



Finally Solving the Talent Shortage

KARL AHLRICHS, SHRM-SCP, SPHR, CSP

GREGORY & APPEL

INDIANAPOLIS

Your Challenge

Build a **sustainable**
adaptable
high performing culture
delivering **integrity** and **value**
and a **shortage of talent** in the
market
and **shifting demographics**

Your move!

SHRM CEO Bill Taylor said:

“It’s about Speed. Fast food? Not enough – now, we want Sudden Food...”

“Playing it safe is the most dangerous strategy”

“Hire for attitude, train for specific skills”

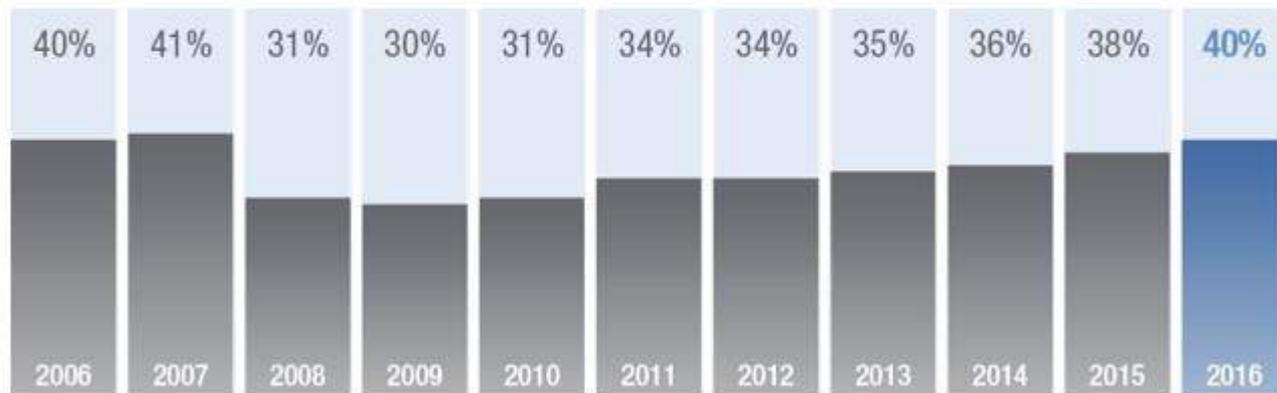
“Don’t let what you already know get in the way of innovation”

Quotes from
the
SHRM
Talent
Conference

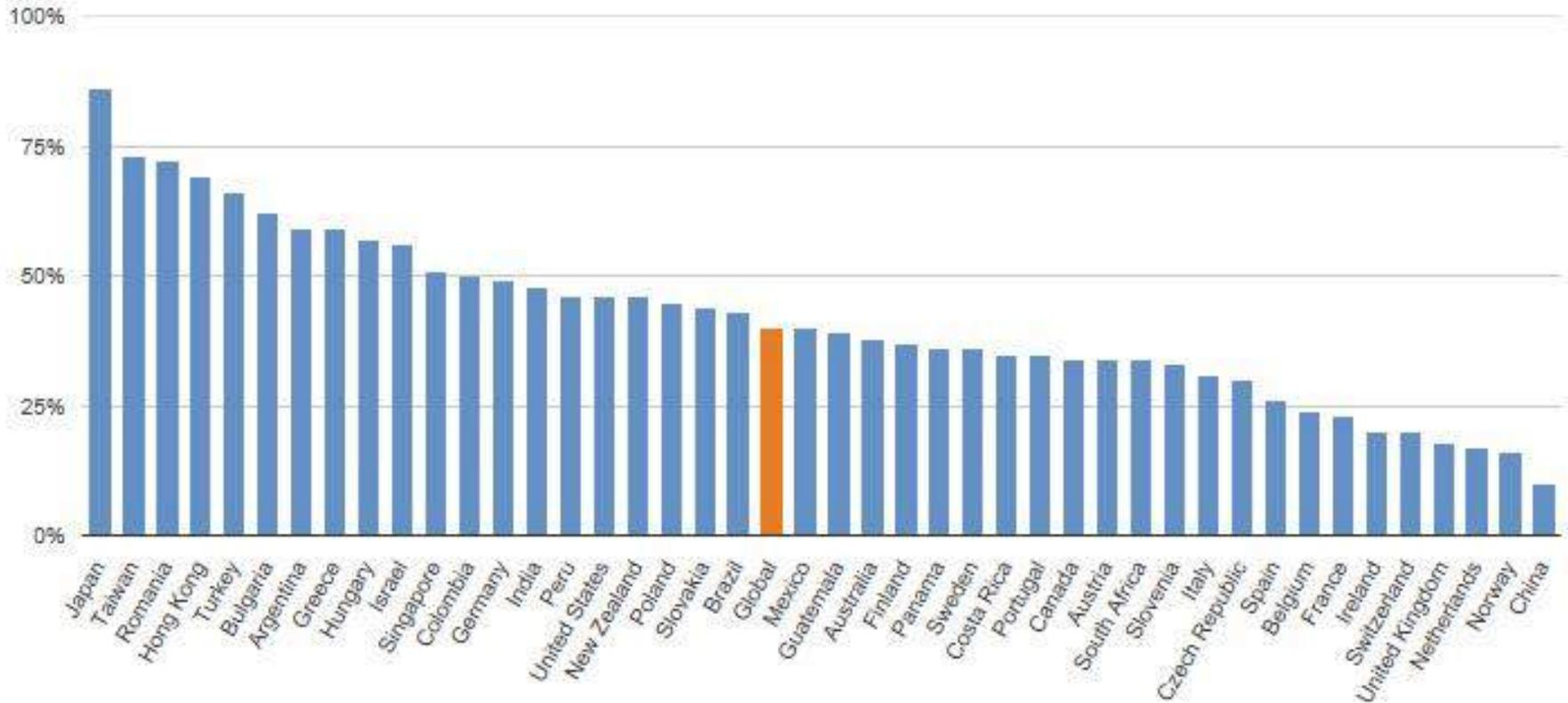
Not a Worker Shortage – a Talent Shortage

40% of Global Employers Report Talent Shortages

More Employers Than Ever Are Turning to Training & Development to Address Talent Shortages



From Japan (high) to China – (low)



Top 5 Tough to Hire Jobs

Global	Americas	Asia Pacific	EMEA
Skilled Trade	Skilled Trade	IT Personnel	Skilled Trade
IT Personnel	Technicians	Sales Reps	Drivers
Sales Reps	Sales Reps	Engineers	Engineers
Engineers	Production	Skilled Trade	Sales Reps
Technicians	Administrative	Accounting	Technicians

What is the result?

