

# Effective Talent Management Strategies In a Challenging Market

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# Are You A Destination Employer ?

- My company has a great employer brand.
- We always have plenty of great candidates responding to our job postings who are willing to accept our offers and comp packages.
- Our hiring managers are fully engaged and fully capable of recruiting top candidates without assistance or “special” packages
- Our non-retirement employee turnover is under 6%
- Our employees are our biggest advocates and best recruiters

# NEW RESEARCH – SAME RESULTS

- 1999 Gallup Organization “Q12 Study”
- 2004 Saratoga Institute
- 2011 – Google “Project Oxygen”



# ITS TIME TO ADDRESS THE PROBLEMS

- Recruiting, hiring, and onboarding Silos
- Reliance on talent surplus model
- No performance measurements
- Indirect assessment methods
- Lack of ownership by management



# EMPLOYEE TURNOVER

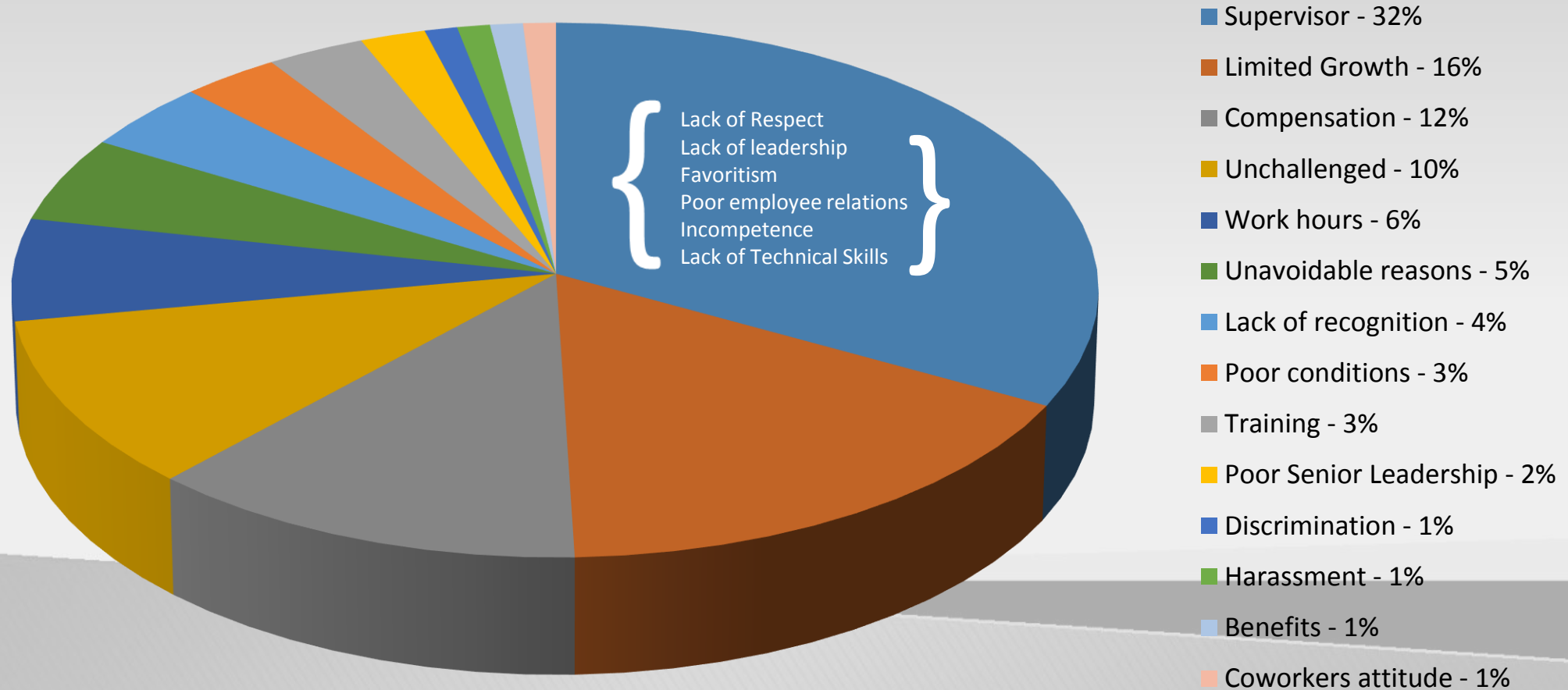
It's not about the money!





