

STRENGTHMATTERS®

**REIMAGINING
REINVENTING
REBALANCING**

2021 Financial Management Conference

Hiring & Retaining Talent for a Culture of Productivity

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October 28, 2021

Questions

- All participant lines are muted.
- Please use the **Raise Hand** feature if you would like to speak.
 - Raise hand feature is located in the Participant panel.
- You may also use the **Chat** feature to ask questions.
- Send a **Chat** to the Host if you have a technical issue.

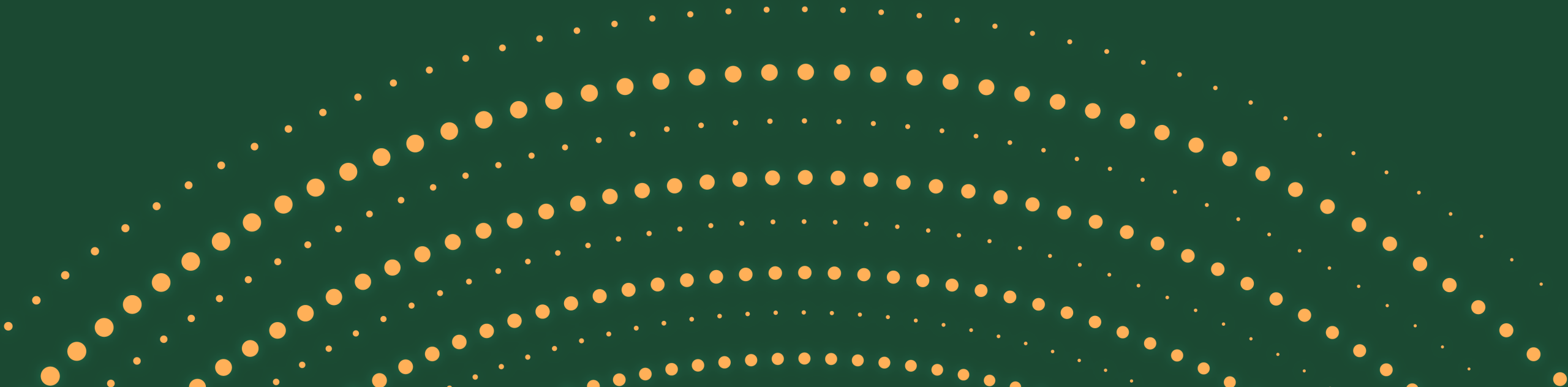
Continuing Professional Education Requirements for CPAs

- **Polls are Required for CPEs**
 - If you are seeking CPE credits, please submit ALL polls within each session, and the conference evaluations.
 - If you miss a poll, send a **Chat** message to the Host immediately.
- We use **Polls and the Zoom attendance record** to verify participation throughout the webinar.
 - **Participants must submit ALL polls and be logged in no later than 10 minutes after the scheduled session start time to receive a certificate.**

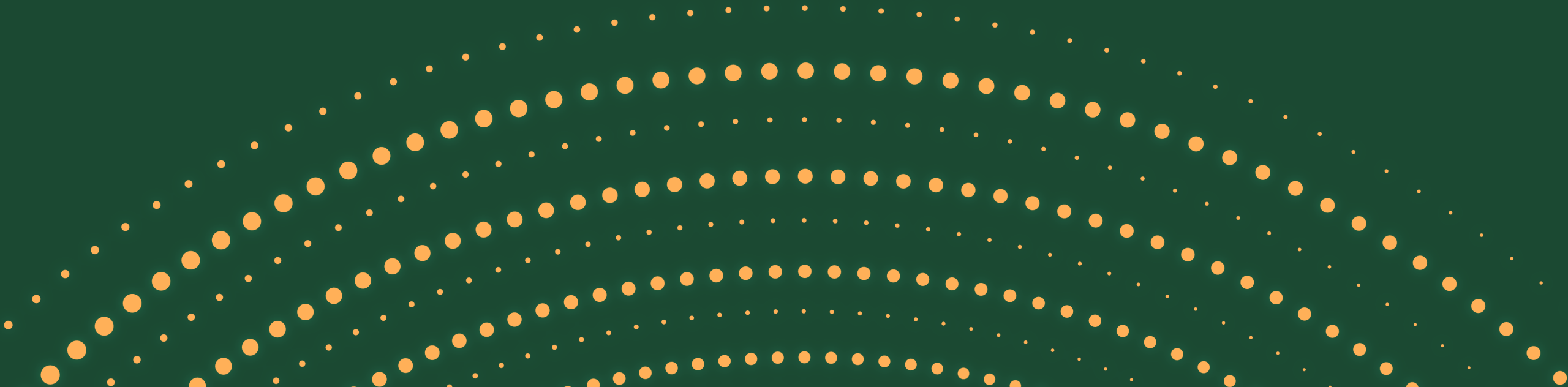
Continuing Professional Education Credits (CPEs) for CPAs

