


WINNING THE TALENT WARS: RECRUITING AND RETENTION FOR THE NEW HYBRID WORKPLACE



Employers are facing more severe talent shortages than any time since we began our workplace research in 1993. The most acute factors will ebb with time. But there will be lasting echoes.

While many people left their jobs during the Covid-19 pandemic, many others stayed in place waiting for the right time to leave. As hiring soars to record levels in the post-pandemic era, quit rates are also soaring as pent-up departure demand is released.

There are six steps to gaining strategic advantage as an employer in the new hybrid workplace.

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1. Define a clear value proposition.
 2. Build and maintain a steady supply chain of applicants.
 3. Be very, very selective.
 4. Stay in close dialogue between hiring and day one.
 5. Structure on-boarding and up-to-speed training.
 6. Turn every manager into a Chief Retention Officer

Bruce Tulgan breaks down each of these steps, drawing on decades of workplace research and the best practices which have allowed employers to gain control of turnover. With a blend of humor, insight, and concrete strategies, Bruce helps participants understand today's talent wars and shares techniques for attraction, selection, on-boarding, up to speed training, performance management, development, and retention.

PARTICIPANTS WILL LEARN:



- The short- and long-term factors affecting today's talent wars
- The five costs of voluntary turnover
- **The top four causes of early voluntary departures**
- **The top five causes of mid- and late-stage career departures**
- Why strong, highly-engaged management is more important than ever
- **The six steps to gaining a strategic hiring advantage** in the new hybrid workplace

TECHNIQUES AND BEST PRACTICES FOR:



- Improving on-boarding processes to reduce turnover among new hires
- Defining a clear and compelling employer value proposition
- Building and maintaining a steady supply chain of applicants
- Aligning communication up, down, sideways, and diagonal on the organization chart to improve outcomes—even in a hybrid work environment
- Creating an upward spiral of improvement for every employee in the organization through high-structure, high-substance communication