

7 WAYS TO ATTRACT, ENGAGE, AND INSPIRE TALENT

JOCELYN LINCOLN



CONTENTS

- 04 Workers want a relevant career they can own, not a job that owns them
- 06 Dissect motivation
- 08 Get rid of the yardstick
- 11 Differentiate between jobs and careers
- 13 Align around growth
- 15 Invite employee knowledge
- 17 Treat employees like customers
- 19 Make a community

THE NEW BREED OF ASPIRATIONAL AND DYNAMIC EMPLOYEES



LESS THAN ONE-THIRD of employees believe their career will benefit from remaining with their current employer

MORE THAN HALF of today's employees think that changing companies will help them develop new skills and grow their careers.

MORE THAN TWO-THIRDS of today's employees believe having multiple employers during the course of a career is an asset.

WORKERS WANT A RELEVANT CAREER THEY CAN OWN, NOT A JOB THAT OWNS THEM

As one of the modern era's most disastrous economies for employment wobbles back into growth, you would have thought the global workforce would be content with finding itself facing a 1950s-esque situation: long-term employment with predictable benefits and a retirement plan. Instead, people are defining their careers in terms of personal mobility and changing what it means to be professionally secure.



JOCELYN LINCOLN

The results of the *Kelly Global Workforce Index* show that all over the world, people are incorporating new factors and metrics into their definitions of what makes for a successful career and an acceptable workplace. Chief among them is the motive to change jobs when skills and professional development are at stake.

Mercurial? Volatile? No. People are not abandoning practicality, they are broadening its meaning. People don't seem to fear unemployment as much as they dread professional stagnation.

Confident? Prepared? Yes. All workers live in a small world. Knowledge workers especially are connected through information channels full of news about inventive products, process innovations and corporate communities that are emerging despite uncertain national infrastructures and political dissonance. Kelly asked workers about their aspirations and priorities, and they answered – overwhelmingly – that they are open to opportunities for deepening their skills and showcasing their abilities, not just increasing their paychecks. Knowledge workers in particular have the latitude to look not just for a livelihood but for fulfillment and meaning.

It's obvious that as the economy comes back to life, companies will compete for talent who have the latitude to find the next right position for them. Companies also have to create work environments that inspire and challenge workers enough to entice them to stay. This kind of workplace is a level beyond a tight company culture that sets its own best performance practices and preferred methods of production and service. The workplace is already a connected community that includes past and future employees. Companies have to be relevant to workers even when they no longer employ them.

Relevance involves more than creating better compensation models and communicating through contemporary social channels. As with the needs and values of customers, companies must be, not just appear to be, conversant in workers' ambitions and desires for personal growth.

Companies will have to determine how to be entities that cultivate employee knowledge as well as claim ownership of it. This particular quality is valued across employee generations and experience levels. It's clear to Kelly that when a company achieves relevance, it gains an advantage over others.

Competitive advantage is one compelling reason to go deeper with employees. Another reason to concentrate on relevance to current and future employees is growth.

Bain Capital reported in June 2012 that over a seven-year period, "companies with highly engaged workers grew revenues two-and-a-half times as much as those with low engagement levels." According to Ray Wang of Constellation Research, however, high engagement requires energy, focus and a strategic level of attention to values, communication and timing.

The relevant employer applies the company's experience in staying close to customers and influences – in differentiating itself from others – and in leading its employees to define and chase their own possibilities. If the company is successful, it stands to benefit as much as the worker.

DISSECT MOTIVATION

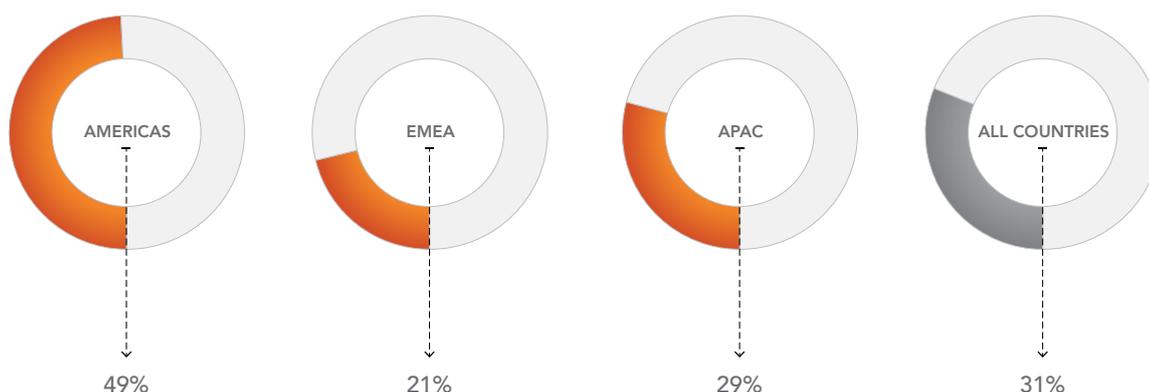
With only one-third of today's workers finding a career-for-life relevant, there are three things companies must do to keep current employees engaged. (This is, by the way, the best way to attract the new employees you want, too. Word gets around.)

