THE RESOURCE

VOL. VIII, ISSUE II

HR INSIGHTS Magazine

from the eyes of industry leaders

HOW TO CONDUCT A TALENT MARKET ANALYSIS WITH PUBLICLY AVAILABLE DATA

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Keeping Remote Employees Engaged

Why Peer-to-Peer Learning Should Be Part of Your Training Strategy

The Secret to Effective Performance Management

As we celebrate the 40th Anniversary of our Company in 2019, I feel compelled to reflect back on the incredible journey that brings us to this milestone. - *Kathy Hartung*

THE RESOURCE

As we step into our Company's 40th year in 2019, we begin by digging into the current state of our marketplace, our customers' needs, and how we are doing meeting their needs.

What we see is uncharted waters - where the demand for people is much greater than the available supply, and we must provide new and innovative solutions instead of old solutions that no longer work.

Now we get to create that *NEXT FUTURE* for The Resource. We are still highly committed to hiring great employees for our Customers, but the way we do it has and continues to change at a pace that is hard to imagine. We also know that finding the people is only the first step towards matching them with a new career. We must have the tools and technology to match them to the right opportunity and be the bridge to set them up for success.

The Resource's CORE Assessment gives us the Power and Knowledge we need to be that bridge for those looking for a new career, or to find a better fit in their work. It also gives us insight about each person to understand how they operate, and to coach them to succeed and overcome the challenges they encounter. After all, our companies are made up of a bunch of human beings making decisions and taking action. Where else could we make a greater impact than optimizing our people into the right roles, and lifting and coaching them to great success and being their best self?!

The Resource 2019 and beyond offerings:

- Hiring Solutions
- Coaching Solutions
- Training & Development Solutions
- Human Resources (HR) Consulting Solutions
- Career Coaching & Placement Solutions

See the back cover of this issue for a full list of services within each offering!

In 2019, The Resource will be offering monthly **Learning Opportunity Sessions,** as a benefit to our clients and local businesses! These sessions will focus on various topics to aid in both Personal and Professional Development. If you'd like to be notified of upcoming sessions, email **info@theresource.com**!

"Are you operating as your BEST SELF? How can we help you be your BEST SELF? Call me. In 10 minutes after taking the CORE, I can begin to help you understand how..."

Best Regards,

Kathy Hartung

Kathy Hartung, CEO

HR INSIGHTS Magazine

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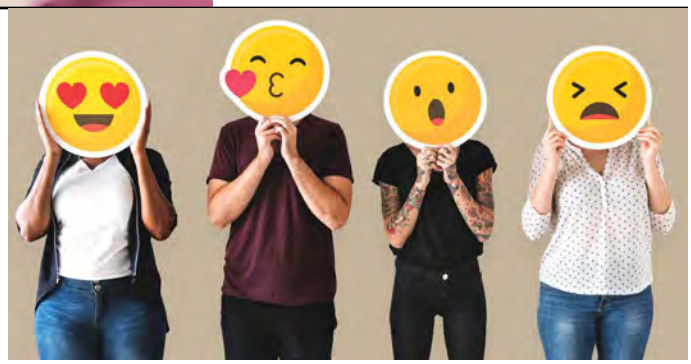

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HR INSIGHTS
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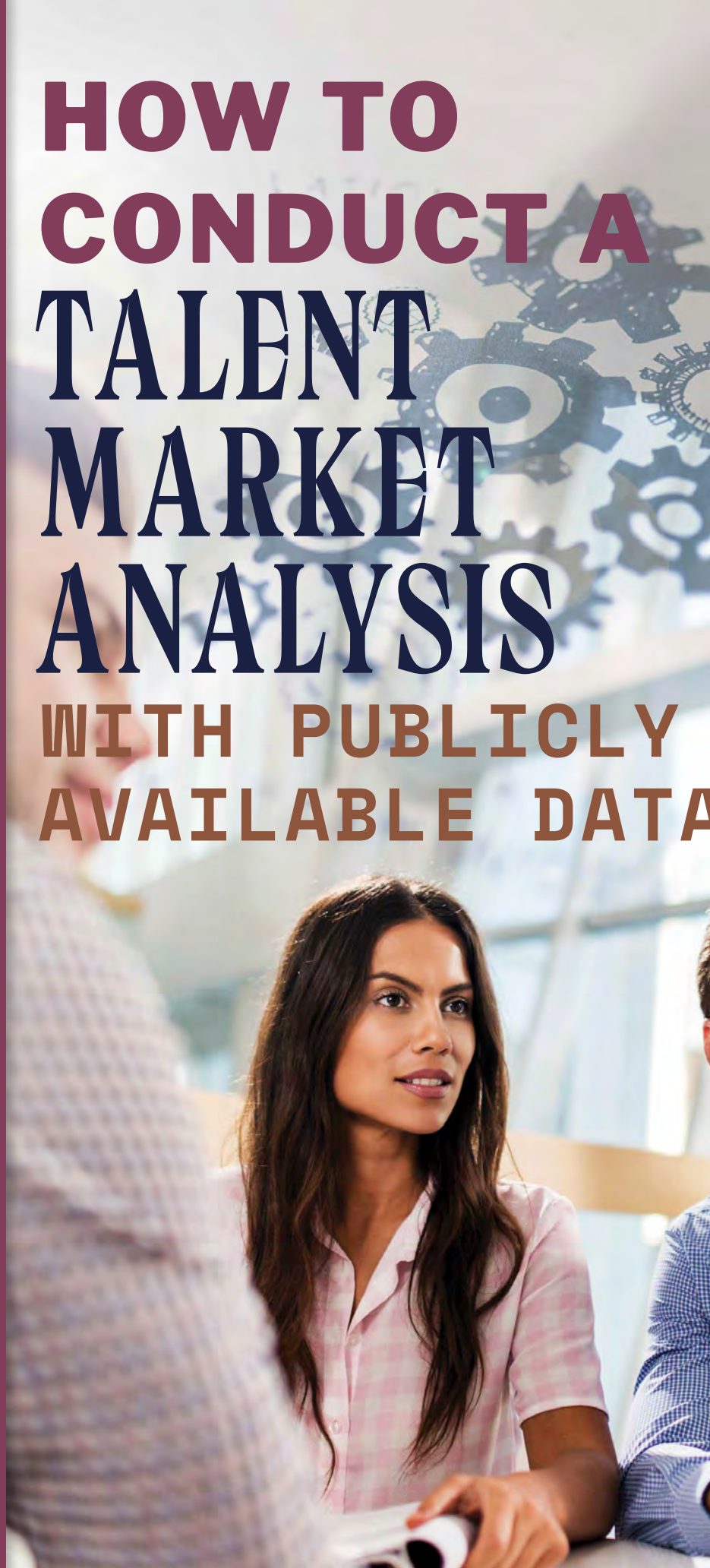
HOW TO CONDUCT A TALENT MARKET ANALYSIS WITH PUBLICLY AVAILABLE DATA



