

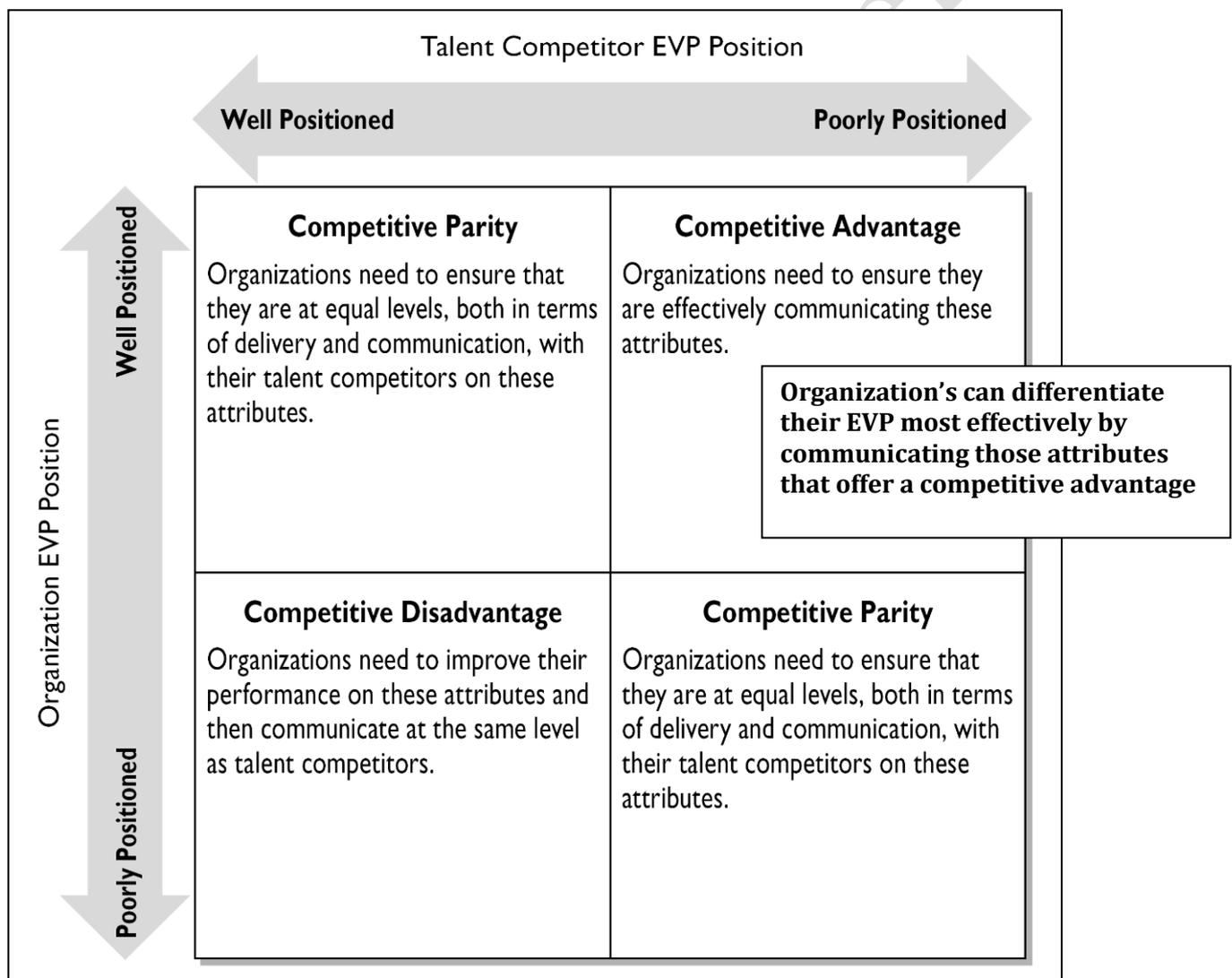
The War for Talent, Generational Management, Employee Value Proposition

Why would a talented person want to work here?

The war for talent

Superior talent is the prime source of competitive advantage. Companies with superior employee value propositions have a compelling answer to the question, "Why would you want to work here?"

Employee Value Proposition and Competitive Advantage



Source: Corporate Leadership Council

What's your Brand Employee Value Proposition?

A brand is the symbolic embodiment of all the information connected to an organisation, product or service. Brand creates perceptions, expectations and associations.

A brand is a name, term, sign, symbol or design or combination of them which identifies and differentiates, which resides in peoples memory. Whilst organisations and products attempt to give brand reality ultimately it is decided by the perceptions and idiosyncrasies of the public who may or may nor be customers.

Successful branding embodies:

- ➔ relevance
- ➔ personality, and
- ➔ implied relationships - dynamics, expectations

'Clear, compelling, and actionable brand information about EVP benefits programs can have a greater impact on employee effort and retention than the programs themselves'.EVP benefits information levers have a 10% to 16% impact on effort.(Source: Corporate Leadership Council 2004 Employee Engagement. Framework and Survey. Corporate Leadership Council research Chapter IV: Prioritizing Levers for Driving Engagement.)

Brand "**position**" is the image and set of feelings you engender in the mind of your stakeholders.

Brand "**positioning**" refers to the set of activities and communications you deploy to influence your position.

Brand positioning "**statement**" and messages are the key (few) ideas you would like your stakeholders to think about you.

EVP Position Mistakes:

1. Hollow cake – looks good but no substance
2. Misalignment between what employees want and value compared with what is provided
3. Lack of capacity and over promising
4. Inability to execute change
5. Inadequate differentiation between self and your competitors
6. Inconsistency and poor delivery

EVP Branding Lessons

Improving Talent Management Outcomes – Key Insights: 10 Talent Management Insights for the Chief Human Resources Officer.

Insight 1: Product brand matters little to Talent Attraction

- Product brand only important to 7% of candidates.

Insight 2: Most organisations lack an effective Employment Value Proposition (EVP)

Insight 3: Employees' emotional commitment matters more than their rational commitment.¹

Employer of Choice Criteria

1. Career development
2. Corporate governance
3. Culture
4. Customer value and respect
5. Environmental and community practices
6. Innovation
7. Leadership
8. Internal relations
9. People
10. Organisational reputation
11. Remuneration and conditions
12. Safety
13. Work design & practices

EVP Employer of Choice Positioning Process

1. Research and Define key attributes sought by your staff
2. Establish benchmarks
3. Access current competency against benchmarks

¹ Corporate Leadership Council Chief Human Resources Officer Briefing. Improving Talent Management Outcomes – Key Insights: 10 Talent Management Insights for the Chief Human Resources Officer 2007.

4. Prioritise
5. Develop EVP positioning statement
6. Develop strategies and implementation plan, budget and timetable
7. Implement, review and collect evidence
8. Communicate

The College for Adult Learning provides a suite of Human Resource Management and Leadership courses as well as individual coaching models that can help Managers and Supervisors enhance their people management skills.

Contact The College for Adult Learning for more information.

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Michael is a professional & academic in the field of human resources management (HRM). He is the CEO and founder of *Human Resources Business Partners HRBP* a worldwide business and HRM consultancy focusing on global human resources challenges and solutions. Michael is also a part-time prac-academic (as he likes to refer to think of himself) supporting post graduate HR Masters students in their studies and research projects. He is known in the field as a speaker and writer on global HR trends and issues and more recently has developed a comprehensive set of HR metrics and measures designed for ease of use by busy HR practitioners. He is the author of over 50 articles and columns and has developed a large range of tools for HR professionals.

Michael is working in partnership with the College for Adult Learning to provide a range of consultancy services and specialised training development options for HRM Practitioners.