

How business owners build a team to last

CAPITAL
IDEAS

BAILLIE SCHEETZ, CAPITAL IDEAS

More from [Baillie Scheetz, Capital Ideas](http://EDMONTONJOURNAL.COM/AUTHOR/BAILLIE-SCHEETZ-CAPITAL-IDEAS) ([HTTP://EDMONTONJOURNAL.COM/AUTHOR/BAILLIE-SCHEETZ-CAPITAL-IDEAS](http://EDMONTONJOURNAL.COM/AUTHOR/BAILLIE-SCHEETZ-CAPITAL-IDEAS))

Published on: November 25, 2015 | Last Updated: November 25, 2015 4:40 PM MST



Capital Ideas members were asked about finding the right people to help grow their business

Here's what members of our community of business owners helping business owners had to say:

“The financial cost of hiring and training staff is a large investment for most companies. Another cost of the staffing process is the qualitative impact that hiring the wrong people and staff turnover may have on your existing workforce. I engaged a professional to provide behavioural based interviewing with the prospective candidates the last time I hired staff. It was a fantastic experience and helped us find a team member that fit our culture.”

Debbie Engel, owner of Debbie L. Engel Professional Corporation, [depc.ca](http://www.depc.ca/) (<http://www.depc.ca/>)

“All of our team members work remotely, and some in cities all on their own, so ensuring that we are building a cohesive and driven team can be challenging. We have a Facebook group that is highly active, nearly hourly through the work day. It helps our team feel part of the group, even from far away. We have a very structured licensee program and 21 week training program with our senior management team to ensure that new people joining our company are a strong fit and the training program ensures their success. We love to use the hashtag #dreamteam when mentioning our powerhouse team of women.”

|

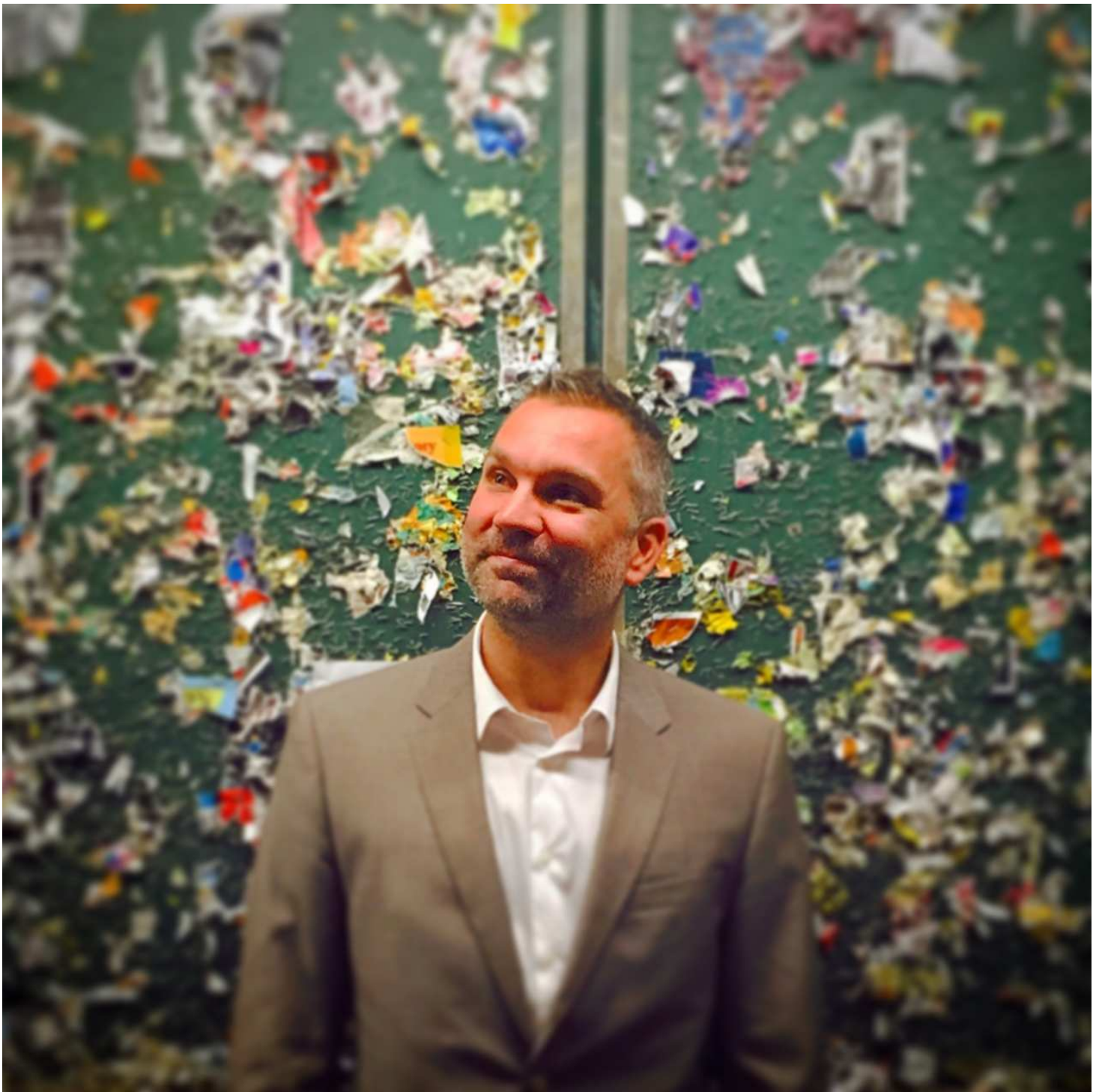
Carol McBee, president and CEO of Mommy Connections, [mommyconnections.ca](http://www.mommyconnections.ca/) (<http://www.mommyconnections.ca/>)

