

LEADERSHIP DEVELOPMENT PROGRAM

Workshop – May 13, 2021

- I. Dada
- II. Good Morning/Gratitude Builder
- III. Where We Are Right Now
- IV. Making the (Hiring) Decision



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The Gratitude Builder

State of the Workforce May 2021

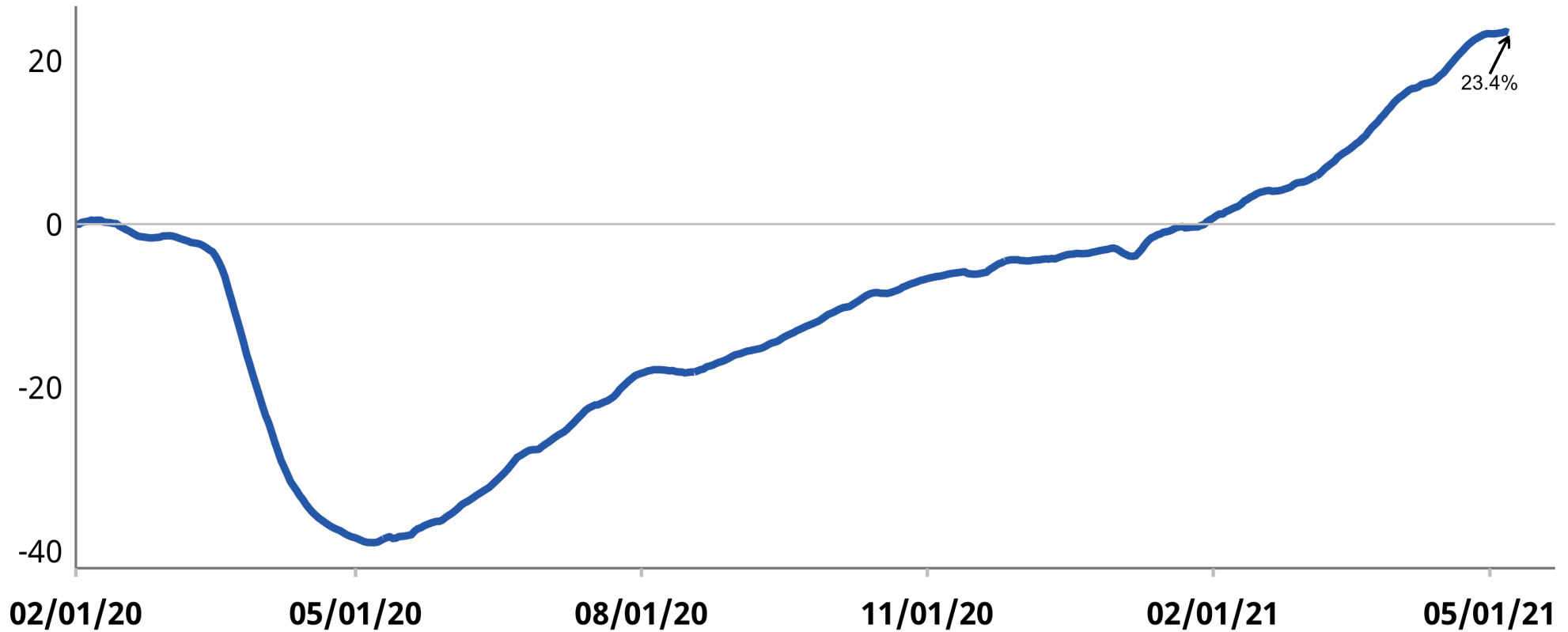
Key Employment Statistics

- Job Postings were 24% higher in April than pre-pandemic level
 - Extremely difficult to turn openings into hires
- 8.1 million unfilled jobs as of March 31
 - Up from 7.4 million jobs in February