43% of North American employers say **talent shortages are having a negative impact** on their ability to meet client needs.

Consequences include:

- Reduced competitiveness (41%)
- Increased employee turnover (32%)
- Higher compensation costs (32%)
- Reduced employee engagement (32%)

Overlapping
problems

How to fix?



Pay is not the top answer – changing your strategy is...

You're not here for last year's ideas

“Best Practices”
are not the answer

Apple Newton?
Palm Pilot?

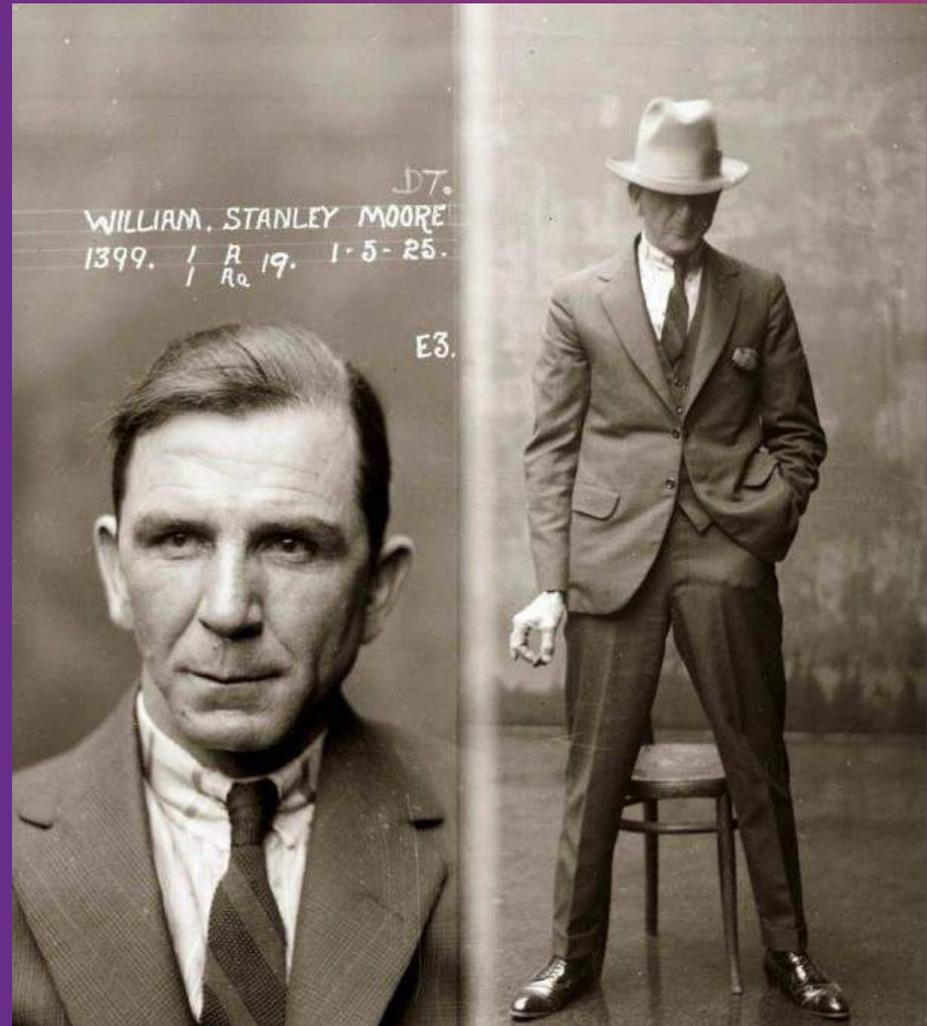
(crickets...)



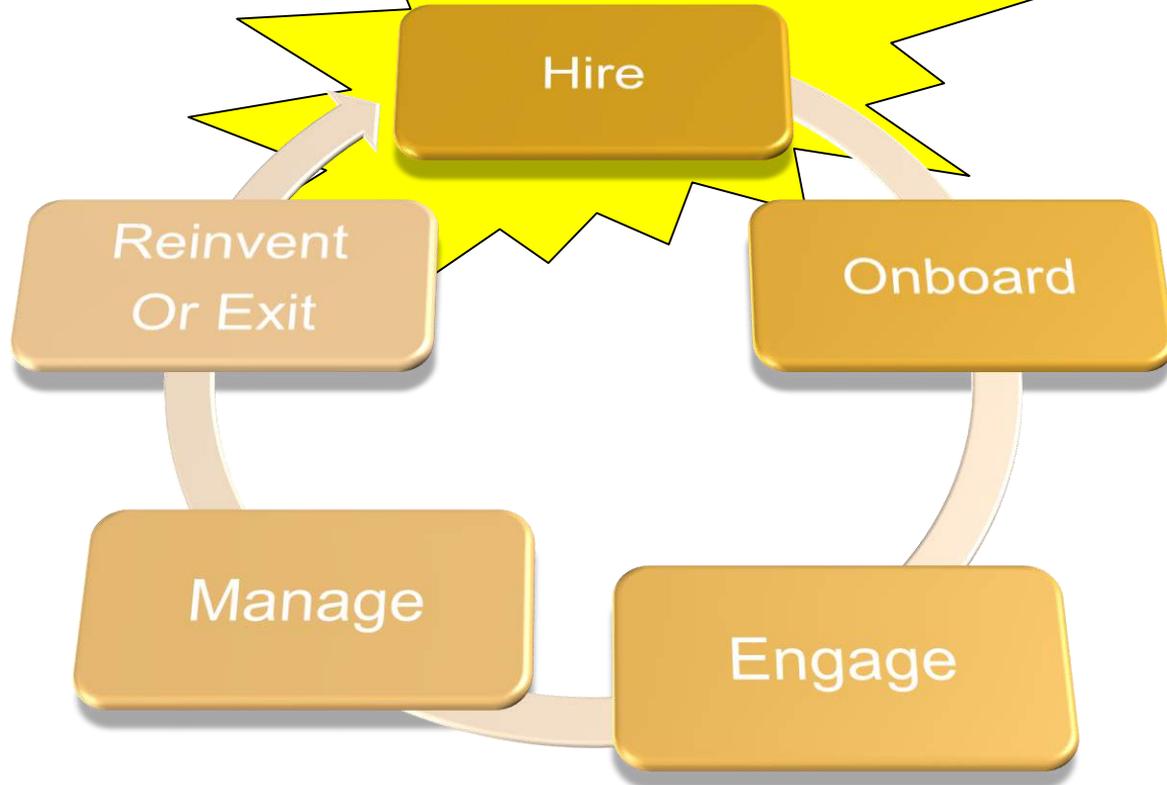
Driving
while
looking in
the rear
view
mirror is
not a good
strategy

Why bother?

