



Finally Solving the Talent Shortage

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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”

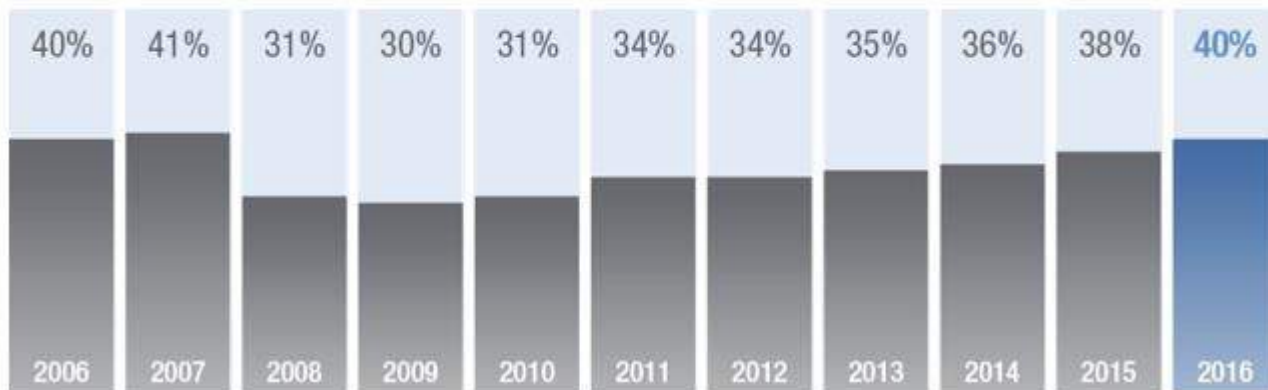
“Don’t let what you already know get in the way of innovation”

Quotes from
the
SHRM
Talent
Conference

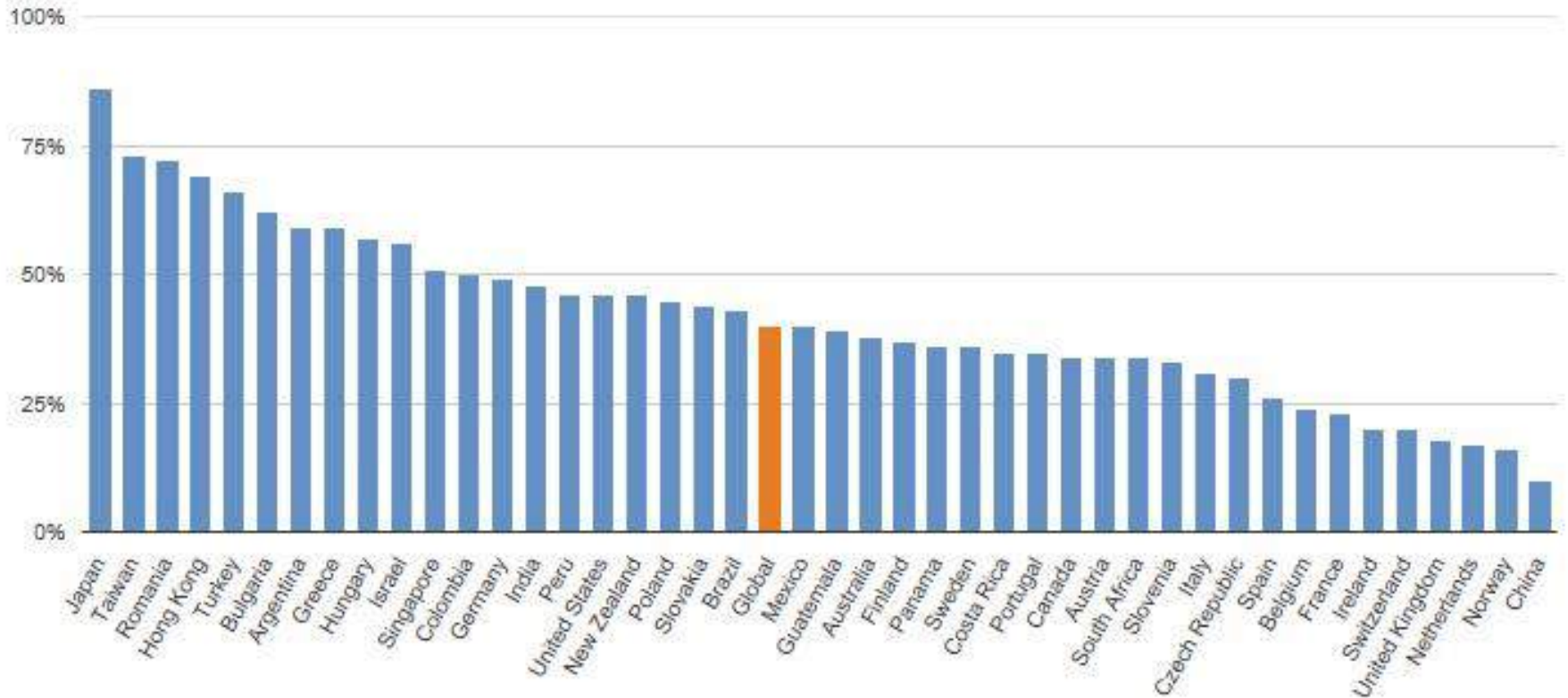
Not a Worker Shortage – a Talent Shortage

