

HOW TO ATTRACT & RETAIN TALENT

INTERACTIVE SESSION APMA
DALE MARTINES & TYLER SCHEID
1/24/2019

HOW TO ATTRACT AND RETAIN TALENT

OBJECTIVES

- Engage this group to distill the TOP 3 most important actions to take immediately.
- Deliver some practical and actionable tools.
- Have some fun in the process!

HOW TO ATTRACT AND RETAIN TALENT

AGENDA

- Prime the pump.....
 - Gallup and Google Research Findings
 - Dale Martines – Practical Actions
- You are now part of a THINK TANK.
 - Help us surface the TOP ACTIONS TO TAKE IMMEDIATELY.

FIRST, BREAK ALL THE RULES

Buckingham & Coffman (1999)

Gallup Research

- 1 Million Employees Survyed
- 80,000 Managers Interviewed
- From 400 Companies

HOW DO THE WORLDS GREATEST
MANAGERS FIND, FOCUS, AND KEEP
TALENTED EMPLOYEES?

MT. EVEREST SUMMIT
8,848 metres

CAMP 4 SOUTH COL
8,000 metres

DEATH ZONE:
The lack of oxygen above 8,000 metres can be fatal to climbers.

8,000 metres

CAMP 3
7,162 metres

How can we all grow?

CAMP 2
6,400 metres

Do I belong here?

CAMP 1
5,943 metres

What do I give?

BASE CAMP
5,334 metres
What do I get?

Research meta-analysis found 12 survey questions that when answered positively were highly correlated with

- employee retention,
- management effectiveness,
- company performance

The 12 questions can be organized according to the journey a new employee takes in an organization.

BASE CAMP: WHAT DO I GET?

1. Do I know what's expected of me at work?
2. Do I have the materials and equipment I need to do my work right?

*Underlined questions most strongly correlated with employee retention

CAMP 1: WHAT DO I GIVE?

3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?

CAMP 2: DO I BELONG HERE?

7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?

CAMP 3: HOW CAN WE ALL GROW?

11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

Project Aristotle: Google

- 180 Google Teams
- 200+ Interviews
- 250 Attributes

What makes a team effective?



Psychological Safety!
“Far and away the most important of the 5 dynamics”

- “Individuals on teams with higher psychological safety are **less likely to leave Google,**
- They’re more likely to harness the power of diverse ideas from their teammates,
- They bring in more revenue,
- They’re rated as effective twice as often by executives”

Re:Work Website

<https://rework.withgoogle.com/print/guides/5721312655835136>

PSYCHOLOGICAL WHAT?



Psychological Safety = Googlespeak for:

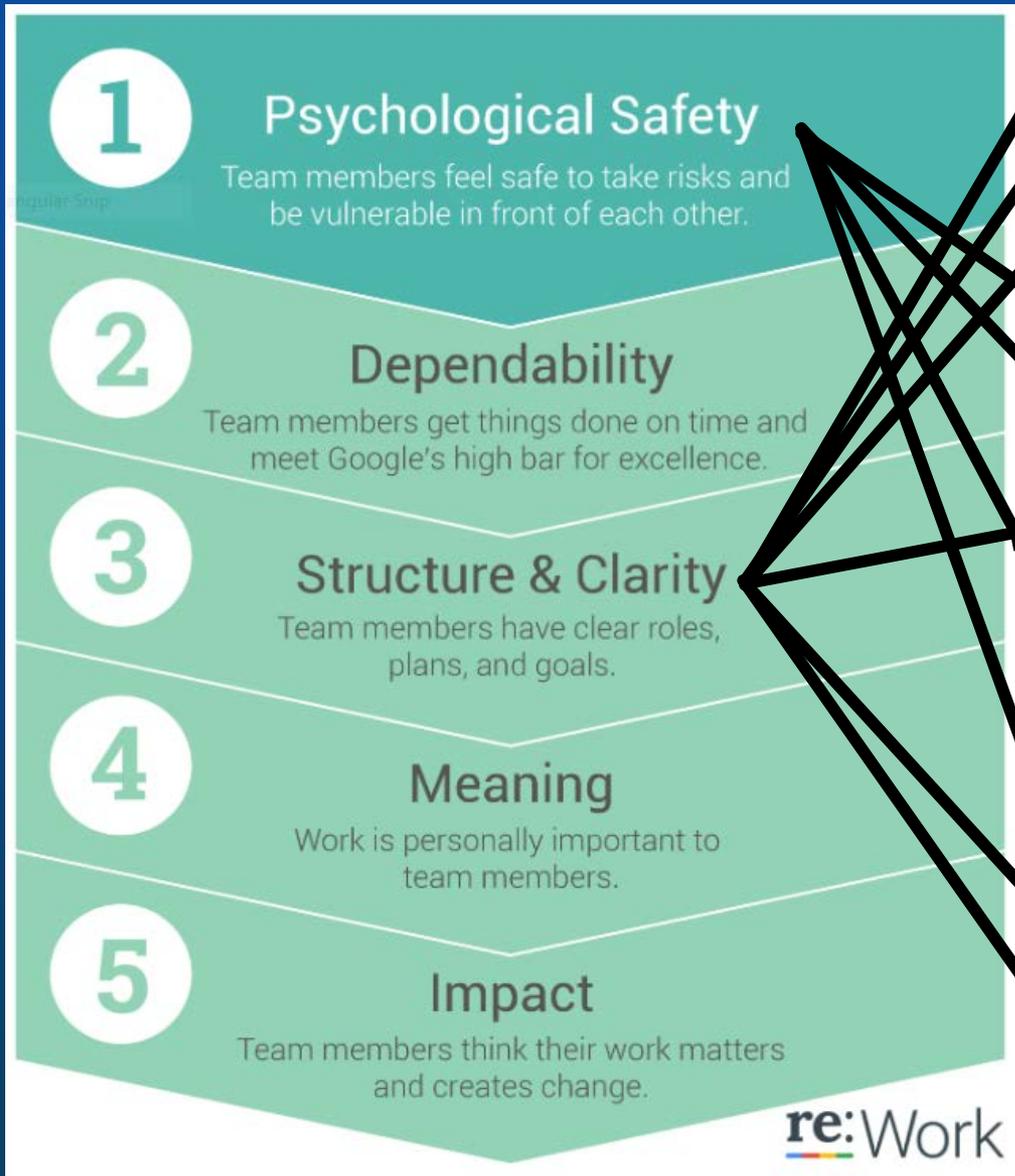
- Mutual Trust
- Shared Values
- What does it mean to you?.....

