

The keys to

FINDING & KEEPING GREAT PEOPLE

 *an elixir for a changing marketplace*

The keys to
**FINDING & KEEPING
GREAT PEOPLE**

CONTENT:

| | | |
|--------|-------------------------|--------|
| | the challenge | ... 1 |
| | the solution | ... 9 |
| KEY #1 | a flourishing culture | ... 10 |
| KEY #2 | recruit like a marketer | ... 27 |
| KEY #3 | nurture your applicants | ... 31 |
| | learn how | ... 35 |



“

It's just so hard to find
great people nowadays.”

- Justin DeBoer, Skyline Contracting

INTRODUCTION

THE CHALLENGE

**MORE DEMAND
+ LESS SUPPLY**

= talent shortage

As we work with small business owners in the trades and professional services industries, a common refrain echoes loud and clear:

“How can I find great people? Everyone in our industry has the same problem!”

YOU'RE ONLY AS GOOD AS YOUR PEOPLE

Yes. Leads, increased top and bottom line, expanded market share and growing your ideal customer base are important. But none of these are possible without great people. Having the right people on board is critical for business success and growth – never-mind creating more ease. And for small businesses like yours, every hire plays a crucial role in your company's future.

The dwindling response rate on job postings. Abandonment of long-form job applications. The insurgence of “hip” benefits like office game rooms and unlimited vacation policies. These indicate that the power has shifted — it's a candidate's market now. The recovering economy, the changing face of the modern job seeker, and the changing needs of companies have created an imbalance straight out of an economics textbook: increased demand + decreased supply = soaring prices (or, in this case, competition).



“

We continue to see signs of a tightened labour market. Unemployment rates are declining and time to fill open positions has hit an all-time high.”

- Michael Durney, CEO Dice Holdings

A CHANGING LANDSCAPE THE CHALLENGE

THE PROOF IS IN THE NUMBERS

BuildForce says Ontario’s population is estimated to grow by 1.5 million between 2015–2024, but the total provincial labour force will only grow by 562,000 people - less than 1% annually. This will drive demand in residential construction.

Further, a recent report by the Canadian Imperial Bank of Commerce suggested that industries like health care, advanced manufacturing, mining and business services are all facing shortages of skilled workers. Taken together, those industries represent a full fifth of all Canadian jobs.

In-Demand Roles: CANADA





A CHANGING LANDSCAPE

THE CHALLENGE

WHAT'S GOING ON?

BuildForce Canada recently produced a report that paints the picture:

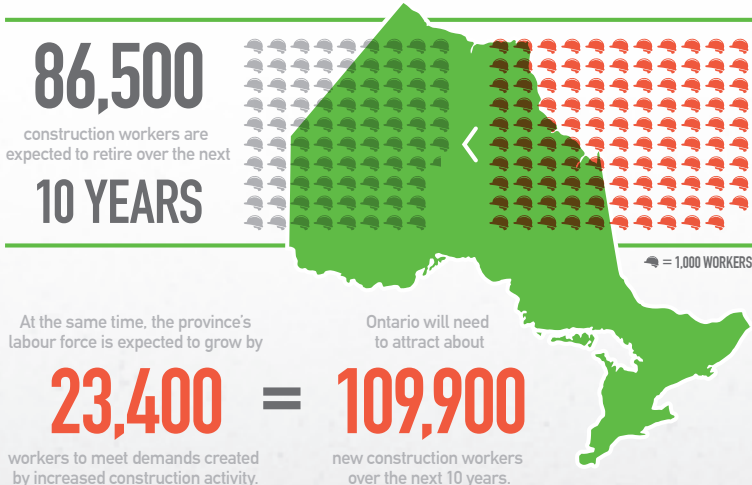
“Ontario, especially the GTA, needs skilled trades workers for the construction industry. In fact, the biggest challenge facing Ontario’s construction industry for the next ten years will be a shortage of skilled labour. Just over one in five workers currently employed in construction will be retiring in those ten years. To replace the thousands of retiring workers, and to meet growth demands driven by large infrastructure projects and new commercial and residential construction, the industry will have to hire about 110,000 new workers between now and 2024.”

Recruiting, hiring and training are a priority more than ever, given that

over 21 percent of the Ontario construction workforce is retiring in the next 10 years. Yes, it’s tough out there.

Construction managers will be “generally not available” in local markets to meet any increase in demand in four of the next ten years. “This will force employers to compete for available workers, possibly beyond ‘traditional’ sources and practices”, said Rosemary Sparks, Executive Director of BuildForce Canada.

WHAT'S CHANGING IN THE ONTARIO CONSTRUCTION INDUSTRY?



A CHANGING LANDSCAPE

WHAT DOES THIS MEAN FOR SMALL BUSINESS?

