

# LEADERSHIP DEVELOPMENT PROGRAM

Workshop – May 25, 2021

- I. Rick
- 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

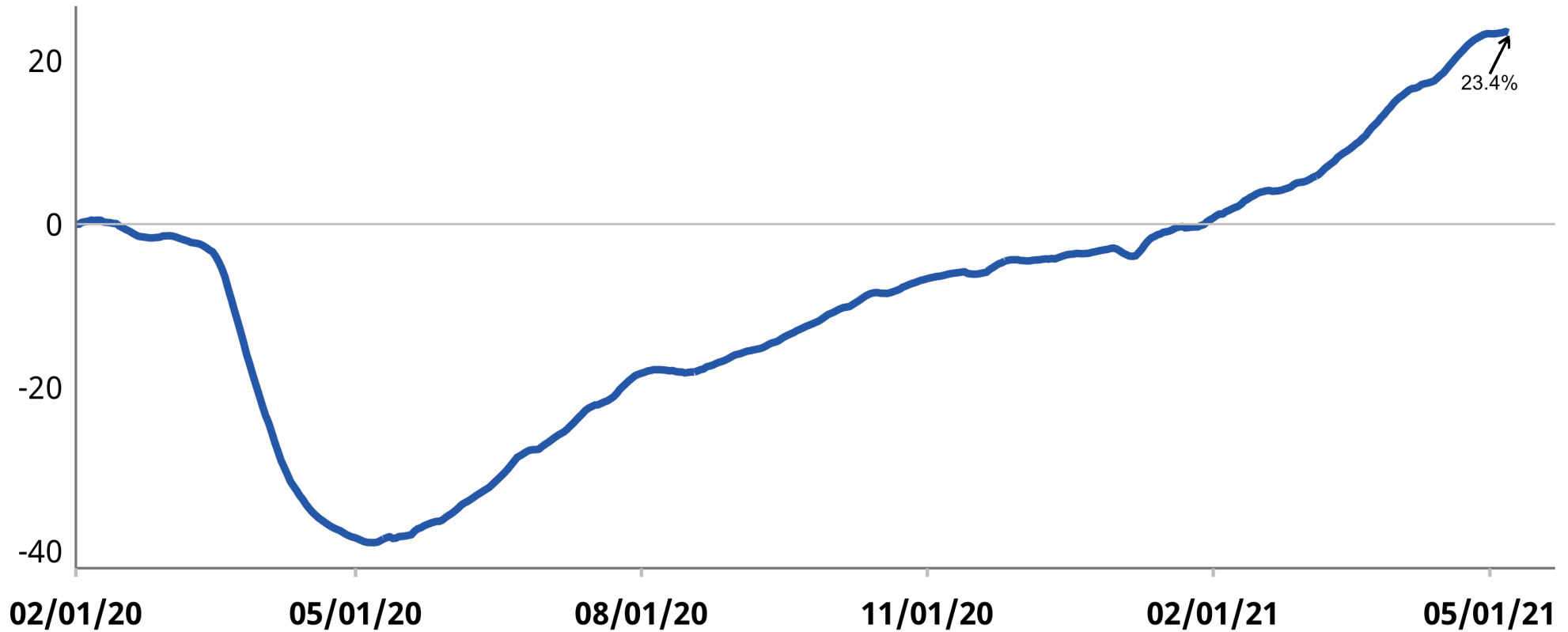
# Key Employment Statistics

- 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.

