Talent retention strategies during a crisis:
Being Intentional at an Institutional and an Individual Capacity

Paul kasimu – CHRO Safaricom
Oct 1, 2020

Your Expectations?

POST

Purpose

To provoke your thinking on attracting and retaining key talent

Outcomes

– A shared understanding of emerging trends at work
– Toolsets for being a talent magnet – at individual and team levels

Structure: Presentation, discussions, role play
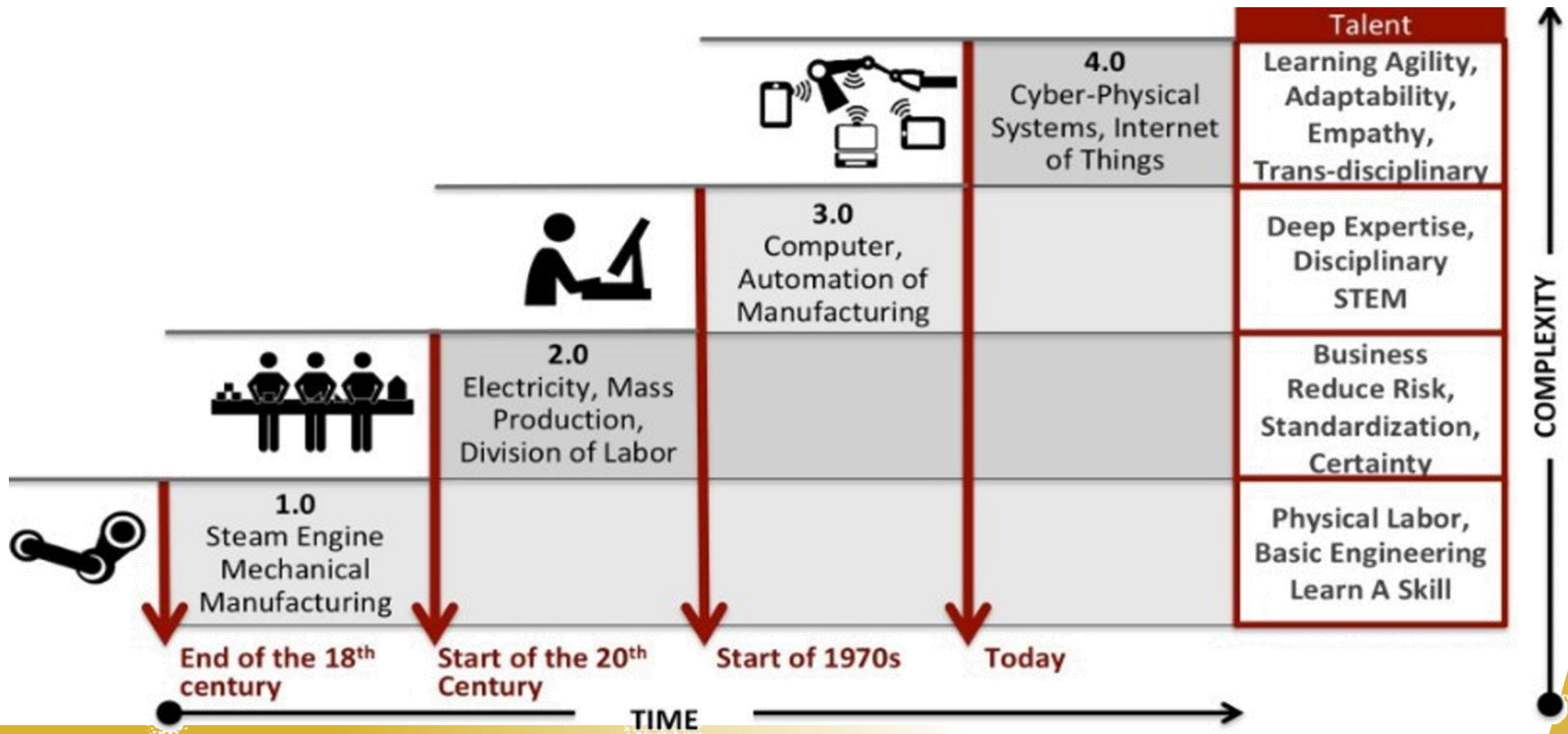
Timing: 90 minutes

Talent..

"Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter.

Endeavors succeed or fail because of the people involved.

Only by attracting the best people will

you accomplish great deeds."

**General Colin Powell
Chairman (Ret), Joint Chiefs of Staff**

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4th Industrial Revolution: The Evolution of Work

The ICPAK logo: **CPAK** — Credibility. Professionalism. Accountability.

