

'THE WAR ON TALENT'

A collection of silhouettes of business professionals in suits and dresses, standing on a light blue background. The silhouettes are arranged in a line, with some larger and more prominent than others, suggesting a hierarchy or a group of diverse talent. The background is a light blue gradient with a subtle pattern of binary code (0s and 1s) in the upper half.

HOW TO ATTRACT, ENGAGE & RETAIN
TOP TALENT

THE WAR ON TALENT

It's no secret that businesses everywhere are facing a skill shortage...especially in the skilled trades. A talent survey by Manpower showed 35% of over 38,000 employers worldwide report they are experiencing difficulty filling jobs due to lack of available talent - the highest proportion of employers expressing concern about talent shortages since 2007. A recent CareerBuilder survey found 38 percent of employers have open positions and cannot find the skilled candidates to fill them.

All businesses are currently facing a difficult recruiting environment. In December 2014, American unemployment rates hit a 6-year low of 5.6 percent. Organizations of all industries and sizes will need a structured management system in order to acquire and retain the human capital they need to grow.

But what is “Top Talent” you ask?

Before we cover how to attract, engage and retain top talent, we need to first define what “top talent” is and why it is critical for your organization. In an interview with multiple staffing executives, the overwhelming response to this question was *“someone who brings value to your company”* is the #1 key distinction of top talent. That value comes in a number of forms, but will contribute to organizational success, culture and growth. These people bring a balance of tangible and intangible skills that fit your objectives...those could be:

- Revenue, profitability
- Energy and enthusiasm
- Managerial skills
- Innovation
- Thought leadership
- And the list goes on!

In this ebook we'll cover the **4 major buckets** that your organization needs to **Attract, Engage, and Retain Top Talent** in your industry.

“Value is the #1 key distinction of top talent. It means what they're going to bring to the table. Tangible skills are a given, but the intangibles are what really drive value.”

Ryan Clutterbuck, Staffing Executive

1 CORPORATE STRATEGY - WHAT'S YOUR BLUEPRINT?

Regardless of industry, all companies need a strong foundation and blueprint to grow. Sit down and determine who you want to be as a company, how you want to get there and set realistic goals to achieve that. Developing a clearly-defined 1, 3, or 5 year plan may start with operations or senior management but, without the right people in place, you're unlikely to get where you're trying to go.

For a company to hit its goals, it needs to have buy-in from all of its contributors. It is critical that people are not only aware of your goals but that they understand how they each fit into your blueprint to get there. People believe in a world they help create. Having a mission statement or purpose behind where you are vs. where you want to be will help convey your message to both current employees, as well as candidates.

To attract top talent, having a clear corporate strategy in place for growth shows talented job seekers how they can plug into your blueprint. This gives visibility to how they not only be individually successful, but also contribute on a larger scale.

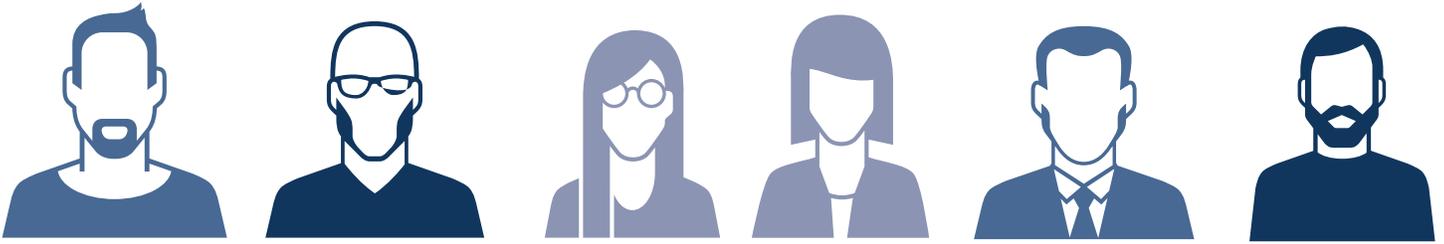
Your strategy will also serve to engage current employees. When your staff feels involved in your mission and strategy moving forward it creates an organic team environment where everyone is striving towards the same goal. Utilize metrics to continually evaluate both company and individual performance. Bringing people into the fold will allow you to collectively celebrate the wins while working to focus on areas that need improvement.

Having a blueprint shows people a beginning, middle and end that can be built upon and rebuilt. This will help you retain your current employees, as long as you've done **part two, three and four of this ebook**. Read on below.

“People believe in a world they help create”

**Brendon Davis,
Staffing Executive**





2 A CULTURE OF SUCCESS

Attitude. Ambition. Character. Loyalty. All of these are attributes of a winning company culture. Truly great company culture is formed, shaped and molded by its employees. That starts with selecting the right managers and, ultimately, hiring the right people. But how do we identify the natural talent both inside and outside of our company that will take us to the next level?

Gallup has identified that companies pick the wrong manager 82% of the time because they are using the wrong criteria. Choosing the right managers at every level of your organization is of the utmost importance. Beyond being detrimental to your customer relationships, a bad manager will hurt your culture and cause a trickle-down effect throughout your company. We all know the saying, "People don't leave companies, they leave managers." On the flipside, good managers are in sync with what makes their employees tick, hold them accountable for outcomes and perpetuate your culture of success.

