

# COMPETING PURPOSEFULLY FOR A SCARCE GLOBAL RESOURCE - SKILLED PEOPLE

A guide for talent leaders and practitioners

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The global workforce will shrink in the coming decade. Consulting and executive search firm Korn Ferry predicts a worldwide talent shortage that will cost businesses \$8.5 trillion in lost revenue by 2030. This is driven by rapidly aging demographics and lower birth rates around the world and more pronounced in developed nations such as Japan, Germany, the US, and the UK among others.

Technology, automation, and immigration will help alleviate some of the talent crunch problems but an equal amount of focus needs to be placed on attracting, building, and retaining skilled talent. This is a matter of survival for businesses and nations at large.

So what should organizations be doing to minimize the impact of talent scarcity now and into the future? This blueprint provides actionable considerations to feed the overall strategic talent roadmap.



# COMPETING WITH PURPOSE - INSIDE OUT

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## Clear Purpose

A clearly articulated purpose that people can easily understand serves as a key anchor for why your organization exists and why people should stand behind it.

## Values & Behaviors

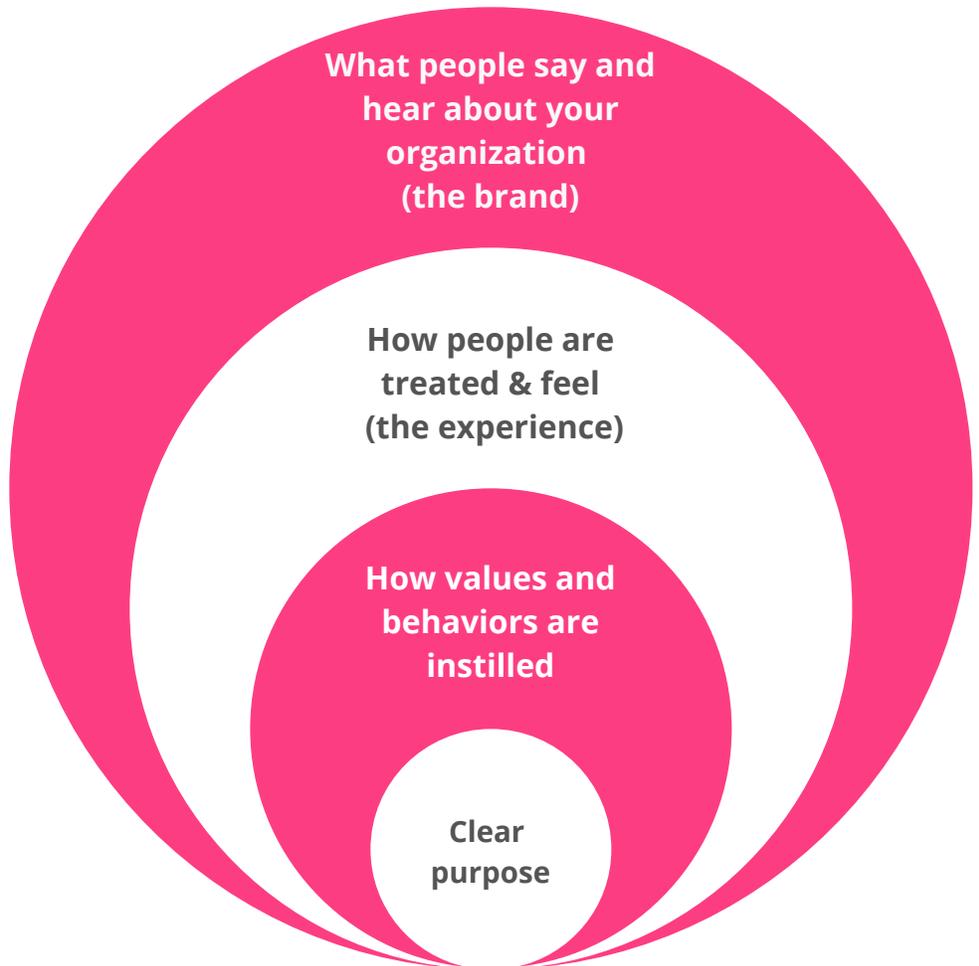
Values described as specific behaviors are more relatable to people. How you incentivize specific behaviors ends up becoming what you value and the "cultural norm".

## Treatment

How people are treated through accepted "cultural norms" and the actions that directly impact how people *feel*.

## Employer Brand

85% of top candidates find jobs through networking. Your employees regularly share their experiences about how they feel about working with your organization. This has a direct impact on the quality of talent you attract or repel.





# ARTICULATE YOUR PURPOSE

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## **Why does your organization exist? How does it help customers through its products and or services?**

Your organization's vision and mission are the most important anchors for people. A clear purpose that people understand can help them figure out whether they can stand behind that purpose or not.

