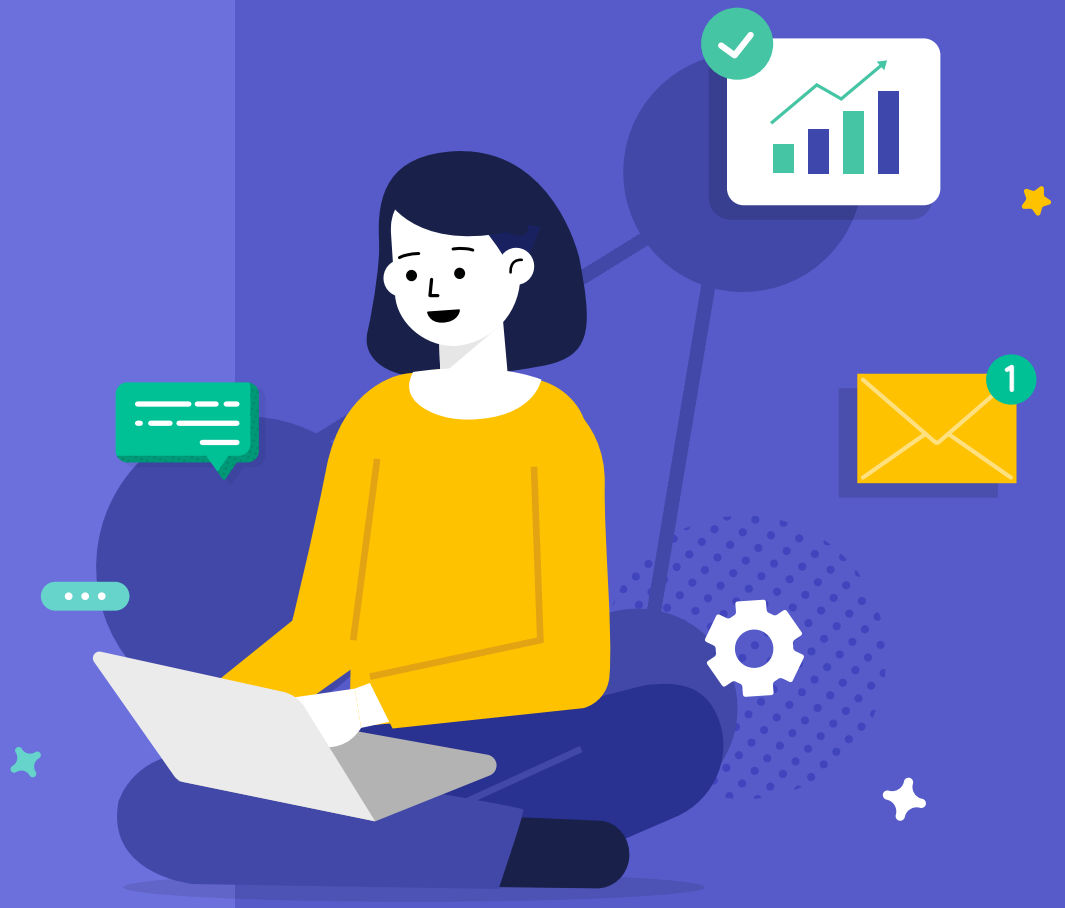
ebook

# 5 KEYS TO ENGAGE TALENT

Satisfied professionals, happy customers



Happyforce

# Satisfied professionals, happy customers

For many years, Human Resources departments have been faced with very high turnover rates among the workers in their centers with the cost that this entails.

What is the point of investing, for example, in high quality training programs for new workers if after acquiring this knowledge they go with the competition already trained?

For this and other similar reasons, it has only been a decade since companies at national level began to be concerned about **the emotional well-being and the degree of commitment to the brand of their human capital.**

The reason is obvious: **if a professional is satisfied in its workplace will not look for another** and if besides being satisfied is proud to belong to the brand, neither will seek nor accept possible proposals that come to him/her from another.

