

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.

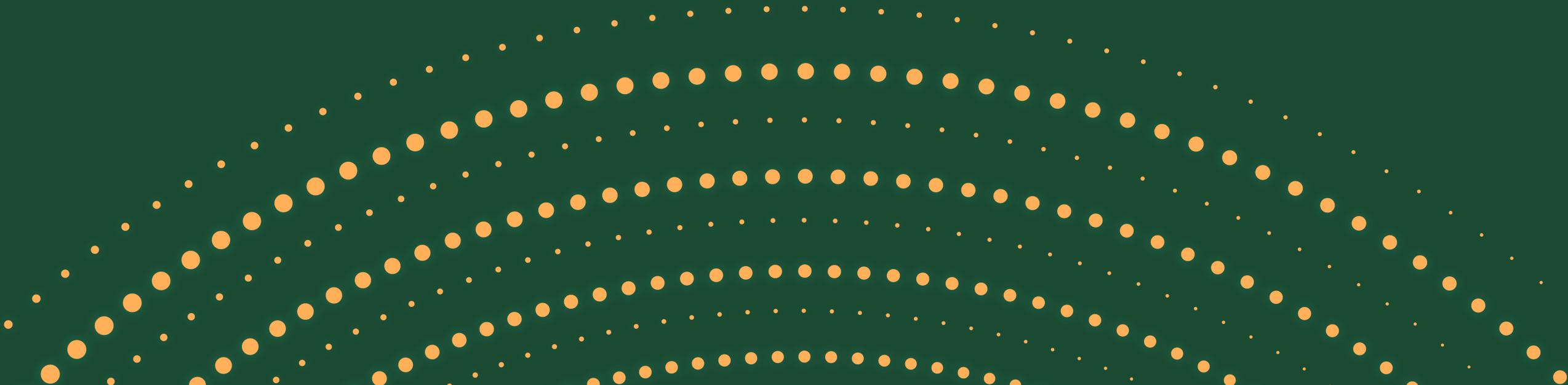
Continuing Professional Education Requirements for CPAs

- **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.**

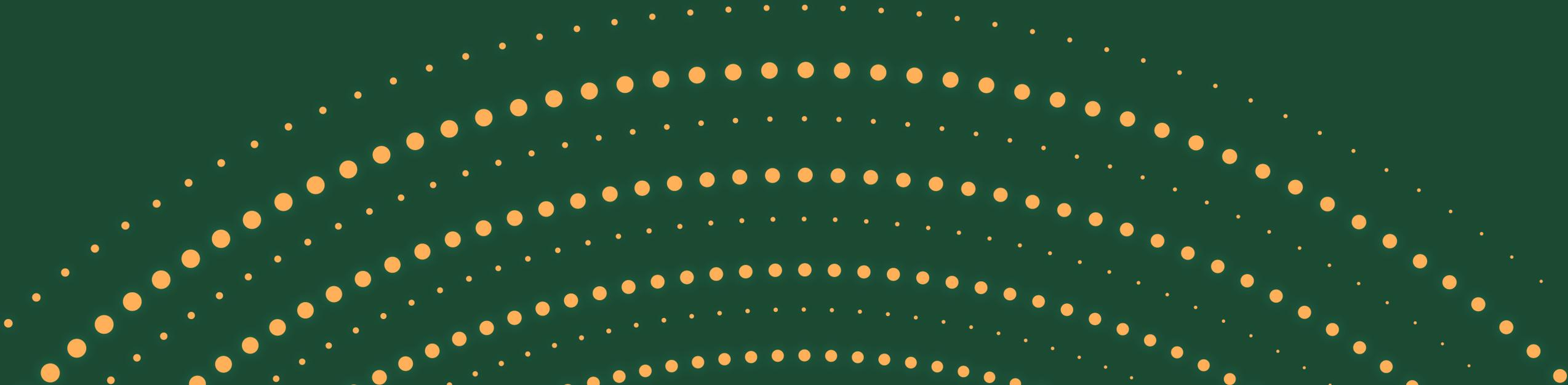
Continuing Professional Education Credits (CPEs) for CPAs

- **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?

