

*"It will force our higher level managers to work more hours and it will force us to cut hours from the people who WANT and NEED it most. It will not increase pay*

*for any employee, but rather cause us to hire more employees to do the same work at the same cost."*

## Not sure

"Not aware of [the] new rule. Currently in agriculture, we pay no overtime in our wholesale division. In our retail, we are required to pay overtime."

*"Not sure. Most [of] our employees are hourly, not salary."*

"Discussion continues to take place to determine how to proceed. Several employees are close to the new limit, so we will be increasing their wage. A couple of others are still in debate stages to move to hourly or increase wage. It will have an impact, [but] not sure how much until final decisions are made."

## It's Not Just About the Money

**Bob Zahra**

A senior industry leader emailed recently to request advice on "compensation continuity among leadership in the larger industry companies." She was thinking in terms of ensuring a competitive compensation package for employees within her own company. I wrote back that I was struggling with her premise, because I don't see a great deal of compensation continuity in any part of our industry—maybe because compensation doesn't impact Florasearch's world with the same force as company culture, geography, housing, schools, etc.

Compensation is noisy. People use more money as an excuse to leave companies, but it's almost *NEVER* all about money. People will accentuate the compensation variable during negotiations, but money is almost *NEVER* the primary motivating factor in accepting a position. On those rare occasions when it *IS* all about money, the warning flags unfurl and the seatbelts go on.

With all that said, many of our industry's strongest people are compensated at midrange, but they're working at a company where their contribution is recognized and appreciated, and they're living in a geography that's at least acceptable to their families and themselves. Let their community become less desirable, employer turn dismissive or disrespectful, and the employee's unsettledness won't be assuaged with money alone.

Good people value those old verities that touch the heart: home, loved ones and family. They want to contribute to a company that's making a difference and know that their contribution is helping to make that difference. Good people want to live in peace in a comfortable community with the individuals they value and love.

I know there are significant industry contributors reflected in this survey who, in terms of their contribution, are woefully underpaid—due to geography alone. (You know who you are!) For one very good reason or another, you're simply unable to relocate at this time. You skew the survey. You could be making your significant contribution in a company that's making an even bigger, collective contribution while living in a new geography that brings more total value to you and those you love. And, as you know only too well, you certainly could be earning more income.

Geography outweighs compensation. Corporate culture outweighs both geography and compensation. Nothing outweighs a corporate culture that cultivates a personal contribution, which is recognized and appreciated by employer, industry colleagues, friends and family. In other words, people will seek opportunities where their contribution is real and appreciated. Within the constraints of compensation and geography, good people will leave those companies that don't foster a sincere, rewarding corporate culture. ⑤

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