You want to have
the right people,
in the right place,
at the right time,
with the right skills



What should you fix first?



Produce
-20%

**Poor
Producers**

Produce
60%

**Average
Producers**

Produce
60%

**Superior
Producers**

68%

Bottom 16%

Top 16%

Keeping
your high
performers
is the long
term answer

Hire average people and your best employees leave.

“People want to be a part of a good unit. High quality people see poor quality people, and wait for leaders to find the problem and fix it.”

- Colin Powell



The Law of Limited Opportunities

The **fewer** your opportunities:

The **more likely** you will
have to **compromise**

The **more** you must make
of each **opportunity**

Scarcity can
drive
desperation

What to do **first**?

Hire to a higher standard

Figure out who your high performers are

Train first line managers in listening skills

Recalibrate performance management

Constantly train your high performers

Test fast, fail fast, adjust fast

The long-term answer may not be the easiest in the short term.

Hire better - for **values**
and **job fit**

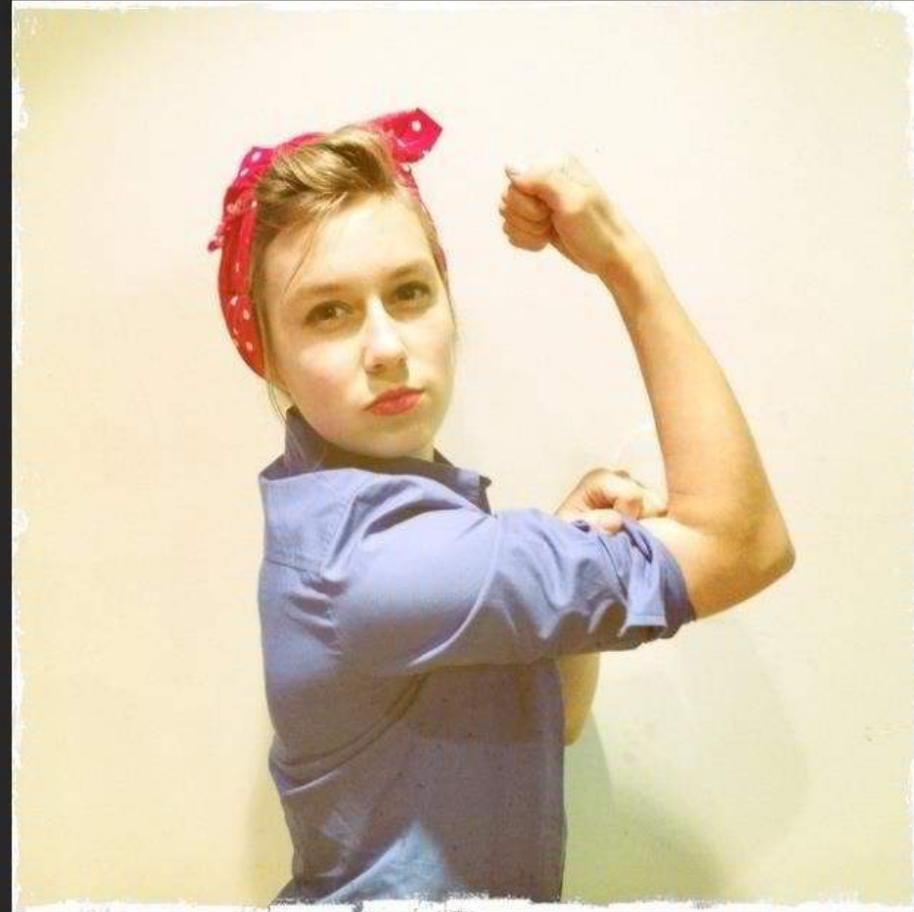
Onboard quickly, with
care

Keep **training them**

Know your people, **listen**
well

Be **fair and consistent**

Help them see a **career**
path



Why Behaviors?

	WHAT they KNOW	
Résumé	Education	.11
	Training	.13
	Previous Experience	.18
TalentSorter	Interests	.10
	Interview	.14
	References	.26
	Behavioral Traits and Attitudes	.38
	Critical Thinking and Reasoning	.53