BY JON-MARK SABEL

When most managers think of workforce planning, they tend to focus on questions such as "How many hourly employees will we need next year?" and "Will our engineering head count increase or decrease?" and "What turnover do we expect at the management level?" Unfortunately, these questions fail to consider another, equally important aspect of workforce planning: evaluating external talent supply. In order to develop (and budget for) an effective recruitment strategy, a company needs to understand how its internal talent demands compare to the external talent supply—and it should conduct this analysis as part of its workforce planning.

Because market analysis can play a key role in shaping the direction and effectiveness of recruitment efforts, a company should focus on roles that take up a large percentage of its time and budget. Good fits for analysis include the following:

- **Roles for which a company hires at a high volume.** Any changes made to how these roles are recruited will have a large overall impact.
- **Roles that take a disproportionate amount of budget to hire.** As with high-volume roles, any changes made here will yield outsized results.
- **Roles that are exactly the same across geographies (e.g., remote workers).** Because analyzing this talent market requires less digging into state and local data, it's significantly easier than analyzing location-specific talent markets.

Fortunately, there is plenty of data available to help organizations improve their hiring strategies. Even better, much of it comes from public sources and is free to use. Using customer service representatives in the financial services industry as the example, this walkthrough demonstrates how to use this publicly available data to conduct a talent market analysis.

1) DEFINE THE AVAILABLE TALENT MARKET

The available talent market for a given role consists of whoever could realistically fill that job. Therefore, when analyzing the available talent market for a particular role, it's important to keep in mind that most jobs have close analogues. In addition to a specific role in a specific industry, the targeted talent market should also include that specific role in other industries and other roles in that specific industry.

Start at the page "Customer Search Representatives" on the Occupational Outlook Handbook (OOH) page on the Bureau of Labor Statistics (BLS) website:

> www.bls.gov/ooh/office-and-administrative-support/customer-service-representatives.htm.

Note what's listed next to "Median Pay" in the summary box for this role, then click on the tab labeled "Similar Occupations" (near the right side of the screen, under the search boxes). In the table that appears, note the occupations with median pay similar to what customer service representatives receive: financial clerks, general office clerks, and bank tellers.

This analysis focuses on customer service representatives in the financial services industry. To see the other industries that employ the most people in that role, click on the "Work Environment" tab. Note the two main subfields of financial service: banking and insurance.

The data from these two searches indicates an available talent market that looks like this:

- banking (which the BLS calls "credit intermediation") customer service representatives
- insurance customer service representatives
- retail customer service representatives
- business support customer service representatives (i.e., outsourced support providers)
- wholesale customer service representatives
- financial clerks
- general office clerks
- bank tellers

2) GATHER RELEVANT DATA

Once the available talent market is defined, the next step is to examine the employment numbers and job outlook for each role in the market.

TOTAL EMPLOYMENT AND OUTLOOK FOR CUSTOMER SERVICE REPRESENTATIVES

The page "Employment by detailed occupation" lists the aggregate numbers for several major job roles:

> www.bls.gov/emp/tables/emp-by-detailed-occupation.htm.

Included in those numbers are projections about the growth of each role over 10 years (in this case, 2016–2026). For customer service representatives, this page estimates a growth rate of 373,500 positions per year until 2026, for a 4.9 percent change during that period.

NATIONWIDE EMPLOYMENT AND OUTLOOK FOR CUSTOMER SERVICE REPRESENTATIVES AND SIMILAR JOBS

The BLS also provides details about a role's employment and outlook by industry. To see this data, go to the page "Customer Service Representatives" in the Occupational Outlook Handbook:

> www.bls.gov/ooh/office-and-administrative-support/customer-service-representatives.htm.

