

HR IN CHANGING TIMES – SOME THINGS NEVER CHANGE

ATTRACTING AND RETAINING HIGH PERFORMERS

By Susan Comerford
People & Practice Development Manager
Cowell Clarke

Why?

- The needs, wants and behaviours of the talent pool are changing
- People are more willing to change jobs to get what they want, and are more discerning
- Increased demand for work / life balance
- Generational expectations are changing

Why do people leave?

- There is no vision, no coherent strategy for the future
- A lack of involvement / engagement in the business
- Broken promises and inconsistent behaviours
- Poor management, issues not dealt with and left to fester

What attracts people?

- The firm's reputation
- Perceived opportunities for career development
- The work on offer
- The partner and the team they will work with

Retention Strategies: 4 key areas of focus

- Training and development
- Mentoring and leadership
- Work environment and culture
- Communication

Engagement = inclusion

- include me in what we are trying to achieve
- include me in how we are going to achieve it
- include me when we are delivering to our clients
- help me understand why not just how
- share the rewards of our success with me
- give me great role models in our business

How do we do it?

- Our mentoring Program
- Communication
- Role models and leadership
- Training and development

In summary

To retain good performers:

- Drive a culture of collaboration and involvement where they want to come to work
- Give them a level of influence that empowers them
- Give them customized careers with variety and flexibility
- Have a transparent partner development process
- Provide an environment of continuous learning and mentoring – a structured learning and professional development curriculum

Leaving you with some questions to reflect on:

- Do you do what you say you will do in terms of flexibility, career development and involvement?
- Do you value mentoring as a development tool?
- Do you approach attracting great talent in the same way as attracting great clients?