

INCREASING EMPLOYEE ENGAGEMENT



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When people care about their work, they bring unparalleled energy and commitment to their organization. Turn the page to learn tips to help your pest management business keep employees engaged – and, in turn, increase your firm’s revenue.

MILLION DOLLAR CLUB

WIN THE HEART... UNLEASH THE PASSION



Emily Thomas Kendrick

Fall is by far my favorite time of year in my hometown of Atlanta, Ga. Our Arrow team members and clients have enjoyed their vacations with friends and family, kids are back in school, the weather is gorgeous and it's football season baby! I was destined to love football and was raised on University of Tennessee (Go Vols!) football. I've picked up a few more teams over the years including my Vanderbilt Commodores (class of 1998), Denver Broncos (my husband Hugh's team), and Atlanta Falcons. There's nothing like the anticipation of watching them take the field and hoping for great seasons. "Hope springs eternal," as they say. Inevitably our meetings start and end with some sort of football discussion including who is dominating our Arrow Fantasy Football League we endearingly call Termites Taste Like Chicken.

Let's get down to the business of this amazing industry of which we have the pleasure of being a part. Folks, we're so honored to continue to have the opportunity to sponsor the Million Dollar Club and sincerely hope we're bringing value to you and your team in your day-to-day operations. Why do we call it the Million Dollar Club? My daddy, Arrow's Chairman of the Board Joe Thomas, has always said the first million dollars in revenue at Arrow was the very hardest to hit and then to exceed. He has always talked about all the wonderful people in the industry who helped mentor him and guide him and this was another way for Arrow to give back to an industry that's been so good to us. To that end, we've worked with PCT to choose content and speakers who have relevancy and provide valuable insight to companies up to several million dollars in revenue.

This past summer we decided to approach the Million Dollar Club differently. We offered a free live webinar to anyone in the industry who wanted to participate. It lasted a little over an hour around lunch and streamed live on Facebook. Our team was very passionate about offering the program for free as well as providing actionable content anyone could immediately take back to their business. Rising tides lift all boats as they say. We are excited to continue with this format in the future!

This year's webinar featured Randy Gravitt. We met Randy through a mutual friend at Chick-fil-A five years ago and have utilized his talents at our Annual Management Team Meeting every year since. In addition to being a warm and welcoming person, Randy has incredible insight into people and organizations and what it takes to engage our team members in bringing their best to work every day. I encourage you to read the following pages, which highlight a few of Randy's ideas for helping us connect with our team members and show them appreciation which results in better engagement. In fact, we got our theme for our 2019/2020 Fiscal Year through discussions with Randy. Our theme this year is Win the Heart...Unleash the Passion.

We always love talking to, sharing, and learning from other folks in the pest control industry. We visit other companies to learn as well as regularly host companies who come to visit us to learn how we approach Operations, Sales, Marketing, Human Resources, IT, Training, and more. Consider this an open invitation to come visit Arrow's Home Campus in Atlanta anytime!

We wish you the best of luck and look forward to continuing to celebrate your success with you! Congratulations! The best is yet to come!

Emily Thomas Kendrick, President and CEO

Playing a **DIFFERENT GAME**

How running your business as if you were playing a game of chess can help you develop strategies and prepare for changes.

By Paige Bennett



Randy Gravitt, executive coach and CEO of INTEGREAT, learned how to play checkers from his grandfather when he was about 8 years old. As a child, he saw the game as an entertaining way to pass time. But as he moved into his professional career, the experience became “a metaphor for the way I would look at my life and my leadership,” he said.

For the first few years of playing checkers, Gravitt lost every game against his grandfather. But over time, he developed his skills and eventually managed to beat him. Feeling confident from his victory, Gravitt challenged his neighbor to checkers. The neighbor insisted on playing chess instead – a game Gravitt had never heard of before. He was surprised when his neighbor flipped over the black-and-red checkerboard and revealed a black-and-white chessboard on the other side.

EDITOR'S NOTE: Since 2014, PCT and Arrow Exterminators have joined together to provide educational programming specifically for companies in the million-dollar-revenue range. In June, the Million Dollar Club 2.0 webinar was expanded and welcomed companies

with revenues of \$500,000 to \$2 million to participate. Attendees heard from Randy Gravitt, executive coach and CEO of INTEGREAT. Highlights of his presentation are featured in this supplement so that the entire industry can share in his expertise.

Q&A with Randy Gravitt

Q: Do you have any suggestions for training people about managing employees?

Randy Gravitt: I would encourage you to get a process. We [tend to] grab the latest, greatest book, tips and techniques and those are all great. But I had to get to a point where I develop a scope and sequence almost like you would in education. If you think about your kids, they don't start first grade in trigonometry or geometry. They learn to count. I think whatever you do, choose a process and stick to it rather than just grabbing at everything again. Don't be sporadic. Be strategic.