- **Check your Zoom display name**
 - If the correct name is not shown, email your Zoom display name and your full name to consult.lwells@gmail.com.
- You may **request a certificate of completion via the conference evaluations**.
 - Links to the evaluations are emailed to all registrants.
- For more information on CPE credits, contact Lindsay Wells at consult.lwells@gmail.com.

**POLL 1: How many positions are
you hiring and what are they?**

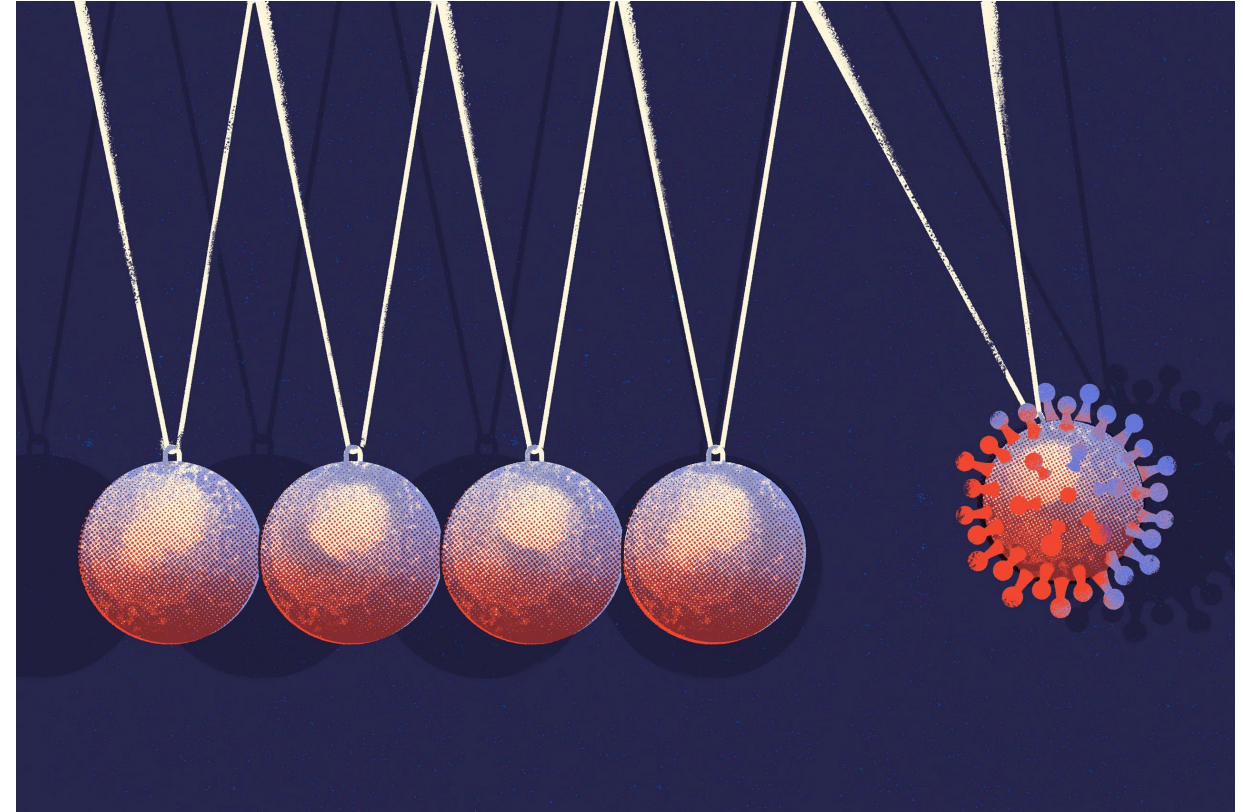


Getting Acquainted: “What are the top trends you are seeing?”