The diagram maps industrial revolutions against TIME (horizontal) and COMPLEXITY (vertical):

- **1.0** Steam Engine Mechanical Manufacturing — End of the 18th century
- **2.0** Electricity, Mass Production, Division of Labor — Start of the 20th Century
- **3.0** Computer, Automation of Manufacturing — Start of 1970s
- **4.0** Cyber-Physical Systems, Internet of Things — Today

Talent (by level):
- Physical Labor, Basic Engineering Learn A Skill
- Business Reduce Risk, Standardization, Certainty
- Deep Expertise, Disciplinary STEM
- Learning Agility, Adaptability, Empathy, Trans-disciplinary

Emerging trends in work, workplace, and workforce

5	4.2	40%	70%
generations in the workplace	years average Job tenure	contingent Workers by 2020	organisations offering flexible working by 2020

The Jobs Landscape in 2022

emerging roles, global change by 2022

133 Million

declining roles, global change by 2022

75 Million

Top 10 Emerging
1. Data Analysts and Scientists
2. AI and Machine Learning Specialists
3. General and Operations Managers
4. Software and Applications Developers and Analysts
5. Sales and Marketing Professionals
6. Big Data Specialists
7. Digital Transformation Specialists
8. New Technology Specialists
9. Organisational Development Specialists
10. Information Technology Services

Top 10 Declining
1. Data Entry Clerks
2. Accounting, Bookkeeping and Payroll Clerks
3. Administrative and Executive Secretaries
4. Assembly and Factory Workers
5. Client Information and Customer Service Workers
6. Business Services and Administration Managers
7. Accountants and Auditors
8. Material-Recording and Stock-Keeping Clerks
9. General and Operations Managers
10. Postal Service Clerks

Source: Future of Jobs Report 2018, World Economic Forum

Some Research..

"Only 7 per cent of CEOs believe their companies are building effective global leaders,

and

a paltry10 per cent are convinced that their leadership development initiates have a clear business impact"
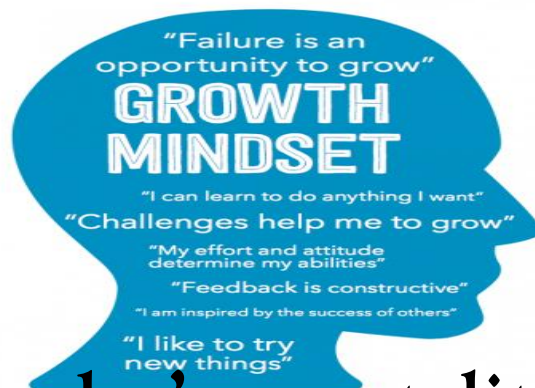
Fortune Survey, 2017