Understand the aspects of your company's direction that motivate your employees. Edward Lawler, a business professor at the University of Southern California, asserts that job satisfaction is not a performance metric. That's why many of the people who stay with a company for decades are not necessarily the company's top performers – or the workers that executives want to keep. Company leaders must comprehend what keeps their high performers engaged. Companies that achieve high rates of retention of valued employees usually do three things; they know what these employees want next, not just what has satisfied them in the past; determine where employee goals connect with the company's objectives; and communicate these opportunities to employees.

Help your employees understand their own priorities. Leadership development experts Ken Blanchard and Scott Blanchard used research by the University of Rochester's Edward Deci and Richard Ryan to conclude that employees who are autonomous, feel related to their companies and products, and achieve competence, tend to stay with their companies. The thing is, these feelings can

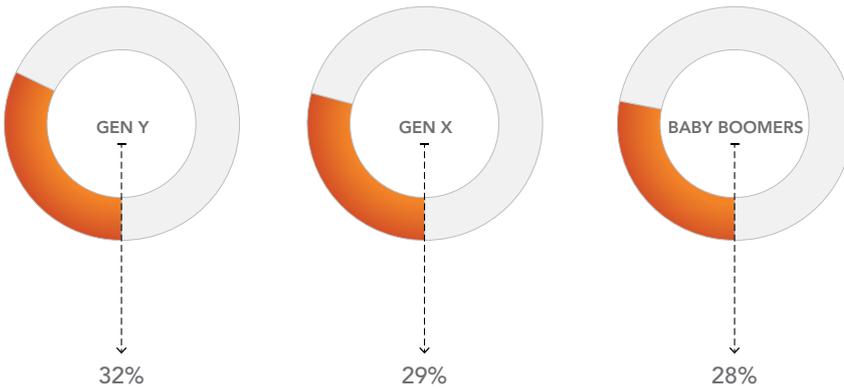
RELEVANCE OF A CAREER-FOR-LIFE (BY REGION)

To what extent do you agree or disagree that a "career-for-life" with one employer is relevant? (% agree)



RELEVANCE OF A CAREER-FOR-LIFE (BY GENERATION)

To what extent do you agree or disagree that a “career-for-life” with one employer is relevant? (% agree)



only be nurtured, not programmed or legislated, and every employee will tune his or her priorities to an internal drummer. You have to make tools available for personal development without controlling the outcome.

Change the factors that impede your employees' ability to make improvements in your products and services. The driving force behind an employee's desire to “go freelance” is the employee's realization that he or she knows a better way to do something and cannot do it in the current situation. And neither work tools nor location is a factor in this employee's performance capacity. Personal ownership of technology – whether it's a laptop, tablet or smartphone or the software that powers them – has loosened the knowledge worker's tether to a specific workplace. Daily commuting can be a waste of time in any established team. Technology and workplace are just two universal areas for improvement. Most organizations probably have many ingrained workplace habits they can change to enhance workers' contributions without affecting the positive aspects of their company culture. Consider this an opportunity to check whether your processes are in place just because “this is the way we've always done it.”

GET RID OF THE YARDSTICK

The best thing a company can do to drive organization excellence and performance is to help employees measure themselves.

From identifying challenges and opportunities, to defining metrics, to reporting results, employees should be in on the process of articulating what signifies excellence and failure. As Christensen alludes, merely alerting employees to the fact that they're being measured does not inspire them.