Job postings on Indeed, United States

% change in job postings since Feb 01 2020, seasonally adjusted, to May 07 2021



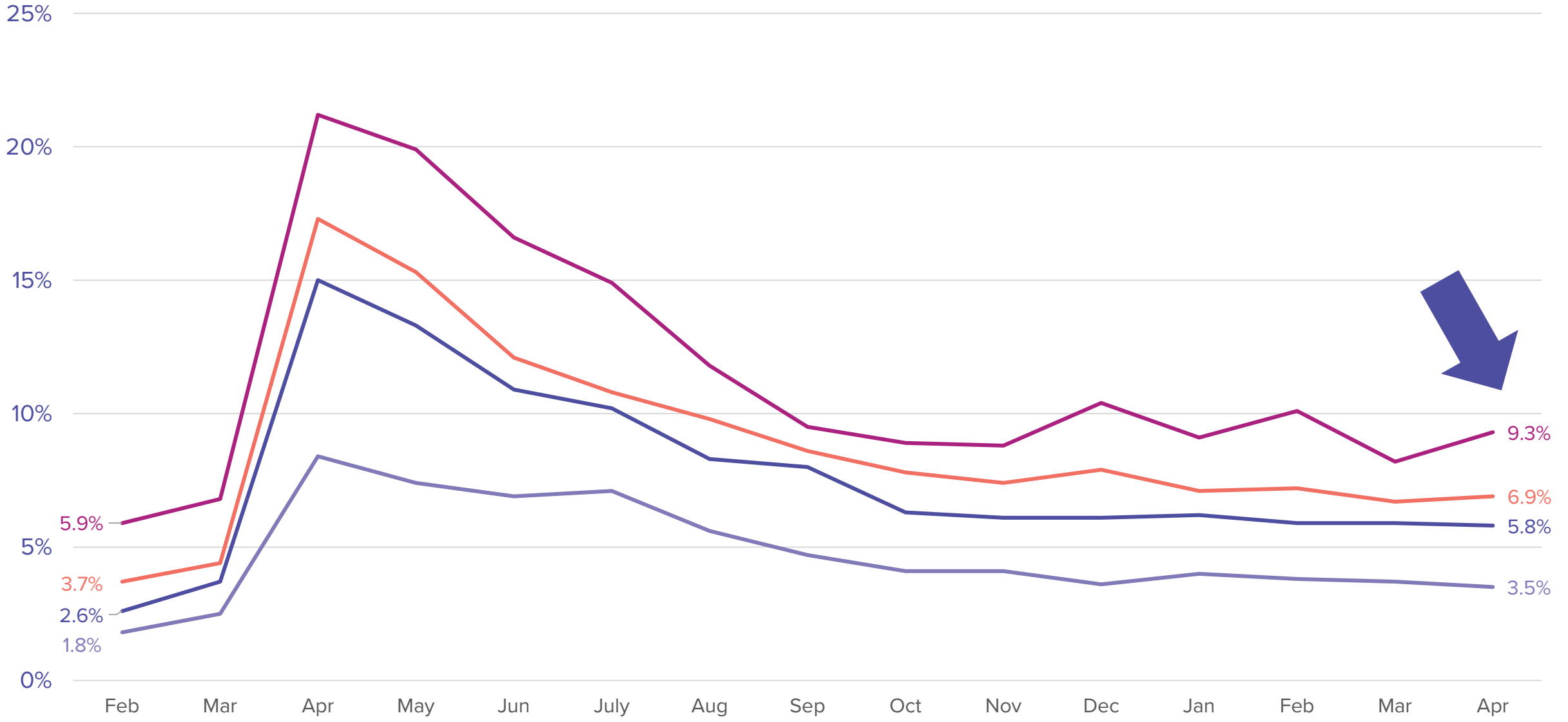
Source: Indeed.



