

An Extraordinary

CREATING A GREAT WORKFORCE IN TODAY'S TALENT MARKETPLACE - WORKBOOK

PART I:

**Hiring Right in Today's Competitive Labor Market -
*Measure the TOTAL Person***

PART II:

**Why Your Culture Plays a Huge Role in
Growing Your Business -
*How to Measure What's Really Going On***

PART III:

**Create a Learning Organization to
Retain Your Workforce**



CATHY LIGHT, CEO
Assessment Leaders, LLC

VISTAGE PRESENTATION 2017

VISTAGE

SPEAKER AND RESOURCE PARTNER



**assessment
LEADERS**

DISCOVER THE HUMAN POTENTIAL™

INTRODUCTION:



Cathy Light, CEO
Assessment Leaders, LLC

Our workplace is changing rapidly. New workplace expectations (based on Gallup's 2017 research) are coming fast and we are not prepared for them. Even HR professionals who have struggled for years (really decades) to have a seat at the table, to become strategic business partners within the organization, and to implement programs and processes with the understanding that one size does not fit all, are finding themselves unprepared for these changing expectations. Wow, such a daunting job to say the least, and frankly unrealistic. Members of the leadership team should ALL play an active role in helping their HUMAN CAPITAL be happy about their jobs, enjoy healthy workplaces, stay connected, grow their skills, like working with their bosses, etc. Now, HR is faced with a myriad of employee anticipations that will again disrupt the workforce and, of course, the way leaders think about them (hopefully as assets!).

There is no time for passive leadership. For the first time, we have five generations in organizations, creating challenges (and opportunities) for leaders to effectively manage five different sets of age-related expectations, coupled with emerging technologies that are transforming how we get work done, while focusing on achieving business performance. The call to action is NOW. That's why my teams and I are focused on helping Vistage CEOs better understand the changes that need to be made around "People OPS" in their companies to avoid disruption to financial health and growth.

I hope you will find this workbook helpful, providing you with ways to think differently about creating new approaches to hiring, your cultural health and skills development. We're happy to help!

A handwritten signature in black ink that reads "Cathy Light".

3 TRENDS THAT WILL DISRUPT YOUR WORKPLACE FOREVER

by Andrew Dugan and Bailey Nelson, GALLUP | JUNE 2017

1 Millennials now represent the largest generation in the U.S. workforce -- and many don't stay with their company for the long term.

What changes can you make in your organization?

For most employers, millennials now outnumber employees from the Generation X and baby boomer generations. Millennial workers have a lot to offer, including more diversity, tech savviness and a fresh perspective. The trick is getting them to stay with your company.

2 The Artificial Intelligence (AI) revolution is here, and leaders are unprepared for its impact on employee engagement.

Will this impact you?

Potential job loss from the AI revolution has many workers fearful of the future. According to Carl Frey and Michael Osborne in "The Future of Employment: How Susceptible are Jobs to Computerisation?," a significant proportion of total U.S. employment is in the high-risk category of being replaced by automation such as that produced by robots.

3 Baby boomers are postponing retirement, and millennials are getting married and having children later in life -- making workplace planning and forecasting increasingly vital.

What to do?

Leaders must proactively incorporate a number of converging social and demographic trends into their workforce-planning activities.



LEADERS MUST DETERMINE HOW THEY CAN:

- design and deliver a compelling and authentic employer brand
- take employee engagement from a survey to a cultural pillar that improves performance
- approach performance management in ways that motivate employees
- offer benefits and perks that influence attraction and retention
- construct office environments that honor privacy while encouraging collaboration
- improve clarity and communication for employees who work on multiple teams

DISCUSSION ROUNDTABLE:

Rapid workplace changes are leaving leaders wondering: What will my workplace look like in the future? How are those differences affecting my workplace now?

Q1 What's on top of your mind as it relates to hiring, keeping, and growing your workforce?

PART I: Hiring Right in Today's Competitive Labor Market

INTRODUCTION:



Job descriptions are becoming a thing of the past, especially with millennials. That's why we created the new Impact Profile 360 and Impact Commitment 360 tools. The Profile should be used in lieu of the standard, boiler-plate job description. The latter is used 90 days, post hire. These two new instruments can have a profound positive impact on your organization as it relates to all stakeholders. 60% of job seekers have had a poor candidate

experience and 72% of them shared that experience on GlassDoor.com. Don't become a statistic... Create an amazing new candidate experience that fits your company and will foster a positive impression from the start. This will also reduce your new hire costs because these candidates, turned new hires, will be bragging to their friends about your company!



