HOW TO BECOME IRRESISTIBLE TO CANDIDATES?; HOW TO BUILD A STRONG EMPLOYER BRAND?

9/05/2022

PROF.DR. DIRK BUYENS

TENDENCIES WITHIN THE NEW ECONOMY

- Tight labour markets

- High economic growth

- New deal at work: "Serial monogamy"

- Power shift: employer → employee

- Employees have become more assertive

- Generation shift: Veterans → Baby boomers

- Generation X → Gen Y → Gen Z …
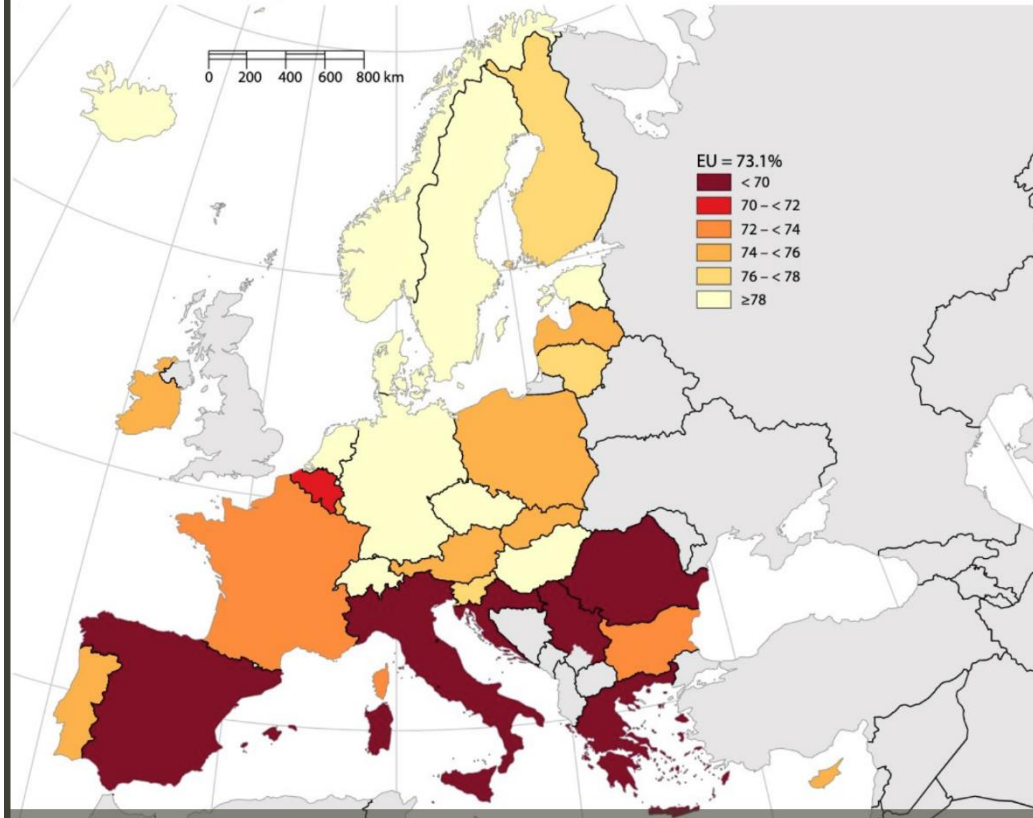
Prof Dr Dirk Buyens

A WAR for Talent

THE PARTICIPATION EFFECT IN EUROPE:

Employment rate by country, people aged 20-64, 2021
(in % of the total population)

EU = 73.1%
< 70
70 – < 72
72 – < 74
74 – < 76
76 – < 78
≥78

1.

WHY WOULD PEOPLE WANT TO COME TO YOU?
HOW TO BUILD A STRONG EMPLOYER BRAND!

RECRUITMENT IN A TIGHT LABOUR MARKET: 'EMPLOYER BRANDING'

- HRMarketing: the 'market-ing' van HRM

- 2 views:

  - Employer branding = 'pursuing a strong employer brand on the labour market'

  - Increasing the credibility of HRM, both internally and externally

Strategisch HRM - Prof Dr Dirk Buyens

EMPLOYER BRANDING

- Basis = the candidate

- Reversed socialisation:
  'empathize with the needs and aspirations of potential employees'

- Segmentation: "an engineer is not an engineer"

  - Dare to make choices and communicate choices purposefully

  - Magnify central values (cf. event management)

  - Need for employer's identity

  - Top 100 best employers

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EMPLOYER BRANDING: CRITICAL CONSIDERATIONS

- EB = more than how to advertise

- EB = a state of mind

- EB ↔ RJP (Realistic Job Preview)

- EB needs to be consistent:
  "What is the smell of your place?"

- Branding = rehearsal

- CUSTOMER vs. EMPLOYEE

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EMPLOYER BRANDING IN PRACTICE

- Multi channel approach

- Mutual coordination and support

- The role of 'advertising' shifts:

<div align="center">

from 'selling jobs'
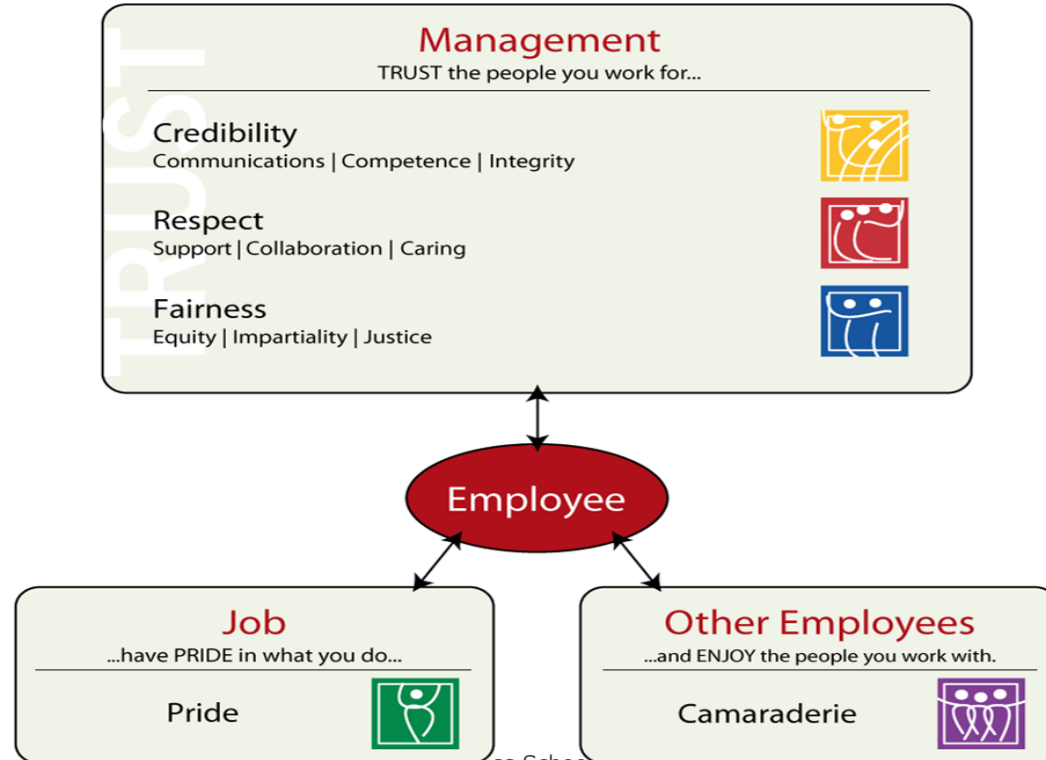
↓

to 'drawing attention for my brand'

↓

to subsequently 'refer to other channels'

</div>

- Targeting: oriented branding at a defined audience

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THE USE OF 'LABELS' IN EMPLOYER BRANDING

Great Place to Work® Model©
Relationships are KEY

TRUST

Management
TRUST the people you work for...