“It starts with hiring individuals that are passionate about patient care. Their character must fit our culture. As long as they have these skills, along with enthusiasm and energy, we can train the specific skill set required to be effective in their position. The foundation of our corporate culture is based on values of family and fun. A team that is passionate about why they do what they do, and having fun doing it lasts.”


Keith Soubliere, general manager for Beyond Vision Optometrists, [beyondvision.ca](http://www.beyondvision.ca/) (<http://www.beyondvision.ca/>)

“I have found the best way to build a strong team is start with the right fit. Referrals have always been my most successful hires. Then instil them with knowledge and empower them. Support your team and encourage. Team members need to feel valued and like they are part of something special. If someone is dragging the team down, and not coachable, cut them loose. It is unfair to other team members to hang on to them.”

Cecile Wendlandt, director of advisor recruiting at Freedom 55 Financial, [freedom55financial.com](https://www.freedom55financial.com/) (<https://www.freedom55financial.com/>)



Justin James, founder of REACH Consulting Ltd. Photo supplied by: Justin James



“Any skill can be taught. It is an advantage to have previous experience of course, however, if you invest in people that get along and are personable with others, you gradually grow a positive team that will work well together and your clients.”

Justin James, founder of REACH Consulting Ltd., reach-consulting.ca (<http://reach-consulting.ca/>)

“Recruitment happens constantly. Start with clarity on your values and goals, share them with other great people and they begin to watch for others who might be a good fit. Almost all our staff have come from referrals. We focus on where we’re going, and map that growth against our internal talent map so that when that perfect fit wanders onto our path, we recognize it every time.”

Angela Armstrong, president and founder of Prime Capital Consulting, pcclease.com

“We use a combination of ability and personality assessments to ensure job role and organizational fit. Understanding a candidate’s capabilities, motivations, values, and work style is key to the selection of long term productive team members. The more you know before making selection decision the less surprises there are down the road.”

Mark Fitzsimmons, president of Psychometrics Canada, [psychometrics.com](http://www.psychometrics.com) (<http://www.psychometrics.com>)

“Work together to define what is your culture, values, mission and get buy in. Now live those values without compromise. Learn from each other, respect each other and celebrate together. Treat the team as a close knit

family and like family, it becomes hard to leave those closest to you.”

Ashif Mawji, president of Trust Science, [trustscience.com](http://www.trustscience.com)

(<http://www.trustscience.com>)

“We have found the key is to not rush the hiring process. Take the time to do proper screening, complete personality assessments, do quality interviews with multiple staff, have proper reference check questions and even consider doing a second and third more casual meetup over lunch or coffee with a few colleagues.”

Bryan Smith, president of Bluetrain Inc., [bluetrain.ca](http://www.bluetrain.ca)

(<http://www.bluetrain.ca>)

“To sustain a team for the long term, your entire organization must live in a constant state of inventiveness. Building a culture of radical ideas gives your team the clarity to act, and the passion to weather downturns.”

