2019 SHRM TALENT CONFERENCE & EXPOSITION
APRIL 8 – 10, 2019 | NASHVILLE, TN
Dr. Wade Larson
Developing Talent When None Exists
Slides Available at www.WadeLarson.com
#SHRMTalent
@DrWadeLarson
SHRM
BETTER WORKPLACES
BETTER WORLD™

What does your “war for talent” look like?

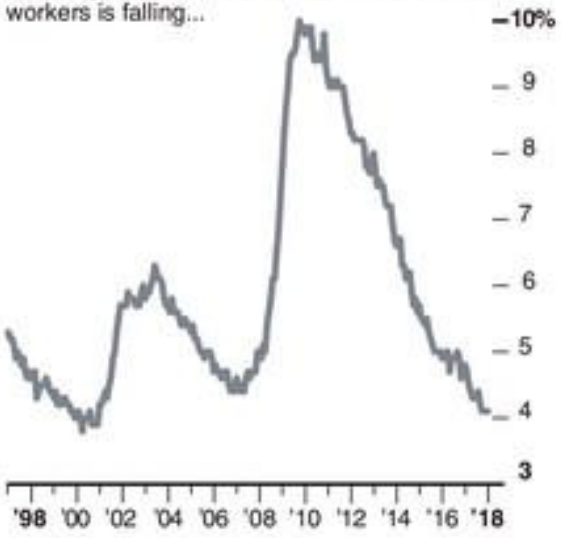
Wade…

I need 30 welders…

SHRM
BETTER WORKPLACES
BETTER WORLD™

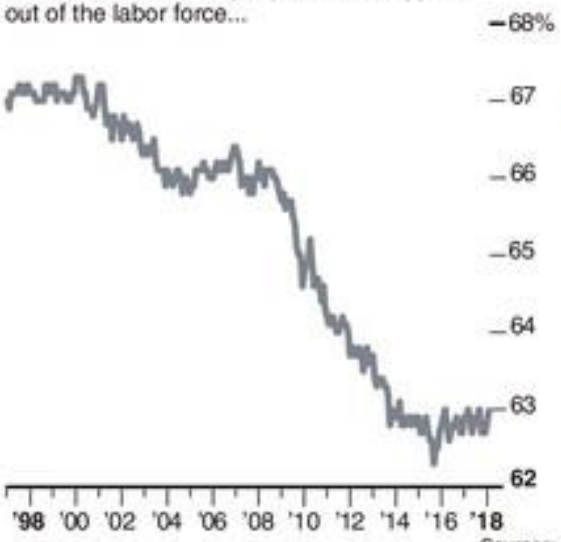
Unemployment

As hiring has picked up, the pool of available workers is falling...



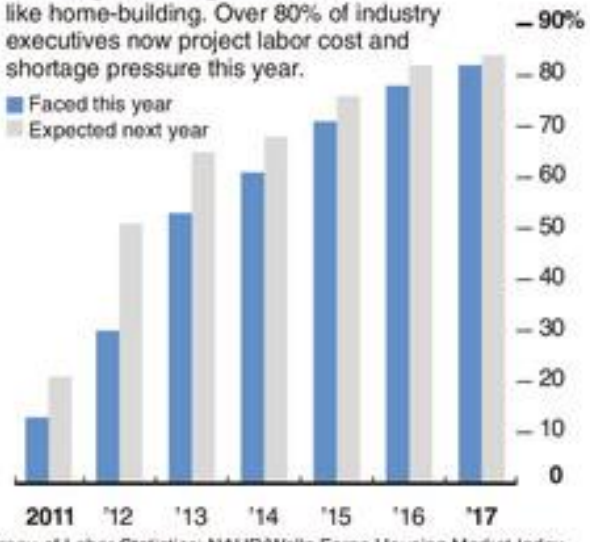
Participation Rate

...even as millions of people have dropped out of the labor force...



Construction-Worker Shortage

...leading to shortages in industries like home-building. Over 80% of industry executives now project labor cost and shortage pressure this year.



Sources: Bureau of Labor Statistics; NAHB/Wells Fargo Housing Market Index

#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES
BETTER WORLD™

The Numbers Behind Construction's Concerning Labor Shortage

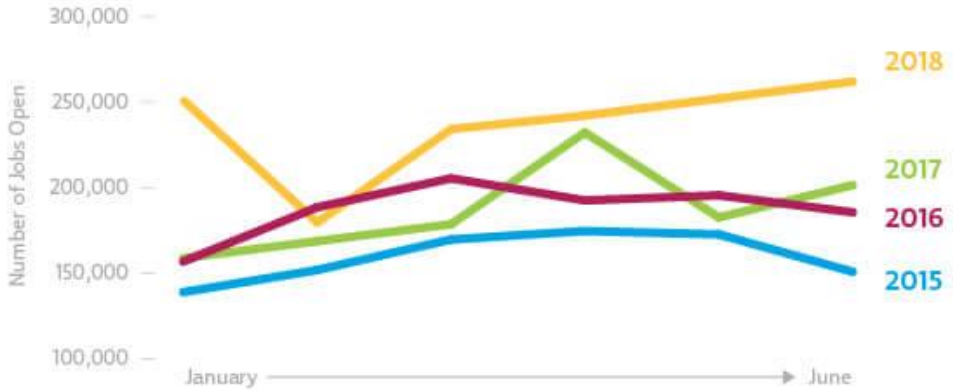


CHART OF THE MONTH | TELETRAC NAVMAN

Sources: The Bureau of Labor Statistics, The BLS July Employee Statistics Highlights, CNBC, US Chamber of Commerce's Q2 Commercial Construction Index