Click on the tab "Job Outlook," then click on the link "xlsx" near the bottom of the page, under the heading "Employment by Industry," to download a spreadsheet called "Employment by industry, occupation, and percent distribution, 2016 and projected 2026." It provides estimates for employment data for customer support representative in many fields during the 10-year period ending in 2026. Some examples of job outlook predictions:

- finance and insurance sector: 1.2% (Within that sector, the job outlook for credit intermediation and related activities is -0.5%; for insurance carriers and related activities it is 2.2%.)
- retail trade: 5.3%
- business support services: 30.2%
- wholesale trade: -3.7%

By finding the OOH entries for other occupations and downloading their respective 10-year spreadsheets, it's easy to gather job outlook predictions for jobs in the financial services sector that are similar to customer service representatives. For example:

- financial clerks: 9%
- general office clerks: -1%
- bank tellers: -8%

Slicing up these similar occupations by industry yields even more granular data. The page "Work Environment" in the OOH entry for financial clerks, for example, shows that 17 percent of people who have that job work in health care and social assistance.

EMPLOYMENT AND OUTLOOK BY STATE AND METROPOLITAN AREA

National hiring trends often do not reflect trends at the state and local level. Fortunately, a few resources offer useful information about job roles, sorted by state and metropolitan area. In the OOH entry for a particular role, click on the tab "State & Area Data" to access a series of maps that provide employment and wage data by state or metropolitan area. Under the heading "Occupational Employment Statistics (OES)," the link "Customer service representatives" leads to a green map titled "Employment of customer service representatives, by state, May 2017."

Hovering the cursor over a state produces a pop-out box with statistics for that state. Farther down the page is a table titled "Metropolitan areas with the highest employment level in this occupation." For example, the map indicates that Minnesota employs 57,240 customer service representatives at an annual mean wage of $39,300, and the table shows that 44,270 of them are employed in the Minneapolis–St. Paul–Bloomington area at an average mean wage of $40,270.

Information about occupations is also available at a website called Careeronestop:

www.careeronestop.org

Click on "Toolkit" at the top, then on "Occupation profile" on the next page that appears. Keyword searches for occupations and locations (state or city) return information about wages, projected growth, relevant skills, related occupations, and other data that's useful for a talent market analysis. State and local data are particularly useful for designing competitive payment packages and for identifying high-growth, high-competition areas that will need more attention.

3) IDENTIFY OPPORTUNITIES

A close look at the data should reveal recruitment opportunities, in particular which areas of the talent market an organization should pursue—and which areas it should avoid.

TALENT POOLS TO PURSUE

A good rule of thumb is to pursue pockets of talent with low competition and high ROI. Talent pools that fit this requirement generally have one or both of the following traits:

- **Negative projected growth.** Jobs with negative projected growth are an excellent source of talent. Employees in these roles will likely be looking for other work, and competition for them with other employers will be low.
- **High relative employment.** More potential applicants means greater ROI for any strategy that targets them.

In this sample talent market analysis of customer service representatives in financial services, bank tellers have both of those traits. According to the entry for "Tellers" in the Occupational Outlook Handbook, there are just over 500,000 of these jobs in the USA, and that number is expected to decline by 8 percent by 2026.

With this data about tellers, a company might pursue any (or all) of the following strategies:

- Design recruitment marketing campaigns aimed at current tellers
- Revisit its applicant database to look for previous applicants with teller experience, then target them with specific messaging
- Design internal mobility programs to transition some of the tellers it already has *(this applies to organizations that employ both tellers and customer service representatives)*
- Create an employment branding plan, with a heavy emphasis on testimonials from former tellers
- Revise career maps to include past teller experience
- Make job descriptions inclusive of past teller experience
- Use state and local data to evaluate its payment packages

TALENT POOLS TO AVOID

Organizations should avoid (or at the very least deprioritize) pockets of talent with high competition and low ROI. This means avoiding talent pools with one or more of the following traits:

- **High projected growth.** Recruitment from these talent pools is usually highly competitive. Why spend resources on a talent war in this field when other areas are hiring less competitively?
- **Low relative employment.** Because a company has only so many resources to target a specific group of potential employees, it should avoid small groups in order to get the most benefit from its efforts.

BROAD APPLICATIONS

Using the example of customer services representatives in financial services, this walkthrough demonstrates how easy it is to find and use publicly available free data to conduct a talent market analysis. The tremendous amount of information available about numerous occupations makes it possible for organizations in nearly any industry to fine-tune their hiring outreach. Not only does such data help a company more effectively develop and deploy its recruitment initiatives, but it can also reassure skeptical stakeholders that the organization is indeed pursuing the optimal course of action.