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?

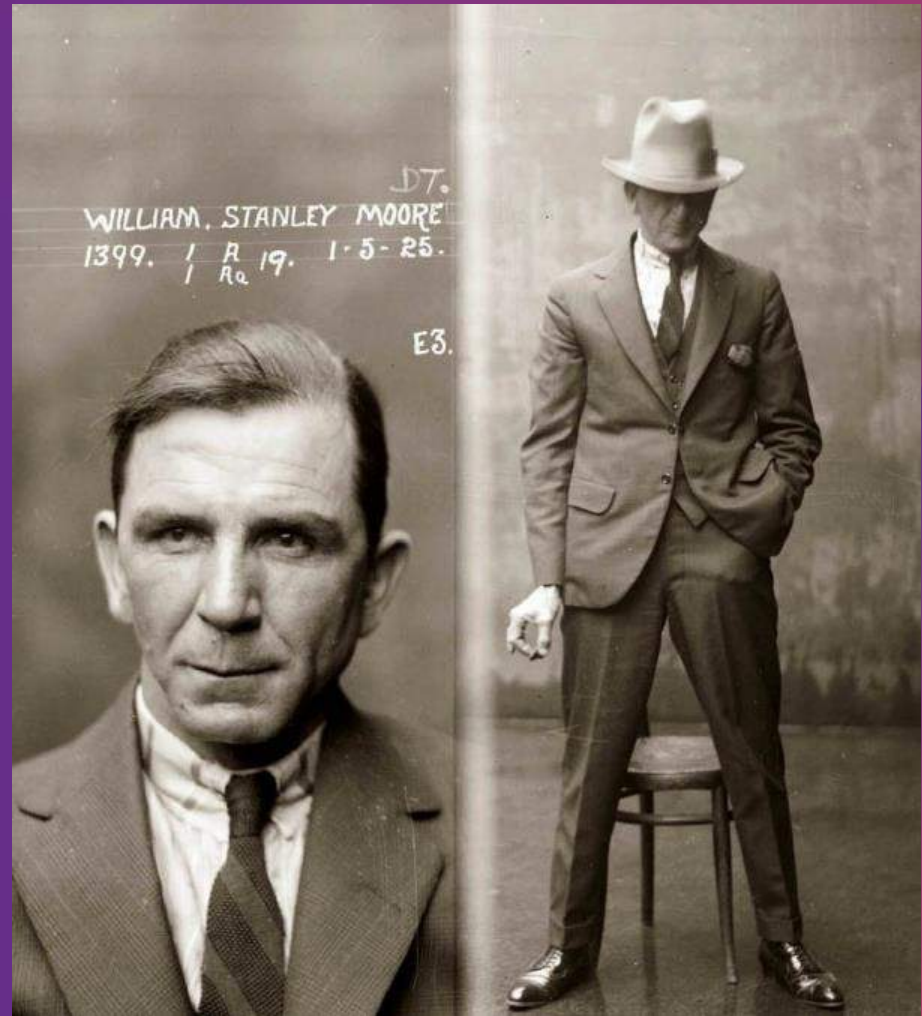
(crickets...)



