



Talent Search

STRATEGIES FOR COMPETING FOR TALENT

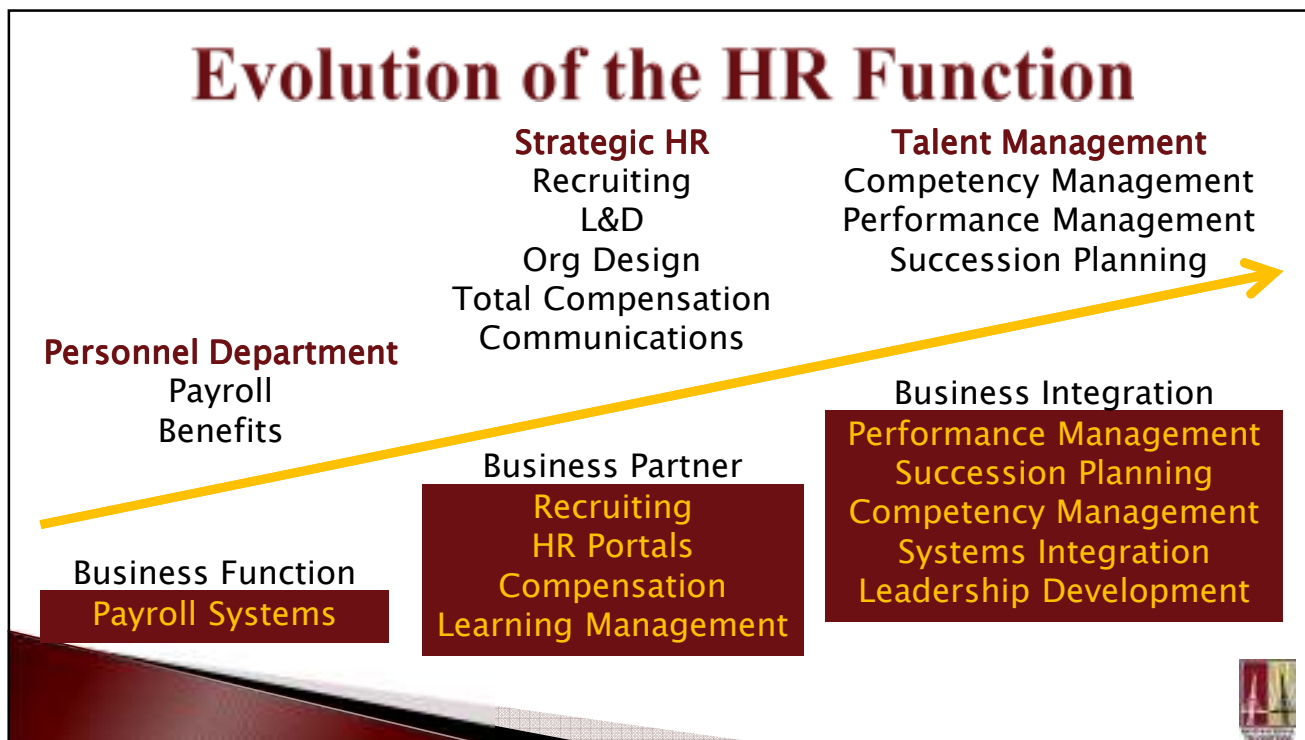


Presented By:
Ron Klinger, M.S.
Chief Engagement Officer

Talent Management Overview

- ▶ What is talent management?
- ▶ How do you define it?
- ▶ “...is a strategic approach and process to managing human capital throughout the career cycle.”





Talent Management Overview

- ▶ “The best advice: come up with a definition for talent management that meets your organization’s unique needs.”

(Kruger, 2007; Rothwell & Kazanas, 2003)

Talent Management Overview

- Talent Management can include all the following:
 - ▶ Performance Management
 - ▶ Career Planning
 - ▶ Learning & Development
 - ▶ Competency Frameworks
 - ▶ Development/Promotion
 - ▶ Workforce Planning
 - ▶ Succession Planning
 - ▶ Identifying/Developing High Potential (HiPo's)
 - ▶ Strategic Recruitment



Talent Search

RECRUITING WORKFORCE TALENT



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Colorful Views on Goal Setting



“Would you tell me please which way I ought to go from here?”