# TAKE YOUR CUES FROM WHY EMPLOYEES LEAVE

Numbers taken from research provided by the Saratoga Institute



# WHERE DO YOU START?

Improve your hiring,  
and you will increase  
your retention



# THE KEY TO RECRUITING, HIRING, AND RETENTION:

Provide Each Candidate With A Vision Of The  
Future That Overwhelms Their Past



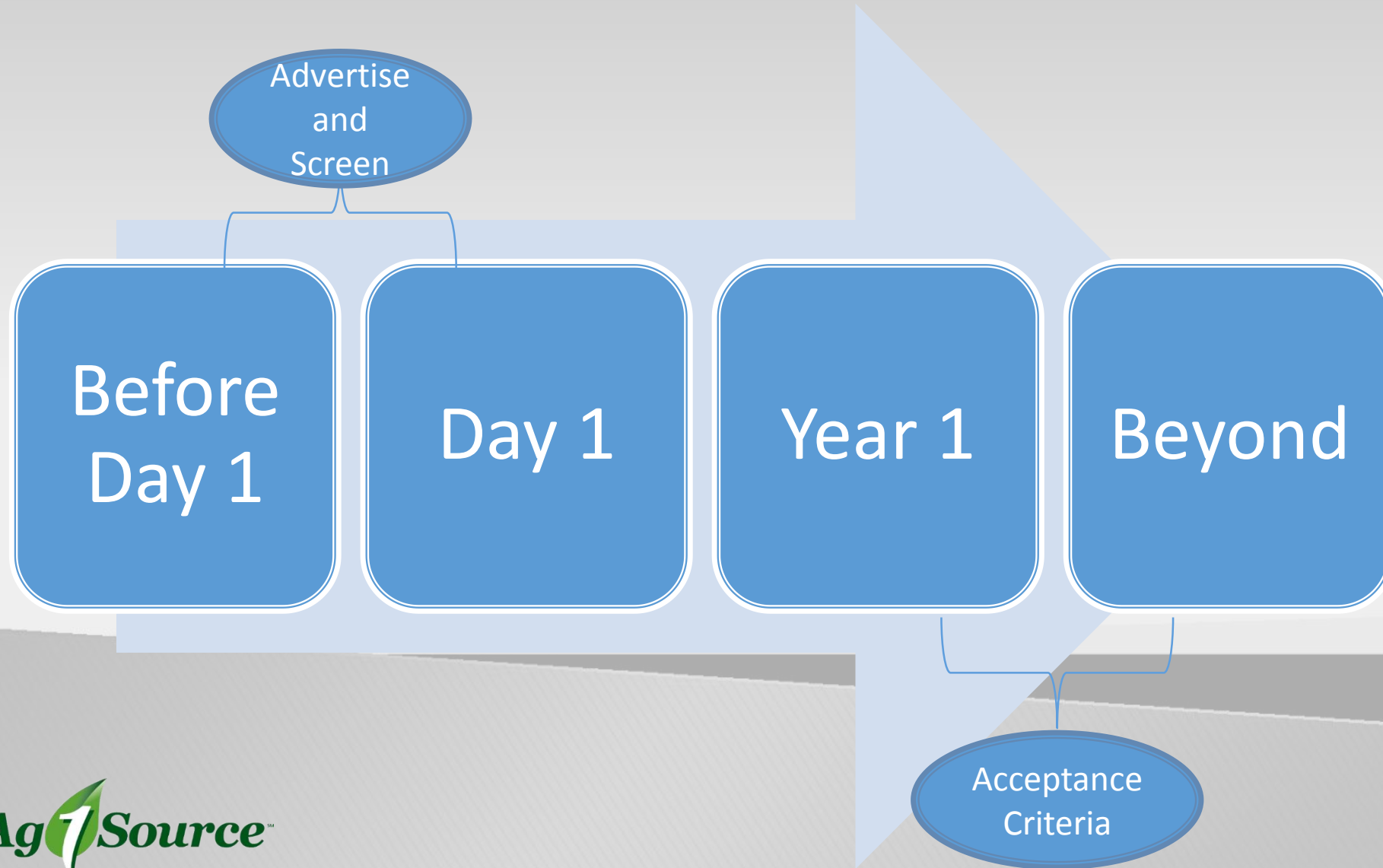
# TO HIRE TOP PERFORMERS, YOU NEED TO FIRST DEFINE TOP PERFORMANCE



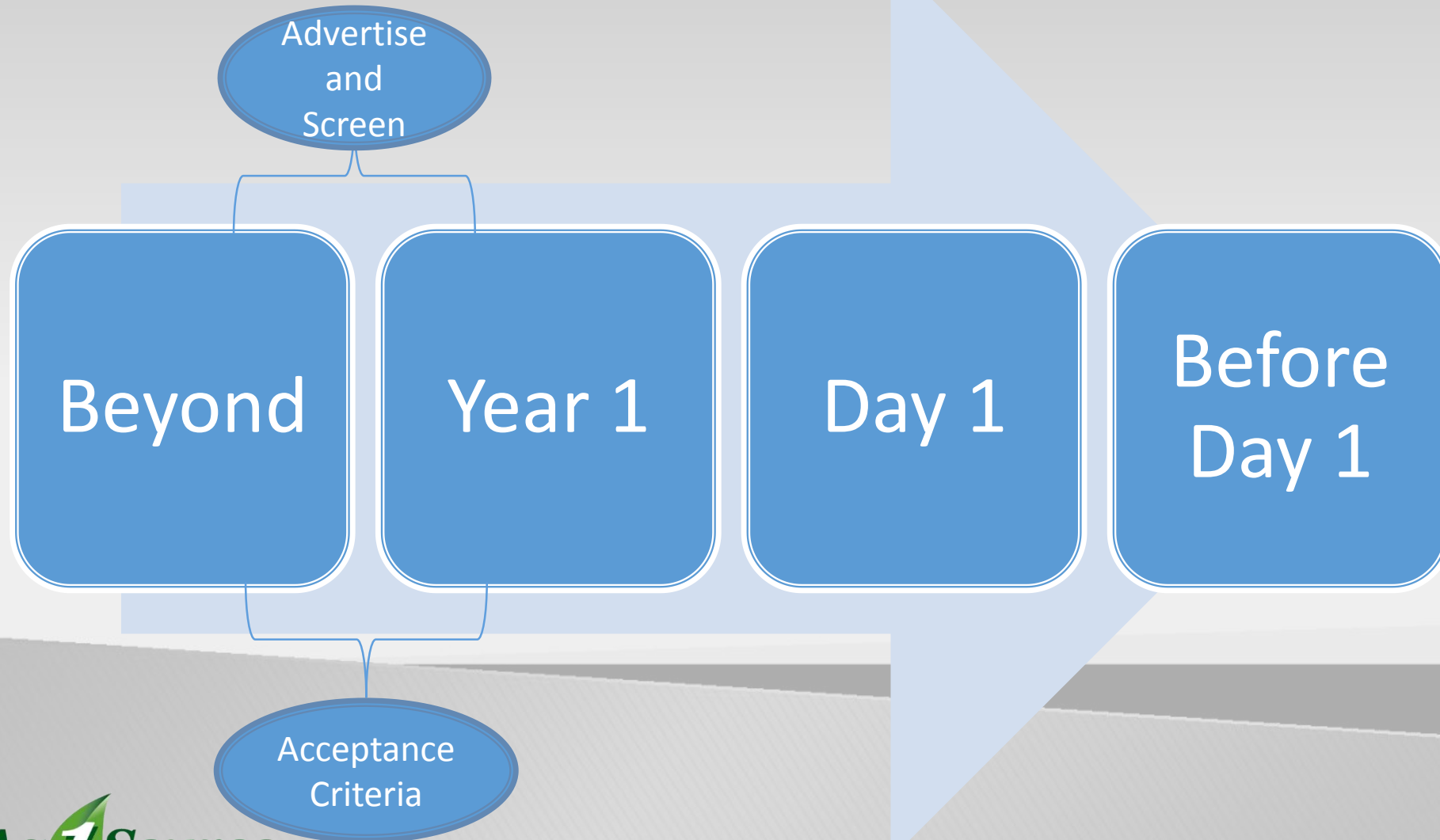
# INTERVIEWING: A HIRING PREVENTION PLAN?