#SHRMTalent
@DrWadeLarson

SHRM BETTER WORKPLACES BETTER WORLD™

MERCER TALENT TRENDS 2019: USA

1 Aligning Work to Future Value

Unlock growth in the new world of work by redesigning jobs and moving people to where future value will be created

Executives predict:

>1 in 5 jobs

in their organization will cease to exist

48% HR leaders mapping the future skills needed

49% HR leaders assessing their organization's skill gaps

28% companies using analytics to inform build, buy, borrow, or bot strategies

2 Building Brand Resonance

Listen carefully and learn from data to create a brand proposition that attracts the talent you want

Top HR priority

Acquiring talent that's a better fit with the future model

Bottom HR priority

Rewriting the talent value proposition

Thriving employees are:

2 times more likely to work for a company that supports flexible working

4 times more likely to work for a company that ensures equity in pay/ promotion decisions

3 Curating the Work Experience

Make work simple, intuitive, and digitally enabled to help your people grow and thrive

83% HR teams investing in technology to improve the employee experience

25% Employees who say their company really understands their unique skills and interests

4 Delivering Talent-Led Change

Inspire a growth mindset by redesigning structures, workflows, and talent strategies around your people

only 18% Organizations offering employees a fully digital experience

Organizations further along their digital journey are ...

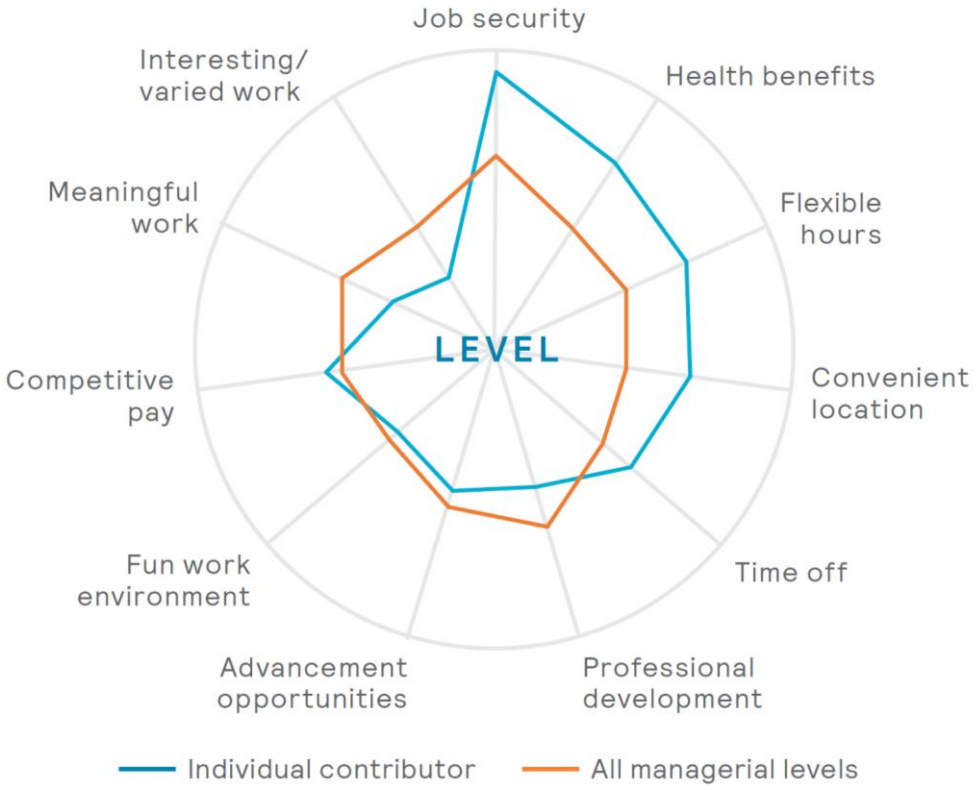
4 times more likely to see HR as a significant contributor to the business

Source: Mercer's 2019 Global Talent Trends study

MAKE TOMORROW, TODAY MERCER

SHRM BETTER WORKPLACES BETTER WORLD™

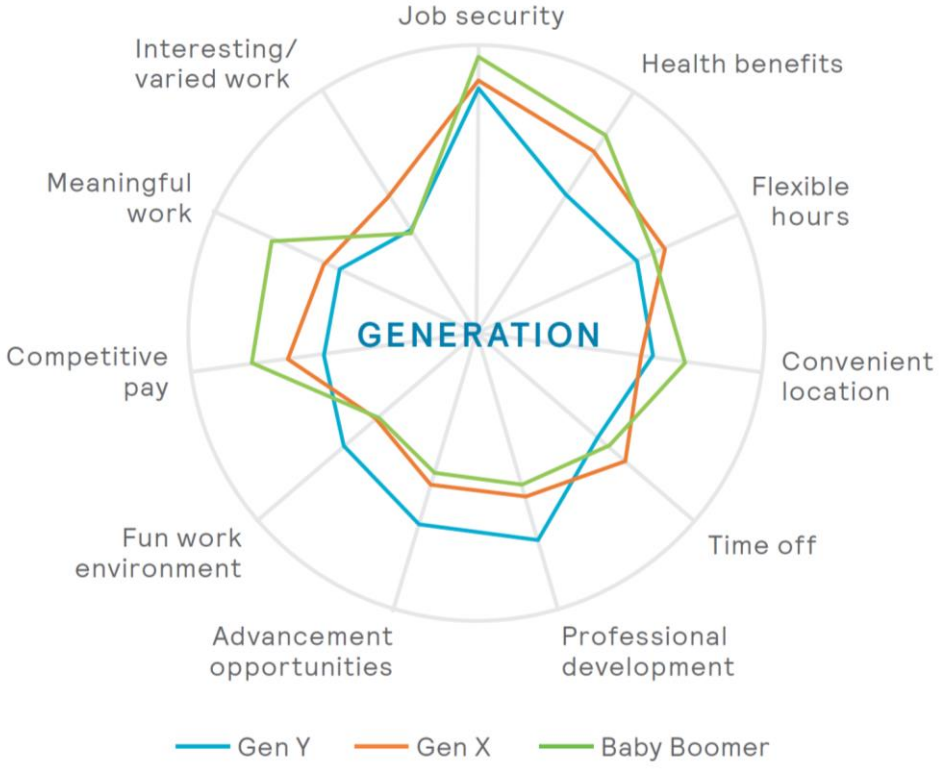
Why do employees stay at their company?