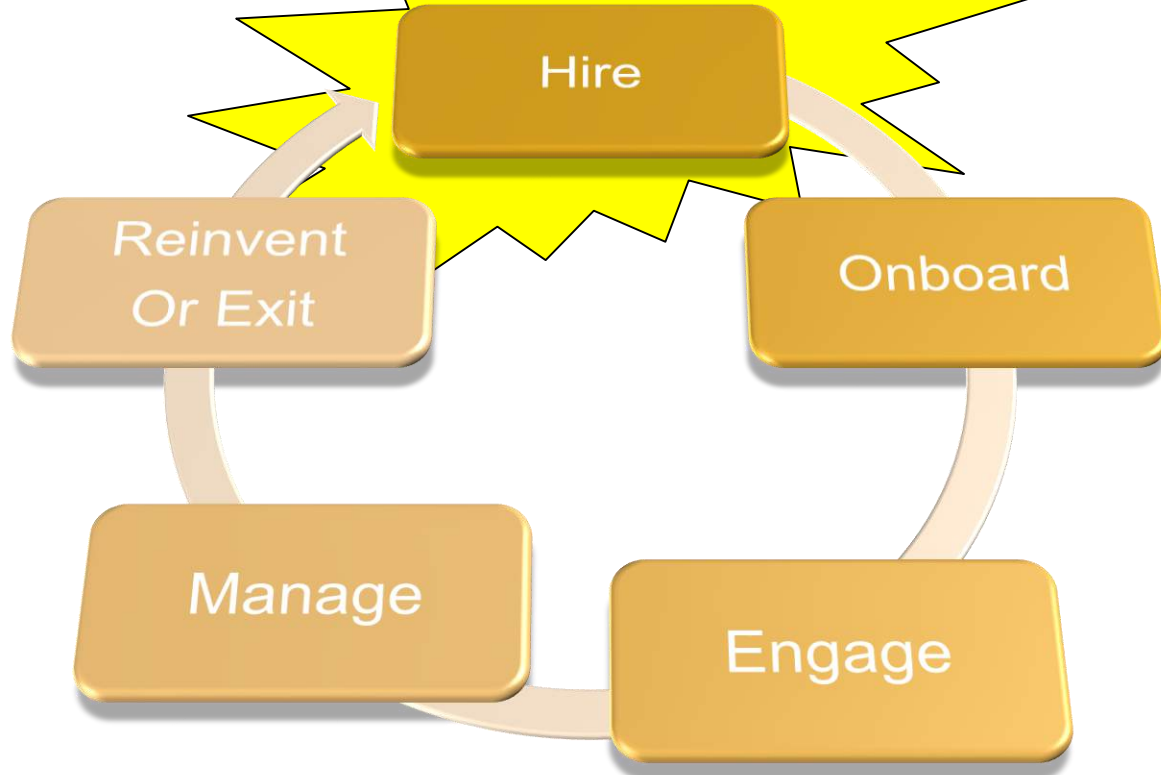
Driving
while
looking in
the rear
view
mirror is
not a good
strategy