# WE'RE DOING IT ALL WRONG

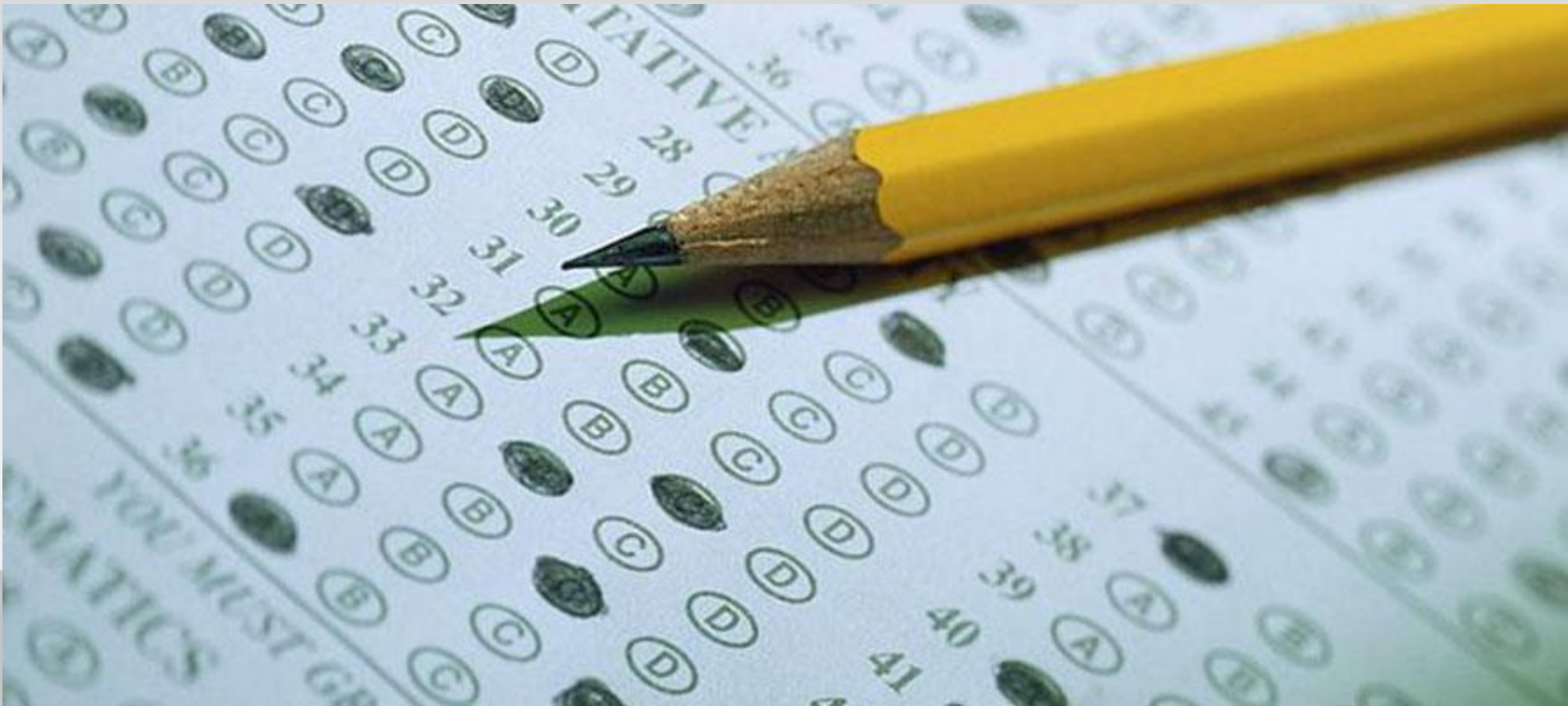


# REVERSE YOUR THOUGHT





# INTERVIEWS ARE MORE THAN ASSESSMENTS





# INTERVIEWS ARE ABOUT CAREER OPPORTUNITY



# ONCE THE OFFER IS ACCEPTED, THE REAL WORK BEGINS



# A NEW APPROACH TO EMPLOYEE RETENTION

# TODAY'S ENVIRONMENT IS MUCH DIFFERENT

- Long gone are the days of life-long employment
- Current Labor Statistics reports
  - Avg employee tenure is 4.7 years
  - Avg tenure of employees age 55-65 (largest segment) is 10.7 years
  - Tenure of employees 25-35 is under 3 years

# TURNOVER IS GOING TO HAPPEN

The most successful organizations will embrace it, manage it, and leverage it for gain



# CONSIDER THE FIRST DAY FOR AN EMPLOYEE

- Greeted with enthusiasm by your manager
- Welcomes you to the “family” and talks about your long and prosperous future
- They, in return, express their loyalty
- The employee then meets with the HR manager where they learn they are an at-will employee and can be fired at any time.....

# YET WE WONDER WHY THERE IS NO LOYALTY



# STOP IGNORING THE ELEPHANT

- Companies don't commit to employees
- Employees can't remain loyal to employers
- Managers caught in the middle with nobody committing to a long term relationship



# EMPLOYEE TURNOVER STARTS WITHIN 15 DAYS OF WORK



# THE SOLUTION

Embrace Turnover With A Win/Win Plan For  
Success



# EMPLOYEES ARE NO LONGER FAMILY, NOR SHOULD BE LOOKED AT AS FREE AGENTS

“Employees Are Allies On A Tour Of Duty”

Reid Hoffman Co-Founder and Chairman of LinkedIn, Author of “The Alliance”