Kris Hans, strategist at Market Grade Ltd., [marketgrade.com](http://www.marketgrade.com/)

(<http://www.marketgrade.com/>)

“Always base hiring decisions on shared values, rather than personality. Hiring someone because you like them isn’t enough to ensure long-term success. By defining the values that drive your company, you can build a diverse team that’s completely aligned on the “big stuff” but is able to approach situations or conflicts from a variety of different perspectives.”

Karina Crooks, managing partner of TransparentC, [transparentc.ca](http://www.transparentc.ca/)

(<http://www.transparentc.ca/>)

“A great team is made up of people with different skill sets. If you are strong at sales, find someone who is excellent with numbers and another who is great at organizing and running things administratively. Success comes from teams where people complement each other by adding skills where others are weak.”

Chad Boddez, senior vice president, Office Leasing & Sales, JLL, [jll.ca](http://www.jll.ca/)

(<http://www.jll.ca/>)

“I use a tool called BANK Value Cards. I am Certified and Licenced to

teach the program called BANKCODE but also use it for my own business. In 90 seconds, I can discover the personality and values of the person I am interviewing for a position. Based on their results and the exact kind of person I am looking for, I either hire the person or not, with confidence that I have made a good decision. This saves me a lot of time and grief!! I love this tool because It helps me communicate and provide better service because we speak the same language.”

Susan Janzen, Realtor at certified and licenced trainer of BANK, [susanjanzen.com](http://www.susanjanzen.com/) (<http://www.susanjanzen.com/>)

“I actually look at it in a different way and think you build a team to excel for now and the immediate future. Great teams build better individuals and better individuals eventually move on to new challenges. Sort of how a championship sports team will start to lose some of it’s stars as they prove their worth to other teams. What you want to do is create the situations that melds individuals into great teams and let that attract the best.”

Bill Dowbiggin, strategic partner, [CorporateSolutionsCanada.com](http://www.corporatesolutionscanada.com/) (<http://www.corporatesolutionscanada.com/>)

“I always found the best way to build a team that lasts is invest in them! Help them in all areas in their life. If you invest in them as a person in their family life along with their ambitions for their career you will have them on your side for a long time!”

Stacey Shepherd, owner of Stacey Shepherd Mortgage Professional, [staceyshepherd.ca](http://www.staceyshepherd.ca/) (<http://www.staceyshepherd.ca/>)

“Believe in your employees. Make them feel like family. Treat them with respect. Take an interest in them. Provide opportunity to grow and learn. Support them through difficult times. Give positive feedback regularly.”

Sandra Nageli, consultant at Investors Group, investorsgroup.com/en/sandra.nageli/home

“Helping your team stay motivated by giving them the avenue to exceed in

their industry mentally, physically and financially is a sure way to build a team that will last! Offering bonus structures that are achievable, providing the means to further education in their field and offering support through lifestyle and exercise choices is a great example of this strategy.”

Nadine Litwin, advisor & solutions manager

“Build based on shared values. People do not last who do not hold the same values as the organization. Of course there are many things to look for – skill, work ethic and so forth but these are about answering the question ‘can they do the job,’ not ‘how to ensure they last.’ To build a performing and lasting team – shared values.”

Darryl Moore, vice-president of marketing and communication at Executrade, [executrade.com](http://www.executrade.com/) (<http://www.executrade.com/>)

“I’ve learned from experience that hiring based on culture and personality fit leads to happier and more productive teams. During the hiring process, building in some creative or fun activities to assess fit will pay off.”

Catherine Lee, Strategist of Rouge Design House, rougedesignhouse.ca (<http://rougedesignhouse.ca/>)

“Involve the “team” when expanding the “team” and allow everyone to buy into the vision for “the team”. Many of my best people came from recommendations within the team, itself.”

Laura M. Schuler, shared general counsel, Schuler Law Group, [schulerlaw.ca](http://www.schulerlaw.ca) (<http://www.schulerlaw.ca/>)

“Listen to your team and figure out how each member wants to be lead. This shows you’re sincere and care about their needs. People love working and STAYING on these teams.”

Chelsea Krupa, owner of R&R Day Program and Home Care, [rehabandretreat.com](http://www.rehabandretreat.com) (<http://www.rehabandretreat.com/>)

These answers are in response to a question posed by Wellington Holbrook, executive vice-president of ATB Business. Here’s his take:

“I was in a meeting the other day and asked why a highly qualified team member we had recently hired had left our organization. The answer was simple. What they wanted to do all along was something completely different and the role we had them in was just for now. We wasted our time. As leaders, it is inherently important that we create a vision for the culture we want and be deliberate in only letting people in who are motivated by this, who believe in it and who want to be a part of it. When we hold standards like that, people will not just last, they will help us build a businesses that will last.”