Key Talent Considerations

| Mindsets

Founder's mentality

| Toolsets
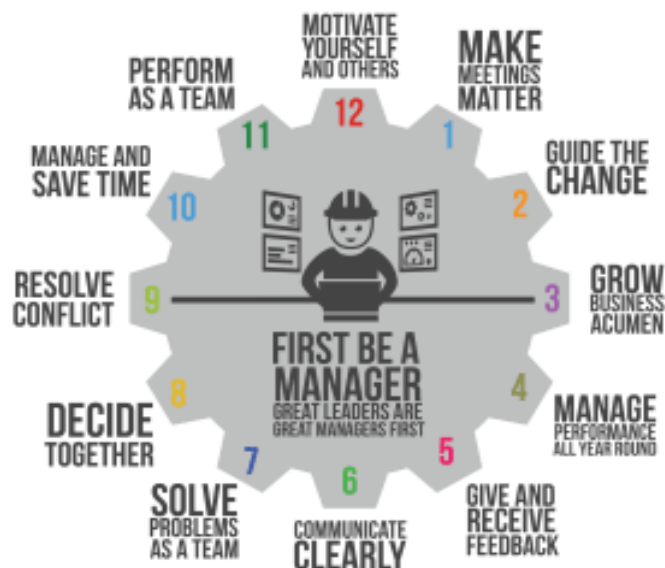
| Skillsets

Example of Skillsets

Agile Leaders

Empathy

Coaching
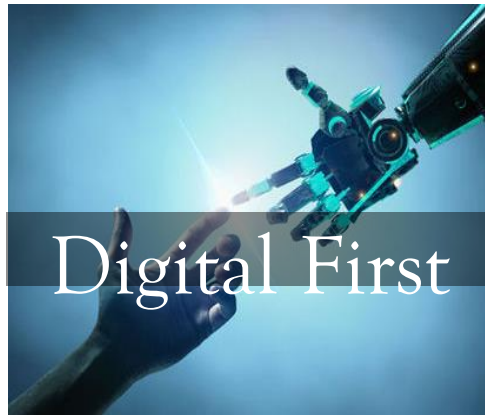
Digital First

Data Analytics

AI & Automation

Cloud

DevOps & CI/CD