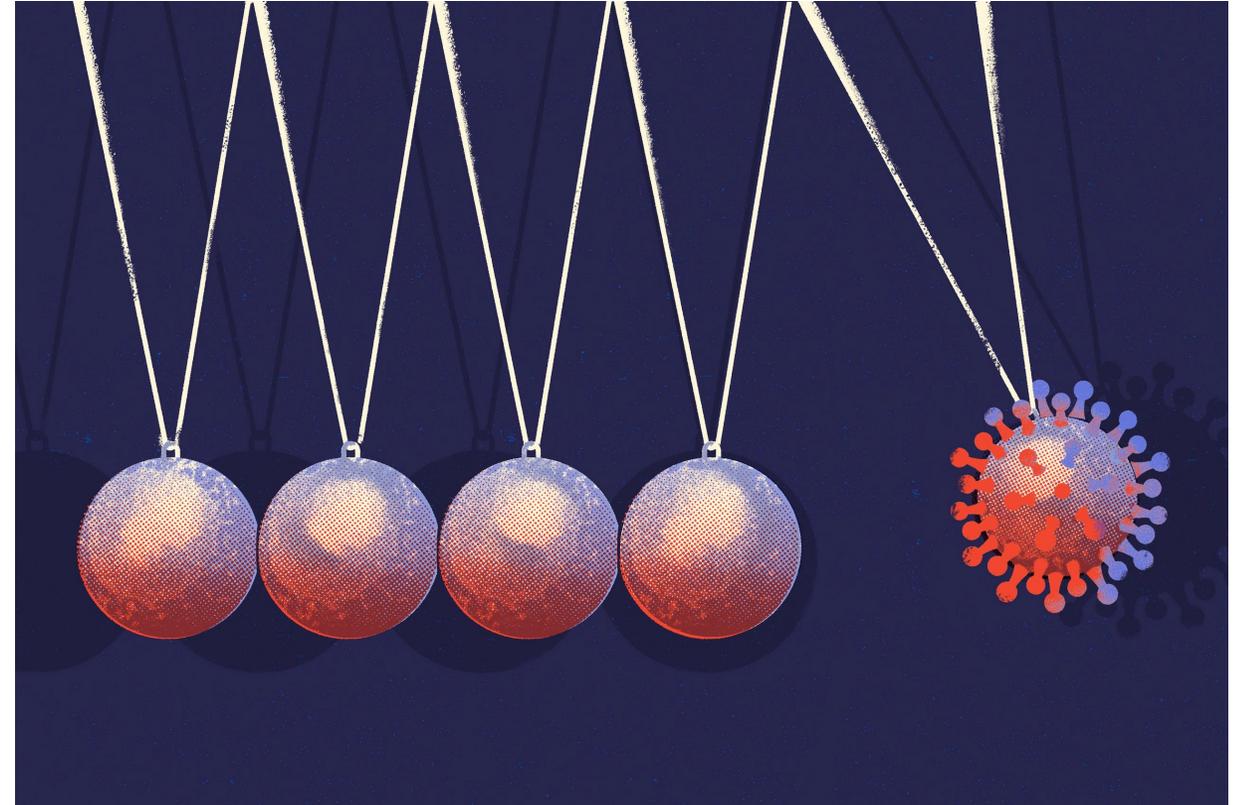


Getting Acquainted: “What are the top trends you are seeing?”



