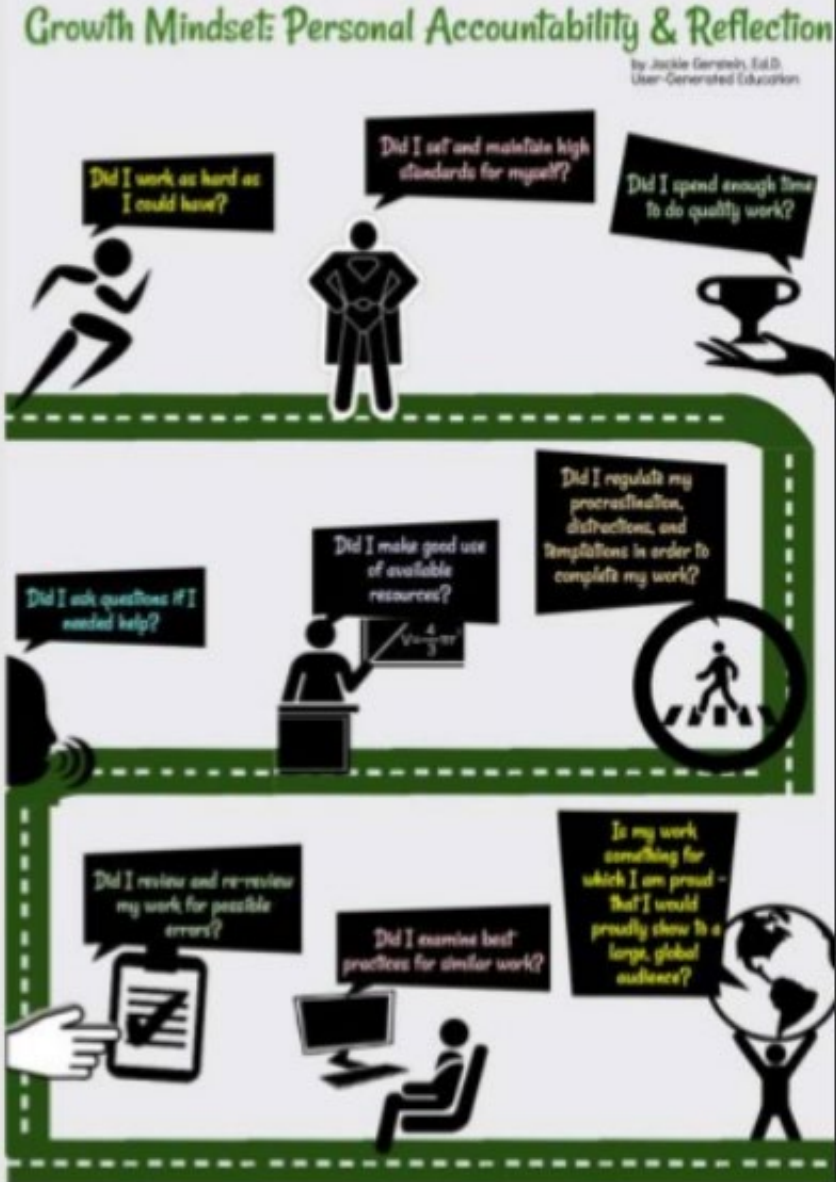


Who remembers this guy?

Extreme Ownership

Accountability to Self

- Did I work as hard as I could have?
- Did I set and maintain high standards for myself?
- Did I spend enough time to do quality work?
- Did I regulate my procrastination, distractions, and temptations in order to complete my work?
- Did I make good use of available resources?
- Did I ask questions if I needed help?
- Did I review and re-review my work for possible errors?
- Did I consider best practices for similar work?
- Is my work something for which I am proud - that I would proudly show to a large, global audience?



Extreme Ownership



**COLLECTIVE
RESPONSIBILITY**

Win Together. Lose Together.

In football, if one person misses their assignment, the play can be busted resulting in losing the game.

In a business, if one person misses their assignment, a sales target could be missed affecting company profitability or lead to bankruptcy.

In a city, if one person misses their assignment, a project can fall behind inconveniencing citizens, costing taxpayers and losing goodwill for future bond elections.