Digital Marketing	IOT

Cyber Security

API & Microservices

Scaled Platforms
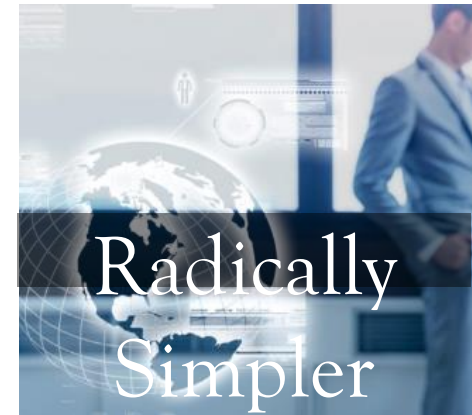
Radically Simpler

Agile

Design
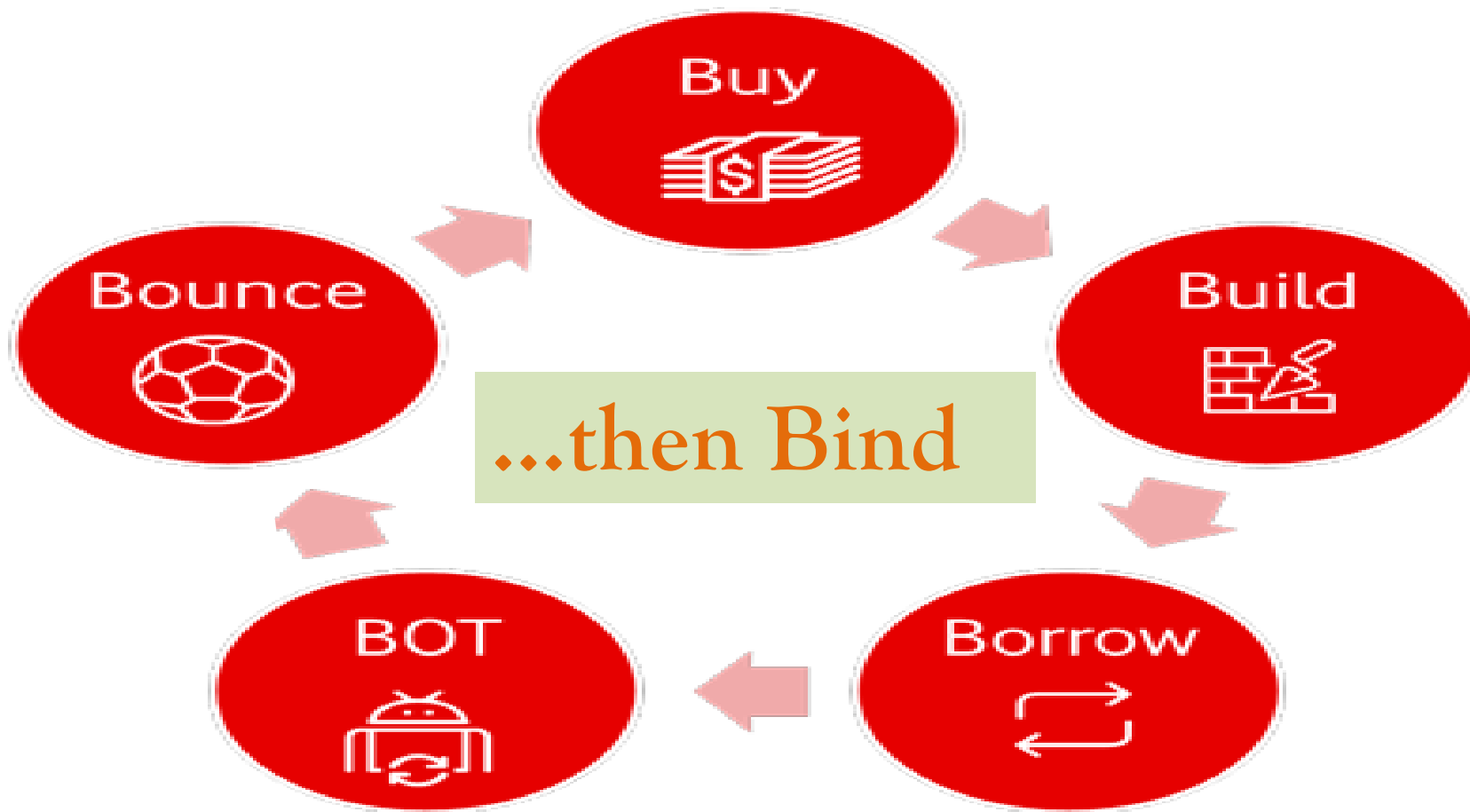
6 'B's of Talent

Buy

Build

Borrow

BOT

Bounce

...then Bind
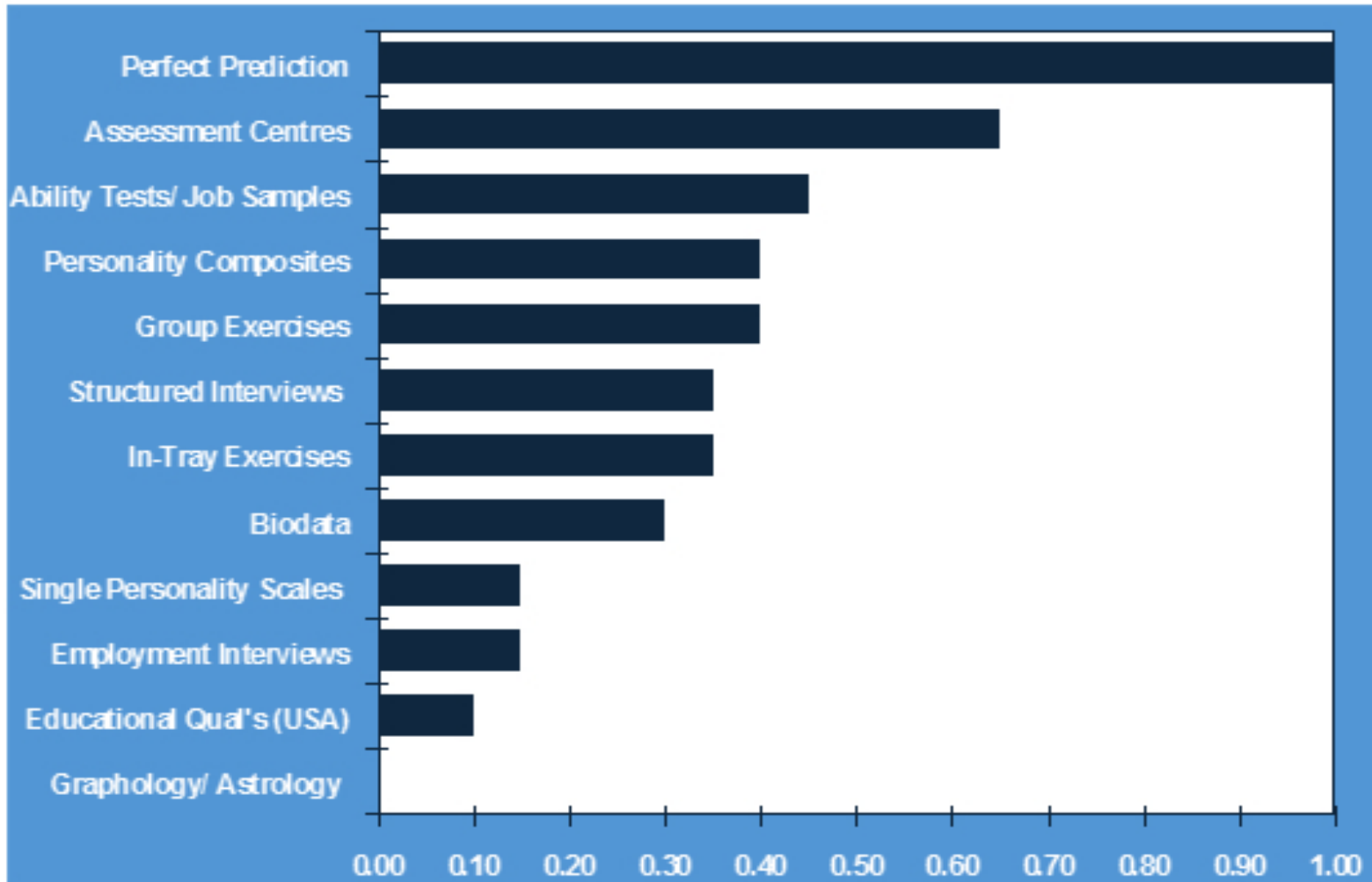
Yet...