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%

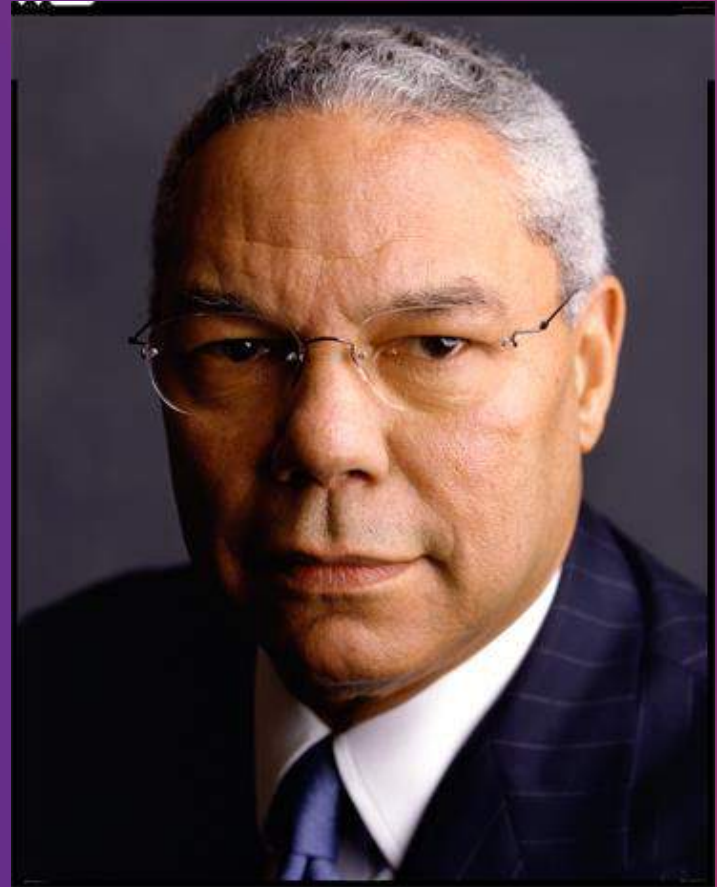
Top 16%

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



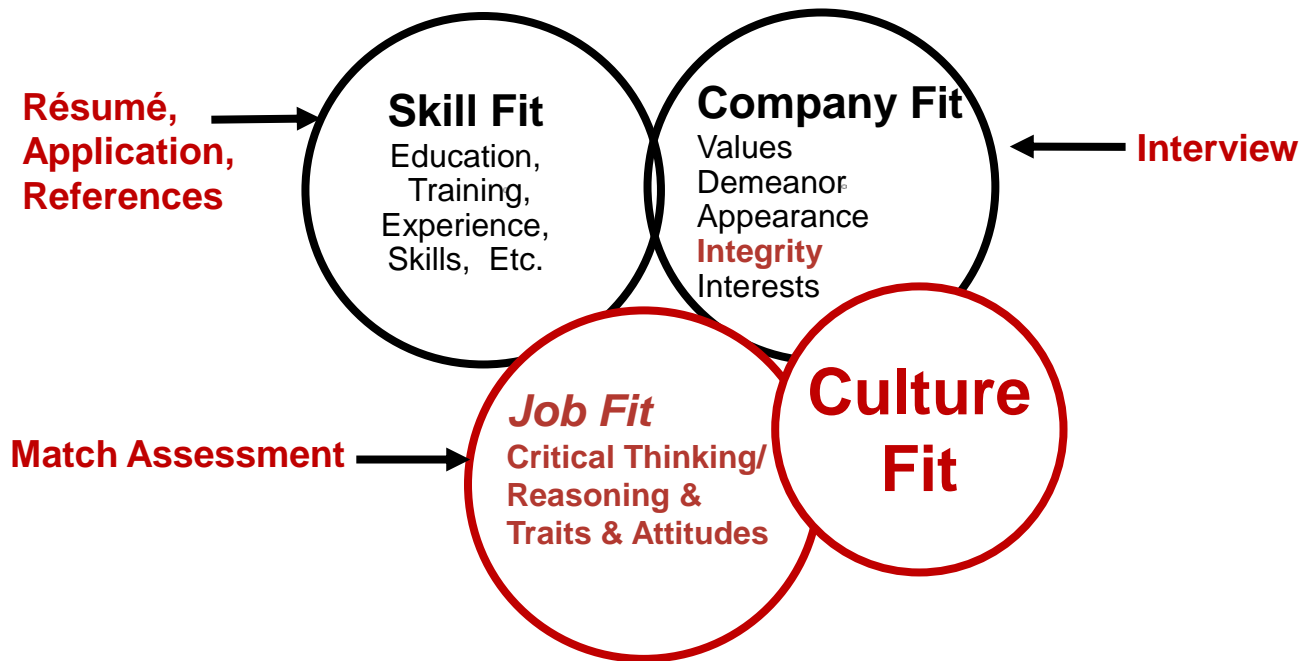
Why Behaviors?

| | | | |
|--------------|---------------------------------|-----|---|
| Résumé | WHAT they KNOW | | |
| | Education | .11 | Skills, Knowledge and Experience are important (and they can be taught) |
| | Training | .13 | |
| TalentSorter | Previous Experience | .18 | |
| | Interests | .10 | But if the Fit's not right... nothing will make up for that. |
| | Interview | .14 | |
| | References | .26 | |
| | Behavioral Traits and Attitudes | .38 | |
| | Critical Thinking and Reasoning | .53 | |

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 web browser window showing a map of South Orange, New Jersey, with a Foursquare overlay. The map highlights a route in pink, likely SR-400, and shows various local landmarks and streets. On the right side of the browser window, a list of nearby businesses is displayed, each with a Foursquare icon, name, address, category, and a rating. The Windows taskbar at the bottom shows the Start button, a search bar, and several pinned application icons. The system tray in the bottom right corner indicates the time as 7:04 AM on 4/18/2016.