Q: Many pest control technicians start their routes from home every morning. How do you keep your employees engaged when they don't come in the office every day?

RG: I think now with technology it's easy to have daily check-ins if you want to. I think there is a lot of intentionality that has to go into caring for people you know, slowing down enough to check in and ask them how they're doing and ask how their work is going. So, [using] whatever technology tools you have at your disposal when people are not located with you physically throughout the day [is important].

Q: What would you recommend doing with an employee who chooses not to become engaged and generally reduces morale around them?

RG: Sometimes people struggle because I have not done a good enough job training, communicating, holding them accountable, checking in on them. But if I've done my job... that person cannot stay on my payroll. That lack of engagement is contagious just like engagement is contagious. – *P.B.*

As his neighbor explained the rules, Gravitt realized chess greatly differed from checkers, and that his playing style would need to change drastically. The transition from checkers to chess was similar to an experience many companies go through after their business begins to take off and they realize they can no longer “do things the way you did when you first started out,” he said.

Checkers, Gravitt said, is a simple and highly reactionary game. It moves at a frenetic pace and requires limited strategy. Chess, on the other hand, is more complex and involves thinking several moves ahead. The differences in these games can translate to

business, Gravitt said. Companies that operate reactively and focus on one move at a time take a checkers-minded approach, whereas companies that carefully evaluate every decision and consider multiple moves at once take a chess-minded approach.

Business owners may question why the type of game they play matters if they have already found success in their industry. Gravitt said companies that take a strategic approach to their organization allow themselves to function at a higher level and adapt to unexpected developments in the market. “I think it does matter which game we play because you have an opportunity to create more

impact if you learn to think at a different level and lead at a different level,” he said.

Gravitt explained that during the last five years, the world has undergone dramatic technological changes that have increased the power of consumers and raised their expectations. Customers require more from the companies they do business with, and they expect them to provide their products or services in the quickest, most convenient way possible. Today's consumers will not wait on companies because “we live in an on-demand world,” where they have many other options to choose from, Gravitt said.

He also noted that changes

will continue to occur in the coming years. However, organizations still can succeed if they recognize differences and incorporate them in their business strategies. “If we play the right game, we do get better results,” he said.

Gravitt said that becoming a high-performance workplace requires firms to assess the type of business they have and determine if it works to the company's benefit. “Are we fly[ing] by the seat of our pants?” he asked. “Are we playing checkers? Or do we really have this thoughtful process in place to help us grow a high-performance business?” ○

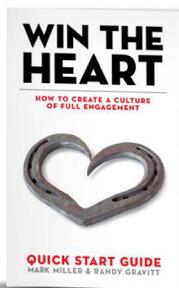
The author is a Cleveland-based writer.



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Download a free version of the “Win the Heart” e-Quick Start Guide by texting CARE to 33777.



Win THE HEART

Tips for creating a culture of full engagement.

EDITOR’S NOTE: In this excerpt from “Win the Heart” by Mark Miller and Randy Gravitt, the authors share tips for employee engagement, which will encourage them to care more about their career – and your business.

Things You Can Do to Create Belonging

New Team Member Meal. Every quarter, schedule a meal out with all new team members, paid for by the organization.

Chili Cook Off. Invite employees and their families to participate in an annual chili cook off. Provide prizes to the winners.

Story Time. Knowing is the first step in building genuine community. At an upcoming meeting or retreat, ask attendees to share their personal stories.

Glad to Know You. Every day, try to learn something about the personal life of a fellow team member. Do this for 30 days and see how it transforms your culture.

Budget for Belonging. As you set your budget for next year, be sure to include a line item to fund employee connection activities.

Things You Can Do to Validate People

Talk and Listen. Make it a habit in your conversations to really listen to what others have to say.

Results and Relationships. Don’t fall into the trap of only focusing on results. The best leaders value both results and relationships. Ask those you work with to help you modify your behavior to ensure you don’t miss either.

Invest for Growth. Offer at least one opportunity per month for your team members to grow. (Think podcast, article, book, blog or seminar.)

Acknowledge Effort. At every team meeting, publicly acknowledge individual efforts.

Gift Cards. Purchase a stack of gift cards monthly, and as you catch someone doing something great, give them one.

Things You Can Do to Share Ownership

Empower Someone. Choose one responsibility this week to give away. Select someone you think is ready for a challenge and empower them. Check back in a week to see how things are going.

Value of Real Responsibility. Name a real responsibility you can assign this week that will indicate you value a team member’s contribution.

Ownership Audit. Take a look at your employee roster. Beside each name, make a list of what they own. Does everyone own something?