Extreme Ownership

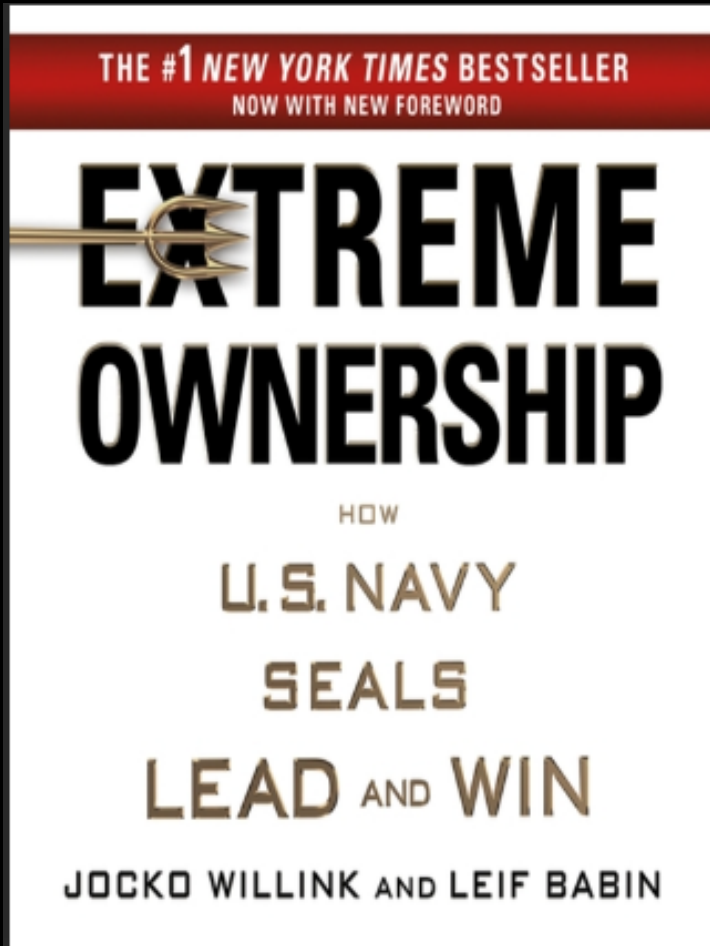
The Military Model:

During boot camp, if one soldier in your squad forgets his hat, the entire squad is punished. There is a purpose behind this model. It is to teach collective responsibility for each other. You are not just responsible for yourself but also the team.

You may wonder isn't that a bit extreme? Well, in the military, if one person misses their assignment, the mission can fail and the entire team could die. It doesn't get any more extreme than that.



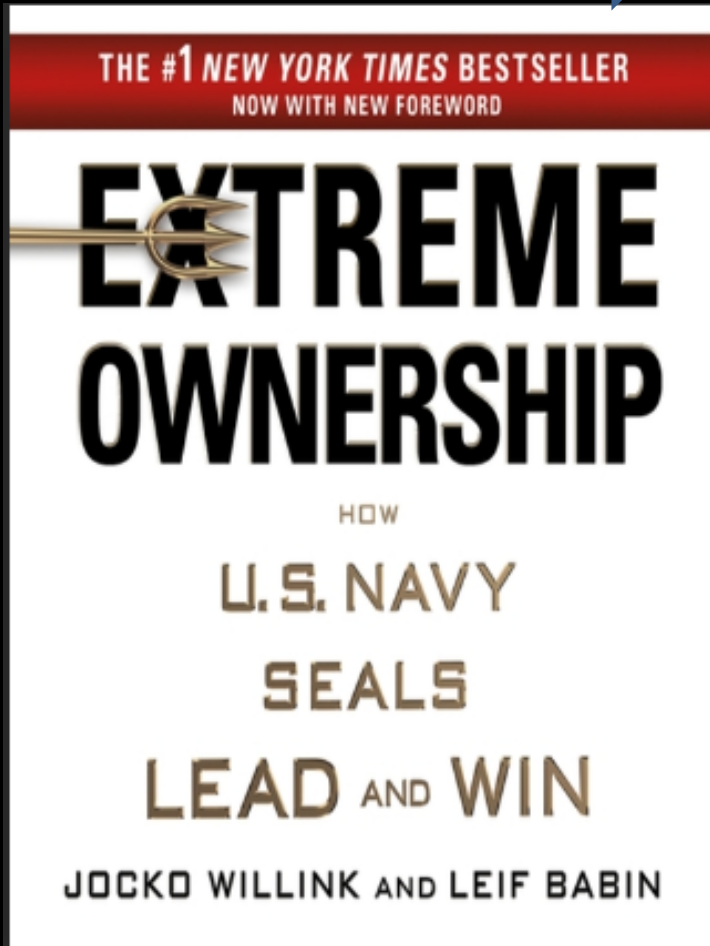
Extreme Ownership



In Extreme Ownership, Navy Seal authors Jocko Willink and Leif Babin talk about how U.S. Navy Seals Lead and Win.