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

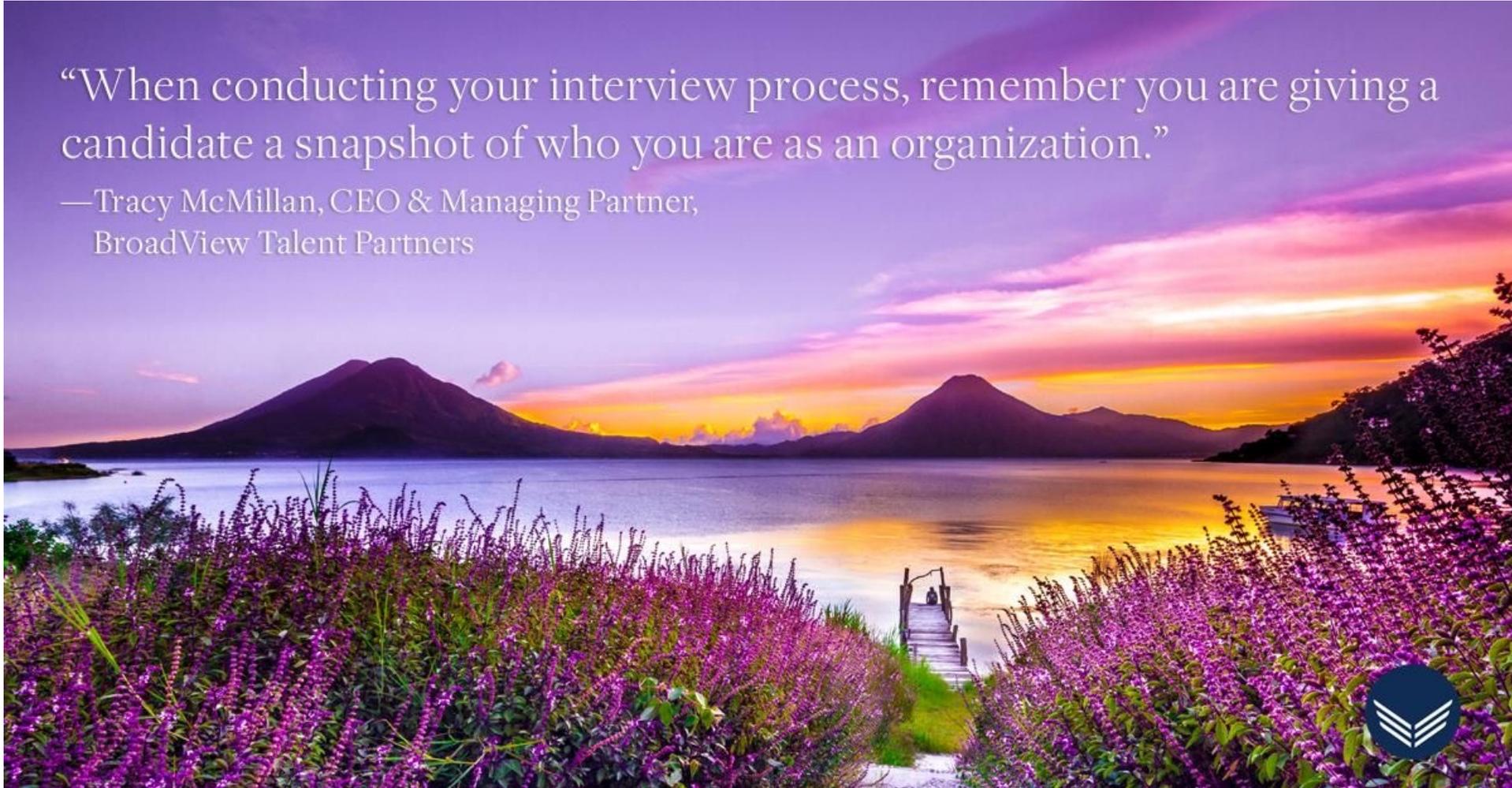
Keeping it Real – The Harsh Realities

- 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.”

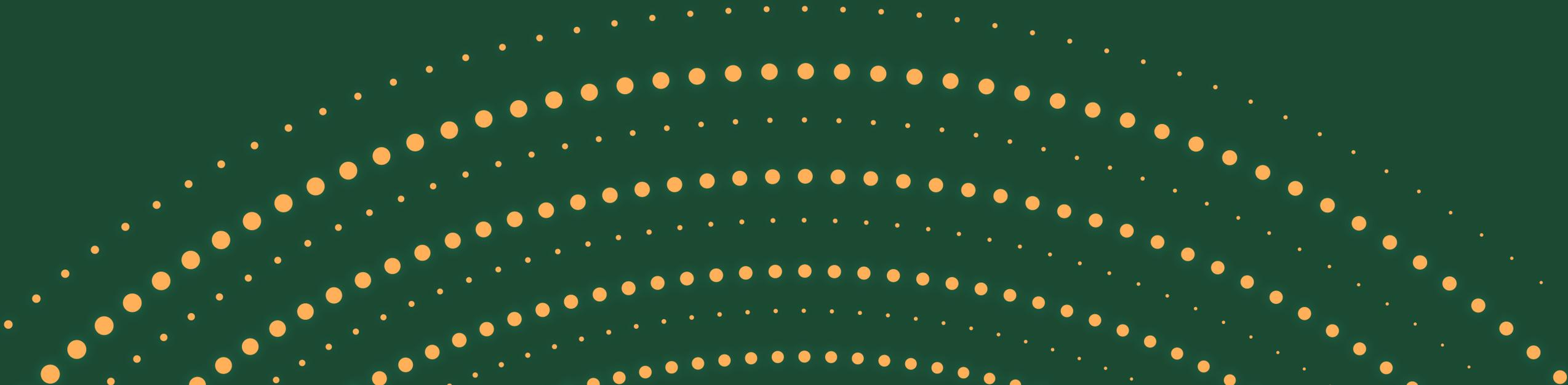
—Tracy McMillan, CEO & Managing Partner,
BroadView Talent Partners



