ATTRACT, ENGAGE, AND KEEP TALENTED YOUNG PROFESSIONALS AT YOUR PRACTICE

Best Ways To Do It...

1. Make your practice attractive to young professionals

2. Bridge any skills gaps when they arrive

3. Keep young talent by engaging them

THE BENEFITS OF HIRING YOUNG EMPLOYEES?

BRINGING IN NEW EMERGING PROFESSIONALS

PROS

- New perspectives
- Training – a clean slate
- Cost of hiring young employees
- Tech skills
- Recreates the workplace environment
- Adaptability

CONS

- Lack of skills
- No real world experience
- Discipline issues
- Failure in handling pressures
- Difficulty accepting feedback
- Dependence on technology

#1

Make Your Practice or Department Attractive

Decide **WHO** you want to attract to your company, department, or team

Build an intentional **BRAND** that attracts those individuals

First, decide what's most important to you

Rank the following list of qualities in the order of importance to your practice or department:

- Strong analytical skills
- Practical ingenuity
- Creativity
- Communication Skills
- Business and Management Skills
- Understand and Practice leadership
- Ethics
- Professionalism
- Dynamism and Agility
- Lifelong Learners

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Intentionally build a brand that attracts young talent

- Create a consistent **message**

- Define your practice **culture**

- Define the **benefits** of working for your practice

Intentionally build a brand that attracts young talent

- Develop employee **ambassadors**

- Monitor your **reputation** on the **internet**

ULTIMATELY
You must help them answer the question...

Why work here?

More to Explore About Your Brand

A Gallup Study showed that less than **30% of employees believe in the brand that employs them**. In other words, roughly 70% of your company has no feeling, connection to their company brand. Yikes!

More to Explore About Your Brand

When employees believe in the brand, they're **more likely to become brand advocates**, share company content on social, and be some of the best business referrals.

More to Explore About Your Brand

A [Nielsen study](#) showed that 84% of people trust recommendations from friends, family, colleagues over other forms of marketing.

ROLE MODELS

LOOK FOR ROLE MODELS:

