

FINDING AND KEEPING GREAT TALENT: 5 KEY INSIGHTS

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Finding and Keeping Great Talent: 5 Key Insights

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The HR expertise to help SMBs drive success

30+ years in
business

an average of

356,000 worksite
employees

23,000+ clients

*As of 9/30/24

*As of 12/31/23



Intentional focus on the employee experience in your organization

Retention a strategic priority



Employee well-being



Distributed and remote work teams



Humanization of the workforce



AI / tech impact





Insight #1:

Flexibility is the expectation

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What is flexibility?

Where?

Remote
Hybrid
In office
Virtual meetings

How

Collaboration software
Shared documents
In person meetings

Who?

Job sharing
Centralized tasks
Role definition

When?

Core hours
Four-Day work weeks

A new approach to attracting talent

The best talent out there will have several options

- Attracts beyond traditional talent pools
- Flexibility is seen as a priority among qualified candidates
- Get creative with incentives such as work/life balance programs, childcare, pet care, tutoring, language courses and tuition reimbursement

Incorporating flexibility into your organization

- ❑ Understand what can and cannot be changed
- ❑ Identify your productivity metrics
- ❑ Rethink your recruitment strategies with flexibility in mind
- ❑ Review your compensation and benefits to align with work/life balance



Insight #2:

Culture can't be on autopilot

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Intentionally creating a company culture

- Mission, vision and core values
- Norms and behaviors
- Alignment with company strategy



Cultivate a culture of belonging

Belonging can lead to a **56%** increase in job performance, a **50%** reduction in turnover risk, a **167%** increase in employer net promoter score

Deloitte, Nov 2021



Creating an intentional culture

- ❑ Create or review your mission, vision and core values
- ❑ Publish and socialize the mission, vision and core values
- ❑ Foster belonging based on shared values
- ❑ Incorporation into your processes, recognition program and performance management practices

Insight #3

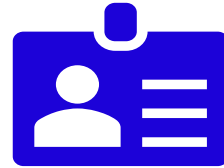
**People want to work for
a purpose**

Help employees discover their North Star



Purpose from the organization

Corporate purpose, culture, employee experience are the only aspects the org controls directly




Purpose from the role

Engaging with and making progress on work activities that provide energy and meaning



Purpose from outside work

Caring for family, volunteer activities and hobbies



“...about **70%** of people say they define their purpose through work...people are looking for opportunities in the work they do day-to-day to be actually contributing to what they believe their purpose is.”

McKinsey Podcast - 2021 - Naina Dhingra

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Insight #4

Learning new skills is a powerful source of motivation

How to build an upskilling or reskilling program

- Identify the job to be done
- Clarify the skills and capabilities needed
- Evaluate skills gaps
- Provide targeted training grounded in adult learning principles
- Use AI enhanced training
- Cultivate an environment where it's safe to make mistakes, document and learn (progress, not perfection)
- Provide performance feedback and support

Growth and development can happen from anywhere

- Stretch assignments
- One-on-one or group coaching
- Job shadowing
- Mentoring programs
- Forums and peer groups
- Social platforms
- On-demand resources
- Networking groups

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Insight #5:

**Develop your reputation
as a top employer**

Be the employer of choice

- ❑ Job postings clearly state roles and responsibilities AND sharing what **it's like to work at your company**
- ❑ Find or develop talent from **within** your organization
- ❑ Compensation is competitive and benefits are comprehensive
- ❑ Celebrate employee milestones, **effort** and successes
- ❑ Excellent leaders are **table stakes**

Inclusive leadership activates belonging

1. Visible commitment
2. Humility
3. Curiosity about others
4. Cultural intelligence
5. Awareness of bias
6. Effective collaboration

“What leaders say and do makes up to a 70% difference as to whether an individual reports feeling included”

–Harvard Business Review

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Wrap up

- ❑ Get creative, experiment, iterate!
- ❑ Get to know your people and what is important to them
- ❑ Cultivate the conditions for employees to succeed
- ❑ Help people find meaning and fulfillment in their work
- ❑ Provide the leadership, tools and resources your people need to win



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