Finders Keepers

Finding the Right Talent and Keeping Them Engaged
Finders Keepers

Who is the best talent you ever hired?

Why were they the best?

How did you discover, attract & retain them?

What does “Talent” mean?

“A talent is a person who possesses special skills, which are difficult to copy or imitate, who is a top performer with competencies of strategic importance which cannot be readily developed and the lack of these skills and competencies would affect the competitive advantage of the company.”

Source: https://mortenkamp.com/category/talent-management/
How Do We Manage It?

- Forecast labor demands for better utilization
- Recruit faster to improve revenue
- Manage Human Capital better to align with your strategy
- Self Service delivers efficiency at a low cost
- Measure Performance to grow and retain top talent
- Invest in Learning to remain competitive

Finding Talent

“Human resources are like natural resources; they're often buried deep. You have to go looking for them, they're not just lying around on the surface. You have to create the circumstances where they show themselves.”

— Ken Robinson
Talent Challenges

Source: HireRight benchmark report 2016

What are Your Talent Challenges?

- We are losing our employees to competitors in our industry.
- We have trouble pulling reports related to compliance.
- We want to have better insight into our candidate pipeline.
- We spend too much time reviewing resumes of unqualified candidates.
- Our paper based appraisal process is cumbersome and has low user adoption.
- We have trouble tracking training for internal employees.
- We have trouble tracking certifications and when they are expiring.
What Motivates?

“Your talent determines what you can do.
Your motivation determines how much you are willing to do.
Your attitude determines how well you do it.”
- Lou Holtz

“The person born with a talent they are meant to use will find their greatest happiness in using it.”
- Johann Wolfgang von Goethe
Do the Generations Matter?

<table>
<thead>
<tr>
<th>Five Generations in the Workplace (2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matures</td>
</tr>
<tr>
<td>Age Today: 70+</td>
</tr>
<tr>
<td>% Adult Population: 16%</td>
</tr>
<tr>
<td>% Internet using adult population: 5%</td>
</tr>
<tr>
<td>Communication media preferences: Letter</td>
</tr>
<tr>
<td>Work Incentives: Respect, consistent and regular rates and schedules. Titles, retirement plans, cash incentives.</td>
</tr>
<tr>
<td>Feminine Life Experiences: Depression, WWII and rationing, nuclear families and few divorces, gender roles.</td>
</tr>
</tbody>
</table>

Source: Spectrum 2015

What Does Our Talent Need?

1. A clear **purpose**
   (Why am I here?)
2. **Meaningful** work
   (Why is it important?)
3. To feel **valued**
   (Does someone care?)
4. To feel like they are **making a difference**
   (To what end?)
5. To **enjoy** their work
   (Work? You call this work?)

Deltek INSIGHT’16
What Can We Do?

- Attend industry meetups.
- Build your brand on social media.
- Personalize every candidate interaction.
- Use data to find the best places to recruit.

7 Ways to Flaunt Your Company Culture in a Job Interview

1. Show and Tell
2. Make it a Group Effort
3. Hand Over the Reins
4. Give Candidates a Culture Tour
5. Share Your Core Values
6. Live Your Motto
7. A Picture is Worth a Thousand Words

Source: sparkHire 2015
Talent: It’s Personal!

How did you find your job?

What got you hired?

What was your experience onboarding?

Why do you stay?

Why did you leave a job?

... and it’s Social!

Only 4% of recruiters DON’T use social media in the recruiting process. 4% aren’t sure, but the 92% of recruiters that do use social media cast a wider net than ever.

Other networks and apps recruiters are using to evaluate and engage talent include Vimeo, Tumblr, Pinterest, and even Periscope.

Source: Jobvite 2015
You Found Them …

Now How to Keep Them

“But talent—if you don’t encourage it, if you don’t train it, it dies. It might run wild for a little while, but it will never mean anything. Like a wild horse. If you don’t tame it and teach it to run on track, to pace itself and bear a rider, it doesn't matter how fast it is. It's useless.”

— Elizabeth Hand, Illyria
**The Simply Irresistible Organization®**
What we have learned: Five Elements Drive Engagement

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>Clear, Transparent Goals</td>
<td>Flexible Work Environment</td>
<td>Training and support on the job</td>
<td>Mission and Purpose</td>
</tr>
<tr>
<td>Select to Fit</td>
<td>Coaching</td>
<td>Humanistic Workplace</td>
<td>Facilitated Talent Mobility</td>
<td>Continuous Investment in People</td>
</tr>
<tr>
<td>Small, Empowered Teams</td>
<td>Invest in Management Development</td>
<td>Culture of Recognition</td>
<td>Self-Directed, Dynamic Learning</td>
<td>Transparency and Honesty</td>
</tr>
<tr>
<td>Time for Slack</td>
<td>Modern Performance Management</td>
<td>Inclusive, Diverse Work Environment</td>
<td>High Impact Learning Culture</td>
<td>Inspiration</td>
</tr>
</tbody>
</table>

**Meaningful Work**

Factors:
- The work role
- Sense of self
- Work interactions

Foster it:
- Realistic job previews
- Learn about employee’s goals
- Opportunities to learn
- Explain importance of role
- Develop relationships
- Performance feedback

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“79% of businesses are worried seriously about engagement and retention”

“And Gallup research shows that globally only 13% of employees are highly engaged at work.”