Minimize Recruitment Accents
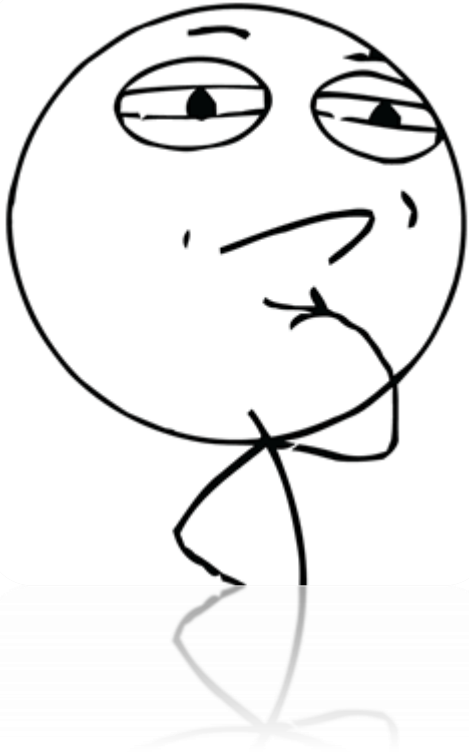
If you hire right, will you have a better chance of retaining the talent you need?

Utilize a multi-pronged sourcing strategy.....rather than over-rely on one channel

Network Referrals

