



# **WORKPLACE CULTURE: RECRUITING TOP TALENT**

**Introduction – Robert Walters**

**ROBERT WALTERS**

# About the Study

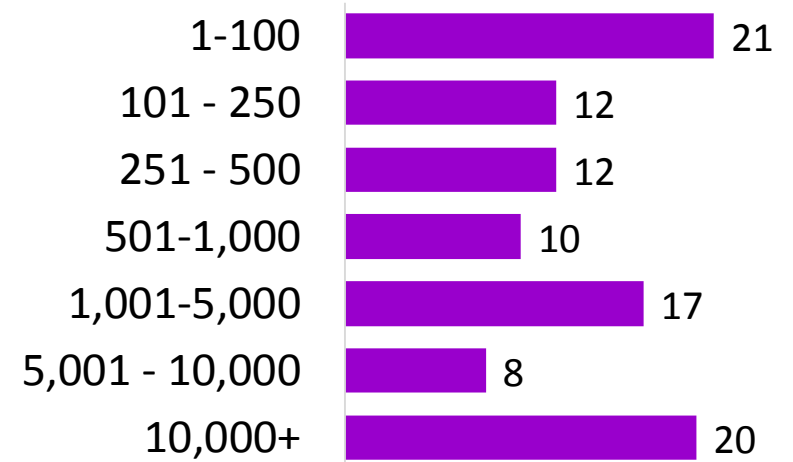
- Over 1,000 people surveyed in the UK
  - 727 professionals
  - 310 hiring managers
- Representative of our client base
- When?
- Objectives of the study ....
- Issues we often see in our clients



# 727 Professionals

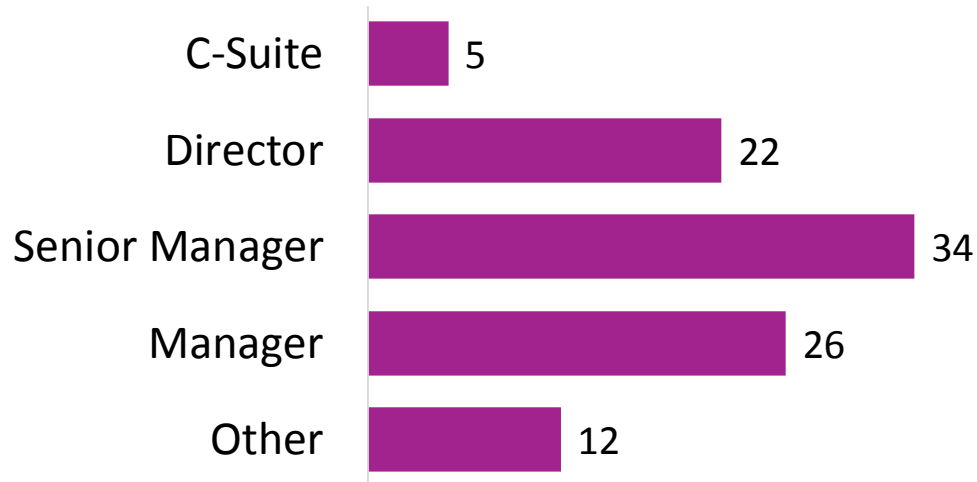


## Organisation size by number of employees

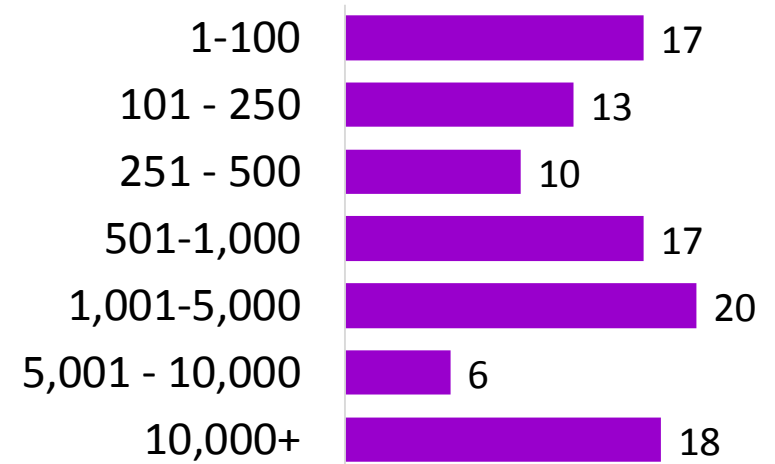


# 310 Hiring Managers

## By seniority



## Organisation size by number of employees







@EngageWellbeing

# WORKPLACE CULTURE: RECRUITING TOP TALENT

Charles Fair – Associate Consultant – Great Place to Work®

GREAT  
PLACE  
TO  
WORK®

ROBERT WALTERS



# Today's Themes

- Introducing Great Place to Work
- Recruiting for Cultural Fit
- But it often doesn't work
- So what's going wrong?
- Who should shape workplace culture?
- The costs of a poor workplace culture
- The benefits of having a great culture
- What else makes the Best Workplaces™ stand out?
- The future of the organisation and the perils of cultural fit



# Great Place To Work<sup>®</sup>

We help organisations to improve their performance by **creating and sustaining great workplaces** through the development of **high-trust workplace cultures.**

This helps us build a **better** society.







*'We believe every organisation can become a great workplace'*







# What is Organisational Culture?

*“the way things get done around here”.\**

Culture = practices + behaviours

**How do your practices and the behaviours of your managers align with the culture you want?**

\* From Deal T. E. and Kennedy, A. A. *Corporate Cultures: The Rites and Rituals of Corporate Life*, 1982



## A caveat ...

“Poor cultural fit” ≠ “Poor culture”

However ...

If workplace culture is poor, then people are much more likely to feel that they do not fit



**Recruiting for cultural fit:  
everyone thinks it's important ...**





# 90%

**of employers say it is very important to find candidates who are a good cultural fit**

(Base: 310 hiring managers)



# 98%

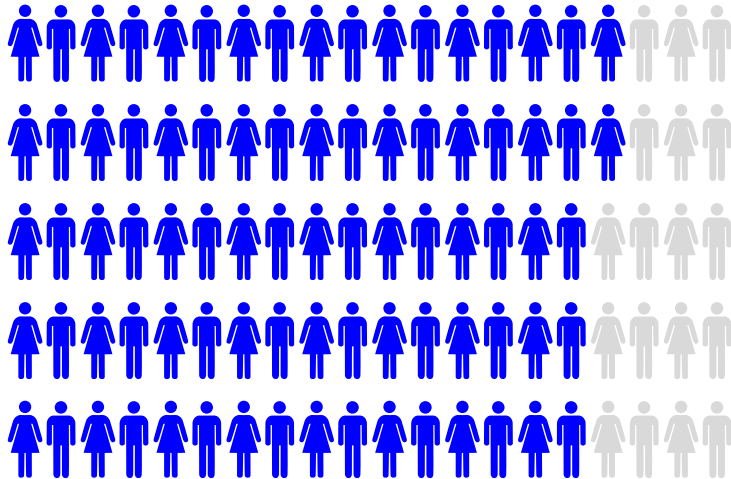
**of employers believe cultural fit is important when considering a member of staff for a management role**

