

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



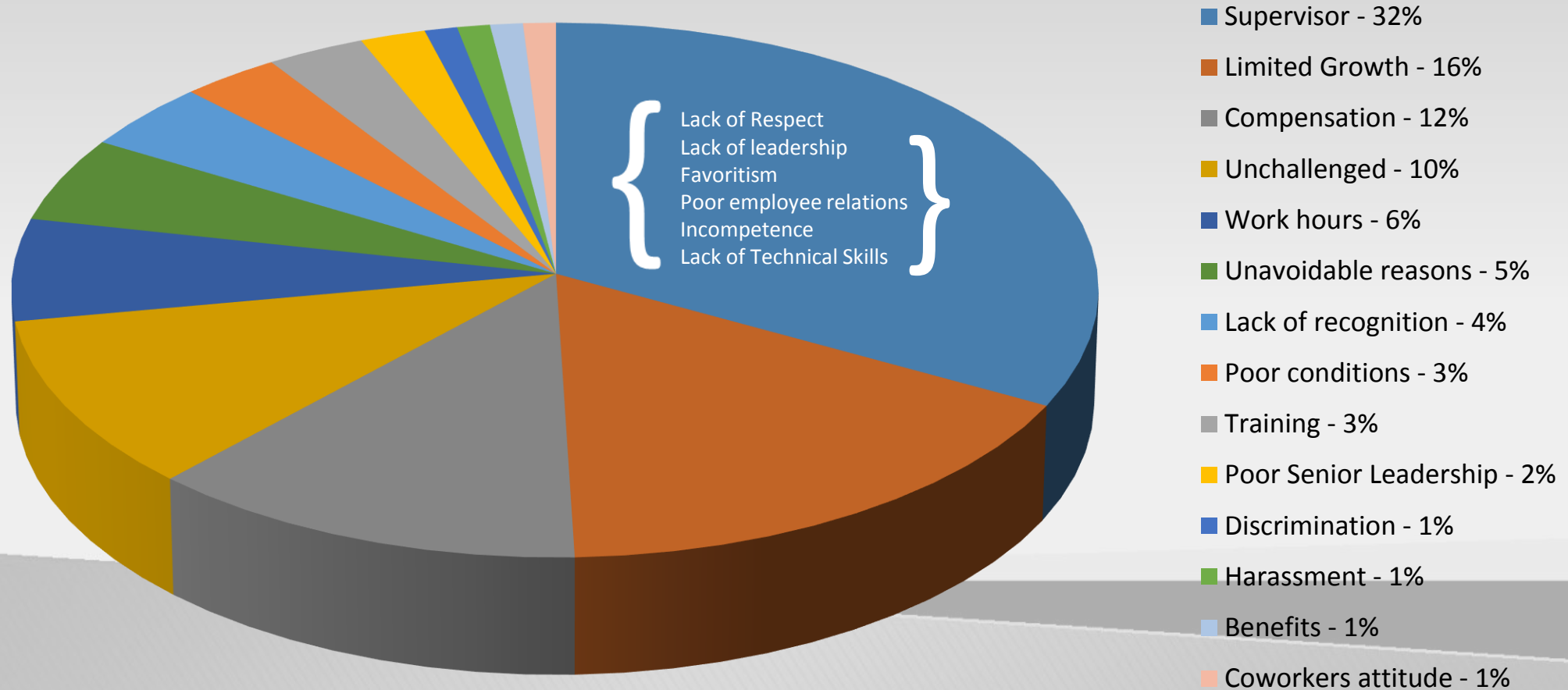
EMPLOYEE TURNOVER

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