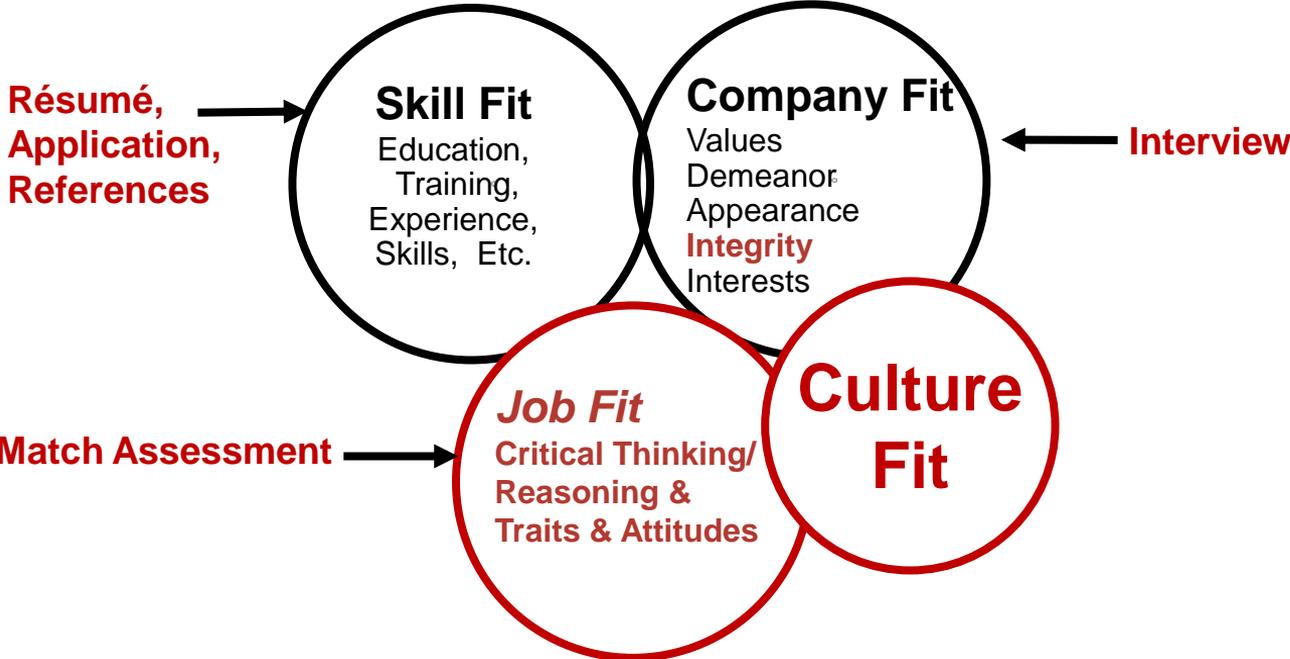
Skills, Knowledge and Experience are important (and they can be taught)

But if the Fit's not right... nothing will make up for that.

Measure what Matters

The Cornerstones of Performance

Measure
what
Matters



Let's solve the Puzzle

Sourcing

Screening & Hiring

Onboarding

Engaging

Managing

Reinvent or Exit

The long-term answer may not be the easiest in the short term.

Let's solve the Puzzle

Use Agile and LEAN Methods

Now, we must reinvent the hiring process.

We must focus on

Speed

Accuracy

Job Fit

Values Alignment

The long-term answer may not be the easiest in the short term.

Let's improve the process



Standing

Let's improve the process



* Desk not included

Walking

Let's improve the process



Hamster Wheel

Theory	Waste is Deadly
Application	<ol style="list-style-type: none"> 1. Define Value – act on what is important to the customer 2. Identify Value Stream – understand what steps in the process add value 3. Make it flow – keep the work moving at all times and eliminate delays 4. Let customer pull -- Avoid making more or ordering more inputs for unknown demand 5. Pursue perfection -- there is no optimum level of performance
Focus	Flow Focused
Assumptions	Non-Value added steps exit
Results	Reduced cycle time

