

# Employee Retention: Creating a Culture of Engagement

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GROWING PRACTICES SINCE 1995



# How to Attract – and be Attractive to – the Most Qualified Candidates

- Creating Your Brand
- Hiring for your Brand
- Develop your Culture
- Identify your Brand Champions
- Becoming an “Employer of Choice”



# Driving Employee Engagement thru Branding & Culture

- Branding
- Culture
- Engagement
- Hiring



# Hiring: What's Important?



- Skills & Experience
- Traits, Attributes & Attitude
- How we Decide: Skills *versus* Traits
- The Importance of Traits (“Hiring for Attitude”)

# Hiring for Attitude



Mark Murphy's recent 3-year study with 5,247 hiring managers from 312 organizations that included public and private companies – there were a total of 20,000 employees hired and they were tracked for unequivocal success, “jury's still out,” and failure after 18 months

# Results:

- ***46% of these hires FAILED in the first 18 months (9,200)***
- ***19% were deemed to have achieved UNEQUIVICAL SUCCESS (3,800)***
- ***35% were pending- "jury's still out" - after 18 months (7,000)***

# 19% of the Failures:

- ***1,748 of 9,200***
- ***Split pretty evenly between TECHNICAL COMPETENCE (1,012) & a catchall category- OTHER (736)***
- ***Is this surprising?***

# The Remaining 81% FAILURES

***7,452 FAILED New Hires:***

- ***26% - NOT COACHABLE***
- ***23%- LOW EQ***
- ***17%- NOT SELF MOTIVATED***
- ***15%- WRONG TEMPERAMENT***



# Creating a Brand – Traits that Matter when Hiring:

WORK ETHIC  
COACHABILITY  
EMPATHY (EQ)  
SELF-AWARENESS (EQ)  
PASSION  
ENERGY  
POSITIVITY  
RESPECT



## *Personality and values clashes*

When people don't recognize, understand or accept differences in others, conflicts can arise.

In today's hyper-divided political and social environment, it's even more critical to honor the differences between one another.

Focus on your shared goals at work and find the common ground you share as people and stay clear of heated conversations.

# Respect & Civility

- **98%** of workers have experienced rude behavior
- **11% of 14,000** companies surveyed say they consider civility & respect during the hiring process
- Costs of an uncivil environment include an erosion of culture, employee engagement & bottom line

# Vetting Respect & Civility

***To assess general deportment:***

***Tell me about the things you do every day to help maintain a respectful work environment.***

# Vetting Respect & Civility

***To assess specific behaviors:***

***Tell me about a time that you helped someone at work.***

- 1) Why did you help them (MOTIVATION)?
- 2) What did you do (ACTION)?
- 3) What was the outcome (RESULT)?

# Vetting Respect & Civility

***To assess a proactive nature:***

***Tell me about a time at work when you saw a wrong and tried to right it.***

- 1) What was the wrong?
- 2) Why were you moved to right it?
- 3) How did you right it?
- 4) What was the outcome?

# The Perfect Hire

- What is the weight we should attribute to SKILLS & to EXPERIENCE?
- How about ATTITUDE, TRAITS & ATTRIBUTES?
- How important is it to “HIT THE GROUND RUNNING?”

# Hiring for Attitude – “*the perfect hire?*”

- “I want someone who can hit the ground running”
- “I can’t afford a long learning curve”
- “... someone who has all the skills & competencies required, and then some”
- “... someone who requires little to no supervision”





# Building a Cultural thru LEADERSHIP:

## ***What's your role?***

- Exude unerring positivity
- Possess a clear vision & work tirelessly to gain alignment to that vision by always communicating with utmost clarity & passion
- Build trusting relationships with words & actions by showing vulnerability, expressing gratitude & listening with compassion & empathy

# Developing Your Brand Champions

***What do they look like?***

***The most engaged of all the engaged!***

***And what of the others?***

# EMPLOYEE ENGAGEMENT

Engaged	Not Engaged	Actively Disengaged
		
High performer Innovative Efficient Committed Understands role High energy	Minimal effort Little passion Lack of creativity Increased absence Little motivation Checked out	Disruptive Very miserable Bad attitude Often late or absent Wastes time Undermines coworkers

# Becoming the “Employer of Choice”

***“Why should I come to work for you?”***

# “You must remember this...”

- You can control your **BRAND** thru **HIRING FOR ATTITUDE**
- People may come to work for you because of the money but they will stay, or leave, because of the **CULTURE**
- Gain **ALIGNMENT** thru **PASSION & CLARITY**
- A great **CULTURE** will drive **EMPLOYEE ENGAGEMENT**
- Everyone must know what's **IMPORTANT** and how they **FIT** in (their **ROLE**)

THANK YOU

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