(Base: 310 hiring managers)



**... But professionals say its often not working ...**

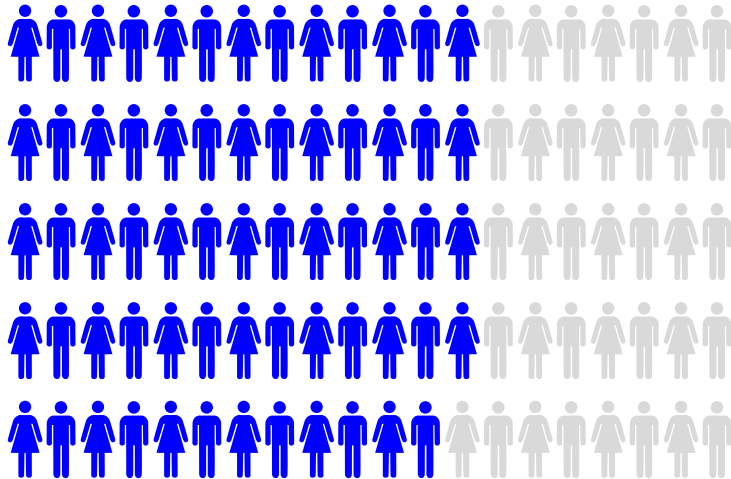




# 82%

**of professionals have worked  
for an organisation where  
they disliked the company  
culture**

(Base: 727 professionals)



# 64%

**of professionals have worked  
in a role where they were a  
poor cultural fit and hated  
coming into work**

(Base: 727 professionals)



**So, what's going wrong?**

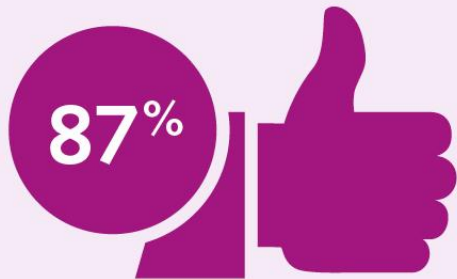
**Poor experience during recruitment  
and induction ...**





# Recruitment and induction for culture often falls short

BUT ....



OF EMPLOYERS OFFER INDUCTION TO NEW STAFF ON COMPANY CULTURE AND VALUES

(Base: 310 hiring managers)



OF PROFESSIONALS FEEL THEY HAVE BEEN MISLED ABOUT COMPANY CULTURE DURING THEIR INDUCTION

(Base: 727 professionals)



# Candidates often feel misled about company culture



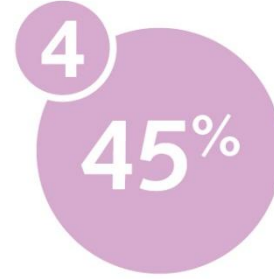
RESPONSIBILITIES OR FOCUS DID NOT MATCH JOB DESCRIPTION



OPPORTUNITIES FOR CAREER DEVELOPMENT/TRAINING DID NOT MATCH EXPECTATIONS

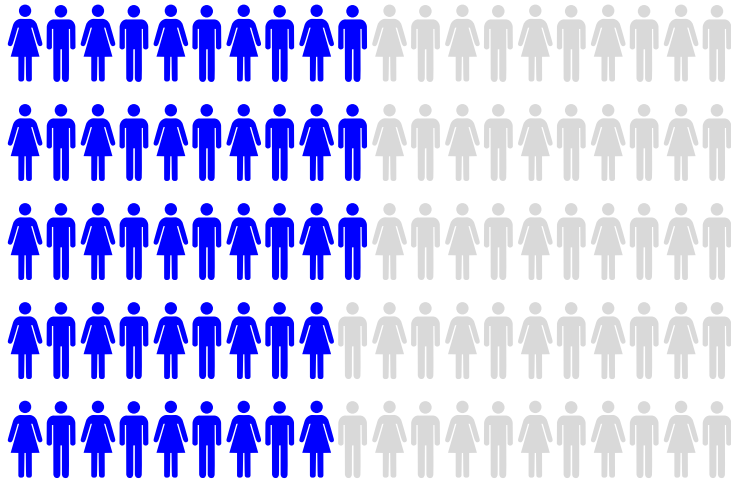


OVERALL ENVIRONMENT DID NOT MATCH DESCRIPTION



WORK LIFE BALANCE DID NOT MATCH EXPECTATIONS

(Base: 727 professionals)



# 48%

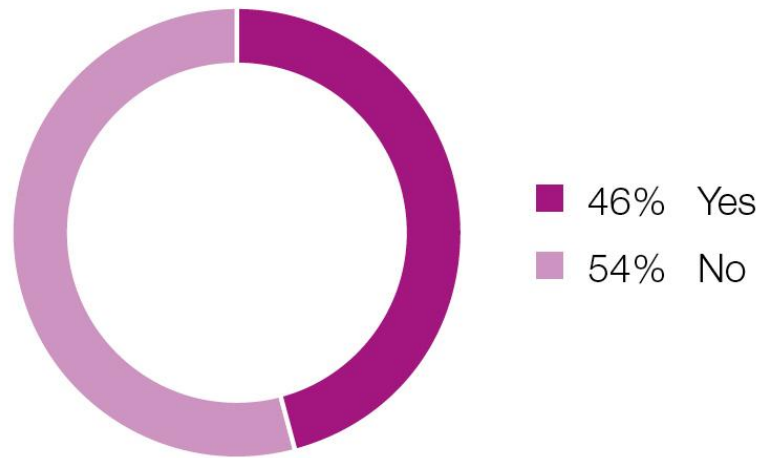
**of professionals have never met their colleagues during the interview process ...**

(Base: 727 professionals)



# ... and 54% of employers do not engage recruiters to identify the qualities required for cultural fit...

**Do you engage recruitment firms to identify the qualities required for cultural fit?**



(Base: 310 hiring managers)

