How to Become a Talent Magnet™:
What Today’s Employees Look for In an Employer and How to Deliver That

David Lee
HumanNature@Work
About the Presenter

David Lee the founder of HumanNature@Work and is an internationally recognized authority on organizational and managerial practices that optimize employee performance. He is the author of *Managing Employee Stress and Safety*, as well as over 60 articles on employee and organizational performance that have been published in trade journals and books in North America, Europe, India, China, and Australia.

In addition to his own research with both struggling and high performance organizations, David Lee draws from a wide range of disciplines, including peak performance technology, anthropology, accelerated learning, evolutionary biology, and neuroscience. The unifying theme of his work is this: *Understanding human nature in the workplace is like having a “green thumb” when it comes to optimizing employee engagement, loyalty, and productivity.*
Our Focus

• Guiding Principles

• How Not to Be a “Talent Repellent”

• Human Needs That Affect “Talent Magnet Status”
Guiding Principles
Slick Recruiting Ads and Manufactured Image
"Goodies, Gimmicks, and Gala Events"
Creating a “Magnetic Work Experience”
Borrow The Designer’s Perspective

Great Design = Aesthetics + Functionality
Designing A “Magnetic Work Experience”

Aesthetics = Emotional Experience

Functionality = Facilitates Productivity
Your Talent Magnet ™ Design Elements

- Universal Human Needs
- Universal Drivers
- Demographic Drivers
- Principles of Human Nature
Guiding Principles

Your Supervisors And Managers Are The Foundation

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• "This is the most high-maintenance workforce in the history of the world."

• “Supervising employees now requires more time and skill.”

• “Supervisors are now the most important people in the workplace.”

Bruce Tulgan, author of *Generational Shift: What We Saw At The Workplace Revolution*
Guiding Principles

Everything Matters

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Mindfulness: “Radar On; Antenna Up”
Guiding Principles

1. Not About “Goodies, Gimmicks, and Gala Events”
2. Not About Slick Recruiting Ads and Manufactured Image
3. Create a “Magnetic Work Experience”
4. Borrow The Designer’s Perspective
Guiding Principles

5. Your Supervisors And Managers Are The Foundation
6. Everything Matters
7. Mindfulness: “Radar On; Antenna Up”
How to Be a Talent Repellent
How to Be a Talent Repellent

1. Critical Moment of Truth From a Past Employer

2. Something Your Organization Does Currently
You MUST Identify and Eliminate Talent Repellent Factors and Practices
How to Attract, Retain, and Engage Talent
Top Five Drivers of Attraction Globally

1. Competitive base pay.
2. Work-life balance.
3. Challenging work.
4. Career advancement opportunities.
5. Salary increases linked to individual performance.

How to Attract, Retain, and Engage Talent

Are You Designing the Following Human Needs Into Your Work Experience?

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Appreciation and recognition?
“Lack Of Appreciation” Was The #1 Reason Employees Left Their Job

Source: DOL
Do Your Managers Take People for Granted?
Appreciation and Recognition?

“Will you stay another year?”

Top Quartile in Recognition: 70%
Bottom Quartile In Recognition: 24.7%

Source: The Jackson Organization (research involving over 200,000 employees)
Appreciation and Recognition?

65% of Americans received no recognition in the workplace last year.

Source: Gallup Organization
How Do You Show Appreciation and Give Recognition?
Meaning and Purpose?
Meaning and Purpose

• The Value You Bring; The Difference You Make

• Connection Between Employee’s “Little Picture” and the Big Picture
"Housekeeping Staff" or...

"Serenity Keepers"

"Clutter Busters"