LEAN
or “Agile”
is the
answer

Disruptive Technology

Hyperlocal Candidate Delivery



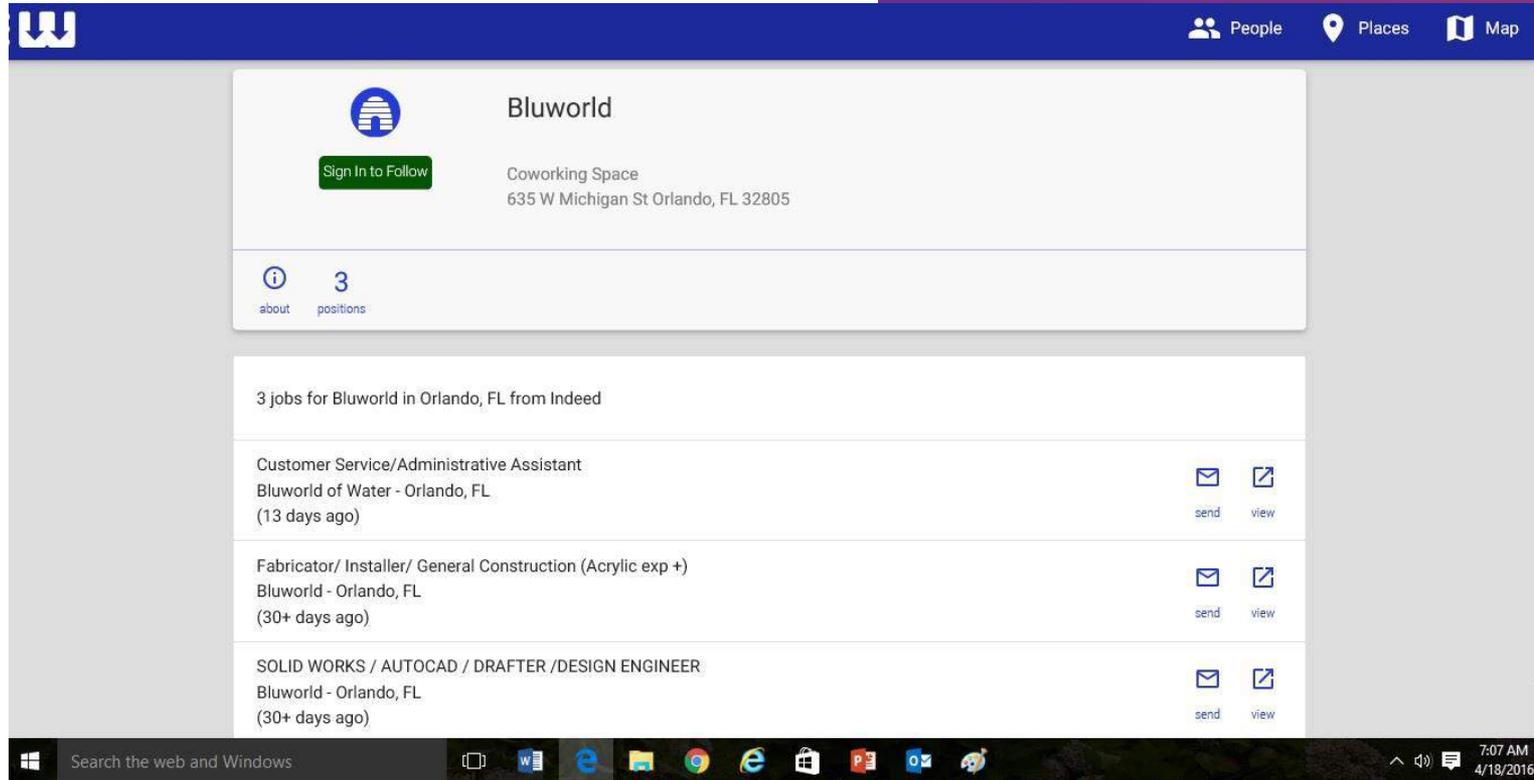
Easy to move

The screenshot displays a Windows 10 desktop environment. The primary focus is a map application window, likely Foursquare, which shows a street map of an area in South Orange, New Jersey. A pink route is highlighted on the map, starting from the bottom left and moving towards the top right. The map includes labels for various streets such as 18th St, 20th St, 22nd St, 23rd St, 24th St, 25th St, 26th St, 27th St, 28th St, 29th St, 30th St, 33rd St, 34th St, 35th St W, 36th St, 37th St, 38th St, 40th St, and 41st St. Major roads like SR-400 and SR-81BC are also visible. The map is overlaid with several blue circular icons representing different types of businesses. To the right of the map, a sidebar lists these businesses with their names, addresses, and categories. The list includes:

- 24 Hour Fitness**: 15 W Crystal Lake St, Gym / Fitness, 14 reviews
- The Office**: Burgers, 1 review
- Bluworld**: 635 W Michigan St, Coworking Space, 3 reviews
- Johnstone Supply**: 1533-1625 S Rio Grande Ave, Hardware, 3 reviews
- 7-Eleven**: 3974 S Orange Blossom Trl, Convenience Store, 1 review
- Interstate 4 & Orange Blossom Trail I-4**: Road
- Lake Holden**: Lake

At the bottom of the screen, the Windows taskbar is visible, showing the Start button, a search bar with the text "Search the web and Windows", and several application icons including Word, Edge, and File Explorer. The system tray in the bottom right corner shows the time as 7:04 AM and the date as 4/18/2016.

Easy to move



The screenshot shows a LinkedIn profile for 'Bluworld', a Coworking Space located at 635 W Michigan St Orlando, FL 32805. The profile includes a 'Sign In to Follow' button, an 'about' section with 3 positions, and a list of 3 jobs for Bluworld in Orlando, FL from Indeed. The jobs listed are:

- Customer Service/Administrative Assistant at Bluworld of Water - Orlando, FL (13 days ago)
- Fabricator/ Installer/ General Construction (Acrylic exp +) at Bluworld - Orlando, FL (30+ days ago)
- SOLID WORKS / AUTOCAD / DRAFTER / DESIGN ENGINEER at Bluworld - Orlando, FL (30+ days ago)

The interface includes a top navigation bar with 'People', 'Places', and 'Map' options, and a Windows taskbar at the bottom showing the time as 7:07 AM on 4/18/2016.

Easy to move

[Find Jobs](#) [Find Resumes](#) [Employers / Post Job](#)

[Sign in](#)



what:

job title, keywords or company

where:

city, state, or zip

Find Jobs

[Advanced Job Search](#)

Customer Service/Administrative Assistant

Bluworld of Water - Orlando, FL

Bluworld is a leader in the design and manufacturing of exquisite indoor and outdoor water features.

Our Custom Projects Division is currently seeking an exceptional individual to join the Project Management Department as a Customer Service / Administrative Assistant. Contribute to an environment of teamwork, accountability and professionalism within the office team and production groups.

Ideal applicants will have strong customer service and communication skills with experience in a high energy atmosphere where proactive self-motivation is required. Candidates must have excellent organizational and multi-tasking skills in order to meet time-sensitive deadlines. Strong computer literacy, skills and experience required; ability to maintain regular electronic communication without effecting individual productivity.

NOT call center atmosphere; must be able to regularly diagnose a variety of customer service related issues through means of research, problem solving and trouble-shooting.

Assist with any/all other administrative office duties.

Additionally, to be a strong fit for the role, you will need:

- A minimum of a high school diploma or GED equivalent;
- Strong computer literacy skills, including: ability to type 30+ wpm with accuracy; the ability to locate information on a variety of electronic platforms; effectively shift between open windows and applications while multi-tasking; and the ability to navigate and utilize common software comfortably.
- 5 years' experience: MS Windows, MS Word, MS Excel, and frequent email

» Apply Now

Please review all application instructions before applying to Bluworld of Water.

Apply Now

Follow

Get job updates from
Bluworld of Water



Search the web and Windows



7:09 AM
4/18/2016

Typical Candidate Response Times

2017

24-48

HOURS

2018

2-4

HOURS

The long-term answer may not be the easiest in the short term.

Location is IMPORTANT

Less Turnover

Nearby workers are 50% less likely to churn

Be More Competitive

Short commutes let employees keep more pay.



<https://workhere.com/blog/cost-commuting-calculator/>

“80% of employees that stay over 5 years live within 2 miles of work.”

-- Study of 72 retail stores.

High Speed Engagement

**Candidate Identified:
Works at mall
near
distribution
center**

**Clicks on ad
in Words
with Friends
offering
better
opportunity
than mall.**

**Instant Candidate
Chat with
WorkHere.**

**Needs to know if
distribution center
offers child care.**

**Profile instantly
delivered to
recruiter at
distribution
center**

Total time: Minutes, not hours.

Speed of
engagement
is the new
crucial
competency

Let's solve the Puzzle

Sourcing

Screening & Hiring

Onboarding

Engaging

Managing

Reinvent or Exit

The long-term answer may not be the easiest in the short term.

So, How do you select?