Source: Bersin by Deloitte 2014

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Meaningful Work

Percentage of Employees Who Would Choose Meaningful Work with Less Pay

<table>
<thead>
<tr>
<th>Age Range</th>
<th>65-64</th>
<th>55-54</th>
<th>45-54</th>
<th>35-44</th>
<th>25-34</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>63.2%</td>
<td>60.2%</td>
<td>40.5%</td>
<td>63.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Larocque 2016
Meaningful Work

Questions to ask your employees:

- Do you have the opportunity to do what you do best everyday?
- Do you feel like your team or location can take the course of action that makes the most sense for you?
- Do you feel like you can make changes at work?
- Do you feel like your manager trusts you to get work done on your own?

Hands-On Management

Companies with Engagement Trending Upward... Train Managers on Employee Engagement.

Source: DecisionWise 2016
Hands-On Management

**Questions to ask your employees:**

- Do you know what is expected of you at work?
- Do you feel like your manager cares about your personal and professional development?
- How available is your manager for meetings and catch-ups?
- Do you feel like your manager asks for and values your input?

Positive Work Environment

- Accept the right position
- Take responsibility
- Be social
- Be positive
- Communicate
Positive Work Environment

Questions to ask your employees:

- How often do you receive feedback or praise at work?
- Do you feel like you can fit your personal work schedule?
- Do you feel like your manager and coworkers care about you as a person?
- Do you have a best friend at work?

Growth Opportunity

WHY SHOULD YOU INVEST IN YOUR EMPLOYEES?

STUDIES HAVE SHOWN THAT ORGANIZATIONS WITH A CAREER DEVELOPMENT PROGRAM DEMONSTRATE UP TO 250% HIGHER PRODUCTIVITY THAN THOSE WITHOUT.

- 51% OF EMPLOYEES FEEL CONFIDENT ABOUT RETAINING TOP TALENT AS THE ECONOMY IMPROVES.
- 13% BUSINESS RESULTS.

ORGANIZATIONS WITH EXCELLENT CULTURAL SUPPORT FOR COACHING MAY HAVE 13% STRONGER BUSINESS RESULTS.

THE 7X FOR COMPANIES THAT INVEST IN ADVANCEMENT IS 7 TIMES THE INITIAL INVESTMENT AND PRODUCES 30X RESULTS.

Source: Chronus 2014
Growth Opportunity

Questions to ask your employees:

- Do you feel like you have the opportunity to keep developing your professional skills at work?
- Are you encouraged to learn new skills related to your job?
- In the last six months, has someone talked to you about progress?
- Do you feel like your co-workers teach you new skills and support your growth?

Trust in Leadership

STEPS TO BUILDING TRUST

- Be reliable.
  Do what you say, say what you mean. Follow through consistently.
  Keep your word. Tell the truth. People are keenly aware of BS, they’ve heard it all.

- Be honest.
  Expressing yourself gives others permission to do the same. Share your thoughts, truly listen to others, show compassion.

- Be open.
  Keep secrets that are told to you. Don’t use gossip to build relationships, manage your emotions, don’t let anger or frustration get the best of you.

- Show integrity.
Trust in Leadership

Questions to ask your employees:

- Do you understand the strategic goals of the broader organization?
- Do you feel you have ample opportunity to develop and grow your skillset?
- Can you see a clear link between your work and the company’s goals and objectives?
- Does your team and your leadership inspire you to do your best work?

Appendix

Deltek Talent Management

How can our Talent Suite help you manage the full employee lifecycle?
Employee Lifecycle

**Recruiting & Onboarding**
- Broadcast your jobs and go social
- Employee referral
- Offer management and onboarding

**Performance**
- Goal management and sharing
- Calendar and anniversary based scheduling
- 360 appraisals

**Compensation**
- Configurable grids
- Employee viewcards
- Compensation letters

**Learning**
- Store your learning catalog online
- Create learning plans/curriculum
- Learning certifications

**Career Development & Succession Planning**
- 9 box
- Career paths
- Succession plans
Appendix: Generational Influences

Leading Across Generations

- Enlightened leadership
- A clear mission/vision
- Open-door policy
- Two-way mentoring programs
- Social connections
- Technology proliferation (BYOD)
- Professional development
### Silent Generation/Traditionalist (born before 1946)