# Consider Employment As An Alliance

- A mutually beneficial deal
- Explicit terms
- Between two Parties



# YOUR RELATIONSHIP IS BASED ON THE VALUE YOU ADD TO EACH OTHER

Employees invest in company success  
Company invests in employees' market value

# TOUR OF DUTY

A specific mission, with a realistic timeline

## 3 TYPES OF TOURS

- **Rotational** – Focused on advancing careers of new employees out of entry-level roles
- **Foundational** – strengthens ties with established employees by capitalizing on strengths and needs
- **Transformational** – Leverages talent of employee while providing them with an enhanced skillset upon completion

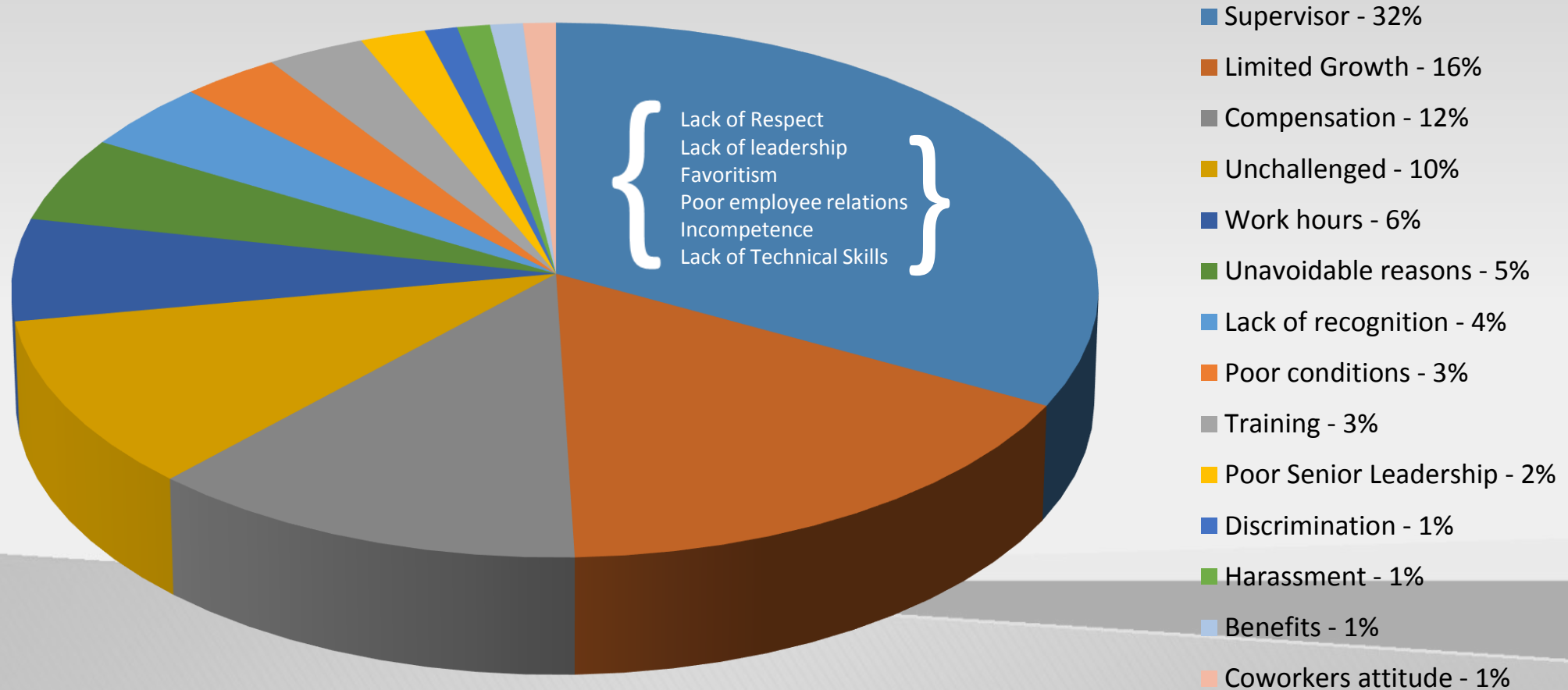


# TOURS OF DUTY

- Typically last 1-3 years
- Provide employee with a specific goal
  - add x new customers, launch x product line, etc.
- Promise specific career benefits in return
- Employee has the support to leave (or re-commit) upon completion
  - Can't be vague with "you'll gain valuable experience"
  - Specific resume building activities such as develop and implement a new program, manage a \$4M P&L, etc.

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# A WIN/WIN OPPORTUNITY

- Open and honest career conversations
- Positive experience enables another “Tour” (aka - reduce turnover)
- No surprises
- Alumni enforce an image of Destination Employer

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