Relevant Trends and Drivers

- ❑ COVID-19, Delta and other variants continue to proliferate, net of vaccination decisions
- ❑ Recruitment processes and related hiring decisions still happening remotely
- ❑ Most “brutally” competitive marketplace for talent ever ...
- ❑ Truly a candidate’s market ... with renewed emphasis on diverse candidate
- ❑ Remote and virtual work environments have morphed from “occasional” to now LT “must have” trends
- ❑ PE standards, results and outcomes firing on all cylinders
- ❑ Employees now more willing to sacrifice upward mobility in ST for improved lifestyle and work-life balance ...



Here Comes a Fresh Perspective

- Talent Branding Is Serious Business
- WAKE UP and Save your Talent Brand
- Hunt or Be Hunted – Your Talent Brand May Save You
- Brick by Brick – Redeveloping your Talent Brand
- Attract, Hire & Develop Your People

Keeping it Real – The Harsh Realities

- Our goal! To Energize, Educate and provide tools and suggestions on how to win and retain talent
- Companies succeed or fail at making the impression – candidates AND orgs must both be “on their game”
- We must evolve in our thinking and break the mold of old habits
- Address job market, pandemic, how to adapt and stay competitive in thinking and movement

Harsh Realities (continued)

“When conducting your interview process, remember you are giving a candidate a snapshot of who you are as an organization.”

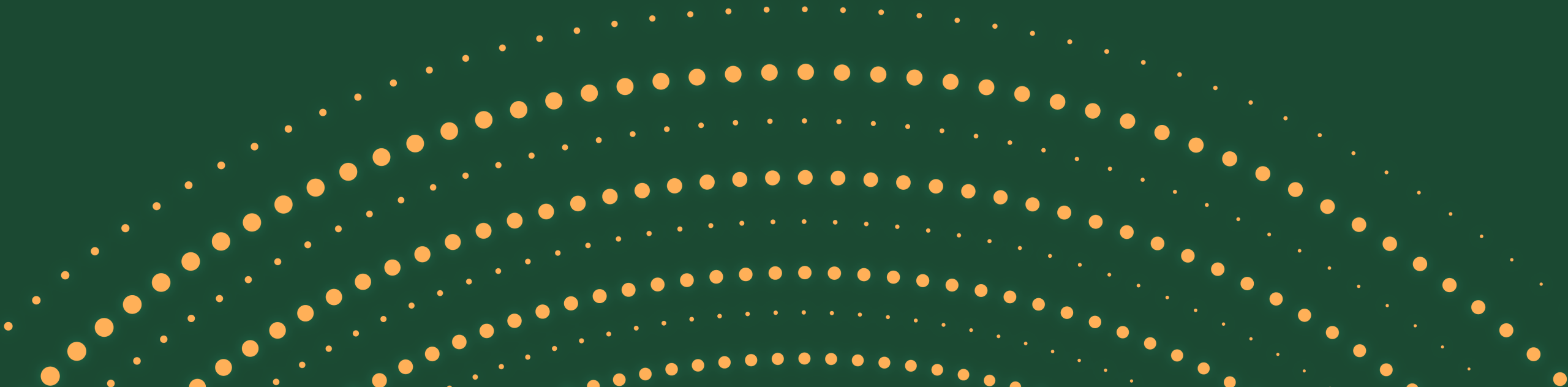
—Tracy McMillan, CEO & Managing Partner,
BroadView Talent Partners



Now What?? Best Practices, Tips & Habits!!

- Think before you act – no “posting and praying”. Plan for Quality.
- Know the compensation range, job market and trends – stay open
- TELL THE RIGHT STORY! Strength In Numbers!
- Spread consistency throughout the team to create best-in-class impression to candidates
- Ensure proper training on Zoom, MS Teams, WebEx, etc. – technology doesn’t suit everyone!
- Silence is not golden!!! Step-up transparency and feedback to runner-up/finalists

**POLL 2: What are your “go to”
sources for filling positions?**



Glossary of Relevant Terminology

- ❑ HCGA – HIGHEST CAREER GOAL & ASPIRATIONS
- ❑ TILAC – Time in Life & Career
- ❑ HIPO – High Potential/Succession Planning Eligible
- ❑ “STARS” – Consistently Strong Performer with Runway and Upside
- ❑ SME/SIC – Subject Matter Expert/Strong Individual Contributor
- ❑ Regretted Loss – Losing a STAR
- ❑ PE – Performance Equity
- ❑ Meritocracy & “*Tenure-o-cracy*”
- ❑ CPI – Continuous Process Improvement





Step-Up Your Recruiting Game ...

