1

Roadmap

SHORT - TERM	MID - TERM	LONG - TERM
Things to do NOW	*Things to do over NEXT YEAR*	*Things to do FOR THE FUTURE*
Retention	Leadership	Workforce Development
Culture	Work Format	Education Relations
Redefine Work	Automation	Reskill / Reform
Recruitment	Upskilling	Diversify Credentials
	Upgrading	

2

Strategies

Short-Term

Immediate

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Strategies: Short Term

Stop the bleeding…

Retention	Keep Your Current Employees
Culture	Make People Want to Be There
Redefine Work	Do Work Differently
Recruitment	Find What You Need

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Strategies: Short Term

Retention

Starting Point…

Why should someone come to work for you?

What is your competitive advantage?

What is your unique selling proposition? (USP)

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Strategies: Short Term

Retention

#1 Strategy of Your Organization

1. **Why Are People Leaving?**
   - Money
   - Manager
   - Culture
   - Ability to Grow/Advance/Promote

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Strategies: Short Term

Retention

#1 Strategy of Your Organization

2. Why Are People Staying?

- Money (Matching…or respectfully trying)
- Manager (Train & Hold Accountable)
- Culture (Define & Maintain)
- Ability to Grow (Development Plans)

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Strategies: Short Term

Retention

#1 Strategy of Your Organization

3. What do they want?

- Ask Them…
- Ask the Managers…
- See the Signs…

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Strategies: Short Term

Retention

Culture

New Employee Impact

Culture = "How we do things…"

Do you deliver on your promises when they arrive?

What will your current employees say when they arrive?

"5-Day Rule" for New EE's

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Strategies: Short Term

Example

- Retention
- Culture

Our Version	Employee Version	
Paycheck	"Good" Pay	Communication
Pre-Determined Benefits	Flexible Benefits	Transparency
Paid Time Off	More Paid Time Off	Variety
Structure	Schedule Flexibility	Task Significance
Security	Remote Flexibility	Autonomy
Team Membership	Career Mobility	Purpose
Performance Evals	Part of Organization	Succession
Occasional Growth	Ongoing Feedback	Mgr Knows Goals
	Continuous Growth	Connection
	Part of Solution	Social Mission

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Strategies: Short Term

- Retention
- Culture

Culture = "How we do things…"

Perception vs. Reality

- Employee Surveys
- Chats with the Executives
- Informal Conversations
- Grapevine
- Other thoughts?

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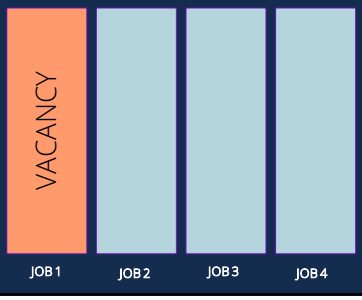
Strategies: Short Term

- Retention
- Culture
- Redefine Work

TRADITIONAL TALENT MANAGEMENT



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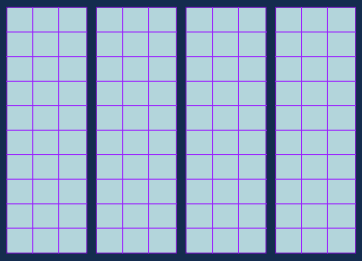
Strategies: Short Term

Retention

Culture

Redefine Work

PHASE 1: COMPETENCY IDENTIFICATION



Tasks, Knowledge, Skills, Abilities, Processes, Functions, etc.

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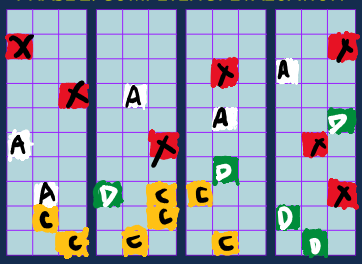
Strategies: Short Term

Retention

Culture

Redefine Work

PHASE 2: COMPETENCY EVALUATION



(A) Eliminate? (B) Automate? (C) Delegate (D) Consolidate

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Strategies: Short Term

Retention

Culture

Redefine Work

What are you doing that you can…

- Eliminate?
- Automate?
- Delegate to a lower level?
- Consolidate?