#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES BETTER WORLD™

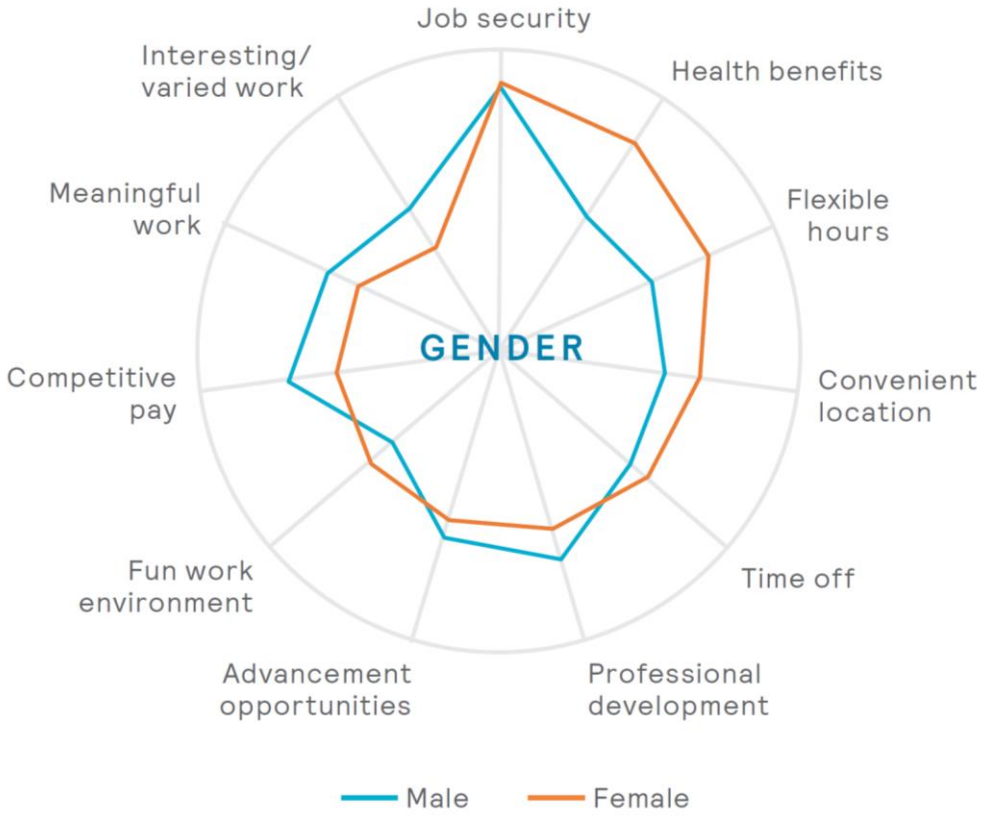
Why do employees stay at their company?



#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES BETTER WORLD™

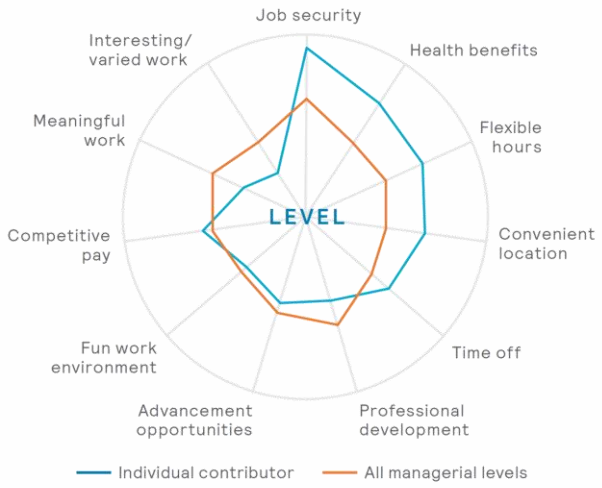
Why do employees stay at their company?

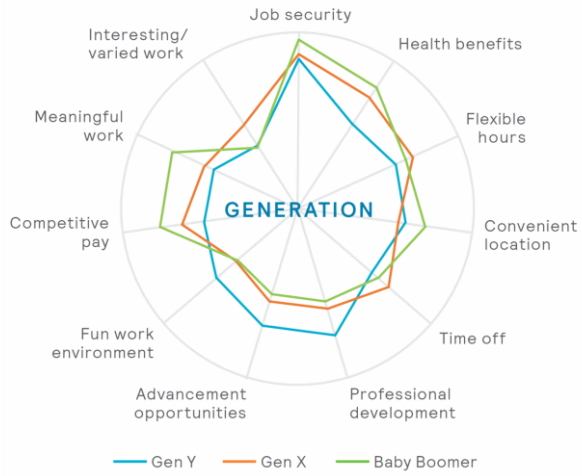


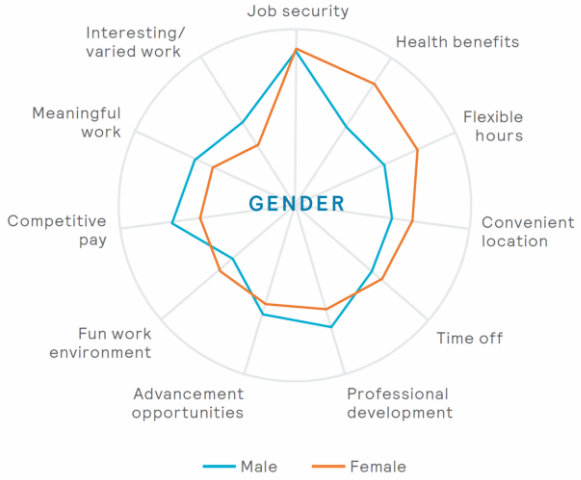
#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES BETTER WORLD™

Why do employees stay at their company?







