

REELING

IN THE RIGHT

TALENT



5 ESSENTIAL ELEMENTS

for improving

RECRUITMENT & RETENTION

THE ESSENTIAL ELEMENTS

"We cannot solve our problems with the same thinking used to create them"

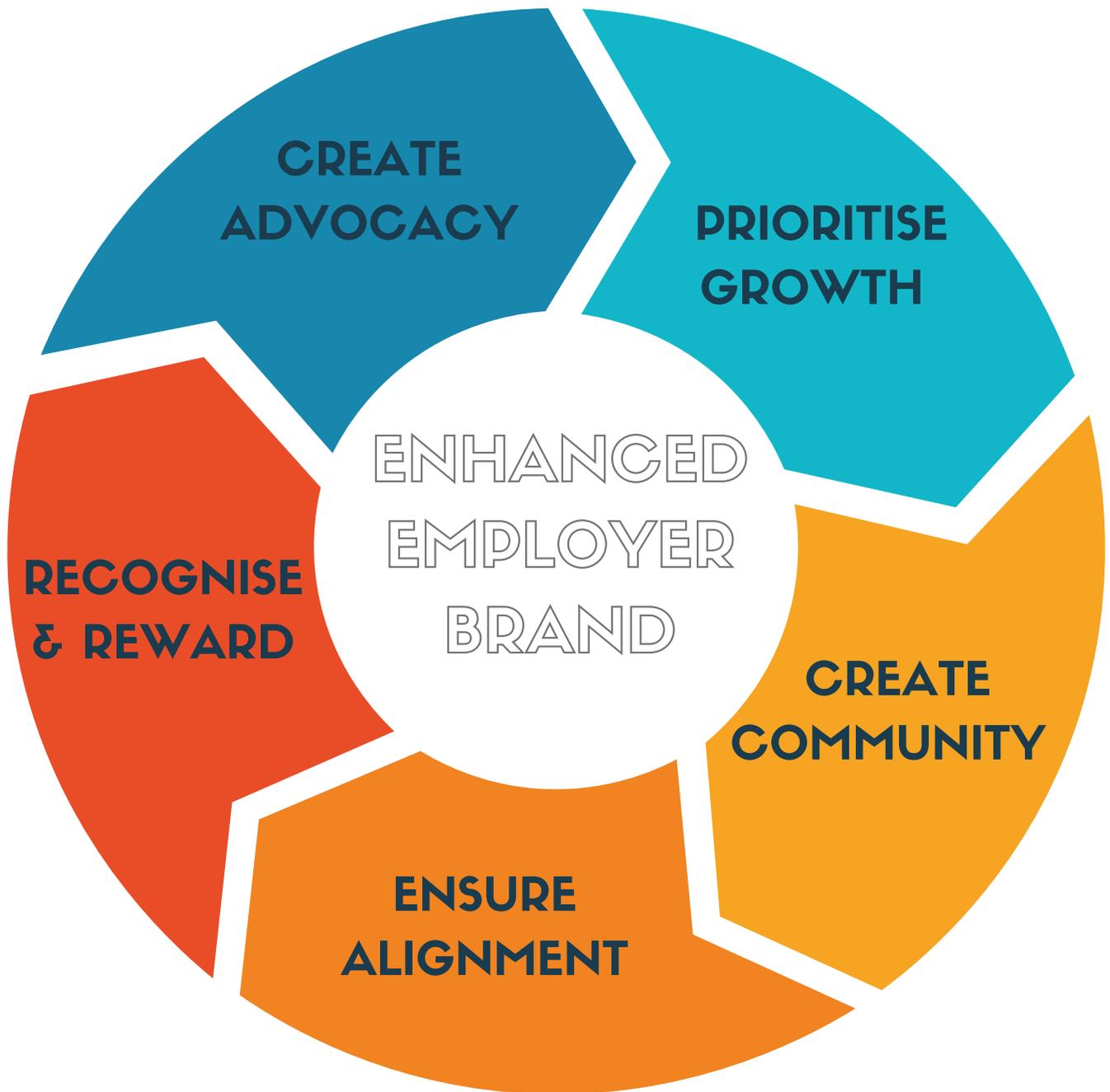
- Albert Einstein -

Great people are not as abundant as we might think, or hope.