"Peace-of-Mind-Police"
Meaning and Purpose

• Employees Can Make a Difference

• Employee Input Matters
<table>
<thead>
<tr>
<th>Time</th>
<th>Department</th>
<th>Description</th>
<th>Responsible</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>040</td>
<td>Stove Assembly</td>
<td>redesign hood over saw to reduce the amount of sawdust buildup</td>
<td>Smith, Dale</td>
<td>Closed</td>
</tr>
<tr>
<td>039</td>
<td>HR</td>
<td>Krista, how about an explanation on what exactly the check change will mean for us, include this with the paycheck. Thank you!</td>
<td>Dennis, James</td>
<td>Closed</td>
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<tr>
<td>038</td>
<td>Administration</td>
<td>Hey Bret! Just had a cool idea for some team building training at the rock wall gym in Portland. Let me know what you think, it would be a lot of fun!</td>
<td>Turnbull, Alyssa</td>
<td>Approved</td>
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<tr>
<td>037</td>
<td>Finance</td>
<td>I had to go to the receiving area yesterday, and was a little lost on where it was and had to ask how to find it. A refresher tour of the warehouse areas and what happens behind the scene would be helpful.</td>
<td>Banister, Kim</td>
<td>Closed</td>
</tr>
<tr>
<td>036</td>
<td>R&amp;D Gas</td>
<td>built more hanging racks for pushbrums and clining tools</td>
<td>Jovic, Bato</td>
<td>Pending Approval</td>
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<tr>
<td>035</td>
<td>Ghost Match</td>
<td>I WOULD LIKE TO MAKE A STUDY EYEGASS</td>
<td>Steinway, Mark</td>
<td>Approved</td>
</tr>
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</table>
Pride?
Do You …

• Communicate The Great Things You Do?

• Make Sure Operations and Decisions Are Worthy of Pride?

• Make Sure Your Products and/or Services Are Worthy of Pride?
Opportunities to Learn and Grow?

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Opportunities to Learn and Grow?

• Solve Problems
• Improve Processes
• Use Discretion
• Add To “Skill Portfolio”
• Involve in Action Learning
Clear Communication?
Clear Communication

Companies with open communication were 300% more profitable than those with poor communication.

Source: Watson Wyatt Worldwide
Clear Communication

• Engagement
• Effectiveness/Success
• Stress

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Unfortunately, Confusion Reigns...

- Only 37% of employees have a clear understanding of what their organization is trying to achieve and why.
- Only 20% said they have a clear "line of sight" between their tasks and their team's and organization's goals.

Source: Harris Interactive
If they were on a football team...

• Only 4 of the 11 players on the field would know which goal was theirs.

• Only 2 of the 11 would know what position they play and what they are supposed to do.

Source: Steven Covey, The 8th Habit
Clear Communication?

– Kept Up to Date On Company Goals, Progress, and New Developments?

– Understand the Workings, Financials, and Parameters of Their Company, Division, Projects?

– Clear Job Descriptions?
Clear Communication?

– Clear Expectations Re: Jobs, Projects, Priorities?

– Regular Feedback?

– Performance Reviews Treated By Supervisors as an Important Professional Development Tool, Not a Necessary Evil?
“They Care About Me”
“They Care About Me”

Employees who feel cared about are more likely to recommend their employer to their friends and family.

Source: Research by Gallup, Watson Wyatt Worldwide, and Towers Perrin published in First Break All The Rules, Marcus Buckingham
They Are Also:

• More productive.
• Less likely to have accidents.
• Less likely to file Worker’s Comp Claims.
• Less likely to quit.
• Less likely to steal

Source: First Break All The Rules, Marcus Buckingham
How do you show you care?

Are there ways you show you don’t care?
Mastery & Self-efficacy?
Do you set your people up for the “thrill of victory”?
...or the “agony of defeat?”
How Do You Make This Kind of Experience Possible?
Mastery; Self-efficacy

– Effective Orientation And Onboarding?

– Training And Coaching Required To Do Job Well?

– Clear Job Expectations and Ongoing Feedback?

– Tools, Technology, Time, And Resources Required To Do Job Well?
Mastery; Self-efficacy

– Policies and Procedures Enable – Rather Than Thwart – Efficacy?

– Employees Asked To Speak Up About “Dumb Rules, Policies and Red Tape”?
“How do you enable your people to feel the ‘thrill of victory’ and how do you set them up for ‘the agony of defeat’?”
How can we do a better job at...

1. Appreciation and Recognition?
2. Meaning and Purpose?
3. Pride?
4. Opportunities to Learn and Grow?
5. Clear Communication?
6. The Feeling that “They Care About Me”?
7. Mastery and Self-efficacy?
Next Steps

1. Learn more about key factors.

2. Educate your managers.

3. Identify “Talent Repellents.”

4. Involve employees and managers in designing a “Magnetic Work Experience” using “Design Elements.”

5. Install system of accountability and support.

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For These and Other Articles By David Lee, Go to HumanNatureAtWork.com

How to Create a Magnetic Employer Brand
Before You Waste Your Time and Money on So Called Employer Branding
If You Want to Be an Employer of Choice to Healthcare Workers...Everything Matters
The Hidden Gift Your Gen Y Employees Are Offering You
For Information On Bringing David Lee to Your Organization or to Get a Copy of:

“61 Questions That Can Transform Your Workforce”

Email: David@HumanNatureAtWork.com