



THE TALENT
TRIFECTA

The Role of the Executive Consolidated



Attraction

The Role of the Executive in UVP Creation

1. *Advocate for funding the UVP.* Researching and developing the EVP, talent values, UVP, EVP statement, and employer taglines requires budget and labor beyond the traditional talent acquisition budget. Talent acquisition needs executive support for additional funding. The UVP is the basis for your talent attraction strategy. The research outlined in the chapter is required to gain authenticity and attract the talent who will excel in your organization.
2. *Encourage employee participation in the research.* The talent acquisition team or an external agency will conduct the research, do the analysis, and develop the UVP. Your participation in the surveys and interviews is essential to shaping their understanding of the executive perspective. You'll help collect feedback from the most voices by modeling participation and encouraging employees to engage. When employee participation is high, UVPs are authentic. When UVPs are genuine, they are more successful at attracting the best-fit talent to your organization.

The Role of the Executive in Personas and Messages That Matter

The best way for an executive to attract the organization's personas is to be an active part of the company's story. Just as candidates want to hear from employees about what it's like to work at a particular place, they also want to learn about the leaders' expertise, leadership style, and personality. **Candidates do not want recruiters to tell them about the executives; they want to interface with leadership directly.**

1. *Speak at industry conferences.* Industry conferences are a great way to share your expertise. By speaking at a conference, you demonstrate your knowledge, gain recognition for your organization, and share your accomplishments. Every industry and area of specialty has several annual conferences. Find the conference web pages and look for the speaker applications. If your organization has a marketing, communications, or PR team, they might help you complete the application and develop your slides once you are selected to speak. While at the conference, you can interact with people with the skills and expertise your organization needs.
2. *Write articles for industry publications or your organization's blog.* If your company has a PR team or an external PR firm, talk to them about getting articles placed in industry magazines or on industry websites. The concept works the same way as the conferences; it grows awareness of your organization and its career opportunities. With this approach, you might have no cost other than your time writing the article.
3. *Engage on LinkedIn.* Engagement on LinkedIn significantly increases potential candidates' awareness of your organization. Engagement is more than sending connection requests. An engaged user on LinkedIn does the following regularly:
 - Posts original content
 - Shares others' content
 - Comments on others' posts
 - Adds to LinkedIn knowledge articles



When you are an engaged user on LinkedIn, your content appears in others' feeds, especially those with similar interests. Your reach and awareness are amplified, thus generating interest in your opportunities with your target audience.

Visit the website (www.talenttrifectabook.com) for a downloadable Executive's Guide to LinkedIn Engagement that provides tips and tricks for engaging on LinkedIn. The guide lists what you can do to engage on LinkedIn in less than 10 minutes daily to grow your network.

The Role of the Executive in Implementing Talent Attraction Strategy

1. *Build a partnership with talent acquisition.* Include the talent acquisition leader in strategy and planning meetings. Invite recruiters to business update meetings. Plan for regular shadow days so recruiters understand the roles for which they are seeking candidates.
2. *Allow for time to build employer brand awareness.* Find the connections between consumer marketing and recruitment marketing. Support your talent acquisition team's efforts to create brand awareness, so your hiring efforts can flourish.

Selection

The Role of the Executive in Talent Selection Strategy

1. *Actively participate in identifying the organization-wide competencies.* Organization-wide competencies ensure that individuals will succeed regardless of role, location, level, team, or function. Hiring people who align with your organization's values will help long-term retention. The organization-wide competencies will also align with your talent attraction strategy. Taking the time as an executive to select the right organization-wide competencies is imperative. Do not leave this to human resources or talent acquisition. As a leader of the organization, this is your job.
2. *Select the right people to identify role-specific competencies and skills.* The people with the greatest understanding of successful job performance are the best individuals to participate in the workshops to choose the role-specific competencies and skills. A top performer in the role and a manager of the department or team can provide the best insight. Enable these individuals to take time away from their regular job responsibilities to participate in the workshops.

The Role of the Executive in the Talent Selection Process

1. *Equip the talent acquisition team with adequate funding for effective talent selection.* The best practices I've recommended take effort and time. For recruiters to successfully partner with hiring leaders, hold recruiting strategy meetings, screen candidates for organization-wide competencies, and provide impactful candidate follow-up, they need to have manageable workloads. Competency- and skills-aligned talent selection is the gateway to talent retention. Be the champion for properly funding and supporting the talent acquisition team.
2. *Require all interviewers to be properly trained before conducting any interviews.* Interviewing is a skill. Learning to evaluate competencies takes hours of training and practice. Understanding



legal requirements and bias must also be included in this training. Not only will your talent selection improve when you have trained successful interviewers; your candidates will also have a better experience. As a result, your employer brand improves. Model this requirement by participating in the training yourself.

3. *Be transparent with salary information.* Include the salary range in your job posting. Require your recruiters to share and discuss it during the screening process. It saves everyone time.

Retention

The Role of the Executive in Talent Retention Strategies

1. *Champion resources and tools for the HR team.* Like the talent acquisition team, the HR team will need funding and tools to build these retention strategies and plans. Manager training programs take time and expertise to develop and deliver effectively. Researching and evaluating options and policies for you to consider along with the full financial implications takes effort. Additional funding will be needed to be effective and provide the executive team with viable alternatives.
2. *Be open to considering new ways to retain talent.* Your UVP, employees, and HR team will provide new ideas and approaches. As talent retention is a top priority for you (or you probably would not still be reading this book), consider what is presented. The talent needed to grow your business will always have other great organizations to choose from. Be the innovative place they want to stay.

The Role of the Executive in Implementing Talent Retention

1. *Identify managers who are in the wrong role.* You might have individuals in manager roles who do not have the propensity to manage and, even with coaching and training, might not develop into good managers. Retention data by the manager will help you identify some of those individuals. You cannot replace them all overnight, but you can work with HR and other leaders to build plans to transition them to other, more suitable roles. Your retention numbers will improve as you put your new manager selection and training programs in place.
2. *Select managers based on competency, not seniority or tenure.* Enable your HR and talent acquisition teams to create profiles for all manager roles based on competencies. Select individuals with a propensity for management. This change will have the most significant impact on talent retention because effective managers are required for effective onboarding, feedback, and stay interviews.
3. *Enable HR to evaluate and update your onboarding program.* If your onboarding program is not as robust as described above, find funding for HR to evaluate and update your program to include the 5 phases outlined.
4. *Encourage continuous feedback.* Even if your organization is not ready to abandon its annual performance review process, work with HR to train managers to provide continuous feedback and recognition.



5. *Implement stay interviews.* Lead by example and start conducting stay interviews with your direct reports. Visit the website (www.talenttrifectabook.com) for resources or request a consulting engagement to get started. You will build trust with your team, learn more about what they need to stick around, and model crucial behavior for them.