Avoid using corporate jargon and keep the language simple. Know cultural, generational, and geographical differences globally when choosing specific words.

Tie your purpose into your employee communications and regularly remind them about how their work is directly or indirectly helping achieve your mission.

For non-customer-facing roles, showcase customer success stories about how their work helped the front-line employee, in turn, helping the customer is a good way to make a tighter connection.

Here are a couple of helpful resources. Hubspot has compiled some great examples of mission statements [here](#).

LinkedIn recently published the 7 best and 5 worst mission statements [here](#).

# YOUR VALUES = YOUR DNA

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## What do your values mean to people beyond the paper they are written on?

Values are defined by how your organization operates, the cultural "norms" as felt by people through behaviors displayed by your leaders, managers, and teammates. ***Your culture is the lowest level of behavior you tolerate.***

Values can become your DNA when instilled in your key HR processes through the employee life-cycle.

- **Selection:** Assess your candidates against the key behaviors that define your values - structured interviews are key here.
- **Onboarding:** New hires are the most impressionable and learn the cultural norms quickly. Ensure that the onboarding plan stresses the importance of your values.
- **Performance versus Behavior:** Performance is the result against goals but HOW people achieve those results should have equal importance. Would you keep a high performer who consistently has the "jerk" factor or a mediocre performer who consistently lives and embodies your values? A performance and a behavior rating can help reinforce the difference between the two.
- **Rewards & Recognition:** Consistently reward and publicly celebrate those who embody your values.
- **Succession Management:** Leaders must consistently role model your values and a gate for those who make it to succession plans.
- **Offboarding:** Those who consistently fail to live your values must be shown the door regardless of how great their performance ratings may be.





# TREATMENT = EXPERIENCE

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## How do people feel about working with your organization? How are they treated?

The way people experience how work gets done, levels of approvals required i.e. "red tape", how teams and leaders work together has a significant impact on how people **feel**.

You could have the best benefits and above-market pay grades but often it's the softer things that matter to people. Architecting a great experience starts with these foundations:

- **People policies** - When crafting policies or practices - keep the language human and friendly. Cater to regional or local cultural nuances and demographics of your employees.
- **Fair treatment & inclusion** - People must be treated fairly when it comes to pay, a voice in meetings, not feeling left out of key decisions that impact them, objective performance reviews without favoritism by the manager, equal access to project or career opportunities, and finally how the team treats each other.
- **Psychological safety and well-being** - Do employees feel that the organization is there to support them or is the relationship simply driven by a paycheck and job security is always a concern? Creating a safe, flexible, risk-friendly environment where people aren't looking over their shoulders is a winning recipe. Build and hire for empathy as a key soft skill across your leadership ranks.

# YOUR BRAND = WHAT PEOPLE SEE & SAY

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## What do people say about your organization to their families and friends?

Let's face it, what people say in company surveys or even review sites is different than what they tell their family and friends.

Humans are unfortunately hard-wired for negativity. We remember negative experiences far better than positive ones - termed "negative bias". We are also hard-wired to be social. This combination means that negative experiences are shared more than positive ones. Putting this in the context of the experience organizations create for employees, it is critically important to tease out and showcase positive experiences with at least 5x more effort to overcome the negative bias.

Create a "winning" mindset that lasts through a careful branding and messaging strategy. Some considerations are as follows:

- Client success stories, financial stability/growth, why people join and stay at your organization through real interviews and public celebrations of achievements - e.g. tenure, job well done, promotions, team awards.
- Transparency with work being done to maintain fairness and inclusion - e.g. equitable pay, hiring and promotion practices, bias-free performance reviews.
- How the company is positively impacting the society, environment, and suppliers.
- Board and leadership visibility - showcase leaders as "winning" role models both at work and outside of work.



# IN SUMMARY

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## Clear Purpose

- Keep it simple, avoid using jargon.
- Consider cultural nuances when crafting mission statements.
- Regularly remind people how their work ties to the mission through specific examples.

## Values & Behaviors

- Map values to specific behaviors that people relate to.
- Tie behaviors into key HR processes to keep your values living and breathing.
- Reward performance AND behaviors.

## Treatment

- Make it easier for people to get work done - in an equitable and inclusive way.
- Have employee-friendly policies and practices.
- Create a safe, supportive environment.

## Employer Brand

- Create a "winning" mindset internally through consistent messaging.
- Showcase work being done to drive fairness and inclusion along with positively impacting our society.
- Make leaders more human - share stories about their life outside of work.



# BUILD A BRAND THAT PEOPLE EMBRACE - ***INSIDE OUT***

Learn more @ [Cliquify.me](https://Cliquify.me)