- Productivity challenges
- Customer service challenges
- Increased competition
- More employee turnover
- More training and overhead costs

“

Prior to growing our culture, we couldn't find people so we'd hire just to get a warm body. I was stuck, stressed and couldn't grow. Then I found out what it was really costing me, our people and our customers. Ouch. Something had to change. ”

Randy Sommerfeld, AKS Interior Systems



But here's the second half of the issue:

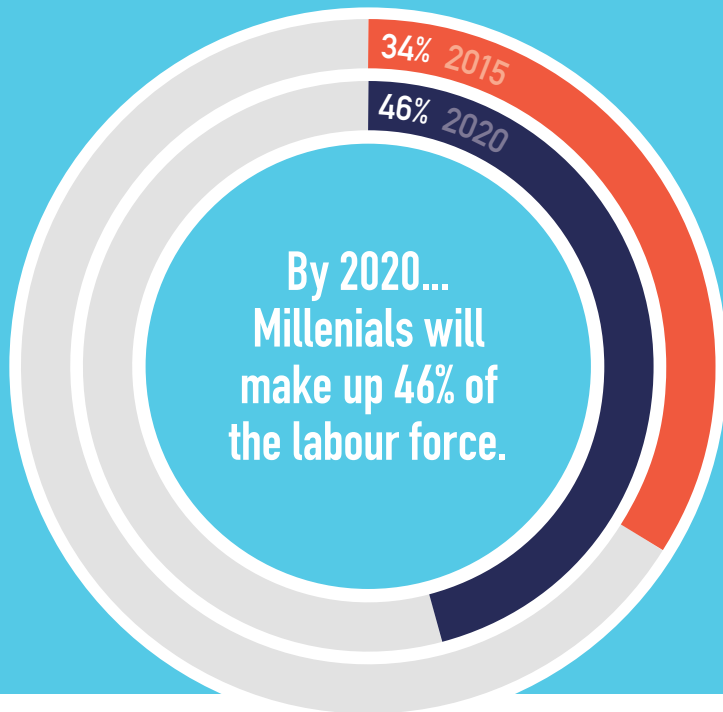
THE MODERN CANDIDATE

There's a new landscape out there - changing supply demographic, a millennial culture-shift.



The Anatomy of the MODERN CANDIDATE

Millenials are the largest generation in the labour force... *and still growing!*



Passive... but looking

3 OUT OF 4 workers are open to or actively looking for new job opportunities through popular social media sites.

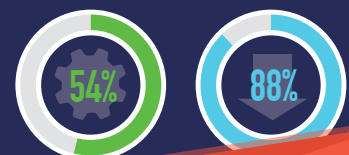


Mobile-Friendly

43% of smart-phone owners used their mobile phone to research jobs.

#ThatRemoteWorkLife

54% are most **productive** when working remotely.
88% say working remotely reduces their **overall stress**.





A MODERN CANDIDATE

THE CHALLENGE

"Know well the condition of your flocks and pay attention to your herds." - Prov 27:23

The reality is that today's young adults will be filling roles in all businesses. And yet so many business owners are throwing up their arms in despair. How will you help fully engage the younger generation in your business?

MANAGING MILLENNIALS THE KINGDOM WAY

With much frustration many business owners grapple with the struggle of trying to grow a team that is committed to doing a great job, serving clients well and going the "extra mile"... let alone just showing up on time.

So what do you do? Perhaps downsize, diminishing or removing the need to hire? Is becoming a "solopreneur" and doing everything

yourself working?

We invite you to reflect on some questions as you engage with millennials.

1. Where may God be nudging you to own a "spirit" of judgment as you consider the millennials in your world?
2. How well do you understand their world?
3. Knowing that you are not required to agree with their perspective, are you willing to engage and discover what is most important to them?

See page 23 to learn a shift in mindset and how to better manage millenials more effectively - the Kingdom way!



SO NOW WHAT?

The competition may be fiercer than ever before. The supply may be lower than before. But you can break through the noise.

IT'S TIME TO CHANGE THE APPROACH

You just have to think outside the box.

**NEW CHALLENGES
+ NEW CANDIDATES**

.....
*= new mindset,
new tactics*

And guess what?
The early bird gets the worm.



A NEW MINDSET

It's a long-term, comprehensive approach

1. CREATE A FLOURISHING CULTURE

a.k.a “Create a Great Place to Work”

2. RECRUIT LIKE A MARKETER

3. NURTURE YOUR APPLICANTS





KEY SOLUTION #1

FLOURISHING CULTURE

As a business owner, you spend your day in the trenches, growing your client base, tracking sales and planning your next big move. You may feel you don't have much left in the tank to pursue building company culture — at times, it may feel like improving employee morale will just have to wait. But there's another way. As a Christ-follower, you and I serve a higher calling - the call to serve others, valuing individuals and growing people into all they were designed to be.

YOUR NEW CEO ROLE: CHIEF ENGAGEMENT OFFICER

Creating a flourishing culture is a conviction that reflects kingdom values. And it's a win-win. By creating a thriving, engaged workplace you will also attract and retain top talent while driving improved results.

Employees thrive on company culture: from an inspired shared vision, company values lived with authenticity, the rigour and grit of your sales funnel through to the vibe of your staff parties.

Your company culture defines the way in which your team interacts with one another and how your business interacts with the outside world, specifically your customers.

It's relatively easy to get a compliant staff member to operate at a "6/10". But an engaged employee is committed - not just compliant. They would operate at an "8/10" at least. Now imagine that across your team... across your firm. That bump in discretionary effort and engagement is a game changer.



WHY COMPANIES SHOULD INVEST IN COMPANY CULTURE

Despite a challenging economy, world leading companies make investment in company culture a priority.