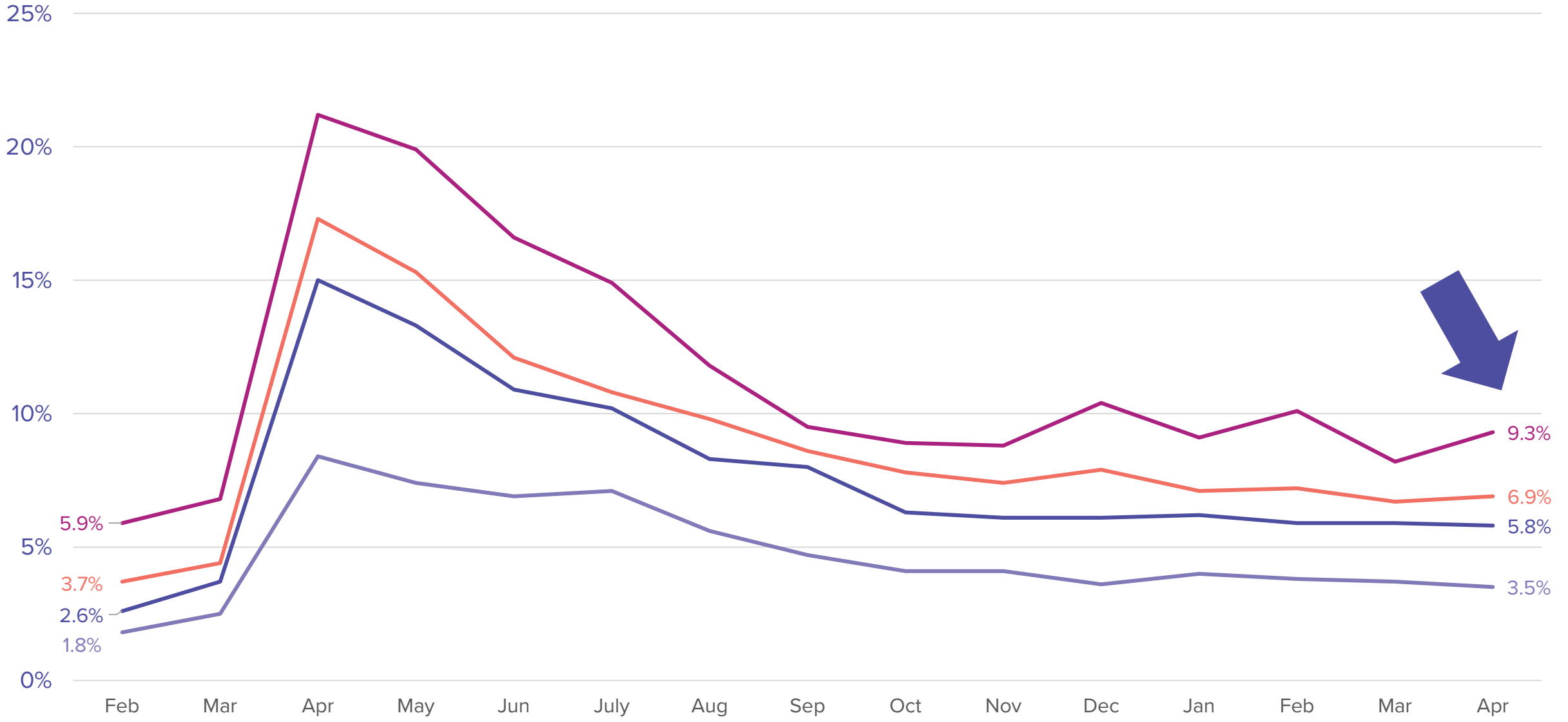


Indeed.com – May 10, 2021

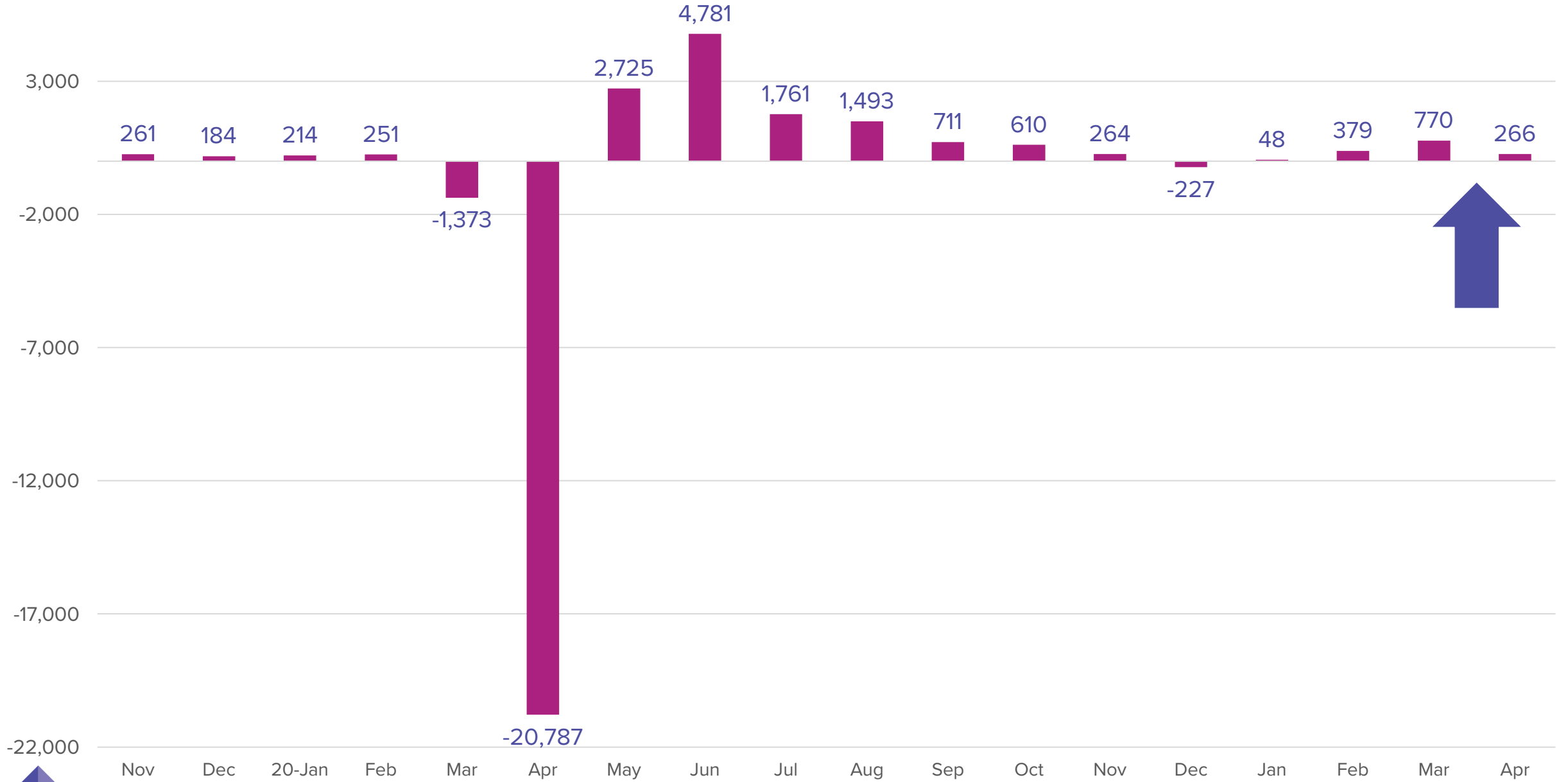
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# Unemployment Status By Educational Attainment



