

Four ways organisations can retain talent in 2022

Top talent is calling the shots across the world. And what it wants is a better alliance with employers, one which takes account of its personal as well as professional needs. David Helfrich, client partner and head of the Americas at talent mapping and executive search firm Armstrong Craven, offers four tips for HR leaders on how to retain talent in light of this



Tip 1: Make the workplace more human

Firstly, making the workplace more human I think will guard against the hyper transient nature of some industries where it's customary for employees to spend a year, two years, three years, and then move on to a new opportunity and making the workplace more human will actually make people feel at home.

So you're seeing, I think, a lot of employers who are not only ensuring that they're recruiting talent that has the suitable skill sets and are able to do the job

well but also they want to attract people they value and they want workers to know that they're valued from a human perspective.

So that takes form in a lot of different ways. But ideally it really makes somebody feel at home to where they know that their wellbeing is being considered, not just their skill set and they're not just looked at as transactional or somebody who's replaceable. We're seeing a lot of employers who are actually going above and beyond to make it clear to their workers that not only are they valued professionally but they care about them as a human being. So there's more personalization and customization that comes into this when it comes to really tending to the needs and individual needs that people because everyone's different, right?

Some people have families, some people don't. Some people may live further away from the office, some don't. So coming to an individualized personalization and humanization of the workforce is something we're seeing and again this is a welcome change here in the United States.

Tip 2: Offer more flexibility

So we're seeing this with our own clients when we're doing a diagnosis of where their recruitment cycle has been hindered or has not been optimized as it could be. We're often seeing some rigidity in terms of the traditionalist view of remote work.

And there've been a lot of studies on this, of course, and there are competing ideas, some employers really haven't embraced the remote revolution. Others are very resistant to it. They still believe that the only way to have a productive workforce is for people to be physically in their seats.

But because we're in an environment where the talent is driving a lot of the process and employers are really in some ways forced to be more competitive and more empathetic to the needs of the employees, we're seeing companies really revise how they look at remote work.

So with our clients we're seeing a lot of hybrid opportunities and this is the negotiated middle ground where you can value remote work and allow your workers to have that flexibility but there's also a sense of comradery and an invaluable value placed on workers being actually in the office together physically.

And I think that's important because, while remote work is very convenient and flexible and we love it, I think there is no substitute for in-person communication, whether that's from a business development standpoint or even a relationship development standpoint. That said, I think you have to balance that with the high value that people are placing on spending more time with their children and families at home, which is only offered through a more flexible remote work environment.

Tip 3: Improve the benefits package

So when it comes to the benefits packages, you are seeing more creativity and the humanization of the workplace as we discussed before. And this also leads to more individualization and customization of each employee's needs.

So whether we're looking at something like fertility services to help somebody who really endeavors to have a family, or if we're looking at employers who are placing a higher emphasis on health and wellness. We've seen many of our clients who are actually offering gym memberships for free for their employees because they want them to be healthy, particularly in the past two years, when you know, there's been a lot of challenges when it comes to individual wellness, we're seeing employers really care about the people who come into the office every day or telework into the office every day.

And that will go a long way towards retention in my opinion because when you feel valued and you feel that your personal human needs are being met you're much more likely to stay in a situation and have more loyalty towards that employer because simply they're treating you like a human being and just not an employee number.

There's been a trend here in the United States to really put an emphasis, even on paternity leave, to allow dads to spend time with their children. And that could be because the mother perhaps has a very high-level career and they want to share in the parenting responsibilities and also want to share in the precious time to spend with their newborn babies, which as we know is a very short window.

So we're seeing this revolution in terms of how we look at parenting and how we look at the relationship between family bonding and the workplace and how employers can help facilitate a more family-friendly environment, not just for mothers but for fathers as well, which I think is an interesting trend.

Tip 4: Personalise the offer

When it comes to the Great Reassessment or the Great Realignment as opposed to the Great Resignation, we're just seeing people over the past few years say, hey, maybe I'm looking at my life in a more existential way and maybe we've taken some things for granted pre pandemic, and now there's more of a sense of urgency to live a more fulfilling life and also to have a more fulfilling career.

So really what that looks like when it comes to personalization is top talent really looking to find a marriage with an employer, if you will, that not only meets their professional goals but also meets their goals as a human being. It makes them feel valued, fulfilled and satisfied that their uniqueness, if you will, their unique hue and what makes them unique as a human being is not something that is just being tolerated but it's being celebrated.

David Helfrich is client partner and head of Americas at Armstrong Craven. This interview is part of a [series](#) created by The People Space in partnership with Armstrong Craven

©The People Space 2022