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 ...

DIVERSITY **EQUITY** **INCLUSION**

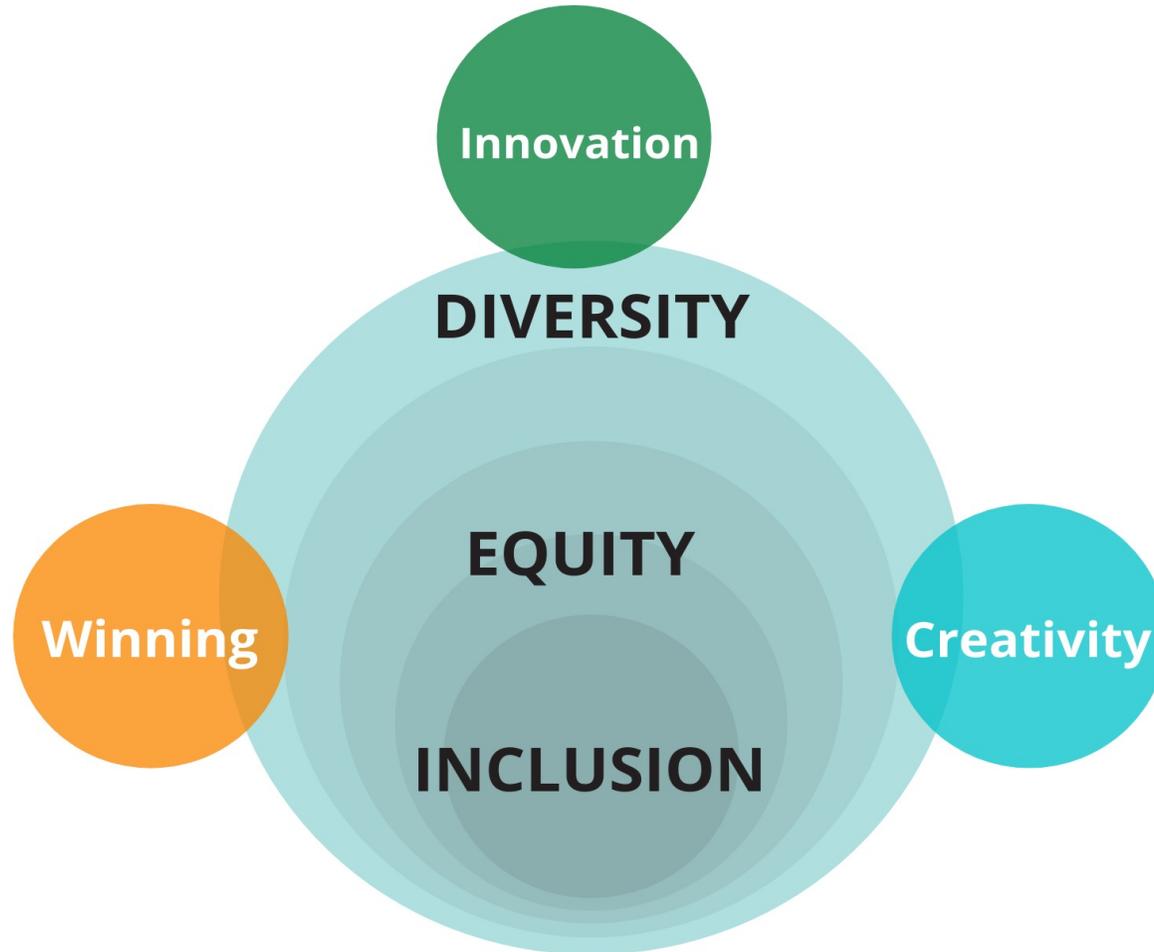
FIDELITY SOCIAL JUSTICE CULTURE RESPECT BELONGING COURAGE TRUST ACCOUNTABILITY WELCOMING VALUED GROWTH CENTERING COMMUNITY WELCOMING TRANSPARENCY INTERACTING ACTIVE FAIRNESS JUSTICE NEEDS DIGNITY POWER OPENNESS EQUITY FAMILY TRANSPARENCY RECEPTIVENESS CONNECTION COLLECTIVE RESPONSIBILITIES ACCOUNTABILITY DIFFERENCE INTERSECTIONALITY RECEPTIVENESS INFORMATIVE HONESTY WELCOMING RESPECT FIDELITY AFFIRMING POSITIONALITIES BELONGING EMBODY CARE