Credibility
Communications | Competence | Integrity

Respect
Support | Collaboration | Caring

Fairness
Equity | Impartiality | Justice

Employee

Job
...have PRIDE in what you do...

Pride

Other Employees
...and ENJOY the people you work with.

Camaraderie

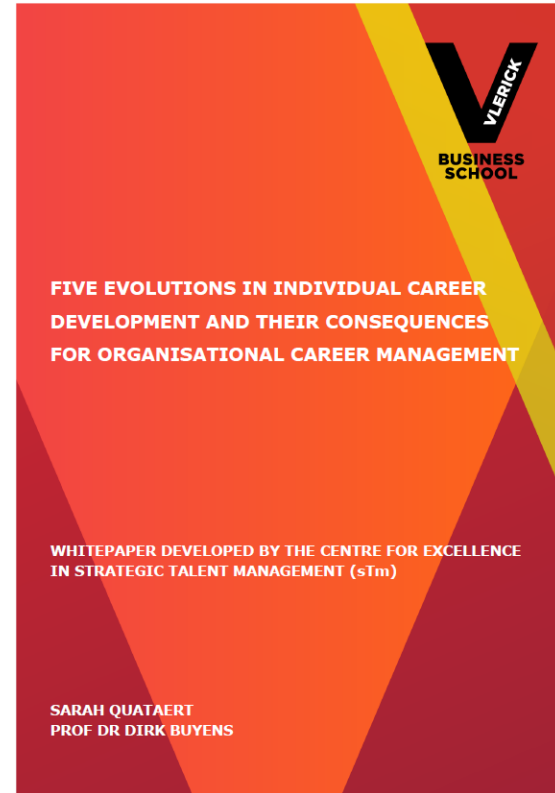# CAREER EVOLUTIONS

1. From loyalty to the company… to loyalty to one's career

2. From organisational climbing… to boundaryless zig-zagging

3. From salaried employees… to contingent workers

4. From linear careers… to transitional careers

5. From working for money… to working for purpose

WANT TO KNOW MORE?

- Download the full paper

- – developed by the Vlerick Centre for Excellence in Strategic Talent Management


FIVE EVOLUTIONS IN INDIVIDUAL CAREER DEVELOPMENT AND THEIR CONSEQUENCES FOR ORGANISATIONAL CAREER MANAGEMENT

WHITEPAPER DEVELOPED BY THE CENTRE FOR EXCELLENCE IN STRATEGIC TALENT MANAGEMENT (sTm)

SARAH QUATAERT
PROF DR DIRK BUYENS

DIFFERENT GENERATIONS ON THE WORKFLOOR

■ Whom are we talking about?:

1. Veterans: born between 1930 and 1945

2. Babyboomers: born between 1945 and 1968

3. Generation X: born between 1968 and 1980

4. Generation Y - Internet generation(millennials) - dot.coms: born between 1980 and 1994?

5. Generation Z – The ZOOMERS – born between 1995 and 2009

6. Generation Alpha – the Tech Savvy generation - born between 2010 and 2024

■ Is your organization ready for the next Generations ?

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6 GEN-Y NORMS

1. The right of freedom in everything they do, from freedom of choice to freedom of expression

2. The right to customise, personalise

3. The right to scrutinise

4. The right to have a feeling to make the world a better place

5. The right to play and work at the same time

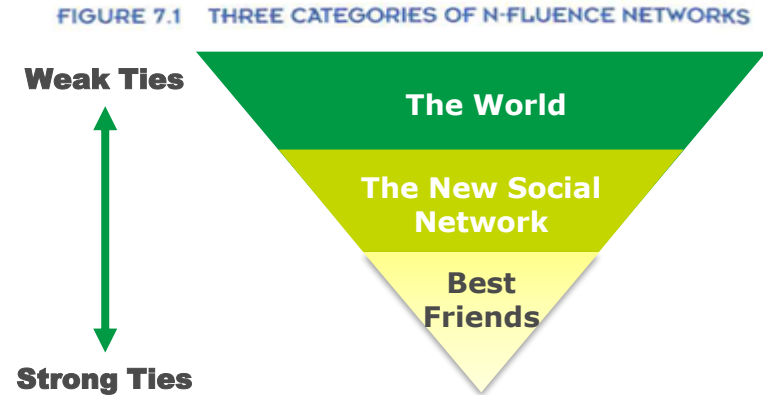6. The right for "instant feedback", not just in video games

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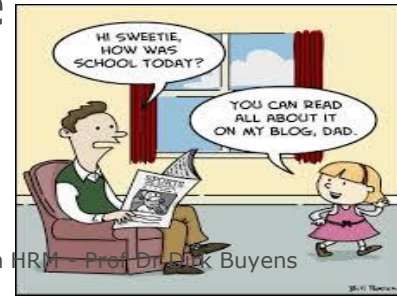
"Children today are tyrants. They contradict their parents, gobble their food, and tyrannise their teachers"

Socrates (470-399 B.C.)

THE NET GENER AS CONSUMER

- "Power to the people: friends are more important than professional reviewers"

- "YourcompanySucks.com" - type websites

- Types of "N-fluence" networks

  - Best friends

  - My social network

  - The world

FIGURE 7.1 THREE CATEGORIES OF N-FLUENCE NETWORKS

Weak Ties

The World

The New Social Network

Best Friends

Strong Ties

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THE NET GENER AND THE FAMILY

- "The Freedom flip": Boomers Youth found freedom outside; Net Geners find freedom inside

- Helicopter parents are "HOVERING"

- Some companies offer a "freshman orientation" workshop for parents

Type of parental involvement as reported by employers in 2007

Type	Percentage
Obtaining company info	40%
Submitting résumé	31%
Promoting child	26%
Attending career fairs	17%
Complaining if not hired	15%
Arranging interviews	12%
Negotiating salary and…	9%
Advocating promotion, raise	6%
Attending the interview	4%

Percentages Reported by Employers

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PEPSICO CEO WRITES LETTERS TO PARENTS....

Indra K. Nooyi, Chairman and Chief Executive Officer, PepsiCo, USA

*"We've worried about buying employees, we've worried about bouncing them when things didn't work, but we've never focused on engaging them **with their hearts**"*

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GOOGLE ORGANISES A 'TAKE YOUR PARENTS TO WORK DAY'

■ Google welcomes parents within the company. The tech company hosted more than 2,000 parents at its headquarters for its annual <u>Take Your Parents to Work Day</u>. Part of the parent's day activities included a tour of the office where their child would be working and more information about the company.

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2.

WHY WOULD PEOPLE WANT TO STAY WITH YOU?

WHY DO PEOPLE LEAVE THE ORGANISATION?

1. The Confidence factor

2. The Emotional factor

3. The Trust factor

4. The Fit factor

5. The Listening factor

Employees feel obliged to leave

to achieve unmet satisfiers

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AND WHAT ABOUT PAY?

RULE 1:

People seldom leave because of what they earn "today", but quite often leave because of what they "expect" to be paid in the future

RULE 2:

Rarely do people leave for "the money", quite often they leave for "their boss"

A pay policy must "motivate" people rather than "bind" people

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BINDING OR CHALLENGING

The individual wants to be / The organisation tries to:

	BIND	CHALLENGE
BOUND	B B +	B C -
CHALLENGED	C B -	C C +

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JOB SCULPTING (BUTLER & WALDROOP)

- The art of matching people to jobs that allow their deeply embedded life interests to be expressed

- Creating jobs around people's strengths and interests, rather than adopting jobs to their weaknesses

"A job can be as neatly tailored to a worker's peculiar goals and requirements as a pair of Levi's to an on-line customer's imperfect physique"

(Ulrich & Sturm)

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RETHINKING RETENTION

2 remarks:

1. The market, not your company, will ultimately determine the movement of your employees. (Cappelli)

2. We don't need to retain everyone in the organisation.

   "How many people do you really want to retain and at what price?"

