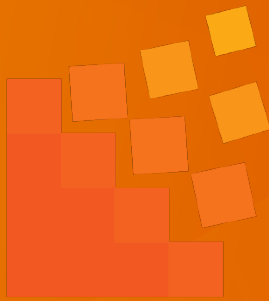


The Differentiator

Building a Culture that Attracts and
Retains Your Ideal Employees

GOVERNMENT
LEADERSHIP
SOLUTIONS



Presented by Dr. Maria Church
CEO

Biggest challenge facing HR executives over the next 10 years?

- **Retaining & rewarding the best employees**
- **Developing the next generation of leaders**
- **Creating a corporate culture that attracts the best employees**

SHRM 2012 Study

Biggest investment challenge for organizations over the next 10 years?

43% of HR professionals indicated that obtaining human capital and optimizing human capital investments would be their biggest challenge.

Which human capital competencies will be the most critical 10 years from now?

- **Business acumen**
- **Organizational leadership & navigation**
- **Relationship management**
- **Communication**

Which tactics will be the most effective in attracting, rewarding, and retaining employees over the next 10 years?

- 1. Providing flexible work arrangements**
- 2. Creating an organizational culture where trust, open communication, and fairness are emphasized and demonstrated by leadership**
- 3. Providing opportunities for career advancement**

Which tactics will be the most effective in attracting, rewarding, and retaining employees over the next 10 years?

- 4. Offering higher total rewards packages than organizations that compete for same talent**
- 5. Demonstrating commitment to employee development**
- 6. Providing meaningful work with a clear purpose in meeting organizations' objectives**

Gallup 2013 Study

Engagement

70% of American workers are not working to their full potential

52% of those workers are disengaged

18% are *actively* disengaged

This is costing you an *additional \$16K to \$30K* for every employee earning an \$80 – 160K salary.

Deloitte 2014 Study

Millennials in the Workforce

Projected to make up 75% of the workforce by 2025

- Creative
- Run own business
- Accelerated career growth

"They don't want a career, they want an experience."



Deloitte 2014 Study

Social Shifts

Boundaries between business and social issues are blurring.

Corporate social responsibility and “conscious capitalism” reshaping business and talent markets.

Deloitte 2014 Study

Takeaways

Doing more is not enough

Manage people differently - *Create an imperative to innovate, transform, and reengineer human capital practices.*

Deloitte 2014 Study

Key Areas of Strategic Focus

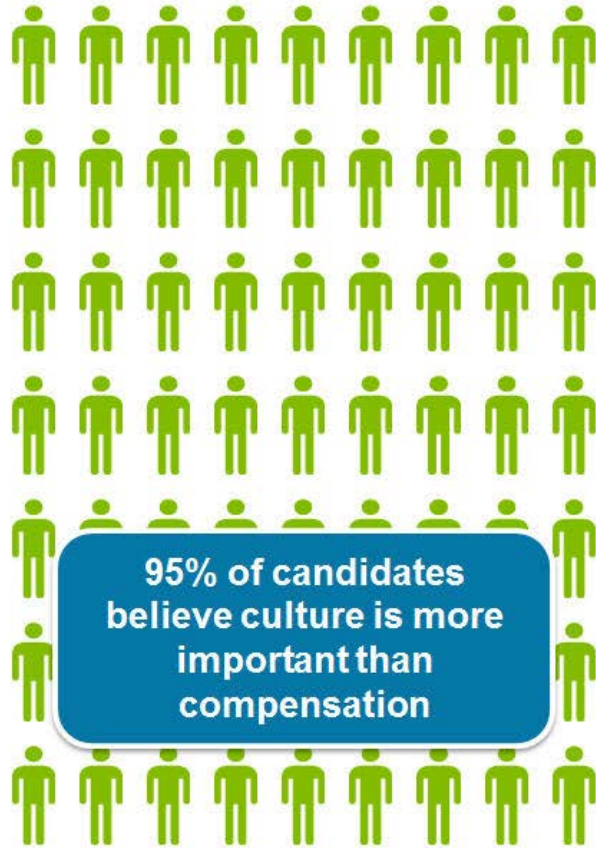
1. **Lead & Develop – prepare for a revolution**
2. **Attract & Retain – beyond retention to build passion and purpose**
3. **Transform & Reinvent – human capital strategies and cultures to support this shift**

Improved growth, innovation, and performance

Forbes 2015

- **Retention crisis – Deloitte research shows that culture, engagement, and employee retention are now top challenges facing business leaders.**
- **Unemployment below 5.5% = employees have more bargaining power.**
- **Social sites like LinkedIn, Glassdoor, and Indeed means that company's employment brand is now public information. If not a great place to work – people find out fast.**
- **Glassdoor database shows the average employee gives their company a C+ (3.1 out of 5) when asked if they would recommend their company to a friend.**

Importance of Culture



<5% of candidates value compensation over culture

Bersin by Deloitte.