JOB SECURITY ● PAY ● PROFESSIONAL DEVELOPMENT ● ADVANCEMENT

CAN WE CONNECT ALL OF THESE?

#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES BETTER WORLD™

The New "Total Rewards" Contract for Talent

Job Security

- NOT about having a job…
- Having a FULFILLING job that meets needs
  - Interesting / Makes a Difference

Pay

- NOT One-Size-Fits-All version of "Fairness"
- Must be personalized & immediate element
  - Fluid incentive/reward/pay model

Professional Development

- NOT Just for CURRENT Job
- How Will You Prepare for NEXT Job?

Advancement

- NOT to Prepare for "Someday"
- Want Defined Control of Destiny
- Immediate Gratification in Advancement

#SHRMTalent
@DrWadeLarson

SHRM BETTER WORKPLACES BETTER WORLD™

What Are Companies Doing to Find/Keep?

Example: Walgreens

PHARMACY TECHNICIAN PROGRAM

- Identify Internal Talent Based on Character
- EXAMPLE
  - Clerk from Beauty – Customer Service
  - Helped out in Pharmacy at Register during busy time
  - They were trying her out – assessing for core skills
- Part of 6-month program
  - Fly to Seattle each week – 3 days per week
  - Attend intensive Pharmacy Tech course
  - Promotion and advancement to new position
- Student: No Debt – Great Career Track
- Employer: Trusted Hire / High Potential for Success
  High Probability for Success

Example: Yum Brands

LEADERSHIP DEVELOPMENT

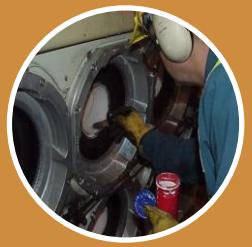
- Challenge: Exposure and Awareness
- Candidates apply for mentoring
- Candidates assigned to senior manager– meet regularly
- Must meet with every senior manager to visit
- Attend formal and informal training
- Opportunity for projects, assignments
- Employee: Gains access to manager they wouldn't have
  "In the know" on projects and programs
  Managers are aware of candidates
- Managers: Heads up on who is interested in development
  Extra resources for projects
  Succession Planning assistance - Preparation

Wagstaff, Inc.

wagstaff®

Talent Development Overview

Pre-Employ



Skill Develop

Leader

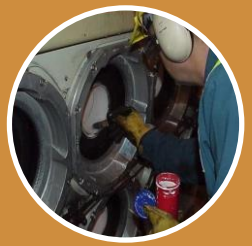
Develop

#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES
BETTER WORLD™

Talent Development Overview

Apprenticeships
Internships
Sponsorships
On-Site Programs
Scholarships
Dual Enrollment



Onsite Training
Engineer In Training
External Training
Succession Planning
Special Assignments
New Program

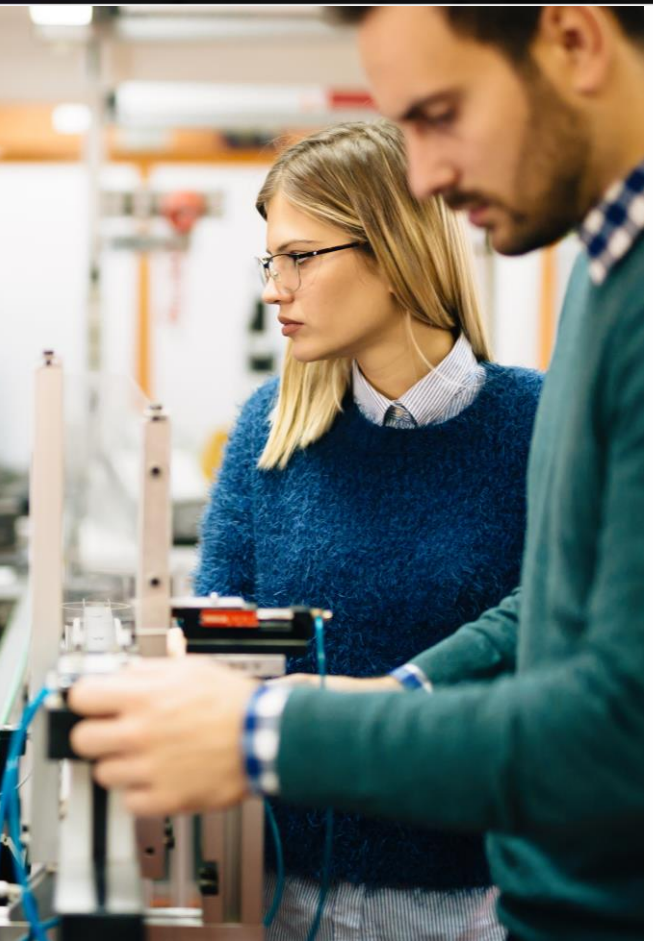
Monthly Training
Management Institute
Leadership Academy
Mastermind Course
Yale Program
Promotional - Success