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Retention Management strategies are probably only

meant for 20% of your people,

but if you apply them too well

the other 80% will never leave you.

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RETENTION MANAGEMENT IN PRACTICE

1. Recruiting people:
   - HRMarketing
   - Employer Branding (Rehearsal)
   - Reversed Socialisation
   - Segmentation
   - Top 100 best employers

2. Selecting people:
   - Speed of the process
   - Dignity & respect
   - Power shift
   - Hire "retainables"

3. Job design:
   - Redesign in order to minimise the demotivation
   - Job customisation / job sculpting

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RETENTION MANAGEMENT IN PRACTICE

4. Managing the organisational culture
- What's "the smell of your place"?
- Develop "social ties"
- "Loyalty to colleagues is often much stronger than loyalty towards the organisation"

5. Developing people
- From HRM tot HIS (Human Investment Strategy)
- LLL: the alternative is "keeping people stupid"
- But also:
  - Reduce training cycles by standardising
  - "Often we want to retain the 'skills' more than the individual behind it"

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RETENTION MANAGEMENT IN PRACTICE

6. Compensating people
- Pay well but be careful with "golden handcuffs"
- Introduce creative benefits
- Location becomes a critical factor
- Cooperate with competitors
- "The best way to retain your hipo's, is to give them the opportunity to leave"

7. Exit management
- Why do leavers leave?
- Follow your leavers
- Eventually "rehire" unhappy leavers

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THE 5 BASIC RETENTION DIMENSIONS (GPTW)

1. Credibility

2. Respect   Trust

3. Fairness

4. Pride

5. Camaraderie

1. CREDIBILITY

- Communication: (x7)

- Work allocation and coordination:
  know the facts

- Integrity: why should anyone be led by you: consistent vision

2. RESPECT

- Support professional development
- Show appreciation
- Collaborate on the important decisions
- Care for people at large

3. FAIRNESS

- Strive for equity: input – output – balance
- Impartiality vs. OCB
- Justice: what do they perceive to be right or wrong?

4. PRIDE

- Job content: is the most important factor:
  "My personal contribution"
- Being part of a team or work group
- Ambassador of the department, organisation towards the community

5. CAMARADERIE

- Getting the "space" to be oneself

- How do we create a welcoming atmosphere:
  socialisation

- The sense of
  belonging to a team

3.

AND WHAT ABOUT THE GREAT RESIGNATION?

The great resignation, reshuffle, attrition, awakening… The big quit

What is it?
How 'great' or 'big' is it exactly?
Why is it happening?
And, is it happening in Europe?

"The great resignation is coming"

Anthony Klotz,
May 2021

Resignations in the United States
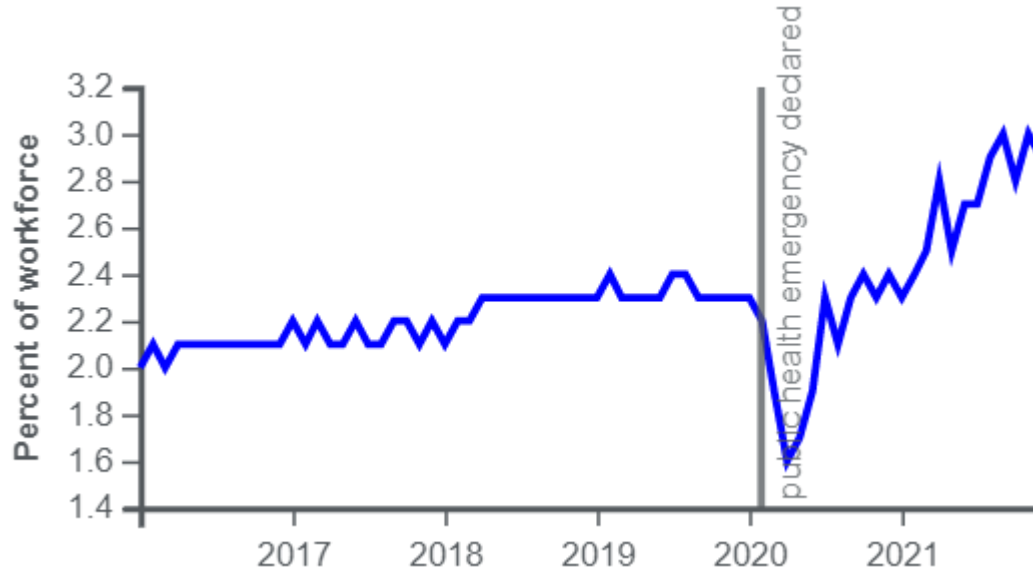
Economic Policy Institute, December 09, 2021

Annual quit rates in the US (%)

2017	2018	2019	2020	2021
25.7	27.1	28.0	25.2	32.7

U.S. Bureau of Labor Statistics, March 09, 2022

These data indicate a rising trend in resignations with a COVID-related 'dip'!

HOW 'GREAT' IS THE GREAT RESIGNATION?

— Quit rate
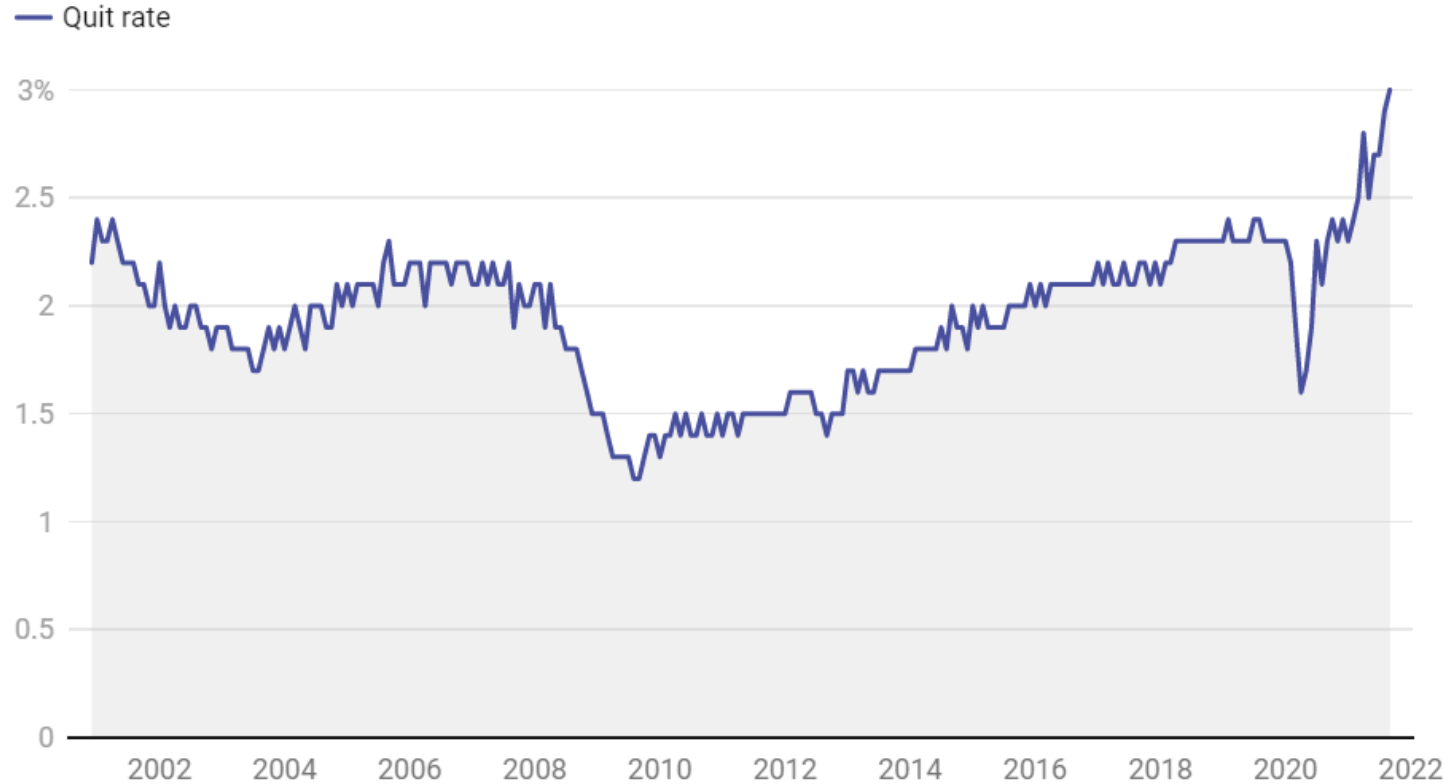
The Conversation, November 21, 2021