Map Interface:

- Top navigation: People, Places, Map
- Map controls: Zoom in (+), Zoom out (-), Full screen, Street view, Show More Places (30)


Business List:

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


Taskbar:

- Search the web and Windows
- Taskbar icons: File Explorer, Microsoft Word, Google Chrome, Microsoft Edge, OneDrive, PowerPoint, Outlook, Paint, and system tray icons for volume, network, and time.

Easy to move




PeoplePlacesMap



Sign In to Follow

Bluworld
Coworking Space
635 W Michigan St Orlando, FL 32805





about

3

positions



3 jobs for Bluworld in Orlando, FL from Indeed

Customer Service/Administrative Assistant
Bluworld of Water - Orlando, FL
(13 days ago)





sendview

Fabricator/ Installer/ General Construction (Acrylic exp +)
Bluworld - Orlando, FL
(30+ days ago)




sendview

SOLID WORKS / AUTOCAD / DRAFTER / DESIGN ENGINEER
Bluworld - Orlando, FL
(30+ days ago)



sendview

Search the web and Windows



7:07 AM
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.

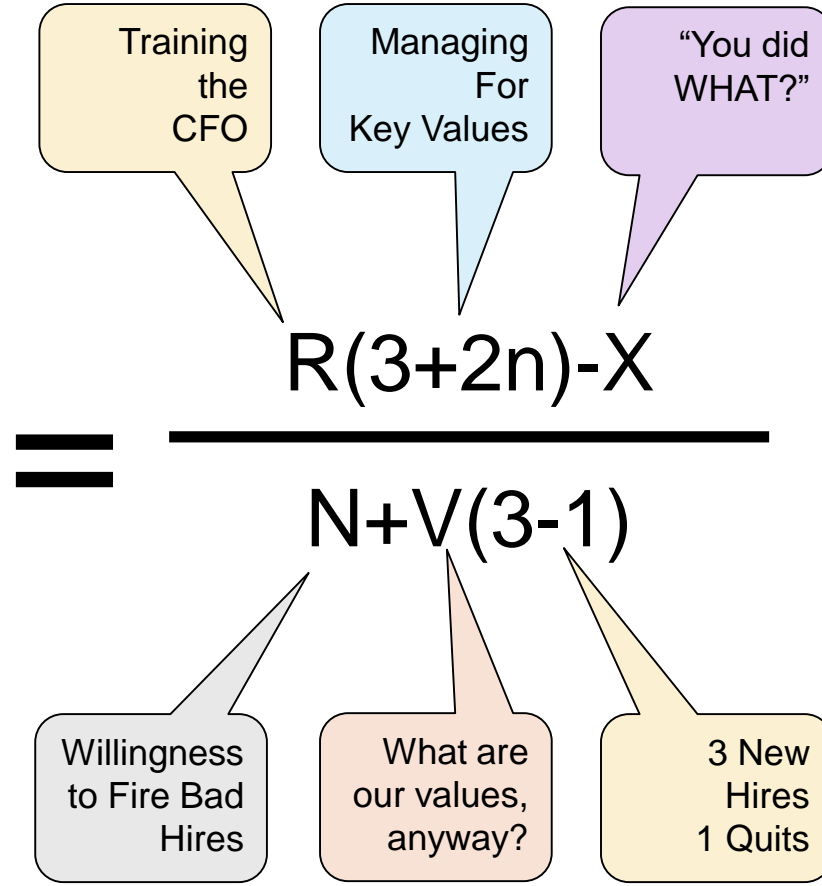
So, How do you select?