Tuition Assistance
Professional Dev Plan
Special Courses
LMS Set-Up
Learning Org: Pods

#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES
BETTER WORLD™

Pre: Onsite Programs



- **Business After School**
  - Partnership with local Econ Development
  - Career Connect Funding
- **Teach the Teachers**
  - 15 students
- **Student Tours**
  - General Tours throughout the year
- **Technical High School Visits**
  - Partnership with local tech high schools

SHRM
BETTER WORKPLACES
BETTER WORLD™

Pre: “Apprenticeship” Program

- **4-Week Summer Program**
  - 20 High School Students – Juniors and Seniors
  - Part of Career Connect Washington
  - 40 hrs/week – full curriculum to develop skills
  - Manufacturing / Production
    - Engineering
    - Trades
    - Design
    - Management
    - Business/Entrepreneurship

SHRM
BETTER WORKPLACES
BETTER WORLD™

Pre: Internships

- **Universities**
  - Engineering Students (among others)
- **High Schools**
  - Seniors – exposure to workplace
- **Community College Program**
  - Working Program for Machinists/Welders
- **Military Internships**
  - Free to Employer
  - Final 6-months of assignment to integrate into civilian workplace

Pre: Sponsorships

- **Robotics Programs**
  - Funding
  - Expertise
- **Sports/Youth Groups**
  - Brand Recognition essential (due to product)
- **In the Classroom**
  - Attend as guest speaker to HS/College/University
  - Board positions at Univ./College/Departments
- **College/University**
  - Major Financial Contributions
  - Allows access/influence program, students

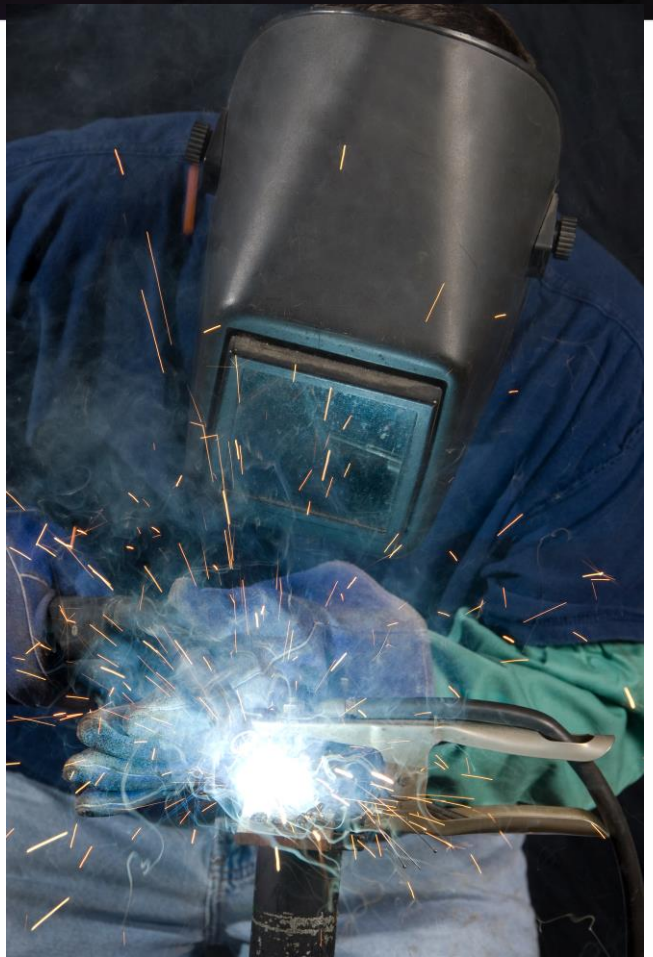
SHRM BETTER WORKPLACES BETTER WORLD™

Pre: Scholarships

- **Machining Program**
  - Funding awarded to cover first year
  - Includes Summer Internship at company
  - Job waiting at end of successful program
- **Additional Matching Scholarships**
  - Create “Coopetition” with other manufacturers

SHRM
BETTER WORKPLACES
BETTER WORLD™

EE: Partnerships with Colleges



- **North Idaho College**
  - Can we modify 2-year AAS Degree to shorten?
  - Still end up with accredited “Certificate”
  - 10-months – Ready to work

- **Spokane Community College**
  - Dual Credit Program – but with the trades
  - Welding – High School Students
  - High School / Comm College / Employer
  - Integrated with Working Internship
  - Jobs at the end???

SHRM
BETTER WORKPLACES
BETTER WORLD™

Employees

SKILLS DEVELOPMENT

Current EE: Skill Development

SUCCESSION PLANNING

VERTICAL & HORIZONTAL

ONSITE SKILLS DEVELOPMENT

PEER-TO-PEER COLLABORATION

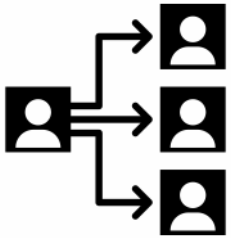
EXTERNAL DEVEL. PROGRAMS

SPECIAL ASSIGNMENTS

PARTNERSHIPS WITH COLLEGES

Current EE: Skill Development

SUCCESSION PLANNING



TYPICAL APPROACH

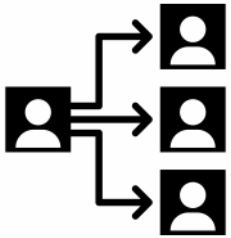
- Find replacements
- Develop individuals
- Identify holes to recruit
- Consider opportunities

UNIQUE NEEDS

- One person – many options
- Individuals may want many options
- Positions may be “fluid”
- Options may not be available internally
- Options may not be available externally
- Thinking “outside the box”… there may not be a box