But this level of loyalty is not achieved overnight. It is necessary to have **plans and strategies that place human capital at the center of the organization.** This has implied a radical change in most organizations based on a hierarchical system of vertical authority.

We are talking about a change of paradigm, organizational culture, values, adaptation and transformation. **Are you ready for it?**

An employee that is satisfied with their workplace will not seek for another job

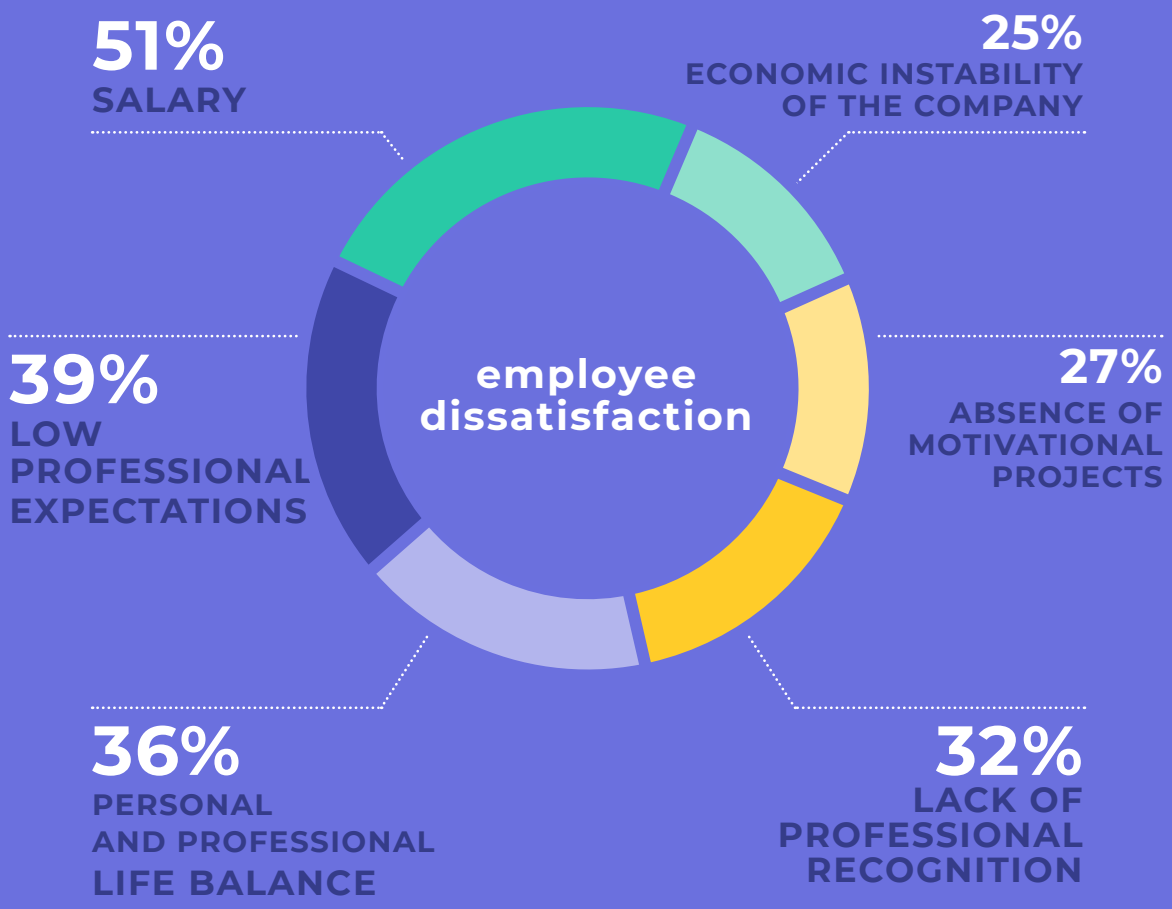
**When a worker leaves a company voluntarily it is really important to find out what has happened, what has pushed him/her to leave?**

If he/she was selected as a good candidate in the recruitment process, what has gone wrong?.

