

The War for Talent: Winning thru People

The US Bureau of Labor Statistics predicts that by 2020, 17% of leadership positions may go unfilled because of a lack of qualified candidates. According to the US Department of Labor, between 1998 and 2008, the number of people between the ages of 45 and 65 will increase by a total of 15.8 million people. This large and aging group represents the current leadership pool – the pool from which organizations select, train, and grow leaders. To exacerbate the lack of immediate leadership talent, the labor pool between the ages of 25 and 44 decreased by 3 million due to population trends. Thus, in 2008, the net difference in the number of people available to fill critical future leadership positions declined by almost 19 million, and by 2020, there will be an overall labor shortfall of 17%. The war for talent is becoming nuclear. This trend is not confined to the US. Similar trends are occurring throughout Europe, Japan, and most of the developed world. (The Asia Pacific region is not far behind, and demographers predict the AP region will experience the same shortfalls 10 to 20 years later. The only places where the future talent pool is growing include the Middle East, Africa, and India.) The aging of US Boomers and the smaller X & Y Generations creates an unprecedented vacuum that necessitates employers competing unlike ever before for high-quality talent. The purpose of this course is to mine recent findings and surface themes that clarify definitions, characteristics, and best practices of what might be described as *The War for Talent: Winning thru People*.

Course Outline

I. The Challenge: The War for Talent

- A. What's Changing
- B. Two Encouraging Premises
- C. Why People Leave
- D. Presenteeism and the Cost of Employee Engagement
- E. The Fight to Retain High Performers
- F. Talent Development
 1. Top 12 Ways to Drive Talent Development for Employees
 2. 4 Considerations to Effectively Design Jobs in ways that Encourage Executive Development

II. The Formula: Triune for Attraction & Retention

- A. Creating a Culture of Good Leaders
 1. Do Cultures Create Leaders or Do Leaders Create Cultures?
 2. Cultures & Beliefs
 3. Traits of Good Leaders
- B. Creating a Great Workplace
 1. Relationships Between Employees, Leaders, Company, and Career
 2. Great Reminders
 3. Rewards of a Motivating Workplace
- C. Sustaining an Employer of Choice Designation
 1. What is *Employer of Choice*?
 2. Expectations of Today's Employees
 3. 12 EOC Characteristics
 4. How to Become an EOC
 5. Examples of EOC

III. Employee Morale Myths

IV. Generations



STRATEGY | CULTURE | LEADERSHIP | CHANGE