The talent pool in most industries is quite shallow, and as a result, we are in the midst of a market shift.

This is a seller's market where potential and current employee's hold most of the cards, and have the ability to be more discerning in their selections.

To be "the obvious of choice" employers need to build a compelling employer brand:



Join us on the journey as we take a deep dive into what's required for turning strategy into reality

Let's go...

CREATE ADVOCACY

"Treat employees like they make a difference and they will"

- Jim Goodnight -

In this age of *influencer marketing* it's important to recognise the potential power of advocacy, in this instance, employee advocacy. While many of us look to recruitment agencies and job sites for support in finding great people, our most powerful tool may well be those we already have on our team. Take this example from LinkedIn research: ***On average, your employees have a combined network 10x larger than your company. When they share a post, it is seen as 3x more authentic. Additionally, when they share a post, it has basically double the click-through rate.***

Imagine the reach and engagement you could create with vacant roles if your team were singing the praises of your workplace and actively involved in finding potential co-workers. Let's be clear, not all staff will immediately jump at the opportunity to assist your efforts but those who are highly engaged and genuinely enjoy their roles may well be willing to embrace the role of brand ambassador.

This approach increases the likelihood of *passive recruitment* occurring i.e. courting potential candidates who aren't currently looking for a job. These often tend to be the most appealing prospects.

So, how else can YOU harness the power of advocacy in your workplace...

THE POWER OF PURPOSE

What are you in the business of? Why does your business exist? What is your brand promise?

Share examples of impactful, fulfilling, interesting and/or exciting ways in which you and your team have created great outcomes for your customers or community.

BIO YOUR ALUMNI

Which previous team members have used the learning and experiences acquired during their time with you as a springboard into different environments and opportunities? Capturing their stories of career enhancement and personal development can prove inspirational and alluring for others considering their potential next steps.

RETURNING TO THE NEST

Do you have anyone who has experienced your environment, transitioned out to 'greener pastures', then returned wiser and more grateful. Quiz them on what they missed, what makes your workplace different, why they chose to return and what keeps them loyal now?

PRIORITISE GROWTH

"Happiness lies in the joy of achievement and the thrill of creative effort"

- Franklin D. Roosevelt -

What motivates someone to consider a change in employer? The obvious answer to many would be more money, but the truth is - this is seldom the key reason cited.

When you dig into the research, one factor continually appears at the top of the list:

Learning and Development opportunities (or lack thereof).

Building expertise, enhancing efficiency or acquiring new skills is an alluring proposition that modern employees EXPECT their employer to provide. They also expect to have some say on what that could/should entail. Co-creation is key for creating buy-in.

While this type of commitment may create an additional burden on the business, from a time and expense standpoint (especially if retention is an issue), consider this:

When a cynic asks, "What if we train them and they leave?" Winning organisations respond: "What if we don't train them and they stay?" - Peter Drucker

The potential tangible benefits to the business include: higher productivity, increased engagement, decreased resistance to change, and improved client advocacy. Surely this is the true definition of a win-win situation.

So, what steps can YOU take to start winning with learning and development...

PREPARE A PLAN

Undertake a goal-setting process with each team member to uncover their growth objectives.

Where are they currently? Where do they want to be? How will they get there (actions/milestones)? Why is this important (to them)? What support do they require?

We call this our Growth Roadmap process - get in touch if you need some help!

TURN THEORY INTO PRACTICE

Think back to the last seminar or presentation you attended - how much of the content do you recall? Research suggests this can be as little as 5% after only one week, BUT, if you taught your learnings to others in that period your retention rate can be as high as 90%. **Learning is like fitness, use it or lose it.** Protect your investment by planning periods of practical application (or on-teaching) in the following weeks. Special projects are great option for this!

ROAD TO REDUNDANCY

When offering progression pathways it's important to challenge your incumbents to develop their "succession strategy"; who will fill the void they leave and have they equipped that person to succeed in the role? Setting the expectation that people **'leave their role in a better position than they found it'** limits the likelihood of a knowledge vacuum being created.