Let's analyze the main causes for changing companies in Spain.

The annual report 'Randstad Employer Brand Research 2019', includes a study conducted in 32 countries with more than 10,000 surveys in Spain and 200,000 worldwide. It includes the following data:

## What are the main causes of professional turnover?



# Causes of dissatisfaction and employee turnover

The main cause of employee turnover is economic dissatisfaction.

**51% of Spanish people change their company because of their salary,** that is to say, they consider themselves insufficiently remunerated.

Of course, this is a variable to be taken into account by all companies.

If we translate it into data for our country, **1.7 million Spanish professionals have changed companies over the last year for this reason.**

The second reason for turnover is **low professional expectations, second cause with 39%.** This means that we are concerned about our professional development in the company. Avoiding stagnation and falling into routine are important criteria for professionals in our country.

**Personal and professional life balance** with flexibility policies would be the third cause of change **with 36%.**

**Lack of professional recognition is the fourth with 32%.** We need to feel valued for our achievements.

Knowing the possible reasons and causes for employee dissatisfaction, allows us to modify and create new effective strategies to motivate and retain our people.

**Absence of motivational projects is the fifth with 27%.** When we fall into boredom, attention declines and creativity fades away.

**The economic instability of the company is the last cause with 25%.**

# Generational coexistence

Workers from different generations usually coexist in the same company and this, instead of being a handicap, implies a great richness since it is possible to share knowledge, experiences and different points of view. However, it is just as important that the workers know the values and culture of the company as that the company knows theirs, and in this case personalization is necessary.

## NEEDS
## according to age range

# Not all humans will be motivated by the same thing.

**In this same study, it was highlighted that depending on the age range, the reasons for staying or leaving a company varied considerably.** Let's see some of them:

- Between 18 and 24 years old, what professionals value most is that companies bet on quality training that makes them develop within the brand.
- Between the ages of 25 and 34 they like to belong to companies with a good social and professional reputation.
- Between the ages of 35 and 54 the belonging criterion depends on the level of flexibility and conciliation. We think that in this age range it is common for professionals to have minors in the family so the need to conciliate becomes a priority.
- Between the ages of 55 and 65 the decision to continue in the same position depends on the company providing them with job security, that is, that the company is economically stable.

As we can see, customization is key to a good motivation plan. With one in place, it can help increase satisfaction, productivity and the degree of engagement to the brand.

This is what is known in the HR environment as **Design Thinking; getting to know each and every one of the people who are part of the company's human capital by offering them a satisfactory experience in their day-to-day work.**

An example would be to use new technologies to create more agile and interactive employee portals that increase the experience of the worker when it comes to carrying out any procedure, requesting vacations, days off, leaves, etc.

**The objective is to take care of the employee's satisfaction from the moment he or she is a candidate in the selection process until the end date with the company** that could be his or her retirement (in the best case scenario).

# Employee Centricity
## Change of paradigm

The philosophy behind this corporate culture is that **all workers in an organization are equally important regardless of rank, age or position.** Good ideas or contributions can come up at any time and will always be heard.

It's about putting people at the center of the organization, empowering them, motivating them, and involving them in decision making.

This is also known as **empowerment: freedom and autonomy within the organization.**

### From Hierarchy to Redarchy

We talk about giving workers autonomy so that they can be more responsible and productive and thus make better decisions.

### Empowerment vs Delegation

When a leader delegates a professional task to a member of its team, it provides him/her with some responsibilities that give some independence to make decisions. Despite this, it will still be the leader who oversees his or her final work and makes the final decision.

A corporate culture based on engagement and commitment, focuses on taking care of their employees first.

In empowerment, the leader has full confidence in his or her team by offering them total power in each of their areas of performance.

They will have the freedom to manage and carry out the task entrusted to them in the way they consider most effective. They will be continuously trained through various means so that they can grow professionally.