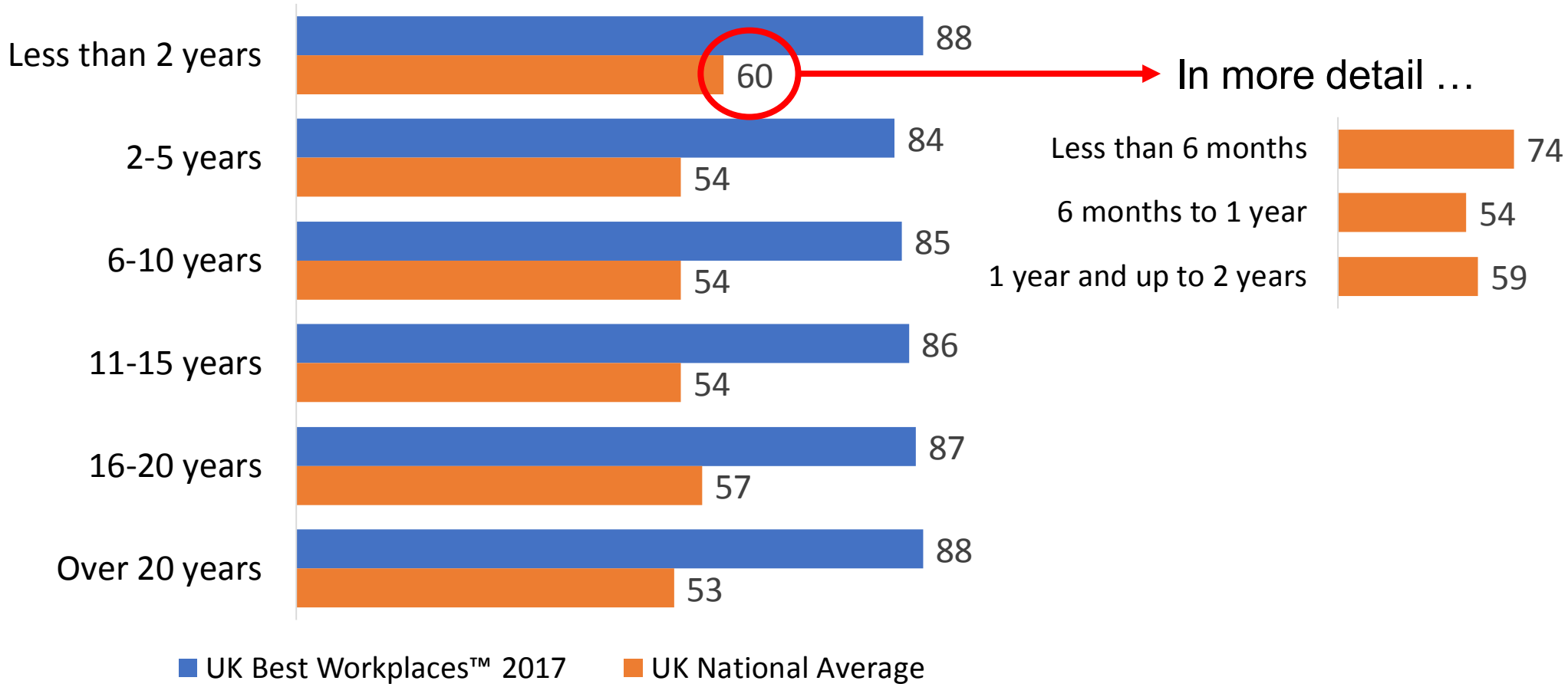




**... is followed by progressive  
disengagement as a result of a poor  
culture**

# The honeymoon period is very short ...

Trust Index<sup>©</sup> by Tenure

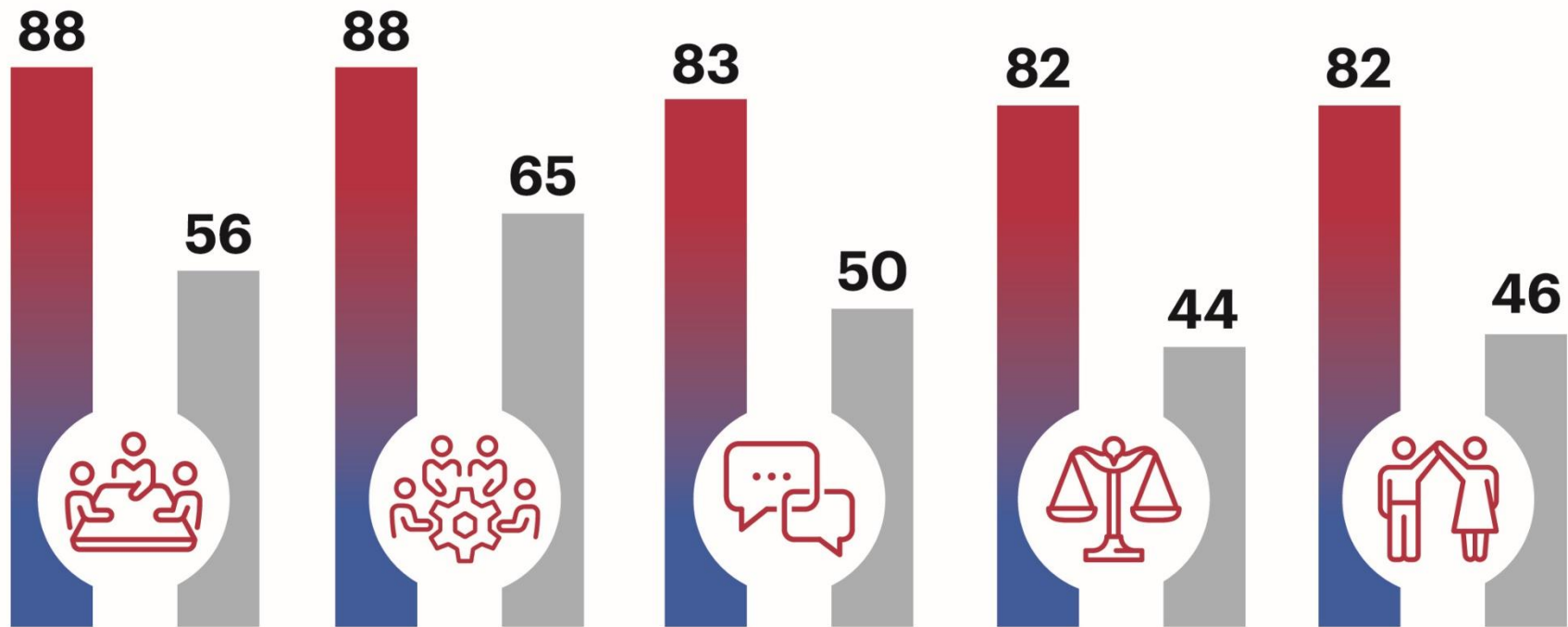


Source: Great Place to Work® data (2017) and Population Survey (2015)

# Disengagement is driven by a number of things

## Top five drivers of engagement

Best Workplaces™ % scores    UK Average % scores    Difference



Teamwork

Empowerment & Accountability

Communication & Involvement

Values & Ethics

Recognition



**Many organisations recruit people  
for their strengths...**

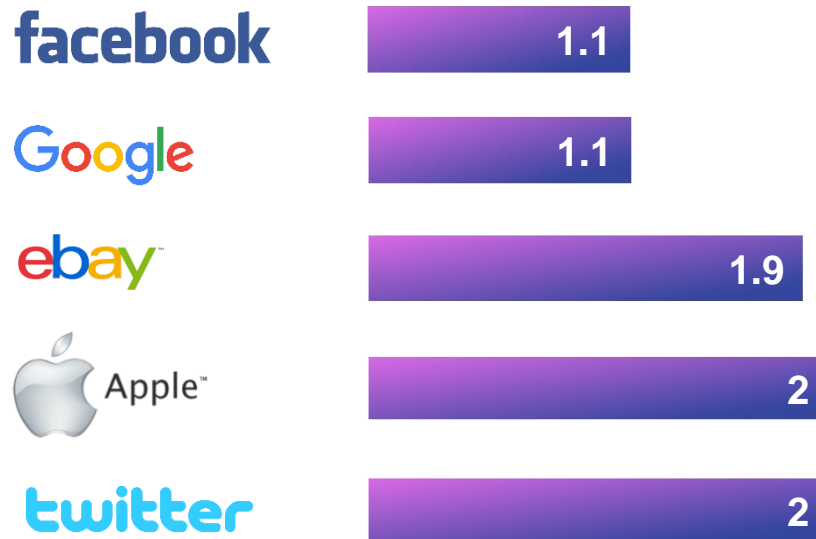
**... but then try and 'fix' their  
weaknesses!**





