



How to Attract and Retain Great Employees

4 KEYS TO NAVIGATE A NEW ERA OF
TALENT DEVELOPMENT





Enhancing the employee experience and/or employee value proposition to attract and retain top talent was identified as the top focus for HR in Mercer's 2024 Global Talent Trends report, with 55% of respondents ranking it as their No. 1 priority.

The survey highlights two key themes of the current workforce:

1) the pressure to attract and retain the right talent is high and requires a change in strategy, and 2) there is a spotlight on the employee experience and a shift to curating the employee value proposition.

Change isn't easy, but the work landscape is already sailing to new places – regardless of whether you are on board. Right now, HR professionals are at the helm, emerging as captains to guide this progression, including reimagining routes and fine-tuning a productive and skills-oriented workforce.

To kick-start your journey, we have summed up four critical elements to navigate the modern world of attracting and retaining talent.

ONE

Promote flexibility.

As we navigate this shifting landscape, one thing has become clear: flexibility is no longer just a perk, but a game-changer in wooing and cultivating top performers. Employees increasingly value flexibility in where, when, and how they work. An [iCIMS 2023 Workforce Report](#) revealed 93% of survey respondents said flexibility was top of mind when deciding to apply for or accept a job, whether that meant they wanted to get dressed up to go into the office or work from home in their slippers.

Thus, companies that offer [flexible work arrangements](#), such as remote work options, flexible hours, and the ability to balance work and personal commitments, are more attractive to today's job seekers and actually impact their decisions (rather than just serving as a nice-to-have).

And research is all for flexibility to sustain internal performance. Flexible work arrangements are shown to not only help employees achieve a better work-life balance, but also contribute to [higher job satisfaction](#) and [productivity](#).



TWO

Create a culture of recognition.

Creating a workplace that meets the demands of emerging generations and fosters a culture that people **want** to be a part of is key to filling gaps in talent and fostering loyalty among existing employees. Research shows one of the most powerful ingredients in a good culture is feeling respected and valued.

A Workhuman® and Gallup report showed that employees at organizations that strategically invest in recognition are 56% less likely to be looking for other job opportunities and 4x as likely to recommend their organization to family and friends.

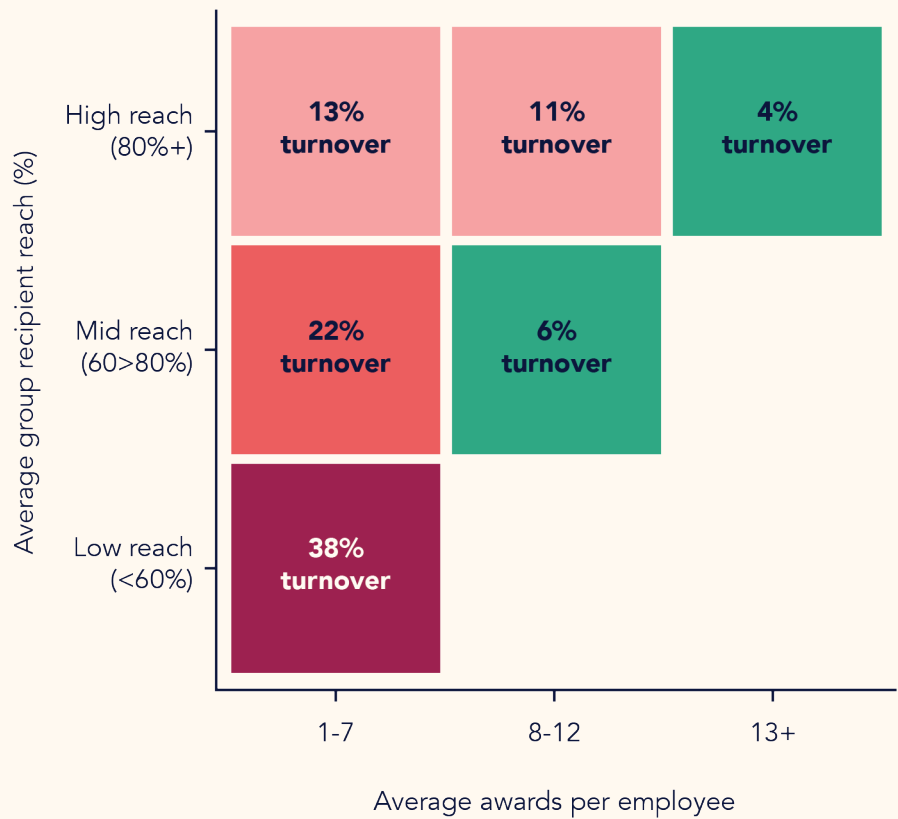
A comprehensive employee recognition system built on technology such as Social Recognition® amplifies a culture of gratitude and broadcasts it throughout your company. Recognition forges a workplace environment that fosters appreciation, empowers individuals, strengthens relationships, and provides a clear purpose aligned to achievable goals.