WHY IS IT HAPPENING

- Not one answer

- Different phenomena happening at the same time

- And affecting one another

WHY IS IT HAPPENING: POSSIBLE ANSWERS

- More people are tired and are grieving;
- Some want a renewed and revised sense of purpose in their work;
- Some want interpersonal and social connection with colleagues and managers;
- Some want to feel a sense of shared identity;
- Some want Pay, Benefits and Perks and to be valued by organisations and managers
- Some want meaningful interactions, not just transactions

(McKinsey & Company, 2021)

WHY IS IT HAPPENING?

Quit rates by industry

A few major sectors, especially service industries like leisure and hospitality, are responsible for most of the high rate of quitting. Most sectors had quit rates in November that were below the average of 3%.

Industry	Quit rate
Leisure and hospitality	6.4%
Professional and business services	3.7%
Trade, transportation, and utilities	3.6%
Average quit rate	3%
Education and health services	2.8%
Construction	2.7%
Manufacturing	2.3%
Other services	2.3%
Durable goods	2.1%
Mining and logging	2%
Information	2%
Financial activities	1.7%
State and local government	1%
Federal government	0.7%
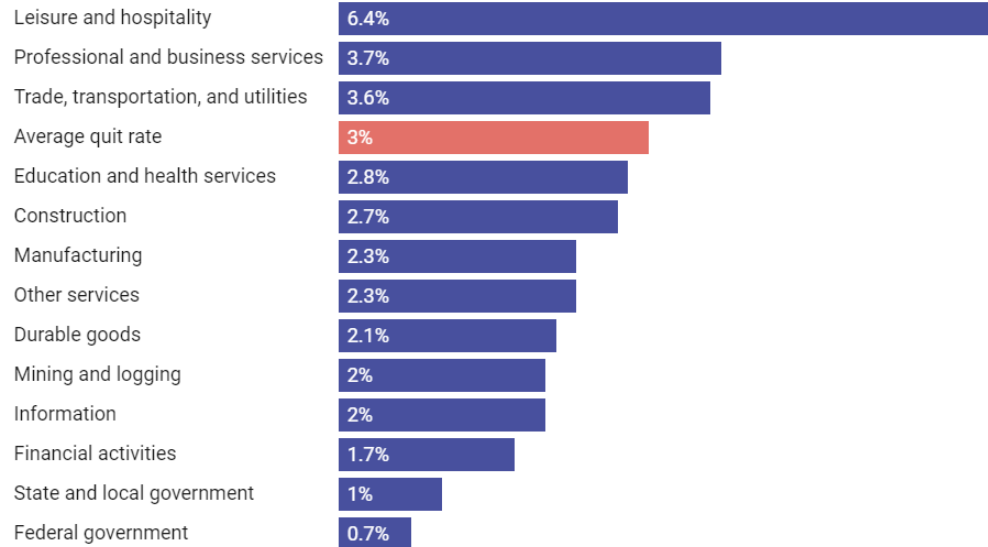
The data is for November 2021 and excludes subsectors.
Chart: The Conversation, CC-BY-ND • Source: Bureau of Labor and Statistics

WHY IS IT HAPPENING?

FRED — Labor Force Participation Rate - Women
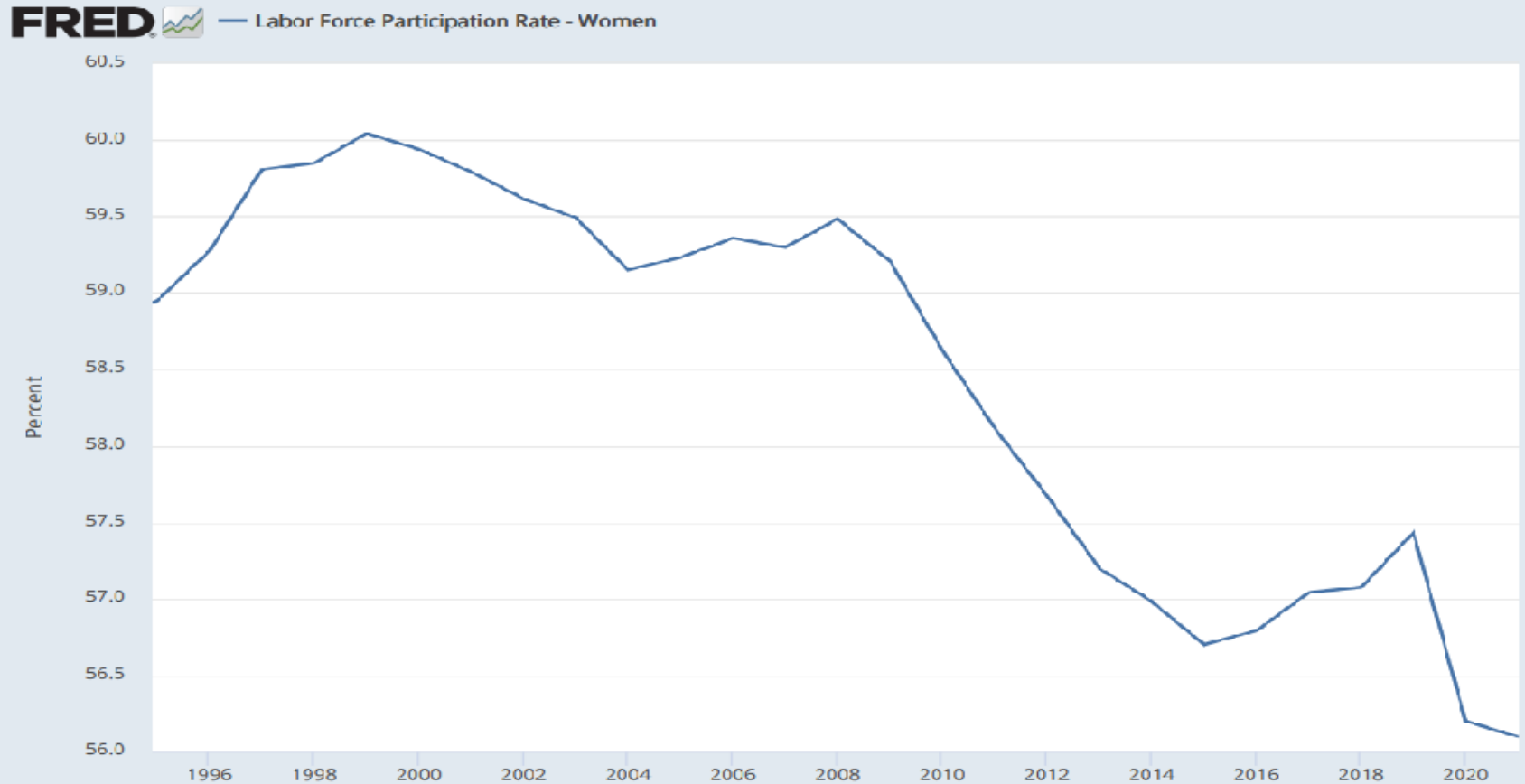
WHY IS IT HAPPENING?