# Tenure is declining in the War for Talent

## Median Tenure (years)



Tenure is falling in many organisations, with median tenure less than 2 years

Source: Payscale 2013



**People agree that workplace culture should be shaped from the top**



# Who should shape workplace culture?

**Senior management**



**Mid-level managers**



**HR**



**Marketing/internal comms**



(Base: 727 professionals)



# CEOs want to invest in people and culture...

92%

of CEOs highlight that **people** are their top priority

50%

of CEOs consider **culture** to be in their top three priorities\*

Source: PwC, 19th Annual Global CEO Survey, January 2016





REPLACE TO WORK



GOTCHA!

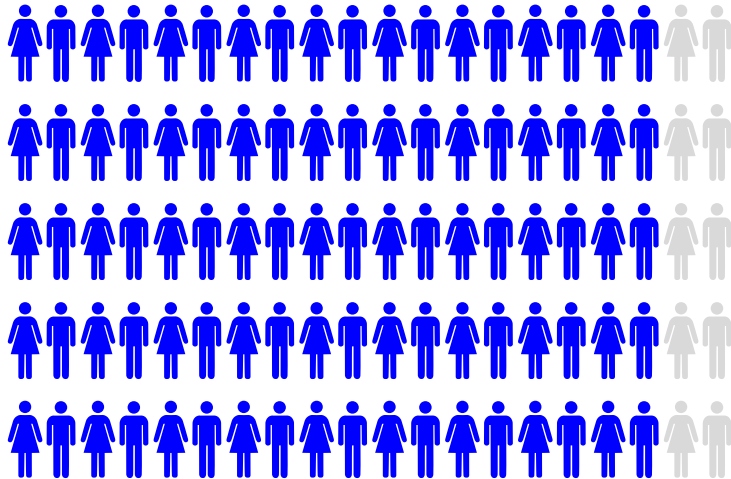


MURDOCH GOES DOWN WITH ALL HACKS





# The truth is out there in today's 'Glassdoor world'



# 90%

**of professionals have researched the culture of a company before accepting a role**

(Base: 727 professionals)





Robert Walters

Overview 268 Reviews

### Robert Walters Reviews

254 reviews

Filter

Full-time

4.0



82% Recommend to a friend

## Robert Walters Rating

Overall

Culture & Values

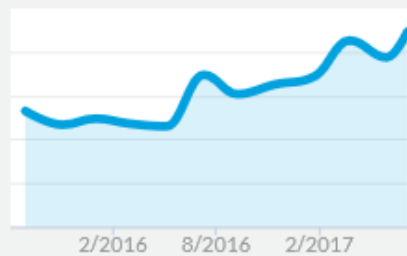
Work/Life Balance

Senior Management

Comp & Benefits

Career Opportunities

### Overall Trend



## Robert Walters UK Reviews

Updated 30 June 2017

48 reviews

Filter

United Kingdom

Full-time

Part-time

4.1

Rating Trends



78% Recommend to a friend



82% Approve of CEO



Robert Walters 33 Ratings

## 48 Employee Reviews

Sort: Popular | Rating | Date

### Pros

"1/ young and international **working environment**" (in 22 reviews)

"A well established system with **good training** and a good team based approach but also giving you the sense that you are running your own business" (in 14 reviews)

### Cons

"Long working hours, **work/life balance** could be better" (in 13 reviews)

"**Long hours**, especially in the early days" (in 17 reviews)

[More Pros and Cons](#)





# Your online employer brand may not be the one you want

## HOW DO PROFESSIONALS RESEARCH COMPANY CULTURE?



ASKING DURING THE INTERVIEW



FINDING MEDIA ARTICLES ABOUT THE COMPANY



USING ONLINE EMPLOYER REVIEW SITES



TALKING TO SUPPLIERS/PARTNERS

(Base: 727 professionals)



**The costs of poor workplace culture  
are high ...**



# Impact of a poor cultural fit on professionals

## How does poor cultural fit impact professionals at work?



(Base: 727 professionals)

