

# Ready-Set-Grow: Attracting, Onboarding, and Retaining Talent



An overview of techniques and tools to build and maintain a learning culture through leadership and design.

# Attracting Talent in a Stormy Environment

- The insurance industry unemployment rate was down to just 1.2% in November 2018 yet 63% of insurers plan to increase their staff sizes in the next 12 months.
- 88% of employees said company culture was at least relatively important.
- 69% of job seekers would not take a job from a company with a bad reputation – even if unemployed.

The Jacobson Group



READY

# So, you must first be Attractive

The candidate is checking you out!

- What does social media say about the organization?
- What does your website say about the company's priorities?
- Why should a candidate consider you?
  - Development opportunities
  - Life Balance
  - REALISTIC job expectations
  - Career opportunities



## Second, are they Attractive?

Is the candidate a good “fit” for your organization?

How do you know?

Soft skills are the core skills needed as technical skills can be taught

Critical thinking

Communication – verbal and written

Time Management

Customer Service

# We have a match, now what?

Employees who participate in a structured **onboarding** program are 69% more likely to stay with an organization for 3 years.

<https://blog.clickboarding.com/7-need-to-know-facts-about-employee-onboarding>

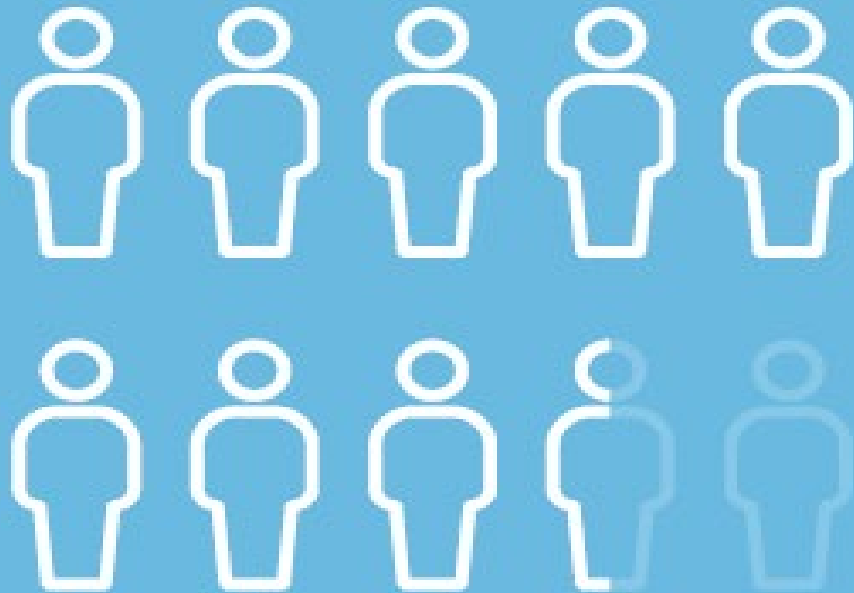
Strategic onboarding is much more than just paperwork and introductions. An organization must adopt this new person into their family by connecting them to:

- ✓ Your Culture
- ✓ Mentors/Subject Matter Experts
- ✓ A Sandbox
- ✓ Practical Ramp up Process