The Importance of Cultural Fit

"Cultural fit can determine staying power, and a bad hire can be incredibly expensive. Some figures peg the cost of a bad hire at \$50,000 or more, and turnover can cost anywhere from 16 to 21 percent of an employee's annual salary." - The Undercover Recruiter

Selecting individuals to join your organization should not be purely a skills-based decision. Assess candidates on character, potential and natural ability. Figure out what road they took to get to your interview table. What are they involved in or passionate about inside and outside of work? Asking these types of questions will give you insight into their work ethic, values, ability to communicate and work with others, conflict resolution and creative thinking. If the ingredients that make up this person match your company's culture, you will want to consider him or her as a contributor.

Having a Culture of Success in place is only one of the four buckets you need in order to attract, engage and retain the people who will drive your growth. Once people have their foot in the door, step 3 will help you engage and retain them going forwards.

3 CONSISTENT COMMUNICATION ACROSS ALL CHANNELS

Communication is extremely difficult to perfect - especially as your organization scales. Running and living a transparent organization is the easiest way to avoid your employees feeling like they're left in the dark, and that starts from the top down to the boots on the ground. Rely on managers and leadership to continue to consistently deliver your message with regard to what's expected of them individually and how the company is performing as a whole. This is extremely important for keeping your talent engaged, motivated and in the know.

One great way to do this is through monthly, quarterly and yearly roadmap meetings, where you bring offices or teams together and assess where you are vs. where you want to be. Celebrate the good and address the difficulties that you've seen, along with a game plan to overcome them. An email from the CEO can do the trick sometimes, but it's much more effective to have forums where people can come together and be privy to the same information.

If you have a consistent message that perpetuates your values, people will buy in to your company's mission, their role within the organization and what they need to do to be a contributor. Then all you're doing is touching base to make sure people are on the right track, allowing you to simplify your communications and make them as effective as possible.

A notable scenario is that there are currently 4 different and unique generations in the workplace. Understand how individuals in your organization communicate personally, not just generationally. You must appeal to as many people as you can to get your message across, and that goes for more than mass communications. **Be visible, be available** and **stay true to your values** as an organization, and the rest will fall into place.

“Specificity is better than Ambiguity 11 times out of 10: Learn to communicate with clarity. Simple and concise is always better than complicated and confusing..”

Mike Myatt, Forbes

4 FOSTERING TALENT DEVELOPMENT

An investment in your employees is an investment in the success of your company. Everyone wants to grow as a professional, and employees want to feel like their managers want them to grow. When prospective employees look at your company they want to see opportunities exist and that they're supported from an organizational level.

Talent development starts with your onboarding/training process, and not just for entry-level employees. Making sure that you have an effective onboarding process, rather than throwing new hires into a foreign environment, shows that you are invested in the person and their relationship with your company right from the start. Leverage your All Star employees in your training programs. These people are your talent pool that can relay tribal knowledge and help new hires assimilate faster, more comfortably and more effectively.

But it doesn't stop there! Developing and growing your in-house talent needs to be an ongoing part of how you operate. Focus on your employees' strengths. These strengths are what make them (and you) successful. When employees use their strengths, they are more engaged and less likely to leave your company.

“When managers focus on employees' strengths, 61% of workers are engaged, and only 1% are actively disengaged.”

Randall Beck and Jim Harter, Gallup

An Investment in People

Outside of offering traditional professional growth opportunities, i.e. tuition reimbursement, people want to know that you've invested in them as individuals. Making sure your employees know that you want them to grow in several different areas will keep them engaged in their work and continually striving to better themselves. Help them grow personally by offering opportunities to do so with life courses like Dale Carnegie or paid time off where they can give back to their community.

LET'S GO TO WAR

Whether you are a large-scale manufacturing company or a financial firm, your business needs to have these four buckets in place in order to Attract, Engage and Retain Top Talent. **Your customers are no longer B2B or B2C, they are B2E** as well.

We are now in an unprecedented labor shortage with a national unemployment rate at its lowest point in 6 years. In addition to the labor shortage, the average wage has increased between \$1.00 and \$2.00 per hour for most positions. In today's difficult recruiting environment, breaking down conventional employer-employee relationships will serve you both culturally and monetarily.

At The DAVIS Companies, we help our customers stay current on labor trends through Supply and Demand Hiring and Applicant Data. We have real-time access to the availability of active candidates by position title, salary compensation by location, as well as geographies where you will find the most and least competition for the talent you are looking for.

To speak to a Certified Staffing Professional about your hiring needs or receive free Customized Labor Stats for your hardest-to-fill positions email info@daviscos.com.

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Joshua Wright, Forbes

"To Win With Natural Talent, Go For Additive Effects"
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"Is Social Media the Solution to Company Culture Fit?"
The Undercover Recruiter

"10 Communication Secrets of Great Leaders"
Mike Myatt, Forbes

Subject Matter Expert Interviews:

[Brendon Davis](#), Staffing Executive

[Ryan Clutterbuck](#), Staffing Executive



About The DAVIS Companies:

The DAVIS Companies is a preferred source for Staffing Solutions and Talent Advisory Services, specializing in contract, contract-to-hire and direct hire staffing for Engineering, Skilled Manufacturing and Software personnel. With corporate headquarters in Marlborough, MA and offices in New Hampshire, New Jersey, Minnesota and Georgia, we put great people to work in great companies.

For information about The DAVIS Companies, visit: www.daviscos.com

Headquarters:

The DAVIS Companies
241 Boston Post Road W.
Marlborough, MA 01752

Tel. 800.482.9494
Fax 508.481.8519

info@daviscos.com