Local Government Challenges

Baby Boomers Retiring

- **Knowledge, experience, & skills**
- **Not enough prepared replacements:**
 - 54% of local governments reported an increase in retirements last year
 - 60% of retiring employees are in upper management
 - Between now and 2020, 60% of local government workers will be eligible to retire
 - 6% of college students indicated they plan to work for public sector institutions
- **Next gen leaders may not be ready to step in**



Fear-Based Culture



Everywhere

- **Ever present**
 - **Sneaky**
 - **Numb, anesthetized**
- **How to identify fear**

How is fear present in your organization?



- Robs people of potential
- Barrier of individual & organizational performance
- Affects individual & organizational quality of life
- Shifts focus
- Destroys trust & loyalty
- Causes silence & uncertainty

Fear-Based Culture



- Kills long-term motivation & commitment
- Increases stress
- Grows resistance
- Shuts down ability to think creatively, collaborate, & bring passion to the job
- Check out

Go-To Strategy

Fear-Based Culture



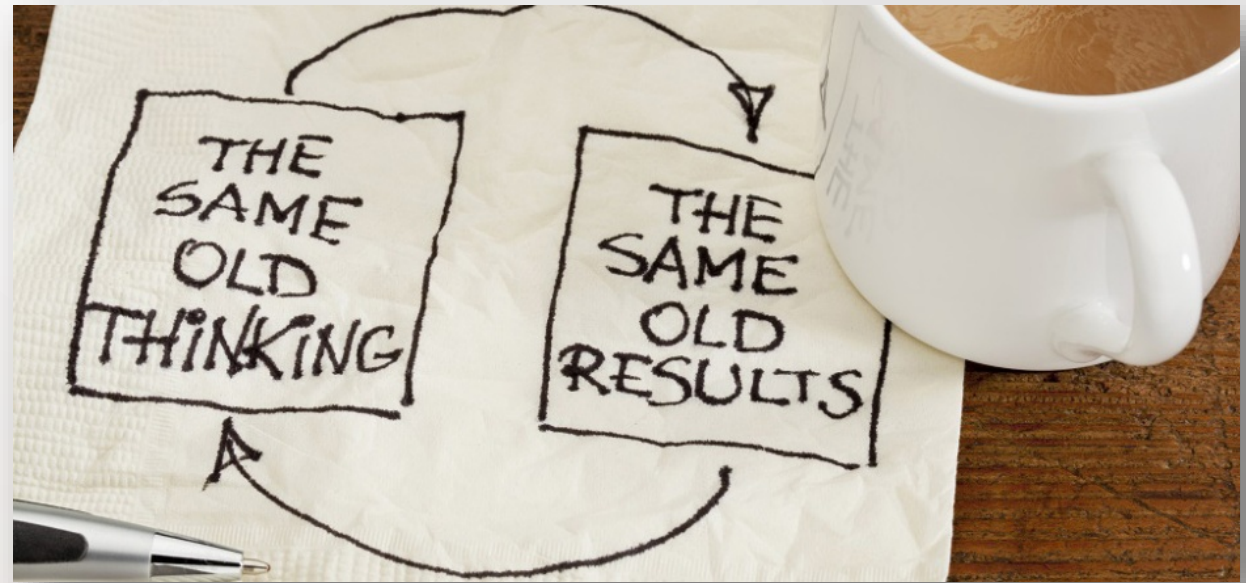
The Disconnect

Fragmentation

- **Compartmentalized employees**
- **Values identity crisis**
- **Forgot the *Why/Meaning***
- **“Joyless Striving”**
- **Values Assessment**
- **Are your values aligned with your job? If not, why not?**



- Fear and compartmentalization are not working – comes with a price
- Develop next generation of leaders
- Corporate cultures to attract and retain
- Provide meaningful experiences



Why Shift?