Unlike in other recent recessions, the pandemic has increased retirement among older adults

% of U.S. adults ages 55 and older who are retired
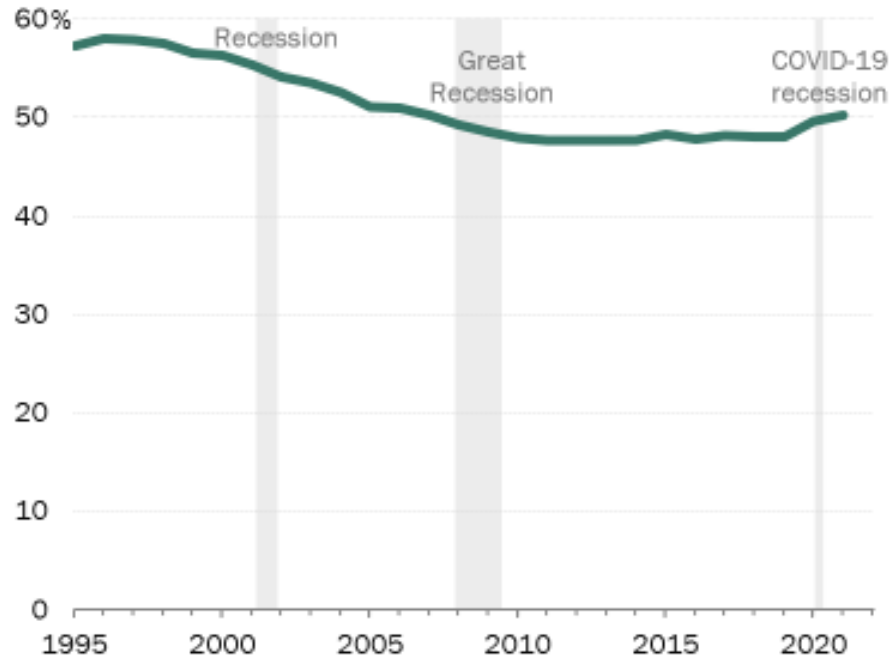
Pew Research Center analysis of July, August and September, 2021
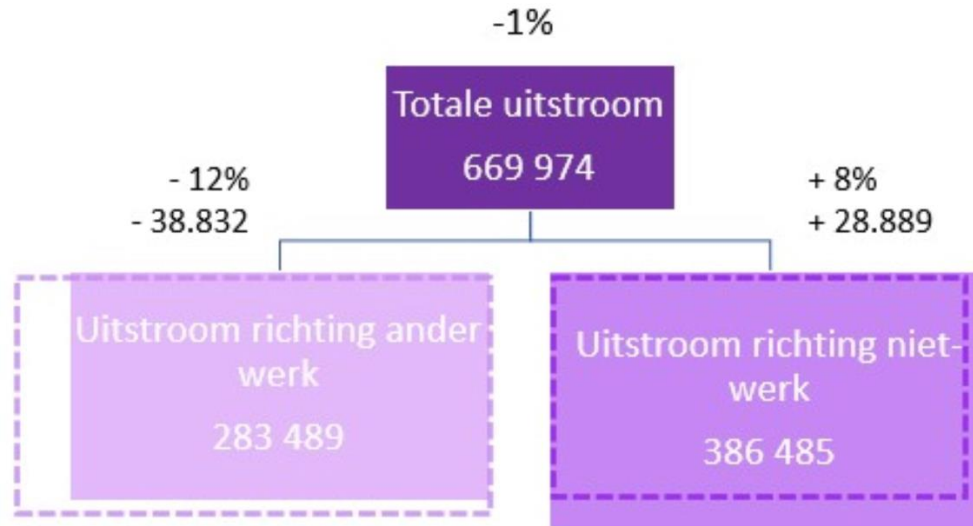
WHY IS IT HAPPENING

U.S. Has Record-Level Job Openings

Job openings from January 2011 to June 2021
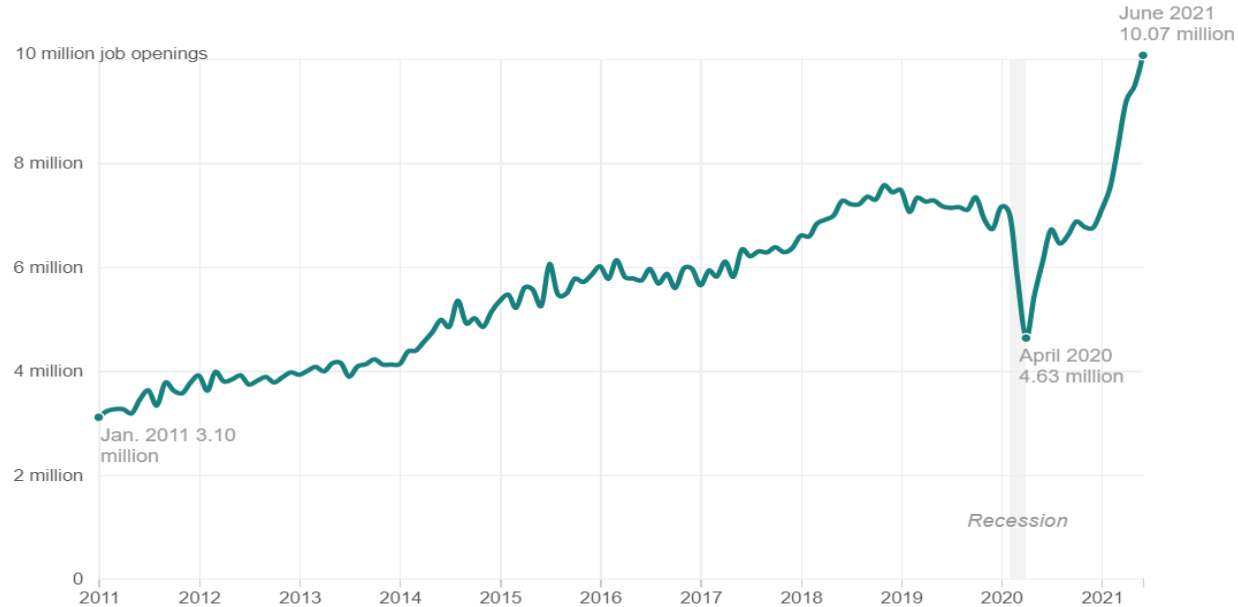
Figuur 1. Uitstroombewegingen richting werk en niet-werk tijdens de crisis (#, 20194-20204)

Figuur 2. Combinatie van de deelstromen van 1) uitstroom richting werk en 2) uitstroom richting niet-werk per hoofdsector, exclusief de 60-plussers en de flexibele schil (#, 20194-20204)
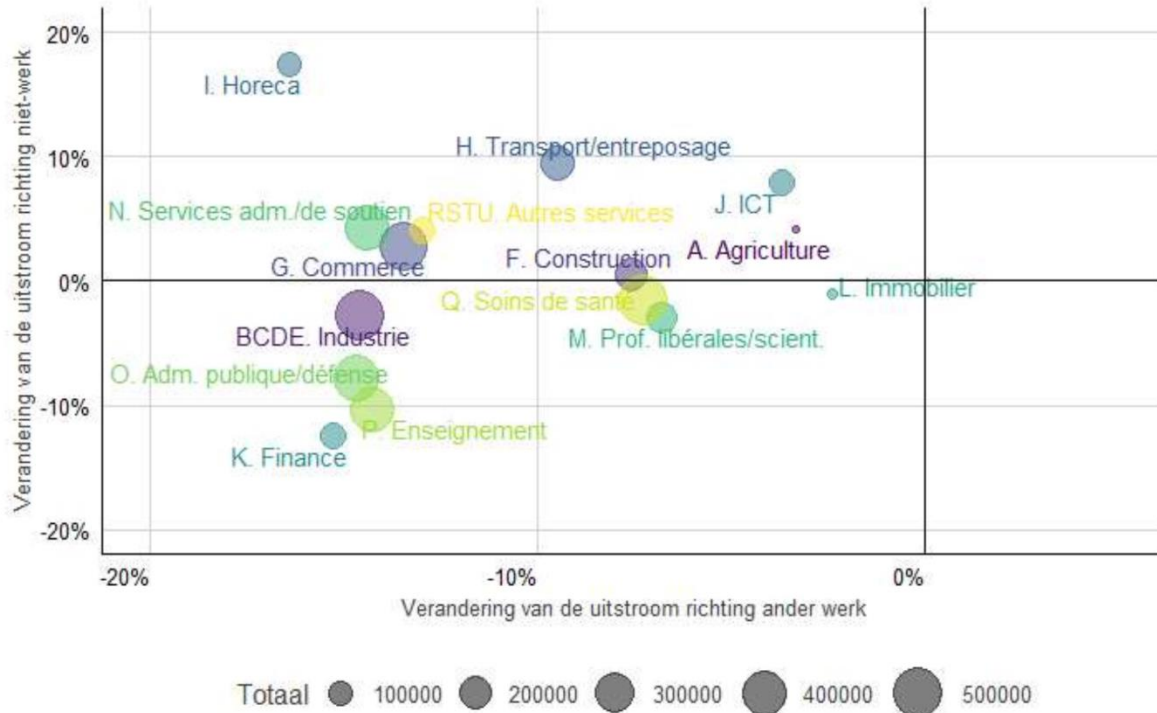
IS IT HAPPENING IN EUROPE?