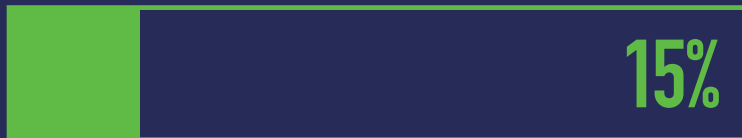
AREAS THAT REAPED THE MOST BENEFIT BY INVESTING IN PEOPLE & CULTURE



COMPANY CULTURE



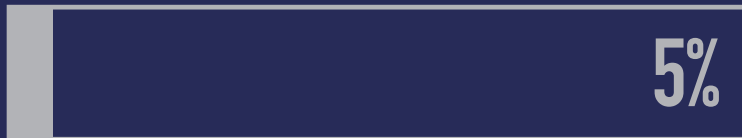
COMPETITIVENESS



CUSTOMER LOYALTY



INNOVATION



PRODUCTIVITY



RECRUITMENT & RETENTION



“

Our company is built around serving our customers. Without customers, no one here gets paid and we won't exist. And, in order to best serve our customers, we need the best people. To attract and retain the best people, we need to make sure we have a company culture that is attractive and sustainable for the long run. - DeliberateU customer

”

KEY SOLUTION #1

FLOURISHING CULTURE



When we foster an environment, service and reputation that is productive, fun, positive, safe, focused and excellent, we develop a people magnet. Today's employee wants to make a difference and feel a sense of belonging. And, everyone wants to be on a winning team.

YOU'RE ONLY AS GOOD AS YOUR PEOPLE

A report by Deloitte in 2012 revealed that 94% of executives and 88% of employees believed a distinct workplace culture is important to their business' success and 83 per cent of executives and 84% of employees thought that having engaged and motivated employees was the top factor that substantially contributes to the company's success.

Simply put, you and I need to run businesses that are great places to work. Places that serve others well. Places that care for clients and staff. Places that model the way, leading with purpose, values, integrity and vision. We need to build a culture of excellence where clients are delighted, people are growing and the bottom line is sustainable. We need to stop and celebrate successes, engage innovation, consistently communicate our values, and keep tight and frequent dialogue with people.



11 SHOCKING EMPLOYEE HAPPINESS STATISTICS THAT WILL BLOW YOUR MIND!

CLOSE WORK FRIENDSHIPS BOOST EMPLOYEE SATISFACTION BY **50%**

PEOPLE WITH A BEST FRIEND AT WORK ARE **7X** MORE LIKELY TO **ENGAGE FULLY** IN THEIR WORK

36% OF EMPLOYEES WOULD GIVE UP **\$5,000 A YEAR** IN SALARY TO BE HAPPIER AT WORK

COMPANIES WITH HAPPY EMPLOYEES **OUTPERFORM** THE COMPETITION BY **20%**

ONLY 42% OF EMPLOYEES ARE HAPPY WITH THE REWARDS AND RECOGNITION THEIR COMPANIES **OFFER**

FORTUNE'S "100 BEST COMPANIES TO WORK FOR" ENJOYED **A RAISE** IN STOCK PRICES OF **14%** PER YEAR FROM 1998-2005, COMPARED TO **6%** FOR THE OVERALL MARKET

HAPPY EMPLOYEES ARE **12% MORE PRODUCTIVE**

67% OF FULL-TIME EMPLOYEES WITH ACCESS TO **FREE FOOD** AT WORK ARE "EXTREMELY" OR "VERY" HAPPY AT THEIR CURRENT JOB

EMPLOYEES WHO REPORT BEING HAPPY AT WORK TAKE **10%** FEWER SICK DAYS THAN UNHAPPY EMPLOYEES

HAPPY SALESPEOPLE PRODUCE **37% GREATER SALES**

THE TOP 3 FACTORS CONTRIBUTING TO JOB SATISFACTION ARE

- JOB SECURITY
- OPPORTUNITIES TO USE SKILLS AND ABILITIES
- ORGANIZATION'S FINANCIAL STABILITY



Linking Employee Engagement TO MEASURABLE BUSINESS RESULTS

Employee engagement is what happens when companies win over the hearts and minds of employees (i.e. make an emotional connection with them) in ways that lead to extraordinary effort and positive financial results.

50%

PROFITABILITY

Companies in the top quartile of engagement scores had **50% higher total shareholder return** that the average company. (Aon Hewitt)



18%

PRODUCTIVITY

Engaged employees have **18% higher productivity and 60% higher quality** than underengaged employees. (Insync Surveys)



34%

CUSTOMER SATISFACTION

Companies with highly engaged employees score between **12% and 34% higher customer satisfaction**. (Vance)



1000%

QUALITY

Among Fortune 100 companies, there was a **1000% decrease in errors** among engaged versus disengaged employee populations. (Gonring)



48%

SAFETY

Highly engaged employees have **48% fewer safety incidents**. (Gallup)



Linking Employee Engagement TO MEASURABLE BUSINESS RESULTS

87%

RETENTION

Engaged employees are 87% less likely to leave an organization. They are 5 times less likely to leave than employees who are not engaged. (Dr. Brad Shuck)



50%

WELLNESS

Indirect costs of poor health among disengaged employees = **2-3 X** the direct medical expenses of the total employee group.