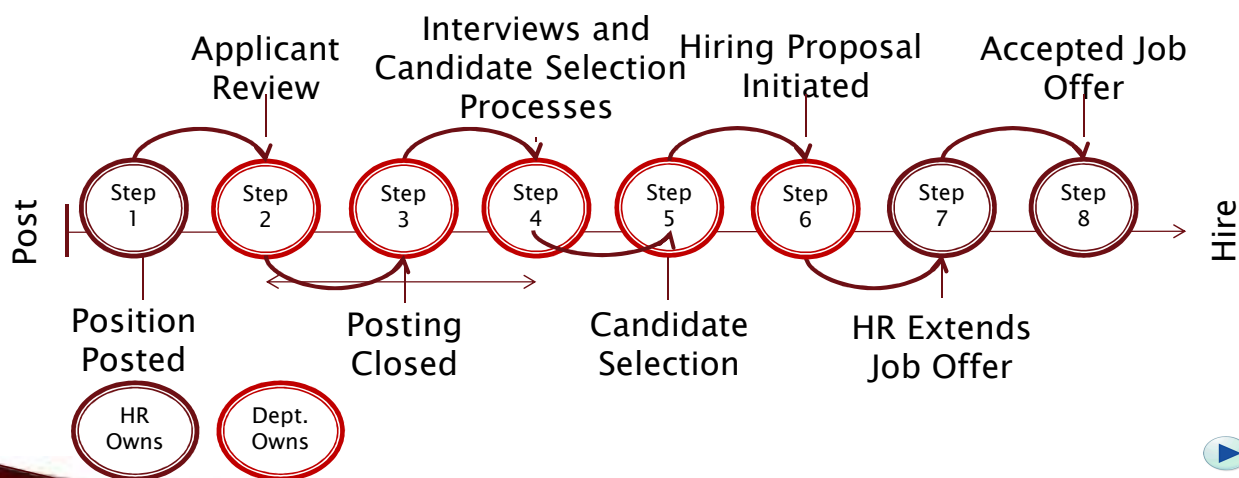
“That depends a good deal on where you want to go” - said the cat.

“I don't much care where” – said Alice.

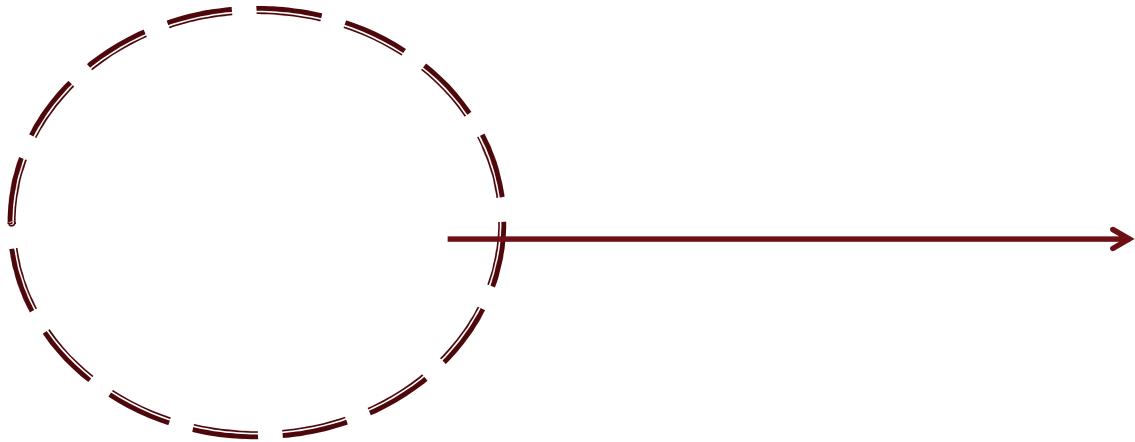
“Then it doesn't matter which way you go” - said the cat.



Hiring Process: Post-to-Hire



The “Land of Opportunity”



Managing Your Search

- ▶ What are some of the barriers to successfully navigating your hiring process?
- ▶ Absence of clearly defined process
- ▶ Posting Requirements...
- ▶ Approval Processes (“*Blessing*”)
- ▶ Lost Files—buried on a desk...

Search Calendar 2014

January							February							March							April													
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28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31										

Candidate Success Profile

- ▶ Your scavenger hunt....
- ▶ If you define it, you can measure it...
- ▶ Supports Cultural Alignment
- ▶ Address the “FIT Factor”



Managing Your Search

- ▶ Strategies to be applied...
- ▶ 1. Manage your search or it will manage you
- ▶ 2. Do the “pre-work”
- ▶ 3. Map out your process, know your process and all barriers you may face.
- ▶ 4. Calendar Bingo
- ▶ 5. Make your search one of your key activities, don't wait to get a...



Recruiting Workforce Talent



PROFESSORS



4.5 ★★★★★



Direct Application...

- ▶ What does your organizations website say about your employee experience?
- ▶ How about your social media accounts?
- ▶ “About Us” (Core Values, Employee Experience)
- ▶ “Careers”



Talent Search

ENGAGING WORKFORCE TALENT



Presented By:
Ron Klinger, M.S.
Chief Engagement Officer

Employee Engagement

- ▶ According to Rath and Conchie, follower's basic needs are as follows:
- ▶ Trust
- ▶ Compassion
- ▶ Stability
- ▶ Hope



No. 1 Reason People Quit Their Jobs

- ▶ More than 1 million employees can't be wrong, so bosses take heed of this. A Gallup poll of more than 1 million employed U.S. workers concluded that the No. 1 reason people quit their jobs **is a bad boss or immediate supervisor.**
- ▶ **"People leave managers not companies...in the end, turnover is mostly a manager issue,"** Gallup wrote in its survey findings. The effect of poor management is widely felt. Gallup also determined that poorly managed work groups are on average 50 percent less productive and 44 percent less profitable than well-managed group.