Empowerment gives **power and responsibility.** This in turn implies motivation since if the team's achievements are reached they must be recognized and rewarded. **We will get commitment and engagement.**

## How to integrate the theory of empowerment in an organization?

If you want to integrate this trend into your company's culture, the first step will be to **inform all employees that you want to implement it by explaining what it is.** This way you make sure that no doubt remains. In this way you will be able to explain to them all the advantages that it entails for them and for the company.

Before deciding that you want to integrate empowerment into your organization, **it is important that you analyze the profile of the workers you have.** Are they prepared for the change? Will they accept it willingly? Analyze their strengths, weaknesses, concerns, motivations, etc.

To be more sure of the results, **a good idea is to carry out surveys.** Knowing their opinion first hand will be fundamental for strategic decision making. A good advice is **to conduct them anonymously** so that everyone feels free to express themselves openly and honestly. **The results will be more reliable.**

**Involving human capital in making relevant decisions** in their jobs **is an injection of motivation** but it is important to do it in a progressive way, sudden changes were never good. Setting short and medium term goals is a good way to start.

Finally, feedback is a key element in any strategy. Once the empowerment policy is implemented, we must have assessment tools to find out if it is working.

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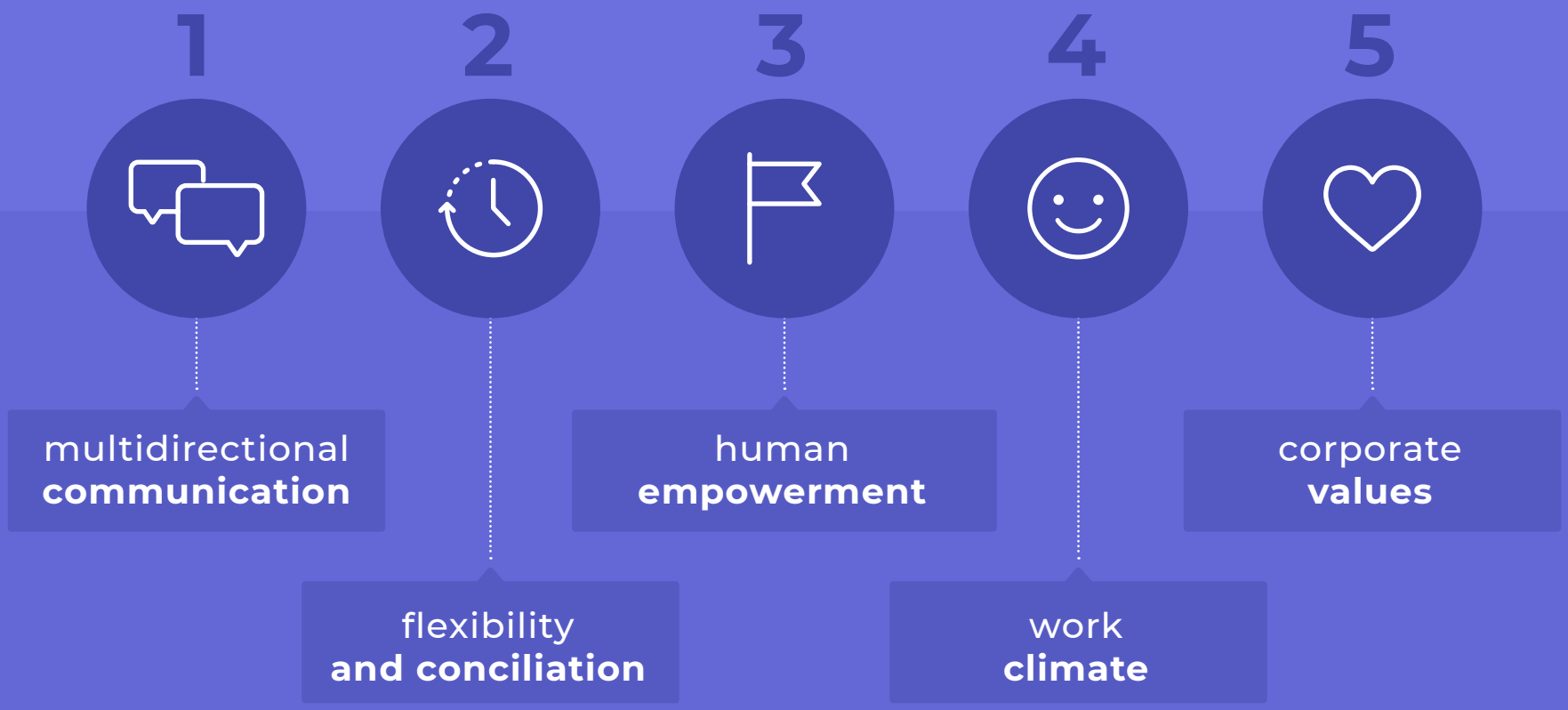