Extreme Ownership

Principle Number One

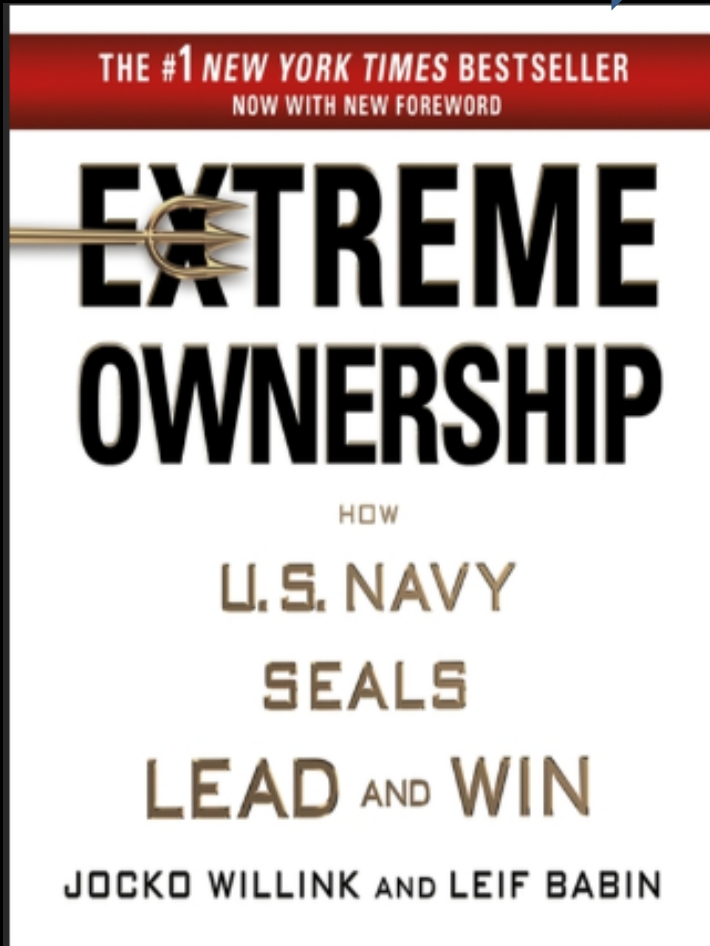


1. EXTREME OWNERSHIP (E.O.)

A true leader takes 100% ownership of everything in his domain, including the outcome and everything that affects it. *This is the most fundamental building block of leadership that cuts across all other principles.* It applies to leadership at any level, in any organization.