# 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

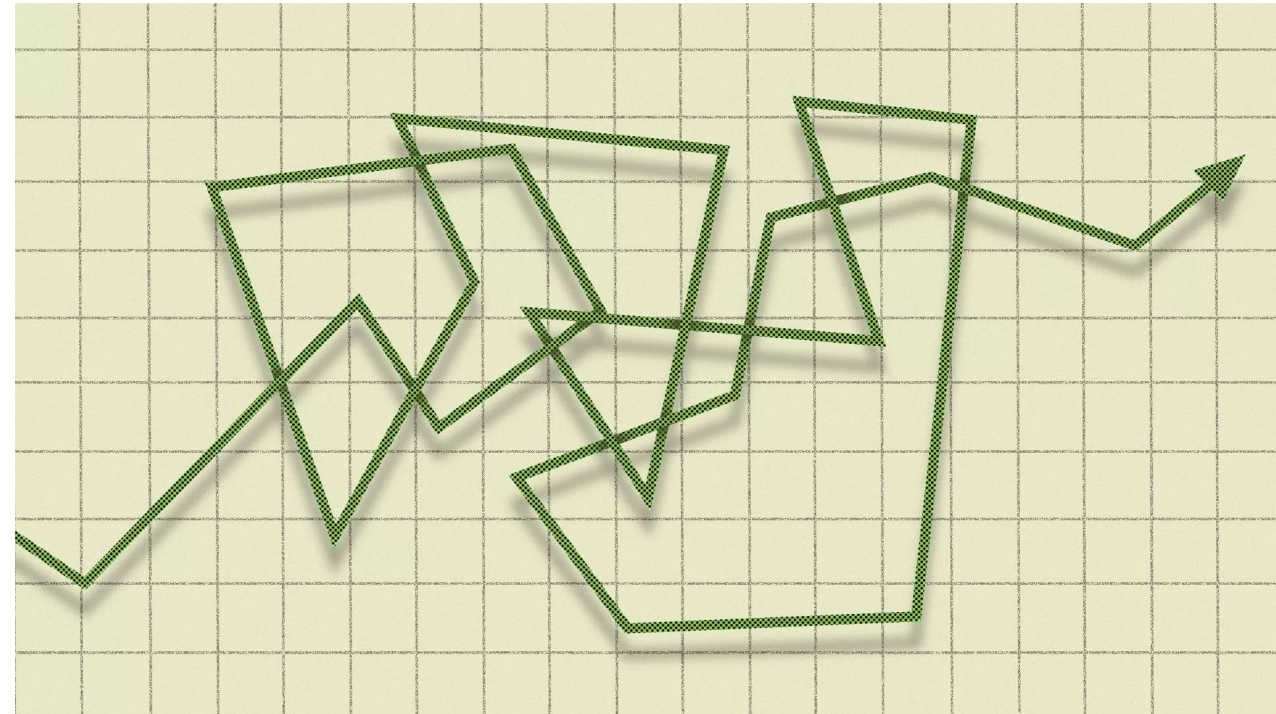
## The Bad:

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



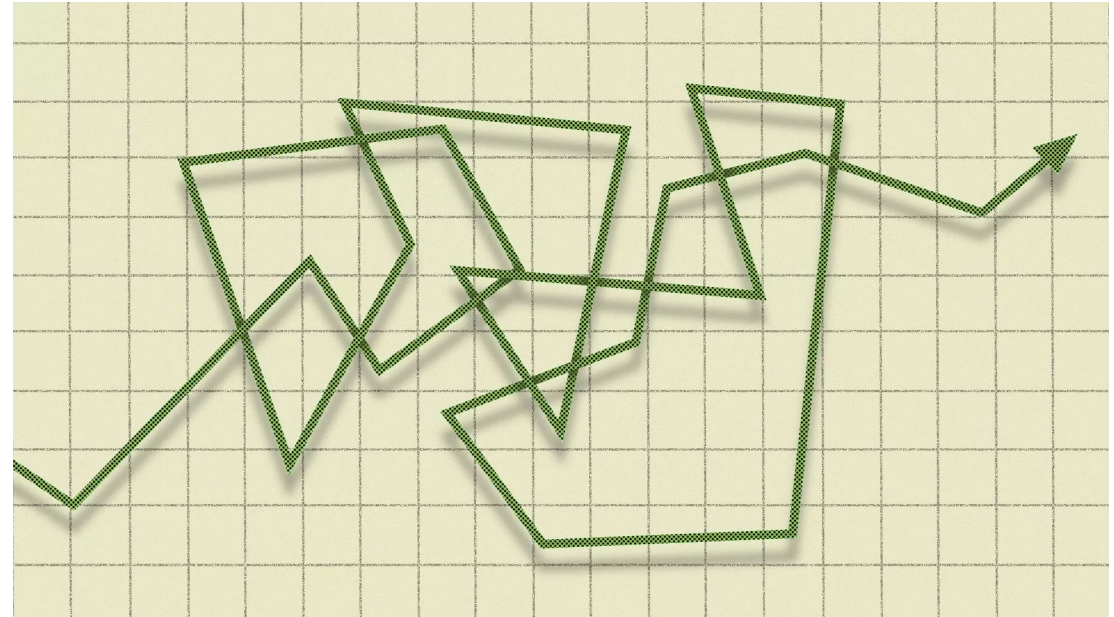
# Growing Pains – The Shortages

- 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

# Extra Special Bonus Slide – CBD May 25

- New Employee?
  - Entry Level Questions
  - What caused you to take this job?
  - What expectations have we lived up to?
  - What expectations haven't we lived up to?
  - What are two things you'd like to see us do that we don't currently do?