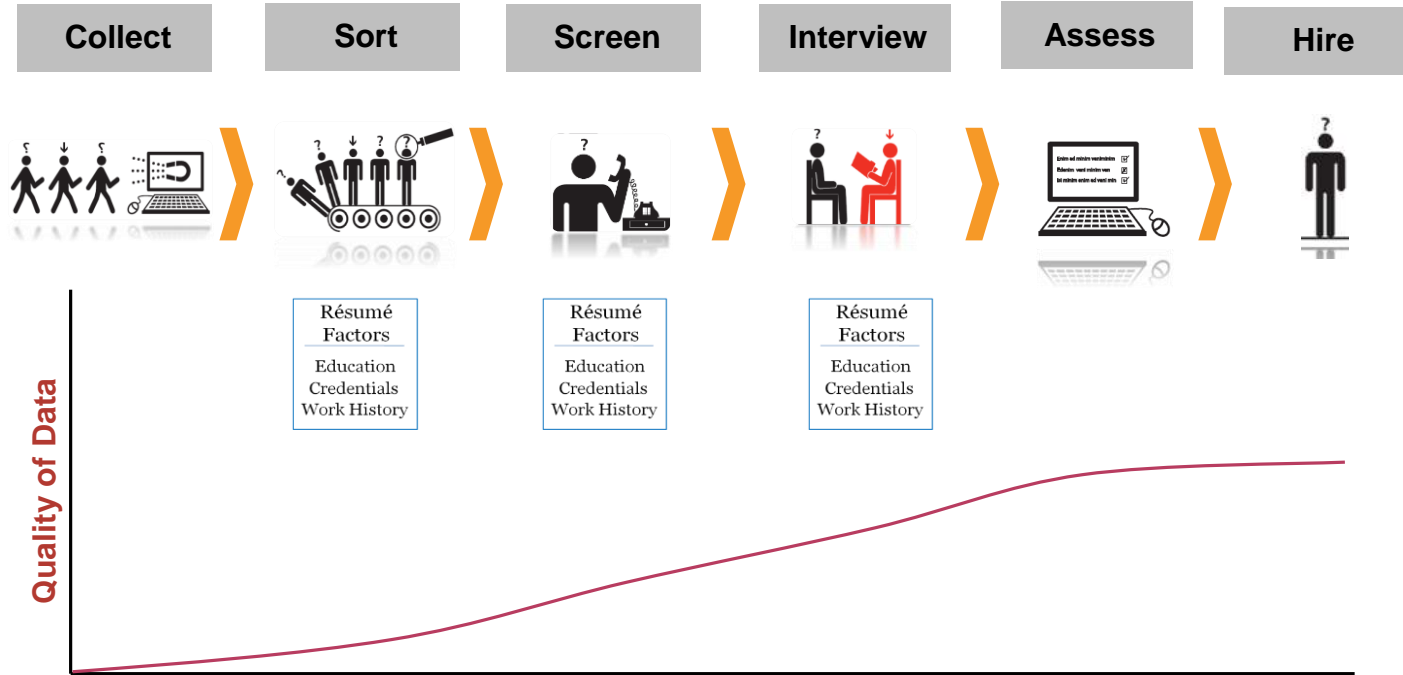
Conventional
Hiring = $\frac{\text{Nobody could
be THAT stupid}}{\text{Oh, yes they
CAN}}$

Structured
Interviewing = Give me an
example
Just make some
%#@* up

Values
Alignment



The Historical Process



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



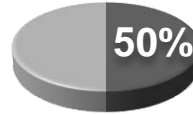
Applicants



Hiring Managers

Later regret their decision

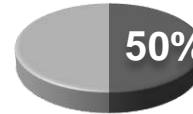
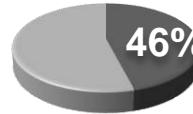
The Recruiting Roundtable



Managers and New Hires

New hires leaving their jobs within the first year

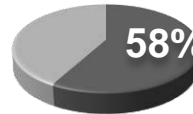
eBullpen; Deloitte



Actively seeking or planning

Highest priority hires fail in first 18 months

Michael Watkins



Rate the decision a complete success

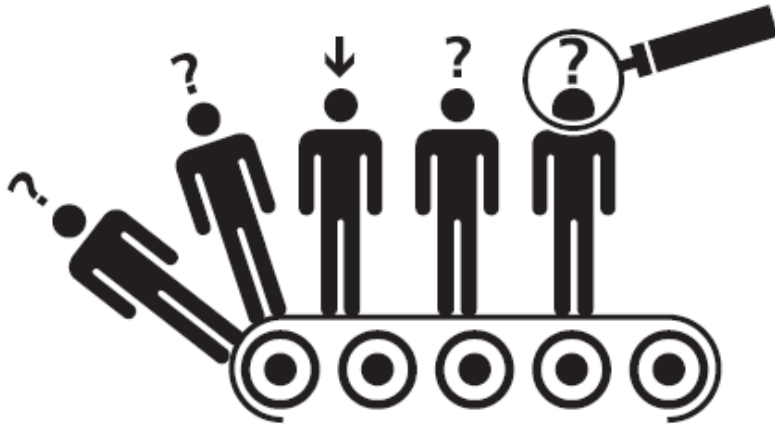
Leadership IQ



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?

