BECOME A TALENT MAGNET: STRATEGIES FOR ATTRACTING, DEVELOPING & RETAINING TOP TALENT

PRESENTED BY: MICHELLE COUSSENS
MEET THE EXPERT

Michelle Coussens is a frequently sought-after speaker and business strategist for numerous types of organizations on a wide range of topics related to the workplace, including but not limited to talent management, business strategy, and operational effectiveness.

She is a resourceful, resilient, and relentless business professional with demonstrated success in building new programs, driving short-term efficiencies, and improving long-term effectiveness all through innovation, rigor, and courageous leadership.

She has direct experience with a variety of industries, as well as in consulting, education, and not-for-profit organizations.

With consistently high participant ratings, her webinars, seminars, and speaking engagements bring practical value to businesses of every size and type.
Today’s Agenda

• Strategies for creating a positive & attractive work environment
• Proven techniques for effective talent development & management
• Insights into the key factors driving employee satisfaction & productivity
• Ways to unlearn ineffective habits & revolutionize your management approach

• Exclusive BONUS content: All registrants will receive the following e-Guides:
  • Leadership Made Easy: 7 Keys to Unlocking Your Team's Full Potential
  • Building Champions: The Complete Guide to Powerful Feedback & Coaching
  • Unlock Your Inner Leader: Cultivate Growth, Inspire Passion & Achieve Success

Disclaimer: Note that this webinar is intended to provide useful information but should not be construed as individual legal or financial fact, advice, or opinion. Ms. Coussens is not a representative of today’s sponsors.
Employee Engagement & Satisfaction: Strategies to Unlock Hidden Potential
Workstyles are changing

- Focus on work/life dynamics and support
- More and more work done in teams
- More casual work environments
- Increased acknowledgement of individual needs and preferences
- Experimentation with different ergonomic office configurations, furniture and elements
- Fewer “facetime” workplace requirements
  - More flextime and telecommuting options
    - More virtual work, not only from home but from any where, any time
How to boost employee engagement & job satisfaction for enhanced productivity

• Foster a positive and inclusive work culture
• Provide current and future professional development opportunities
• Promote healthy work/life blend and wellness
• Promote teamwork and cross-functional understanding and collaboration
• Acknowledge and compensate people fairly and in meaningful ways
• Empower people by providing resources, removing obstacles, and avoiding micro-management
• Role model transparent communication about the intention and status of organizational goals
  o As well as how they relate directly to each employee’s work
• Proactively solicit employee feedback, followed by timely, responsive action
How to better support and engage employees

• Maintain transparent and open communication about company goals, changes, and challenges, encouraging feedback and listen to employees' concerns and suggestions
• Promote mental health awareness and reduce the stigma associated with seeking help
  • Offer employee assistance programs, counseling services, or mental health days
  • Encourage an adaptive mindset and provide resources for managing stress
• Set clear expectations for working hours and avoid creating a culture of constant overtime
• Support continuous learning through training programs, coaching, mentorship and other professional development
  • Rethink performance reviews to focus on growth and development rather than just evaluation
How to better support and engage employees (cont’d)

• Acknowledge and celebrate individual and team achievements regularly, establishing a fair and transparent rewards system that recognizes contributions

• Involve employees in decision-making processes that affect their work
  • Foster a sense of ownership and empowerment within teams

• Promote a healthy workplace by providing ergonomic workspaces and encouraging regular breaks

• Provide training on unconscious bias and promote a culture of respect and belonging

• Conduct regular surveys to gather feedback on various aspects of work, including job satisfaction, work environment, and support systems, using survey results to make informed decisions and improvements
Best practices to drive employee satisfaction
Strategies to effectively address & fulfill employee expectations

Gen X
- Career security over job security
- Results over work hours
- Flexibility, collaboration, consensus

Gen Y
- Evidence/Why
- Sophistication of your tech
- Diversity of tasks
- Work/life balance