CREATE COMMUNITY

"You don't build a business, you build people, and they build the business "

- Zig Ziglar -

We are social creatures; positive, supportive relationships are something we crave in all aspects of our lives, including work. By creating an inclusive culture we can, in turn, develop a sticky culture - an emotive connection to the people and place of work. When people feel connected to their colleagues and organisation they are less likely to entertain other employment offers. This can help create a competitive advantage for the business, because as Gallup© states: **Performance = Talent x Tenure**

Unlocking and realising the true potential and benefit of great people takes time.

Additionally, if you are looking further afield for applicants, those people may not have an established support network in your area. Your willingness and ability to provide some aspects of this (especially early in their tenure) may be a pivotal factor in their decision, especially if they have a partner and/or dependants.

Finally, great teams are those that perform better than the sum of their parts; that is the power of collaboration. This only materialises in environments where individuals are prepared to think beyond-self, and put collective objectives ahead of their individual ambitions. An organisational culture like this never struggles to find willing recruits!!

So, what can YOU do to build on the concept of community in your workplace...

PRIORITISE THEIR PASSIONS

Uncovering and understanding the situations when people are at their best can be invaluable.

What collection of activities would make up someone's ideal day (in and out of work)?

Often, this exercise signals mutual interests (across the team) you can leverage to develop more meaningful relationships. The challenge from here is to create opportunities for people to spend more time on these 'energy maker' experiences (and less on those energy takers).

FRIENDS AFTER FIVE

Great teams make time and create opportunities to go beyond being 'just' work colleagues, as the old saying goes "**those that play together, stay together**". This doesn't just mean booze-fuelled friday nights, consider things like corporate sports events and family-friendly barbeques, to take you out of your usual surroundings and show a different side of self.

HAVE A SOCIAL IMPACT

Build a 'feel good' factor into your team-building approach by supporting initiatives that focus on the betterment of your community. Charity events, outreach programmes, or volunteering - the opportunities are endless. **Working together to advance a worthy cause** provides an enhanced sense of shared purpose and further accentuates the importance of collaboration.

ENSURE ALIGNMENT

"Hiring is guessing - Firing is knowing"

- Gary Vaynerchuk -

As the quote above alludes to, we take a leap of faith when we add people to our teams. Our hope is that they deliver on the promise shown in the interview and vetting process, while also integrating well with us and the existing team. Some people fit, some don't. This is sometimes even more pertinent to your existing team members, and is often exacerbated by change initiatives and employee turnover. Having the ability to spot the outliers, and the conviction to do something about it, is crucial to the ongoing success of your business. Great people gravitate towards cultures that prioritise great people. Whether it's explicitly stated or not, your organisation will have a workplace culture. Simply put; **Culture is how we Think , Act and Interact.**

Being conscious of this and working to accentuate the positive aspects, while actively removing the negative facets, helps to ensure an enhanced (not eroded) environment.

An important question to ask is - **Who gets ahead around here?**

Those who deliver the best results aren't always doing it in a manner that is culturally aligned, and this is where your commitment to culture is truly tested.

So, what can YOU do to set the tone, and create a high-performance culture...



CO-CREATE CLIMATE RULES

Work with your team to develop a set of non-negotiables. Repeatable actions that help to improve workplace culture and employee engagement. To aide the process, ask questions like: What are the baseline expectations for our internal and external interactions? What simple behaviours, if normalised, will have a positive impact on what we do and how we do it?



CONTEXTUALISE CORE VALUES

Core values are the fundamental beliefs/guiding principles that dictate collective behaviour. Many organisations have these clearly articulated and plastered on their walls & websites. What most lack however, is explicit DO and DON'T behaviours that are related to the specific roles and situations that individuals encounter on a daily basis. This exercise greatly improves understanding and adherence, because the values become more relatable and actionable.



CULTURE OF COACHING

Creating a cultural shift isn't a fit-and-forget type exercise, it requires education, support mechanisms, and consistent checkpoints to assess progress. You must inspect what you expect if you want buy-in at scale. Instigate a coaching rhythm that helps people to identify their individual wins and work-ons along with a set of agreed actions for continued growth.