- Stop focusing on the best available talent who respond to your postings ... this approach has serious limitations
- Leverage ***targeted outreach*** to best available ***passive candidates*** in the marketplace
- This approach while ostensibly more time consuming will deliver better results, higher ROI and desired outcomes

DEI & Workforce Generational Breakdown



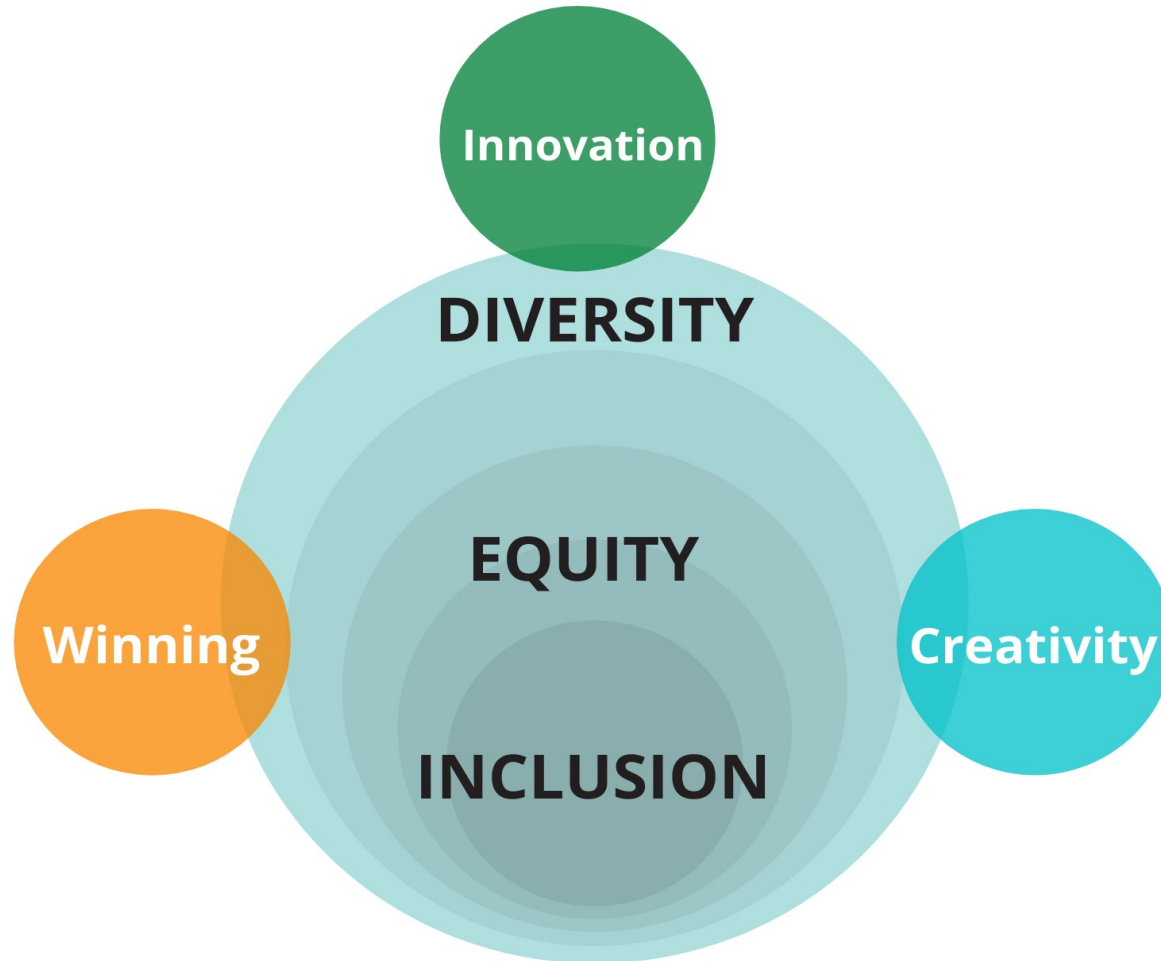
Workforce Generational Dynamics...