Conventional
Hiring

=

Nobody could
be THAT stupid

Oh, yes they
CAN

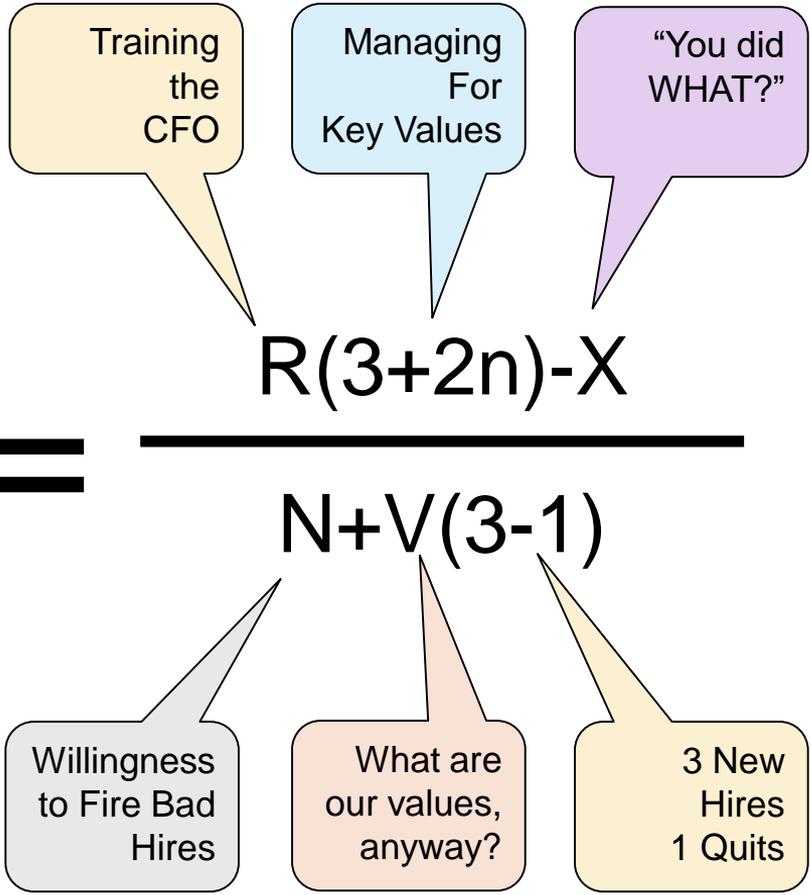
Structured
Interviewing

=

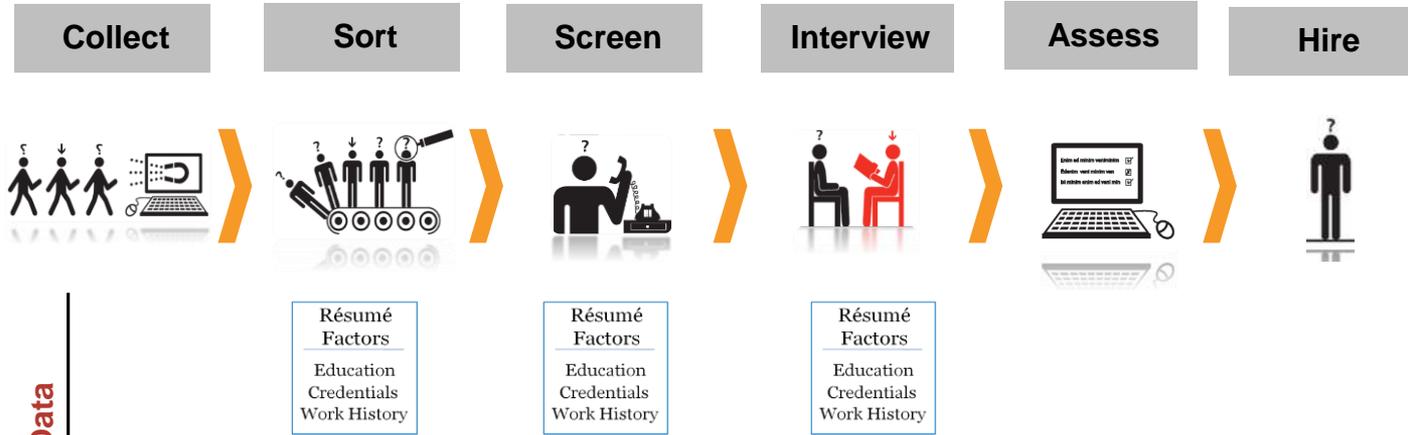
Give me an
example

Just make some
%#@* up

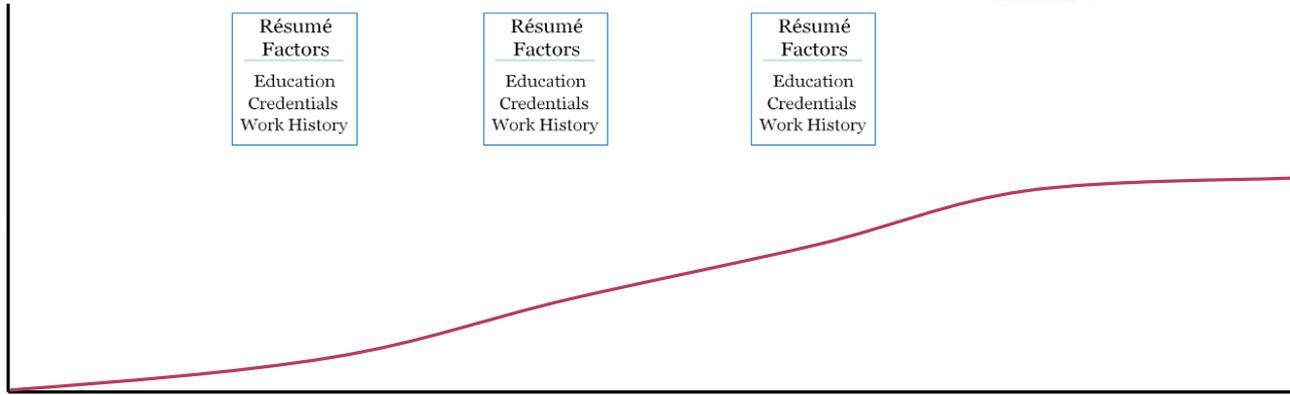
Values Alignment



The Historical Process



Quality of Data



Slow process combined with low quality data

Hiring results

Candidate information is inconsistent
in format and content

Real **knowledge of candidate** is limited

Answers to **important questions come late** in the process - if at all

Difficult to manage the process - little data captured and poor feedback

The long-term answer may not be the easiest in the short term.