**Who has a strong attractive workplace brand already?**

- Costco
- Chick Fil A
- Starbucks
- Others

# Publicize yourself & then get used to getting 'graded'

- Allow candidates to find you

- Create valuable content to get their attention

- Candidates will look your company up BEFORE applying

- Your current and former employees' opinions will likely influence them

BUILDING YOUR ONLINE PRESENCE

Importantce of Employer Brand for **attracting candidates** TALENTLYFT

75%

83%

69%
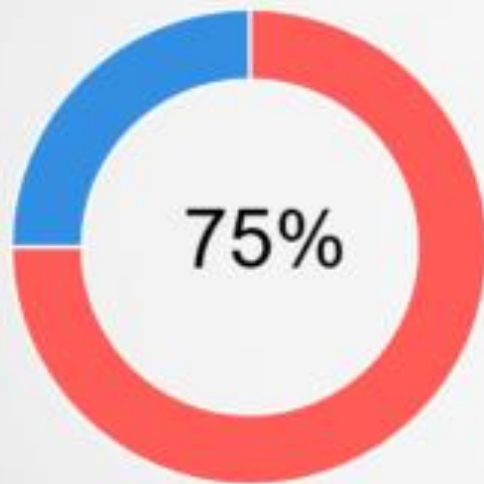
…of candidates research about firm's reputation and Employer Brand before applying for job
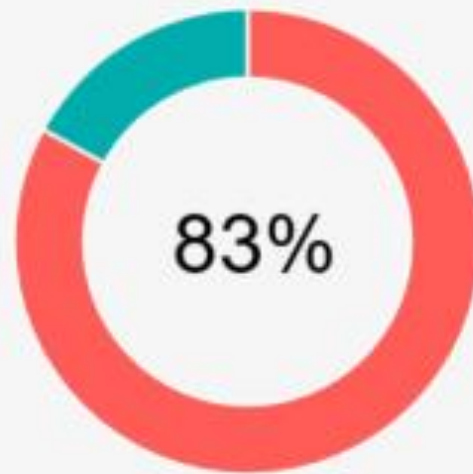
…of Employers say that Employer Brand plays a significant role in their abilty to hire talent
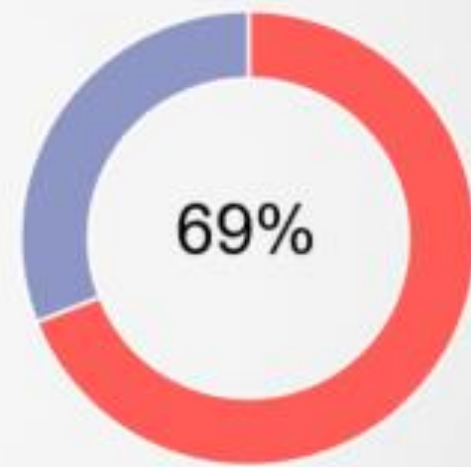
…of candidates would NOT accept a job in a firm with a bad reputation even if they wouldn't have a job
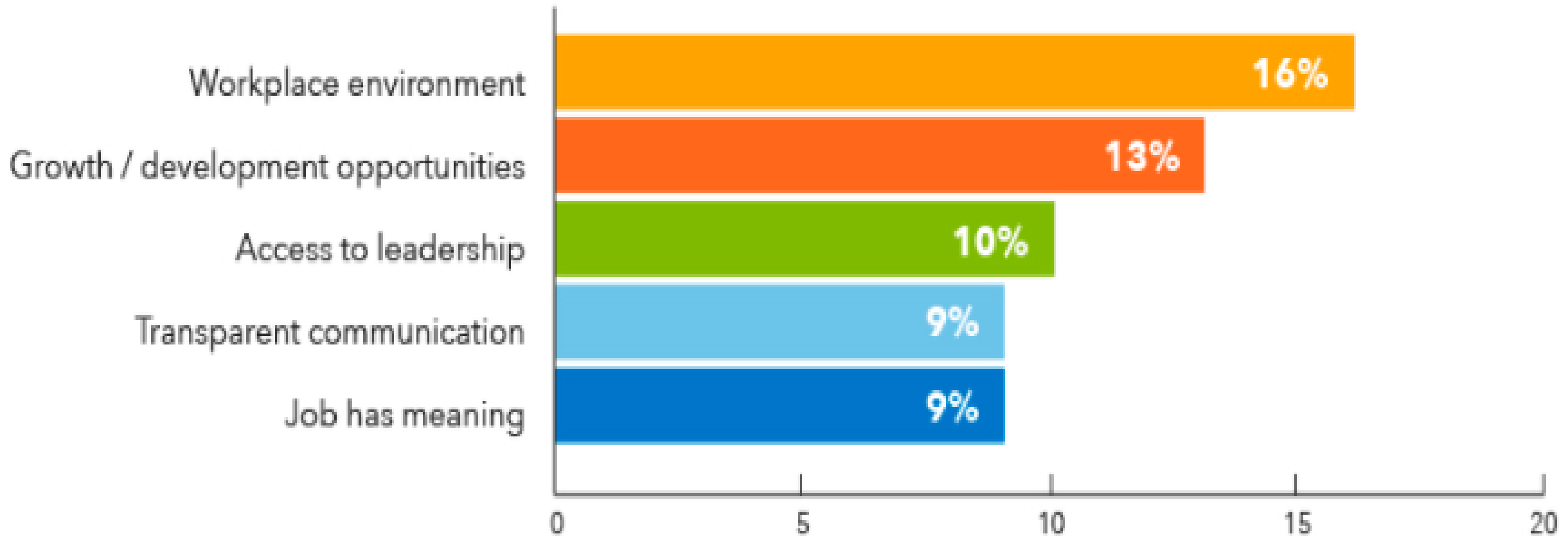
Source: LinkedIn

How Attractive is Your Brand?

Explain and discuss what your organization or department is currently doing to build your brand. Then brainstorm additional ideas for defining, building, and communicating an attractive brand.

Let's Brainstorm

What makes up a practice culture?

Top 5 things that contribute to a good company culture

Workplace environment	16%
Growth / development opportunities	13%
Access to leadership	10%
Transparent communication	9%
Job has meaning	9%

Which is the top contributor here?