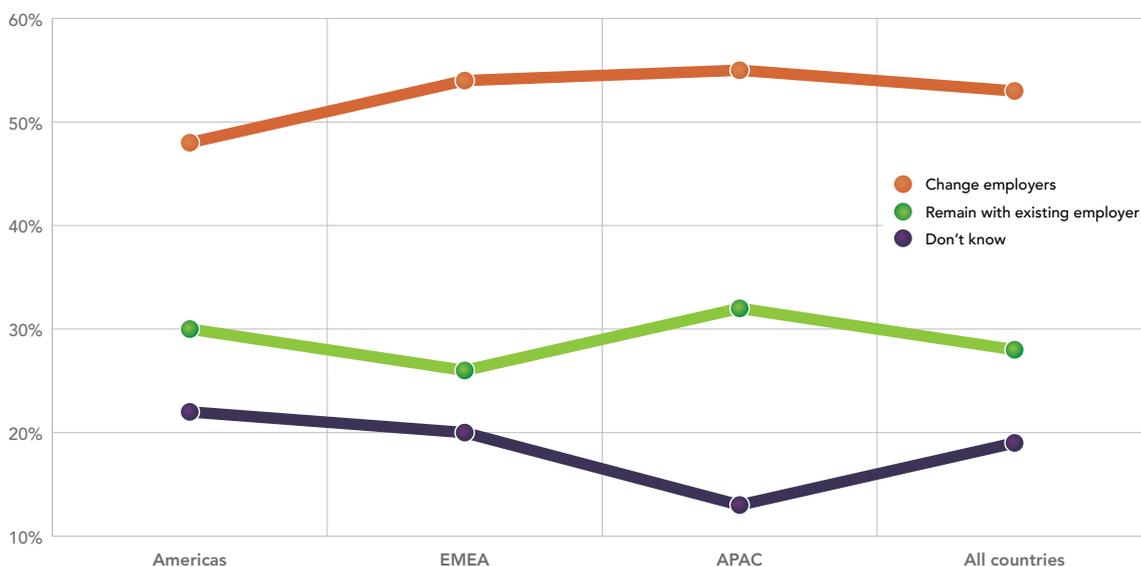
For the high performers, the measures are often unnecessary. For the employees who consider a position a job and not a step on the career ladder, metrics are a necessary evil. The people you want to keep in the organization are already highly engaged in their own development and careers; companies just need to shift their mindsets and enable their top performing employees to measure and evaluate their performance and find new moments to excel.

In organizations, once you articulate how success will be measured, everybody tries to game the system so that they are measured in the best possible way. If you judge schools based on test scores, every school will start teaching to the test. The whole organization optimizes on a yardstick, very often to the long-term detriment of that organization.

CLAYTON CHRISTENSEN, PROFESSOR,
HARVARD BUSINESS SCHOOL

IMPORTANCE OF SWITCHING EMPLOYERS

In terms of career growth and skill development, is it more important to you to remain with your existing employer or change employers?

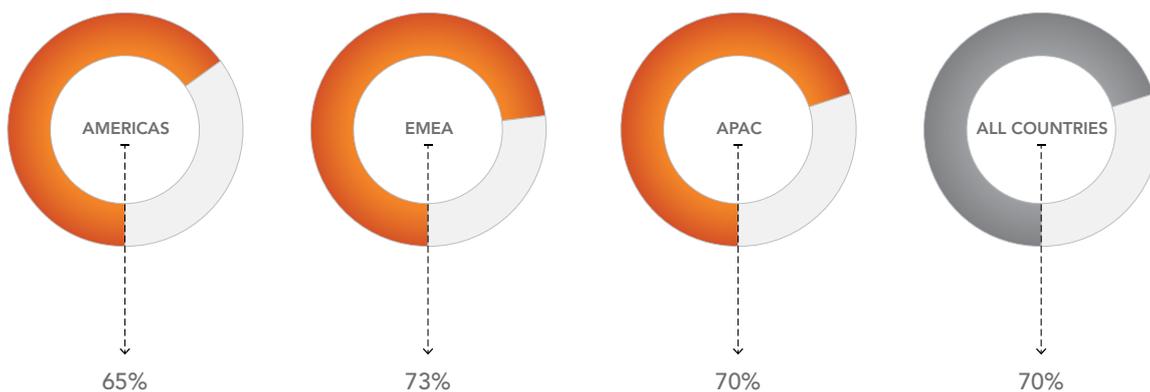


GET RID OF THE YARDSTICK

- 1 Invite employees to set their own priorities for advancement, and recognize that these priorities are often “company agnostic” – the employee lives these priorities regardless of where they work.
- 2 Offer support in defining and managing performance as a gateway to advancement and leadership with the company.
- 3 Recognize that you cannot control people, but you can control the tools you give them and your approach to inspiring and communing with them.
- 4 Honor and spotlight high performers and be clear about what got them there – their skills as well as the opportunities afforded them by the company.
- 5 Reward employees who help others succeed and who identify ways for the organization’s processes to improve; high performers want to do both, and they will evaluate current and potential employers along those lines [if you’re better at it, they might be more inclined to stay].