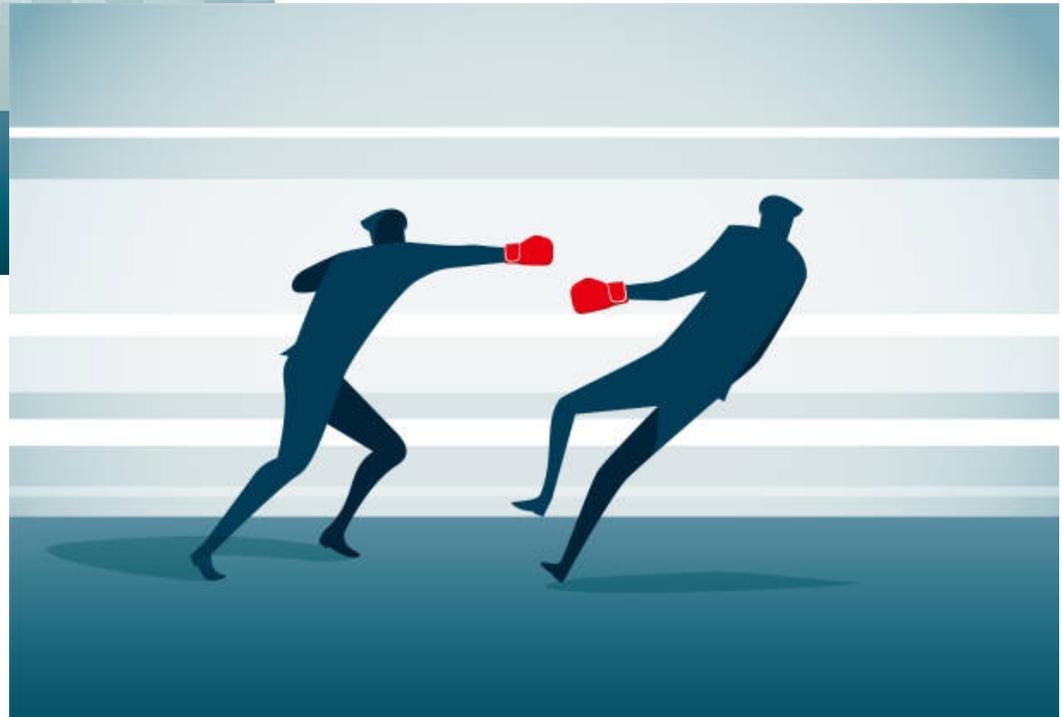
HUMILITY SUPPORT SYSTEM COURAGE CATALYST DIFFERENCE MUTUAL INTERSECTIONAL GROWTH INTERSECTIONALITY CO-CREATION REPRESENT IDENTITIES PERSPECTIVES

TRANSPARENCY RECEPTIVENESS CONNECTION COLLECTIVE RESPONSIBILITIES ACCOUNTABILITY DIFFERENCE INTERSECTIONALITY RECEPTIVENESS INFORMATIVE HONESTY WELCOMING RESPECT FIDELITY AFFIRMING POSITIONALITIES BELONGING EMBODY CARE