EE: Skill Development - Foundation

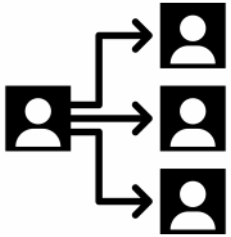
SUCCESSION PLANNING



	Quality	Innovation	Integrity	Hard Work
Executive				
Manager				
Professional				
Baseline				

EE: Skill Development - Foundation

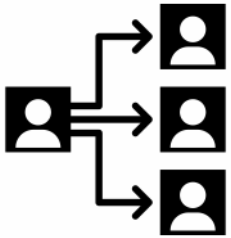
SUCCESSION PLANNING

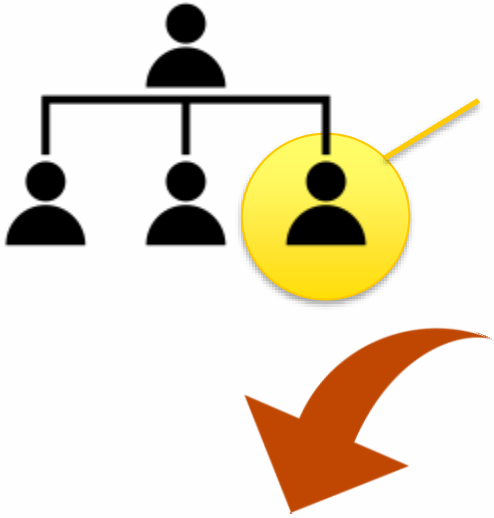


	Quality	Innovation	Integrity	Hard Work
	How to execute quality into the performance at each level	How to initiate innovation within the job at each level	How to demonstrate integrity at each level	How to demonstrate hard work at each level
Executive	Competencies Required to be Proficient	Competencies Required to be Proficient	Competencies Required to be Proficient	Competencies Required to be Proficient
Manager	Competencies Required to be Proficient	Competencies Required to be Proficient	Competencies Required to be Proficient	Competencies Required to be Proficient
Professional	Competencies Required to be Proficient	Competencies Required to be Proficient	Competencies Required to be Proficient	Competencies Required to be Proficient
Baseline	Competencies Required to be Proficient	Competencies Required to be Proficient	Competencies Required to be Proficient	Competencies Required to be Proficient

EE: Skill Development

SUCCESSION PLANNING





- What does a person need to be successful in this position?
  - Knowledge/Competencies
  - Skills/Abilities
  - Relationships – Internal/External
  - Experiences/Projects
  - Leadership – Training vs Experience
  - Degree/Formal Training
  - Values-Based Competencies

Who is ready…for which position(s)?
Who is close to ready?
Who has potential?
How far off are they…in what areas?