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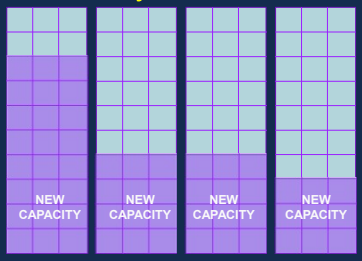
Strategies: Short Term

- Retention
- Culture
- Redefine Work

PHASE 3: JOB REALIGNMENT



Shift Most Critical Work Where It Makes Most Sense

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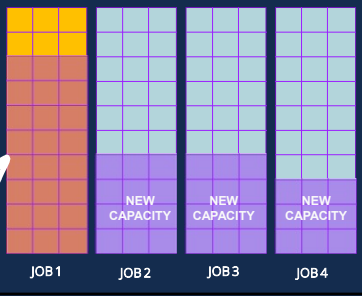
Strategies: Short Term

- Retention
- Culture
- Redefine Work
- Recruitment

PHASE 4: ASK FOR WHAT YOU NEED



Recruit for the RIGHT job…for what needs done!

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Strategies: Short Term

- Retention
- Culture
- Redefine Work
- Recruitment

Specific Competencies

What I need them to know, be & do…

- Don't rely on the job description only
- What do you need them to really do?
- What will you need over the next 1-3 years?
- What kind of a person will fit in to the team?
- How can you **measure** what you need from the person?
- How can you describe it?
- How can you **define it consistently**?

Consistent criteria creates consistent hires that meet your needs

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Strategies: Short Term

- Retention
- Culture
- Redefine Work
- Recruitment

Specific Competencies

What I need them to know, be & do…

Now that you know what you're looking for…

Where do they work?
Where do they live?
What do they read?
What do they watch?
What do they listen to?
Where can I find them?
How can I get their attention?

TARGET MARKETING YOUR EMPLOYEES

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Strategies

Mid-Term

STRUCTURAL CHANGES AND INVESTMENTS TO SUPPORT SHIFT

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Strategies: Mid-Term

- Leadership
- Work Format
- Automation
- Upskilling
- Upgrading

Rewriting the Rules of Work and How Work Gets Done

21

Strategies: Mid-Term

Leadership

- #1 IMPACT: Manager IS THE COMPANY
  - Whatever they say and do supersedes all
  - You trust them to carry the full weight of the company
  - They are the #1 reason for employees to leave

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Strategies: Mid-Term

Leadership

- Rapid Ascension = ILL PREPARED
  - We generally didn't prepare them BEFORE the pandemic
  - We replaced people quickly during the pandemic
  - Little training – fast replacement
  - Often the wrong people in management spots

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Strategies: Mid-Term

Leadership

- No Power Skills = DISCONNECT
  - Soft Skills / People Skills
  - Common to lack them or have low levels
  - Weigh as much as or more than technical skills on your business

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Strategies: Mid-Term

Leadership

- Lack of BUSINESS / OPS Know-How
  - Connecting the Dots of your business is key
  - Knowing how your business works
  - Understanding financials and how the company makes money
    - Understanding how their department makes money
    - Understanding how employees contribute

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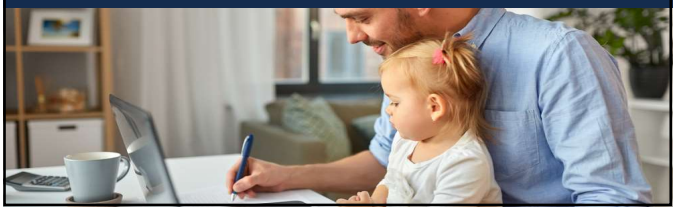
Strategies: Mid-Term

Work Format

- "Where" – "How" – "When" …more flexibility
- Productivity not reflected in traditional metrics
- "Butts in Seats" is NOT a Metric



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Strategies: Mid-Term

Automation

Is Anyone Still Scared of Automation?

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Strategies: Mid-Term

Automation

- HR Automation | Business Automation
- Automate, automate, automate…
- …so you can do your BETTER JOB

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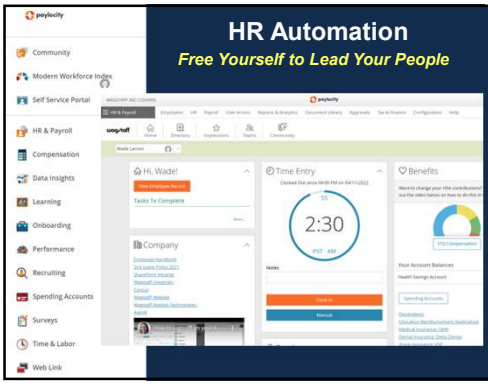
HR Automation