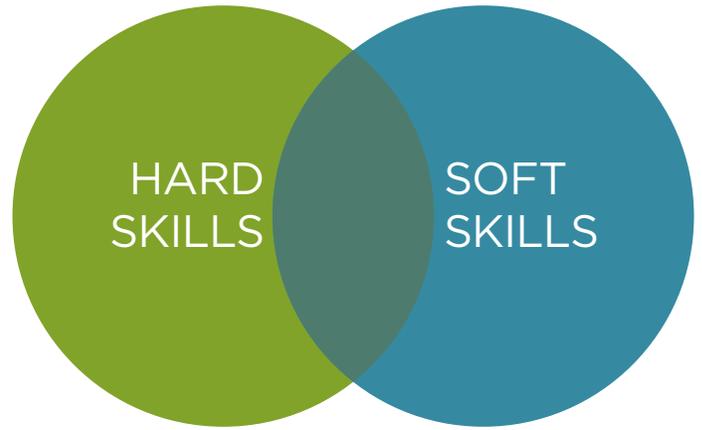
SAMPLE: Impact Profile

- 1 Job Title:** Make your job title specific to the role --- but refreshing, current, and interesting, Those standard occupational & classification titles are a thing of past. We need to create job titles that reflect our current business climate.
- 2 Job Summary:** Open with a unique, attention-grabbing summary. Why this job is important to the company's brand and culture. Internal/External impact. Behavioral/cultural expectations. Include any stats and/or comments from your employees about why they like working for you.
- 3 Responsibilities and Tasks:** First, replace "duties" with tasks. Of course, include core responsibilities of the job and make it sound exciting and challenging. Add what a typical day looks like in this role; what impact will this position have in your organization. **Add the "Impact Profile 360"**
- 4 Qualifications and Skills:** List out the 'hard' and 'soft' skills required; work experience and education. Assessments: total person and communicate the results.
- 5 Benefits:** What benefits do you offer that differentiate you from your competition? You can even evaluate the benefits of non-competitors as the talent war is in full force. Some benefits might include: flex-time; working virtually from home a day a week; job sharing; social community responsibility, etc.

Soft Skills Affect Hard Numbers

Hard skills, which consist of specific clinical or technical knowledge and task-oriented skills, can be measured by the effect they have on the individual.

Soft skills, on the other hand, are the interpersonal and emotional skills that are generally measured by the effects produced in others.



Soft Skills AFFECT Hard Numbers

Soft skills are essential to highly productive, low turnover organizations. Competencies include:

- Building trust
- Embodying self-awareness and emotional intelligence
- Understanding and managing work expectations
- Adapting one's communication and listening style to meet the needs of others
- Providing effective performance coaching
- Coping with stress
- Dealing with conflicts
- Delegating effectively
- Addressing employee work habits effectively

Many managers feel great pressure on their soft skills when managing meetings, listening well, and in team building. Soft skills affect the hard numbers in these areas:

1. Effective meeting management increases efficiency and productivity.
2. Responsible listening increases employee engagement and reduces errors due to lack of clarity.
3. Healthy teams always out-produce dysfunctional ones.

IMPACT HIRE PROFILE 360° HOW DOES THIS ROLE IMPACT KEY STAKEHOLDERS? (HIRING TOOL)



CUSTOMERS IMPACT

- Positive Experiences
- Valued Partner
- Support
- Keep Promises
- Listen
- Gratitude
- Respectful

COMPANY IMPACT

- Culture
- Teams/Peers
- Financial Performance
- Innovation
- Growth
- Alignment

COMMUNITY IMPACT

- Connected
- Volunteerism
 - Events
 - Skills-Based
- Positive Company Branding
- Love the Company I work for attitude

When your company is hiring, make sure everyone on the “interview team” is able to clearly articulate how this position plays an “impactful” role with customers, company and community.

Q1

What hiring tools (and processes) do you currently use to hire the best candidates?

IMPACT COMMITMENT 360°
PERSONAL ACCOUNTABILITY
(POST HIRE - 90 DAYS)



MY VALUE CONTRIBUTION

I WILL...