Extreme Ownership

Principle Number One

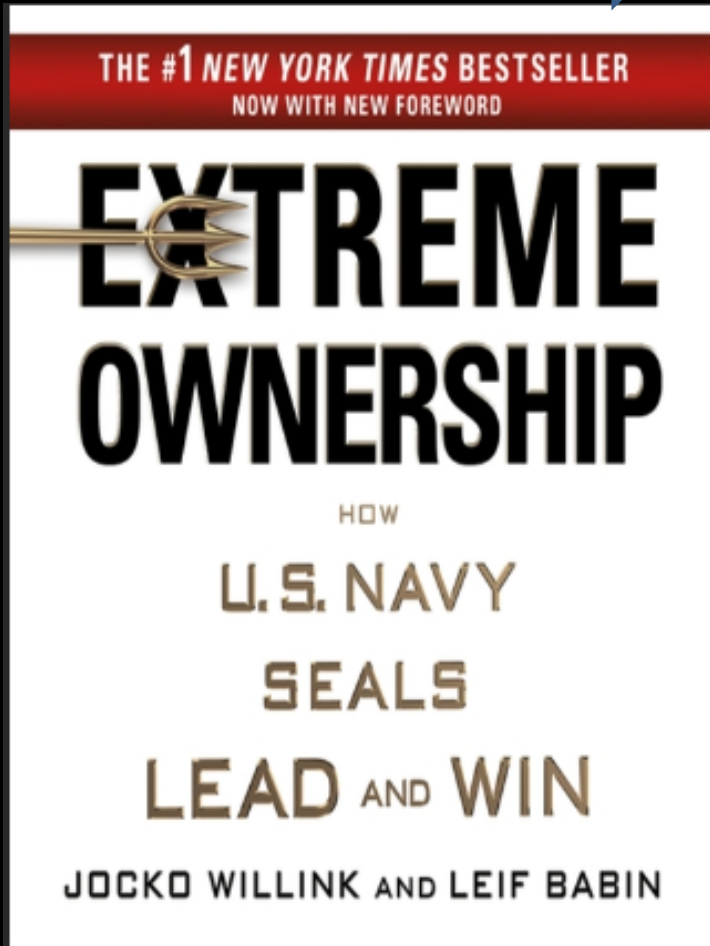


1. EXTREME OWNERSHIP (E.O.)

- When something goes wrong, a true leader doesn't find excuses or blame others. He puts aside his ego, takes full responsibility for the outcome, and reviews what he must do differently as a leader to create success.
- If an under-performer is dragging the team down, it's the leader's role to train and mentor the person. If people aren't doing what they should, it's the leader's responsibility to clarify the mission and action plan, get people's commitment and equip them to perform their roles.

Extreme Ownership

Principle Number One

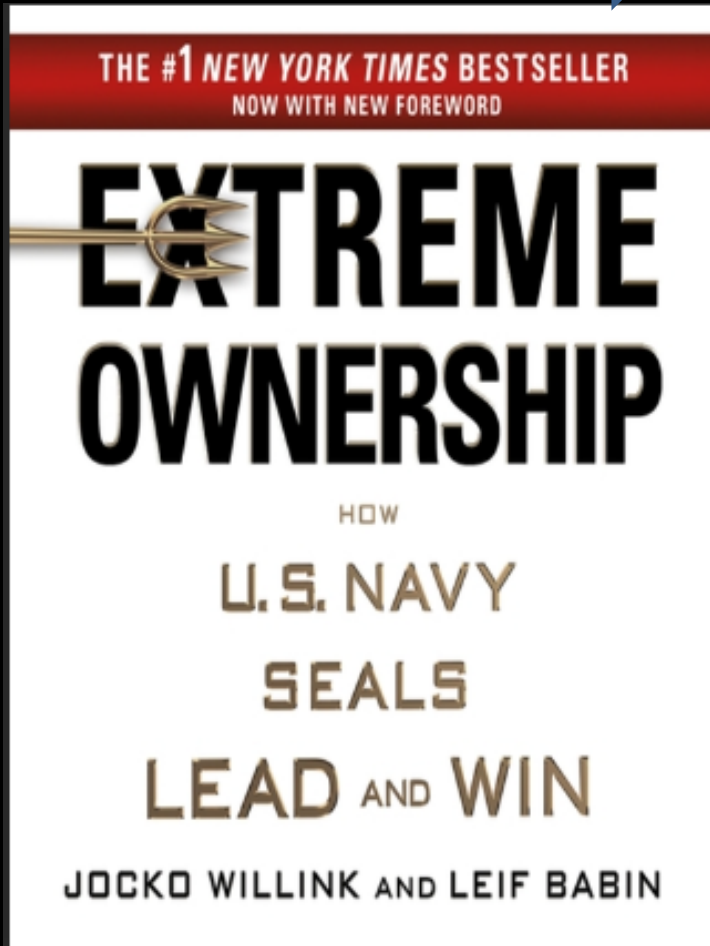


1. EXTREME OWNERSHIP (E.O.)

- Taking E.O. requires that you put aside your own ego and *review what you must do differently as a leader* to create success. This involves accepting criticisms, securing resources, winning hearts and minds, building clarity and processes, etc.
- *Leadership attitude is contagious.* When you demand E.O. of yourself and others, people start to emulate you and the mindset spreads throughout the organization.

Extreme Ownership

Other Principles



2. NO BAD TEAMS, ONLY BAD LEADERS

Leaders fundamentally decide their teams' level of performance. Under the right leadership, *any* team can thrive.

3. CLARITY AND BELIEF

As a leader, you must fully understand and believe in a mission, before you can convince others to embrace it and lead them to do what's needed to succeed.

4. MANAGE YOUR EGO

Great leaders prioritize the wider mission over their personal ego. They're willing to learn, accept good ideas from others, and own up to their mistakes. They also manage their team members' egos to keep everyone focused on the team mission.

Riding for the Brand

