



**TO ATTRACT TOP TALENT**  
HAVE A CLEAR ANSWER TO THE **WHY** QUESTION



## Why should an "A Player" who is very busy, working hard and doing a great job for your #1 competitor consider coming to work for you?

If your words don't yet paint a picture that reflects a very compelling Why, you've got work to do. Short of being just plain lucky, if you're not able to clearly articulate why your next impact player should put down what he or she is working on, and listen carefully, you are destined to select from the ranks of the unemployed, underemployed and disgruntled.

Recently, we examined a dozen research studies on attraction and retention, as we strive to keep our processes, designed to deliver the most effective talent and leadership solutions, current and relevant. Coca-Cola published one of the earliest such studies during the late 1980s, and it was full of surprises for that time. LinkedIn recently released a report detailing the discoveries from analyzing the behavior of 7 million LinkedIn users and 10,000 people who changed jobs. Workopolis conducted research around why people changed employers. Cordant, a global human resources and payroll services firm conducted a study of job seekers. Gallup published an extensive study around employment trends including how millennials are affecting the workforce. Right Management, who calls itself the world's leading provider of human capital services, conducted its own survey on the subject. As someone who has studied leadership and workforce engagement for decades; the research from various sources varies somewhat and is certainly subject to interpretation. What is clear is that the workforce has changed in fundamental ways, as have the key attributes you need to attract the talent required to successfully grow your enterprise.

### 1 Consistent Themes that Emerge from the Research combined with Key Findings:

**Culture Matters:** To attract the best talent for your organization, you've got to clearly articulate what makes your culture attractive and what kind of culture you're trying to build. "A" Players want to know who you are, not just what you do. They want to be a part of an organizational culture, to enjoy and contribute to it. Cultural imperatives include leadership, teamwork, customer focus, communications and continuous improvement.

*The LinkedIn study said that 36% of workers left their employer because of work environment and culture. The Coca-Cola employee engagement study cited lack of recognition for a job well done as the #1 reason and work environment/culture as the #2 reason employees changed jobs. The Workopolis study cited work environment/culture as the #2 reason people left their jobs, the #2 reason employees began a job search and the #1 reason for new job acceptance. Work/Life balance was cited as the #3 reason for new job acceptance in the same study.*

*The LinkedIn study said that 41% joined new organizations to make a difference and do meaningful work, 47% joined for more challenging work and 36% left due to the lack of it. The Coca-Cola study cited lack of challenge, meaningful work and making a difference as reasons #2, 3 and 5 for changing jobs. Right Management cited new challenges as the #1 reason for changing jobs, and better alignment of personal and organizational values as reason #7.*

## **2 Meaningful and Challenging Work, Purpose and Making a Difference:**

We all want to be excited and feel great about our work; and yet most of the world's workforce is disengaged. Talk about why the work at your company matters and why your employees feel challenged and connected. A clue here: It can't be just about making money.

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*The Gallup study says the combination of purpose, meaningful work and making a difference is the #1 reason millennials join organizations. Jim Clifton, Gallup's Chairman and CEO says that in the past, the focus among younger workers was #1 My Future, #2 My Paycheck, #3 My Satisfaction, #4 My Boss, #5 My Annual Review and #6 My Weaknesses. Millennials, workers who either are or will shortly control the global workforce are now focused on #1 My Purpose, #2 My Development, #3 My Coach, #4 My Ongoing Conversations, #5 My Strengths and #6 My Life. Cordant said that 50% of its respondents joined their new employer for interesting work.*

## **3 Senior Management Leadership is Key:**

People rarely join companies. They join leaders and people with whom they are well aligned, and with whom they can make a difference and enjoy themselves. Many organizations are over managed and under led. Articulate what great looks like in your organization. Great leadership can be felt and appreciated from the board room to the front lines and the customer base.

*The Coca-Cola employee engagement study cited lack of senior management leadership as the #2 reason employees changed jobs. The LinkedIn study said that 41% left because of the senior management. Right Management cited ineffective leadership as the #2 reason for changing jobs, a poor relationship with supervision as the #3 reason and lack of recognition as the #4 reason for changing jobs.*

A candidate's biggest challenge is the uncertainty of what it would be like to work for a company.

49 % of job-changers said that the biggest obstacle they faced when considering a new job was the uncertainty of what it'd be like to work for the company. This means that recruiters and HR professionals alike have some work to do concerning employer branding.

## WHAT DOES THIS MEAN FOR RECRUITING TOP TALENT?

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Communicating your company culture to potential candidates is absolutely crucial. How can you accomplish this? Consider allocating funds in your budget to make a **recruiting video**. According to **LinkedIn Talent Solutions** blog, not only do videos do a better job of engaging candidates, but they also make a company seem "more human and personable". Bring your company to life with a recruiting video.

*Answering the "Why" question can be a game changer for your organization. Having a compelling reason the best talent available should consider your organization will allow you to sell the opportunity, and not the candidate. Once the candidate is sold on the opportunity, you can determine if a real match exists. 90% of hiring failures occur because of lack of alignment around cultural nuances or the ability to deliver on specific performance expectations. 90% of the interview process should be spent on the most critical dimension of the fit: culture and performance. If you position the opportunity early in the recruiting process, you can remain in the role of facilitator and out of the role of salesperson.*



# Battalia Winston - Partner Profile



## Battalia Winston

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Terence Gallagher joined Battalia Winston in 1991 and was promoted to EVP in 1994 and President in 1997. Terry's search career of more than 25 years includes serving as Northeast Region Executive Search Partner at KPMG.

Terry's primary focus has been in recruiting CEO's, Presidents, Division General Managers, CFO's, CIO's, Board Directors and all C Suite Executives for Fortune 500 as well as Middle Market companies and private equity firms as well as Partners, Practice Leaders and Rainmakers for consulting firms.

He has consulted for a broad range of industries including: Industrial, Financial Services & Insurance, Business Services, Technology, Consumer and Healthcare.

Terry graduated from Duquesne University with a B.S. degree in Accounting and recently received the Distinguished Alumni Achievement Award. He served on the Americas Board for the Association of Executive Search Consulting Firms for seven years and the Advisory Committee for the National Association of Corporate Directors New Jersey Chapter.

Recognized by **Business Week** as one of the World's Most influential executive search professionals, Terry is a thought leader regarding executive recruitment and retention, organizational effectiveness, management development and succession planning.

Terry serves on the Board of Directors for Provident Financial Services, ranked as one of the best 50 banks in the US by **Forbes** and is Chairman of the Compensation Committee and a member of the Nominating / Governance Committee. (NYSE:PFS).