IMPORTANCE OF
WORK
CULTURE

Improves
staff engagement

Helps employee
retention

Aids employer
branding

How Attractive is Your Culture?

With a partner explain and discuss what your practice or department is currently doing to build your culture. What's it like to work here?

Why is it worth taking the time and effort to create a brand or culture?

Cost of replacing an employee (% of annual salary):

- For entry-level employees, between **30-50%**
- For mid-level employees, upwards of **150%**

In the first 6 months, **90%** of **new hires decide whether or not to stay** at the company.

(Bersin Deloitte)

#2

Bridge Skill Gaps When They Arrive on Your Doorstep

Manufacturers say their top workforce challenges are:

99% FINDING SKILLED NEW HIRES

UPSKILLING INCUMBENT WORKFORCE 92%

84% ONBOARDING NEW EMPLOYEES

HARD SKILLS VS SOFT SKILLS

WHAT'S THE DIFFERENCE?

Top 10 Most
Sought After Soft Skills

1 Good communicator
2 Well organized
3 Team player
4 Always punctual
5 Critical thinker
6 Social
7 Creative thinker
8 Interpersonal communicator
9 Easily adapts
10 Friendly personality

BRIDGING THE SKILLS GAP

IDENTIFY & BRIDGE SKILL GAPS WHEN THEY ARRIVE

- What skills are YOU looking for?

- How do you identify them before and soon after you hire?

- What process can you create to bring young employees up to speed with needed skills?

What Leaders Can Do to Build an Attractive Destination for Young Professionals

- Establish a **personal** connection

- Project shared **values**

- Prioritize **continuous** learning

What Leaders can Do to Build an Attractive Destination for Young Professionals

- Create an atmosphere that <u>respects</u> <u>individuality</u>

- <u>Trust</u> their intelligence

- Be open and <u>honest</u>

https://blog.bliley.com/10-ways-to-attract-retain-millennial-engineers

What Leaders can Do to Build an Attractive Destination for Young Professionals

- Stop thinking entirely in terms of **money**

- Foster **team** spirit

- Offer **interesting** challenges

Case Study – Bridging Skills Gap

With a partner discuss your experience with skill gaps in new employees and what you are currently doing to bridge that gap. Then answer the questions in the Case Study to get to the bottom of Sam's issues.

PRACTICE

What difference does onboarding make?

The Shared Benefits of Onboarding

Employer & HR

- Cost Savings
- Lower Turnover

Better Performance
Organizational Commitment
Lower Stress

Employee

- Higher Job Satisfaction
- Career Opportunities

69% of employees are more likely to stay with a company for three years if they experienced great onboarding.
-SHRM

Specific Steps to Onboard Successfully

- Start the process prior to their first day

- Acclimate new employees to the team

- Map out a training plan and schedule it

Out of 22 HR practices, ONBOARDING ranks #2 highest business impact!

Specific Steps to Onboard Successfully

- Communicate culture norms in your practice

- Set the stage for giving and receiving feedback

SET THEM UP AT THE BEGINNING TO *WANT* TO STAY

Belong

Accomplish

In the first 6 months 90% of new hires decide whether or not to stay at the company.
-Bersin Deloitte

Facilitating employee development is one of the best strategies for **reducing employee turnover**

SEMOS CLOUD

40%
of employees with poor training leave the company within the first year

Source: Go2HR

93%
of employees would stay at a company longer if it invested in their careers

Source: LinkedIn

#3

Engage to Retain Your Young Professionals

EMPLOYEE ENGAGEMENT:
THE NUMBERS DON'T LIE

DID YOU KNOW?
Engaged employees are 87% less likely to leave the organization.

Retrieved from https://www.visioncritical.com/employee-engagement-benefits/

Organizations with engaged employees outperform those with low employee engagement by 202%

Retrieved from https://furstperson.com/blog/the-roi-of-employee-engagement-essential-statistics

Biggest Reasons Why They Leave

- Not feeling a sense of <u>purpose</u>

- The company is not investing in their <u>professional</u> <u>development</u>

- Limited <u>innovation</u>

- There is no <u>work-life</u> balance

- <u>Involvement</u> in work lower than other generations

Companies believe they won't stay anyway, so they build a culture that supports that belief

Aviahire, July 2020

"If you don't appreciate your employees, your competitor will. They're looking for great talent.