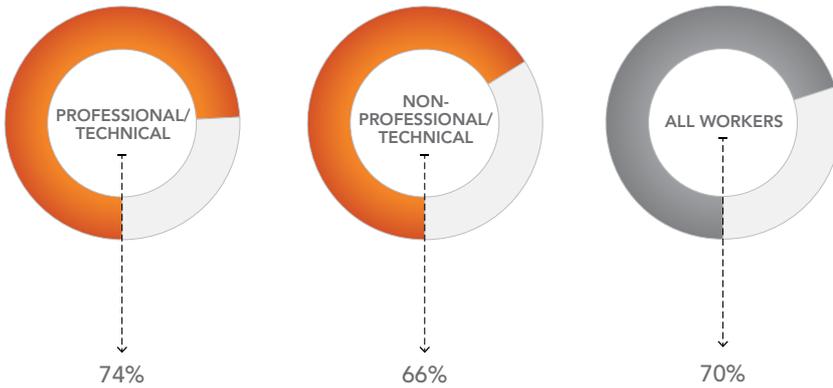
BENEFITS OF MULTIPLE EMPLOYERS (BY REGION)

Do you consider work experience with multiple employers to be an asset or a limitation relative to your career growth/advancement? (% asset)



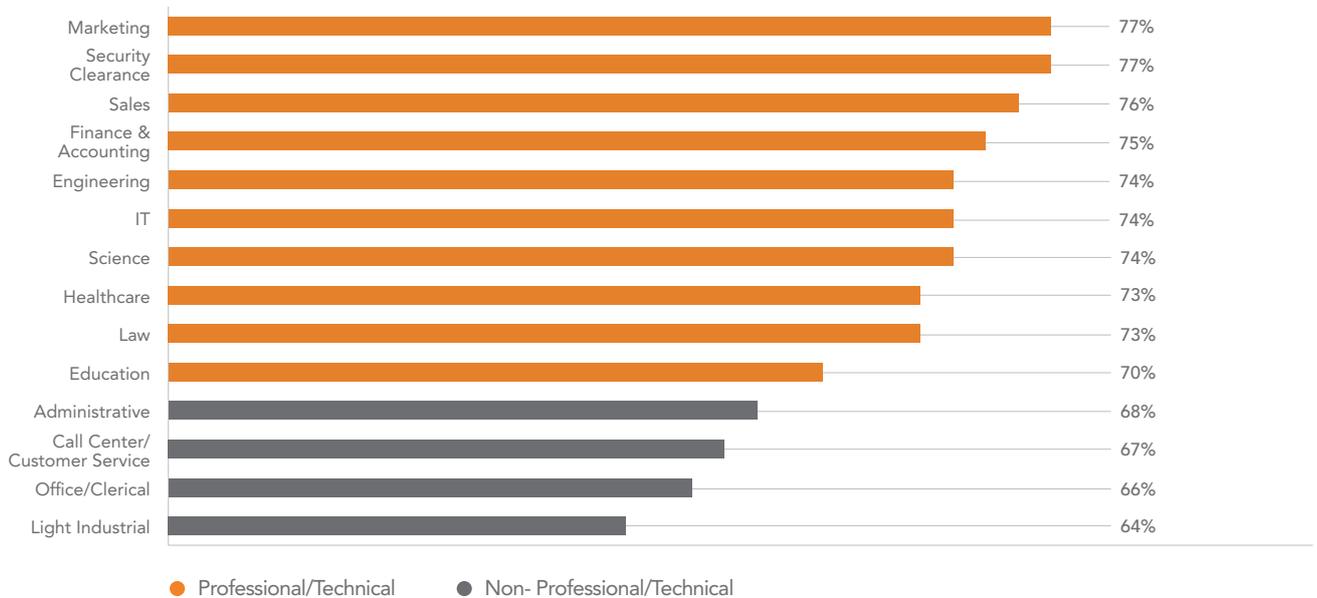
BENEFITS OF MULTIPLE EMPLOYERS (BY SKILL SET)

Do you consider work experience with multiple employers to be an asset or a limitation relative to your career growth/advancement? (% asset)



BENEFITS OF MULTIPLE EMPLOYERS (BY SKILL SET—DETAIL)

Do you consider work experience with multiple employers to be an asset or a limitation relative to your career growth/advancement? (% asset)



DIFFERENTIATE BETWEEN JOBS AND CAREERS

It used to be that a job was a career.