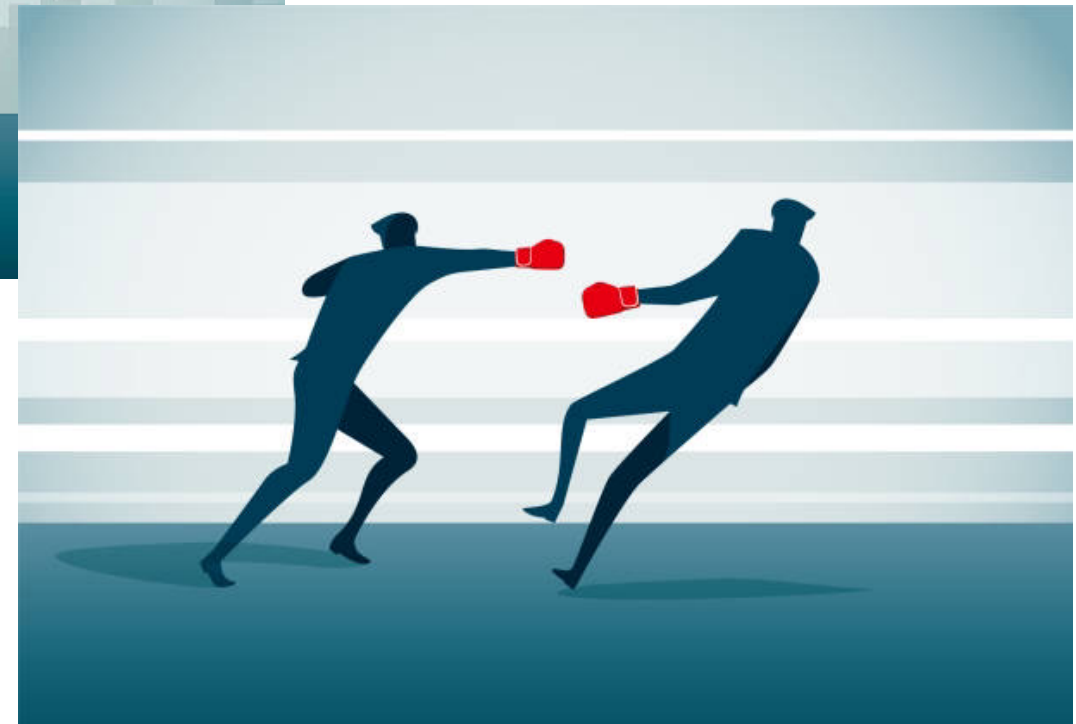
- Set proper expectations for tenure and length of stay
- Check-in with new hires twice per year
- Ensure alignment with new hires/legacy hire HIPO **HCGA**

Now More Than Ever Before ...



The DEI Bottom Line Imperative





The Demand for Talent ...

- Is ***brutal*** and ***more competitive*** than I have seen it in 26 years ...
- For Diverse talent, the supply and demand dynamics are unreal
- Differentiation in Process, Price, Opportunity and On-Boarding can help you win

