

Everyone wants growth until it breaks their business. This is how to make sure it never does.

INDUSTRY

Manufacturing

FUNCTION

Human Resources

OBJECTIVE

2x staff in 6 months

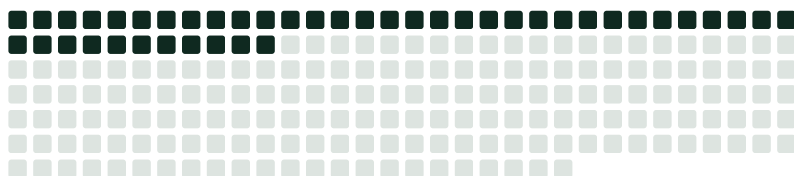
SITUATION · FIVE SHOWING UP FOR EVERY ONE WHO STAYED

Sales sold a year of growth into six months. HR was hiring five people for every one who would stay.

Hiring ran through agencies. People showed up keen, were on the floor ten minutes later learning from whoever stood next to them, and at the end of the day decided whether to come back.

None of it looked like a hiring problem. It arrived as missed output, and the first explanation for that is always that the growth came too fast.

215 HIRES TO LAND 43 PEOPLE



5:1

Hires for every one who stayed past thirty days. Each dot is one hire, filled dots are the keepers. Nobody had run this arithmetic, so nobody knew the growth plan was already dead.

■ STAYED PAST THIRTY DAYS ■ LEFT, TAKING THE TRAINING

The intake, not the order book, is what sets how fast a business can grow.

TASK · REBUILD ONBOARDING, OR DROWN IN ATTRITION

Twenty hours of training walked out the door with every three-week hire. A first-day walkout costs two or three hours. Someone who lasts three weeks absorbs close to twenty hours of a supervisor's time, and then the station goes back to square one.

WHAT THE TRAINING LEAK COST



215

HIRES TO LAND 43

Roughly 1,700 supervisor hours a year, spent on people who would not be there.

WHY NOBODY STAYED · THREE CAUSES

No training existed. Verbal, watch-me, whoever was free. A new hire's first day depended on who they stood beside. Nothing written and nothing repeatable.

The job had no future attached. General labour at \$17, against a cafe at the same wage. No ladder and no stated path, so people treated it as a day's work.

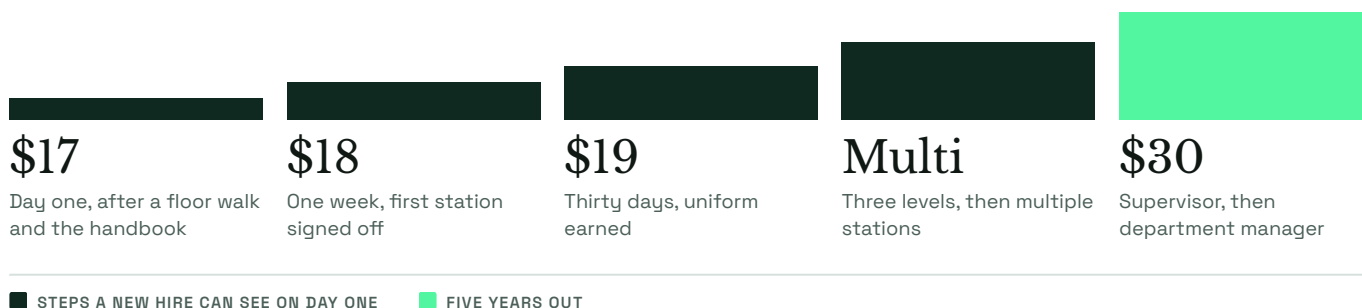
The building told them what they were worth. Washrooms nobody wanted to use, old lockers, tools vanishing because nothing was signed out. Every shift sent a message, and it was the wrong one.

ACTION • HAND THEM THE ROAD TO \$30 ON THE FIRST MORNING

We went through the business one layer at a time. Station, facilities, how information moved, what was documented, training, supervision, oversight. Every layer was asked the same question: does this tell a new person they are being invested in, or not?

Most of the answers were cheap to change. General labour became a trade with levels, the levels were priced, and the path was handed over before anyone committed to the job.

FIVE STEPS, PRICED, HANDED OVER ON DAY ONE



A path the business can show beats a raise it cannot repeat. The wage moves are small. Knowing they exist is what changes the decision at the end of day one.

Production improved alongside the hiring numbers. What made someone want to stay also made them quicker at the station, because most of what was missing was training and documentation.

RESULTS • ONE SHOWS UP, TWO MORE ARE ON THE LIST

People could see their own objectives inside the company's. The ladder told them what skill came next and what it paid, the training told them how to get it, and the floor told them money was being spent on them before anything was asked back. High standards, high accountability, high support. Most places install the first two and stop, and the third is what makes them land.

THE SAME 43 PEOPLE, OFF 65 HIRES



1.5:1

Five showing up for one who stayed became one showing up with two more on the referral list. The \$55,000 training leak closed with it.

■ STAYED PAST THIRTY DAYS ■ LEFT

150 hires that no longer had to be made, for \$10,000 and a written program.

OPERATOR LESSON

"We cannot grow that fast" is almost always a statement about your own system, not your market. Get the cost of a hire wrong and you pay twice, in time and in money. Scaling means the whole business is ready to grow at the rate you designed, and the risk is losing the momentum you worked so hard to create.