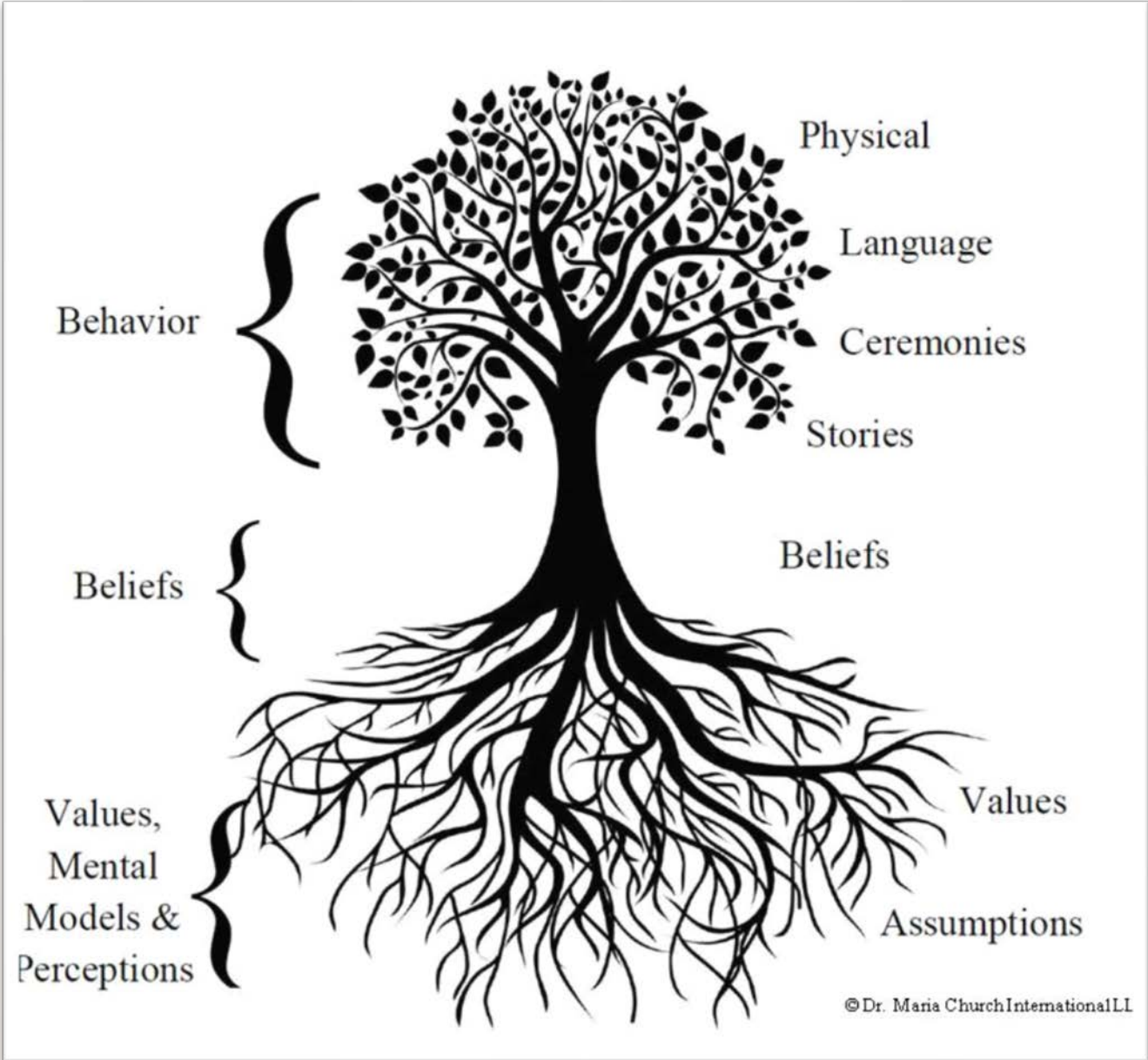
Maslow's Hierarchy of Needs



Why Shift?

"Culture eats strategy for breakfast." – Phil Drucker

Organizational Culture



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Thank You

Maria.Church@Government
LeadershipSolutions.com
(480) 535-5023

www.GovernmentLeadershipSolutions.com

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