# Keeping the family together?

GROW



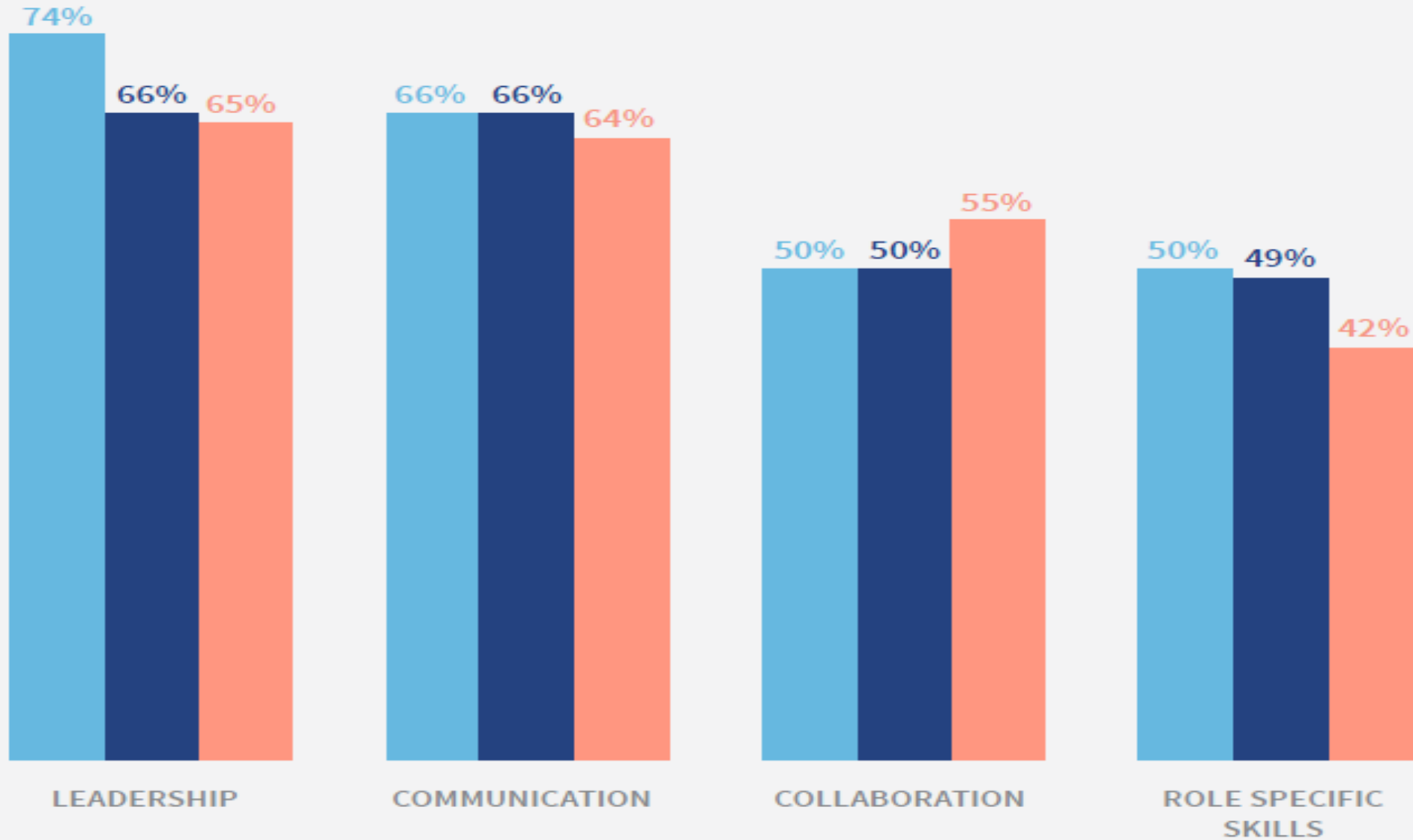
**85%**

of employees are not engaged  
or actively disengaged at work<sup>†</sup>

# What are the most important skills for employees to learn from L&D programs?

Talent Developers    People Managers    Executives

GROW



# It takes two...

# GROW

## Staff Development

- ✓ Technical
  - ✓ Present
  - ✓ Future
- ✓ “Soft” skills
- ✓ Time Management

## Leadership Development

- ✓ Coaching
- ✓ Performance Management
- ✓ Time Management
- ✓ Mentoring



# Design of a Learning Culture

Saying you have a learning culture doesn't make it so!

What do the employees say about your training?

Is it reactive or proactive?

Checks off a box, such as CEUs?

In response to an audit score?

Blanket requirements?



# Steps to Create a Learning Culture

Talk  
about it

Budget  
for it



Buy In from  
the Top

Ensure  
Alignment

# Talk about it

What does your “learning culture” look like?

- Culture is KING, for every generation
- Is it part of your discussion when you meet with leadership? staff?
  - Is it an inquiry or demand?
  - Is it to fix an issue or prevent one?
  - Is it results based?



# Budget for it

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If you want to see what a company cares about, look where it spends its resources.

The last thing an employee wants to hear when development is needed is that you don't have the money for it? What does that tell the employee?



Time



A big challenge. How do you make the time?

- ✓ Promote the value of learning
- ✓ Include it as part of objectives setting
- ✓ Make it rewarding

# Buy in from the Top

What does that look like to an employee?

- Empower your front line leaders
- Consider value (and not just cost)
- Expect your leaders to lead by example
- Make sure that the learning focuses on a lack in ability, not a lack in motivation
- Support initiative yet reward results

SUPPORT





The corporate world is appallingly bad at capitalizing on the strengths of its people.

**Marcus Buckingham**

*Author of *First, Break all the Rules**

# Alignment

- Are you delivering the training your staff needs? Wants?
- Are you leveraging the strengths of the organization to address its exposures?
- Does it move the needle of quality or productivity?
- Does it look to the future needs, not just the present ones?
- What is the message before training?



# So Now What?

1. Evaluate what you have
2. Determine what you want
3. Develop and/or find resources to create the missing components
4. Promote it
5. Celebrate it
6. Maintain it



The background of the slide is filled with numerous blue, 3D-rendered question marks of varying sizes and orientations, scattered across a light gray surface. The lighting creates soft shadows, giving the question marks a sense of depth and volume.

Jim Robert

Best Foot 4Ward

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