But what about accountability?

Can overboard psychological safety have negative consequence?



Amy Edmondson,
Ted Talk: Building a psychologically safe workplace



1. Do I know what's expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

Conventional Wisdom:

DO NOT BE, OR APPEAR TO BE, ANY OF THESE THINGS.....

No Problem, we got this!

1) IGNORANT

2) INCOMPETENT

3) INTRUSIVE

4) NEGATIVE

1) DON'T ASK QUESTIONS

2) DON'T ADMIT WEAKNESS OR MISTAKES

3) DON'T OFFER IDEAS

4) DON'T CRITIQUE THE STATUS QUO

OK, So how do we foster Psychological Safety?

(Given Self Preservation Instincts, aka. Human Nature)

Conventional Wisdom:

DO NOT BE, OR APPEAR TO BE, ANY OF THESE THINGS.....

No Problem, we got this!

1) IGNORANT

1) ~~DON'T~~ ASK QUESTIONS

2) INCOMPETENT

2) ~~DON'T~~ ADMIT WEAKNESS OR MISTAKES

3) INTRUSIVE

3) ~~DON'T~~ OFFER IDEAS

4) NEGATIVE

4) ~~DON'T~~ CRITIQUE THE STATUS QUO

PRACTICAL ACTIONS!

DALE MARTINES

HOW DO WE ATTRACT TALENTED EMPLOYEES?

HOW DO WE ATTRACT TALENTED EMPLOYEES?

Host An Interactive Open House:

Have an open house at the organization's local office or a job fair with other organizations in your city. Create a fun way for talent to engage with you and get to know what your company does. Share something the general public would not ordinarily know about the company. Interactive and hands-on learning is attractive to all generations. - [Frances McIntosh](#), [Intentional Coaching LLC](#)

Provide Employees With An Opportunity To Give Back:

People don't just want to work for a paycheck. They also want to feel that they are contributing to the greater good -- that they are having an impact. Companies could look to offer an extra week (or weeks) of vacation where employees get the chance to go and work for a charity of their choice, like building a school in Haiti or teaching at an orphanage. Don't be prescriptive; give them the choice. It will also act as a great interview question since it will probably tell you more about what really interests and motivates a candidate. - [Gordon Tredgold](#), [Leadership Principles LLC](#)

Reach Out To Previous Employees Who Left On Good Terms:

Don't be afraid to contact employees who left on good terms. Figure out why they left (Was it a better opportunity or more money?) and see what it would take for them to rejoin your organization. This won't work for all employees, but for those it does work for, it will save lots of time, energy and training costs. Plus, if they come back, it shows they truly care about your organization. - [Kyle Elliott, MPA, CHES](#), [Kyle Elliott Consulting \(CaffeinatedKyle.com\)](#)

HOW DO WE ATTRACT TALENTED EMPLOYEES?