<table>
<thead>
<tr>
<th>Who?</th>
<th>Population</th>
<th>Characteristics</th>
<th>At Work</th>
<th>Historic Events</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>55 million</td>
<td>Behaviors are based on experiences from the Depression</td>
<td>Loyal to employers and expect the same in return</td>
<td>Great Depression</td>
</tr>
<tr>
<td></td>
<td>Majority are retirees</td>
<td>Want to feel needed</td>
<td>Possess superb interpersonal skills</td>
<td>• WWII</td>
</tr>
<tr>
<td></td>
<td>Largest voting population</td>
<td>Strive for financial security</td>
<td>Enjoy flexible arrangements so they can work on their own schedule</td>
<td>• The Cold War</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot;Waste not want not&quot; attitude</td>
<td>Believe promotions, raises, and recognition should come from job tenure</td>
<td>• McCarthyism</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conformity</td>
<td>Measure work ethic on timeliness, productivity, and not drawing attention</td>
<td>• Started the Civil Rights Movement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conservation</td>
<td>Children were &quot;seen, but not heard&quot;</td>
<td>• Children were &quot;seen, but not heard&quot;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Traditional family values</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strive for comfort</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Demand quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Simplicity</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>Understands the nobility of sacrifice for the common good</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Patriotic</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Patience</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Team players</td>
<td></td>
<td></td>
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</tbody>
</table>


### Baby Boomers (1946 – 1964)

<table>
<thead>
<tr>
<th>Who?</th>
<th>Population</th>
<th>Characteristics</th>
<th>At Work</th>
<th>Historic Events</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>76 million</td>
<td>Run local, state, and national governments</td>
<td>Work ethic is measured in hours worked</td>
<td>Assassinations of JFK, Robert Kennedy, and Martin Luther King, Jr.</td>
</tr>
<tr>
<td></td>
<td>Makes up 28% of Americans</td>
<td>Largest workforce</td>
<td>Less importance placed on productivity</td>
<td>• Cold War</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Believe rules should be obeyed unless they are contrary to what they want; then they’re to be broken</td>
<td>Teamwork is critical to success</td>
<td>• Walk on the Moon</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Experimental</td>
<td>Relationship building is important</td>
<td>• Vietnam War</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Individualism</td>
<td>Expect loyalty from those they work with</td>
<td>• Protests and Sit-Ins</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social cause oriented</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Free spirited</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Can be less optimistic, cynical, and distrust government</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Want products and services that show their success</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

# Generation X (1965 – 1980)

**Who?**
- Defined as “slackers”
- They have the “carpe diem” attitude
- First generation to develop ease and comfort with technology
- “X” described the lack of identity that members of Generation X felt, not sure where they belonged
- Experienced more divorces than any other generation
- Had to learn to fend for themselves

**Population**
- 50 million
- Single parent families

**Characteristics**
- Quest for emotional security
- Independent
- Very self-reliant
- Informality
- Entrepreneurial
- Expect immediate and ongoing feedback and is comfortable giving feedback to others
- Reject rules
- Mistrust institutions
- Believe friends do not equal family
- “Latchkey” kids
- Multi-taskers
- Suspicious of Boomer values
- Value family time

**At Work**
- Casual, friendly work environment
- Involvement
- Flexibility and freedom
- A place to learn
- Work smarter, not harder
- Want open communication regardless of position, title, or tenure
- Value control of their time
- Look for a person to whom they can invest loyalty, not a company

**Historic Events**
- AIDS
- End of Cold War
- Vietnam
- Watergate
- Nixon resignation
- Computers
- Grunge/Hip-Hop
- Vietnam
- MTV
- Challenger explosion
- Fall of Berlin Wall
- Geonomics


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**Who?**
- Grew up with technology computers, cell phones, internet, etc.
- Also known as the “Entitlement” generation
- Boomer and late X’er parents raised them to be sheltered and to constantly build Millennials’ self-esteem
- Plagued with high levels of student debt
- Second largest generation to be entering the workforce under the Boomers

**Population**
- 80 million
- More ethnically and racially diverse than older generations

**Characteristics**
- Ambitious yet clueless
- Optimistic
- Patriotic
- Impatient
- Entrepreneurial
- Individualistic yet group-oriented
- Want to be like peers but with a unique twist
- Very informal
- Busy
- Short attention spans
- Acknowledge and admire some authorities
- More naturally and racially tolerant
- Acceptant of change
- Un-trusting of “the man”
- Achievement-oriented
- Financially savvy
- Want instant gratification
- “Everybody wins!”