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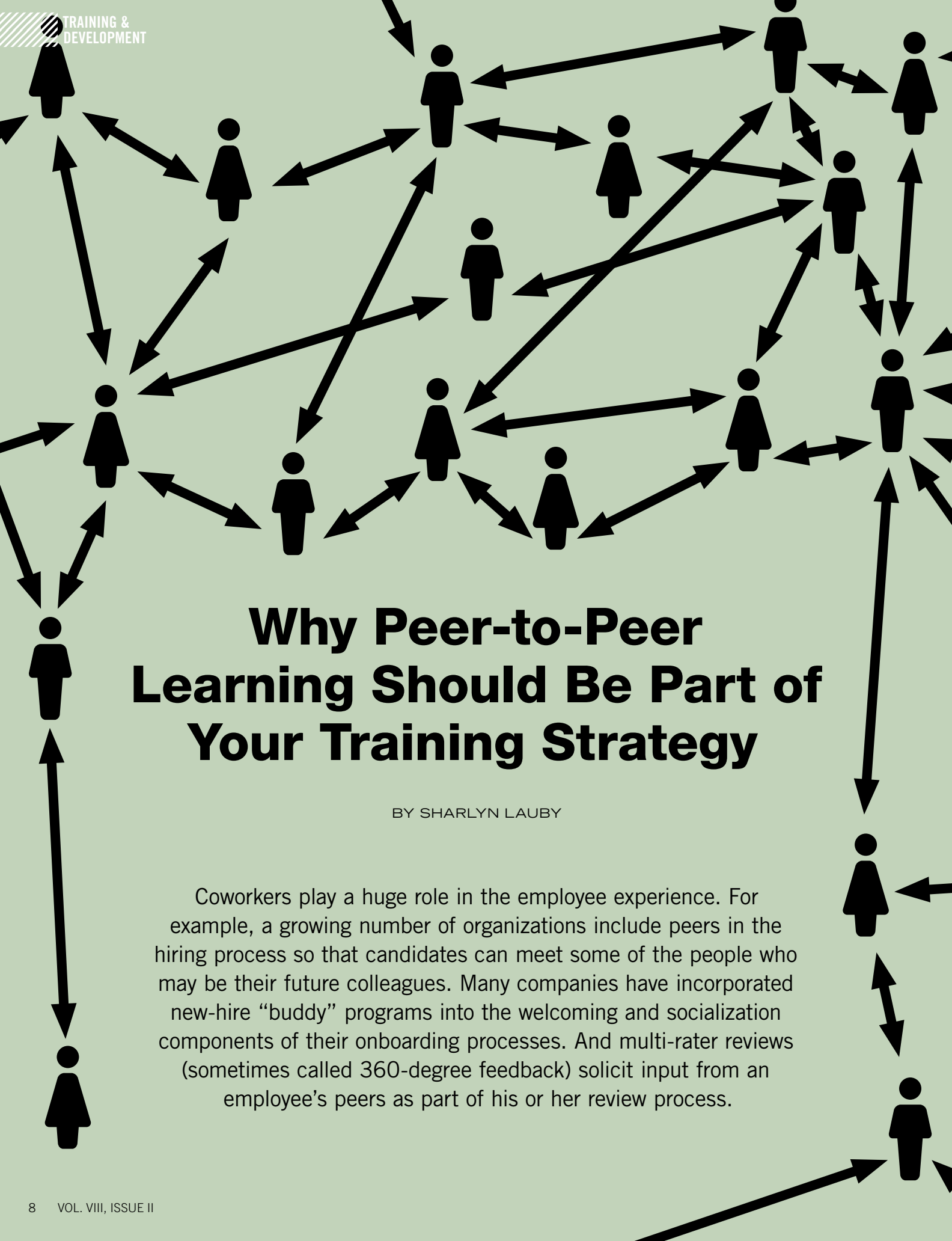

Why Peer-to-Peer Learning Should Be Part of Your Training Strategy

BY SHARLYN LAUBY

Coworkers play a huge role in the employee experience. For example, a growing number of organizations include peers in the hiring process so that candidates can meet some of the people who may be their future colleagues. Many companies have incorporated new-hire "buddy" programs into the welcoming and socialization components of their onboarding processes. And multi-rater reviews (sometimes called 360-degree feedback) solicit input from an employee's peers as part of his or her review process.

One aspect of the employee experience that doesn't get discussed much is peer-to-peer (or peer-based) learning, which can take place in both formal and informal organizational settings. One great benefit of this type of learning is that both the teacher and the student can find the experience valuable. Kathy Shurte (the district organizational development manager for the Florida Department of Transportation) and I recently discussed the value that this type of program brings both to employees and to organizations.

I'D LIKE TO THINK THAT EVERYONE UNDERSTANDS THE VALUE OF PEER-TO-PEER LEARNING. BUT AS AN IN-HOUSE LEARNING AND DEVELOPMENT (L&D) PROFESSIONAL, WHAT'S YOUR TAKE ON IT?

Although peer-to-peer learning isn't a new idea, it certainly is one whose time has come! Historically, I have provided value to my organization through the training opportunities that I've created, facilitated, provided, or recommended. There is still a definite need for these types of structured learning events, but there's also a place for other types of learning as well.

Thinking back over my own life, I learned some of my most important lessons (such as how to balance on ice skates or how to roast a chicken) from a patient friend. In the workplace, there was always someone who knew the job better than I did and was willing to let me learn from his or her mistakes. We both recognized that getting me up to speed quickly was a win-win situation!

Several decades later, the world has shrunk, we communicate differently, and the resources that are available to us are simply mind-blowing in scale and capability. How does one take in all this change and learn to make sense of it? Peer-to-peer learning. No organization has a training staff large enough to create a structured learning opportunity for every new application, idea, or process that appears on the horizon with each day's rising sun. But for each new development there is always someone somewhere who can understand it and pass on that knowledge.

As L&D professionals we must expand our role to acknowledge the fact that our "training team" consist of everyone. We'll have to look for trends, figure out how to ensure that the shared information is both accurate and worth sharing, understand how to quantify it, and know when to add some structure to it. Peer-to-peer learning isn't going away, so we need to embrace it and support it.

WHAT TYPES OF PEER-TO-PEER LEARNING PROGRAMS CAN ORGANIZATIONS IMPLEMENT WITH VERY FEW RESOURCES?

Numerous programs fit this description. Today's organizations are increasingly being populated by young people who are tech-savvy and collaboratively conscious. The two generations most recently entering the workforce have grown up wanting to share everything they do, have, or know—and they use technology to do this sharing with as broad an audience as possible. A smart organization will tap into knowledge!

Government organizations must be more cautious about technology and transparency issues, but private sector enterprises can allow employees to mingle their personal devices with company resources to achieve amazing returns:

- Setting up social media sites (or internal versions of the same) allows employees to "show off" an idea or skill.
- Tech-savvy employees can mentor new hires (even when those employees are fairly recent hires themselves).
- Digital "sandboxes" and "playgrounds" can provide safe learning environments where employees can explore applications—and where failures are less painful.
- Spur innovation by creating ad hoc teams to address problems.