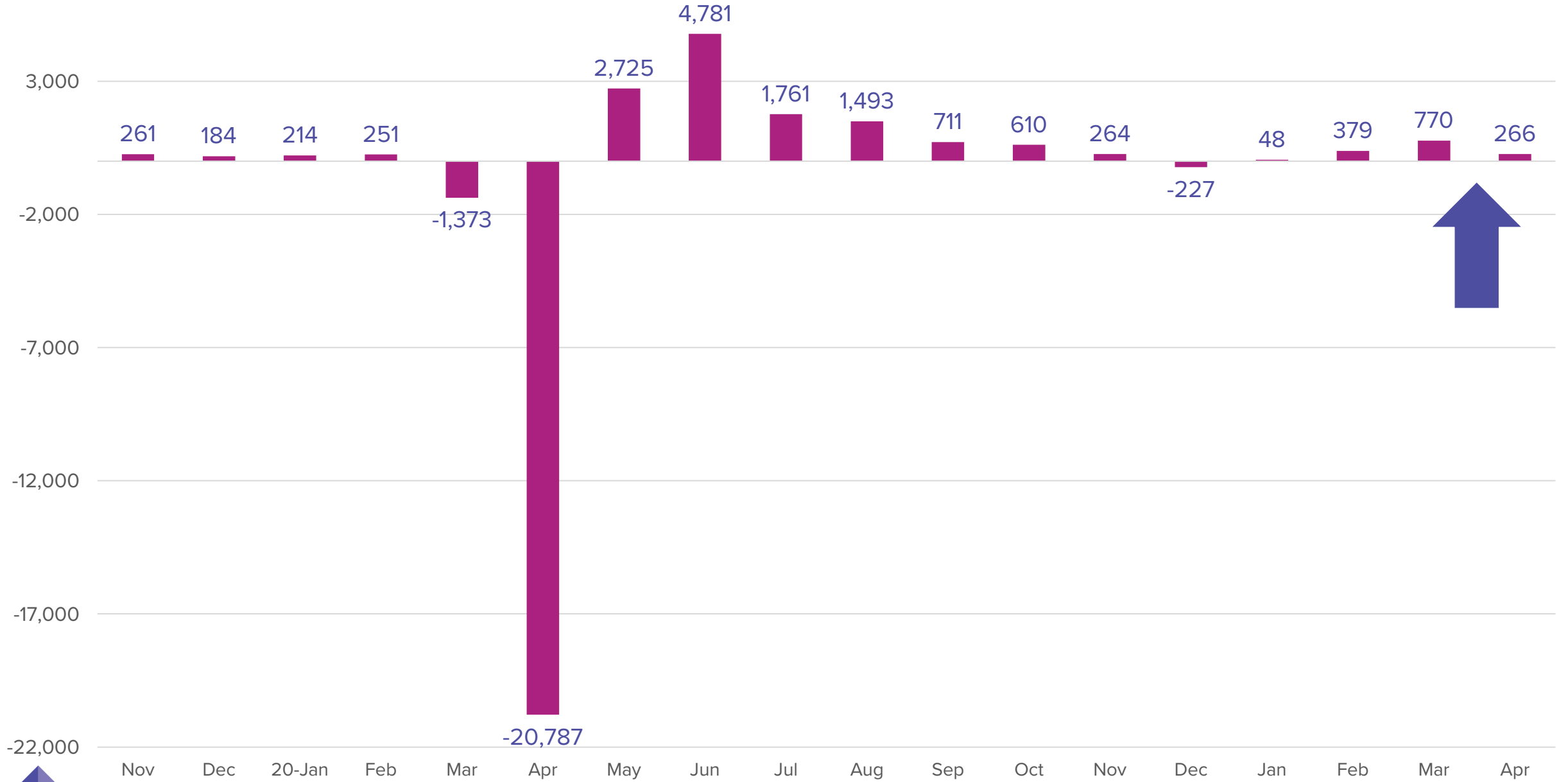
Indeed.com – May 10, 2021



Unemployment Status By Educational Attainment



Monthly Job Growth By Month (in thousands)



What is With the Job Market?

- Expanded unemployment benefits exceed minimum wage – especially in low minimum wage states
- Lack of child care/schools still partially remote
- Ongoing fears of COVID exposure at work
- Supply change bottlenecks
- Takes time for the labor market to recover
 - ...and the pandemic hasn't actually ended!

Return to the Candidate Driven Market



Growing Pains

The Good:

- Infrastructure proposal
- Consumer demand for everything
- Cheap credit
- Expectations for more hiring