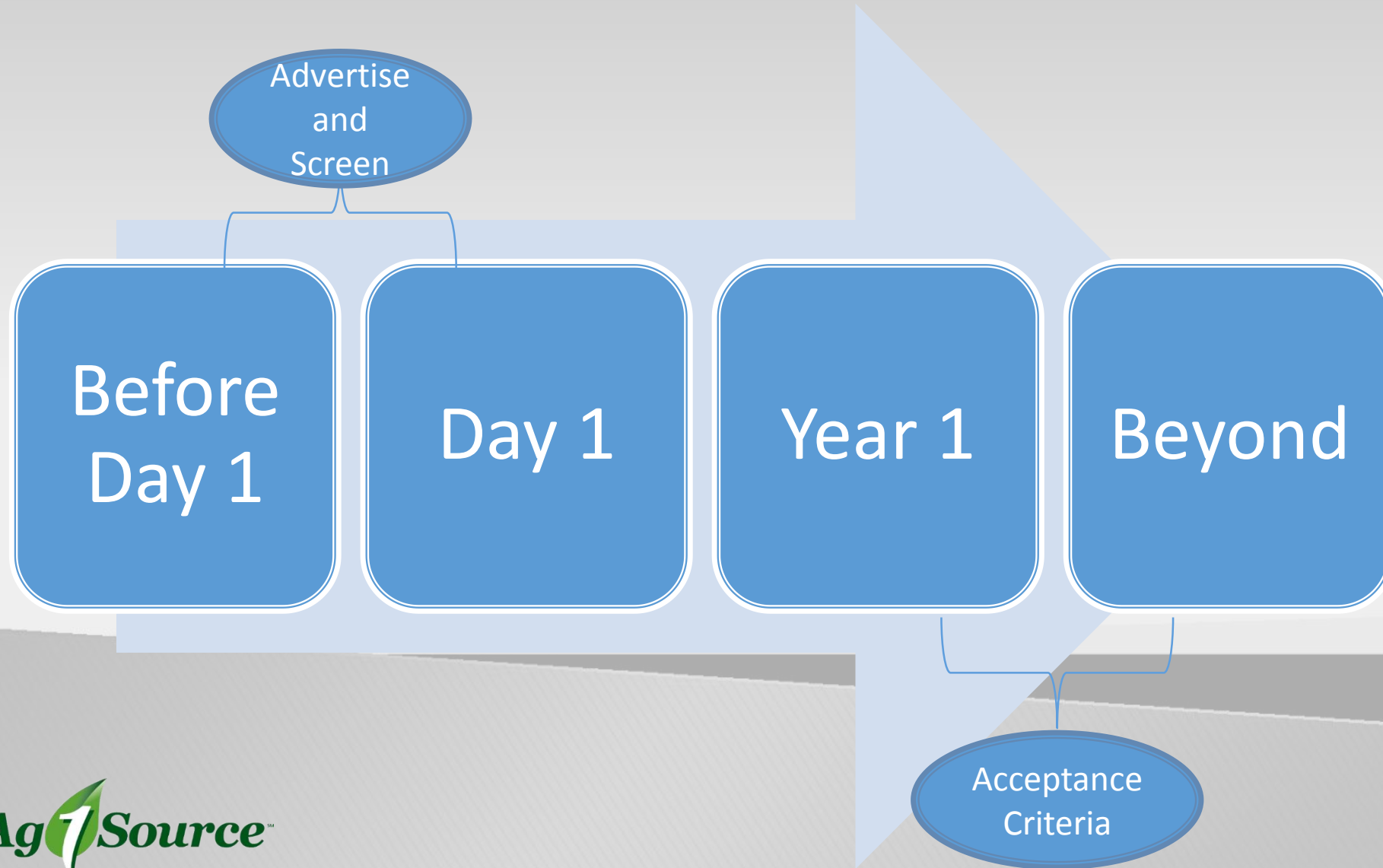
TO HIRE TOP PERFORMERS, YOU NEED TO FIRST DEFINE TOP PERFORMANCE



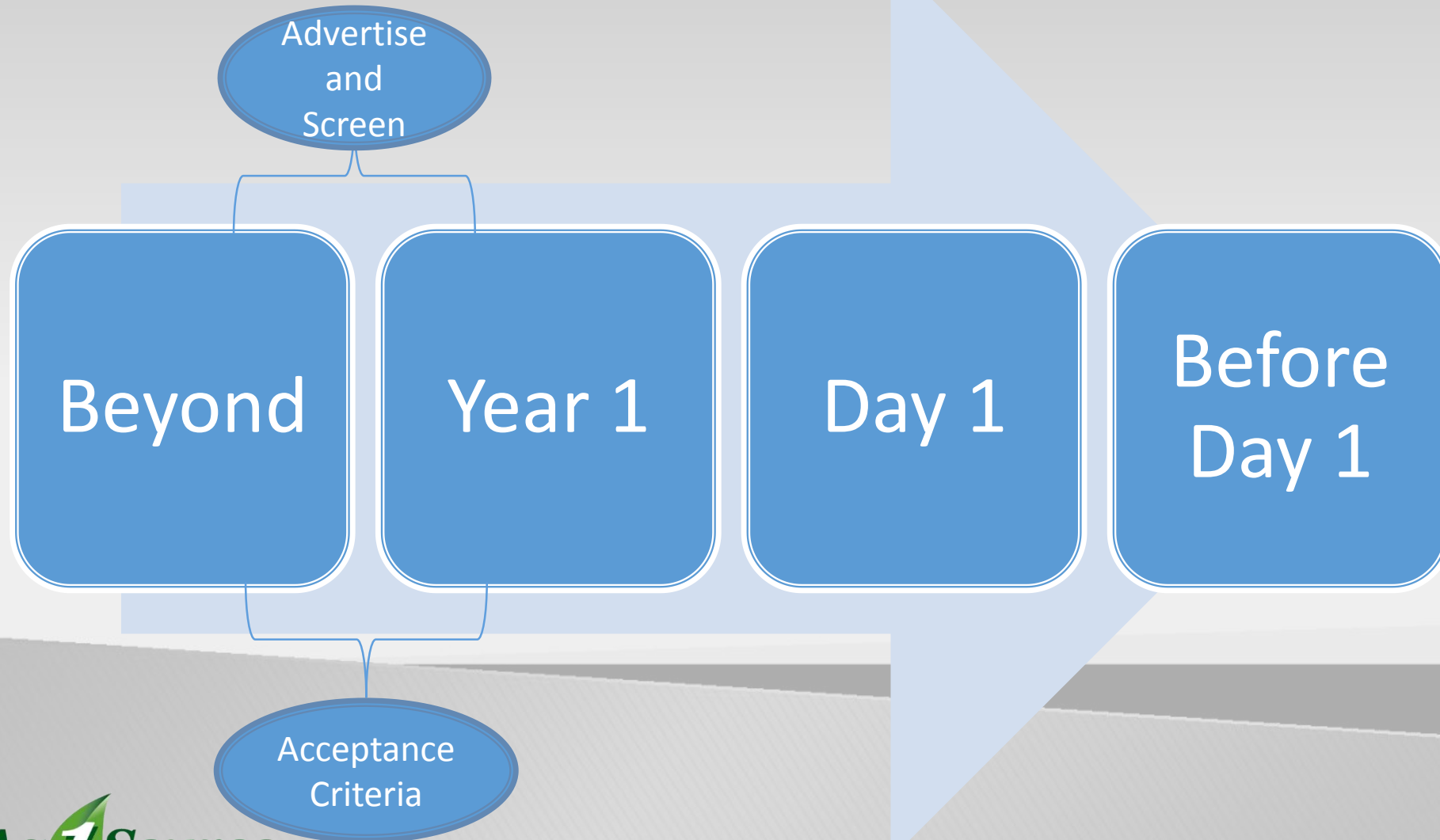
INTERVIEWING: A HIRING PREVENTION PLAN?