WHERE CAN TECHNOLOGY PROVIDE VALUE IN PEER-TO-PEER LEARNING?

It makes me sound old to say this, but kids today are wired differently! I've seen children just barely a year old pick up smartphones and not only find games but play them, too!

Technology affords its gifted users an added advantage relative to communication, learning, researching, and sharing information. It can hardly be separated from the person. It is like an added appendage—and who hasn't at one time or another wished for an extra arm or two?

A caution, though: just as any strength becomes a weakness when it is overused, an overreliance on technology has created a generation that struggles with interpersonal skills. The lack of such skills can make it difficult for any sharing to take place. So as L&D professionals, we all need to be on the lookout for ways to help everyone maintain his or her humanity.

DO YOU SEE A DOWNSIDE TO PEER-TO-PEER LEARNING? AND IF SO, IS THERE A WAY FOR ORGANIZATIONS TO MITIGATE IT?

The downside is that when left unto itself, this type of learning may lead to quality issues. If I think I am great at something but am not actually that good at it, and I then show all my friends how to do it, they probably won't be that good at it, either.

Also, today's organizations are still full of people (who are often older and often senior) who don't value any kind of informal learning, whether it takes the form of peer-to-peer learning or stretch assignments. L&D professionals can play a vital role in educating that segment of the workforce about all the ways in which effective learning can take place.

Organizations can mitigate the risk of poor quality by including segments of peer-to-peer learning in staff meetings or wherever groups of employees meet formally. Managers can observe from a distance, and when they see peer-to-peer learning occur they can recognize it and explain specifically what made it good. The formalization of peer-to-peer learning—via a learning management system, for example, or an internal certification program or even simple corporate badges—can also help mitigate quality issues.

WITH THE INCREASE IN COLLABORATIVE WORK, WHAT DO YOU SEE AS THE FUTURE OF PEER-TO-PEER LEARNING?

I see it as another tool in my toolbox—something that is here to stay and something that I need to embrace and coach. If indeed any of us is a lifelong learner, the natural outgrowth of that is to be a lifelong sharer and cultivator of peer-to-peer learning.

Sharlyn Lauby is the author of HR Bartender (www.hrbartender.com), a friendly place to discuss workplace issues. When not tending bar, she is president of ITM Group Inc., which specializes in training solutions to help clients retain and engage talent. She can be contacted on Twitter at @HRBartender.

Innovation through Design Thinking

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BY JESSICA MILLER-MERRELL

Most HR professionals live in a world filled with calendar appointments, to-do lists, and to-do list exhaustion. The endless lists of tasks to accomplish and problems to solve often put HR professionals in the unenviable position of working to enact solutions that don't necessarily bring large amounts of added value. With its focus on the user experience, the concept of design thinking is sweeping the business world—including HR.

WHAT IS DESIGN THINKING?

Although each industry has its own nuanced understanding of design thinking, it is essentially putting the user at the core of any product or service that's being created or improved upon. This human-centered approach takes into account all of the needs and concerns of the ultimate user. Incorporating design thinking means getting to the heart of the user experience by deeply understanding the customer.

Traditionally applied to services, products, and business models, design thinking is currently having a moment in the HR sphere. One might think that human-centric design is part of what HR already does by the very nature of HR's role, but that isn't always the case. (For example, sometimes HR tries to solve a problem without thinking about the issue as a whole.) The design thinking approach doesn't focus solely on the problem but instead explores all possible outcomes by bringing together logic, reasoning, intuition, and imagination. By eliminating previously held assumptions and approaching the problem from multiple angles, design thinking can be especially applicable to tricky problems for which there aren't clear answers.

Design thinking employs the following methodology:

- empathize with users
- define users' needs and problems (as well as the developer's own insights)
- ideate through challenging assumptions
- prototype solutions
- test for viability

HR professionals do some of these things naturally. (For example, they're likely to empathize with others often

and easily.) But challenging base assumptions is more difficult, thanks to biology: humans have a built-in propensity to develop patterns of thinking based on repetition. This ability is beneficial because it enables people to arrive at conclusions and solutions without working through all the preliminary steps every single time. At the same time, however, this biological bent can also prevent people from developing new ways of solving a problem. (After all, if X has worked in the past, why stop doing it?)

Design thinking requires businesses to analyze and understand how their users actually interact with what they're being offered, going so far as to ask companies to prove that what they've done doesn't work. In doing so, design thinking developers learn how to improve the product, service, or design. They get data points plus creative process, they get empathy and science, and they get actionable numbers and innovation. Design thinking is a blending of the numbers and the art. Everyone is looking for an edge in today's high-talent marketplace, and the best way to get one is to innovate beyond the competition.

In one recent study of how organizations use design thinking, 69 percent of respondents agreed with the statement "design thinking makes our innovation processes more efficient."[1] That's no surprise: the ideation phase built into design thinking is meant to facilitate brainstorming. Even seemingly impractical ideas are welcomed and encouraged, then prototyped and tested. This rapid creative process leads to innovative solutions, services, and products, as well as other positive side effects, such as higher team engagement, improved morale, and new ideas that spin off in unexpected directions.

There are countless examples of companies (such as Nokia, Kodak, Blockbuster, and JC Penney) that failed to innovate fast enough to survive. Any organization that wants to avoid the same fate should keep in mind that the lack of innovation makes a company less attractive to new talent and certainly doesn't benefit its current workforce. A frictionless workplace and innovation processes that drive change in HR are in the best interest of everyone in the organization.