Medical expenditures consume **50% of corporate profits** (HR Resources) this includes time when the employees are “off the job” due to illness, as well as when employees come to work ill.



Engaged employees are 21% more likely to be involved in personal wellness efforts (Gamlem) which in turn reduces sick time off work and improves productivity.

A Fortune 100 CPG company’s focus on the wellness lowered the rate of healthcare by **\$565 per employee** (The Economist)

0.6%

SALES GROWTH

Each incremental percentage of employees who become engaged predicts an **incremental 0.6% growth in sales.** (Aon Hewitt)



“

The royal road to a person’s heart is to talk to him about the things he treasures the most.”

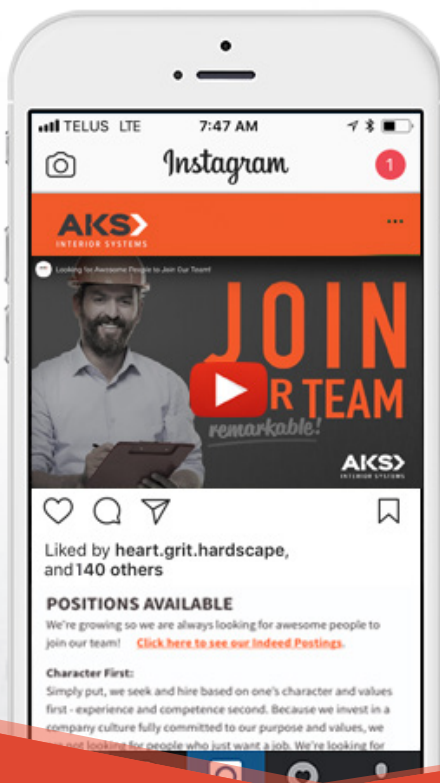
”

- Dale Carnegie

KEY SOLUTION #1

FLOURISHING CULTURE

Your staff are your best advocates. If you empower them to share your brand with others, you’ll find your reach increases exponentially. You can’t fake this. You have to already be making strides to keep your employees engaged. But if you don’t have a desirable work culture, no amount of marketing or cajoling can make it look like you do. Transparency and authenticity go hand in hand — you have to have one for the other to be effective.



LEVERAGE EXISTING EMPLOYEES’ ADVOCACY

Already have a brag-worthy culture? Show it off by creating a recruiting culture in your organization.

Your current employees know what it takes to be successful at your company. So why wait until late in the game to involve them in the hiring process?

By creating a company-wide responsibility to build a great internal team, you put the power in the hands of your employees to find and encourage the best people to apply. After all, everyone benefits when effective, awesome people come on.



WHY EMPLOYEE ENGAGEMENT MATTERS

Employee engagement – the emotional and functional commitment an employee has to his or her organization



\$11 BILLION IS LOST ANNUALLY
DUE TO EMPLOYEE **TURNOVER**



COMPANIES WITH **ENGAGED**
EMPLOYEES OUTPERFORM
THOSE WITHOUT BY UP TO **202%**



71% OF ALL EMPLOYEES ARE
NOT FULLY ENGAGED



3 KEY DRIVERS OF EMPLOYEE ENGAGEMENT

It is said that employees don't leave companies, they leave their leaders.
Explore the 3 key drivers of employee engagement.

RELATIONSHIP WITH DIRECT MANAGER

80% OF EMPLOYEES DISSATISFIED WITH THEIR DIRECT MANAGER WERE DISENGAGED



BELIEF IN SENIOR LEADERSHIP

70% OF EMPLOYEES WHO LACK CONFIDENCE IN THE ABILITIES OF SENIOR LEADERSHIP WERE NOT FULLY ENGAGED



PRIDE IN WORKING FOR THE COMPANY

54% OF EMPLOYEES WHO WERE PROUD OF THEIR COMPANY'S CONTRIBUTIONS TO SOCIETY WERE ENGAGED



4 TRAITS ENGAGED EMPLOYEES EXHIBIT



ENTHUSIASM

employees are enthusiastic about work



INSPIRED

employees are motivated by their leaders



EMPOWERED

employees are allowed to do their work their way



CONFIDENT

employees are sure they can achieve excellence

5 TIPS FOR EMPLOYEE ENGAGEMENT

1

Senior leadership **must articulate a clear vision** to all employees

2

Employees should be **encouraged to communicate openly** and influence the company's vision through their input.

3

Direct managers should **foster healthy relationships** with their employees.

4

Senior leadership should **continuously demonstrate** that employees have an impact on their work environment.

5

Managers should show employees that they are **valued as true contributors**, giving them a sense of empowerment.



CREATE A **FLOURISHING CULTURE**

HOW?

CHECK LIST:

1. **BAKE-IN YOUR PURPOSE & VALUES** As the Chief Engagement Officer, your primary role is to build a culture where people experience:

- **PURPOSE:** Greater meaning in doing what they love; understanding their “why”
- **VISION:** Effective and inspired leadership with a shared line-of-sight
- **VALUES:** Instill values and ideals early in the game, so that, as your business grows, these ingrained standards stay with the company.

Founders make decisions based on their values but these ideals may not always be apparent, taught or consistently reiterated. Once you’ve established vision, purpose and core values, you need to train employees on how to live that out. Help everyone know what to look for by steeping them in company culture. Bake these values into your culture by rewarding them publicly and often. Keep communicating the story.