- Mainly American phenomenon

- Some data pointing at a 'not-so-great-resignation' in Europe

  - Most COVID related resignation in Germany (6.0%)
  - United Kingdom (4.7%)
  - The Netherlands (2.9%)
  - France (2.3%)

Data: SD Worx

IS IT HAPPENING IN EUROPE?

BELGEN VERANDEREN MINDER VAN JOB DAN IN PRE-CORONAJAAR

Personeelsverloop* in België, in %

15,1%
10,2%
8,1%

'13 '14 '15 '16 '17 '18 '19 '20 **2021**
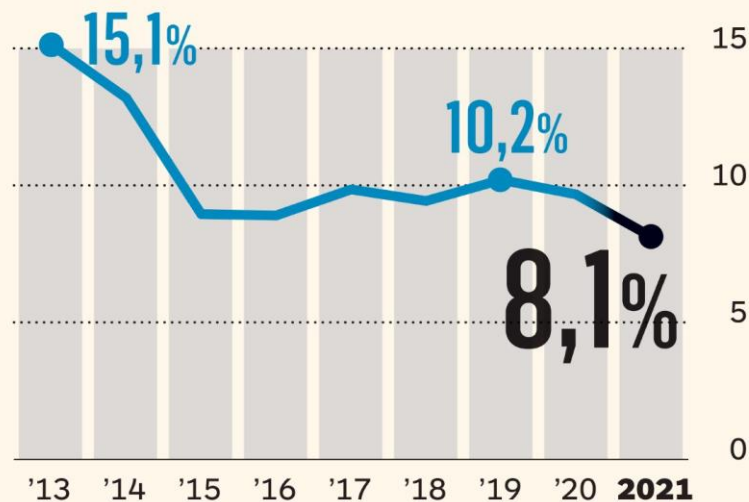
* geeft aan hoeveel medewerkers in verhouding tot het totale personeelsbestand per jaar het bedrijf verlaten hebben (werknemers met een arbeidsovereenkomst van onbepaalde duur)

Bron: Securex

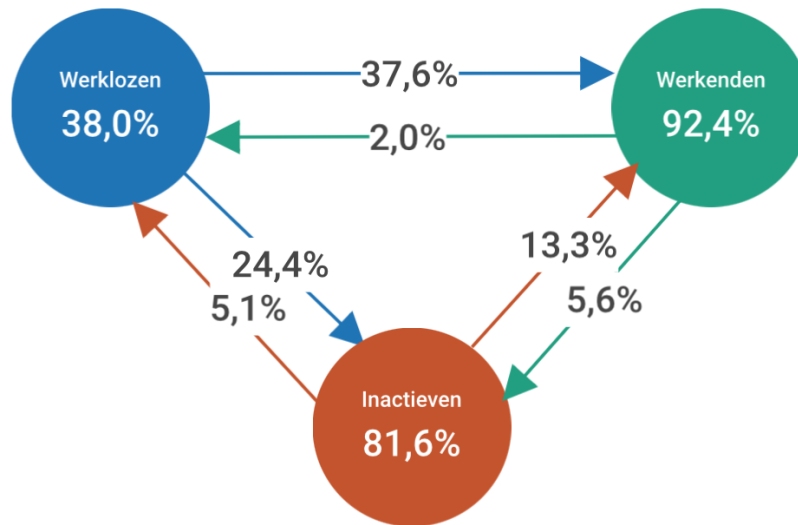**Historically low turnover in Belgium**

STATBEL (MEI 2022): TRANSITIES

STATBEL: % WERKENDEN DIE BEWEGEN

Periode	Alle werkenden	Loontrekkenden met een...
2017-2018	5,3%	4,0%
2019-2020	5,9%	4,6%
2018-2019	6,0%	5,1%
2020-2021	7,4%	6,4%

Verandering van job volgens leeftijdsgroep (2017-2021)
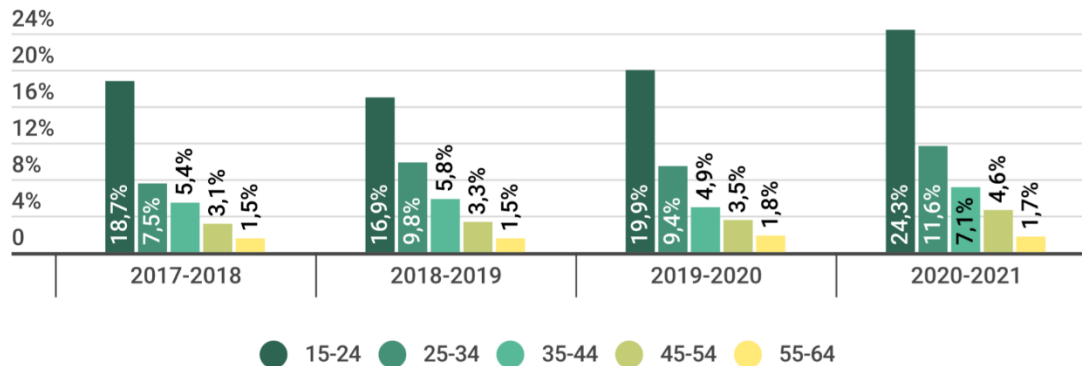
Periode	15-24	25-34	35-44	45-54	55-64
2017-2018	18,7%	7,5%	5,4%	3,1%	1,5%
2018-2019	16,9%	9,8%	5,8%	3,3%	1,5%
2019-2020	19,9%	9,4%	4,9%	3,5%	1,8%
2020-2021	24,3%	11,6%	7,1%	4,6%	1,7%

↓ Download data

STATBEL: VERANDERING VAN JOB VOLGENS:

Periode	Man	Vrouw	
2017-2018	5,4%	5,3%	
2018-2019	5,8%	6,2%	
2019-2020	5,9%	5,8%	
2020-2021	7,2%	7,6%	

Periode	Brussels Hoofds...	Vlaams Gewest	Waals Gewest
2017-2018	6,2%	5,6%	4,6%
2018-2019	7,0%	6,5%	4,5%
2019-2020	5,9%	6,6%	4,2%
2020-2021	7,4%	8,0%	6,2%

STATBEL: VERANDEREN VAN JOB VOLGENS:

Periode	Laag opgeleid	Midden opgeleid	Hoog opgeleid
2017-2018	6,3%	5,1%	5,3%
2018-2019	6,2%	5,4%	6,4%
2019-2020	5,6%	5,7%	6,1%
2020-2021	7,6%	7,2%	7,6%

Periode	Full-time	Part-time
2017-2018	4,8%	7,0%
2018-2019	5,9%	6,4%
2019-2020	5,6%	6,8%
2020-2021	7,0%	8,7%

