

TALENT TRENDS

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WHY COMPANY CULTURE IS IMPORTANT FOR TALENT ACQUISITION

Company culture may seem like more of an HR or operations topic than an issue of talent acquisition. However, culture plays a big role in attracting and retaining top talent. As recruiters, we look beyond the simple question of “Can the candidate do the work?” and seek to answer “Will the candidate enjoy the work?”. The latter, and arguably more important question, is rooted in company culture. Companies that consider what employees are looking for in an employer set themselves up to be employers of choice. These are companies where top performers want to work.

When we talk about company culture, one of the biggest misconceptions we encounter as recruiters is that company culture won’t appeal across demographics. For example, there is a pervasive notion that Millennials want something different than workers in other age groups. A report in Harvard Business Review found that across age group, job function, and location employees generally had the same core work values.

Here we look at the things that are most important to employees. While it is helpful to evaluate these areas from a company-wide perspective, individual hiring managers can use this information to have better discussions during interviews with candidates they really want to hire.

71%

of executives say employee engagement is critical to company success

Source: FastTrack

\$550 Billion

The cost of disengaged workers to U.S. companies each year

Source: The Engagement Institute

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A Clear Purpose

To be successful, your company likely has a clear purpose or mission. Many companies expand upon this with mission statements or core values. Articulating your company's mission should take center stage during the interview. After all, you want to determine if the candidate can do the work necessary to add value to the company's purpose and also if they will enjoy that work. In addition, employees want to understand how their role fits in with the greater company purpose. A top performer will want to know how excellence in their work will contribute to company success. When defining your purpose, it isn't enough for the company to have a worthwhile purpose or solve a worthy problem. Your company can be extremely mission-driven and still fail to explain to employees how their role supports the mission. An employee in that environment is unlikely to live up to their potential as a top performer if you don't help them realize the importance of their role.



Professional Community

Our image of community in the workplace has likely changed significantly due to the pandemic. However, what employees are looking for in a professional community may not have changed as much as you think. Employees want an environment where they are recognized for good work, have a mentor or teammates to rely on, and generally feel respected. In this new digital age, we are finding employees care less about happy hour or the work potluck than they do about having their efforts and achievements recognized and being part of a team they can count on. This is good news for employers as these desires for recognition, collaborative problem solving, and a respectful work environment can be accomplished in these socially distant times.

A Career (not just a job)

In addition to wanting to be part of the company's overall mission, employees are looking for careers that allow them to use their strengths, autonomy in their work, and opportunities for professional development. When employees can do what they are best at each day and know they are contributing to the success of the business, they are more likely to view their role as a long-term career, not just a job that pays the bills. This is a win-win for the company and the employee. As a bonus, employees who are given autonomy to get the work done don't need to be micromanaged which frees up management to focus on more strategic objectives.

Communication

The pandemic has put additional emphasis on communication as part of business operations. Companies have had to find new ways to communicate with employees in a socially-distanced manner. Though the mechanism for communication has changed, employees still want clear and open communication from company leaders, even if it isn't good news. Don't be surprised if candidates ask questions on the company's response to the pandemic and their communication practices during the interview.

Understanding what employees want in a company culture, gives hiring managers an advantage in today's crowded candidate market. If you want to recruit and retain the best talent, you should consider what top employees want from their employer. Working with an Executive Recruiter, like those at ZSG, can give you additional insight into your particular market and what candidates are looking for. Our team specializes in the construction and manufacturing industries, having placed over 7,000 candidates since 2008 with a 95% retention rate. Call us at 614-458-1151 to learn more about how we can help you attract top talent based on your company culture.