# Estimated annual cost to UK employers of mental ill health

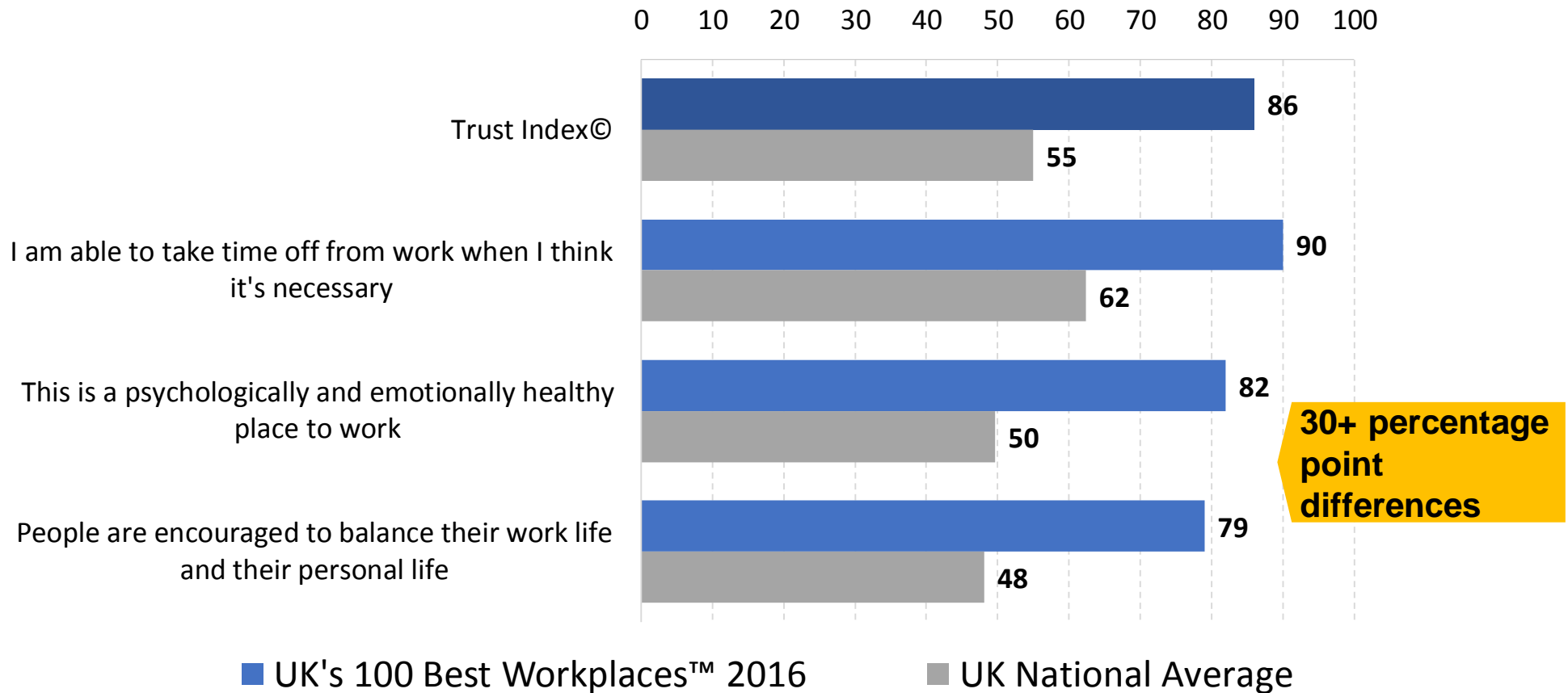
**£26 billion per year (in 2007)**

|                | Per cent of Total (%) | Cost per average employee (£) | Total cost to UK employers (£ billion) |
|----------------|-----------------------|-------------------------------|--|
| Absenteeism    | 32                    | 335                           | <b>8.4</b>                             |
| Presenteeism   | 58                    | 605                           | <b>15.1</b>                            |
| Staff Turnover | 9                     | 95                            | <b>2.4</b>                             |
| <b>Total</b>   | <b>100</b>            | <b>1,035</b>                  | <b>25.9</b>                            |

Source: Sainsbury Centre for Mental Health, 2007

# Wellbeing

## Difference between the UK's 100 Best Workplaces™ and the average UK workplace



30+ percentage point differences

Source: Great Place to Work® data (2016) and Population Survey (2015)



# What drives wellbeing at work?

The top 4 most common drivers of Wellbeing in UK organisations



## TOP DRIVER

Values-aligned and ethical behaviour  
(i.e. by leaders and the organisation)



## 2ND DRIVER

Teamwork  
(i.e. feeling part of a team)



## 3RD DRIVER

Work Environment and Processes



## 4TH DRIVER

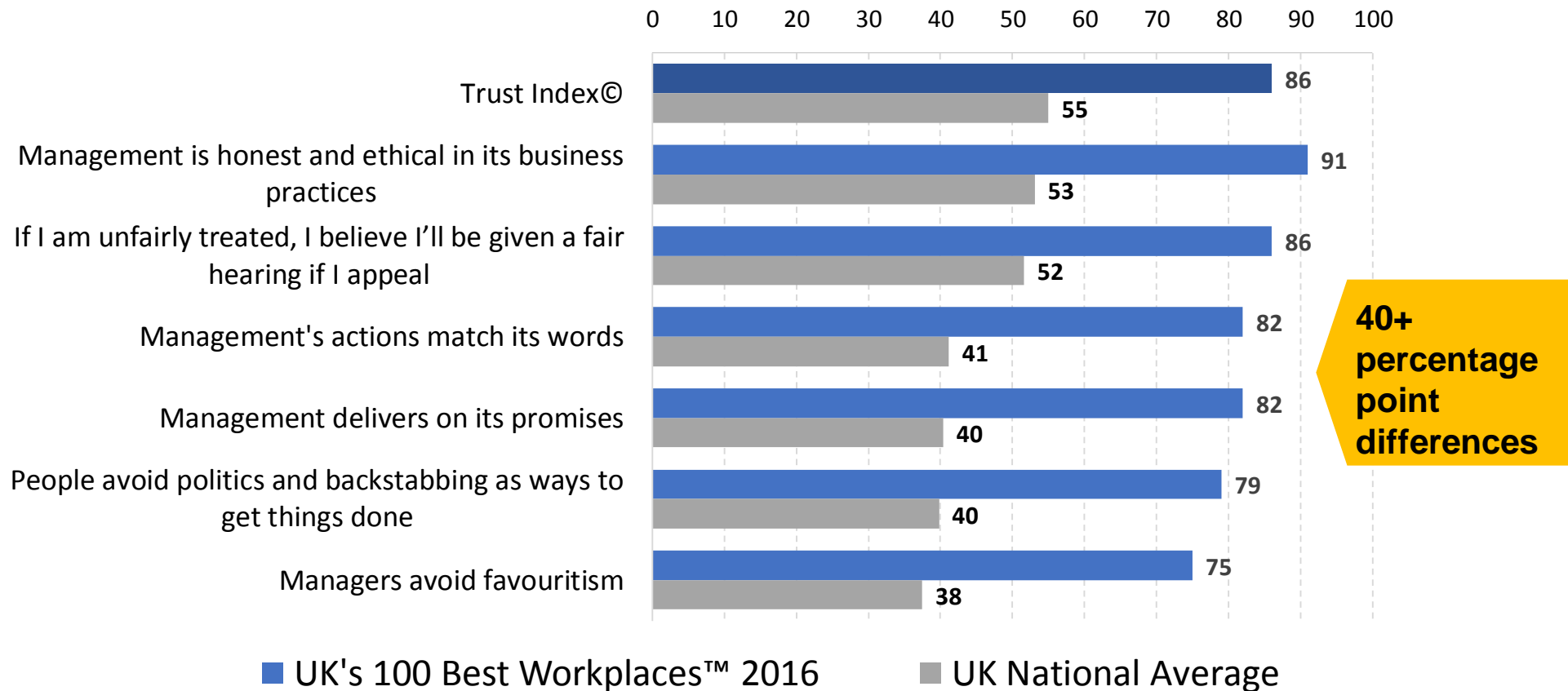
Recognition  
(i.e. being recognised and appreciated by line manager and the organisation)

Wellbeing:

- is more affected than Engagement by local issues
- has a strong relationship with Intention To Stay with/or leave the organisation

# Values-aligned and ethical behaviour:

difference between the UK's 100 Best Workplaces™ and the average UK workplace



Source: Great Place to Work® data (2016) and Population Survey (2015)



**... But the benefits of a great culture  
are significant**



# The benefits of a good cultural fit

90%



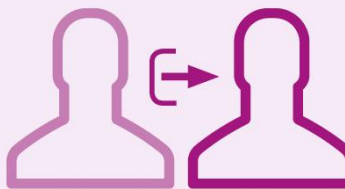
GREATER JOB SATISFACTION

84%



IMPROVED JOB PERFORMANCE

81%



LESS LIKELY TO LEAVE

78%



INCREASED RESPECT FOR THE COMPANY

(Base: 310 hiring managers)



