



The Company Culture Playbook

How to Elevate Outcomes with
a People-Powered Approach

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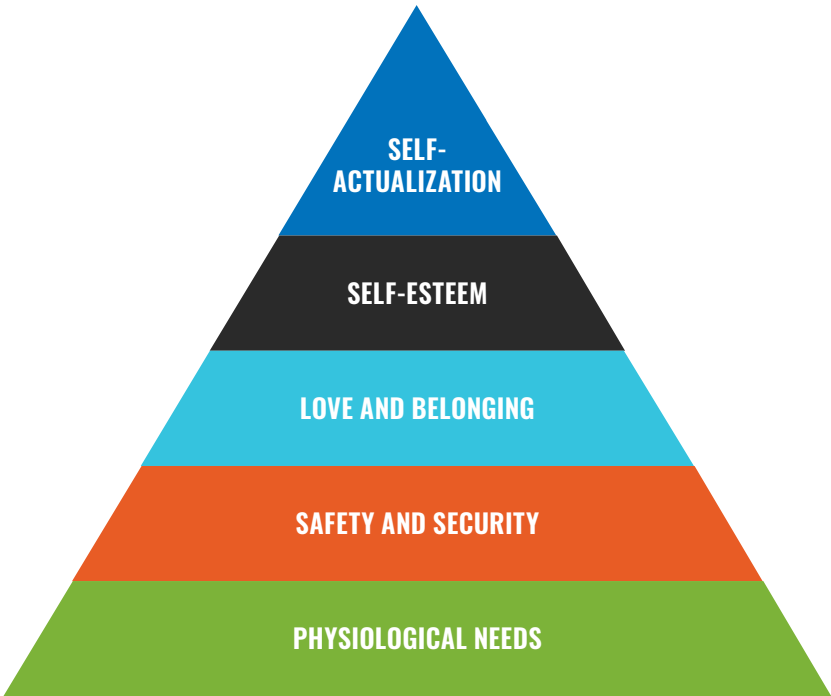
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Introduction

Human beings are wired for connection.

When we surround ourselves with people who speak our language, share our values, and understand our quirks, it nourishes our most foundational emotional needs. The concept of belonging as a human necessity, which Maslow’s hierarchy of needs best illustrates, stands strong today.



A sense of connection must be established before people can unleash their full potential. In fact, 93% of organizations agree belonging leads to strong business performance—and yet only 13% are prepared to foster it on their teams.¹

When we exclusively view our team members as employees, we forget they are people first. Basic human needs don’t change when a person takes on a new title—and even your CEO could use a hearty meal and a pat on the back at the end of the day.



Great company culture is human-centric, and it can lead your business in a positive trajectory. It not only creates social connections, but also facilitates recognition, personal growth, and a sense of purpose and fulfillment—all of which motivate employees to achieve more and stay for the long haul. And it attracts top talent to your team.

At Concerro, a leading recruitment firm, we credit our culture for helping us accomplish outstanding tenure—55% of our employees have been around for over five years—and driving thousands of successful placements for our clients.

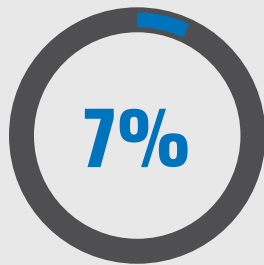
As the challenges of hiring, retention, and engagement grow more difficult, here's why a human-centric culture is business critical and how you can elevate outcomes with a people-powered approach.

¹ <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/creating-a-culture-of-belonging.html>

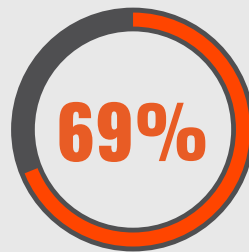
The Culture Effect

Did you know professionals who are strongly connected to their work culture are 3.7 times more likely to be engaged?² But only intentional company cultures are reliable enough to empower employees and deliver measurable results.

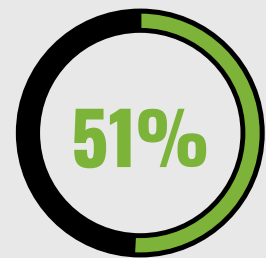
In any given year, the Fortune 100 Best Companies to Work For—corporations selected based on millions of employee survey responses—are great examples of how exceptional culture leads to higher profitability.³ On average, these businesses see:



revenue
increases per
employee



of employees
giving their best
effort at work



of workers
planning to stay
long-term

Businesses of any size can experience similar successes just by adopting a shared mission and values, then establishing processes and initiatives that weave them into their day-to-day. Here are two examples of how companies have done so successfully.

FullContact

FullContact is a SaaS business that has achieved \$18.4 million in revenue and expanded to 270 employees since 2012.⁴ The company boasts a people-first culture that prioritizes kindness and inclusivity.

