

RECRUITING AND RETAINING TOP TALENT

You're Only as Good as Your People – Go Get the Best

Talented producers are some of a business' most valuable assets. Attracting, hiring and retaining the people who make a difference can be very challenging – especially when you consider that each individual may have his or her own motivators.

Start by Finding the Pain Point

You've completed the "attracting" steps and found a viable candidate. Through contacts, recruiters, social media or your network you've identified the individual who can contribute to your success.

What's next? Finding his or her pain points. What don't they like at their current firm? Why? What do they wish was different? Answer those questions and you are on the way to winning the recruit you want.

The Usual Suspects

Firsthand research revealed that dissatisfaction with their manager is the top complaint of job searchers. In a research study I personally drafted and conducted, job seekers told me they believe their leadership is either incompetent, micromanaging or lacks adequate vision. Other issues they shared with me are working conditions – a category that's quite variable. For sales professionals it could be the size of their territory, product portfolio, resources, competition or marketing support. Other issues are culture, reputation and, of course, money. Although money is not the top motivator. It's important, but good employees can always make good money.



How to Learn

Your prospective employees leave their footprints everywhere. Use social media, their current employer's performance, information on their current leadership, co-workers' digital footprints and personal outreach to learn what applies to your target. Then you're ready to recruit.

Sell Your Vision, Strategy and Tactics

Successful employees want something to work for. It's more than a paycheck – especially with Millennials and other up and comers. So, have that viable, important and achievable vision ready. Strengthen it with a strategic plan to get there, and an outline of the tools at their disposal. Sell your culture and why it fits with a recruit's objectives, style and desires.

Offer More to Strive for & Be Direct

Ernest Shackleton had a vision for crossing Antarctica in 1915 – long before there was technology to make the trip practical or comfortable. He needed to recruit a team ready to give their all through some of the most difficult conditions on earth.



He successfully recruited a team with the skills, perseverance and dedication needed for success by being completely honest and selling the rewards of realizing his vision.

Never Stop Communicating

The process never stops – even years after a valued employee is on board, contributing and producing. You need to nurture a culture where the attributes that made a rock-star employee sign on are continuously reinforced. How is your vision changing? Are you achieving your goals? Still following the same paths or thinking about change? Actively communicating on those issues and more keeps your key players engaged and interested.

Re-Recruiting

Your competition knows who your superstars are – and they want them. You need to treat ongoing relationships with your top talent as ongoing recruiting of sorts – so you're still first choice. You need to make the messages, actions and vision that brought them to you part of every day.

Continually focusing on the right issues, reinforcing trust, appropriate recognition and culture cultivation comes naturally for some people. For others, it makes sense to plan activities, events and communications that keep the information, appreciation and good feelings flowing. Do you have a plan to retain your top talent and re-recruit them every day? It doesn't need to be complicated, but it does need to be consistent. Write it down. Schedule items if you need to. Make it happen. Because when you lose a top performer to the competition, it's more than losing him or her working for you. Instead, their talent is working against you, and that's a double whammy. Work at it actively. It's vital for inspiring and motivating your performers to meet and beat objectives throughout their careers – with you. It will make you both more successful and happier.

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