STACY SHERMAN

Understanding the Motivation of the Generations

PRACTICE

Make a list of the things that in your experience motivate each of the generations listed.

There are SOME generational differences in motivation...
but not as much as you think!

What Motivates the Different Generations?

Baby Boomers

Baby Boomers prefer monetary rewards, but also value flexible retirement planning and peer recognition.

Preferred recognition style: acknowledgement of their input and expertise; prestigious job titles, parking places and office size are measures of success.

Welcomed benefits: 401(k) matching funds, sabbaticals, catch-up retirement funding.

Generation X

Generation X values bonuses and stock as monetary rewards and workplace flexibility as a non-monetary reward.

Preferred recognition style: informal, rapid and publicly communicated.

Welcomed benefits: telecommuting and tuition reimbursement.

What Motivates the Different Generations?

Generation Y

Generation Y wants stock options as a monetary reward and values feedback as a non-monetary reward.

Preferred recognition style: regular, informal communication through company chat or social networks.

Welcomed benefits: flexible schedules, continued learning.

Generation Z

Generation Z is more interested in social rewards (mentorship and constant feedback) than money, but also is motivated by meaningful work and being given responsibility.

Preferred recognition style: regular in-person public praise.

Welcomed benefits: online training and certification programs.

6 Effective ways to keep your young employees productive

Like any other generation of workers, **MILLENNIALS** and **GEN Z** employees require certain catalysts that can help push them to become more productive in the workplace. They are no different from the others that came before them, and they only require specific triggers to get them going.

Credit: Guthrie Jensen – Global Training Consultants Blog

6 Effective ways to keep your young employees productive

1 FORGET THE LABELS

Research has found that millennials and Gen Z workers are not that different from baby boomers when they were young.

SOURCE: INC.COM

We tend to assign group labels to individuals instead of actually getting to know each team member's working style.

This may appear to be counter-intuitive, but adopting a different mindset---one that treats millennials and Gen Zers just like other generations in the workplace---helps put the rest of your employee engagement efforts into perspective.

6 Effective ways to keep your young employees productive

2 GET TO KNOW EACH MEMBER OF YOUR TEAM

"Managers lead everybody the same; leaders lead everybody differently."

– JOHN MAXWELL

Adapting different working styles allows you to bring out the best in each employee.

6 Effective ways to keep your young employees productive

3 INCENTIVIZE "PRODUCTIVE SLACKING"

The integration of Google's 20% time and incentivizing your employees to pursue passion projects related to your company can be a good way to push them to become productive, particularly if they have a lot of free time in their hands.

If implementing 20% time isn't feasible for your company, try other alternatives like hackathons, side projects, etc. to get a feel for its effect on your employee's morale and productivity.

Effective ways to keep your young employees productive

4 SET TWO KINDS OF GOALS: SMART AND STRETCH

SMART goals are all about getting results and evaluating performance.

Stretch goals are ambitious goals, aiming high, and growing.

If everything is tied to their performance evaluation, employees won't try to aim high, resulting to slow or even zero growth both for them and your business.

Separate goals that are part of their performance review from those that encourage or inspire them to shoot for the moon.

6 Effective ways to keep your young employees productive

5 INTEGRATE WORK AND PLAY

Set up your workplace to be more community-centric to build creativity, relationships, and best of all, make the workplace feel fun.

6 Effective ways to keep your young employees productive

6 FRIDAY IS FOR CELEBRATING VICTORIES

Celebrating the end of a busy work week can boost morale, reduce work-related stress, and make for a good team-building activity.

LEADERS, Remember that Young Professionals are Motivated...