Employees have noticed: Workhuman customers such as Cisco and Intuit continue to rank on the Great Place to Work® list – often a resource for top-performing job seekers. Glassdoor’s Mission & Culture Survey found that more than 77% of adults would consider a company’s culture before applying for a job there.

A culture that frequently recognizes its employees is one that people want to join and stay in. The visual below demonstrates the power recognition can play in retention.

A robust recognition culture drives lower turnover.



Source: Blinded Workhuman® iQ study of finance customer with 22,000+ employees, Workhuman, 2024

THREE

Reskill, reskill, reskill.

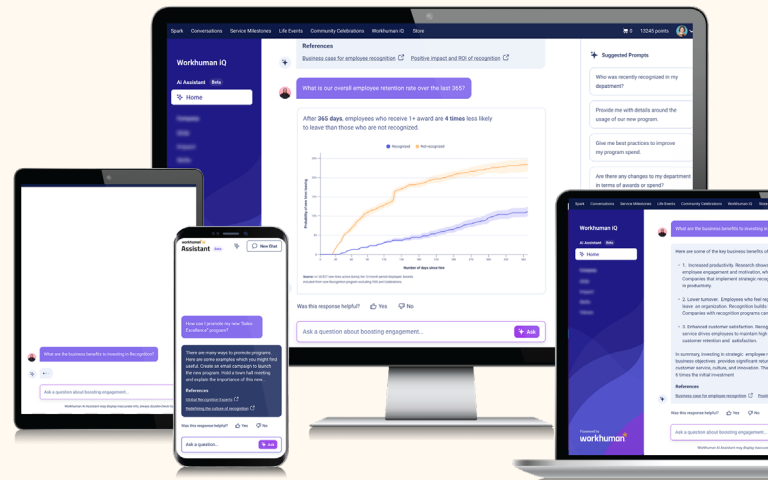
The value of reskilling and upskilling against the backdrop of increasing automation cannot be stressed enough. What top companies are getting right amid the critical culture shift underway is the adoption of a skills mindset. They are prioritizing skills-based hiring, shifting their focus from traditional qualifications to specific skills to source candidates who can contribute immediately to projects and teams.

They are also supporting existing talent by developing skills within and widening internal talent pools, thus creating opportunities for sustainable organizational shifts, career mobility, and advancement. In turn, this improves the employee experience and evolves culture.

Dell Technologies, the Institute for the Future, and a panel of 20 tech, business, and academic experts from around the world predicted that 85% of the jobs that will exist in 2030 haven't been invented yet.

Source: "Realizing 2030: A Divided Vision of the Future," Dell Technologies, 2018

To upskill and reskill your employees, you need a plan that starts with understanding the current skillset and knowledge of your existing employees and identifying what new skills and knowledge you'll need in the future. AI Assistant within the Workhuman iQ platform is a first-of-its kind tool that can help streamline reskilling initiatives by identifying skill gaps and mapping next steps.



FOUR

Champion a people-centered workplace.

Becoming a new parent and birthdays can be times of reflection. Research from HBR shows job-seeking goes up 12% just before a birthday.

A culture that doesn't celebrate the moments that make us human – birthdays, babies, weddings, moves, new pets, graduations – is not a rich culture, and is certainly not a culture people today want to work in. We have broken up with the idea of “keep your home life at home.”

Workplaces that foster a sense of belonging by celebrating individuals for human achievements, not just work achievements, are creating environments of greater social support and commitment, increasing employees' desire to join, grow, and contribute.

“I think the great thing about our recognition program is how we’re able to come together through that social forum and celebrate each other’s success. And regardless of where you are in the company, where you are in the country, if you’re remote, if you’re in a retail store, or you’re in a call center – we’re able to recognize each other and celebrate each other’s success.”

MARA NOTARFONZO

Vice President, Total Rewards

CAA Club Group

Source: [CAA Club Group testimonial video](#), Workhuman, 2023

Additionally, with 22% of the workforce projected to be remote by 2025, the importance of cultivating connections across computers or dispersed locations is increasingly important. The Workhuman platform facilitates celebrations of milestone, community, and life events that might not otherwise be possible.

Curating a culture that differentiates your workplace

Embracing these components of the employee experience is not just about staying relevant; it's about creating a workplace in which people thrive, feel valued, and are inspired to contribute their best. This commitment to building a culture that cares about employee wellbeing is an invaluable differentiator for companies competing for talent in a tight labor market. As the workforce continues to evolve, so must our approach to talent management. And as the Mercer report revealed, this starts with culture – the core of the employee experience.

Start by holding your current processes accountable – which parts of your recruiting and retention efforts are struggling? Which aspects of the employee value proposition aren't aligning with the above elements? With an understanding of where you are, you can better imagine and establish a vision for where you need to go.

Ready to captain the future of work?
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