Recruitment Databases

Headhunting

Social Media

TALENT SOURCES

Advertising

Professional Associations
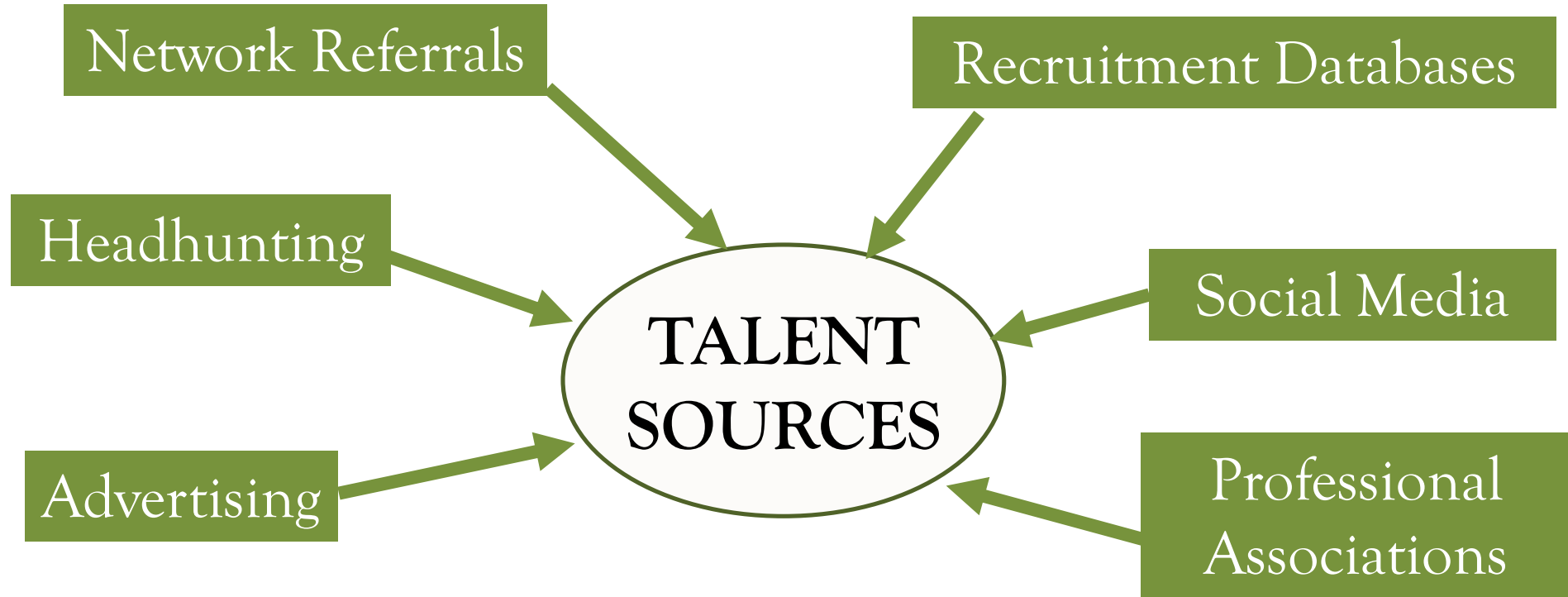
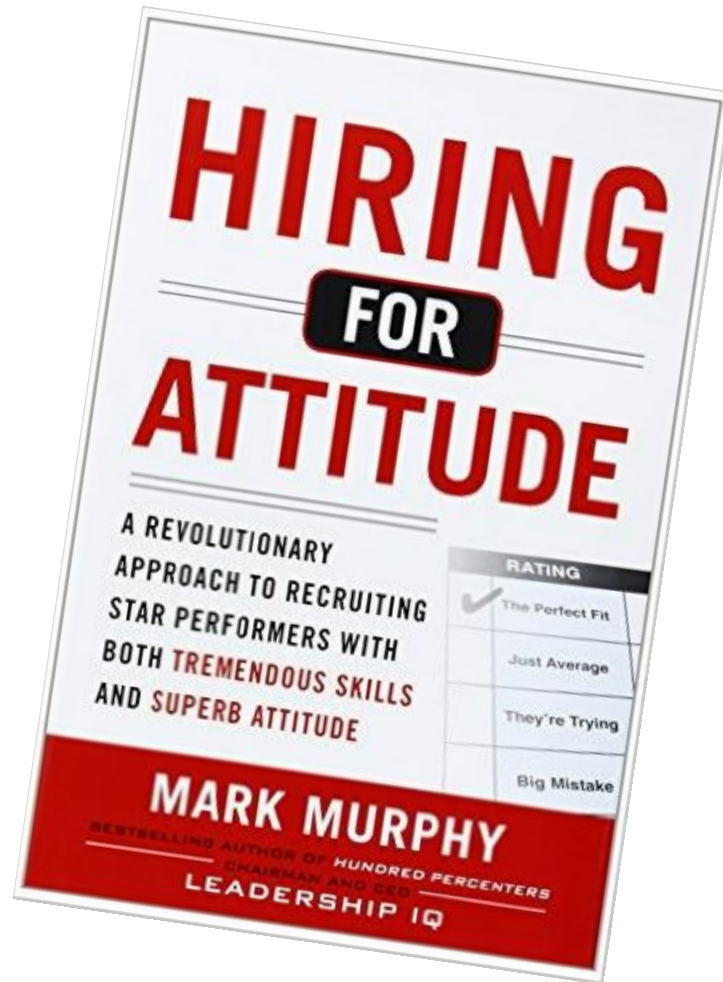**Always be a talent scout - and go where the talent might be**

