



Enterprising Rural FamiliesTM

This newsletter is an instrument of the *Enterprising Rural Families: Making It Work* program of the University of Wyoming Cooperative Extension Service. For further information concerning the Enterprising Rural Families program or on-line course contact information@eRuralFamilies.org or go to <http://eRuralFamilies.org/>.

TIP OF THE MONTH:

SLOTING YOUR SKILLS

Do you have the right family or management members doing the right jobs in your enterprise or business? Often tradition supersedes good business practice in family businesses, when it comes to deciding who does what.

Is it assumed in your business that the oldest male is the overall manager? Who does the bookwork? Does that always fall to "mother?" Who plans and executes the marketing?

Traditional job placement within a family business does not always recognize members' strongest skills, nor consider where they would be the biggest asset to the success of the business enterprise.

To better assess the strongest potential roles of family and management members in your enterprise, go to the eRuralFamilies.gov website resource library, choose tools, and open the "Role Assessment" tool. The direct link is: <http://erurfamilies.uwagec.org/ERFLibrary/Tools/RoleAssessment.pdf>.

To efficiently assign human resources throughout the work year, you might also want to look at the tool titled "Human Resource Assessment." The link for this tool is:

<http://erurfamilies.uwagec.org/ERFLibrary/Tools/HumanResourceAssessment.pdf>.

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Write a "Sick" Job Description, Not a Dead One
Marjii Middleton, guest author
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Just as one can sense personalities by the words people use to describe themselves on their online profiles, one can often sense the spirit and culture of a business or organization by the way the company pitches itself in a job description. You might be thinking that in this economy, why try so hard? You may have dozens of applicants for every open position. But are they the *right* applicants? The talent is out there, but if you don't capture the interest of that ideal applicant from the start, you may end up with someone who isn't a good fit for the business or organization in the long run. So how do you write a good job description?

Think about the language that will attract the recruits whom you're targeting. A canned job description won't capture the hearts of professionals seeking more than just a paycheck. You need to provide them with a vision that honestly demonstrates what you're looking for and what your firm is about. Stodgy, bureaucratic-speak in a job posting will cause a complete disconnect. The best candidates want to have a crystal clear picture of the culture and opportunities when they walk into the interview.

Asana, for instance, is a company that gets it. Asana describes itself as *a small company that builds software that helps people work together more effectively*. Its leadership team is comprised of former Google and Facebook engineers who use the language that inspire *them* in order to attract a dream team of recruits who are similarly inspired. A Millennial described the postings to me as "sick" (which is a good thing).



Surprisingly, Asana's website does not boast fancy scripting, videos or Flash - just a plain white background with dark text and a few photos, links and tabs. But don't be fooled by the no-frills interface and the laid-back language. This company seeks leaders, engineers and investors (not just employees) who are talented and dedicated enough to hold their positions in the big leagues.

Check out Asana's "sick" job descriptions.



The Engineer who is capable of 'great feats' of software and "who derives joy from both abstracting and refactoring".

The PM that will do "whatever it takes to make the Asana product useful, successful, and inspiring" and that has enough technical skill to have "pulled an all-nighter writing code".

The Businessperson with "monomaniacal execution ability" and "contagious excitement".

In addition to the role-specific requirements, Asana sets out clear expectations for its team members. These include:

- Fearlessness
- Deeply caring about users and the user experience
- Working outside your comfort zone
- Love of work as an end in itself (not just as a means toward an end)
- The ability to admit when you're wrong
- Being a mensch!

Their vision... **We aim (to paraphrase Masaru Ibuka) to "establish a place of work where creators can feel the joy of technological innovation, be aware of their mission to society, and work to their hearts' content."**

The closer is that Asana regards its company culture as a benefit, and includes that among its perks. Here is how they describe them:

- Small company with respectful, rational, chill (laid-back) peers. We are as dedicated to building a great culture as we are to building a great product.
- In-house yoga. Every week we do yoga as a group, including 1-on-1s with a private instructor. (Optional, but pretty awesome.)
- Organic home-cooked meals twice a day.
- Three 30" monitors. Actually, we let you spend up to \$10K on your setup, however you think best.

This language demonstrates that the leaders of this company know who they are, believe in what they're doing, and expect to be successful. Isn't that inspiring? The bottom line is this: If you want to hire a boring employee -- someone who will show up to do what they are supposed to do and nothing more -- write a boring job description. But if you want to hire someone who's inspired to go beyond what it takes to just get the job done, then write something more compelling, and make sure that you deliver on your promises!



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The Center for Generational Studies has been providing solutions to cross-generational issues and other workplace challenges for more than 20 years. This site:<http://www.generationaldiversity.com/index.php> contains a wealth of research, articles, case studies, along with presentations, video, audio, newsletter, and multi-media programs to help you make the most of those on your team and in your family business.

