

# Recruitment or Retention

## The Chicken or The Egg?

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*Visit our On-line Discussion Forum to Discuss the Following Questions*

Get 'Em: When recruiting employees how do you manage their expectations?

Keep 'Em: What are the top three factors that positively impact retention in your organization?

Grow 'Em: If you could invest more (time, money, focus) in growing your talent, what would you do?

*Where to find us  
Public Events  
Q2 - 2007*

- **Best Employers Forum**  
April 23, 2007  
Toronto
- **Society for Human Resource Management**  
April 24, 2007
- **ISPI, San Francisco**  
April 30, 2007
- **Project Summit, Washington DC**  
May 1 & 2, 2007

For details, check out our Events Calendar at [ngenperformance.com](http://ngenperformance.com)



## Retention and the Four Generations

In today's labour market, organizations are paying more and more attention to the complex make-up of their workforces. Business leaders recognize that productivity gains, market share and the bottom line requires the right people, in the right job, at the right time.

In this quest, some leaders focus exclusively on hiring 'star' candidates believing that if they have the right person, everything will work out. While this may be a good first step, it's not the only step that must be taken. Many leaders don't consider how to retain these top employees. Since there are no guarantees that an employee will commit to a

certain length of service, organizations need to focus on not only getting the right employees, but also keeping them longer.

We often have organizations that want us to help them with their recruitment strategy. As part of our due diligence, we ask questions about the internal work environment. What we want to do is to eliminate a disconnect between what is said in the recruitment phase and what new employees actually experiences in the work environment. For example, at a recent young professionals' network meeting in the public sector, one of the young professionals stated the problem to a panel of leaders. She said "you are

able to hire the best and the brightest because you receive tens of thousand of resumes a year. That's not the issue. The issue is that you are not able to keep us because the agency isn't designed to keep us."

Understanding the drivers of retention for each generation is critical to your ability to keep all four generations. It's important to remember that Traditionalists and Baby Boomers often give organizations years to change the internal environment to one which is conducive to their expectations, values and needs. Gen Xers and Gen Ys will not give your organization as long to get it right.

## The question: The Chicken or The Egg

So the question truly is: Do you create an internal environment first that is designed to retain the type of people you need, thereby delaying hiring until the culture is right? Or do you hire the best and the brightest, hoping that they will stay while you create the desired environment?

We would suggest that there is no simple answer to that question. Each organization's situation will be different, though clearly not many organizations can delay hiring people. What is critical is that if you are an organization in transition, then in the hiring phase

you should communicate where you are and where you want to go from an organizational culture standpoint. However, organizations first need to survey closely and honestly their internal environment. Ask yourself: to whom does the internal working culture speak to - Traditionalists, Baby Boomers, Gen Xers or Gen Ys?



[ngenperformance.com](http://ngenperformance.com)

313 Richmond St. E  
Suite 569  
Toronto, Ontario  
M5A 4S7

PHONE:  
416.362.7564

FAX:  
416.362.7564

E-MAIL:  
[info@ngenperformance.com](mailto:info@ngenperformance.com)

Visit our website  
[www.ngenperformance.com](http://www.ngenperformance.com)

## Measuring your Internal Environment

You can measure your internal environment in a number of ways. Your organization could survey a cross section of employees or conduct focus groups that are designed to uncover such things as:

- o what each generational cohort wants/needs in order to stay
- o why each generational cohort leaves
- o barriers that prevent full engagement for each cohort

There is no point in hiding information— candidates will seek the information they want from other sources. By being transparent, employees will appreciate your full disclosure on the front end in joining your organization, and will have less buyer's regret on the back end.

Your environmental analysis can also form the basis for action planning within your organization. We believe that keeping people is largely dependent on executing on your total rewards program and your employee brand promise.

By analyzing your internal

environment, you can create or tweak your existing strategies. Your analysis should also provide indicators on where you can demonstrate greater organizational engagement to all four generations. It should reveal you where you need to be more transparent, responsive and partnering in your retention strategies.

We discuss the generational perspective and demonstrating organizational engagement in retention in our book *Loyalty Unplugged: How to Get, Keep & Grow All Four Generations*

## *Loyalty Unplugged: How to Get, Keep & Grow All Four Generations*



*Loyalty Unplugged* tackles the why, what, and how-to, for all stages of the employee life-cycle. It layers on a generational perspective to HR challenges and people strategies.

**How to Get 'Em** - recruitment and orientation  
**How to Keep 'Em** - total rewards programs, recognition, and employee brand promises

**"How to Grow 'Em"** discussing career-pathing, learning and development, mentoring, performance management, succession planning, and management practices.

*Loyalty Unplugged* is a practical reference guide for those who view people as a critical driver to business success and for leaders responsible for creating people strategies. It speaks to all levels within an organization from the C-suite to human resource managers and line managers

## n-gen's Train-the-Trainer Solution

We offer a train-the-trainer solution to organizations who want to support managers in becoming stronger multigenerational leaders.

The solution contains all the required content that internal trainers need to

deliver training on the generational identities, and the behaviours and expectations of each cohort. This program helps managers to think about win-win solutions through applying the learning to a scenario. The scenario can be

generic or customized to your organization.

Managers leave the session with a greater understanding of their teams and techniques they can apply to create win-win relationships.

The workshop can be delivered in either a half-day or full-day format.

**Purchase *Loyalty Unplugged* Online**

[www.ngenperformance.com](http://www.ngenperformance.com)

For information on our train-the-trainer solution, or our other products and services, please visit our website or call:

**416-362-7564** or send email to: [info@ngenperformance.com](mailto:info@ngenperformance.com)