STATBEL: VERANDERING VAN JOB PER SECTOR

Percentage werkenden dat van job verandert volgens sector
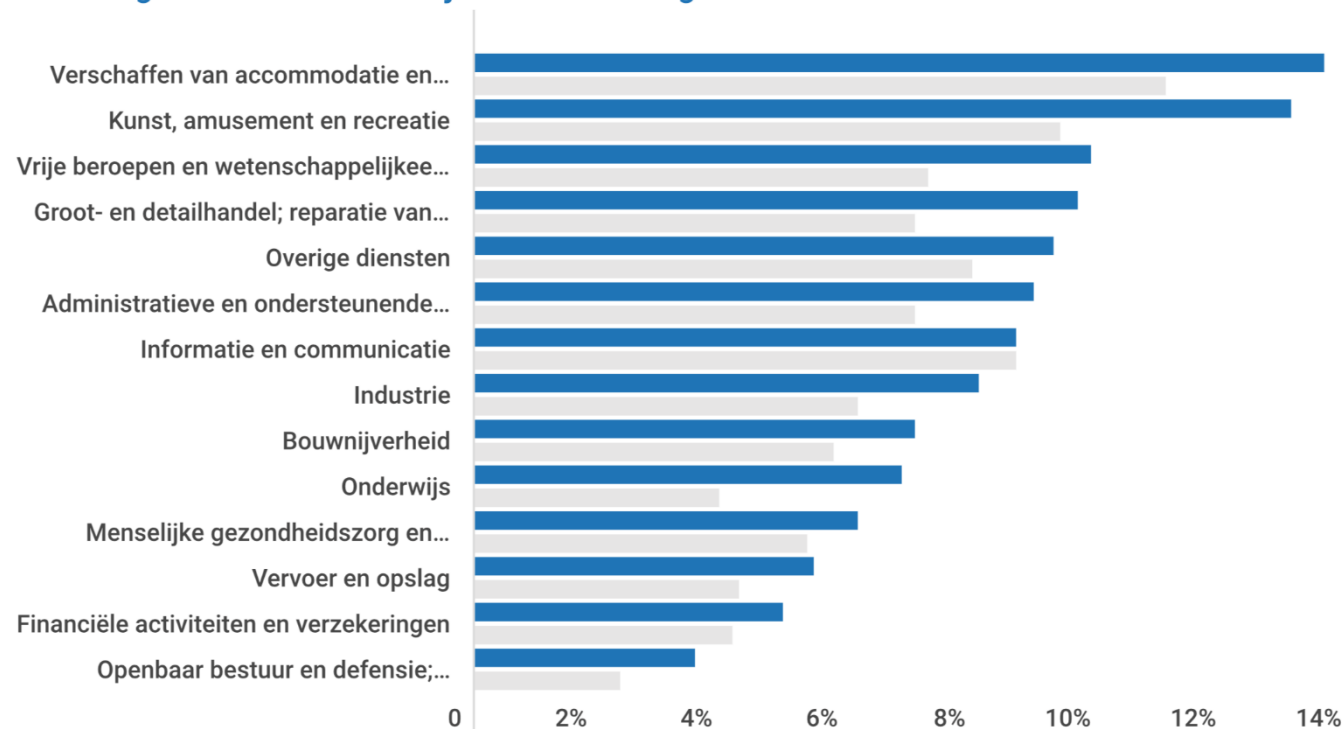
Naar welke sectoren veranderen de werkenden?

Gemiddeld blijft 45,7% van de werknemers die van job veranderen, in dezelfde sector. Dit percentage is in 2019-2020 iets gedaald tot 42,3% en steeg in 2020-2021 tot 49,2%.

2017-2018	45,4%
2018-2019	45,1%
2019-2020	42,3%
2020-2021	49,2%

4.

IMPACT OF COVID 19 ON THE PSYCHOLOGICAL CONTRACT BETWEEN EMPLOYERS AND EMPLOYEES IN THE POST–COVID 19 HYBRID WORKPLACE

THE WORK FROM 'ANYWHERE' FUTURE

- People and organisations had time to reflect over the past months;

- Employers might have become the biggest ambassadors of working from home;

- No one remained neutral over the past months;

- 'Convenience' is the lesson learned;

- 'Work' is 'Work'; but 'Home' is not 'Home' (dress code, furniture, cleanness, background (noise), etc)

WHAT DOES RESEARCH SAY?

20 – 25% of the workforces in advanced economies..

.. can work remotely between 3 to 5 days a week, **without loss of productivity.**

McKinsey Global Institute's Future of Work after Covid-19 report

DIVERGENCE

≠ GENERATIONS + ≠ EXPERIENCE = ≠ FUTURE EXPECTATIONS
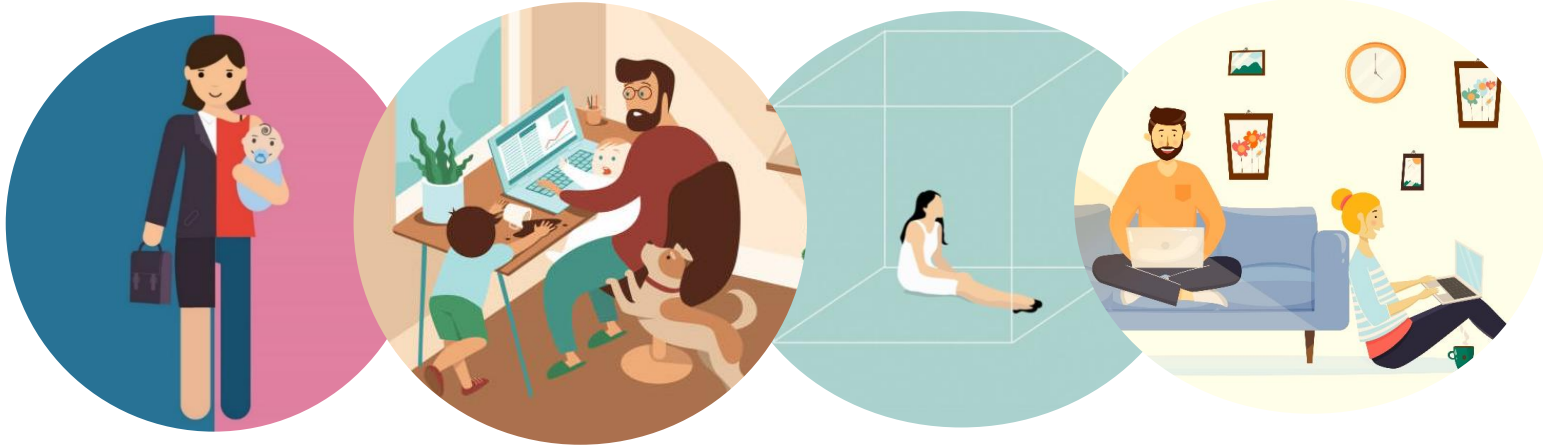
CH2: POSITION VERSUS FLEXIBILITY