# Best Workplaces™ have a larger applicant pool and attract more talent...

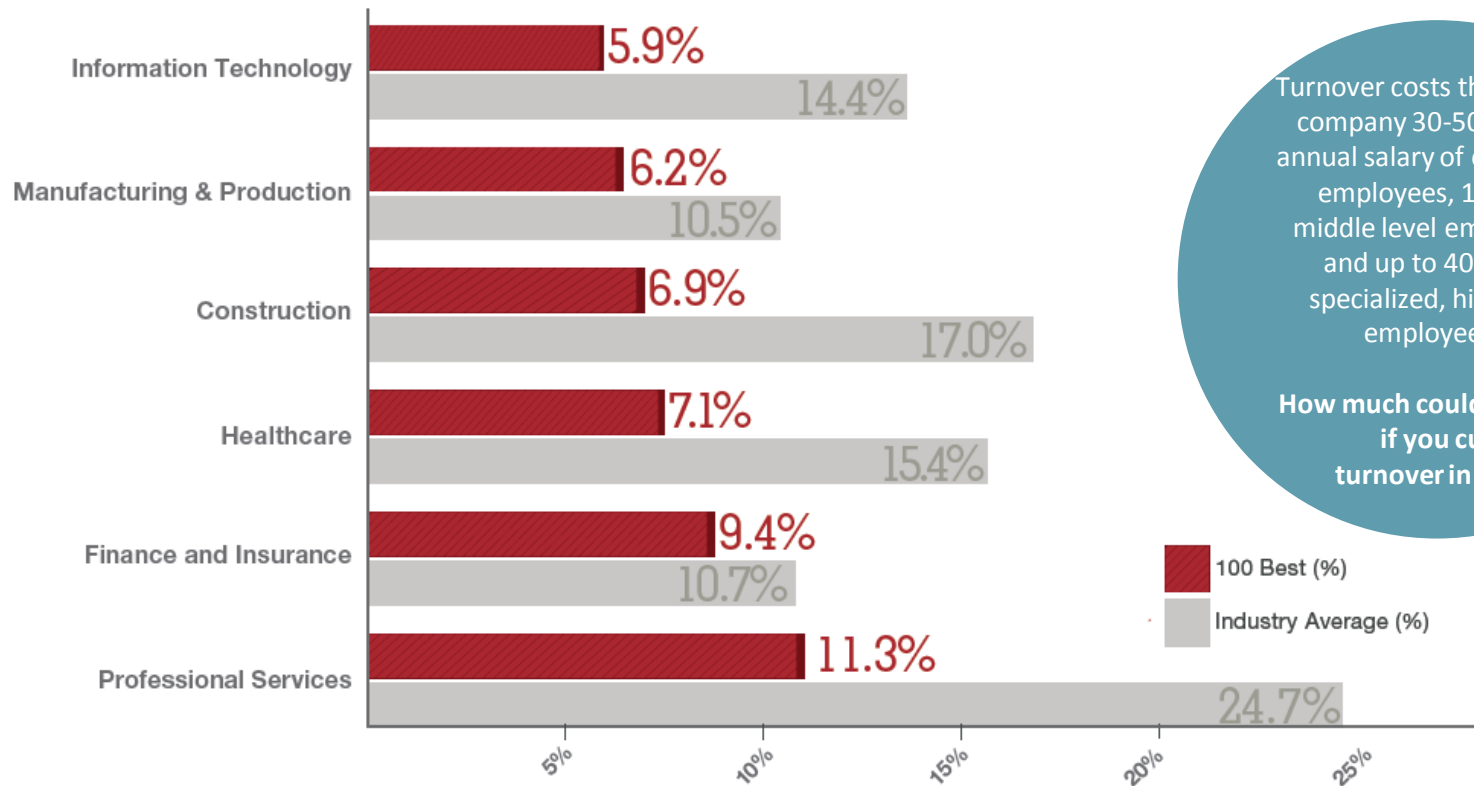
On average, Best Workplaces™ receive nearly one and a half times as many applications per job opening than their peers...





# ... are better at retaining employees ...

## 100 Best Workplaces (US) voluntary turnover by industry



Turnover costs the average company 30-50% of the annual salary of entry-level employees, 150% of middle level employees, and up to 400% for specialized, high level employees.<sup>1</sup>

How much could you save if you cut turnover in half?

Source: "100 Best" data provided by Great Place to Work® Institute, Inc. Comparative data provided by BLS. "100 Best" data includes FT & PT turnover; BLS data includes the same in addition to turnover for temp/contract workers.

1. Blake, R. (2006). *Employee retention: What employee turnover really costs your company*. ManagerNewz



# ... and have lower levels of absenteeism



THE  
AVERAGE  
WORKPLACE



**DAYS OF  
SICKNESS  
ABSENCE  
PER YEAR**



101 BEST  
WORKPLACES  
IN THE UK

\* Source: CIPD Absence Management Survey 2016

\*\* Source: Great Place to Work® 2015/2016 survey data



**So what else makes the  
Best Workplaces™ stand out?**

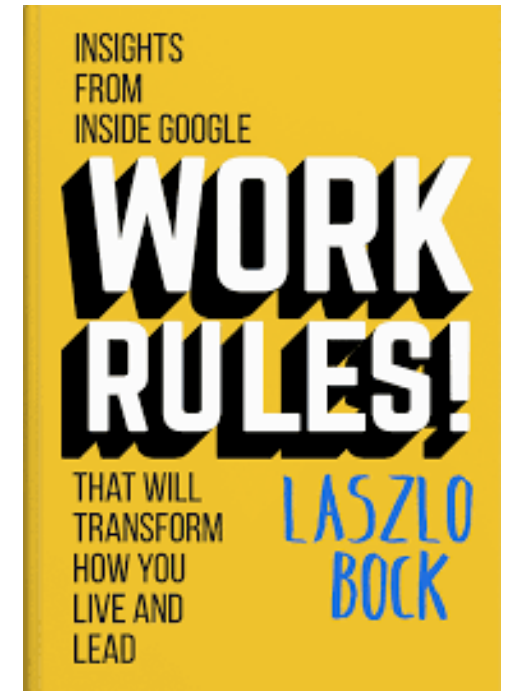


# What do we see in Best Workplaces™?

- **Purpose**
- **Transparency**
- **Employee Voice**

Underpinned by ...

- **Values**
- **Consistency of behaviours**
- **Senior Leaders lead by example**
- **Line manager capability**



(2015)



# Values in the UK's Best Workplaces™

**97%** of Best Workplaces™ have values statements.

- They put their values at the heart of everything they do and they attribute their business success to them

**3%** say they have no formal values statement

- However, they are still driven by a guiding set of principles or ways of behaving and doing business

‘... they’re at the heart of what we do... we live and breathe the values.... serve as a touchstone for all our policies, programs and culture.. embedded and integrated into everything we do... our entire culture is underpinned by these principles... deliberately not written a set - on paper can be lifeless, without meaning... they form the bedrock of our culture and our business success...’