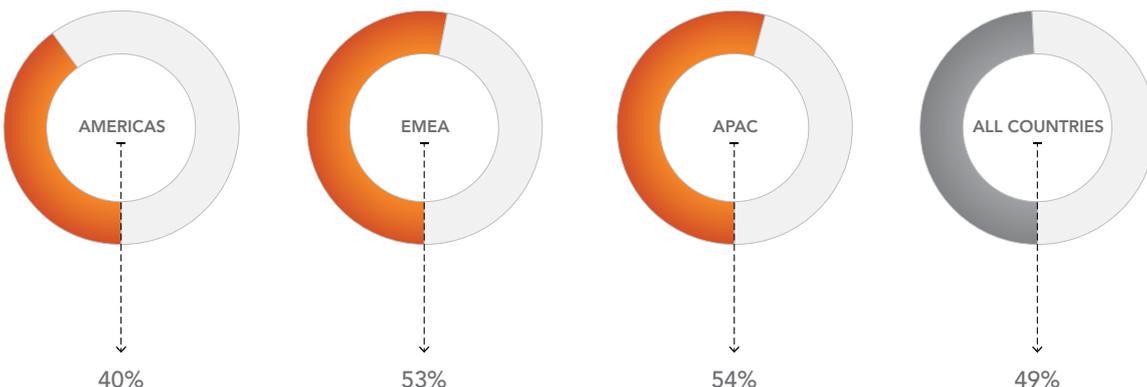
This has changed. More workers now define their careers as a series of jobs that build upon each other, generating the skills and experience they need to grow and to prosper on their terms. The result is a broader definition of employment. And remaining on the hunt for the next intriguing position.

For knowledge workers in particular, employment can swing between freelance gigs for multiple employers and one position for one employer, accommodating changes in personal lives instead of the other way around. Professional flexibility is emerging as a primary value among workers who take responsibility for their careers and rely upon their companies' human resources departments more for administration and less for guidance.

In the job v. career conversation, there is a role for the employer willing to shift from a position of control to one of influence. Just as companies are now looking at the implications and opportunities of the big data they own, company leaders can teach employees to do the same with themselves.

PERPETUAL JOB SEARCH (BY REGION)

Do you actively look for better job opportunities or evaluate the external job market even when you are happy in a job? (% yes)



DIFFERENTIATE BETWEEN JOBS AND CAREERS

A person's career is built with data from each of his or her work experiences. Workers intent on enjoying rich, abundant careers should learn, early on, that their accomplishments, their failures, the things that satisfy them, the things that bore them, and the qualities they admire in people and corporate cultures all populate their personal databases. When you use the data you own, you are equipped to pivot from one stage, or one job, to the next. The employers who influence this process can often retain employees who objectively use their personal data. Chances are, the employers are running their companies in the same way.

While personal priorities and even dreams now reside in these personal databases, it's important to teach employees to look at them in terms of specific, defined skills. Eric Sinoway, business executive and author, calls the inability or unwillingness to calculate personal ability "cheating at solitaire". It is the all-too-human tendency to misalign our capabilities and our desires, hotly pursuing a position when we really don't have the skills, then getting that position, only to implode. En masse, unchecked cheating at solitaire can even derail those company employees who truly excel in their positions. It wastes their time, not just their talent, and it can push them out the door.

- 1 Support employees trying to clarify their career priorities.
- 2 Look for job candidates within employee ranks.
- 3 Teach employees to look at their careers as a set of assets and to review the nature and value of those assets objectively.

ALIGN AROUND GROWTH

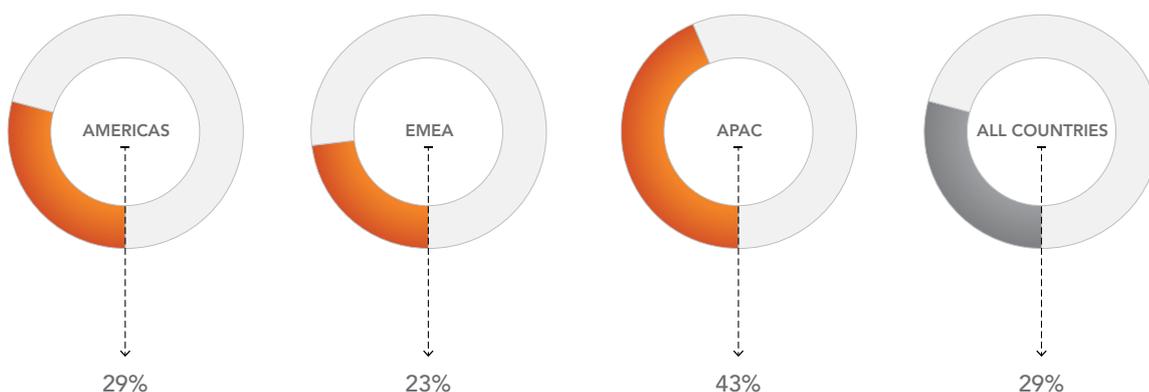
For enterprise growth to occur from quarter to quarter and year to year it must be a vivid and specific objective. This is a given, but many companies also have a real opportunity to use growth goals and strategies as a rallying point to attract and retain talent.