Let Employees Lead:

Encourage your team to volunteer in leadership roles outside the organization. Encourage employees to look for people who demonstrate strengths in skills that your team needs and reward people internally for identifying and attracting new talent. - [Beth Kuhel, Get Hired, LLC](#)

Help Build A Company You Are Proud To Belong To:

Companies that become employers of choice treat people well. Treating people well starts with having a robust interview process, where candidates are respected and informed at every step. It extends to having fair policies, consistently applied, and benefits that reflect the caliber of employee you want to attract. There are no shortcuts. Treat people well, and your reputation will attract the best. - [Jean Ali Muhlbauer, The Muhlbauer Companies, LLC](#)

Become A Kind Organization:

Kindness always works. Kindness works in customer service and it works in relation to attracting and retaining talent. Benefits can be matched, but kindness is unique. Employees will always ask the question: Does this company care about me? Great companies work hard to create ways of showing kindness to their employees. - [Ken Gosnell, CEO Experience](#)

Get Your Leaders Out In Public:

Public speaking isn't just for academics or authors. Encourage your top leaders, as well as the up-and-coming employees, to offer themselves as speakers to local groups and professional organizations where your future talent hangs out. Not only will learning to clarify and share ideas with others outside of the company help your leaders, but being on stage will also help great talent to find you, too. - [Darcy Eikenberg, PCC, Red Cape Revolution](#)

HOW DO WE ATTRACT TALENTED EMPLOYEES?

Develop A Mentor-First Mindset:

Most of our experience of work comes directly from our relationship with the boss. So, ask your leaders to adopt a mentor-first mindset and not just serve as "managers." Managers tend to focus on compliance and conformity; established processes tend to be prioritized over people. Mentors, on the other hand, care deeply about the mission and the humans they hire to accomplish that mission. - [Mark S. Babbitt, YouTern](#)

[Forbes Coaches Council](#) is an invitation-only community for leading business and career coaches. [*Do I qualify?*](#)

HOW DO WE RETAIN EXCEPTIONAL EMPLOYEES?

HOW DO WE RETAIN EXCEPTIONAL EMPLOYEES?

Quarterly Progress Reports

Many businesses perform annual employee performance reports, but much goes on throughout the year. Instead of letting an entire year lapse without feedback, create quarterly progress reports. This shows that you are interested in your employees' performance and are willing to provide assistance where needed or give recognition where deserved. A positive quarterly review will provide an incentive for employees to outperform themselves throughout the year instead of weeks before the reports are scheduled.

Constant Education And Development Training

Education and training should not focus exclusively on your employees' particular positions. For example, your software developers should be fully educated on the latest in coding languages, but they may also need improvement outside the scope of their jobs, such as time management, supervisory training or communication skills.

Companies that not only provide education on the tasks at hand but in regard to personal development will have more satisfied employees. It's not only about the work -- a fulfilling personal life means a more satisfying work life.

Influence Open Communication

The best companies have open communication among everyone, from the CEO down to the employee who does the most basic functions. Create software that allows for complaints/recommendations and make it clear that no disciplinary action will be taken regardless of how intense the conversation gets.

Fostering open lines of communication has helped UM Tech and Taylor Consulting and Contracting with internal office conflicts that upper management was unaware of. Employees may not always be in the most suitable positions or some may have personality conflicts with their fellow coworkers. Having open communication helps resolve such issues. It also gives employees a more authoritative voice within the company, which helps them feel valued.

HOW DO WE RETAIN EXCEPTIONAL EMPLOYEES?

Learn All Elements Of The Business

The more an employee knows, the better. Some of the world's largest companies, like Salesforce, start new hires in other positions such as in the call center. If you're hiring software developers, assign them to do some training with top customer service and salespeople. This will provide them with more knowledge about customer needs and wants as well as company expectations for its staff. An overall understanding of company operations will increase efficiency and improve the progress of their software development

Finally, Compensation!

THINK TANK TIME.....



What **ACTIONS** rise to the top, today?

What did we miss that needs to be brought into this conversation?

OBJECTIVES REVISITED

- Did we engage this group to distill the TOP 3 most important actions to take immediately?
- Did we deliver some practical and actionable tools?
- Did we have some fun in the process?

THANK YOU!

YOUR WORK IS CRITICALLY IMPORTANT AND GREATLY APPRECIATED!

NOW, LET'S GO AND TAKE **ACTION!**

One Final Call to ACTION!

Email Tyler (or LinkedIn connect), I will send you a spreadsheet of the THINK TANK results.

TYLER SCHEID

TYLER@SOURCE-ADVISORY.COM

DALE MARTINES

ACCTG1@FPCITRUS.COM