Prioritizing Mental Wellness for On-the-Job Success

In the culture arena, FullContact is best known as a pioneer of the “paid paid vacation,” which involves giving each team member an annual \$7,500 on top of unlimited PTO to go on an off-the-grid trip.⁵ This initiative is just one innovative strategy the company has employed to prioritize mental wellbeing, which allows for continuous achievement on the job. Its India HR team has even coordinated one-on-one counseling sessions for interested employees.⁶

Of course, FullContact prioritizes mental wellness in the office, too. The company embraces the core value “we are awesome with people,” which is all about upholding the fair and equitable treatment of every person. Staff members frequently leverage its blog to stand in solidarity with historically underrepresented communities and provide educational resources that drive inclusion.

Enhancing Connection within the Workplace

Despite being a remote workplace, FullContact encourages connection through quarterly all-hands meetings, company happy hours, and collaboration opportunity. All of these activities can contribute to the strength of inter-department employee bonds, which eliminate silos and allow for more efficient workflows. These connections also allow for more conversations, enabling shared knowledge to grow and elevate the entire organization.

American Express

American Express ranks third on the Fortune 100 Best Companies to Work For list and leads the financial services sector in culture. It also remains one of the world’s leading companies in its field.

Creating Multiple Avenues for Professional Growth

When employees feel support for their career goals, it provides a reason to stay with their company and put their best effort into their work. American Express offers innovative professional growth opportunities to encourage skills development and internal promotions. For example, its custom Leadership Excellence Program, designed in conjunction with Harvard Business Publishing, encourages colleagues to learn from each other and develop leadership skills.⁷

The company also expects leaders to provide actionable, real-time feedback and coaching. This culture of transparency and professional growth can help team members gain confidence and fulfillment while fostering organizational success.

Building Diverse Networks within the Organization

Diversity, equity, and inclusion (DEI) is foundational to multinational companies, which must facilitate effective collaboration between thousands of team members. Their efforts to empower people from all backgrounds have been significant—far more than just talk.

As part of its DEI initiatives, American Express has provided over \$14 million in grants to nonprofits focused on social justice and plans to invest \$3 billion in DEI through 2025.⁸ This commitment has trickled throughout the organization, which has already achieved 100% gender equity, showing the spreading impact of culture.

American Express also offers networking opportunities to further connect diverse individuals. This includes informal coffee chats between team members and formal Colleague Networks that connect people with similar backgrounds and interests (like its Asian Network and Muslim Network). These efforts elevate team members' sense of belonging and, therefore, their level of motivation at work.

² <https://www.gallup.com/471521/indicator-organizational-culture.aspx>

³ <https://www.greatplacetowork.com/best-companies-to-work-for>

⁴ <https://www.zippia.com/fullcontact-careers-1402575/revenue/>

⁵ <https://money.com/get-paid-to-go-on-vacation/>

⁶ <https://www.fullcontact.com/blog/2020/09/22/why-focusing-on-mental-health-matters/>

⁷ <https://www.americanexpress.com/en-us/careers/>

⁸ <https://www.americanexpress.com/en-us/careers/inclusion-and-diversity/index.html/?intlink=us-amex-career-en-us-navigation-landD>

How a People-Powered Culture Makes a Difference

Great culture makes a positive difference—there’s no doubt about it. But how does culture translate into business results?

At Concerro, we’ve seen the ever-growing value of a people-powered approach firsthand. We’ve put humans at the center of everything we do since our founding in 2012—and our efforts have earned us a spot on the St. Louis Business Journal’s Best Places to Work list **seven years in a row**. Plus, our approach has helped us successfully place over 3,000 talented professionals with more than 250 clients across the country. Here’s what we learned about how culture feeds into organizational success along the way.

A clear vision drives a sense of purpose.

Our core philosophy is **to help candidates achieve their dreams by granting them the chance to do the work they love for an employer that values their efforts**—and that vision carries into our employees’ work. We encourage team members to live and breathe this philosophy by collectively celebrating candidate wins, whether we’re ringing our bell after a successful placement or jetting off employees who hit key milestones to Mexico.

This positive culture allows our team members to see candidate and client successes as their own. And it helps them connect the dots between their role and its contribution to the company, beyond profitability. This sense of purpose increases commitment, achievement, and retention-driving satisfaction at work.⁹

A clear vision also gives our team members a shared goal to strive for. It allows us to move in the same direction, enabling us to reach business milestones faster and serve our stakeholders as outlined in our philosophy.

Valued people create valuable outcomes.

Making quality connections begins in the workplace. Our team members bring a relationship-building drive to their work—whether they’re meeting with clients or candidates for open jobs—because our people-powered approach mirrors genuine care right back at them. We support each employee’s personal and professional

goals, even helping our recruiters pursue account executive positions, and it motivates them to “give back” to the candidates and clients who need their support.

Managers in particular need to proactively make employees feel valued as people. Be curious about your recruiters’ interests and watch them do the same with your customers—the people who directly boost your revenue.

