

Seven Strategies for Hiring and Retaining Top Talent.

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Steve Barrett, ACC
| Gallup Certified
Strengths Coach

“I’ll assist the line manager and new hire in building a strong, effective strength-based relationship to ensure all objectives are met during the crucial on-boarding period, whilst setting up the relationship to flourish.”

A massive 77% of businesses experienced difficulties attracting talent for senior and skilled roles. Moreover 26% of businesses reported experiencing challenges onboarding new hires, while 38% of CEO’s had talent management as a key priority - CIPD (2022) *Resourcing and talent planning report 2022*.

When calculating the cost of losing key people within your team, you should consider the following points of impact:

- Recruitment costs
- Onboarding costs
- Lost productivity
- Lost engagement and impact on team morale
- Training costs
- Lost institutional knowledge

· Cultural impact

The landscape has changed!

We are living in a candidate-led market and it isn't all about paying a higher salary and offering the normal perks and benefits. The new workforce wants more, so how can you stand out when you are hiring and what can you do to retain your new talent, to avoid the vicious circle of hire, loose, replace?

Here are my top tips, based on my decades of experience of leading successful teams and building winning cultures across businesses of different sizes and sectors.

The Seven Strategies



Value Diversity

We all have our internal biases, so it is important to build awareness of your biases, both conscious and subconscious. When you have this awareness, you are able to “call yourself out” when these thoughts surface.

This is a powerful skill as it serves to remove the blinkers, enabling you to take a wider and more balanced view when looking at potential future talent.

Diverse teams outperform non-diverse teams!

- How often have you seen leaders hire someone who is an image of themselves?
- How often have you seen leaders hire someone because they reminded them of another employee who was great?
- How often have you seen a leader say no to someone because they won't fit in with the team?
- Involve others in your selection process and look for reasons to say yes, rather than reasons to say no. Look for differences in experience and in thinking. Look for what

they could add that isn't already there.

- How important is exact sector experience, versus the cost of insisting on it?
- How essential is that university education when it could have been twenty years ago?
- Hiring someone who is the same as someone else is like paying a second salary to the same person. Value diversity, watch your culture develop and watch your business grow.

Opening your eyes to a diverse pool of candidates also serves to increase your talent pool as you stop ruling out great candidates due to subjective opinions.

Talk about what you can offer them and why they should join you, rather than what you want from them.

You must look at your employee offering here and how to make it stand out. Discount schemes, pension schemes, standard holiday entitlement do not make you stand out as everyone else will be talking about them. Avoid clichés such as “competitive salary”, “generous bonus scheme” and “family”. Most families are dysfunctional and if things are competitive and generous, why won't you say what it is?

- What personal development can the person expect?
- What is the culture of the team they will be joining?
- What flexibility do you offer them?
- Who will they be working with?
- What is the purpose and vision (the why, not the how) for the team they are joining?

The best candidates do not apply for any old vacancy;



**Create Job
Adverts That
Stand Out**

they are selective, and you will have to stand out from the crowd to attract their applications.



Invest In Their Development And Shout About It

When a business invests in the development of a new hire it demonstrates the following:

- It shows that the business cares about the person as an individual.
- It shows that the business sees the new relationship as a long-term relationship.
- It shows that the business will be supportive and that it wants the new hire to succeed.

There are numerous statistics on how important development is as a key contributor to new employee attraction, employee engagement and retention, but I would argue that there is an often-overlooked benefit to the business.

Consider the type of person who is attracted to join a business that is shouting about the development they offer.

- They will have a growth mindset, so they want to learn and develop.
- They are likely to take a longer-term view of the role than the person attracted by salary alone.
- As the employee develops, their contribution increases, and their impact grows.

What would your business be like if you had more employees who wanted to grow, improve, learn and remain with you?

Consider what your current team needs from the new hire.

If you understand the strengths, weaknesses and blind spots of your current team you will have an idea around what type of person will compliment what you already have. Remember the concept of diversity and look for someone with strengths that are not already present within the current team.

What “killer partnerships” could be formed by having people with complimentary but different strengths?

When people with different strengths have the opportunity to work together and the freedom to bring their “A-game self” to work, the results can be unbelievable. Collaboration increases and respect grows.

How effective would your team be if everyone brought their best self to work everyday and respected the talents of others?

Using a sports analogy, this is like adding a star player in a particular position that the team is currently lacking. It is not about adding another star who plays same position as your existing star player.



Understand your existing team



Team Culture Is Fluid

The culture of your team isn't about those words on the wall, in that presentation or in the business plan. The culture of a team is a sum of its separate parts and how they work together.

