

Talent and a Changed World

Mike Johnson

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Mike Johnson
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...but, just HOW changed ?

- In US 65% of employers don't plan any layoffs
- In Europe 80% of employers say they will hold onto staff

WHY ?

- In US : concern over losing talent (skilled workers) that's hard to replace
- In Europe rigid labour markets, skill shortages and shrinking future workforces
- In Europe 50% of workers have a government paid job

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...what we NEED to do....

- Know what talent you have (not just the HIPOs)
- Make it easy for them to want to stay
- Learn how to hire
- Make sure your CEO or Chairman leads the talent process from the front

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...know what talent YOU have

- Take a deep, long, hard look at your talent line-up. How good is it really ?
- Not just HIPO's, but those that do the job well. Lots of talent is hidden, because it likes it that way
- Think : in good times we hire so-called "talent" but is it really? Was it just another warm body that could fill the space in the organisation chart ?

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...make it EASY for them to stay

- Be flexible : let them choose how to do their job
- Let them move to something new, or face a new challenge, beat boredom and apathy
- Leave others alone and let them shine
- Don't make mobility a condition of employment
- Take on the risk and give them that job they want
- Keep up the T&D : however modest, it shows you care
- Ask yourself, "what should we STOP doing ?"

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...x3 ways to KILL talent

- Financial Services Co. blames lower level employees for their problems. Creates instant "us" and "them," no trust culture. The smart people quit
- Top management "punishes" anyone who leaves by banning them from returning for three years. Result ? They shut out the best talent as news of this goes around
- A new CEO forced all employees to re-apply for their jobs. The real talent applied to the competition instead. Now there is no talent and they are looking for a new CEO too!

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...we make it HARD to hire

- Banish bureaucratic systems, be proactive, create and maintain a sense of urgency (especially with line managers)
- How many people really need to interview a candidate ?
- Hire anyone who meets 70% of your needs
- Interviews lead to jobs being filled, resumes don't
- Great people (even merely good people) have at least one other job offer when they are talking to you
- So, don't forget to CLOSE the sale

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...get the boss to BUY-IN

- “Any CEO who gives the responsibility for talent to HR doesn't deserve to have good people”
- Talent (every employee) wants to talk to the boss
 - HR supports, encourages and facilitates, but it can't replace the commitment of the CEO
 - Every night 99.9% of your assets leave the business - they're called people

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...key actions to KEEP talent

- Hold onto as much talent as you can, and prime that pump - you'll need it in the upturn (which will come)
- Keep T&D going... it doesn't have to be exotic, just useful and engaging
- Keep communicating - even if it hurts. Be honest, talent respects that
- If you have to cut, don't forget you'll want them back one day (and their friends and relatives)
- Make your CEO become the CTO (PLEASE !!! this is NOT about HR)

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...final words of WARNING

- Don't assume in a recession that people are "just happy to have a job." They will punish you come the upturn
- Don't let that "us" and "them" gap develop. Once it's there the chasm is too big to throw a bridge across
- Keeping thinking how hard it was to seek out and hire all those talented people. Surely you don't want to go through all that AGAIN, do you ?

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