2. **BUILD TRUST** Experts on company culture, Al Lopus (President of Best Christian Workplaces Institute) and Daniel Coyle (Author and researcher on Workplace & Culture) affirm that foundational to building trust is a proven, consistent track record of :

- **MODELING SAFETY & VULNERABILITY:** Don’t act like you have all the answers. Nobody likes the smell of a know-it-all. Remember, people don’t care how much you know - until they know how much you care. Dare to share and start asking your people what you and the team need to start, keep and stop doing. Let your team know and feel they’re valued through authentic relationship and open vulnerability.
- **DOING WHAT YOU SAY YOU’LL DO:** Employees see leaders as credible when they consistently fulfill on promise and hold themselves accountable by being open to feedback. Be open and transparent with your communication, ask for feedback, follow through on promise... and love your neighbour as yourself - regardless of the circumstance.



CREATE A **FLOURISHING CULTURE**

HOW?

CHECK LIST:

3. **GROW & ENGAGE PEOPLE**



CELEBRATE WINS: Letting people know they are important is one of the biggest components to a thriving, concierge-style culture. When employees feel like meaningless cogs, their work is unlikely to matter to them and they soon look elsewhere for something more meaningful.

Honouring wins and celebrating milestones improves morale by encouraging the person recognized and showing team members that important contributions are noticed. You will also be giving them the opportunity to use their own creativity and leadership skills to grow personally while helping your company.



EMPOWER YOUR TEAM TO ACT: If your employees feel powerless to remedy even a slight customer service situation, it can be damaging to your overall company culture. Give each of your employees the ability to have some power when it comes to making decisions and acting on them. When you do this you'll demonstrate your trust and confidence in them - and they'll respond with increased engagement.

When leadership operates as Chief Engagement Officers, the culture flourishes and results skyrocket. The research proves it:

33% MORE PRODUCTIVITY

16% MORE PROFIT



STRUCTURE CULTURE: Put systems and SOPs (Standard Operating Procedures) in place to make sure your culture is scalable and can grow with the employee count. In your hiring process, strive to give multiple people an opportunity to provide input on whether or not a candidate is the right fit. Then always act based on your vision, purpose and values.



KEEP TRADITIONS: Traditions give us structure and a sense of safety and belonging. Don't take away things that matter most to employees, including rewards, professional development and quirky social events.



CREATE A **FLOURISHING CULTURE**

HOW?

CHECK LIST: 4. **BUILD A WINNING TEAM**



KNOW THE SCORE: Nobody wants to play on a losing team. Worse yet, imagine playing for a hockey team in an important game - and you don't know what the score is, what period you're in, nor how much time is left in the game. Crazy, right?

No matter how large or small your business is, every leader needs to develop a rigour of focusing on goals, acting on lead measures, and regularly checking-in on results. Your people want to know if they're winning - and what they can do to course-correct it when they're not. It's pivotal to their engagement, accountability and your results.

And when they win? Reward employees for reaching goals and working together - its creates a flourishing culture. Whether it's pizza for lunch or something else, take the time to offer positive feedback and reward them for their effort.



TRAIN ON BEST-PRACTICES: Small business owners need to train their staff for recruiting, interview and on-boarding. So many owners haven't been able to transfer their "gut-feel" to their staff. The same way you hold management training or skills workshops, you can help your employees become more effective interviewers by sharing sample questions and successful techniques.



CREATE FUN & CAMARADERIE: Everyone needs an escape now and then. Planning company events gives the team something to look forward to - and build camaraderie and trust. We've worked with small businesses who've rooted for the home team at football games, chowed down at food truck parties, lost too many golf balls 'in the drink', hit the pavement in charity runs and, of course, filmed the occasional spoof video or held an ATV adventure race.

Outings don't have to break the bank, they just need to be something everyone is interested in. This is not just for those gifted at this. It's not optional. If you don't do this, work it in your budget and start now.



CREATE A **FLOURISHING CULTURE**

HOW?

5. MANAGING MILLENNIALS As Christ-following leaders, we have a profound privilege to invest in the lives of these future leaders of our businesses, families and communities. Expressing the beauty of the Gospel and God's kingdom, "the millennial concern" cannot be separated from Jesus' mandate to love your neighbour and make disciples.

CHECK LIST:

Surely not without challenge, hiring and leading millennials in our business has quite honestly been tremendous. We've hired and managed millennials by focusing on 4 things:

- **DON'T PASS JUDGMENT:**
Do you see them as image bearers like you - the way Christ made them, worthy of your best?
- **MODEL FOR THEM WHAT'S POSSIBLE IN CHRIST:**
They need to "see" the hope of the gospel.
- **BRING A SHARED VISION:** Help them discover their vision and experience the overlap with yours.
- **BE CURIOUS:** discover what's important to them and capture their heart. Do this and the "buy-in" will begin to occur.
- **PAINT A BIGGER PICTURE:** One millennial I managed said it this way, "I'll give you everything I've got, but I need to know it makes a difference to something bigger than your bottom line". Provide a clear vision to those entrusted to you. Help them see their part in something much bigger than you - or themselves. They want to make a difference and be part of tribe that makes an impact!

