



# Recruiting and Retention in the New World of Work

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Additional resources for this program can be downloaded from <https://contentedcows.com/lma>

## PREMISE

**Creating a focused, engaged, and capably led workforce is one of the best things you can do for your bottom line.**

### Starting with the basics

- Compensation can be an OK recruiter. Rarely a great retainer.
- The more attention you pay to the *intangibles* of the job, the less pressure there will be on the *tangibles*.

**Leadership** – the earned consent of followers.

### Workplace Next – 4 trends:

1. Workers are in the driver's seat for now.
2. You will have to hire from a generation that totally perplexes you.
3. Flexibility is here to stay.
4. Emphasis on integrating work and personal life.

### People perform when they have:

- Something to commit to
- An even chance to do their best work
- Caring leadership

**Assignment** – Eliminate self-limited thinking. Do what you CAN do.

### What people want in a job:

- A paycheck
- Integrity
- Trust
- Fairness
- RESPECT
- Transparency
- Positive attitude
- Family first

**What YOUR people also REALLY want – CONNECTION.** This is the first thing we underestimate.

**Assignment** – make LEADERSHIP a primary qualification for everyone in a management/supervisory role. Give your workers better bosses. BE a better boss. This is the second thing we underestimate.

**Assignment** – if you promote someone to a leadership position, provide coaching and make sure they know how to lead others.

**Discretionary Effort:** what people do because they WANT to, not because they HAVE to. The difference between what we're capable of achieving and what's required of us to keep our jobs.

## RECRUITING

The best recruiting tool is your **reputation as an employer**.

**REPUTATION RECRUITS. REALITY RETAINS.**

**RECRUITING = MARKETING**

**Be able to answer the question:** What's so great about working for your auction?

**Why we don't always do the best job of hiring:**

- We don't like the recruiting process.
- Actually, we don't HAVE a process.
- We rush back to more important things.
- We settle for someone who's good enough.

**Assignment** – Prioritize recruiting and hiring.

## SOURCING

- The stuff everybody already knows... online recruiting sites, advertising, signs in your window, word of mouth, your customers, your friends, your friends' kids, your kids' friends, etc.
- Boomerang hires – people who used to work for you, and may be interested in returning if what you offer is better than where they went. And not just the money.
- Runners up – they were good candidates for an earlier position, but didn't make the cut. Maybe they would now.
- Those who turned you down for an earlier position. Give them another try. Things are different now. If they still say no thank you, ask them for a referral to someone they know.
- Recent retirees.
- Members of the autism community, including those with Asperger's.
- Members of other groups you might not have considered – veterans, disabled workers, workers with a criminal record.
- To minimize ghosting (and for other good reasons), offer job trials – bring them in for a day or two, let them try out the job, while you try them out. Everything's understood up front. If either party decides it's not a good fit, wish them well and send them on their way. Or hire them. Pay them as a 1099 contractor.

## ATTRACTING

- Capture your future stars' hearts and minds before they even apply.
- Start filling your pipeline by educating kids as young as middle school about your industry.
- Use your website to market your organization as a great place to work! Most companies' websites are AWFUL at this. Improve yours, and you'll stand out.
  - Showcase your culture on your website.
  - Include video testimonials from your best employees.
- Make sure your careers pages and application work well on a mobile phone. 53% of job applicants complete the entire process on their mobile phone. 72% for white collar workers. 88% of those under the age of 30.
- In your email signature, include a link to the jobs section of your website.
- Pay your employees for referrals. Make it worth their while. Pay out after the new employee has been on the job successfully for, say, six months.
- Never stop recruiting.

## ONBOARDING

The first day, week, and months of a new employee's time with you are the most critical in determining how engaged they'll be and how long they'll be with you. Get them off to the best start possible!

- The Anatomy of Great Onboarding:
  - Welcome them before they start.
  - Welcome them on their first day.
  - Get mutually well-acquainted.
  - Educate, educate, educate.
  - Do regular, frequent check-ins.
  - Celebrate!
- Have the owner or president send the new hire a personalized letter, before their first day, for every position.
- Pair each new employee up with an onboarding buddy to help them adjust, adjust, and figure out all the "new employee" kinds of things that are important to know, but that might not be covered in standard onboarding events.
- Hold a Welcome Celebration for the new employee on their first day.
- Check in with the new employee, asking specific questions, at the end of:
  - Day One – ask these questions:
    - Was today, or the job, what you expected?
    - Did anything surprise you?
    - Is there someone who was particularly helpful to you? I'd like to thank them.
    - What questions do you have?
    - What can I do to help you before your second day?

# RETENTION

- Keep your standards high. You may need to clean house. Nobody wants to work with slackers.
- Work must matter: Make sure every employee understands the impact of their work on your customers, both external and internal.
- Provide mentoring opportunities for new hires.
- Provide as much flexibility as possible in the job.
- Make sure the work is as important to THEM as it is to YOU. This is the third thing we underestimate.
- Treat everyone with RESPECT, including your part-time and temporary workers.
- Minimize the differences between your full-time staff and your part-time and temporary workers.
- Provide consistent work to keep people interested and engaged.
- Offer pay differentials for hard-to-fill shifts or time periods.
- Pay attention to worker wellbeing. According to Indeed Flex, 30% of part-timers say their employers don't care about their wellbeing.
- Prioritize training – especially safety training.
- Involve everyone – including part-timers and temporary in your organizational communications.
- Involve everyone – including part-timers and temporary in your social and team activities.
- Pay more attention to employee and career development. And not only for the purposes of getting a promotion. Today's employees are attracted to situations where they're learning and improving their skills and their value to the workplace.
- Bridge the language gap. Learn at least a little of the languages that your workers speak. Help them to learn your language. Get them connected to English as a Second Language classes in your area.
- Conduct periodic "Stay Interviews", where you ask people why they stay with you, and what they like about working there.
- "Sit on the footlocker" – spend more time in informal conversations with your frontline employees.
- Create a community, not just a workplace. People find it easy to leave a job. Not so when they're considering leaving a community.
- Say thank you a lot!
- My unscientific poll of employees in recent presentations shows that people value a verbal thank you from their co-workers and manager over time off with pay, and a handwritten thank you over monetary awards or gift cards.
- Send handwritten thank you notes. Deliver in person, or by mail to their home.
- Include families in your expressions of appreciation.
- Recognize personal events in the lives of your employees:
  - Weddings
  - Births
  - Birthdays
  - Family deaths
  - Child's graduation
  - Child's 18<sup>th</sup> birthday
- Have dinner delivered to an employee's home.
- Managers – have a car wash and wash your employees' cars!
- Feed the troops first!

## ELEVEN QUESTIONS EVERY LEADER SHOULD KNOW THE ANSWERS TO FOR EVERYONE THEY LEAD

1. What is your name? (I'm not kidding.)
2. What are you really good at, at work?  
Outside of work?
3. What do you do for fun, at work?  
Outside of work? (Be careful 😊)
4. What are you lousy at?
5. What would you like to do better at  
work?
6. What are a couple of your strongest  
passions?
7. How do you get to work each day?  
How long does it take?
8. Has there been some powerful life  
experience, good or bad, which impacts your  
approach to your work? (No need for detail,  
and if not, that's OK).
9. Who and what is most important to you,  
outside of work? (No need to pry.)
10. Is there something in particular about you, or  
your life experience, that especially suits you  
to serve some need in your work?
11. What are you having trouble with at work,  
that you could use someone's help with?

**A Twelfth Question: What are you excited about?**

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