Gen Z
- Sense of physical and emotional security
- Sense of community and world impact/legacy
- Technology sophistication as a given
Leadership Transformation: Elevate Your Leadership Style & Unlock Magic
Embrace adaptive leadership for greater team commitment

• What is adaptive leadership?
  • Originated with Heifetz and Linsky at Harvard University back in the 1990s
  • Practical means of leading without traditional “command and control” authoritarianism
  • Requires:
    • Empathy
    • Open-mindedness
    • Accountability
    • Flexibility
    • Creativity
  • Routine problems suggest enabling and empowering your employees to handle them directly
  • Adaptive challenges lack precedent and require new ideas and engaging with your employees
  • Understand and manage your own emotions
  • Delegate more, interfere less
  • Consistently show reliability and honesty
Listen empathetically and critically

• Listening=learned process of receiving, interpreting, recalling, evaluating, and responding to verbal and nonverbal messages
  • Retention depends on the type of information, your interest in it, and whether you find it credible

• Authentically connect with them emotionally, with understanding and insight
  • Build trust before you ever give feedback
  • Try to understand or experience what they are thinking or feeling

• Evaluate critically: evaluate their message and then accept it, reject it, or decide to withhold judgment and seek more information
  • Differentiate between facts and opinion
  • Avoid mind-reading
Align team goals with individual aspirations to boost productivity

• Collect individual evaluation responses
  • Not to be shared directly with others on the team
  • A composite of aggregated responses would be made available to each team member
• Include self-evaluations in team member responses
• Remind team members that giving teammates all the same scores and/or giving all "5's" will be met with scrutiny
• Be sure to ask for comments to support ratings
• Typical evaluation areas:
  • Dependability
  • Work activity
  • Initiative
  • Leadership
  • Teamwork
  • Communication
• Also include open-ended questions
The role employee self-evaluations play in the assessment process

• Provides employees with an opportunity to reflect on their own performance, strengths, areas for improvement, and overall contribution to the organization

• Key aspects self-evaluations play in the assessment process:
  • Self-reflection
  • Self-awareness
  • Goal setting
  • Feedback contribution
  • Employee-manager discussion
  • Personal accountability
  • Development and growth opportunities
  • Performance recognition

• Self-assessments should occur before supervisors/managers create performance reviews and deliver evaluations
Methods for motivating employees to reach peak performance

- **Dan Pink’s insights**
  - **Motivation 1.0:** Work to survive
    - “Have” to do
    - Stay in business
  - **Motivation 2.0:** Seek reward; avoid punishment
    - “Could” do
    - Focus on profit maximization
  - **Motivation 3.0:** Intrinsic motivators (values)
    - “Want” to do
    - Profit as a catalyst, not an objective

**Methods to drive superior performance for those you do not directly manage**

- Cultivate positive relationships with colleagues, both within and outside your team
- Showcase your own skills and knowledge
  - Being seen as an expert causes others to value your input and seek your guidance
- Model the behavior and work ethic you expect from others
- Solve problems proactively, identifying and addressing challenges before they become significant issues
- Encourage a team mindset, emphasizing collective success over individual achievements
- Use data and evidence to support your proposals and suggestions
- Understand the overarching goals of the organization and align your efforts with them
  - When others see your work contributing to broader objectives, they will be more inclined to actively support your initiatives
Break down barriers between departments

• Build, foster, and nurture relationships
• Understand others’ roles, functions, pressures, and perspectives
• Align common interests and bonds
• Hold open, honest communication without “hidden” agendas
• Foster effective cross-functional teamwork
  • Teamwork enables sharing differing opinions and experiences, strengthening accountability and helping teams make effective decisions faster.
    • Motivates unity in the workplace
    • Offers differing perspectives and feedback
    • Provides great learning opportunities
    • Promotes workplace synergy

Create & ensure high-performance teams:

• Communicate a compelling purpose, clear objectives, and explicit metrics
• Incorporate a diversity of skills (and perspectives), and clearly articulate roles and responsibilities
• Provide formal and/or informal support, coaching and training, as needed
• Influence team leader selection and/or leader development
• Be sure each team member “owns” the collective charge
• Create and enforce protocols/rules of engagement
• Tie achievement to performance evaluations/self-evaluations
Take on a coaching persona