LEADERSHIP INFORMATIVE VALUED PERSPECTIVES FRIENDLINESS SUPPORT SYSTEM SOLIDARITY RECEPTIVENESS CATALYST THRIVING CONSCIOUS COMMUNITY APPRECIATION CARE

The DEI Bottom Line Imperative

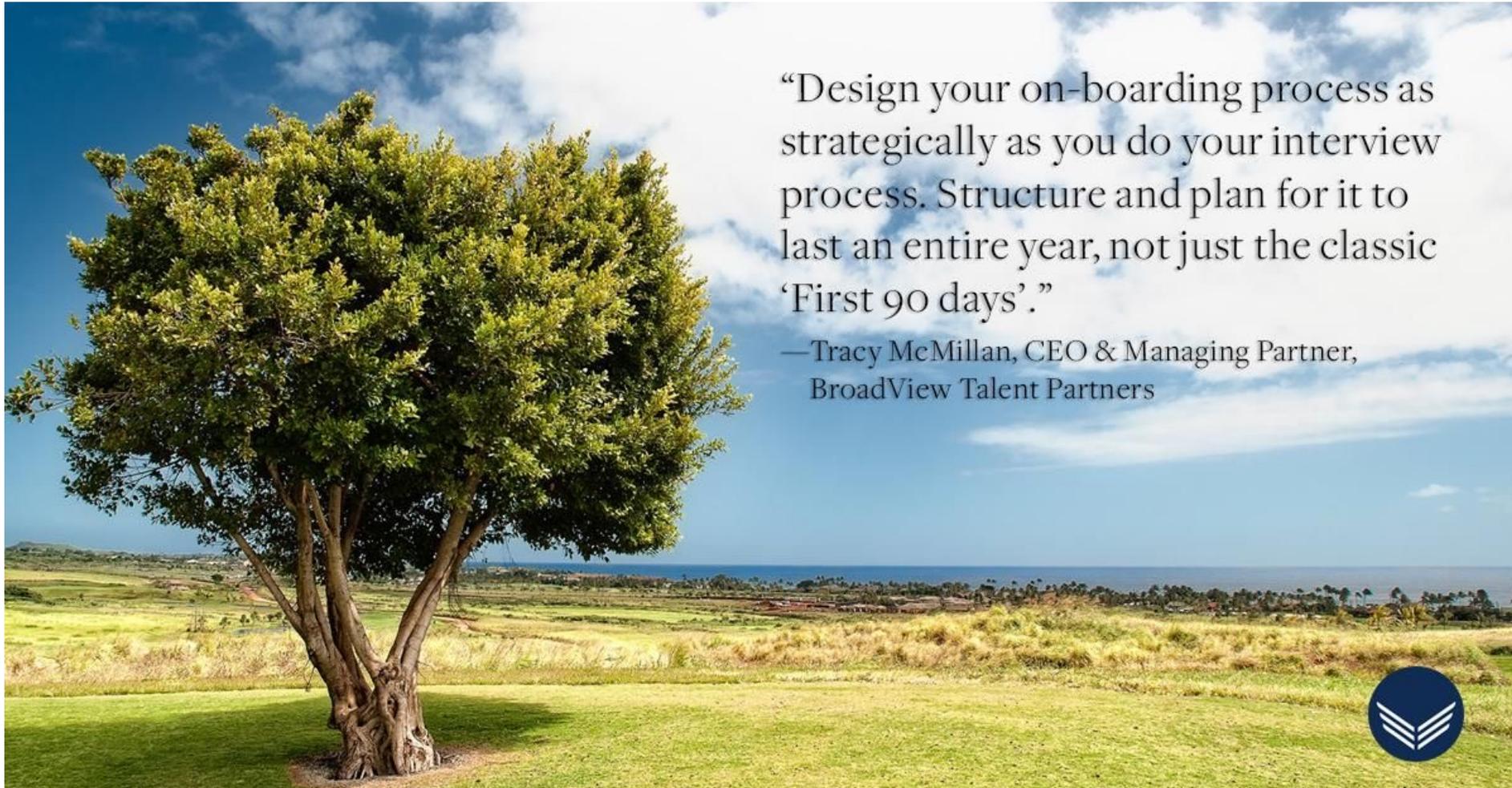




The Demand for Talent ...

