



# How To Hire & Keep the Best! Top Strategies to Win the Talent Wars



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## Introduction

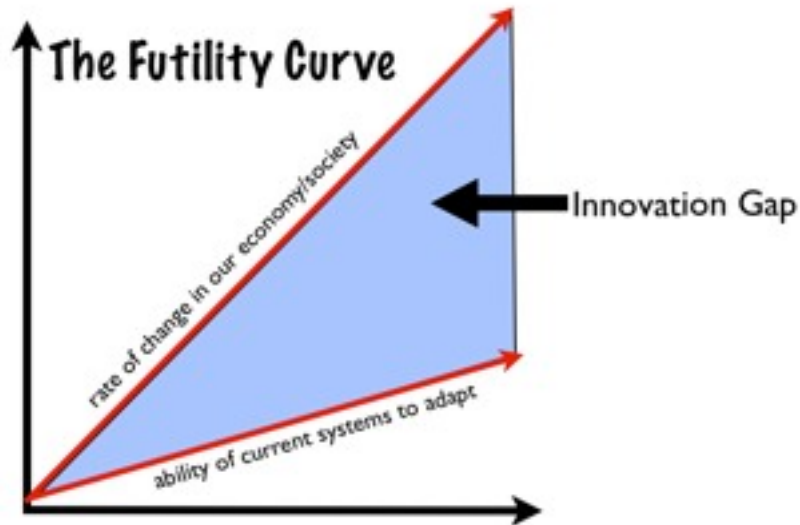
I know you feel it. It's getting harder and harder to find the talent you need to succeed in your business. And if you're in the skilled trades, engineering, or I.T. sectors, you feel an acute sense of worry about the future. It seems odd doesn't it with millions of people out of work complaining there are simply no jobs available, that there's such a massive disconnect between potential future employees and the companies who so desperately need them? Why is recruiting so problematic today? How can 2 groups of people (employers and potential employees) be so close...yet so far apart? How can my company hire the best people in the market...*and retain them* over the long term so the business will thrive?

The answers to these questions may appear at first to be new technologies, social media, or outsourcing to recruiters or agencies. I warn you - do not be distracted by shiny objects and rabbit holes that avoid the root causes of recruiting woes. The facts are that:

- The rate of change in our economy is staggering and continues to accelerate well beyond the rate of systems to adapt to new realities.
- Recruiting strategies and execution are typically driven by leaders who are distinctly removed from the realities of the young people they wish to bring into their organization.
- Leadership, values, and purpose or "inner work life" are far more important to future employees than money, benefits, and a nice office.
- Most companies use the same "submit your credentials and we'll cull a top candidate list" system used for the last 100 years.
- Most companies still hire in an "oh crap" reactive mode leading to panic hires, turnover, and internal culture damage.

***It is the Purpose, not simply the leader, that attracts, retains, and motivates the best staff. Leaders are effective to the extent that they express effective Purpose.***

- Mikos Mourkogiannis<sup>1</sup>



The Futility Curve represents the realities of our economy. Since the innovation gap continues to widen, problems cannot be solved by merely adapting current thinking, systems, and methodology.



Notice the distinct lack of social media registering in this survey. It's wrapped into "other." Attributing hires to social media, i.e. measurement, is very challenging currently.

## 5 Key Strategies

To win the talent wars and hire and keep the best people, we must toss everything we think we know about recruiting into the can. We need to step back and examine our beliefs and consider these 5 key strategies that can revolutionize how we attract and retain our most precious assets - our people.

- **Recruit continuously and foster a talent community.** So much of what's wrong with recruiting stems from a belief that hiring is something one does only when a need arises (for growth or replacement.) The sooner your company proactively develops an engaged talent community<sup>2</sup> the sooner it will find an abundance of talent ready to come on board. Jennifer Prosek of CJP Communications interviews one person every single day to build her "Army of Entrepreneurs."<sup>3</sup> *Listen to an interview I conducted a 15 minute interview with Jenn last year where she shares her strategies and beliefs.*<sup>4</sup>
- **Get clear on today's job seeker behavior and how they feel about the experience.** Ask 5 people you know about their last experience as a job seeker. How many resumes did they submit into the black hole? How many times did they have to fill out the same information in an applicant tracking system only to get a form rejection letter 3 months later. How many of those same people who got a job, got it through a referral or other networking? As reported in the 2011 CareerXroads Source of Hire Study<sup>5</sup>, the number one source of hire was Referrals (27.5%). Company websites were the 3rd most used source (18.8%). Does your company make referral hiring a key strategic initiative or are you posting jobs on a cork board with a sign, "Tell a Friend?" Does your "careers" page represent your company well or is it just an afterthought with an "email your resume" link? Where do you look first for just about everything today? You said Google right? If your jobs can be found on Google and get listed in the major job search engines free, why are you paying job boards to deliver hundreds of unqualified resumes?
- **Use video and blogging and social tools because you must.** I often open my recruiting talks with the question, "How many of you are ONLY hiring individuals over the age of 55?" After the chuckles, it becomes obvious that it's no longer good enough for you to decide where people will interact with you. It's up to you to BE where they ARE and interact with them in THEIR communities. Today, many of those happen to be online. Do you think it's reasonable for a 26 year old to assume there's something wrong with your company because you don't have a YouTube channel? I do. Eight years of video content is uploaded to YouTube every day. Three billion videos views are recorded daily on YouTube. YouTube's demographic range is 18-54.<sup>6</sup> You must begin sharing your company and what it's about in

this medium. The tools are mostly free today. The time investment is minimal. What are you waiting for?