# Best Workplaces™ have a high proportion of managers who can balance technical and ‘soft’ skills ...

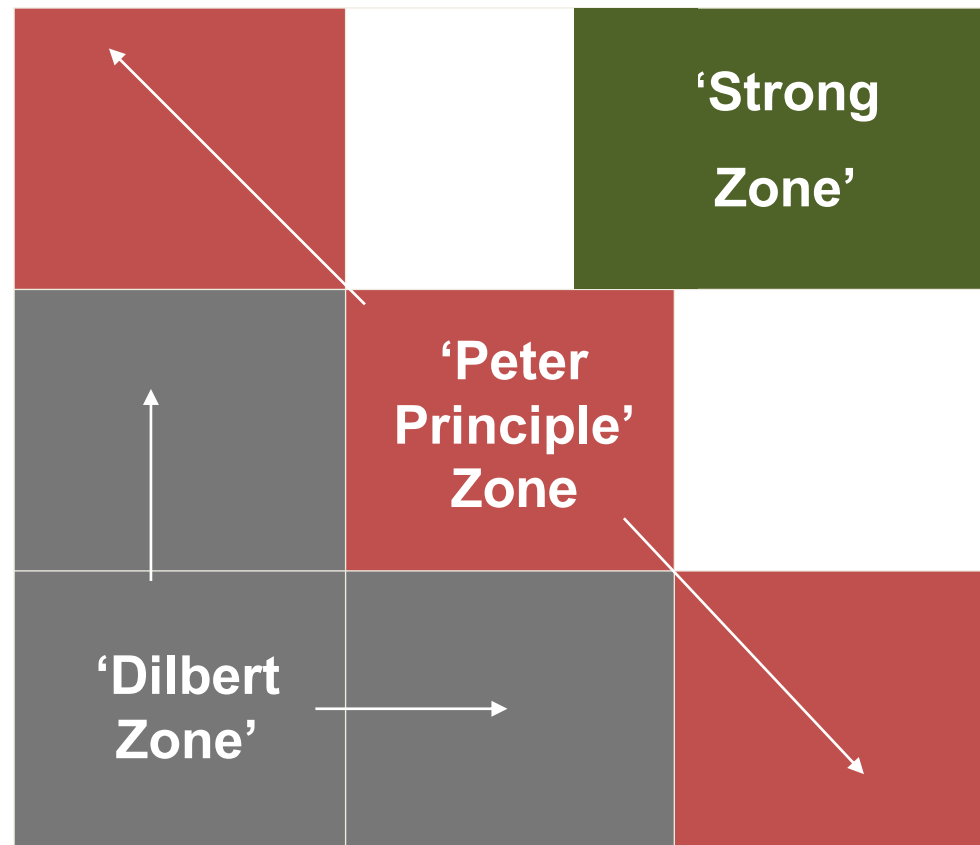
... displaying high levels of ‘discretionary behaviours’

**Management and Leadership Competencies**

(includes ‘Emotional Intelligence’)

High

Low



Low

**Technical Competencies**

High

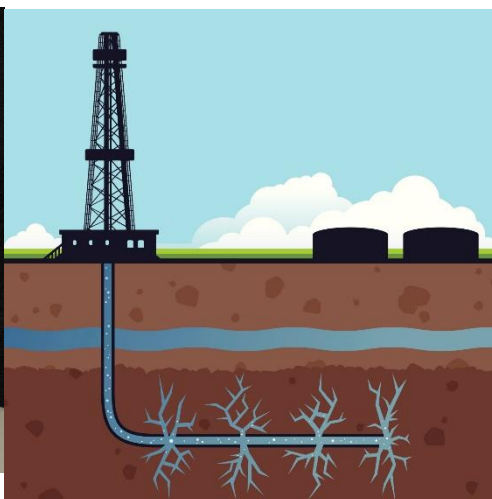
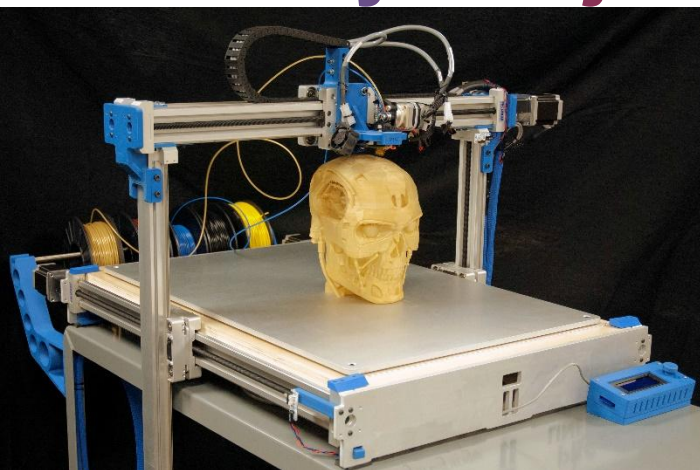
(Source: *Manager Redefined*, Tom Davenport and Stephen Harding pub. Jossey-Bass, 2010)



# Beware the 'cult' in culture ... the perils of cultural fit



# Technological disruption in almost every industry and job role ...



UBER

A laser sensor scans 360 degrees around the vehicle for objects.

A processor reads the data and regulates vehicle behavior.

Radar measures the speed of vehicles ahead.

An orientation sensor tracks the car's motion and balance.

A wheel-hub sensor detects the number of rotations to help determine the car's location.





The future is.....

**VUCA**

volatile

uncertain

complex

ambiguous







# If managers recruit in their own image, where do you find 'the grit'?

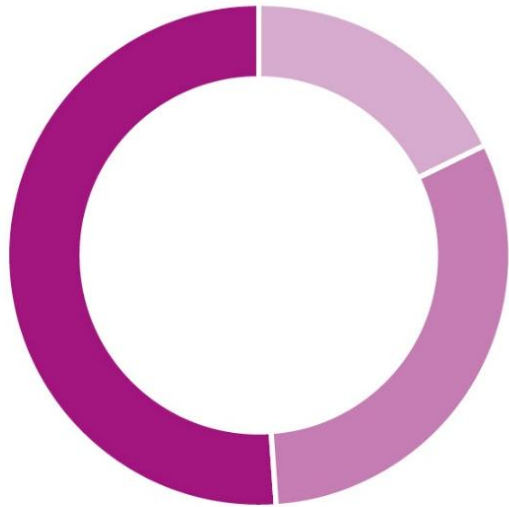






# Use of psychometrics for assessment

Does your company use psychometric testing to assess cultural fit?



- 18% Yes
- 31% No, but we would like to
- 51% No and we have no plans to do so

(Base: 310 hiring managers)

BUT, is this for:

- personality?
- emotional intelligence (EQ)?
- strengths?
- values?

