Description

Do younger employees always look for a career path? Are all older employees looking for less hours? What really persuades people to start or return to work?

How do we assess the needs of different groups without jumping to traditional assumptions or becoming victims of our own unconscious biases?

And we haven't even started to discuss neurodiversity and how it can enrich your talent pool.

Why do we want people to join us? What capabilities do they bring and how do we deploy their unique talents?

A whole range of factors, from new technologies, pandemics and changing social attitudes have driven new ways of working. How do we design propositions that meet specific employee and companies' needs now, and into the future?

Why should companies give greater consideration to employee segmentation?

- The available workforce is getting older, more diverse and socially/environmentally aware
- Younger generations are motivated by different purposes
- Blending generations, talents and capabilities produces a more effective workforce
- Everyone will benefit from the culture change of trust and respect
- Smaller flexible businesses will gain more advantage as society changes

What are the benefits of hiring specialist, segmented talent?

For the Company:
- Improved performance
- Improved retention
- Increased discretionary effort
- Higher levels of engagement
- Enriched workplace
- Increased Innovation
- Greater openness and collaboration

For the Individual:
- Increased job satisfaction
- Increased well-being (less stress)
- Enhanced ability to develop individual talent
- Greater nurturing

Why do Companies struggle to acquire/retain specialist talent?

- Conscious bias
- Unconscious bias
- The recruitment process and rules tend to select a narrow range of employees
- Large companies hide behind one-size-fits-all approach to reduce complexity and cost
- Comparisons with the growth of customer experience were identified on topics such as treating people as individuals and taking an outside in approach.

What do Companies need to do to attract and retain specialist talent?

Companies need to ensure their end-to-end employee proposition is relevant to the specialist resource(s) they are trying to attract and retain:

- Employer Brand - How do companies appeal to these communities?
- Communication/Outreach - How do companies communicate with these communities?
- Role Definition - How do companies create roles tailored to the needs of specialist talent?
- Employee Value Proposition - How do companies differentiate their Employee Value Proposition (Intrinsic and Extrinsic Factors) to attract this specialist talent? Effectiveness of the EVP should be judged on performance, attraction and length of tenure - be careful of EVP that describes a desired, not practical workforce.
- Recruitment/Selection methods - How do companies recruit and select these roles?
- Management/Leadership practices - How do companies manage/lead a diverse workforce of specialist talent?
- Development practices - How do companies develop/nurture specialist talent?
- One-size-fits-all HR processes will not suffice. HR policies/practices are usually constructed to standardise, yet even simple things like the application process might need to differ to select specialist talent
- Companies need to spend time, money and resource to match specialist talent pools to roles, and shape roles to ensure it plays to the strengths of the talent
- Flexible working practices are essential (both time and location), but ensure that the policies, culture and practices are designed to accommodate
- Employees with neurodiversity, physical differences and mental health needs are increasingly supported by groups headed by a senior executive. Success is then dependent on senior executives - these groups may be more effective if headed by their own participants
- Work life balance is an out-of-date description of conflicting interests - younger generations are good at integrating work into their life
- A truly diverse employer community will only work on good conversations, trust and a willingness to be flexible - this requires adult to adult communication at all levels of the organisation and stakeholders.

The onboarding process is a critical component:
- EDIB – Equality, Diversity, Inclusion and Belonging
- Setting expectations. Ensuring everyone has the same objective clarity. No jargon.
- Treating people as individuals, tailoring onboarding, growth - if it's not personalised will lose people
- Valuing why someone is there and what are the barriers to stopping them getting going
- New employees have different backgrounds and different needs. Onboarding has to be tailored through modularity to ensure appropriateness

Continued Development is also a critical component:
- Often people only regard 'Learning' when they undertake training or go on a course. There is far more learning 'on-the-job', therefore the opportunity is ensure each day is learning potential
- If you cannot satisfy an individual needs internally, porosity (where you exchange employees temporarily with strategic partners) may be an option. Else, encourage people to leave, but establish an alumni to attract people back in the future
- eLearning can also help. However, ensure it is engaging, potentially gamified, and adaptive to individual needs and learning preferences
- Need to clearly distinguish between career progression and promotion. People can take on different responsibilities in order to progress their career. Promotion is specifically a contracted event where someone typically is given a different role, with greater accountability and is recompensed accordingly.

Measuring engagement can give good indicators to the effectiveness of your policies and practices.

- Data needs to be used to drive improvement action
- Has to be a meaningful conversation
- No leading questions
- Often linked to bonuses, which drives wrong behaviour
- Some employee feedback surveys are a waste of time? Gartner - only 10% of customer feedback comes from surveys - the rest will come from other aggregate data. We should be offering employee reviews as customer reviews are posted?
- The whole suite of data is important - retention information, feedback on barriers / what you can / can't control. Field agents - how are you feeling today? If not feeling great - someone would give them a call. Trust was key.
- Energy measure is an alternative. Can be used also to determine leadership effectiveness.

Further reading:

Results of a meta-analysis (a massive piece of research) into employee engagement:
"Organisational support has a significant positive impact on employee engagement. When the organisation gives clear support to employees, employees can feel the attention of the organisation and make more efforts in their work. In the working environment, improving organisational support, paying more attention to the interests of employees, paying attention to their goals and value, can significantly improve their work enthusiasm and initiative, help them be more focused on the work, improve their dedication, and bring higher organisational performance."

Full article: http://www.gbmrjournal.com/pdf/v14n3s/V14N3s-98.pdf

HBR article on effective onboarding: https://www.ondemandgroup.com/onboarding-can-make-or-break-a-new-hires-experience/

One accepted definition of inclusivity in higher education is 'meeting the needs of a diverse student body' (Talbot, 2004).
There is also no evidence that learning styles exist: https://www.techlearning.com/news/busting-the-myth-of-learning-styles

How gamification influences employees to be more productive
:https://run.unl.pt/bitstream/10362/152148/1/TGI1494.pdf

The impact of organisational justice on employee engagement:
https://www.tandfonline.com/doi/pdf/10.1080/23311908.2022.2080325?needAccess=true&role=button