**At Work**
- Searches for the individual who will help them achieve their goals
- Want open, constant communication and possible reinforcement from their boss
- Search for job that provides great, personal fulfillment
- Want to be close to their peers
- Want leadership from bosses and supervisors
- Look for opportunities to learn
- Work to live, rather than living to work

**Historic Events**
- Oklahoma City bombing
- Rise of the Internet
- O.J. Simpson trial
- Death of Princess Diana
- CD/DVDs
- Columbine shootings
- Y2K
- Terrorism
- Swine flu 1988

Generation Z – Digital Natives (born after 1994)

<table>
<thead>
<tr>
<th>Who?</th>
<th>Population</th>
<th>Characteristics</th>
<th>At Work</th>
<th>Historic Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Also known as Generation M, Net Generation, Internet Generation</td>
<td>23 million and growing</td>
<td>Highly connected to the use of communications</td>
<td>Very collaborative and creative</td>
<td>9/11 attacks - 2001</td>
</tr>
<tr>
<td>Grown up with world, wide, web. (Became available after 1991)</td>
<td></td>
<td>Like Instant Gratification</td>
<td>Will have to solve the worst</td>
<td>Great Recession - 2008 to present</td>
</tr>
<tr>
<td>Born during minor fertility boom around US Global Financial Crisis</td>
<td></td>
<td>Thrive on acceleration and next, next, next</td>
<td>environmental, social and economic</td>
<td>Terrorism - these</td>
</tr>
<tr>
<td>The children of Generation X</td>
<td></td>
<td>Independent people, lacking a community- oriented</td>
<td>problems in history</td>
<td>individuals do not</td>
</tr>
<tr>
<td></td>
<td></td>
<td>nature due to social media</td>
<td>Will not be team</td>
<td>remember a time</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Are very open book with</td>
<td>players</td>
<td>without war</td>
</tr>
<tr>
<td></td>
<td></td>
<td>little concern to privacy and personal information.</td>
<td>Will be more self-directed</td>
<td>Swine Flu outbreak</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Except for when it comes to money</td>
<td>Will process information at</td>
<td>- 2009</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thrive on small bits of</td>
<td>lightning speed</td>
<td>Hurricane Katrina</td>
</tr>
<tr>
<td></td>
<td></td>
<td>information. Think in terms of status’s and Twitter</td>
<td>Will be smarter</td>
<td>- 2005</td>
</tr>
<tr>
<td></td>
<td></td>
<td>language</td>
<td></td>
<td>iPod - 2001</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Under a lot of pressure to</td>
<td></td>
<td>Facebook – 2004</td>
</tr>
</tbody>
</table>

Source: http://www.care2services.com/care2blog/need-to-know-data-about-generational-characteristics

Generational Motivators

<table>
<thead>
<tr>
<th>Traditionalists</th>
<th>Boomers</th>
<th>Gen X</th>
<th>Gen Y/Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority</td>
<td>Hierarchy</td>
<td>Healthy work/life balance</td>
<td>Interaction</td>
</tr>
<tr>
<td>Work itself, less personal meaning</td>
<td>Self-improvement</td>
<td>Flexibility</td>
<td>Challenges</td>
</tr>
<tr>
<td>Acknowledge what know AND do</td>
<td>Materialism</td>
<td>Money</td>
<td>Feedback</td>
</tr>
<tr>
<td></td>
<td>Symbols of Recognition</td>
<td>Results</td>
<td>Causes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>External recognition</td>
<td>Money</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Instant gratification</td>
<td>Customization</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Acknowledgement of value</td>
</tr>
</tbody>
</table>
Gen Z – How are they different from Gen Y?

1. More pragmatic
2. More cautious
3. More money conscious
4. More face-to-face
5. Less noticed
6. More global
7. Less educated
8. More individualistic
9. More tech dependent
10. Less parented
11. More early-starts
12. More disruptive
13. More split-tasking
14. Less focused
15. More entrepreneurial

Source: http://www.business2community.com/social-data/15-aspects-that-highlight-how-generation-z-is-different-from-millennials-01244940#MdTPxfUdAg4fj6o.99

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Gen Z – How are they similar to Gen Y?

1. Short tenure
2. Personal responsibility
3. Company skepticism
4. Development focused
5. Mentor seeking
6. Difference makers

Source: http://www.business2community.com/social-data/15-aspects-that-highlight-how-generation-z-is-different-from-millennials-01244940#MdTPxfUdAg4fj6o.99
“Talent is the multiplier. The more energy and attention you invest in it, the greater the yield. The time you spend with your best is, quite simply, your most productive time.”

— Marcus Buckingham, First, Break All the Rules: What the World's Greatest Managers Do Differently

Finders Keepers
Marilyn Hoare
OCM Specialist