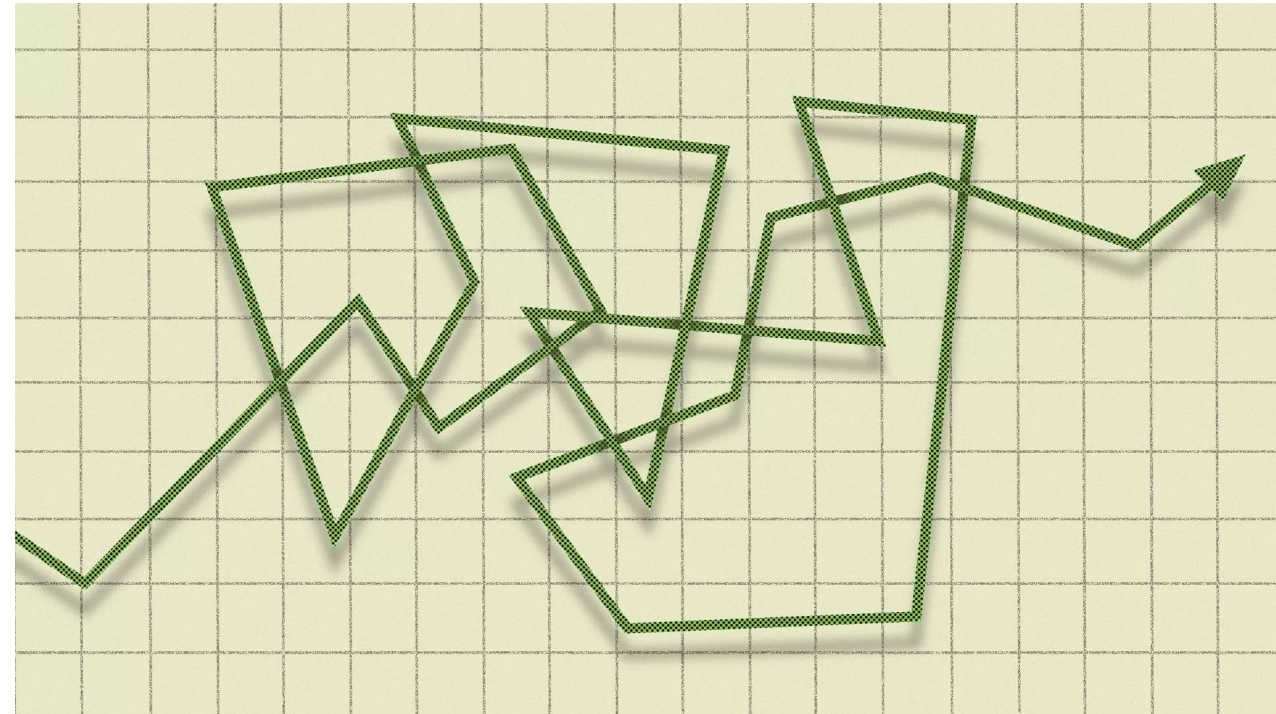
The Bad:

- Availability of raw material
- Potential for inflation
- Lack of available skilled workers
- Shortages...everywhere