# 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



## #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

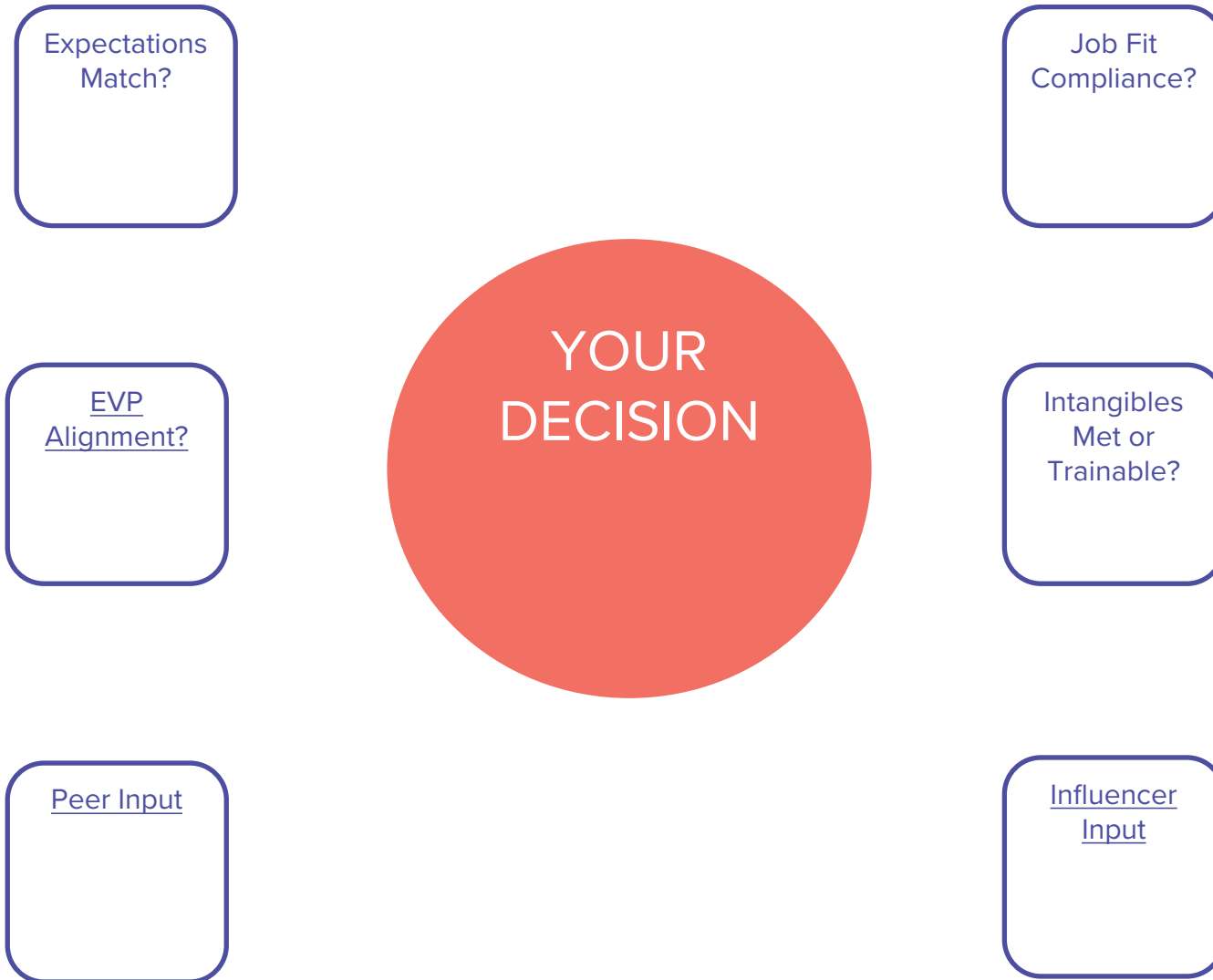
Having a more favorable opinion of someone like us

- 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

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# 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)

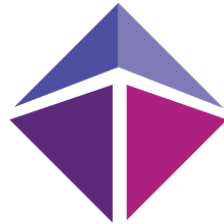


# Upcoming Events

- 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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