Pitfalls include:

- confirmation bias
- using a development tool for recruitment/selection purposes



# How do you recruit for diversity of...

**thinking styles**  
**personality**  
**age/generation**  
**neurodiversity**  
**etc.**

**... and ensure that your culture can  
accommodate them?**

# Thank you!

## Charles Fair



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**@EngageWellbeing**



**www.linkedin.com/in/cfair**

## Great Place to Work® UK



**@GPTW\_UK**



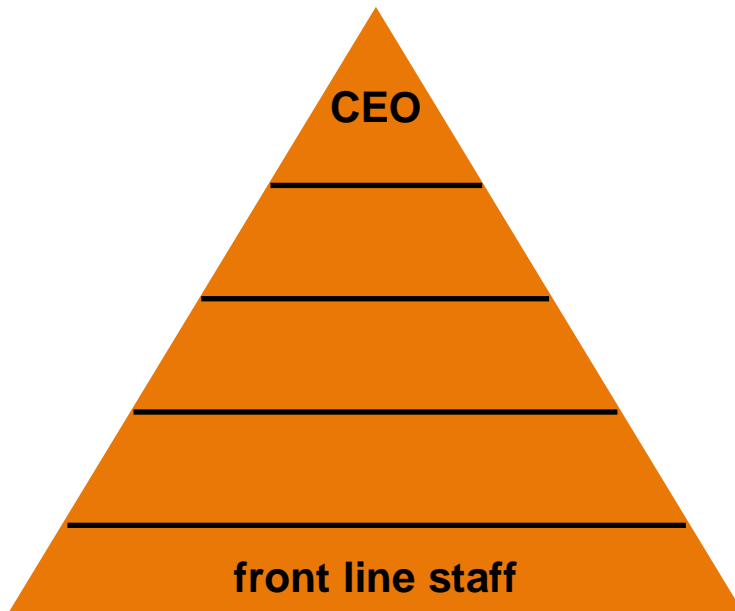
**[www.greatplacetowork.co.uk](http://www.greatplacetowork.co.uk)**

**Technology and generation  
change is forcing a change in  
the way leaders lead  
organisations**

**‘Human Centered’ organisations**

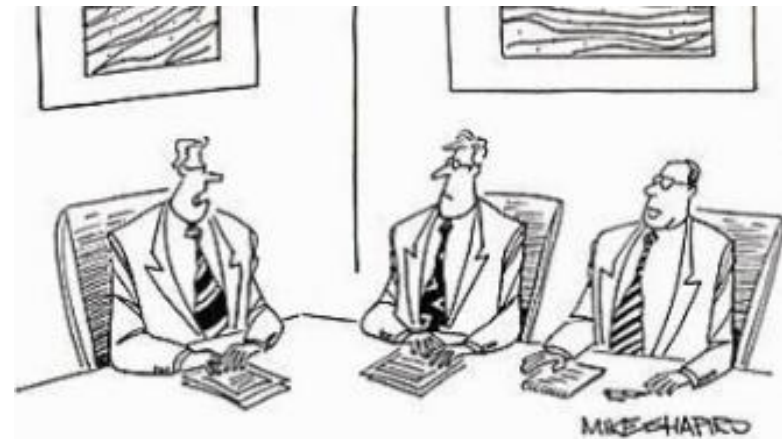


# Traditional organisational models are insufficient in a VUCA world



i.e. hierarchy, bureaucracy, control, power

**“I’m alright Jack”**



"Your job description is fairly simple: Stay in your cubicle and try not to make things worse."





## “the charismatic-leader model has to die”

“... a charismatic leader is not an asset; it's a liability companies have to recover from. A company's long-term health requires a leader who can infuse the company with its own sense of purpose, instead of his or hers, and who can translate that purpose into action through mechanisms, not force of personality.”

Jim Collins  
author of ‘Good to Great’

Collins, Jim, *The Death of the Charismatic Leader (And the Birth of an Architect)*, 1997  
[www.jimcollins.com](http://www.jimcollins.com)

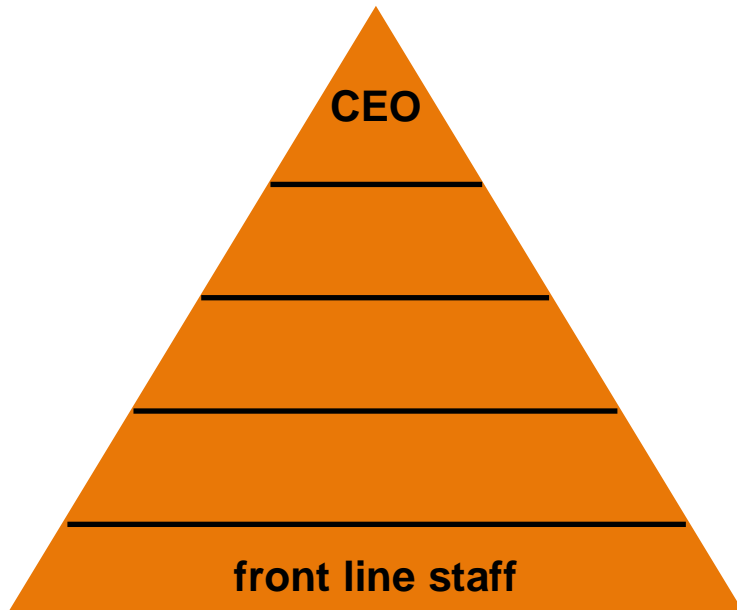


# Dark side of charismatic leadership



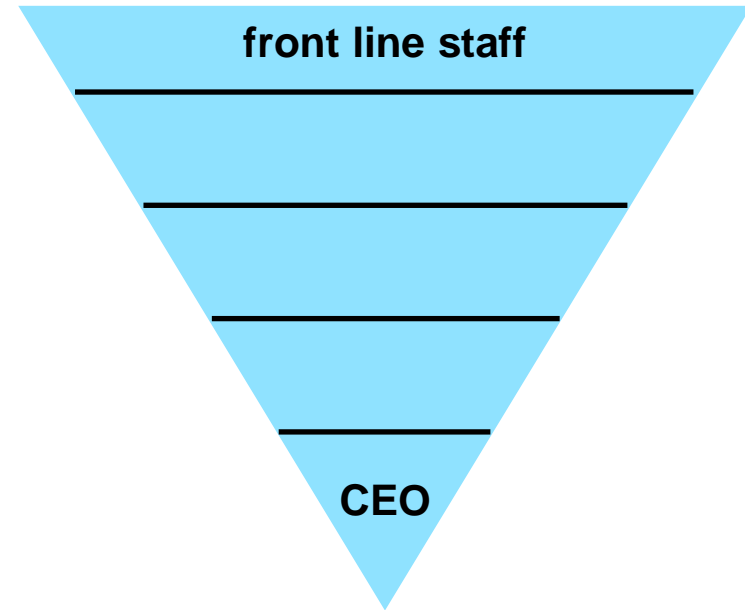
- Superficial charm
- Lack of humility
- Parent/Child behaviours
- 'Control freak'
- Inflexible
- Toxic behaviours - bullying

# These factors are inverting the pyramid



i.e. hierarchy, bureaucracy, control, power

## “Serve to Lead”



i.e. support, coaching, employee voice, collective power