EE: Skill Development

VERTICAL & HORIZONTAL

BALANCE

COMPANY

SUCCESSION
TALENT DEVELOPMENT
SKILLS ENHANCEMENT
PERFORMANCE
PROFITABILITY

INDIVIDUAL

PROFESSIONAL DEVELOP.
SKILLS ENHANCEMENT
PERFORMANCE
PROMOTABILITY
FULFILLMENT

EE: Skill Development

VERTICAL & HORIZONTAL

CHALLENGES

LACK OF PROFESSIONAL DEVELOPMENT OPPORTUNITIES

LACK OF PROMOTIONAL OPPORTUNITIES AFTER DEVELOPMENT

LACK OF PROFESSIONAL DEVELOPMENT MONEY

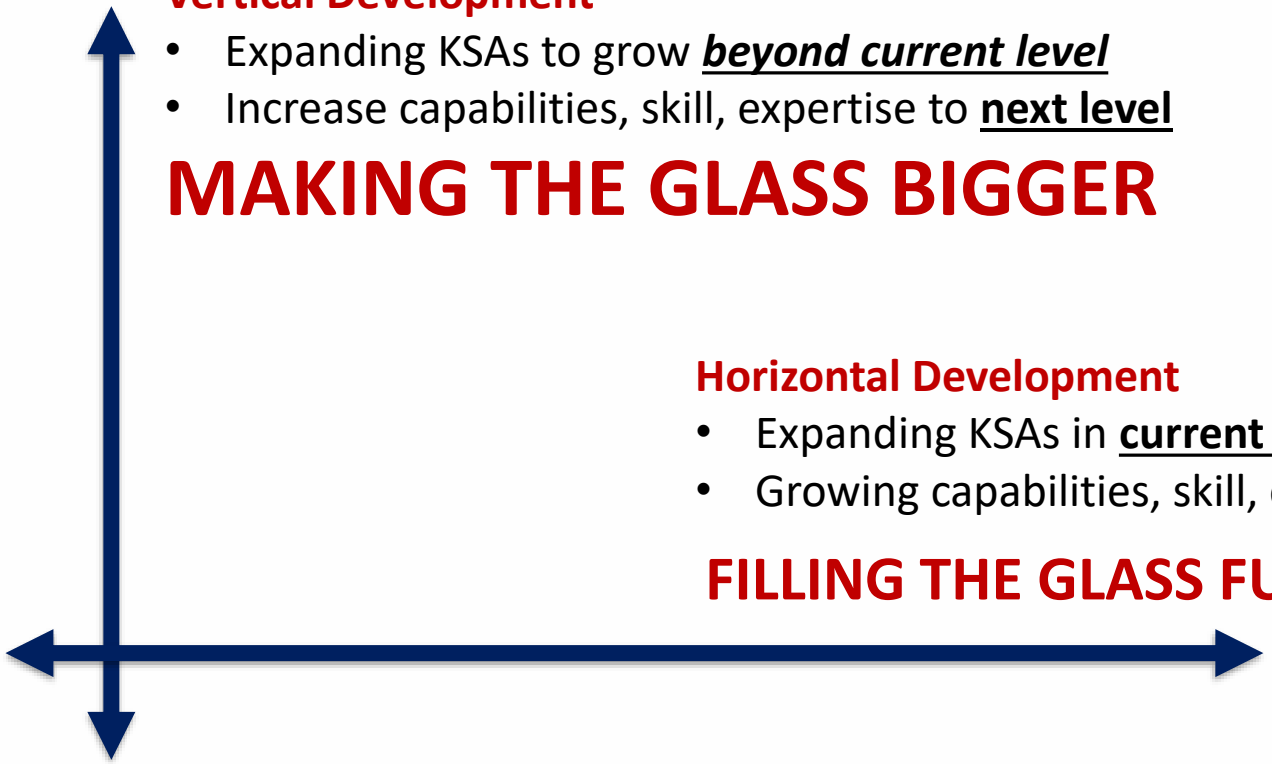
LACK OF OPPORTUNITY TO CROSS TRAIN ACROSS DEPARTMENTS

LACK OF ACCESS TO PROJECTS AND ASSIGNMENTS TO LEARN

LACK OF ACCESS TO INFLUENCERS AND DECISION MAKERS

EE: Skill Development

VERTICAL & HORIZONTAL



Vertical Development

- Expanding KSAs to grow ***beyond current level***
- Increase capabilities, skill, expertise to **next level**

MAKING THE GLASS BIGGER

Horizontal Development

- Expanding KSAs in **current level**
- Growing capabilities, skill, expertise

FILLING THE GLASS FULLER

#SHRMTalent
@DrWadeLarson

SHRM BETTER WORKPLACES BETTER WORLD™

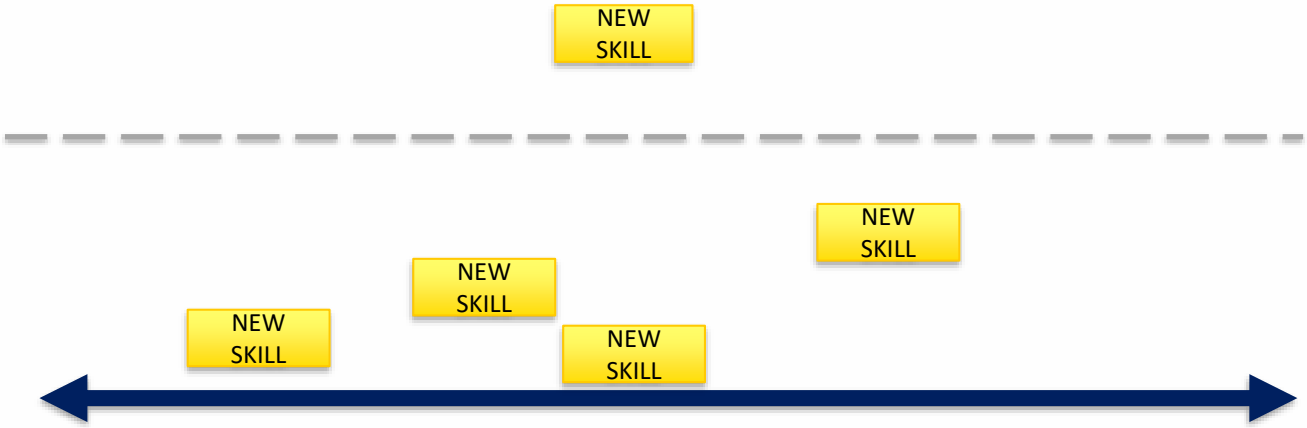
Current EE: Skill Development

VERTICAL & HORIZONTAL

In the Past…

- Employees took training, worked on projects
- Worked in position for years – “stayed in the lane”
- Occasionally cross-trained, worked with others

PROMOTIONAL OPPORTUNITY



CURRENT POSITION

HOPE HAS BEEN OUR PROMOTIONAL STRATEGY…

#SHRMTalent
@DrWadeLarson

SHRM BETTER WORKPLACES BETTER WORLD™

EE: Skill Development

VERTICAL & HORIZONTAL

Professional Development planning built around
(a) succession strategy + (b) personal career goals

#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES BETTER WORLD™

EE: Skill Development

VERTICAL & HORIZONTAL

Base range advancement on merit AND achievement of VERTICAL competency completion

CURRENT RANGE

Base range movement on merit AND achievement of HORIZONTAL competency completion

#SHRMTalent
@DrWadeLarson

SHRM BETTER WORKPLACES BETTER WORLD™

EE: Onsite Skills Development

- **Engineer In Training**
  - 2-year Program
  - 3-6 Month Rotation: Multiple Business Areas
  - Includes Products/Travel/Customers

- **Machining Class**
  - Parts 1&2: Introduction to Machining
  - Floor Positions Interested in Advancing to Trades
  - Transition to Machining Position

SHRM
BETTER WORKPLACES
BETTER WORLD™

EE: Peer-to-Peer Teaching

- **Mechanical Engineering Symposium**
  - Highlight individual engineers – what they know
  - Share best practices, in-depth research
  - White Paper Sharing
  - External Experts brought in to share
- **Peer Mentoring**
  - Job-shadowing, learn about what/how others
  - Informal knowledge transfer
- **SME Invitations**
  - Inviting SMEs to meetings as consultants
  - SMEs develop presentation skills

SHRM
BETTER WORKPLACES
BETTER WORLD™

EE: External Development Options

- **Train with a Purpose**
  - More methodical with selection of training
  - Pre-Conference alignment – decide on courses
  - Post-Conference review with the boss
  - Post-Conference report to peers to share