Team/ Direct Reports	▶	_____	_____	◀	Peers
		_____	_____		
		_____	_____		
		_____	_____		
Boss	▶	_____	_____	◀	Customers
		_____	_____		
		_____	_____		
		_____	_____		
Self	▶	_____	_____	◀	Company
		_____	_____		
		_____	_____		
		_____	_____		

Q1 Can you visualize using a tool like this to create alignment? Equally important, is knowing what your employees are thinking about these important stakeholder areas and their connectedness to your company.

PART II: Why Your Culture Plays a Huge Role in Growing Your Business for Long-Term Success and Growth



“ Until I came to IBM, I probably would have told you that culture was just one among several important elements in any organization’s makeup and success - along with vision, strategy, marketing, financials, and the like... I came to see, in my time at IBM, that culture isn’t just one aspect of the game, it is the game. In the end, an organization is nothing more than the collective capacity of its people to create value. ”

- Lou Gerstner

Q and A With Mark Tuggle, PhD., Chief Learning Officer, Liderança Group, Inc.



Mark Tuggle, CLO
Liderança Group, INC.

Q How do we define our culture?

A: Your culture captures the dynamics of how your organization functions - how people interact and behave, the written and unwritten “rules” of engagement. Defining culture begins with identifying the values of your organization. We have operationalized the following 5 words to capture our values: Balance, Generosity, Innovation, Learning, and Relationships. We filter all of our decisions and practices through our values.

Q What makes our culture unique?

A: First, I would say it is how we define and live out our values. Second, I would say it is the joy and passion we bring to the job and our collaborations every day.

Q Is it real? How do we measure it to really know what’s going on?

A: We have a variety of assessments to measure our cultural dynamics and organizational health - everything from values to employee engagement, organizational commitment, and leadership communication, just to name a few dimensions of health.



SAMPLE: Core Values

Liderança Group | Our Core Values

We serve as part of your team, helping you navigate the course to achieve your goals. We do this by focusing on five key values:



Balance. Those who are maxed out all the time have nowhere to go when the circumstance demands more. Balance is not everything in equal proportion. Balance is knowing what is needed, when it's needed, and whether we have the means to bring it to bear.



Generosity. What is given will be received. We are generous with our time, knowledge, and financial resources so that you are getting value from us in every interaction.



Innovation. One-size solutions do not fit all. We pool our knowledge and resources to customize tailored solutions that solve real-world problems. We take the time to know who you are to create what you need.



Learning. Lifelong learning is at the core of effective leadership. Our job is to practice lifelong learning so that we can consult with you on current best practices. Simultaneously, we want to help you become an effective lifelong learner so that your business can thrive in changing climates.



Relationships. Longevity creates trust. We want to be your trusted advisor who provides welcome relief during critical business junctures. We develop and maintain long-term relationships with you so that we always remain a part of your team.

How We Measure Our Values

Please indicate your level of agreement with each statement according to the following scale:

5: Strongly Agree

4: Agree

3: Neither Agree nor Disagree

2: Disagree

1: Strongly Disagree

- _____ 1. I have good work/life balance.
- _____ 2. I have margin in my life.
- _____ 3. I have sufficient time to accomplish what's important.
- _____ 4. I am generous with my time.
- _____ 5. I share my knowledge with others freely.
- _____ 6. I give to charitable causes I believe in.
- _____ 7. I am always looking for new ways to solve old problems.
- _____ 8. I take calculated risks.
- _____ 9. I surround myself with people who challenge my thinking.
- _____ 10. One of my goals is to learn as much as I can.
- _____ 11. I will be able to achieve most of the goals that I have set for myself.
- _____ 12. Understanding ideas related to my profession is important to me.
- _____ 13. I know what encourages the people around me.
- _____ 14. I allow people to see the real me.
- _____ 15. I trust my co-workers with important tasks.



Liderança Group Scoring Sheet

Please place the number for each item from the Assessment into the table below.

	Balance	Generosity	Innovation	Learning	Relationship
	1.	4.	7.	10.	13.
	2.	5.	8.	11.	14.
	3.	6.	9.	12.	15.
Sub-Total (add each column)					
Final Score (divide sub-total by 3):					
Overall Average Score (Add all 15 responses and divide by 15):					

Please place your final score for each dimension next to its definition below.

_____ **Balance:** Those who are maxed out all the time have nowhere to go when the circumstance demands more. Balance is not everything in equal proportion. Balance is knowing what is needed, when it's needed, and whether we have the means to bring it to bear.