• Situational and typically focused on a particular skill
• Provide feedback, assistance, and support to refine existing skills, learn new skills, and/or address areas of concern or opportunity
• Involves flexibility and application of ideas from one setting to another
• Definition: “A method that brings about gradual modification of behavior by showing, encouraging, and rewarding desirable behavior”*
  • Requires:
    • Advance planning with defined goals
    • Patience with long-term, iterative change
    • Catering to type of performer
    • Agreement between the coach and “coach-ee” on priorities, outcomes, timeline, and incentives
    • Trust between coach and coach-ee
• May be formal or informal; may be voluntary or required
  • May not have a defined end

*Source: Coaching Skills for Managers and Supervisors, HRMorning.com
Trust, Loyalty & Results: Build the Dream Team Culture for Peak Performance
Employee retention matters

- **Turnover costs money:**
  - Lost investment in employee
  - Search and replace costs

- **Impacts others:**
  - Employee morale
  - Perception of organization

- **Succession bench strength:**
  - Retained leaders for today and tomorrow
## Examples of how to attract and retain high-potential talent

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>TALENT ATTRACTION</th>
<th>TALENT RETENTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google</td>
<td>Offers attractive perks, stimulating work environment, and commitment to employee development</td>
<td>Promotes a culture of continuous learning; employees spend 20% of their workweek on personal projects, fostering creativity and job satisfaction</td>
</tr>
<tr>
<td>Salesforce</td>
<td>Their 1-1-1 model pledges 1$ of product, 1% of equity, and 1% of employees’ time to charitable causes</td>
<td>Uses regular feedback, recognition, and career development opportunities to contribute to employee engagement</td>
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<tr>
<td>Netflix</td>
<td>Gives employees the autonomy to make decisions and take risks; values innovation</td>
<td>Places importance on fostering trust and providing competitive compensation</td>
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<tr>
<td>Microsoft</td>
<td>Emphasizes a growth mindset and invests in cutting-edge technologies</td>
<td>Places strong emphasis on employee development and continuous upskilling</td>
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<tr>
<td>HubSpot</td>
<td>Commitment to employee well-being provides unlimited vacation, flexible work schedules, and focus on work/life “balance”</td>
<td>Uses regularly executed employee surveys to make data-driven decisions to enhance employee experience</td>
</tr>
<tr>
<td>Zappos</td>
<td>Offers a fun and dynamic workplace, where people are encouraged to express their individuality</td>
<td>Encourages a strong sense of community, providing opportunities for professional growth; has a unique onboarding process to integrate newcomers</td>
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Opportunities to improve employee retention

• Ensure a positive experience from onboarding throughout the employee lifecycle
  • Including their departure and beyond: company alumni

• Manage performance fairly, communicating and soliciting feedback frequently
  • Open-door policies
  • Employee engagement surveys
  • Hotlines
  • 360 reviews

• Address the challenges of evolving work/life blend

• Make investments in training & development for the business and for them

• Capture and track workforce data to proactively identify trends
  • Creation of associated analytics
  • Assistance in forecasting churn
    • Track engagement and activity levels
    • Predict when an employee is considering leaving
Identify and support their preferred career path

May be less about career ladders and more about doorways, windows, and even side passages

• Mobile careers and changing lifestyles
  ➢ People do not stay in the same jobs or at the same companies as long.
  ➢ People do not necessarily want to move “up” in a traditional sense.

• More options, not necessarily related to traditional management roles

• Increased “pivots” from one industry or function to another

• Generalist versus specialist considerations

• Shortened attention spans

• Diverse, evolving personal interests

• Important to keep a connected pulse on an individual’s interests, appetite for new experiences, and upcoming company needs
  • Today’s career paths are less “one size fits all” and more akin to mass customization
Measure and attend to the individual employee

• “When most people talk about having ‘meaning at work,’ they typically discuss
  a) enjoyment of the tasks of work
  b) alignment of personal values with the work, and
  c) fulfillment from the outcomes of the work.