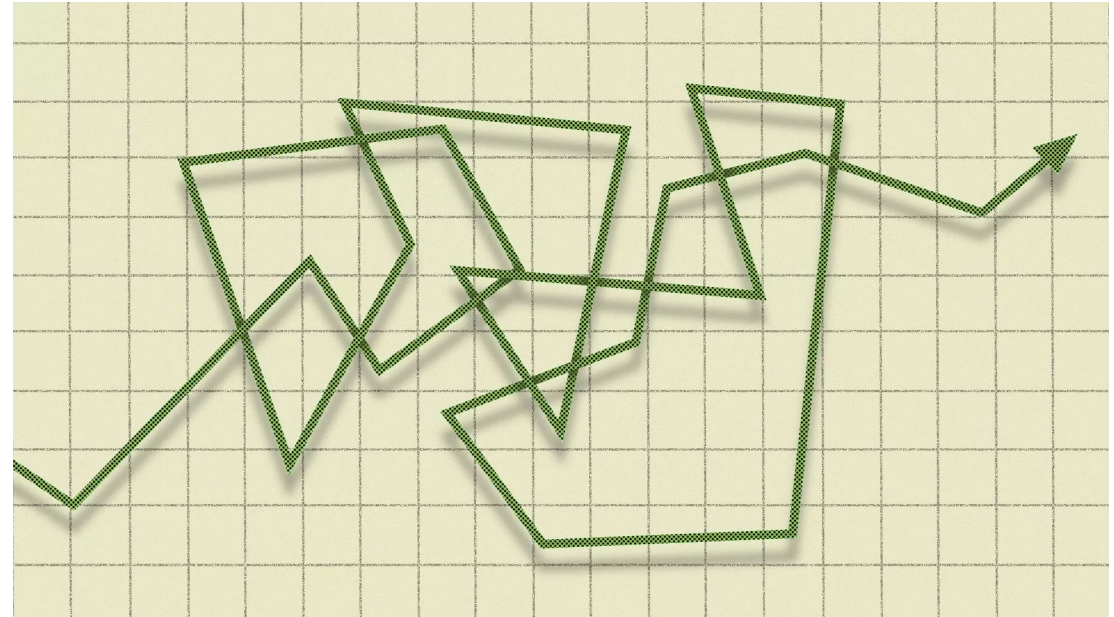
Growing Pains – The Shortages

- Auto: Chip manufacturers switched to consumer electronics instead of cars
 - Rental Cars (oy)
- Restaurants: servers had a year to find other jobs (more security, fewer risks) – especially in expensive cities
- Supply chains: global shipping
- Temporary shortages = temporary price hikes = temporary inflation



Looking Forward

- UI benefits and Partially Remote Schools – should be temporary (early September)
- E-commerce warehouse and construction jobs up 60%
- Manufacturing jobs up 65%



YOLO is the new FOMO

- Pandemic has changed people's motivations
- Millennials are leaving jobs for --- anything different
- Number of people working past age 67 fell to record low (32.9%) last month
- 2.7 million workers over 55 plan to apply for early Social Security (twice as many as before)

Return to the Candidate Driven Market



Shecession

- May 5, 2021 – Mom’s Equal Payday
 - How far Moms had to work to equal what Dads made in 2020. (Starting 1/1/2020)
- 2 million women still out of workforce who were there in February 2020



Poll

Making The Decision: Advanced Selection Techniques



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Who's A Great Hirer of Talent? Why?



MTD Components

- 1) Expectations Game Plan
- 2) Recap EVP
- 3) Job Fit Components
- 4) Cultural Fit/Add
- 5) EVP to THD
- 6) Developing Intangibles
- 7) What can we train?
- 8) Affinity Bias
- 9) Rating Worksheet
- 10) Assembly
- 11) Compilation Meeting



#1 - Expectations Game Plan

- 4-5 minimum expectations you have for everyone (no exceptions)
- Even one “no” is an ender
- Should be done in initial screening



#2 - Employee Value Proposition @ BC

- Fun
- Family
- Kind
- Professional
- Effective
- Inclusive
- Unique
- Welcoming culture
 - Care
 - Honest
- Winning Culture



One More Thing About EVP

- We're Not the Same Post-COVID, so Match Candidates With Who We Are Today
- When Candidates are Hesitant to Move, Your Employment Brand Matters More Than Ever
- We need to revamp our career site to focus on pure authenticity, even if it's not perfect
- Storytelling is key – focus on people doing the work
- Our career site is the destination, and we should use social for distribution
- If we revamp the career site and tell stories, we can use for internal communications as well as external recruiting



#3 - Job Fit Components

- The job you have open:
 - Do they want to do it, or
 - Are they willing to do it?
- Their capabilities
 - Can they do the job you're hiring for? AND
 - Can they learn the new things that will need to be done in the future?



#4 - Understanding ~~Culture~~ Job Fit

- Don't hire for culture “fit” (group think)
- Hire for culture appreciation and culture contribution

- Job Fit – Want or Willing?
 - Questions to determine want vs. willing



#5 – EVP to THD

- What can you train for?
 - Skills
 - Technology
 - Industry

- What can't you train for?
 - Attitude, aptitude, alignment with values, agility



By the time you're making the hiring decision...

- You're satisfied with their experience and education (ability)
 - Besides, there's a limit to the value of expertise (and experience)!
- They've met your minimum expectations and there is a basic fit.
 - Congratulations – you now have an average employee
- You're now looking for intangibles – what will make them a great hire