How is Christ inviting you to see millennials? We invite you to engage in this tremendous opportunity we have to participate in what Christ is doing in the work place. He has us right here, right now with the privilege of bringing the gospel to a whole other generation.



CREATE A FLOURISHING CULTURE

HOW?

CHECK LIST:

6. INVEST IN TRANSPARENCY - THE MILLENNIAL WAY!



AN OPEN BOOK: The best employer brands have one clear thing in common — they are open books about who they are and what it's like to work for their company.

Transparency is, quite simply, about breaking through the barriers that separate candidate from company. It's about being real, honest, and, you know, human! Serial entrepreneur Neil Patel put it best in a recent Fast Company article: "The reason why transparency is so appealing is largely due to cultural trends and human behaviour. We like people who are transparent, so it makes sense that we like companies who are transparent, too. It's not about some new 'hack' or 'technique.' It's about being a real person, a real leader, and a real company."



BE TRANSPARENT ABOUT EXPECTATIONS: Do managers at your company encourage or frown upon remote work? Do people leave by "beer o'clock" on Friday, or do they tend to stick around until late? Will employees be expected to be available to answer emails on nights and weekends?

There aren't necessarily any wrong answers to these questions — but it's important to be honest and upfront about what it's really like to work at your company. You'll make new hires feel more secure and prevent turnover down the line.



BE TRANSPARENT ABOUT GOALS: "Where do you want to be in five years?" is a pretty standard interview question. Try turning it around on yourself — where does your company see itself in five years? How about fifty? Be upfront about what the company's true mission is and what that looks like over the course of the company's lifetime or a person's career.



BE IN THEIR WORLD: Take interest in their lives, their hobbies, their aspirations. Be real, relevant and readily available. Oh, and can you say "Social Media"?



WHAT DOES THIS LOOK LIKE?



SCOREBOARD June-Sept 6: 2,393
Projects closed: 20-37%

| DESIGN/BUILD | |
|---------------------------------------|---|
| EST VS ACT % ahead/behind | EST: 4673, ACT: 4433, %: 94.9% |
| PRODUCTION SCH. % ahead/behind | 82 |
| UNBILLABLE Direct % of field wages | BUDGET: 20%, ACTUAL: 20.1% |
| WARRANTY COST | -\$12,694.73 |
| SAFETY/EQUIP. DAMAGE | # OF ACCIDENTS: 0, # OF INCIDENTS: 1, INCIDENTS/1000 MAN HR.: 0.001 |
| CUSTOMER REVIEWS | # OF REVIEWS: 4.5, STAR RATINGS: 4.8 |

DATE OF LAST INVOICE: 11/09/2017
S.O.P:
1. What went right?
2. What went wrong?
3. Where can we improve?



G R I T

Genuine Leadership:

Honesty, Responsibility,
Humility, Ownership

Real Effort:

Participation, Initiative,
Engagement, Not Giving Up

Inspiring Communication:

Contribution, Collaboration,
Thoughtfulness

Truly making it Better

Courtesy, Service,
Teamwork, Innovation



“

After much effort in improving our culture it's so much better because our key leaders are engaged and people now want to stay and grow.

The further fruit of this is now having people actually coming to us looking for a position with Skyline. It's taken so much pain away.

”

Justin DeBoer, Skyline Contracting





KEY SOLUTION #2

RECRUIT LIKE A MARKETER

At first glance, recruiting and marketing may not seem to have a lot in common. One is focused on building an effective workforce, while the other creates demand for a company's products and services. Over the past few years, however, "recruitment marketing" has been gaining steam — and for good reason. Today's potential candidates employ the same tactics when searching for a new job as today's consumers do when searching for new products.

TREAT RECRUITING LIKE SALES AND MARKETING

Like with sales, if you only have one lead, your perception of it is often skewed. If you have more leads (aka "balls in the hopper"), you can better screen, discern and choose more ideal options. The same applies for recruiting candidates.

Further, there's a method in modern marketing called inbound marketing. Inbound marketing sprung up as a reaction to the changing way we,

as consumers, make buying decisions. Before the internet, salespeople had all the cards — they had way more information than buyers did, and buyers had to rely on their expertise in order to make any decisions. Today, with unprecedented access to information online, buyers complete 70% of the buying process before they even make contact with a salesperson.

Sound familiar? The Internet changed the way that candidates search for jobs in almost exactly the same way it changed the buyer's journey. In a Google-first world, your employer brand is more important than ever before.



“

You wouldn't build a marketing plan that only swung into action when you ran out of customers. By the same token, you don't want to build a recruiting plan that only swings into action when you run out of talent.

”

- Jeffrey Scott

KEY SOLUTION #2

RECRUIT LIKE A MARKETER



You can apply the same savvy approach to reach candidates (and especially passive candidates) at the various stages of the recruiting process.

AWARENESS:

The candidate is experiencing symptoms of a problem or opportunity. At this stage, the candidate is not necessarily searching for a new job. He/she could be searching for career advice, reaching out to her network, or searching for a mentor. One may be looking for a conversation, not an application, at this stage.