- **Bringing External Sources Onsite**
  - Old Principle: Bring 1 resource onsite vs many off
  - Swap expertise with vendors and partners
  - Swap expert resources/SMEs to spend a day

SHRM
BETTER WORKPLACES
BETTER WORLD™

EE: Special Assignments

- **6-Month Assignment**
  - Share resources with other departments
  - Expose to other parts of the company
  - Knowledge receipt - transfer
- **Temporary FT Classification**
  - “Try before you buy” option
  - Transition without “strings” at hire
  - Allows for a flexible workforce

SHRM
BETTER WORKPLACES
BETTER WORLD™

LEADERSHIP DEVELOPMENT

Leadership: Monthly Training

- **Half-Day Sessions**
  - Single Topics
  - Focus on Application
  - Focus: Incremental Improvement on Skills
  - Spaced Learning Application
  - Build on Topics – Set up for transitions

SHRM
BETTER WORKPLACES
BETTER WORLD™

Leadership: Management/Leadership

- **Management Institute**
  - 4-Session Course (1/2-Day per Session)
  - Team Based Structure
  - Discussion Format – Core Content
  - Videos / Team Presentations / Assignments
  - Focus: Increase Individual Ability to Take Action
- **Leadership Academy**
  - Follow-Up to Management Institute
  - 4-Session Course (1/2-Day per Session)
  - Similar Format
  - Topics at Higher Level – Leadership (strategic)
  - Focus: Solve Company Problems

SHRM
BETTER WORKPLACES
BETTER WORLD™

Leadership: Mastermind Sessions

- **3 x Year**
  - Lunchtime Gathering
  - Approx. 15+ Participants
  - Peer Led
  - Book: Cover 2 Chapters per Week
  - 7-Weeks
  - Discuss and Apply to Current / Future Job
  - Apply to Company

SHRM
BETTER WORKPLACES
BETTER WORLD™

Leadership: Yale Program

- **Partnership with ATD**
  - 2-year Program
  - Handful of Leaders per Year
  - Explore Opportunities to Enhance Leadership
  - Creates External Perspectives
    - Academic Blended with Practical
    - Sending Multiple Allows Cross Pollination

Leadership: Promotional Assignments

- **Promoting to Qualities**
  - Skipping competitive selection process for promotions in prof. development for diversity
- **Projects to Prepare**
  - Placing high-potentials/future leaders into new assignments to stretch
- **4th Generation Preparation**
  - Creating series of temporary assignments throughout company to expose and prepare
- **Job Shadowing**
  - Shadow our best and brightest managers

SHRM
BETTER WORKPLACES
BETTER WORLD™

Employees

TALENT DEVELOPMENT

#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES
BETTER WORLD™

EE: Tuition Assistance

- **Broadly Structured**
  - Related to needs of the company
  - Max IRS allowance per year
  - **Working on tuition pay-back** in lieu of 401(k) as benefit option
- **Specifically Assigned**
  - Interested in Management Position
  - AJAC Program Tuition Paid in Advance (4-year)
    - Includes promotion at the end
  - Trades: Welder becoming Machinist
    - We cover tuition with agreement for employment

SHRM
BETTER WORKPLACES
BETTER WORLD™

Development: Professional Plans

- **Quarterly Goals Model**
  - Related to needs of the company
  - Aligning individual needs with department
  - Focus on immediacy of success
- **Professional Development Plan**
  - 3 Goals Areas: Corporate/Department/Personal
- **Succession Plan Focus**
  - Horizontal/Vertical Plan Development
  - Align with personal career ambitions

SHRM
BETTER WORKPLACES
BETTER WORLD™

Development: Special Courses

- **Public Speaking**
  - Example: Upcoming Conference and Prof Dev
- **Professional Development**
  - Interpersonal Communications
  - Conflict Management
  - Time Management
  - Peer-to-Peer Instruction
    - Designer Skills
    - Welding and Machining
    - Other trades related skills

SHRM
BETTER WORKPLACES
BETTER WORLD™

Development: LMS

- **Structured**
  - New Approach to New Employee Orientation
  - Guided learning opportunities
- **Unstructured**
  - Free access to learning and development
  - Support personal and professional development
  - Allow portion of work time for additional dev.

SHRM
BETTER WORKPLACES
BETTER WORLD™

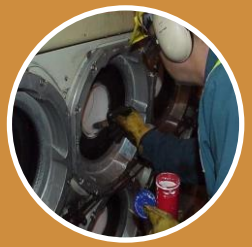
Development: Learning Pods

- **Teach How to Transfer Knowledge**
  - Related to needs of the company
  - Priority 1: Capturing knowledge of current EEs
  - Priority 2: Creating a repository/transfer system
  - Priority 3: Successful transfer and proficiency
- **Personalized LMS Pages**
  - Individual contributor of personal knowledge
  - Personal transfer of knowledge - Specialized
- **SME-Based Content Development**
  - Opportunity to allow SMEs to fully engage
  - Need to improve SME content delivery

SHRM
BETTER WORKPLACES
BETTER WORLD™

Talent Development Overview

Pre-Employ



Skill Develop

Leader

Develop

#SHRMTalent
@DrWadeLarson

SHRM
BETTER WORKPLACES
BETTER WORLD™

THESE SLIDES ARE AVAILABLE AT

www.WadeLarson.com

You can access available slides, via the app or presentations.shrm.org

LET'S CONNECT!!

wade@wadelarson.com @DrWadeLarson

https://www.linkedin.com/in/drwadelarson/

www.WadeLarson.com

2019 SHRM TALENT CONFERENCE & EXPOSITION

SHRM
BETTER WORKPLACES
BETTER WORLD™

#SHRMTalent
@DrWadeLarson