You Should Keep This. Be slow to accept work from a team member. Instead, ask, “What have you attempted already? What have you learned? What next steps could you take?”

Team Feedback. Create a formal mechanism for your team to offer feedback and input on important decisions.

Things You Can Do to Equip for Success

Development Plan. Ensure all team members have a development plan in place that clearly identifies areas of targeted growth.

Basic Training. Provide every employee with basic training for their current role.

Training Buddy. Assign a training buddy to each new employee. Ask the veteran to support the new hire until fully trained for their current position.

Skill Gaps. Work with each team member individually to identify any skill gaps that need to be addressed.

Create a plan and get started.

The Standings. In order for your company to reach its full potential and your people to be fully engaged, everyone must know what is expected of them. Meet with every team member in the next 30 days to clarify the standards for their role. ○



Gravitt

About Randy Gravitt

Randy Gravitt is an author, speaker, executive coach and CEO of INTEGRATE, who has devoted his career to inspiring leaders and their teams. Gravitt has

taught team building and leadership-building classes to hundreds of audiences across the world. He has consulted and presented to companies such as Chick-fil-A, Kroger Pharmacies, the Winshape

Foundation and the Fellowship of Christian Athletes. He cowrote the books “Finding Your Way: Discovering the Truth About You” and “UNSTUCK.” Learn more at <https://randygravitt.com/>.



4 CORNERSTONES of ENGAGEMENT

By connecting with employees and showing them appreciation, companies can increase their engagement level.

By Paige Bennett

Engaging employees in their daily work activities can be one of the most challenging aspects of running a business. However, when a company has a fully dedicated staff, it can significantly increase its productivity. Organizations can use several techniques to inspire members of their teams and increase their desire to give their best effort to the company, said Randy Gravitt, CEO of INTEGRATE Leadership. These strategies, which Grav-

itt called the “Four Cornerstones of Engagement,” show leaders various ways they can improve their ability to connect with their employees.

CONNECTION. Employees who develop strong connections with the companies they work for achieve a higher level of engagement, Gravitt said. Building a relationship with employees can give them a sense of belonging and increase their desire to go the extra mile for the company. It also helps reduce turnover

because “those kind of teams – they become really hard to leave, and you really do want to be engaged more when you have that kind of connection,” Gravitt said.

Companies can create connections by encouraging employees to have an “all-for-one” and “one-for-all” mindset. This attitude can provide employees with a sense of belonging. When employees work as a team, they feel more unified and show greater care for what they are doing, Gravitt said.



Making a Connection

Developing a connection with clients that extends beyond the typical customer-business relationship can make people perceive a company as thoughtful and genuine. Randy Gravitt, CEO of INTEGRAT Leadership, said he likes to gather information about his clients during conversations with them, which he can make note of and use in future interactions. Gravitt shared a few examples.

“I ask about their mom who has Alzheimer’s or I ask about their child who’s in college or their daughter [who’s] getting married,” Gravitt said. “Just that little personal touch might be one way that it really opens up that relationship.” Keeping track of these details can go a long way with customers, Gravitt said, and make them feel appreciated by the organization.

“I think people don’t even understand how that connection just really makes them feel like we’re with their company. They don’t see us as a quarterly check, but they see us as people,” Gravitt said. — P.B.

AFFIRMATION. It is important for businesses to show appreciation for their employees by reminding them what they mean to the company. Gravitt said “you need to make sure you’re validating the people around you, and they feel affirmed for the effort that they’ve given.” Companies succeed because of the efforts of their employees, Gravitt said, and business owners who acknowledge the hard work of those around them will generate more engagement.

Another way companies can validate staff members is by getting to know them personally and helping them foster their dreams. Business owners can express interest in their employees’ lives to show that they care about them as people and not only as workers. This will make them

feel important and fuel their desire to put forth their best effort at work.

RESPONSIBILITY. Giving employees responsibility makes them work harder and feel more energized, Gravitt said. Unengaged employees may not be devoting their efforts to their work because they have no sense of accountability. They treat their jobs like renters rather than owners and do not feel responsible for the work they produce. One way to get them engaged is by sharing ownership. Increasing responsibility of employees can empower them because they know they will be held accountable for the results. “I think sometimes we fail to realize when we give people responsibility and we give them a deadline, they

like to get it done more,” Gravitt said.

ENVIRONMENT. Employers improve company engagement when they create environments where their staff feels connected, validated and responsible, Gravitt said. A business that possesses these qualities can give employees a sense of support and encouragement and demonstrate that the organization cares about the people working for it. When employees feel appreciated, their desire to come to work and give their best effort increases. By establishing an environment that values employees, Gravitt said leaders can turn their organizations in to “place[s] where dreams come true.” ○

The author is a Cleveland-based writer.



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