CONSIDERATION:

Now the candidate is fully aware of his/her problem or opportunity. At this stage, they are actively searching for new opportunities although it's possible they don't yet know what that is. If he's filling out applications, he's doing so fairly passively. He wouldn't turn down the right opportunity, but he's not in full "search" mode yet.

DECISION / ACTION:

The candidate has decided what she wants next and is weighing the options, filling out applications and going on interviews or considering offers. Typically, this is where most candidates connect with companies like yours.

If you wait until the candidate has reached the Action stage to reach him or her, you're more than likely too late.



RECRUIT LIKE A **LIKE A MARKETER**

HOW?

RECRUITMENT FUNNEL Like with Sales, once you've identified your ideal candidate and where he/she is at in each stage of the Candidate's Journey, you can design your recruitment funnel to target them specifically. This way, you're not waiting for a hiring emergency to start communicating with your ideal candidate. You're engaging them from the beginning, exponentially increasing the chances of their receptiveness when you have a position to fill.

CHECK LIST:



BALLS IN THE HOPPER:

Your recruiting strategy and its execution is similar to your lead generation for driving sales in your business. It's a multi-pronged, comprehensive approach that needs to be:

- Compelling and resonate with your ideal candidate profile
- Different and inspiring
- Unified and consistent across multiple mediums and platforms
- Always recruiting! Just like sales, never stop generating leads and exposure



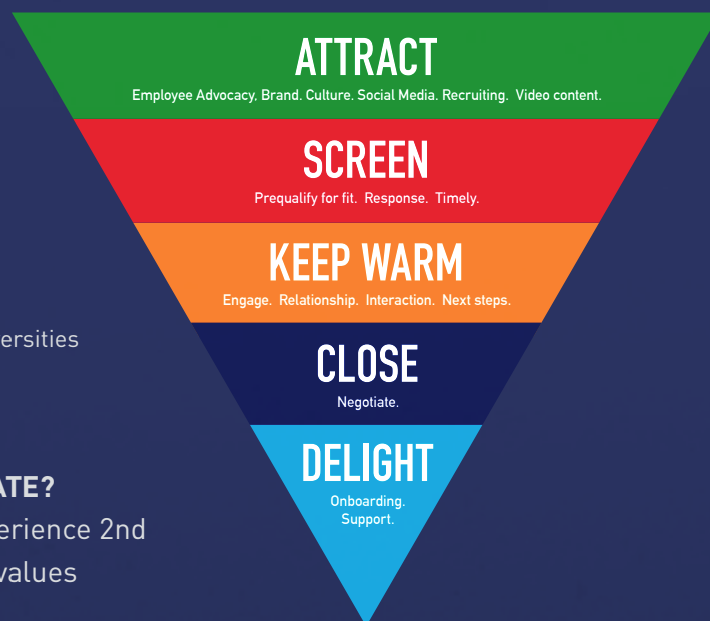
SAMPLE LEAD MAGNETS:

Employee referrals
Employee's Social Media
Past employees
Networking referrals
Internal "Graduate" Program
Social Media & Video
Online Job Boards
Paid Search / Adwords
Target Marketing
Website
Relationships with Colleges/Universities
Brilliant Job Descriptions
Constant PR on all touch points



WHO'S AN IDEAL CANDIDATE?

Character 1st; skills & experience 2nd
Aligned with your vision & values
Teachable spirit
Growth-mindset
Best-fitted to the Role Description



WHAT DOES THIS LOOK LIKE?





TIRED OF "MEH"?



NOW HIRING

POSITIONS: **LANDSCAPE GROUNDS MAINTENANCE**
THELANDMARKGROUP





KEY SOLUTION #3

NURTURE APPLICANTS



Which would you rather be treated as: an anonymous applicant or a real, human person? Didn't need to give that much thought, huh? Nobody wants to be reduced to a target audience, a demographic, or a list of their accomplishments.

CAPTURE THEIR HEART BEFORE THEIR INTELLECT

As in sales, people buy from people. It's no different with recruiting or interviewing. Top candidates want to connect with your company on a one-on-one basis. How can you facilitate this kind of high-touch candidate experience?

Start by developing an SOP (standard operating procedure) that drives a posture of caring for people through the entire process.

Once when working on a School Board, I had the opportunity of leading the team through a recruiting process that involved finding and interviewing teacher candidates for a small, Christian private school.

The strategic, multi-touch process left the hired individuals impressed and engaged - some even passing up more money from another opportunity because they loved our hiring process so much. Why? They were personally engaged, inspired and cared for during the process like no other. It was about a relationship they wanted.



NURTURE APPLICANTS

HOW?

CHECK LIST:



1. SOFTEN THE ASK The abandonment rates for online job applications are staggering. CareerBuilder estimates that 60% of candidates abandon online applications before completing them; a recent AppCast white paper put this closer to 90%. Face it, job applications are a terrible way to begin a relationship. Starting with something softer can help you make contact earlier in the candidate journey, increasing your chances of getting a candidate in the door when the application time comes.

One fool-proof strategy? Change the call to action. Try offering candidates a conversation rather than a job application. Help them connect to your culture through social media, culture content or an event. Research shows that candidates are twice as likely to attend an event than apply for a job online.



2. TREAT CANDIDATES LIKE CUSTOMERS According to The Talent Board, 92% of candidates never get called back after applying for a job. After painstakingly filling out an application, most of these candidates never receive any further contact than an automated receipt. Of the candidates who did make it to the interview process, only one in five reported receiving a quality final communication. Not exactly a positive experience!