This is how the “this is how we do things around here” is formed and, when the team members change, that way of doing things arguably needs to move as well.

Approaching the question of culture in this way allows you to collectively consider what the new hire will bring to the team and what impact they will have on the

culture.

This goes against the traditional approach of hiring someone who will fit in and achieves a new dynamic that supports a forward-thinking business. A business does not grow or develop by doing the same things in the same ways. The world moves on and so do your competitors.

This also supports you in adding diversity of thought to your team and unlocks the power that diverse teams can deliver.

When someone is encouraged to contribute to shaping the culture, they are part of something special. This is worlds apart from the “fit in or else” approach. Can you imagine the difference this makes to your business?

Are you able to flex your approach to give the new hire what they need from you, in order to get the best out of the person and the relationship?

This goes beyond classic situational leadership. It is task-and-situation dependant and, although this has a place in everyday situations, there is another layer that most leaders miss.

When you are aware of your strengths, as well as your team member’s strengths, you can flex your approach by providing what they need in terms of direction, space, goal setting and questioning.

- What do they need from me to be the best version of themselves?
- How do I need to be to give them what they need?
- Can I authentically be that way and achieve this?

If you cannot authentically be the way the relationship requires you to be, then you need to question if the



Be A Flexible Leader

hiring decision is the right one because you may not be able to get the best out of the person you are considering. Moreover, it could lead to frustration on the part of the new hire, which increases the chances of them becoming disengaged or a future leaver.

A modern leader needs to serve the team that they lead. This creates leaders at every level, in terms of behaviours, and fosters a culture of psychological safety so that everyone can contribute and take calculated risks. Greatness has never been born in a silent comfort zone!



The First Six Months Are Key

If a new hire is engaged and supported in the first six months, there is a strong chance that you will retain this person for the long run.

Furthermore, after six months, the new hire starts to become the business and think like the team. In the first six months there is a golden opportunity to gain new ideas from their “this is what I’m seeing” and their “why” and “what” questions. This only happens if the new hire feels valued and respected and has the opportunity to share their insights.

A robust induction plan that is tailored to the new hire’s needs is essential to secure their services and maximise their insights. They should be actively involved in the plan and it should be based on their strengths and what they need, so that it is as effective as possible.

Weekly catch ups with the line manager are essential as they support the relationship and ensure that the new hire is seen and heard and feels like a respected member of the team. It also ensures that the plan is still fit for purpose and that everything is on track.

When someone is good at something, they enjoy doing

it. When they do what they do and enjoy doing it, the output speaks for itself.

How would you feel if you received this type of onboarding and how quickly would you become effective in your role?

How I Can Assist You

Are you looking to attract the best talent to your business and ensure success for your new hires? Look no further!

I can help your new hires hit the ground running with strengths-based, executive coaching sessions to support the first six months of employment.

As a Gallup strengths coach I'll assist the line manager and new hire in building a strong, effective strength-based relationship to ensure all objectives are met during the crucial on-boarding period, whilst setting up the relationship to flourish.

I provide monthly check-ins with the sponsor and monthly coaching sessions with the new hire.

Don't leave your new hire's success to chance - let me help you pave the way for a thriving team.

About Me

My purpose has always been to help others and I am at my happiest when I am doing just that. As a coach, my intention is to help you find your certainty, as you know what's best for you. My values are boldness, curiosity, optimism, authenticity and supportiveness, which align powerfully when it comes to dealing with change. I see myself as the bridge that can help you move from your current situation to your desired future state.

I am not your typical coach as I take a bold approach to help you to achieve your goals your way, by helping you to create your certainty.

As someone who has been there and done it, we will speak the same language and share the same scars, making it easy for us to connect.

I have spent most of my professional career in senior operational roles, up to the Director level, across multiple sectors. These include retail, hospitality, and B2B businesses, both corporate, franchise and privately-owned.

Throughout my career, I aimed to be the leader that others wanted to follow. I took pride in caring for my people as much as I cared about the business, as it's the people who deliver the successes for any business. I am proud to say that I have always had the courage to be myself and challenge traditional thinking and perceived limitations.

I am an avid learner, and that drove me to add both Gallup and ICF credentials to back up my practical experience. Knowledge is power, and it's something that should be shared.

I believe that everyone is unique and has the ability to achieve whatever they want. This is only possible if they believe they can and approach it in a way that is natural to them.

Contact Me

Email: info@blackflagcoaching.com

Phone: +44 7745851550

+34 622485301

Website: www.blackflagcoaching.com