Poor Job Fit

Produces low performers

Increases turnover

Distracts the organization

No values alignment

Reduces profitability



Finding the right match is tough

Dissatisfied with the process

Staffing.org



Applicants



Hiring Managers

Later regret their decision

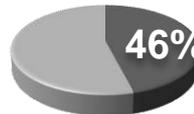
The Recruiting Roundtable



Managers and New Hires

New hires leaving their jobs within the first year

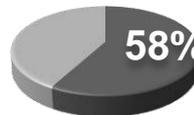
eBullpen; Deloitte



Actively seeking or planning

Highest priority hires fail in first 18 months

Michael Watkins



Rate the decision a complete success

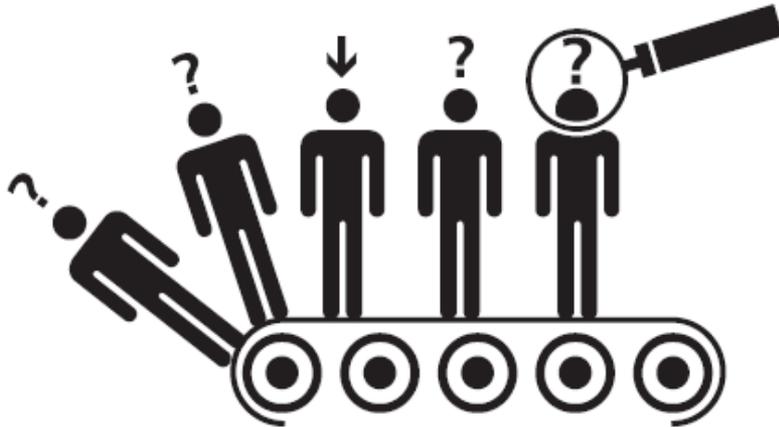
Leadership IQ



1 in 5 outputs

One inescapable conclusion

We've Been Measuring
the Wrong Things...



What we've always measured...

We measure and time the steps in the *process*...

- Number of Openings
 - Days the Position is Open
 - Number of Candidates
 - Number Interviewed
 - Offer Hit Rate
 - Cost per Hire
 - Turnover
 - Time in Position
 - Time from Interview to Hire
-

LEAN
or Agile
is the
answer

What should we be Measuring?

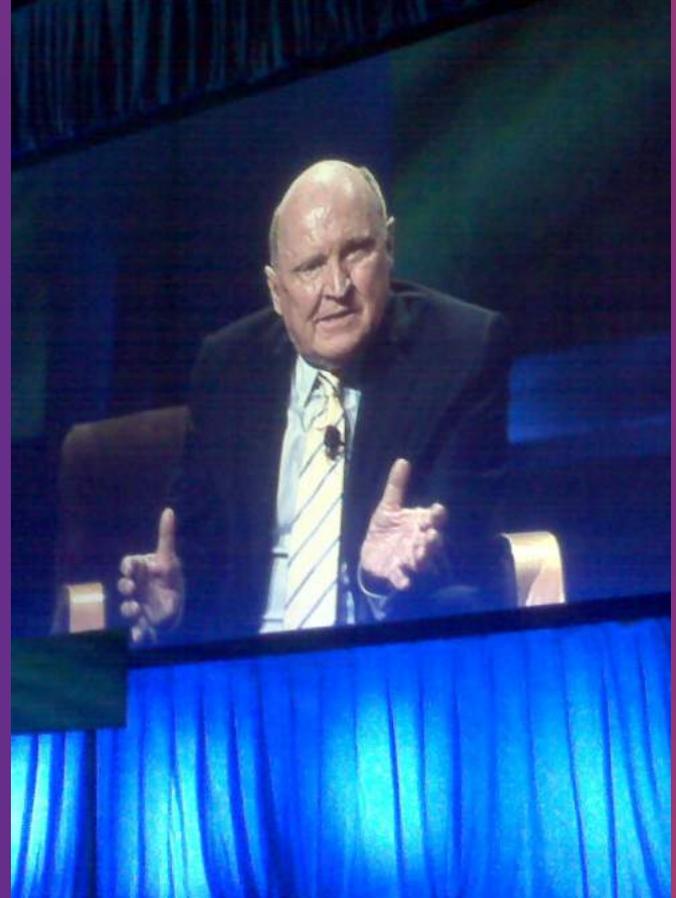
Quality

- Quality of **Referral Source**
 - Quality of **Candidate**
 - Quality of the ***Job Fit***
 - Quality of the **process** as a predictor of **performance**
 - Quality of **proficiency** of the candidate in specific skills
 - Quality of the **handoff** to the hiring manager
 - Quality of the **overall team**
-

LEAN
or Agile
is the
answer

What makes a high performing employee?

- 1.
 - 2.
 - 3.
 - 4.
-



Jack Welch, Ex-CEO of GE

Characteristics of Top Performers

- ✓ Learn quickly and do not get caught up in the wrong details
- ✓ Take personal accountability and responsibility for their own actions
- ✓ Have a sense of humor that defuses stress and conflict in the workplace
- ✓ Fit with the team

It is not that one list is right
and the other is wrong...

they are just different lists

LEAN
or Agile
is the
answer

The FitFirst Process

Collect,
Screen and
Assess

Sorted for
you by
FitScore

Screen

Interview

Hire



Quality of Data

Four Critical Aspects of Fit

- Fit with the Manager
- Fit with the Job
- Fit with the Team
- Fit with the Company

Education
Credentials
Work
History

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Education
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Redesign
the process
for speed
and early
data
acquisition

Screen for Fit *early*

Screening for *fit* means
learning some new tricks...
and focusing on different
things

Attitudes, not just experience

Who they are, not just what they know

What they prefer, and what they don't

Position Analysis

The Ideal candidate for this job should:

want to be in charge.

Never Seldom Sometimes Often Always

try to make group members happy.

Never Seldom Sometimes Often Always

be able to get others to do what they want.

Never Seldom Sometimes Often Always

trust what others say.

Never Seldom Sometimes Often Always

openly offer criticism when necessary.

Never Seldom Sometimes Often Always

value cooperation over competition.

Never Seldom Sometimes Often Always

be wary of others' intentions.

Never Seldom Sometimes Often Always

use an advanced vocabulary.

Never Seldom Sometimes Often Always

think of others first.

Never Seldom Sometimes Often Always

like to take their time.