Far too often, growth plans remain a topic of discussion in executive offices and in media exchanges; growth plans may not reach employees' ears beyond the occasional communication of a percentage target. In a world that increasingly competes on knowledge, not just production capacity or even brawn, employee energy, focus and delivery all become key factors in a company's ability to grow its footprint and/or profitability. Share of customer mind and wallet will require a commensurate share of employee attention to growth. In fact, it's clear that employees want to engage with company strategy in order to engage in their work. They connect an employer's long-term viability with their ability to grow professionally – not just financially but in terms of new skills and advancement.

Beyond direct and ongoing communication about growth strategy, company leaders who align their employees around growth stand to achieve a level of engagement that winds up contributing to the top line. David Jardin, a consultant in leadership development, suggests that the first question

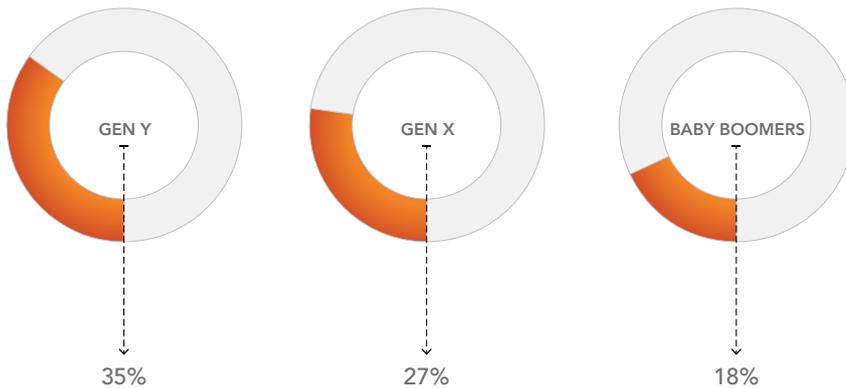
OPPORTUNITY FOR PROMOTION (FOR REGION)

Within the next year, will you have the opportunity to progress your career or be promoted in your current organization? (% yes)



OPPORTUNITY FOR PROMOTION (FOR GENERATION)

Within the next year, will you have the opportunity to progress your career or be promoted in your current organization? (% yes)



companies should ask themselves when looking at employee retention is, “do we know who we cannot afford to lose?” Just ten years ago, most companies were still looking at a bottomless pool of talent. But we now know that despite high unemployment rates, competition for the high-value talent is getting stiffer. With workers changing their own value paradigms, ranking personal growth higher than financial security, suddenly a corporate growth strategy becomes an employee engagement tool.

Donald Sull, Kathleen M. Eisenhardt and Michael J. Mauboussin recently wrote two separate articles in *Harvard Business Review* about human resources. In these pieces, they made a case for companies moving out of the way of growth-savvy employees.

- 1 Set and communicate specific objectives around growth
- 2 Outline the activities that will best serve these objectives *and* those that would be unproductive – financial, sales, customer satisfaction and teamwork
- 3 Identify the bottlenecks that keep employees from achieving these objectives
- 4 Create simple rules for managing the bottlenecks
- 5 Use growth objectives as a hiring filter as well, so that the company establishes the ability to engage and perform specifically around growth as a key personal success factor

INVITE EMPLOYEE KNOWLEDGE

The Information Age came upon the world with full force in the 1990s, bringing with it a call to capture employee knowledge so that a company could retain it even after the employee's departure.

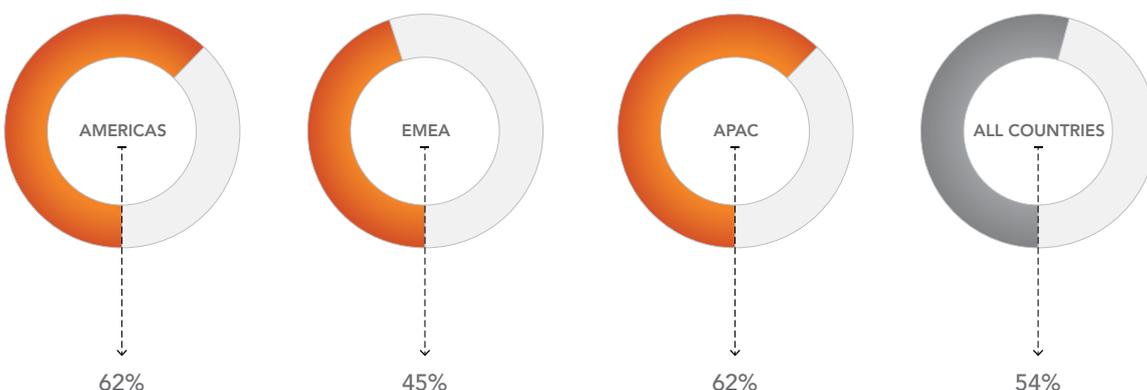
While many companies still struggle with how best to capture knowledge, it's time to focus on another aspect: inviting employees to share knowledge as they define it, and on their terms.