_____ **Generosity:** What is given will be received. We are generous with our time, knowledge, and financial resources so that you are getting value from us in every interaction.

_____ **Innovation:** One-size solutions do not fit all. We pool our knowledge and resources to customize tailored solutions that solve real-world problems. We take the time to know who you are to create what you need.

_____ **Learning:** Lifelong learning is at the core of effective leadership. Our job is to practice lifelong learning so that we can consult with you on current best practices. Simultaneously, we want to help you become an effective lifelong learner so that your business can thrive in changing climates.

_____ **Relationships:** Longevity creates trust. We want to be your trusted advisor who provides welcome relief during critical business junctures. We develop and maintain long-term relationships with you so that we always remain a part of your team.

_____ **: Overall Average Score**

What the score means:

1.00 to 2.99: OVERALL AVERAGE:
• You are not living out our core values.

3.00 – 3.99: OVERALL AVERAGE:
• You do not consistently live out our core values.

4.00 – 5.00: OVERALL AVERAGE:
• You consistently live out our core values.

This assessment is for workbook use only. It is not a validated tool for use outside of this workbook.

WHAT'S YOUR CULTURAL HEALTH SCORE?

Q1 What are your company values? List and define them.

Q2 What is your current process of measuring your company values on a monthly, quarterly, bi-annual, or annual basis?

Q3 How do you communicate the results back to your employees?

Q4 What steps will you take to improve your organization's health?

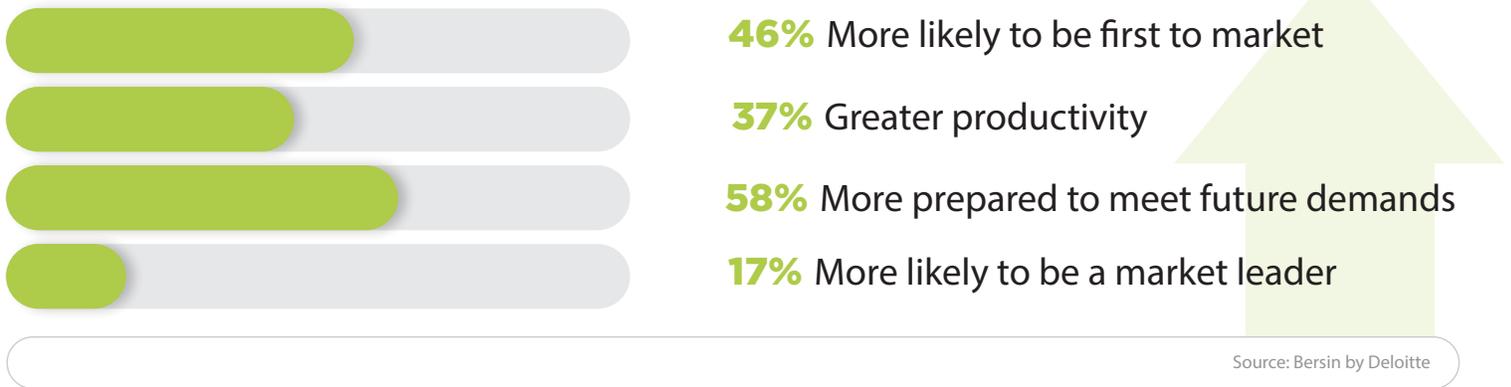
PART III: Creating a Learning Organization

Enabling people to lead and contribute to their fullest potential should be a key workforce driver in any organization.

When people are not empowered to contribute, enabled to develop or ARE NOT given proper support, the effects are profound. Motivation lags, intellectual capacity is wasted, talent is lost, and value diminished. McKinsey & Company shares three key principles commonly found in the way successful companies treat their people:

- 1 **They create** a culture that respects and empowers people.
- 2 **They cultivate** leaders and managers who are committed to developing others.
- 3 **They manage** people through a transparent and fair process.