Free Yourself to Lead Your People



Run All Admin & HR Apps Under 1 App

+

Streamline Processes

+

Managers Run Processes on Phones & Tablets

+

Payroll is mega-streamlined

+

Employees self-serve most processes through phone

Increase Efficiency by **>50%**

+10% Mgrs & 1FTE Payroll

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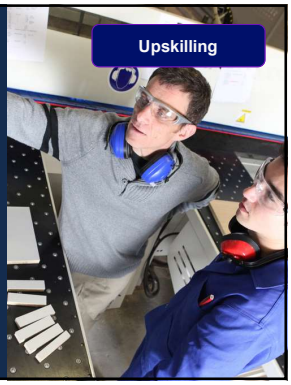
Business Automation

- *Need to Compensate for Lack of People*
- *Need to Optimize Performance of People*
- *What is the Cost of Continuing to "Fix it Up"?*

30

Strategies: Mid-Term

- "Keep up" with automation
- Maintain relevance with industry
- Meet need for growth & engagement



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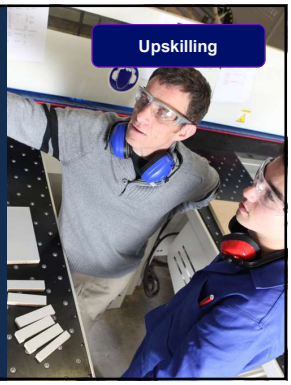
Strategies: Mid-Term

Competencies Based…

- Focus on specific skills
- IRC's as an option
- Workforce Training Solutions
- MUST keep workforce up to speed of technology!

You can't earn interest on money that's not in the bank!!



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Strategies: Mid-Term

- Hire lower-skilled
- Hire for "Potential" & "Personality"
- Train into Skilled Positions
- CONCEPT: Internal Workforce Training

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Strategies

Long-Term

THE SOONER YOU PLANT THE SEED,
THE SOONER YOU HARVEST THE CROP

34

Strategies: Long-Term

- Workforce Development
- Education Relations
- Reskill / Reform
- Diversify Credentials

Invest in Sustainable Workforce Growth and Development

35

Strategies: Long-Term

Workforce Development

INTERNAL EFFORTS

- Clearly Define COMPETENCIES
- SUCCESSION PLAN
  - *Do your people know what YOU have in mind?*
  - *Most ask during their interviews…*

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Strategies: Long-Term

Workforce Development

INTERNAL EFFORTS

- Clearly Define COMPETENCIES
- SUCCESSION PLAN
- Development –
  - *Individual Development Plans (IDPs) are Critical*
  - *Build them into your performance & goals*

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Strategies: Long-Term

Workforce Development

INTERNAL EFFORTS

- Clearly Define COMPETENCIES
- SUCCESSION PLAN
- Development – IDPs are Critical
- Create a CULTURE of Growth
- REWARD & VALUE Learning $$$

Do you give them a reason to become more valuable??

38

Strategies: Long-Term

Workforce Development

- REWARD & VALUE Learning $$$ (Examples…)
  - Promotions – if available
  - Movement within ranges
  - Bonuses for completion
  - Premiums for certifications
  - Additional titles or job placements

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Strategies: Long-Term

Education Relations

- K-12 Relationships
  - Work based learning
  - Internships
  - Part time workers

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Strategies: Long-Term

Education Relations

- K-12 Relationships
- Colleges – Universities – Trades
  - Internships
  - Co-ops
  - Collaborations

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Strategies: Long-Term

Education Relations

- K-12 Relationships
- Colleges – Universities – Trades
- Apprenticeships
  - *Which ones for your industry?*
  - *Create one for your industry?*
  - *Youth apprenticeships?*

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Strategies: Long-Term

Education Relations

- K-12 Relationships
- Colleges – Universities – Trades
- Apprenticeships
- IRCs
  - *Industry recognized certifications*
  - *Do YOU recognize them?*
  - *Do you have a preferred list?*

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Strategies: Long-Term

Reskill / Reform

- Changing Careers
- Military Vets
- Returning to the Workforce
- Prior Offenders
- Disabled
- Older Students

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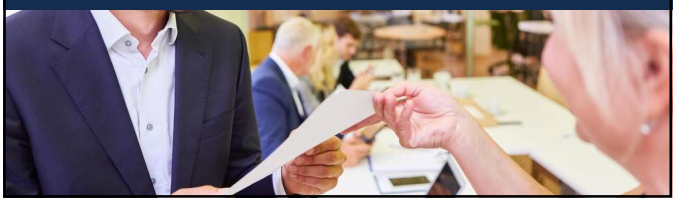
Strategies: Long-Term

Diversify Credentials

- Review Your Job Qualifications
  - Education / Experience - Do they really need that much?