Clarity of expectations

Feeling of fairness: equality across departments

Customisation: Meet everyone's individual wishes

More attractive employer brand

+

Lack of customisation

One size does not fit all

Impact on development/performance

Feeling of unfairness: Implicit team rules and supervisor expectations

−

CH3: 'CONVENIENCE' WILL RULE OVER 'PRINCIPLE'
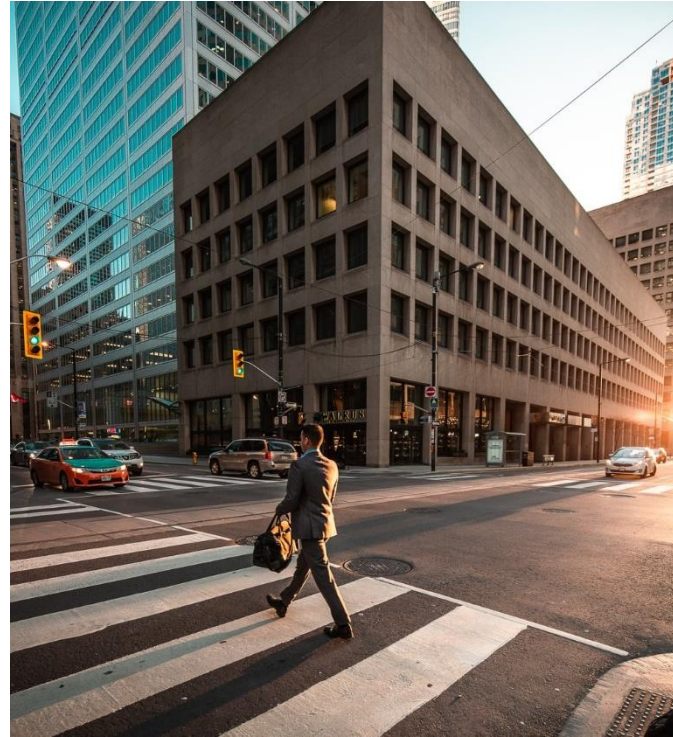
Misunderstandings can happen when one party wrongly assumes a meeting takes place digitally, while planned physically.

64% of managers believe that office workers are higher performers than remote workers, and in turn are likely to give in-office workers a higher raise than those who work from home.

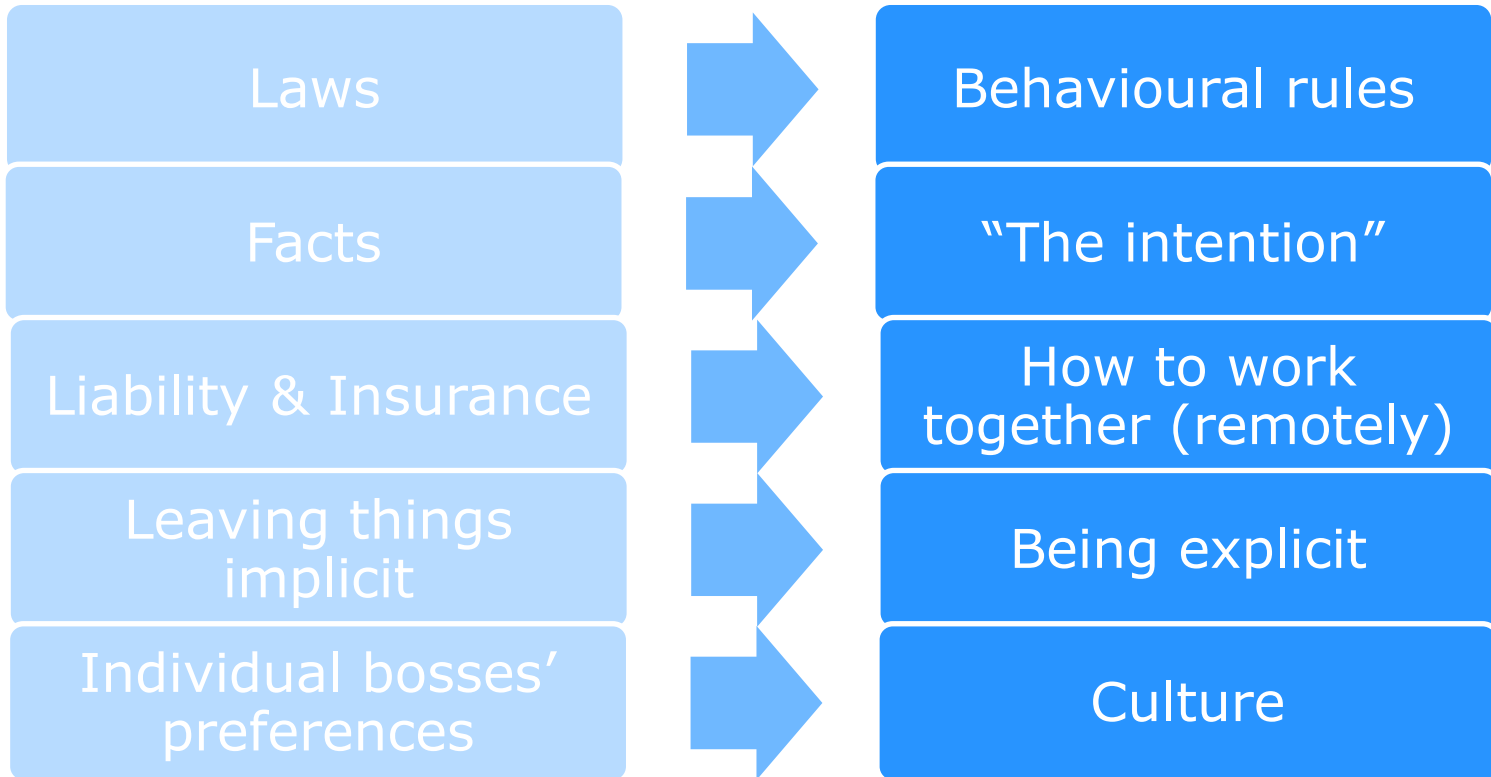*Kropp, B. (2021). 9 Work Trends That HR Leaders Can't Ignore in 2021, Gartner Research Report.*

NEW WORK-FROM-HOME STRATEGY

Back to normal! We continue working as before. No changes in policy.

"Thoughtful working" policy: empowering staff to work how and where they get their best work done.

Death of the office! Grant working-from-home-allowance instead. Invest in satellite offices.

Establish a **CODE OF CONDUCT** on working in the New Normal that strives for **"FLEXICLARITY"**

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CHARACTERISTICS OF A FLEXICLARITY CODE

Laws	→	Behavioural rules
Facts	→	"The intention"
Liability & Insurance	→	How to work together (remotely)
Leaving things implicit	→	Being explicit
Individual bosses' preferences	→	Culture

FLEXICLARITY ABOUT WHAT?

- Not only about working from home, but…

- How to meet & greet;

- How hybrid can/needs a workplace to be;

- How do we connect, how many platforms do I need to keep an eye on;

- How and what to reimburse;

- How about the ZOOM or TEAMS etiquette;

- How to (re-)relate with customers;

- How to educate the people managers in what;

- What is the role of : the office/ the meeting/ the call/ the desk/ the resto/etc…

FLEXICLARITY WHY?

- To strive for Internal equity & fairness;

- To work and live together in the 'Hybrid workplace'(my hybridity does not always serve your hybridity);

- To manage the differences between organisations (employer branding);

- To Manage 'Tuesday & Thursday peaks' in the office;

- To align people management practices;

- To be explicit about the right and or duty 'to connect' and 'to disconnect';

- Risk for HR: to become the "Bogeyman" !!!!

THE REMOTE WORK CHALLENGE

- How do you keep track of the energy level of your people: Conduct frequent short pulse surveys;

- How to ensure the 'collective engagement': Create moments of Social Encountering;

- Limits of the 'remote onboarding': Define a minimum time of experiencing 'the smell of the place';

- Does remote leadership lead to a different type of leader?

AND WHAT ABOUT EUROPE?

- The numbers do not show much in Belgium yet,

- But if the Great Resignation/Reshuffle/ awakening/attrition would happen:
  - That would be a big problem!

- Imagine, however that it would not happen:
  - That would be a disaster, no?

LET US START THE DISCUSSION…

- Do you feel/see anything of the Great Resignation in your organisation?:
  - In the numbers/facts?
  - In the talks people have?
  - In the performance levels?
- If not, why do you think it does not materialise itself?

- If yes, where and how does it show?

- Should one be happy/unhappy that we do/do not experience it at yours?

- How do you try to manage/monitor engagement levels in your organisation?

Love them or lose them, but don't spoil them

Prof Dr Dirk Buyens

THANKS FOR YOUR PARTICIPATION!

DIRK.BUYENS@VLERICK.COM