Attracting and Retaining Top Talent

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Agenda

A. What is Top Talent?
B. High Performers vs. High Potentials
C. Why is Top Talent Important?
D. How to Attract Top Talent
E. Interviewing Strategies to Find Top Talent
F. How to Develop and Retain Top Talent
G. Know Where the Pitfalls Are
H. Questions

What is Top Talent?

- Do more than what is expected in small and big ways.
- Seek opportunities to expand their responsibilities.
- Intrinsically motivated.
- Go above and beyond to meet others' needs – including coworkers and clients.
- They have integrity.
- They get results.

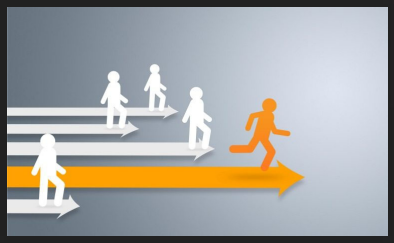
Costs of Losing Your Top Talent

- Damaged client relationships
- Replacement time
- Existing goals unmet
- Tasks get assigned to people unprepared to accept them

High Performers (HiPer) vs. High Potential (HiPo)

- Both have ambition, ability and commitment.
- Both take pride in their work and leave a mark.
- Both strive to reach peak performance, but HiPo aims above the peak.
- Boils down to wanting to perform vs. wanting the company to perform.

Why are HiPos Important?



- They learn and adapt quickly to a new organization.
- They want to make an immediate contribution and impact right away.
- They can become the future leaders (or senior leaders) of your organization.

Signs of a HiPo

- Proactive vs. Reactive
- Go Above and Beyond the Call of Duty
- Receptive vs. Unreceptive to Feedback
- Knowing the Business vs. Knowing the Job

Recruiting HiPos

- Use ads on LinkedIn and Facebook – you can target candidates based on job titles and preferences
- Highlight your company's culture on Pinterest
- Search by hash tags on social media
- Employee Incentive Programs
- Happy Hours/Open House
- Attend events other than job fairs
- Talk about your company's culture
- Offer perks that are appealing to HiPOs – career growth, mentorship programs, or development opportunities

The Power of Word of Mouth

- 75% of individuals were of the mind they would not accept a position with a company who has a bad reputation, even if they remain unemployed.
- 25% said they would accept only if they were paid significantly more money (50% increase).
- 15% said they would only consider if they were paid double.
- 87% said they would immediately consider leaving the company for one who has an excellent reputation.

(Survey conducted by CR Magazine and Allegis Talent 2)

Candidate Experience

The result of **all** the interactions **all** your applicants have with you during the journey from the time they see your job posting until the time they are onboarded to the company.

Employer Brand

- Create a consistent message.
- Define your company culture.
- Define your benefits.
- Develop employee ambassadors
- Monitor your reputation on the Internet.
- Keep your eye on the prize.

Screen for Ambition, Ability, and Commitment

When you're interviewing, look for these three things that will help you assess if the candidate is a HiPo.

- Does this person have a proven track record of success?
- Do others trust this person to lead projects and teams, even if this person does not currently have a leadership title?
- Can this person keep a global perspective, or do they get bogged down with details?
- Do obstacles stop this person?

Ambition

- Tell me about a time when you made a career move. What motivated you to make this change?
- What are your long-term career goals and what are you doing to achieve these goals?
- What do you consider your greatest career achievement?
- Out of the people you've worked with, who do you admire and why?
- Tell me about your dream job. What does it have from a responsibility, teamwork, and company culture perspective?
- When was the last time you changed your mind about something important?

Ability

- Tell me about a time you strongly disagreed with your manager. What did you do to convince them that you were right? What ultimately happened?
- What do you feel is the most creative solution you've developed to solve a problem?
- Tell me about a time you faced a significant obstacle. What did you do?
- Explain a time when an unexpected change occurred. How did you handle this?
- Give me an example of a time when you had to solve a highly complex problem which required multiple steps?

Commitment

- What factors keep you at a company? Which factors may make you leave?
- What elements of a company's culture are the most important to you?
- Tell me about a time when you honored a commitment even though it was challenging to do so.
- What motivated you to consider leaving your current/last employer?
- What does it take for you to do your best work?
- What did you do to prepare for this interview?
- What's your superpower and how will you use it to make an impact at this company?

HiPo Does Not Equal High Engagement

Source: Harvard Business Review

Development of HiPOs

- Pay for their professional associations & certifications
- Send them to regional/national conferences
- Develop employee training programs
- Present opportunities for development
- Create a career ladder
- Cross training in another area

Retain Your HiPOs

- Career growth
- Describe the long-term picture
- Appreciation
- Talk to them

Culture Shift

- Build a culture of personal awareness
- Increase manager effectiveness
- Create a climate of success
  - Autonomy
  - Mastery
  - Purpose

Mentorship / Leadership

Final Thought

Hire for character and then train them.