This is a problem for several reasons. For one, candidates who enjoy these interactions with a potential employer are much more likely to advocate for your employer brand. With 78.6% of job applicants making the decision to apply based on what they find in their personal research, you need to make the most of every opportunity for a favorable review.

Equally important — candidates who have a good experience are more likely to reapply at a later date. Which brings us to our last tip...



NURTURE APPLICANTS

HOW?

CHECK LIST:



3. **RE-ENGAGE “BOOMERANG” CANDIDATES** Repeat after me: candidates are not disposable. Today’s wrong fit might be the perfect fit for a later opportunity (or they might know someone who is).

Think of candidates less as one-time options for specific jobs and more as members of your unique, evergreen talent community. According to The Talent Board, only 1 in 12 candidates get invited back for an interview. By treating candidates as a talent community rather than one-time shots, you can potentially spend 12x less in recruiting costs.

RE-ENGAGEMENT TIPS



- Maintain regular contact with candidates to stay top of mind



- Ask for feedback on candidates’ experiences (and actually act on it)



- Treat your talent pool like VIPs by notifying them first when new positions open up



- Invite candidates to take part in networking events, surveys, social media campaigns, and other low-barrier engagement points



RESULTS

“



It's just so much better now that we've created a great place to work.

Our team is so engaged, our leaders are aligned, we hire based on fit and character and we're attracting great staff... including past people coming back!

It's so great to see the results of hard work.

”

Randy Sommerfeld, AKS Interior Systems



NEED HELP EXECUTING?

LEARN HOW TO DELIBERATELY:

Lead with Vision, Purpose and Values

Create a Great Place to Work

Attract Ideal Candidates

Screen Applicants Properly

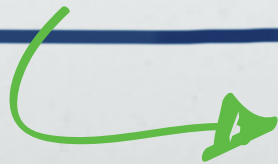
Conduct an Interview

Implement an On-boarding Strategy

Manage Millennials

learn in an upcoming

WEBINAR



deliberateu.com



SOURCES

1. Giselle Jenkins, “8 Ways to Build a Flourishing Workplace Culture”, Best Christian Workplaces Institute, <http://blog.bcwinstitute.org/8-ways-to-build-a-flourishing-workplace-culture/>
2. Tami Heim , Podcast: “Encore Episode: How Leadership Excellence Achieves Flourishing Culture” Christian Leadership Alliance, Best Christian Workplaces Institute, <http://blog.bcwinstitute.org/page/4/>
3. Al Lopus, “7 Leading Workplace Trends for 2019”, Best Christian Workplaces Institute, <http://blog.bcwinstitute.org/7-leading-workplace-trends-for-2019/>
4. Al Lopus, How These 6 Culture Insights Helped Increase Revenue by 7-Fold!, Best Christian Workplaces Institute, <http://blog.bcwinstitute.org/6-culture-insights-increase-revenue/>
5. Daniel Coyle, *The Culture Code*, The Secrets of Highly Successful Groups
6. Daniel Coyle, *The Talent Code*
7. Greg Ogden and Daniel Meyer, *Leadership Essentials* (Illinois, InterVarsity Press, 2007)
8. Jeffrey Scott , *Become a Destination Company* (Self-Published, 2016)
9. Jim Collins, *Good to Great*, (New York, HarperCollins Publishers Inc., 2001)
10. Harvard Business School, Global Human Capital Trends, Deloitte, 2015. State of the American Manager, Gallup, 2015
11. Dale Carnegie & Associates Inc., “50 Employee Engagement Ideas and Tips”, www.dalecarnegie.com
12. Great Place to Work Canada, <https://www.greatplacetowork.ca/en/podcast>
13. BuildForce Canada, <https://www.buildforce.ca>
14. TalentLyft, www.talentlyft.com
15. Yoh, “Recruitment Strategies to Survive the Talent Shortage”
16. <https://www.linkedin.com/feed/news/recruiters-face-tight-labor-market-4825954>
17. <https://www.forbes.com/sites/danpontefract/2017/05/25/if-culture-comes-first-performance-will-follow/#ffbd2336e620>
18. <https://rmi-solutions.com/blog/should-your-business-offer-flexible-scheduling/>
19. <https://www.bluleadz.com/blog/annual-digest-of-company-culture-statistics>
20. <https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive>
21. https://www.hr.com/en/communities/organizational_development/how-culture-affects-productivity_eacudb4q.html
22. <http://employeeotalwellbeing.com/blog/culture-productivity/>
23. <https://growtheverywhere.com/management/statistical-case-company-culture/>
24. <https://rmi-solutions.com/blog/3-factors-for-a-happy-hro-client-relationship/>
25. <https://explorance.com/blog/6-ways-you-can-benefit-from-employee-engagement-2/>
26. <https://www.talentinsights.com/blog/the-real-cost-of-a-bad-hire/>
27. <https://www.impactbnd.com/blog/reasons-you-cant-find-good-employees>
28. <https://www.inc.com/peter-economy/19-interesting-hiring-statistics-you-should-know.html>



DELIBERATE U
business leadership mentors

deliberateu.com