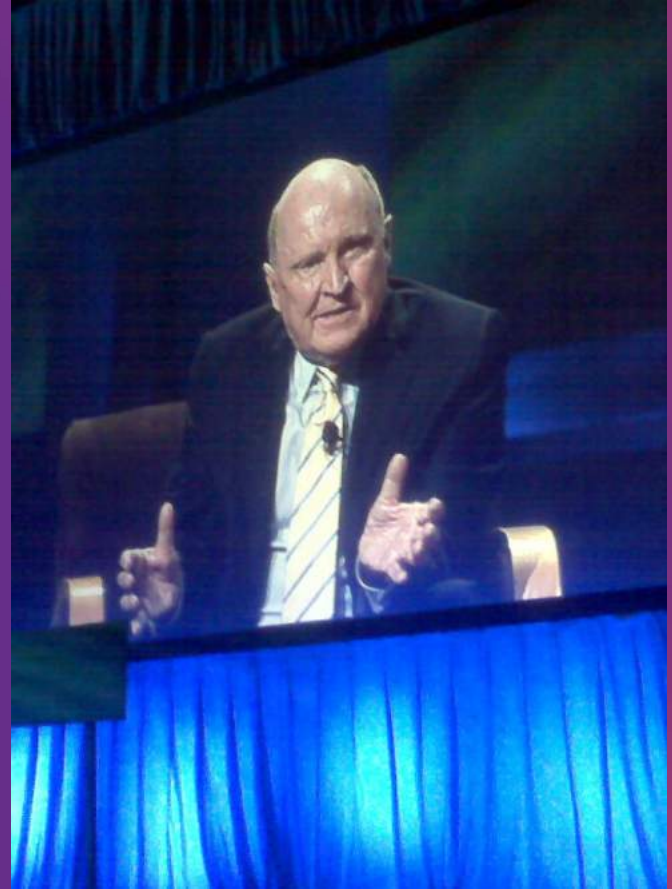
Quality

- 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

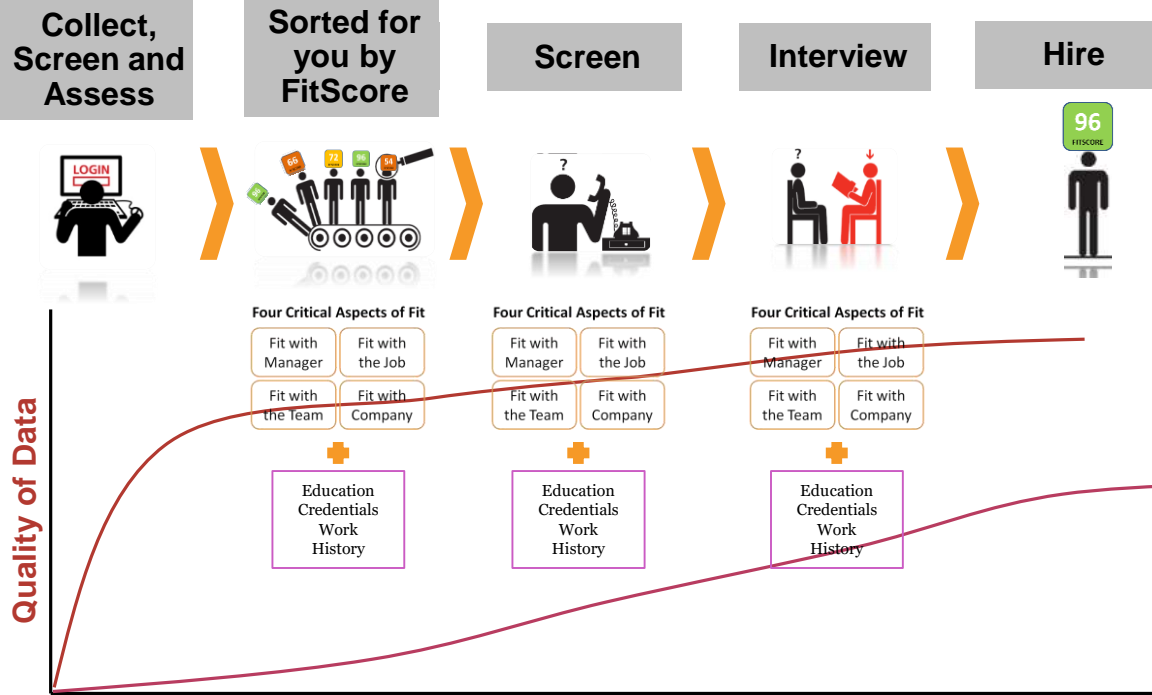
- ✓ Learn quickly and do not get caught up in the wrong details
- ✓ Take personal accountability and responsibility for their own actions
- ✓ Have a sense of humor that defuses stress and conflict in the workplace
- ✓ Fit with the team