- 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



“Design your on-boarding process as strategically as you do your interview process. Structure and plan for it to last an entire year, not just the classic ‘First 90 days’.”

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



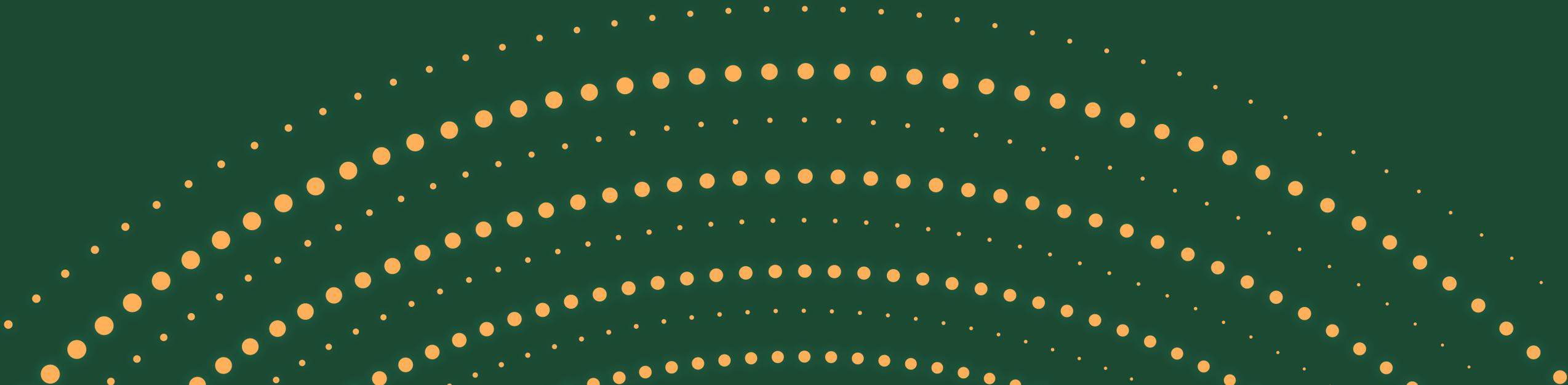
Reimagining Bench Strength

- 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*”

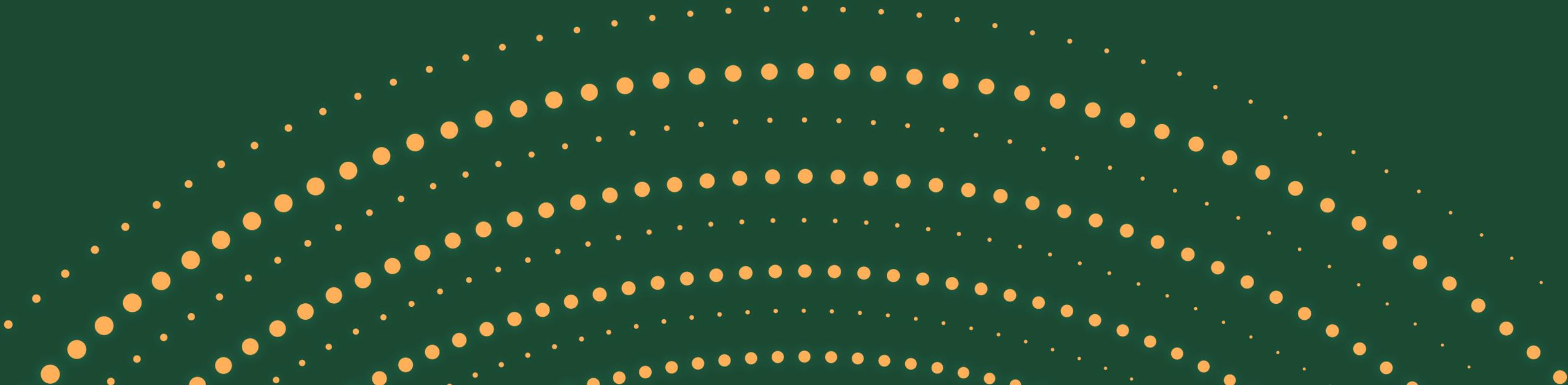
Executive Summary

- *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.