• When researchers try to identify what is meaningful to people, they often focus on
  • how important you say an activity is to you,
  • how much time you spend at it,
  • how committed you are,
  • how attached to it you are, and
  • whether you would do the work despite low compensation”*

Expose employees to different responsibilities and opportunities

- Engage them in cross-functional teams, job shadowing, and cross-training
- Provide technical training and professional development
- Broaden capabilities through new opportunities
- Give them more control over how and when they work
- Help them advance in their careers
- Sponsor their involvement in associations and other industry or professional groups
- Evaluate their skills periodically and benchmark them against their career interests and your future needs
Offer developmental relationships

- Mentoring: usually a formal or informal relationship between two people
  - May discuss personal and/or professional dilemmas around skills and/or work relationships
  - No one standard for time-frame for meeting frequency or relationship duration
- Reverse mentors
- Accountability partners
- Peer mentors
- Mentoring circles
- Personal “advisory boards”
- Mentors versus sponsors versus coaches
The importance of providing coaching feedback

• What is feedback?
  • The process of giving someone accurate information about the impact of their behavior on you, others, and completion of a task

• Why give feedback?
  • To motivate someone to continue a behavior that increases their effectiveness
  • To motivate someone to stop using a behavior that makes them less effective

• What are the benefits?
  • Change behavior
  • Enrich relationships
  • Improve performance
  • Reduce stress
Communicate timely feedback

• According to a PwC employee survey, nearly 60% of respondents would like feedback on a daily or weekly basis
  • 72% for employees under age 30.
  • Per ClearCompany, 43% of highly engaged employees receive feedback at least once a week
  • 14.9% lower turnover where employees get prompt feedback, per OfficeVibe
• Don’t wait more than 48 hours after a variance to address or acknowledge it.
  • Avoid the surprise-surprise-surprise
• Don’t expect perfection and have empathy.

Feedback advantages
• Increases motivation and satisfaction
• Improves/enhances performance
• Clarifies or reinforces direction
• Heightens engagement
• Assists in career development
• Bolsters retention

Remember that employees should give managers feedback, as well.
SBI Feedback Model*

• **Situation is:**
  • The specific event or circumstance

• **Behavior is:**
  • Observable Action
  • Verbal Comments
  • Nonverbal behaviors and signals
  • Mannerisms

• **Impact is:**
  • What I think, feel, or do as a result
  • I saw ... I heard ... I felt ... I thought ...
  • It is not an interpretation of judgment on motivation or intent

*Feedback that Works – Sloan R. Weitzel (Center for Creative Leadership)
Tips in giving feedback

• People are far more likely to act on ideas that they’ve come up with themselves.
• We also tend to reject or deny feedback that is inconsistent with the way we see ourselves.
• Be specific
• Focus on what the speaker can change
• Use “I” statements (speak for yourself)
• Speak to the person, not in front of others
• Do’s & Don’ts: Examples*
  • Instead of, “Chris, you were really effective in the team meeting today – thanks!” ...  
    • “Chris, at the end of the team meeting this morning [situation], I liked the way you gave a summary of the key action steps we had discussed [behavior]. I was really glad you did that [impact on me].”
  • Instead of, “Pat, you were really rude yesterday.” ...  
    • “Pat, during our conference call yesterday afternoon [situation], I noticed that you interrupted others and me on several occasions [behavior]. I felt frustrated at times [impact on me].”

*Center for Creative Leadership
Today’s takeaways

• Unlock leadership strategies that ignite team passion, fuel performance, and leave a lasting impact on your career as well as your team's success

• Stop losing top talent and build a thriving, high-performing team, while transforming your workplace into a magnet for dedication!

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  • Unlock Your Inner Leader: Cultivate Growth, Inspire Passion & Achieve Success
QUESTIONS?
Let’s stay in touch!

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