DESIGN THINKING APPLICATIONS IN HR

As design thinking moves into the HR space, it can have a significant impact in several areas:

- **Employee engagement.** Efficiency gains and creative enablement brought about by design thinking can increase employee engagement.
- **Digital solutions.** Understanding the user experience can drive creation of end-user tools that manage simple HR issues in the digital space.
- **Connection to the customer.** An improved understanding of employees' needs (both met and unmet) can inform the entire HR ecosystem.
- **Employee personas.** The development of recruitment and HR personas to represent customer segments can uncover previously unknown insights.
- **Onboarding.** More knowledge of the user experience can lower costs and increase onboarding efficacy.

There's no reason for an organization *not* to embrace design thinking. It's been clearly proven to foster innovation, help companies find creative solutions, and shed light on new opportunities for growth. By improving their empathy, increasing their understanding, and creating people-driven solutions for employees, HR professionals have an opportunity to take totally new approaches to their work that not only boost their organizations' desired market advantage but also help bring back the emphasis on the "human" part of "human resources."

Jessica Miller-Merrell is a workplace change agent focused on human resources and talent acquisition. Named to Haydn Shaughnessy's 2013 list of top 50 social media power influencers, she's the founder of Workology (formerly Blogging4Jobs). She can be contacted on Twitter at @jmillermerrell.

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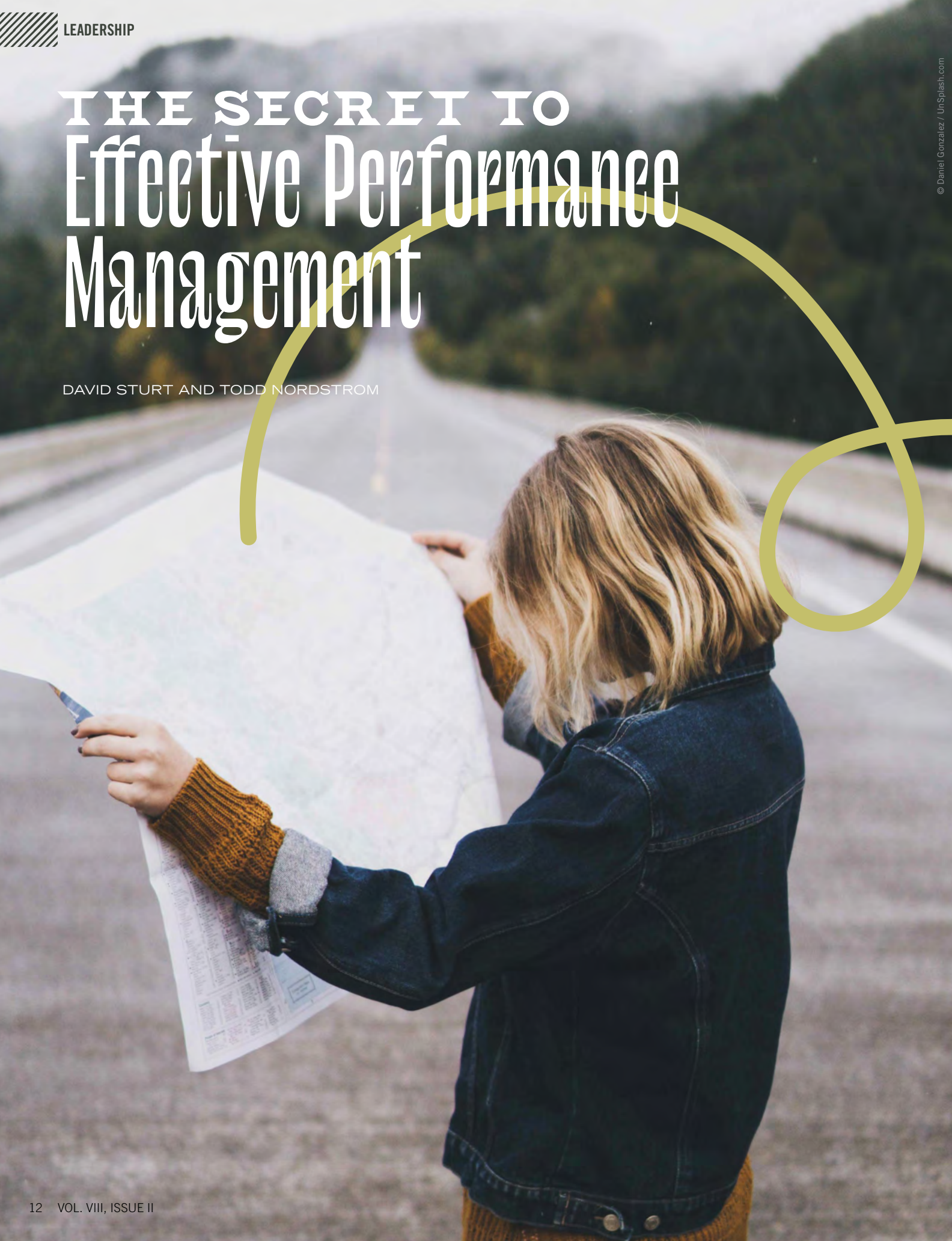
THE SECRET TO Effective Performance Management

DAVID STURT AND TODD NORDSTROM



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A leader's job is to communicate expectations continually, to define duties, and to help people accomplish strategic objectives. But any leader who wants to be great at performance management must do more than fulfill those responsibilities.

Consider the example of Arianna. In her fifth year at her firm, she liked her job and her coworkers, and she respected her boss. But she still wanted to leave, because she needed "more." It wasn't more responsibility or autonomy or pay that she sought; rather, what she needed was more *appreciation*.