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




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

 TalentSorter

Applicant Search

Acme Widget Co

Home

Logout

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)

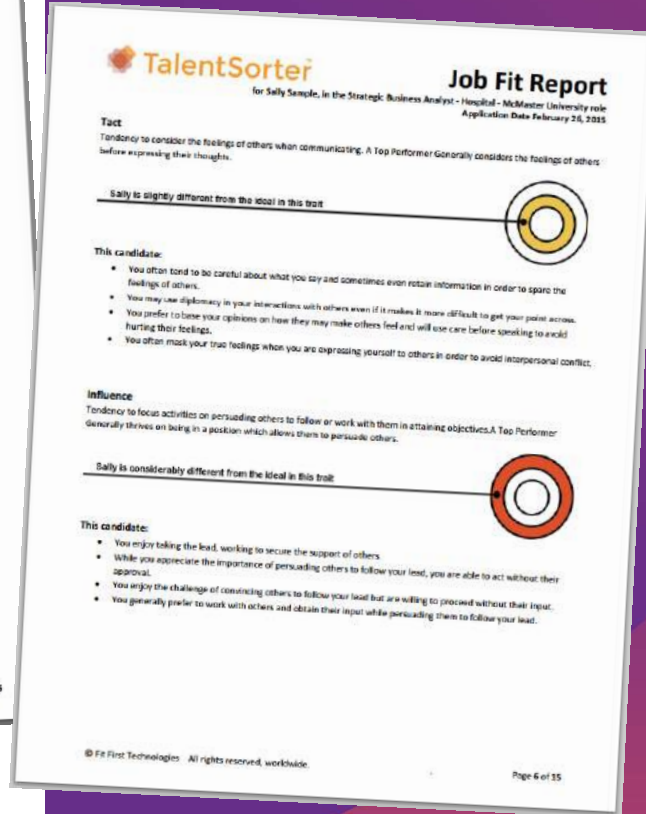
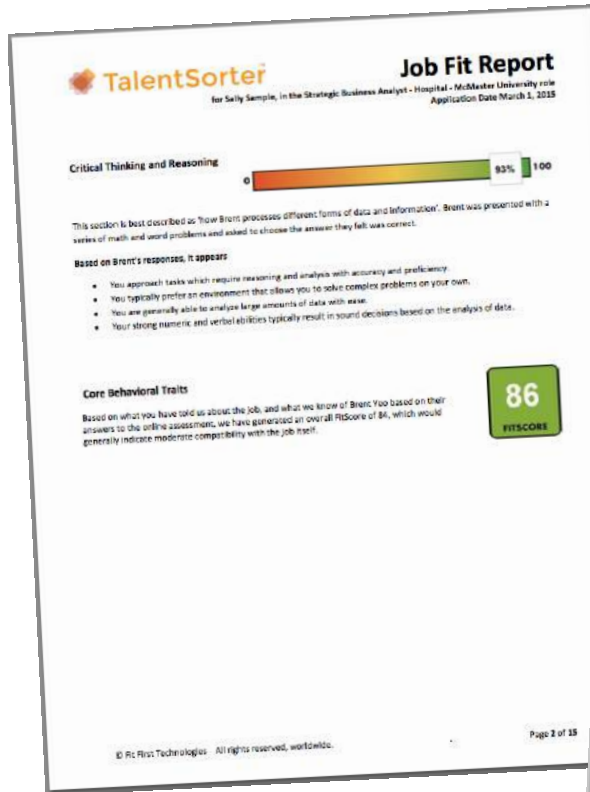
6 TalentSorter

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

Sourcing

Screening & Hiring

Onboarding

Engaging

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?

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