Organizations: Why Learning Cultures Matter



Workplace Learning Trends



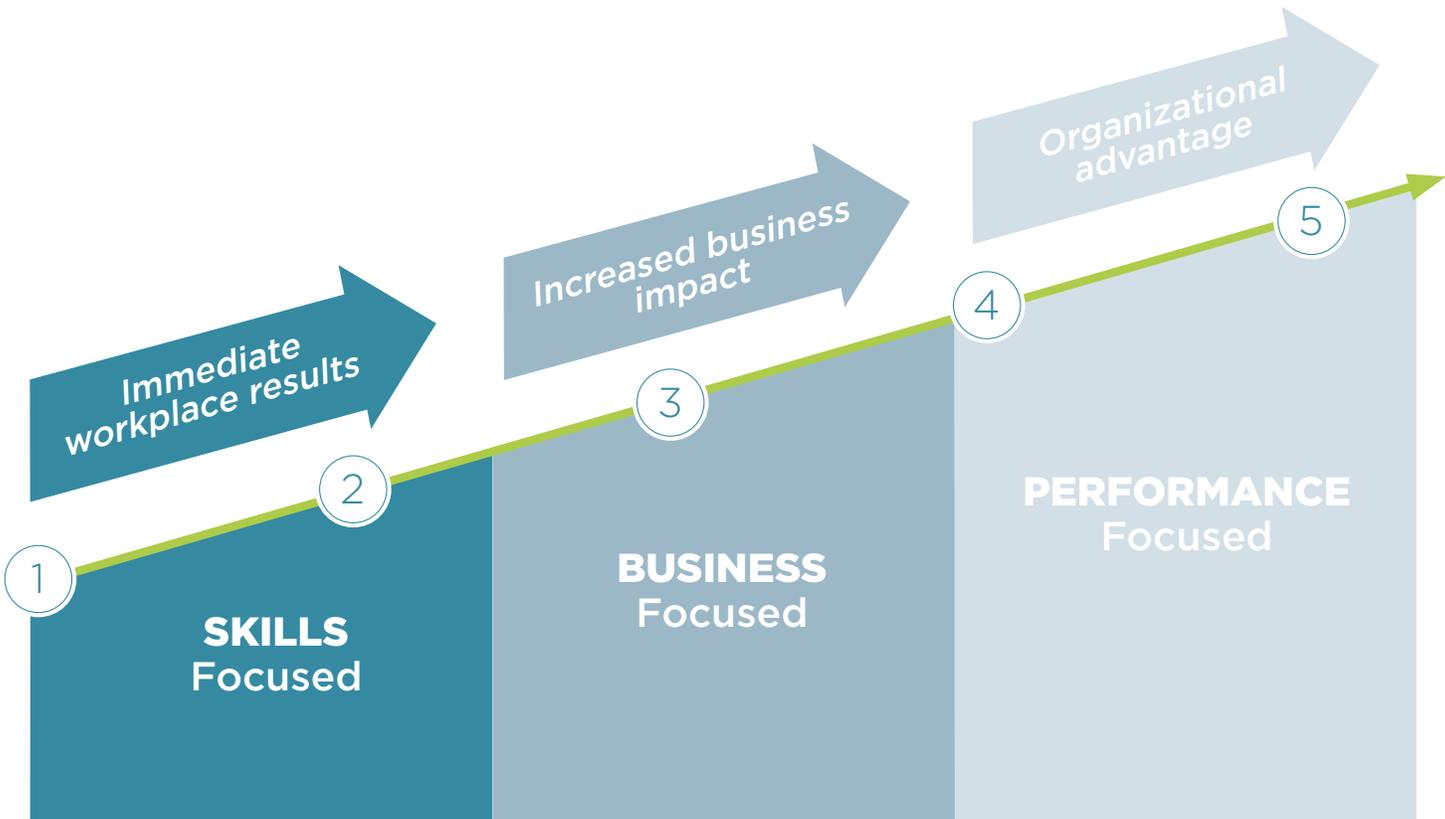
The Talent & Maturity Framework



As an organization evolves through the framework, the HR strategy becomes more adaptive and the workforce becomes more agile, resulting in stronger business performance.



Source: Skillssoft



Source: Skillsoft

PART III: Exercise

Research has found that organizations with strong learning cultures perform higher at many levels of productivity and market leadership. Embedding learning into your culture with executive-level support and investment and aligning talent development programs to the business are tied to bottom line results.

Q1 What learning programs have you implemented to develop your workforce?

Q2 Workplace learning has changed dramatically with technology. Programs are now web-based and very cost-effective, too. What changes can you make to keep all generations of your employees learning new skills and behaviors to achieve higher levels of engagement and productivity?

Redefining Human Capital™



“Creating a workplace where people are #1”

- Cathy Light, CEO