Open doors lead to customer satisfaction.

Communication is key to business success. Our recruiters and account executives regularly collaborate to ensure candidates meet client expectations, and vice versa. Our open-door policies encourage employees to ask questions—even if they need to go to senior management—which prevents miscommunications and poor placements. And leaders provide transparent feedback to encourage growth, too.

A culture with open doors can also drive strong customer-facing communication. Clients and job seekers hear from us often (without getting spammed) and rarely need to reach out for updates—but they also know they’re welcome to call or email with questions anytime.

Great culture boosts tenure across the team.

Great careers only feel rewarding in great workplaces. That’s why we believe work should be a place people want to be. We’re constantly developing an engaging “work hard, play hard” culture—one that values the diversity of our team and fosters a sense of purpose and passion for connection, [even beyond the workplace](#). Our culture has measurably increased retention, which has allowed clients and candidates to benefit from recruiters who already understand their needs across searches and career moves.

Check out how our culture has led to impressive, results-driving tenure that far surpasses industry averages.

⁹ <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/help-your-employees-find-purpose-or-watch-them-leave>



Transforming the Recruitment Experience With a People-Powered Approach

Turnover is a major challenge for many recruitment firms. In 2020, U.S. recruiters were 115% more likely to look for a new job than the average worker.¹

Fact: Great careers only feel rewarding in great workplaces. Retention starts with culture.

HERE'S HOW CONCERO IS CHANGING THE GAME.



¹ www.csbcc.com/2020/02/14/workers-in-these-5-fields-are-most-likely-to-quit-their-jobs.html

Recruiter Tenure at a Glance

Nationally,

66% quit

in two years or less.²



At Concero,

68% stay

for over two years.



² www.zippia.com/recruiter-jobs/demographics/

55%

of Concero employees have been around for

over 5 years.



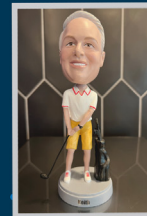
Jay Murchison
10 Years



Patrick Ruzicka
10 Years



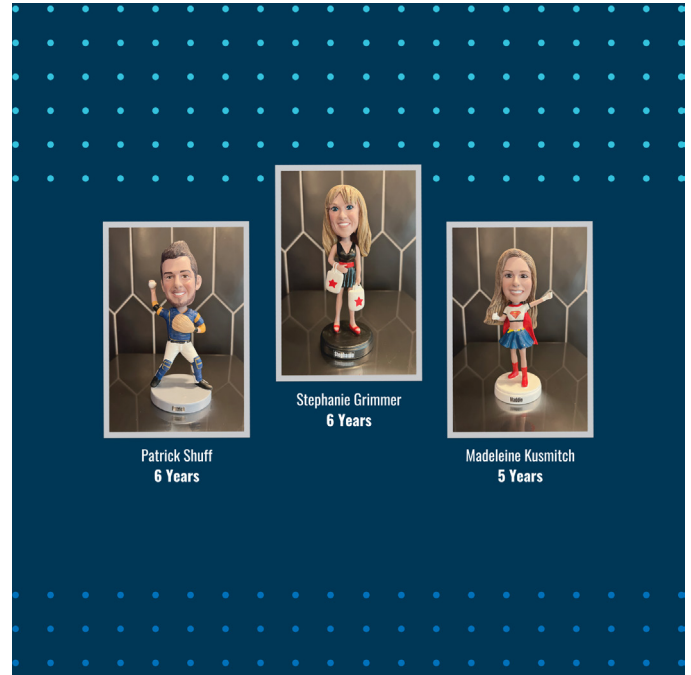
Ben Kandlbinder
10 Years



Keith Quigley
10 Years



Blair Turley
9 Years



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EMBRACING THE PEOPLE-POWERED APPROACH

So how do you implement a people-powered culture in your own organization?

First, establish a clear vision for your business. This aspirational statement should include ambitious yet approachable outcomes that employees can strive for long-term. Crafting a mission and core values that align with your vision can also keep your team members connected to a greater purpose they hold close to heart.



Second, encourage genuine connections from the top down. Managers drive transformative culture when they lead by example—proactively finding opportunities to recognize and support their team members, both personally and professionally.



Once the foundation of your culture is developed, you can start to brainstorm initiatives that keep employees engaged in your culture and integrate it into your workflows. For example, you can develop employee resource groups to increase inclusion across your team or develop feedback loops that drive continuous improvement. While it can take time for great culture to drive measurable results, you'll start to see a renewal in employee motivation and engagement when done right.

To tie it all together, you need a team of excellent culture fits—people who are motivated by your vision and compatible with your company's values and long-term goals.

READY TO GROW YOUR TEAM?

We dig deep to find you the right talent and culture fit. Reach out to Concero about your hiring needs in IT, finance & accounting, or administrative services.

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