#6 - Identifying and Prioritizing Critical Intangibles

Intangibles We Want

Agility

Attitude

Aptitude

Alignment



Affinity Bias

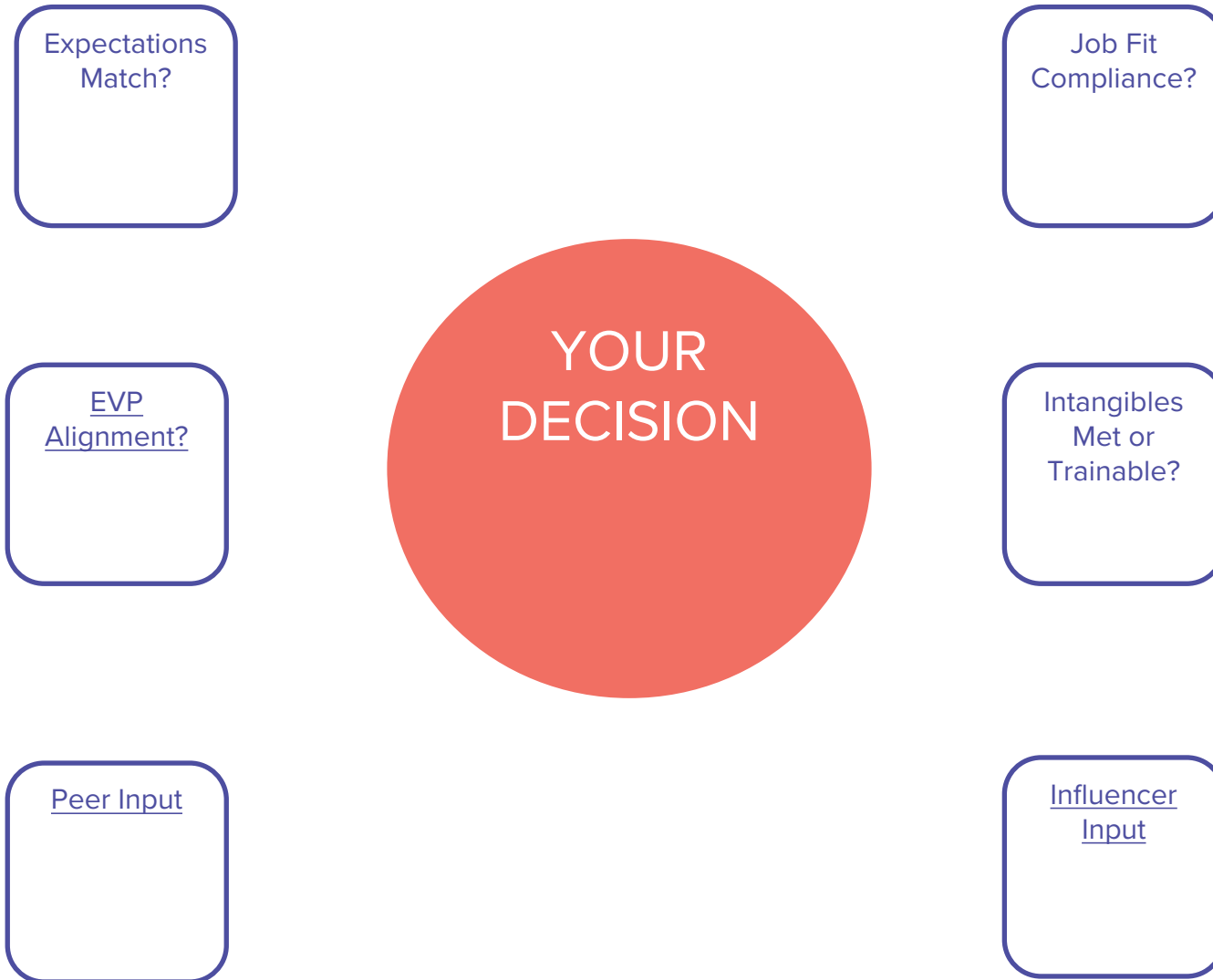
Having a more favorable opinion of someone like us

- Extremely common and (usually) non-intentional
- Favoring a candidate who shares our same race or gender, or who went to the same school, speaks the same language, or reminds us of our younger selves



Input Assembly

Input Assembly



Input Assembly - Guidelines

Input from:

- Candidate Peers
- Your influencers (can be your peers, a boss, someone who's opinion you value, someone you think is a great hirer)
- They interview or screen



Input Assembly - Rules

The Compilation Meeting

- Everyone who interviews is at the meeting – no exceptions
- No one shares any opinion until Compilation Meeting
- Ratings: 1, 2, or 3 – and why
 - Avoid the “I liked him/her syndrome”
- If no agreement, write down why and do a follow up call with candidate(s)

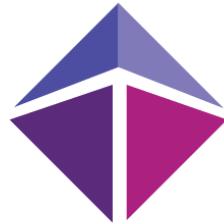


Upcoming Events

- Next Workshop – Date TBD June or July (on site)

You're always welcome to:

- Setup a group coaching call with me
- Ask online questions (I'll answer them!)



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