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GROWING TOMORROW'S WORKFORCE

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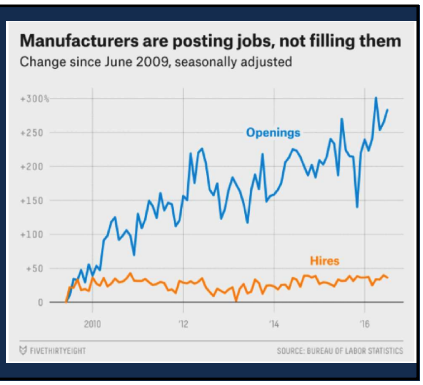
CHALLENGE

State of WA

Manufacturing Unemployment 2.6%



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MACKAY MANUFACTURING
SPOKANE WORKFORCE COUNCIL
WEST VALLEY EAGLES
KAISER ALUMINUM
unicep compounding, filling & packaging
WAGSTAFF, INC.
HOTSTART
GREATER SPOKANE VALLEY CHAMBER OF COMMERCE
ALTEK INNOVATIVE MANUFACTURING SOLUTIONS
EAST VALLEY SCHOOL DISTRICT
PEARSON PACKAGING SYSTEMS
CAREER CONNECT WASHINGTON
HAWK RIDGE SYSTEMS
GREATER SPOKANE inc.

48

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Project Parameters

- Assigned Projects (Team)
- General Guidelines
- Design, Make & Sell
- Everything Sold by End

50

INITIAL
PRODUCTION QUOTAS

Cutting Boards 25
Bird Houses 25
Speakers 25
Corn Hole Sets 10

51

52

53

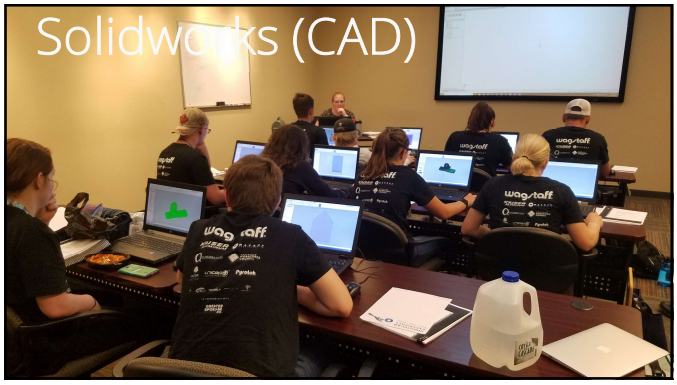
54

Prototyping

55

Production
EAST VALLEY
SCHOOL DISTRICT

56


Solidworks (CAD)

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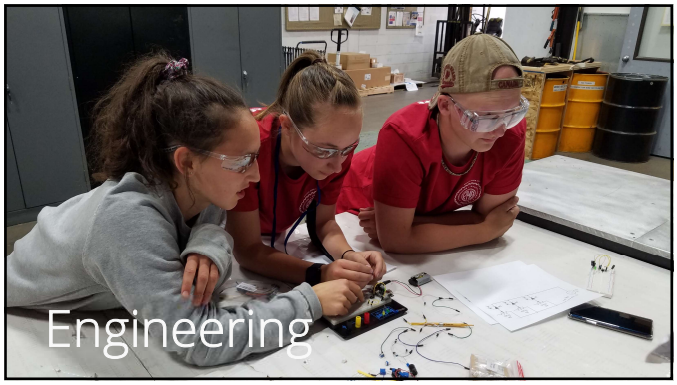
Engineering

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Welding Day
EAST VALLEY
SCHOOL DISTRICT

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wagstaff
KAISER ALUMINUM

60

Tours
ALTEK
KAISER ALUMINUM
PEARSON
PACKAGING SYSTEMS

61

62

Pre-Sales / Feedback

63

64

65

64 Cutting Boards
55 Bird Houses
40 Speakers
20 Corn Hole Sets

$5,200+ Revenue

66

Graduation

67

3 Scholarships to Community College
$2,000 Stipend (each)
1 Credit Hour Each
160 Hours of Work

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Thank you!

Questions?

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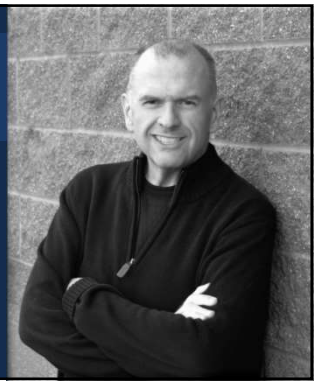
OPTIMAL TALENT DYNAMICS



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