Employee Engagement

- ▶ What is it?
- ▶ "...is about creating a culture where people do not feel misused, overused, underused, or abused."
- ▶ ...correlates to individual, group, and organizational performance in the areas of productivity, retention, turnover, customer service, and loyalty.

–Ketter, P. (January 2008) "The Big Deal about Employee Engagement" Training and Development Magazine.



Engagement Levels

- ▶ **Engaged:** ...employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion, and they have a visceral connection to their company. And they drive innovation and move their organization forward.
- ▶ **Disengaged:** ...aren't necessarily negative or positive about their company. They take a wait-and-see attitude toward their job, their employer, and their co-workers.
- ▶ **Actively Disengaged:** ...employees are the "cave dwellers." They're "Consistently Against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. Every day, actively disengaged workers undermine what their engaged coworkers accomplish.



Engagement Levels

- ▶ Engaged **15%**
- ▶ Disengaged **65%**
- ▶ Actively Disengaged **18%**

December 2017



Engage Your Employees

- ▶ Look at the names of the 5 employees you wrote down earlier...
- ▶ Where do they fall?
- ▶ Where does the work need to be done?



Gallup Q12 Survey

THE EMPLOYEE ENGAGEMENT HIERARCHY



Gallup's research has shown that the order in which these questions are asked is important. Team discussion should start with the first six questions.

Source: Gallup



Gallup Q12 Survey

Companies on the top quartile on engagement



GALLUP®



Trends

- ▶ Flexible work (hours and location)
- ▶ Social Responsibility Programs
- ▶ Total Rewards Programs
- ▶ Culture and Values
- ▶ Professional Development
- ▶ Career Coaching
- ▶ Student Loan Repayment
- ▶ Experiences vs. Materials



Responding in kind...

- ▶ What do you do with the data?
- ▶ You asked...employees shared
- ▶ What can you do?
- ▶ What fits your culture?
- ▶ Where are some easy, short term wins?
- ▶ Do you have an employee engagement team?



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RETAINING WORKFORCE TALENT



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3 Types of Retirees...

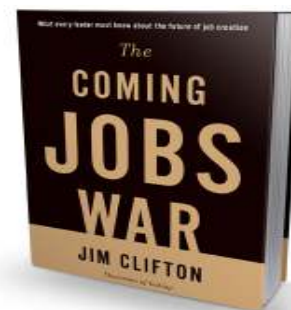


Are
You
Ready?



Why identify talent?

- ▶ Increased competition for talent
- ▶ Managing the unknowns
- ▶ If you do not work to retain your talent you risk your talent leaving.



Organic Growth

- ▶ Do you know the gaps within your organization?
- ▶ Developing talent that is already present within your organization is critical.
- ▶ If you do not develop the talent you have, you run the risk of your talent leaving.



Assessing the Gaps...



Identifying Talent

Leadership Potential	Exceed		B Capable of growth	A Future leader Outstanding
	Meet		C Solid performer	B Transferable skills?
	Not meet	D High risk Performance manage or out		C Expert talent Trusted professional
		Not meet	Meet	Exceed
		Performance Expectations		



5th Annual Deloitte Millennial Survey



MILLENNIAL LOYALTY

Winning over the next generation of leaders
The 2016 Deloitte Millennial Survey



5th Annual Deloitte Millennial Survey

ONE FOOT OUT OF THE DOOR

66%

of Millennials expect to leave their organization by the end of 2020



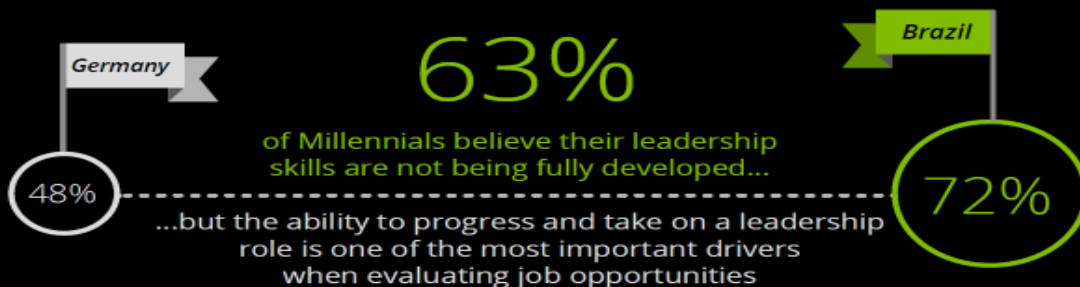
Are you Employee Centric?

- ▶ What is Employee Centricity?
- ▶ The **conscious decision** of business leaders to put their internal customer, their employees and their experience, at the **center of their business**.



5th Annual Deloitte Millennial Survey

DISLOYAL OR JUST NEGLECTED?



Contact Information



**MOTIVATIONAL
TRANSITIONS**

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