- By the **attention** that managers are giving to them

- By the **feedback** from their managers

- To stay when their work area is more **personalized**

- To stay when the work **atmosphere is pleasant**

- To stay when they can **adjust** their working schedules

BE A FLEXIBLE LEADER
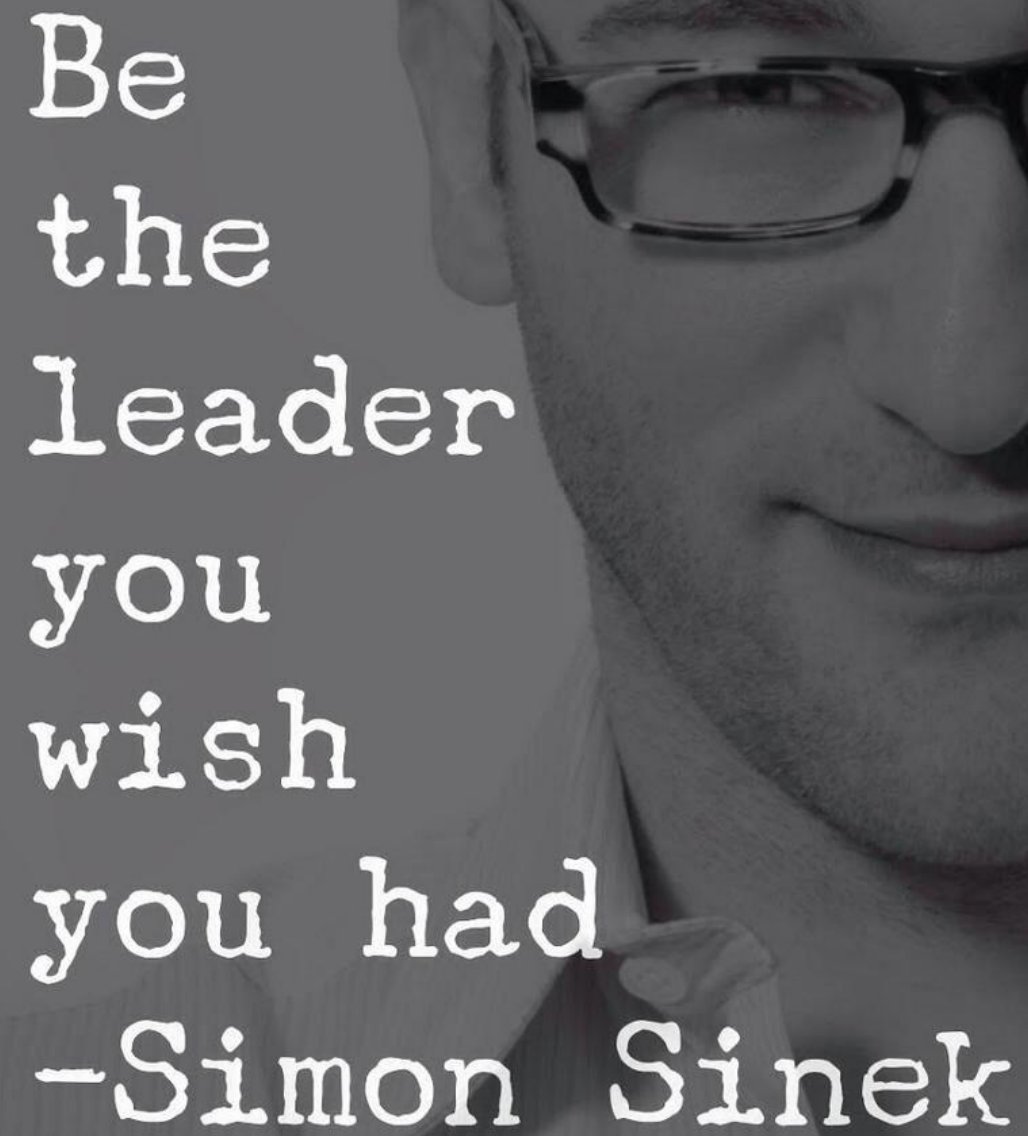
It doesn't matter which generation is working for you. The important thing is you know how to adapt to their needs, so you can bring out the best in them.

- Credit: Guthrie Jensen – Global Training Consultants Blog

Set them up for success!

PRACTICE

Identify what you think are the motivators for 2 of your employees and then create a plan to capitalize on that knowledge.

Be
the
leader
you
wish
you had
-Simon Sinek