The benefits of a robust employee knowledge base to most companies is clear: sharing best practices, detecting random innovation, erasing duplication of effort, removing hurdles when an employee decides to leave. What if employees knew that their specific contributions would become recognized as something of a personal legacy? That they could become part of company lore? That they could move the needle of progress not just in their company but in their industries or with their customers?

This is the kind of thinking about employee knowledge that has to happen in today's emerging workplace. It's one thing to put a dollar or even an emotional value on employee knowledge, but it's still important to capture and transfer employee knowledge incessantly.

HIGH DEMAND IN THE MARKETPLACE (BY REGION)

To what degree do you feel you may be in a position of high demand in the marketplace, in terms of your skill set/experience? (% high demand)



INVITE EMPLOYEE KNOWLEDGE

The 1990s have come and gone, and it remains critical to protect the company's investment and retain employee knowledge. However, enterprises must recognize that employee knowledge is a living thing created by living beings for entities that are transforming in every moment. Invite employees to share what they know and what they think their knowledge can mean for the organization. Then put the added layer of insight to work.

TREAT EMPLOYEES LIKE CUSTOMERS

By now, just about everyone in the world knows about Zappos. It began as an online retailer for shoes, led by people obsessed with setting a new standard for customer service and relationships.

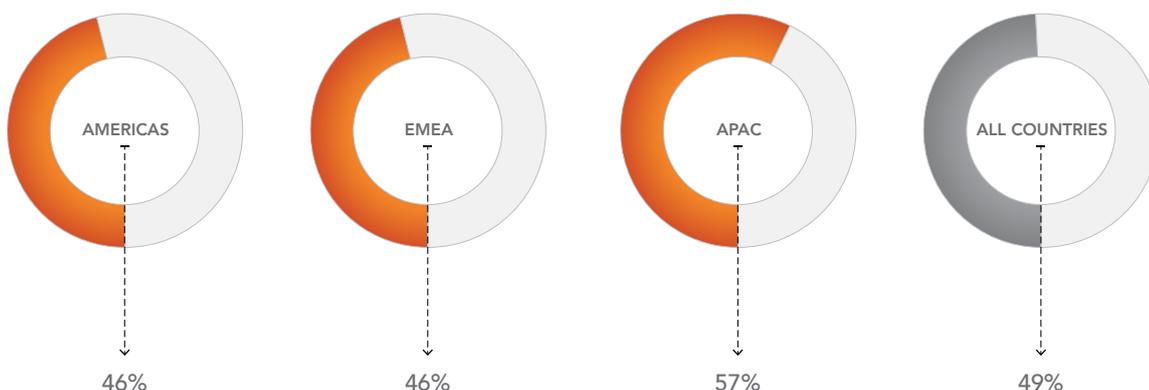
Zappos is also now recognized for identifying the happiness of employees—it's the company's secret sauce. CEO Tony Hsieh is so convinced of the role of employee happiness that he's written extensively about it and has been consulted by other CEOs on how to achieve it.

At the core of the employee happiness drive at Zappos is a level of engagement that encourages employee interest in the company's success. Zappos employee Mig Pascual recently shared the five steps they follow to keep employees engaged: let employees be themselves; let employees explore their passions and express creativity; empower employees with tools to succeed; provide opportunities for continuous learning and inspire; and, allow employees to fulfill their higher purpose.

The Wharton School of the University of Pennsylvania points to Zappos as one example of the inside-out impact of treating employees like customers and

USE OF MARKET INTELLIGENCE IN BARGAINING

Do you use your knowledge of the employment market to bargain or negotiate with your current employer? (% yes)



TREAT EMPLOYEES LIKE CUSTOMERS

cites research by Professor Marshall Fisher: “When companies treat employees fairly and with respect, they have more loyal staff and they attract more talented people. He cites retailers such as Trader Joe’s, Costco and Nordstrom as examples. ‘What underlies those companies is that they have a different labor model. Staff and customer service are not a cost; staff is an asset you invest in.’”

Essentially, these companies have created communications platforms that centre on employees and customers, focusing on three essential goals.