Don't over rely on interviews!

- Assessment centres increase the predictive validity of selection methods

Hire for Owner's Mentality

The Bus!

SUCCESS EXPRESS

The **BusConcept**™

If you can attract the right people…and get them ON your bus…then get them in the Right Seats…

and

You can get the Wrong People off your bus…you are headed toward greater…..success

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Jan is an industry high flier who joined the Exco of your company 8 months ago but has just tendered her resignation as she 'cannot breathe'. Even COVID-19 has not spared her from 'the toxic culture which only allows a certain DNA to thrive'. She is taking a salary cut to go to the competition.

You are certain that Jan is a definite future talent and have one last chance to have her change her mind. You only have 10 minutes to convince her otherwise.
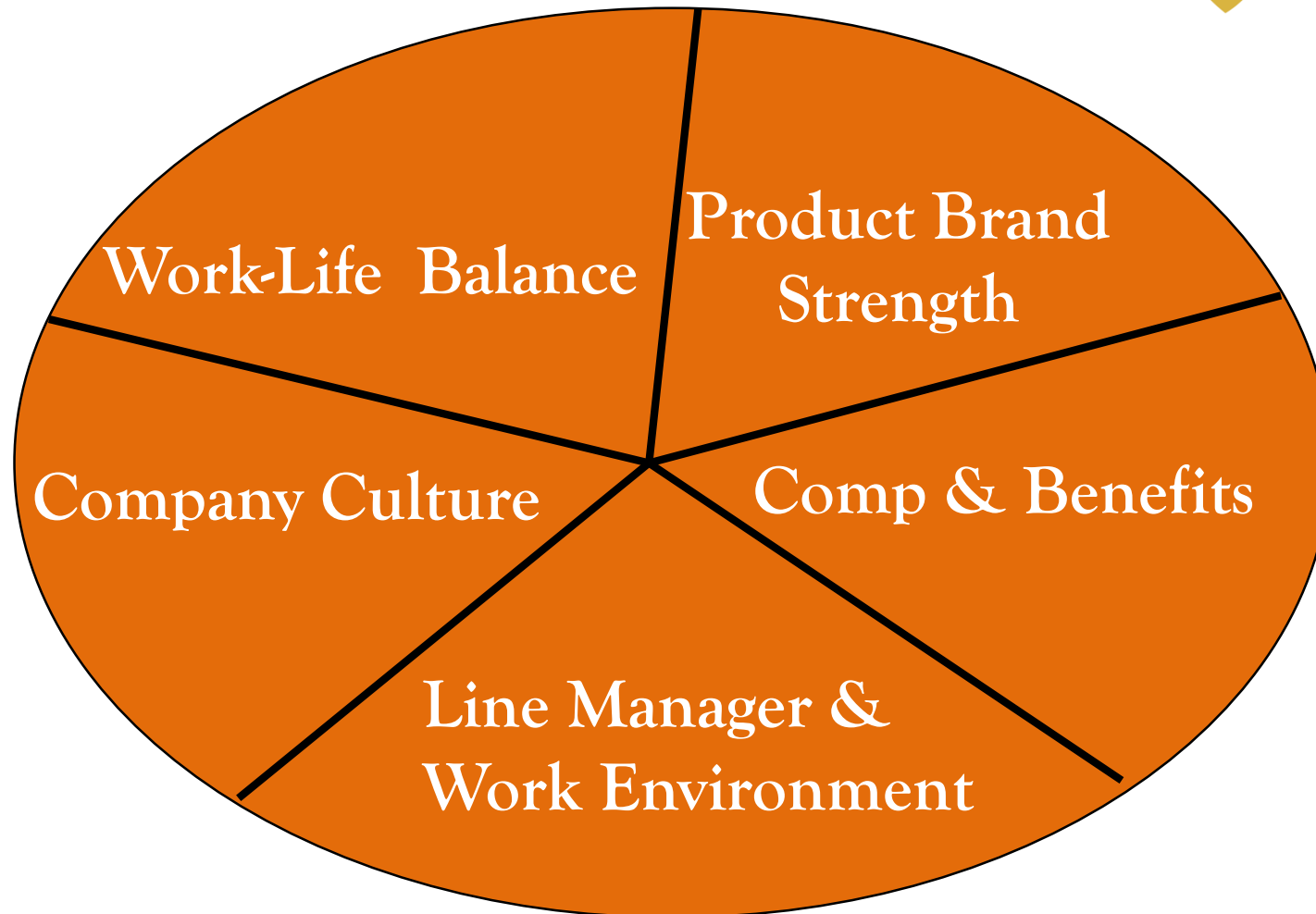
Discussion
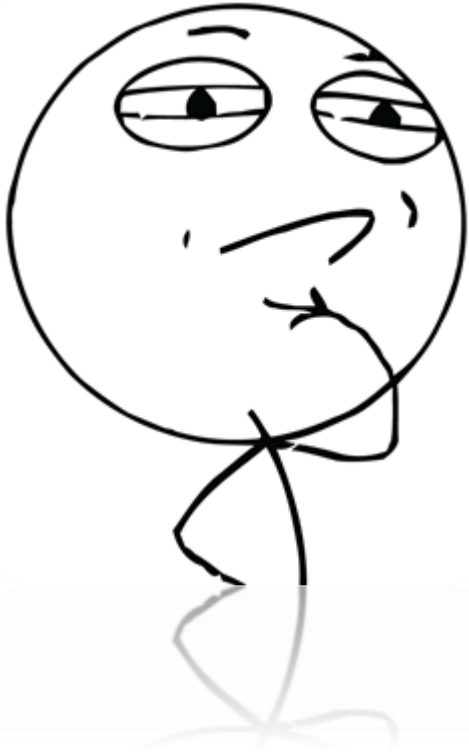
What are the factors that:

a) 'Push talent' out of an organization?

b) 'Pull' talent into an organization?

Talent 'Pull and Push Pie'

- Work-Life Balance
- Product Brand Strength
- Company Culture
- Comp & Benefits
- Line Manager & Work Environment

8 Talent Imperatives
– Korn Ferry

So what? *The 8 emerging talent imperatives*

- Make choices and focus
- Aim for the best people with no compromise
- Think person not process
- Think capability not role
- Talk career, not development
- Put simplification at the heart
- Focus on mindset not tools
- Structure for transformation not tradition

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"The number one practical competency for leaders is **empathy.**"

- Peter Drucker

40 to 50 percent of an organization's profit margin fluctuations are predictable based on employee feelings and opinions.

