

The Power of Having the Right People

“if you have the wrong people on the bus, nothing else matters”.

Jim Collins, Good to Great

Challenge

- Hiring and retaining the top talent is as tough as it's ever been
 - Projections indicate that for the first time in U.S. history, the number of younger workers entering the work force will not be adequate to replace those who are leaving
 - Of the 54.8 million job openings in this decade, over half (61.6%) will be replacements. Most job openings are created by baby boomers retiring.
 - (Lloyd's Risk Index Assessment)

Challenge

- According to a Harvard Business Review report, 80% of turnover is caused by bad hiring decisions
- “Retention issues will increase dramatically – a majority of employees are willing to quit their current job as soon as a better opportunity comes along. Turnover in high-demand occupations will increase by 25%” – Dr. John Sullivan

Opportunity

- Companies are not restricted to the local talent pool. Access to talent is far and wide
- Technology is the greatest enabler in the process of connecting companies with potential candidates
- Evaluate your organizational culture – considered by Millennials the most important deciding factor in accepting a job offer

Steps to Successful Hiring

1. Analyze the job you want to fill
 - Evaluate the personal attributes required to execute the job role
 - Break down the job into logical parts
 - What are the skills needed, knowledge and overall attitude

Steps to Successful Hiring

- 2. Focus on Employee Agility
 - IQ = Technical Ability
 - EQ = Cognitive and Social Ability
 - An EQ evaluation offers a high probability index of how well an employee may fit into your organization
 - Companies that use both measurements hire the best talent

Steps to Successful Hiring

3. Standardize the Hiring Process

- Screen Candidates

- Conduct Background Checks

- Structure the Interview Process

Hiring based on your companies culture, ethos and future plans is more effective than hiring that is done purely based on candidate skills

Steps to Successful Hiring

- 4. Hire for the future

To ensure great hires to need to hire people who fit into your vision of the organizations future rather than today's needs.

A new employee has to make economic sense for today's work, the best hires are people who are future ready and not just people who have skills to get work going today.

Steps to Successful Hiring

- 5. Create Great Candidates
 - While experience may be a pre requisite it cannot be a substitute for a good cultural fit of the employee
 - Smaller organizations that are constrained by lack of resources and brand power, may find it worthwhile to recruit new candidates and train them rather than poach on existing ones

How to create great candidates?

- Unconventional solutions to problems come from people who may have a ring side view of the situations.
- Engineer a diverse and effective team
- According to the Bureau of Labor Statistics, 50% of working Americans are “solopreneurs” or freelancers.
- Temporary worker hiring is growing 5X faster than the overall economy

Retention

- Low Turnover Results in:
 - Improved Morale
 - Eliminates dependency on staff augmentation and reduces brain drain
 - Less Team burnout (the negative effect of a team picking up the slack of someone leaving)
 - Higher productivity (happy = productive employees).
 - Better for future hiring – Strong reputation in the industry

Why Do Employees Stay

- 34% - Enjoy the work
 - 17% - Career growth opportunity
 - 16% - Belief in the organizations mission
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- 81% of engaged employees plan to stay with their employers for the next 12 months as opposed to only 23% of disengaged

Why do Employees Leave?

- 26% Lack of Advancement
- 16% For more money
- 15% Don't like the work
- “Of all the things that contribute to a happy workday, the one thing that stands out from my research is making progress on meaningful work. Feeling like you are able to move forward on a daily basis engenders real joy”.
- Teresa Amabile, Harvard

Why it Matters

- Organizations in the top decile of engagement outperform peers by 147% in earnings per share and have 90% better growth
 - Gallup Chief Scientist of Workplace Management
- Firms with engaged employees experience 50% greater customer loyalty.
 - David Mac Leod, Study on Engaging Employees

Future Workforce

- Millennials
 - Born between 1982 and 2004
 - Strauss and Howe generational theorists who coined the term
 - Tech-savvy, socially- connected generation with a passion for their work
 - Generation surpassing Baby Boomers in size
 - The workplace as you know it is changing – your company needs to evolve with it

Culture is King

- What Millennials value most in the workplace
 - 80% think flexible hours are important
 - 77% think company culture is just as or more important than salary and benefits
 - 73% think it's important or very important that their organization has a mission they can stand behind

A Meaningful job is a lasting one

- Eighty-six percent say benefits are important or very important when deciding to take or stay at a job
- Student loans are the largest financial stressor
- 88% of Millennials saw their parents retirement savings take a hit so they are aware of financial well-being and see it as an important benefit

Flexibility is the new norm

- The 9 to 5 workday is a thing of the past
- Thanks to modern technology Millennials are used to working an entirely different way and remain productive
- Eighty percent feel technology helps them get their work done quickly
- 67 percent say it helps them respond in a timely manner to work-related communications
- Work and home lines are blurred and technology helps achieve a better balance

Avoid Burnout and Misunderstanding

- Employers are trying to accommodate employees and create organizational culture
- Encourage communication and generational shifts in the workforce
- Collaboration and welcoming ideas evolve corporations