- 1 Demonstrate that the company is concerned about its performance with employees—that performance monitoring is a two-way street
- 2 Demonstrate loyalty to employees
- 3 If you want customers to be advocates, show them that your employees are, too

MAKE A COMMUNITY

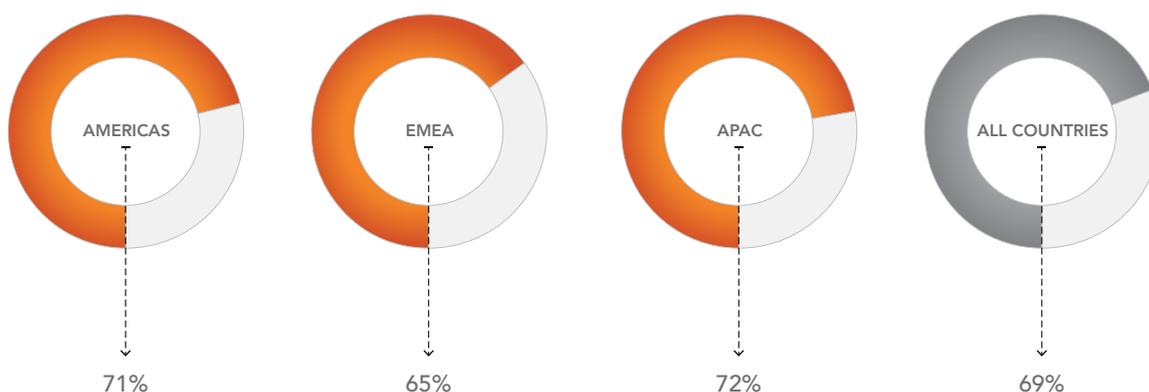
Workers today are increasingly self aware. They think a great deal about what they want from their work and are not afraid to change course when their aspirations shift.

And they embrace the thoughts and insights of other workers, creating communities around shared professional interests and experiences. These communities exist physically and virtually, with both types of networks powered by 24/7 connection and response.

Community figures heavily into each worker's capacity – intellectual or energetic – to bargain for what they want out of a position. As workers focus more on career trajectory and put each job in the context of a bigger, longer-term picture, members of the community can offer perspectives that broaden workers' thinking. With the help of the community, workers can discern their own market value, strengths and weaknesses. And they pick up tips for navigating a good negotiating position. Workers can also verify employment facts, from salary ranges, department budgets, hiring budgets, and organization charts to growth plans.

PERCEPTION OF EMPLOYEE BARGAINING STRENGTH

If you were to consider changing jobs, would you feel you are in a good bargaining position to secure a similar or better position? (% yes)



MAKE A COMMUNITY

It's very difficult for enterprises to keep hiring data contained, no matter the restrictions placed upon current employees. And the question is, why would any company want to spend time plugging holes in leaky dams? These communities, when viewed in a positive light, can do a lot of good for an organization and its people strategies.

Plowing into a community aggressively is equally unproductive. It's best to become part of them by stoking relationships with potential employees, current employees and alumni within the organization's walls. Sincerely. Authentically.

- 1 Demonstrate to employees and alumni that the company supports their efforts to keep up and endorses the appropriate distribution of useful information.
- 2 Create opportunities for employees and executives to mix not just with each other but with customers through both local and online communities.
- 3 Foster lifelong relationships with employees, whether they are currently employed by the organization. Celebrate the transitions: help people when they decide to move on and stay in touch with them forever.

ABOUT THE AUTHOR

JOCELYN LINCOLN is vice president of Recruitment Operations for the Americas Region of Kelly Services, Inc. In this role she is responsible for candidate sourcing and recruiting strategies. She holds a master's degree in marketing from the University of Detroit-Mercy and a bachelor's degree in advertising from Michigan State University.



ABOUT KELLY SERVICES®

Kelly Services, Inc. (NASDAQ: KELYA, KELYB) is a leader in providing workforce solutions. Kelly® offers a comprehensive array of outsourcing and consulting services as well as world-class staffing on a temporary, temporary-to-hire, and direct-hire basis. Serving clients around the globe, Kelly provides employment to more than 560,000 employees annually. Revenue in 2012 was \$5.5 billion. Visit kellyservices.com and connect with us on [Facebook](#), [LinkedIn](#), and [Twitter](#). Download [The Talent Project](#), a free iPad app by Kelly Services.

This information may not be published, broadcast, sold, or otherwise distributed without prior written permission from the authorized party. All trademarks are property of their respective owners. An Equal Opportunity Employer. © 2013 Kelly Services, Inc.

KELLY®