Never Seldom Sometimes Often Always

Sorter Page

Widget Bender

(6 Total Candidates)

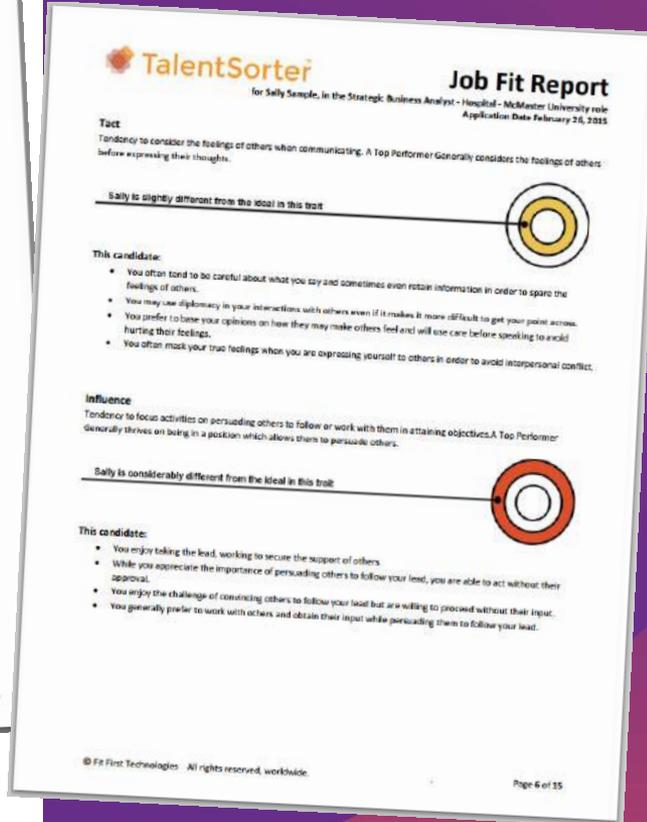
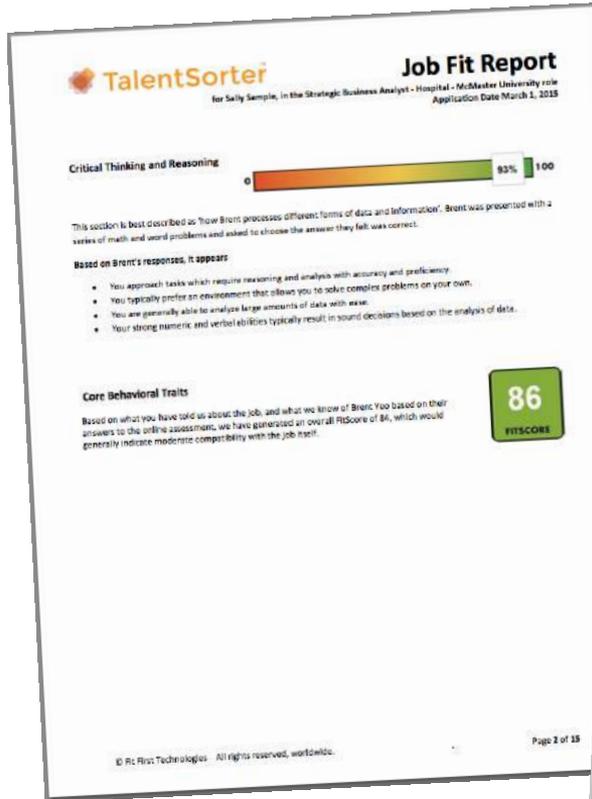
6 TalentSorter

0 hired

0 rejected

App Date	Candidate	FitScore	Reasoning	Resume	Reports	Options		
01/12/2015	Ruffolini, Joseph	95	87	View	Individual Job Fit Interview	Hired	Rejected	Tools -
01/12/2015	Martens, Ann	92	95	View	Individual Job Fit Interview	Hired	Rejected	Tools -
01/12/2015	McCracken, Louis	87	100	View	Individual Job Fit Interview	Hired	Rejected	Tools -
01/12/2015	Tailor, Lawrence	80	95	View	Individual Job Fit Interview	Hired	Rejected	Tools -
01/12/2015	Sparr, Jason	72	85	View	Individual Job Fit Interview	Hired	Rejected	Tools -
01/12/2015	Bauer, Derek	58	100	View	Individual Job Fit Interview	Hired	Rejected	Tools -

Various Reports



My Case Study

Marketing Manager position

Call for Applicants	71	3 wks
Took assessment	63	
Talentsorter gave a top	12	
Phone screen eliminated 3	9	1 wk
Face to face interview	8	1 wk
Final int. - Culture vs. skills	2	1 wk
Culture wins!	1	6 wks

Let's solve the Puzzle

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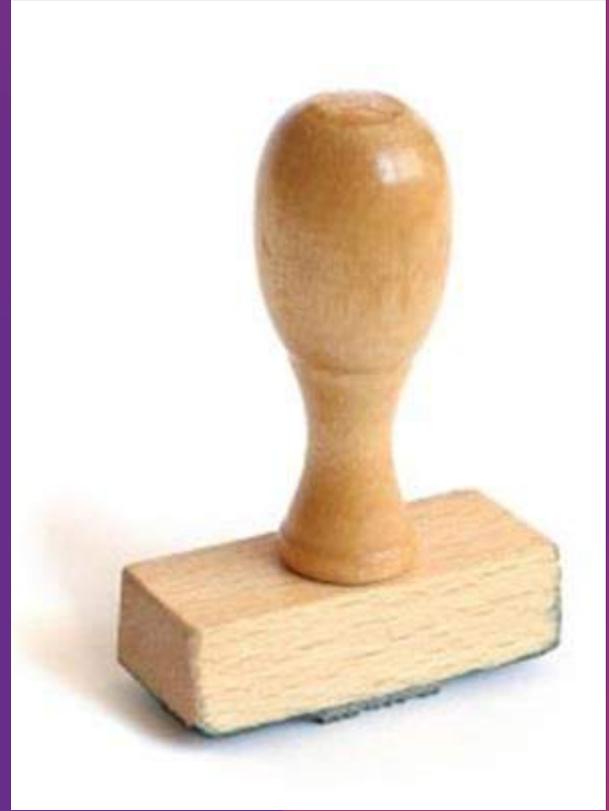
Managing

Reinvent or Exit

Now, you'll
have the
resources to
improve the
rest of the
employment
cycle

New skills needed:

Behavioral Psychology
Strategic planning
Communication



In closing, **remember...**

Speed of relationship building
is the future answer

Hire for **values**

**Use a valid assessment to
hire for job fit**

Onboard with care

Keep **training them**

Know your people, **listen well**

Be a **fair and consistent** boss

Help them see a **career path**



Questions?

Karl Ahlrichs

317-250-9081

karl@expertspeaks.com