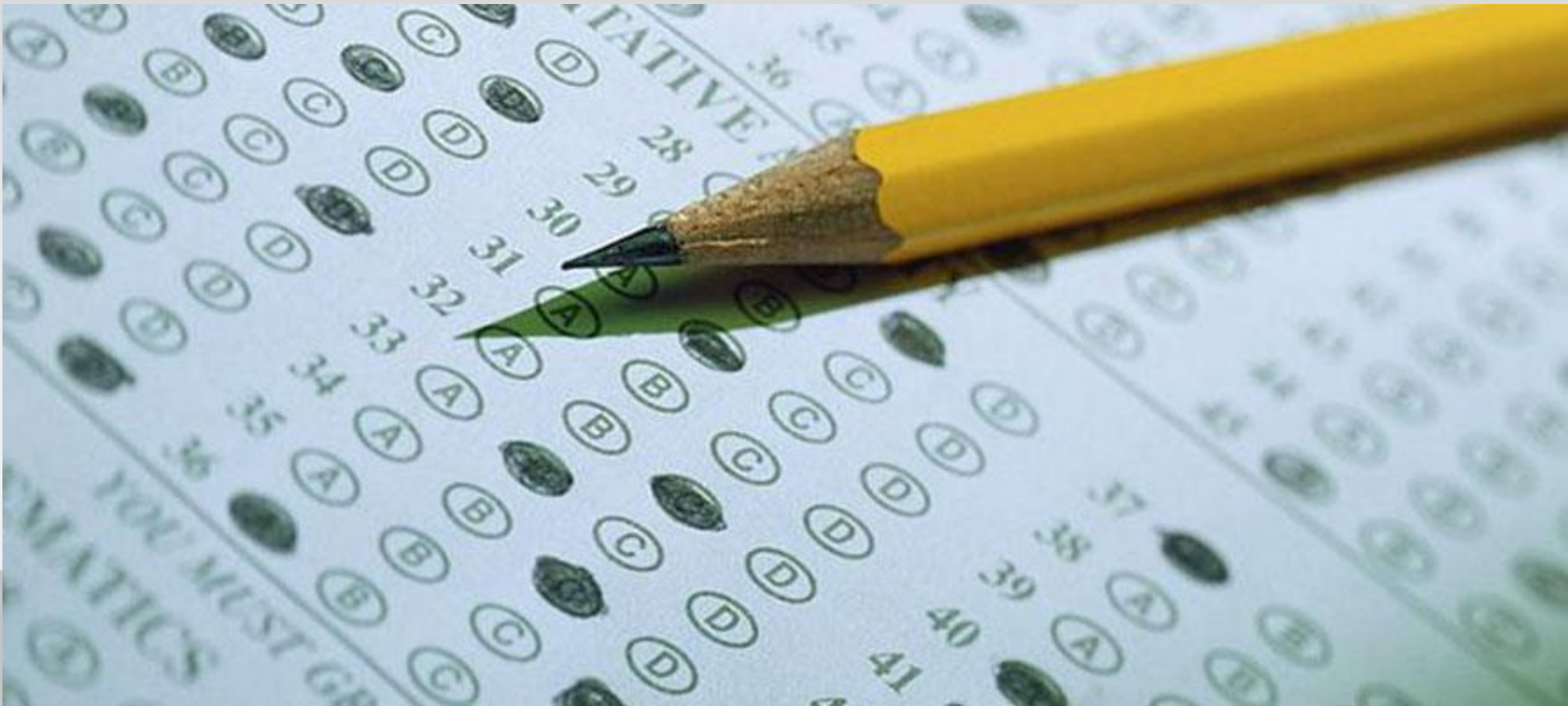
WE'RE DOING IT ALL WRONG



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

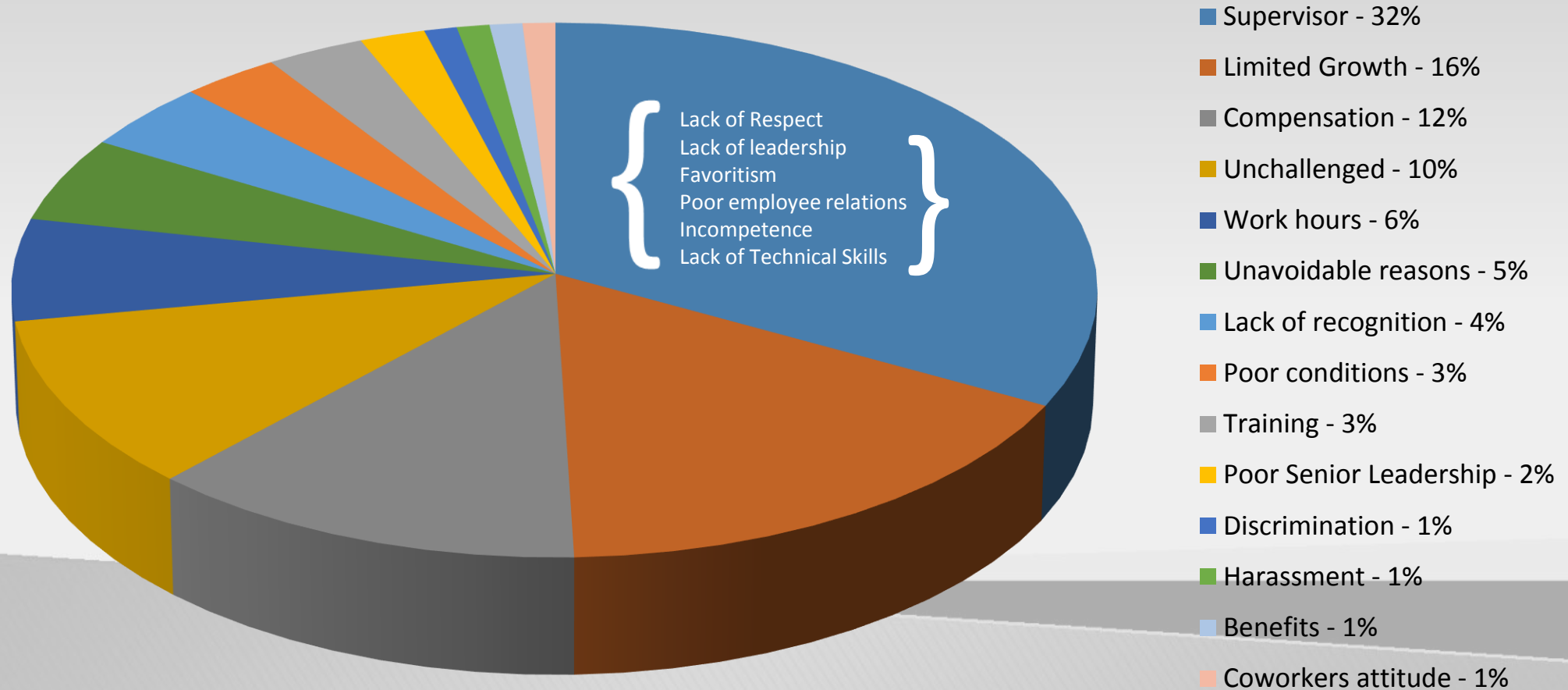
- **Rotational** – Focused on advancing careers of new employees out of entry-level roles
- **Foundational** – strengthens ties with established employees by capitalizing on strengths and needs
- **Transformational** – Leverages talent of employee while providing them with an enhanced skillset upon completion

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.

TAKE YOUR CUES FROM WHY EMPLOYEES LEAVE

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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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