Surcon International,
Chicago-based research firm, international research across industries.

Across industries,
one significant factor
distinguished the upper quartile
of the most successful managers
from the lower quartile of
unsuccessful managers: **Caring.**

Center for Creative Leadership

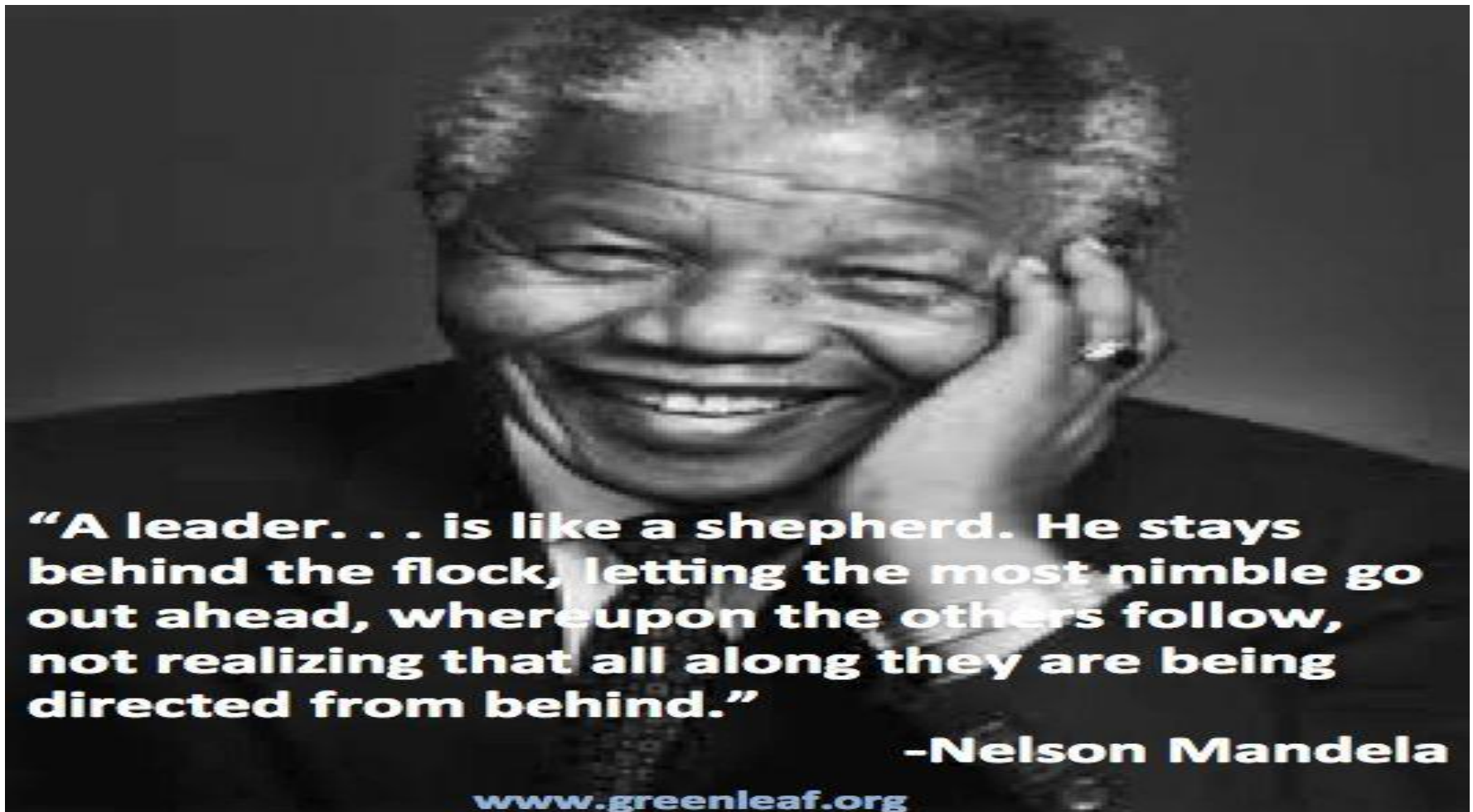90% of all leadership failures are failures of communication.

W. Edwards Deming

Parting Shot

Empower employees with the right technology, digital processes, culture and physical spaces to:

1 Create an environment where **innovation can flourish**

2 Promote **collaboration** and **flexible working**

3 Support **diverse** and **inclusive** workforce

4 Improve **work-life integration**

"A leader. . . is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind."

-Nelson Mandela

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