RECOGNISE & REWARD

"Next to excellence is the appreciation of it "

- William Makepeace Thackeray -

We humans are complex creatures, a concert of electrical impulses and chemical reactions. Interestingly, our modern environments have created something of an addiction to one of these chemicals - a neurotransmitter called Dopamine.

Alcohol, cigarettes and gambling prompt a dopamine hit, obviously none are overly appropriate in the workplace, but something equally effective (and harm-free) is praise.

Recognition for good work creates this chemical reaction and evokes feelings of pride, satisfaction and enjoyment. Importantly, this 'feel good factor' has a strong correlation with productivity. Research indicates that those who are recognised for positive contributions on a weekly basis out-perform those that are not by 8%-20%.

Unfortunately, like all addictions, the need for the next 'hit' rolls round quite quickly. We need that reward/repeat loop to keep on spinning. When people don't receive adequate recognition they tend to ask themselves questions like "What am I doing this for?" or "Does anyone care?". Employees who report that they're not adequately recognized at work are three times more likely to say they'll quit in the next year. That's a stat worth avoiding!!

So, what do YOU need to consider as you go about praising your people...

IDENTIFY THE IMPACT

As with most things, context is key. Generic praise is good but specific praise is most definitely better. For example: *What exactly made this good work? In what way did it have a positive impact? Who benefited you? How was the customer experience enhanced by my efforts?*

Don't assume that people will correctly assign the praise with the behaviour that prompted it!

LANGUAGES OF APPRECIATION

When recognising or rewarding a job well done, it's important to consider individual preference in the way this is communicated. For example, some people love public fanfare while others wince at the thought of it. Knowing what works, and for who, is important for ensuring the intended impact is created.

For ideas, visit - <https://www.slideshare.net/wbdcflorida/the-5-languages-of-appreciation-in-the-workplace-summary>

CONNECT THE CORE VALUES

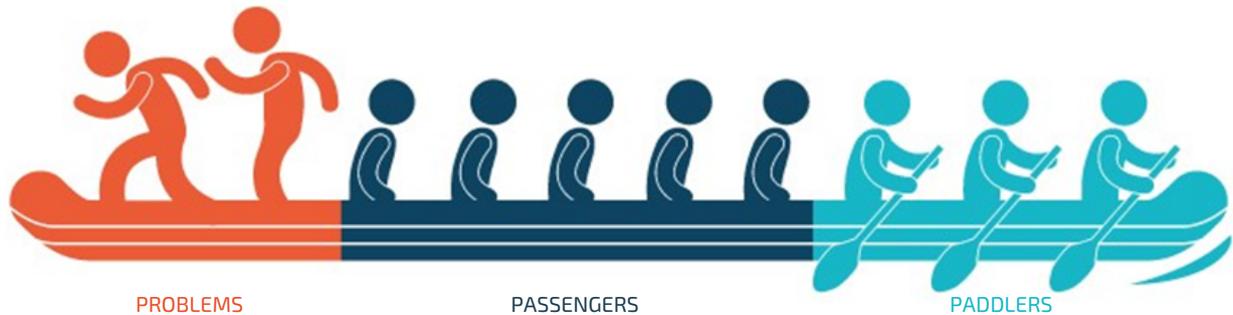
in addition to the points above, don't miss the opportunity to make a tangible link with your core values. As previously stated, it's important to contextualise your core values, and what better way to create a memorable link than to make it personal and positive!

HOW CAN WE HELP?..

In conclusion, the big take home message here is **focus on those in front of you**. Win with the people you currently employ, and use that success as a catalyst for luring other great people.

We can assist your efforts through...

Support to identify your paddlers, passengers (and problems)



Strategies to convert your non-paddlers and move them along the culture continuum



Gain insights into your opportunities and obstacles, then create an action plan to kickstart your progress from GOOD to GREAT through...

The CULTURE Check-in

OR

SNAPSHOT

Our Culture

Keen to know more? or Keen to get going?

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