Although her boss was extremely consistent at managing her performance, he wasn't very good at acknowledging and appreciating the results she created. After five years of consistently exceeding expectations, she expected him to have shown *some* sort of appreciation. Instead, every time they met, he just talked about how excited he was to increase her goals.

Unfortunately, Arianna's situation is more the norm than not: 79 percent of people who quit their jobs cite "lack of appreciation" as their reason for leaving.[1] That saddest part of all of this is that managers have *so many* opportunities to show their appreciation of their employees, particularly during the four steps of the performance management cycle.

1. **Plan.** Although the planning phase (which includes setting goals and identifying strategic direction) may not seem at first like a good time to show appreciation, it's actually a perfect time for managers to have sincere conversations with their employees about their qualities and strengths and to say, "I believe in you!" An expression of belief in someone's ability is a powerful form of appreciation, because it shows that person that his or her unique capabilities are truly understood.

2. **Act.** Too many employees say that they hear from their leaders when a project starts and ends but rarely while that project is ongoing—and that means that too many managers are missing opportunities to show appreciation by encouraging effort. Everyone wants to be cheered on. When their efforts and results are recognized, employees have more confidence in their skills, a better understanding that they are on track and in good standing with their managers, and improved relationships with their leaders.

3. **Monitor.** Although the word *monitor* connotes a stodgy curmudgeon raising an eyebrow to make sure employees don't step out of line, monitoring is actually very positive. Not only is it a great way for leaders to remove roadblocks for employees, but this step of the performance management cycle is also the perfect time to reward small achievements (which eventually lead to big achievements!). When asked what their managers could do to inspire them to produce great work, most employees say they want recognition more than larger salaries, increased autonomy, or promotions.

4. **Review.** This step may have some of its roots in the traditional annual or quarterly review. With an increased focus on goal achievement or result creation, though, today's review is the process of sitting down with an employee and assessing what happened during a certain time frame, what was accomplished, and what could be improved. Those are all great topics to analyze in a review, but this step also remains a great opportunity to appreciate and celebrate an employee. And this recognition doesn't have to focus only on work results: managers can also use this time to recognize their employees' energy, humor, and tenacity.

Every leader is responsible for performance management. Anyone who wants to be a superb leader—someone who truly knows how to inspire others to greatness—must leverage each step in the performance management cycle as an opportunity to show appreciation of his or her employees. When a leader's team isn't great, the odds are good that the leader won't be great either. When managers talk about, appreciate, and recognize their employees' positive qualities and accomplishments, they are likely to see more of them.

David Sturt is the executive vice president of marketing and development at the O.C. Tanner Institute and the author of *Great Work: How to Make a Difference People Love*. Todd Nordstrom is the director of institute content at the O.C. Tanner Institute. Throughout his career he has been a driving force and voice of business publishing and management sciences, reaching millions of readers in print and online.

This post was originally published on the *Forbes* website.

1. O.C. Tanner. undated. "Performance Accelerated." O.C. Tanner blog, blog.octanner.com/engagement/performance-accelerated-slideshare.

4 Mindsets for Achieving

BY JULIE WINKLE GIULIONI

As leaders face increasingly volatile, uncertain, complex, and ambiguous business conditions, one thing is clear: talent is an organization's most powerful and sustainable competitive advantage. For that reason, one of a leader's top priorities should be to improve the talent pipeline by attracting, developing, and retaining the best possible employees. Unfortunately, unlike the pipelines that deliver water on demand to people's homes, talent pipelines don't send great employees into an organization as soon as a key position becomes available. This means that leaders must continually keep talent on their minds and in their day-to-day behaviors. The leaders of best-in-class organizations share four key mindsets that help keep top talent flowing through their pipelines.

"I AM IN THE BEST POSSIBLE POSITION TO SOURCE NEW TALENT."

Attracting top talent can no longer be an activity delegated solely to the HR department. Because leaders (at all levels) are closest to an organization's needs—and to those who might be best suited to meet those needs—they must expand their job responsibilities to include being talent scouts who are constantly on the lookout for prospective new employees. Wherever they go and whatever they do, they must view everything through the lens of "how can I make connections that will support the company's needs both today and into the future?"

Whether they're attending conferences, reading business journals, or standing in lines at coffee shops, talent scouts recognize possibilities where others don't and cultivate relationships (even where there aren't positions that need to be filled immediately). These leaders are also creative in terms of where they seek out talent. Rather than mine the same tired sources that their competitors are exploring, they look in novel places and identify candidates who aren't necessarily the "usual suspects." And when they succeed in these efforts, they help develop rich and sustainable talent pipelines.

"MY ACTIONS CONTRIBUTE DIRECTLY TO THE EMPLOYMENT BRAND WE PROJECT IN THE MARKETPLACE."

Given the instantaneous and ubiquitous nature of information today, prospective candidates can learn a lot about an organization before ever agreeing to an interview. Increasingly, leaders are coming to appreciate that just as important as a company's customer brand is its employment brand, which is the cumulative effect of the culture, behaviors, and policies that affect employees. Leaders who want to support a positive employment brand must ask themselves the following questions:

- How do prospective candidates and employees currently perceive the organization, and how well is this perception serving us?
- How do I contribute to the organization's reputation?
- What does my social media footprint say about me and, by extension, about the organization?
- What steps am I taking to deliver on the promises we make to prospective and new employees so that they'll stick around, become optimally engaged, and be able to share their talents to the greatest extent possible?