# 5 Keys to Engage Talent

According to everything addressed, what are the best keys to engage talent in your company? We have classified them into five elements:

## 1. Multidirectional Communication

One of the characteristics of multidirectional communication is that the transmission of the message flows in all directions. The more effective the communication between all the members is, the more information the company will achieve about the level of satisfaction of its talent.

For optimal communication, it is necessary to apply active listening, which is nothing more than listening attentively to what people have to say, avoiding reactivity or the creation of automatic responses.

For communication to flow between teams it is necessary to offer different channels both online and offline: employee portals, chats, corporate social networks, face-to-face and virtual meetings, etc.

## 2. Flexibility and conciliation

We are talking about the work-life-balance. These policies include flexible working hours, continuous working hours, home office, family care, vacation shopping, etc. In a globalized world the value of freedom prevails over many others, also in our country, so including this aspect in the organizational plan is essential

For an effective communication between teams, it's necessary to offer different channels for communication.

for an optimal level of satisfaction, which will result in a low turnover and a good working environment.

## 3. Human Empowerment

Empowerment benefits have been detailed in previous paragraphs. Its motto translates into making talent the protagonist of your brand in such a way that it feels a fundamental piece in the corporate strategy, and therefore, in its successful results.

Within empowerment the company must provide a quality training offer adapted to each profile. Many workers leave their workplaces because they consider themselves insufficiently trained and do not manage to improve their skills through continuous training.

## 4. Work climate

Is your company a nice-place to-work?

This should be a basic question in any selection process by the candidate. It is about creating an environment that fosters well-being and good communication between teams.

What seems simple to achieve is not simple at all and becomes more complicated as the size of the company grows. How can this be achieved?

At this point, a new concept of corporate wellness emerges that refers to a healthy corporate culture in different areas: physical, mental, spiritual and emotional. Healthy eating policies, restorative sleep routines, motivation and encouragement programs to face the working day, level of emotional connection with the task at hand, etc. On the other hand, there is the comfort of the spaces, adequate light, ideal temperature, distribution of the work areas, etc. In this field companies like Google, Apple, Ikea or Mercadona are strategic leaders.

A good work atmosphere depends on embracing a healthy culture, that takes care of all areas: physical, mental, spiritual and emotional.

## 5. Corporate Values

The time has come to talk about Employer Branding, the role your brand plays as an ambassador of talent. Are corporate values well transmitted from the selection process? Are the candidate's personal values taken into account during the process? Is there a connection between the two?

It is important to detect possible inconsistencies from the beginning of the process since these can trigger in abandonment later on. If your values are opposite to those of the candidate, he/she will never feel comfortable in your company.

# COMMITMENT = LOYALTY

If the values offered by your brand connect with those of the human capital, the engagement level will be high and therefore the turnover rate will be minimal.

The reason is the **emotional connection**. Emotional marketing tells us that people consume brands because of how they make them feel. The same thing happens with the feeling of belonging to an organization.

Feeling valued, recognized, rewarded and that in addition what you do contributes to enhance a personal belief will be the best link between your brand and the talent.

**What about your teams?**
**Do you know their level of well being and commitment?**

Measure he overall state of your company's work environment in a simple and agile way today!

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