Onboarding Best Practices - Perspective



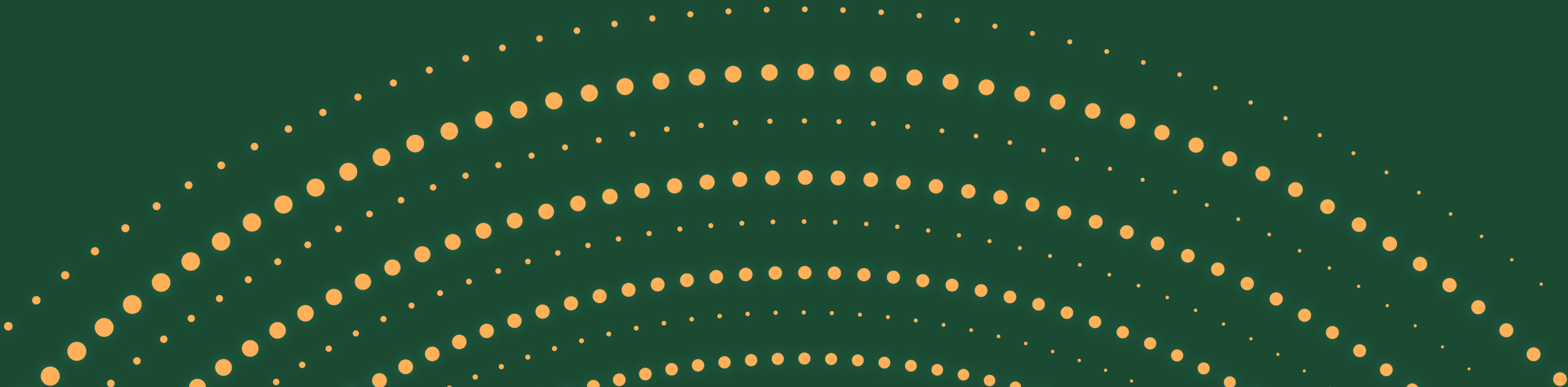
Reimagining Bench Strength

- Groom and invest in the talent that resides in your Org Chart ...
- All Controllers are not meant to be CFOs ... Why must we rely on Fractional or Interim CFOs to accomplish our goals
- Do you really need LIHTC, Real Estate Development, Project Finance experience in order to be a CFO within your organizations? Industry training is not the “***magic bullet***”

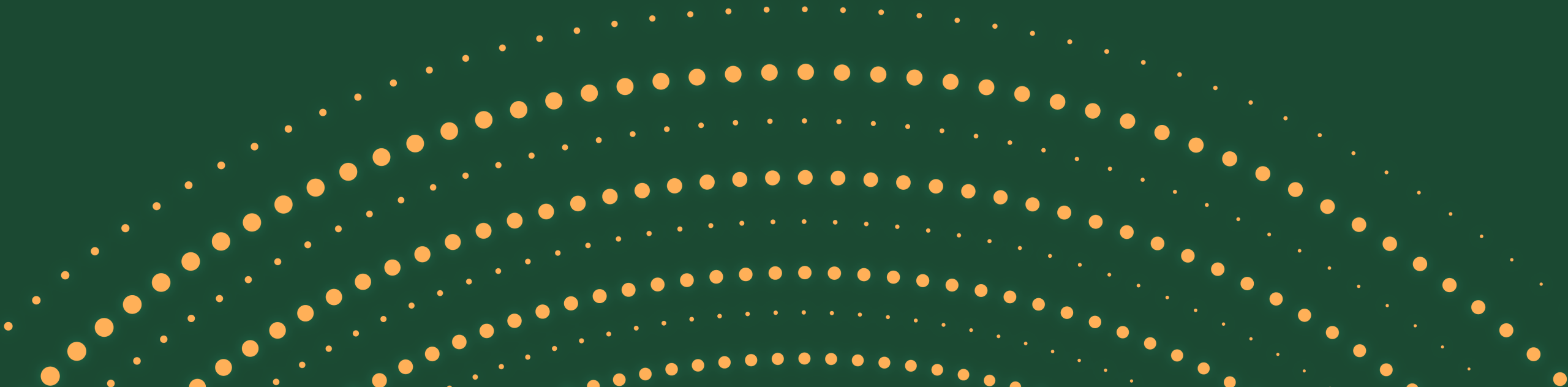
Executive Summary

- *Groom and invest in the talent that resides in your Org Chart ...*
- *We all need to be accountable to our talent brand, interview and evaluation process – think like a stakeholder*
- *Utilize targeted outreach to step-up your recruiting*
- *Leverage DEI to help win the war on talent*
- *Take On-boarding seriously and embrace it as a relational process, not a transaction*
- *Reimagine, reinvent and redouble efforts to build a more diverse, yet qualified CFO candidate*

POLL 3: How are you developing talent internally?



Discussion and Questions



CPE Feedback Poll

- If you are seeking CPEs, please complete this brief feedback poll.
- Note: All registrants will receive links to the conference evaluations via email.
 - Please complete the conference evaluations to request CPE credit and to provide qualitative feedback.