- **Get hyper-clear on the future of work and the culture of permanent temporaries.** Workforce.com predicts that over 50% of the workforce will be temporary by 2020.<sup>7</sup> Why shouldn't it? People have figured out that having 20 bosses vs. 1 is far more secure. As benefits continue to rise by 15%-40% per year and more responsibility for premiums being pushed to employees, the once sacred, "Yeah but I have great healthcare for next to nothing" bonus is all but gone. Many people feel that, "If I'm going to work this hard, it's not going to be for you employer. I choose ME!" Seth Godin recently said, "If you're the average person out there doing average work, there's going to be someone else out there doing the exact same thing as you, but cheaper. Now that the industrial economy is over, you should forget about doing things just because it's assigned to you, or "never mind the race to the top, you'll be racing to the bottom."<sup>8</sup> The lack of trust workers have for their employers has been earned. Are you going to hire or rent amazing talent? Does the idea of people working remotely freak you out?
- **Create a WHY recruiting culture.** You must embrace your company's true purpose...its WHY. Show off WHY you're in business, what you care about, and why you do what you do every day. Companies with a WHY inspire and I've seen data suggesting that people are willing to accept 20% less salary to work at a company with a strong WHY. This item will be the most challenging of all. If you are the leader of your company, are you focused on the what and the how of your business? It's easy to lose track of your purpose. If you're not the leader of your organization, I suggest acting like you are when it comes to recruiting. Start using language that real people use to passionately describe WHY you do what you do...and leave the HOW's and WHAT's for later. Read Start with WHY by Simon Sinek.<sup>9</sup> At the very least it will be Work Life changing. This concept especially resonates with Millennials and Gen Y workers. Do you have higher ups in your company that say, "All kids today are slackers?" If yes, you have your work cut out for you here. Most studies show that about 20% of parents and their children consider themselves adults between the ages of 18-25.<sup>10</sup> That means that 80% don't! While this changes the recruiting dynamic of young professionals, it does not mean that these people are slackers.

***"Problems cannot be solved by the same level of thinking that created them."***

- Albert Einstein

## Additional Resources

Talent Community and Job Distribution Software

1. <http://www.meshhire.com/talent-community.html>
2. [www.jobs2web.com](http://www.jobs2web.com)
3. [www.jobvite.com](http://www.jobvite.com)
4. [www.selectminds.com](http://www.selectminds.com)
5. <http://www.talentcircles.com/>
6. [www.openhire.com](http://www.openhire.com)
7. <http://us.jobs/national-labor-exchange.asp>
8. [www.icims.com](http://www.icims.com)

Additional Articles on Hiring and Recruiting

1. [http://www.cbsnews.com/8301-505183\\_162-57362649-10391735/how-to-hire-like-warren-buffett](http://www.cbsnews.com/8301-505183_162-57362649-10391735/how-to-hire-like-warren-buffett)
2. <http://www.tlnt.com/2012/01/23/managing-talent-why-you-should-treat-it-like-a-marketing-portfolio>
3. <http://www.businessinsider.com/13-ways-the-recession-has-changed-how-millennials-view-work-2012-1?op=1>
4. <http://blog.openviewpartners.com/why-personal-branding-is-important-for-all-employees>
- 5.

## Sources - Reference

- <sup>1</sup> Purpose - The Starting Point of Great Companies - Mikos Mourkogiannis, 2006 -  
[http://www.amazon.com/Purpose-Starting-Point-Great-Companies/dp/0230605303/ref=sr\\_1\\_3?ie=UTF8&qid=1327927353&sr=8-3](http://www.amazon.com/Purpose-Starting-Point-Great-Companies/dp/0230605303/ref=sr_1_3?ie=UTF8&qid=1327927353&sr=8-3)
- <sup>2</sup> [http://en.wikipedia.org/wiki/Talent\\_community](http://en.wikipedia.org/wiki/Talent_community)
- <sup>3</sup> Army of Entrepreneurs - Jennifer Prosek -  
<http://www.amazon.com/Army-Entrepreneurs-Empowered-Workforce-Exceptional/dp/081441673X>
- <sup>4</sup> <http://blog.birddogjobs.com/tag/army-of-entrepreneurs/>
- <sup>5</sup> <http://www.ere.net/2011/03/17/referrals-lead-social-media-thrives-job-boards-survive-as-hiring-source/>
- <sup>6</sup> [http://www.youtube.com/t/press\\_statistics](http://www.youtube.com/t/press_statistics)
- <sup>7</sup> <http://www.workforce.com/article/20111220/NEWS01/111229999/majority-of-workers-to-be-independent-by-2020>
- <sup>8</sup> <http://www.businessinsider.com/if-youre-an-average-worker-in-this-forever-recession-youre-going-straight-to-the-bottom-2012-1>
- <sup>9</sup> Start With WHY - Simon Sinek -  
[http://www.amazon.com/Start-Why-Leaders-Inspire-Everyone/dp/1591846447/ref=sr\\_1\\_1?ie=UTF8&qid=1327931873&sr=8-1](http://www.amazon.com/Start-Why-Leaders-Inspire-Everyone/dp/1591846447/ref=sr_1_1?ie=UTF8&qid=1327931873&sr=8-1)
- <sup>10</sup> [http://www.usatoday.com/news/health/2007-12-12-emerging-adults\\_N.htm](http://www.usatoday.com/news/health/2007-12-12-emerging-adults_N.htm)