Get Involved!

Answer our next question: How do you decide if it's time to diversify?

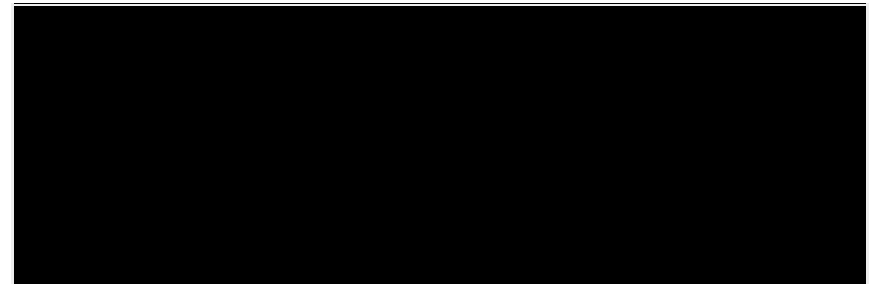
Submit your answers at the Capital Ideas website (<http://capitalideasedmonton.com/capital-questions/community-question-how-do-you-decide-if-its-time-to-diversify/>) by Friday morning. We'll publish the best answers, along with your business name and website.

This article was produced by Capital Ideas (<http://capitalideasedmonton.com/?source=EJ0916>), a product of Postmedia Labs, in collaboration with ATB Business.

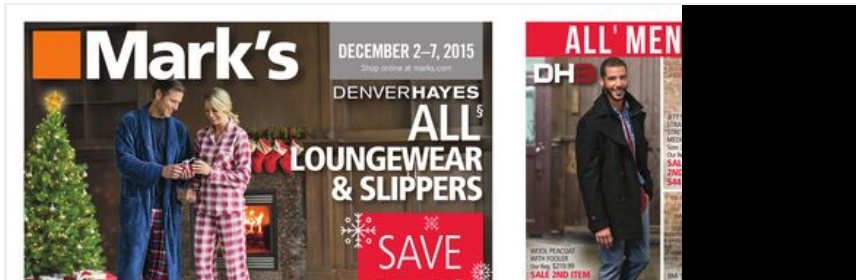



LONDON DRUGS
Fun & Games
SIGN UP FOR OUR E AND RECEIVE
FREE SHIPPING
ON YOUR NEXT ONLINE PURCHASE

HOVER FOR FLYER

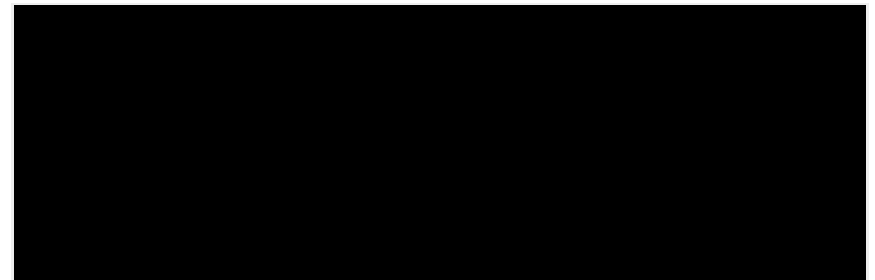



HOVER FOR FLYER




Mark's
DECEMBER 2-7, 2015
DENVERHAYES
ALL LOUNGEWEAR & SLIPPERS
SAVE 25%
ALL MEN

HOVER FOR FLYER



HOVER FOR FLYER



Comments

We encourage all readers to share their views on our articles and blog posts. We are committed to maintaining a lively but civil forum for discussion, so we ask you to avoid personal attacks, and please keep your comments relevant and respectful. If you encounter a comment that is abusive, click the "X" in the upper right corner of the comment box to report spam or abuse. We are using Facebook commenting. Visit our FAQ page (<http://www.edmontonjournal.com/news/story.html?id=7195492>) for more information.

0 Comments

Sort by **Top** ▼

Add a comment...



POSTMEDIA

([HTTP://WWW.POSTMEDIA.COM](http://www.postmedia.com))

© 2015 Postmedia Network Inc. All rights reserved.

Unauthorized distribution, transmission or republication strictly prohibited.

Powered by WordPress.com VIP (<https://vip.wordpress.com/>)