Building an effective employment brand—one that will attract the best and the brightest—demands attention on the part of all leaders. It begins with cultivating the right impressions in the marketplace, and those impressions must also come to life and create a congruent experience for people who choose to join the organization.

a Better Talent Pipeline

"IT'S MY JOB TO ANTICIPATE AND UNDERSTAND TALENT NEEDS AND GAPS—NOT JUST IN MY DEPARTMENT OR GROUP BUT THROUGHOUT THE ORGANIZATION."

Effective leaders constantly scan their environments to understand how changing business conditions will affect the work of their groups. They look at economic, environmental, demographic, political, and other factors to plan for the future. *Highly* effective leaders also use this information to anticipate and begin taking early steps toward attracting the talent that will be needed for that new future. They recruit and hire today with tomorrow in mind. But taking care of one's own part of the business is no longer enough.

In the past, talent was frequently treated as a local or departmental resource. Siloed organizations led to fiefdoms, territoriality, and—too often—the loss of key contributors (who then joined the competition). Given today's highly interconnected organizations and competitive employment environment, talent must be recognized as an enterprise-wide resource.

Leaders who think more broadly and abundantly about talent understand that everyone is in this together. They see the value of building awareness of the talent needs not just in their own departments or groups but across their organizations. Because what happens elsewhere may be an indicator of challenges to come, these leaders anticipate and monitor both their own shortcomings and needs as well as those of their organizations. Consequently, they are better poised to learn, respond, and share insights and resources to benefit the organization as a whole.

"I HAVE A RESPONSIBILITY TO HELP CONTINUALLY IMPROVE ORGANIZATIONAL PROCESSES TO SUPPORT THE TALENT PIPELINE."

It's frequently said that it takes a village to raise a child. It also takes a village to ensure that an organization can attract and retain the talent it needs to thrive. Although HR may own some of the processes, leaders can provide in-the-trenches perspectives that can inform improvements to the organization's competitive advantage. These perspectives can help shape important questions that shed light on talent pipeline issues:

- Are competitors offering new benefits that are luring candidates and employees away?
- Are unnecessarily protracted verification processes causing the best candidates to accept other offers?
- Are opportunities for advancement insufficiently transparent to capture the imagination of prospective employees?

Answering these kinds of questions is the first step toward addressing issues that may be compromising an organization's ability to attract the talent it needs.

In any business, regardless of its field or industry, *people* are the key to driving results. Without strong recruitment, a company won't have the people it needs. To ensure a free-flowing talent pipeline, leaders must play central roles in attracting and hiring new talent for their organizations.

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Emotional Intelligence and CAREER SUCCESS

BY ANDREW TAYLOR

Although "emotional intelligence" sounds like something mysterious, it's actually a pretty straightforward concept. Defined as "a person's ability to recognize, understand, and manage their feelings and emotions, as well as those of others," over the past two decades it has become recognized as a critical component of all types of social interactions.[1] In the workplace, it is now an extremely important asset for managers in particular.

First and foremost, managers who have high emotional intelligence make more money. Their average salaries are about $29,000 per year more than managers who have less emotional intelligence.[2]

Emotionally intelligent managers also have higher retention rates. The fact is that most employees who leave an organization aren't leaving the organization at all but are actually leaving a bad manager—a reality that speaks volumes about the effectiveness of emotionally intelligent leadership. For example, one study found that "75 percent of managers say they care deeply about the well-being of their direct reports, but 47 percent of employees do *not* think this is true."[3] This gap between managerial intention and employee perception exists because of miscommunication that can be resolved by improving the manager's emotional intelligence.

Last (but not least), emotionally intelligent managers are more engaging. They're able to create work environments centered around trust, where employees can be their authentic selves. Freed from the pressure of maintaining a buttoned-up façade, these employees can spend even more time focused on their tasks, their roles, and their business objectives. The result is a more engaged and innovative workforce.

Andrew Taylor is an experienced marketing copywriter with a specialty in the human capital management (HCM) industry. Since 2017 he has been writing for Ultimate Software (ultimatesoftware.com), a leading provider of cloud-based HCM solutions.

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NEW HR FOR NEW GENERATIONS: *RETHINKING 3 MISCONCEPTIONS*

BY STIJN DE GROEF

"Generation Z wants every workplace to have flexible hours and a free coffee bar."

"Millennials don't have the work ethic of previous generations."

Everyone has heard these kinds of stereotypes about the youngest generations in today's workplace. Such descriptions are both unkind and inaccurate—and they can lead companies in the wrong direction when it comes to hiring and onboarding. If they want their organizations to succeed, HR departments need to rethink—and say goodbye to—the three most common misconceptions about the young workers who are currently entering the job market.

MISCONCEPTION #1: THE MEMBERS OF GENERATION Z DON'T WORK WELL IN TEAMS.

Blame selfies and a strong entrepreneurial bent for giving Generation Z a reputation for being self-involved. In reality, this cohort—the newest entry on the market—comprises team players who are used to collaboration and can't wait to bring their knowledge to their new teams. In fact, "77 percent [of them] anticipate working harder than previous generations" and are willing to do so as long as they're surrounded by the right people![1]

MISCONCEPTION #2: MILLENNIALS AREN'T LOYAL.

These days, "job hopper" is synonymous with "Millennial." There's a popular belief that the members of this generation aren't loyal to employers. True, they are willing to make moves in order to find something better—but who isn't? And they're not changing jobs any more frequently than the previous generation did: "63.4 percent of employed Millennials . . . reported that they had worked for their current employer at least 13 months," and when they were about the same age, only 59.9 percent of the previous generation could say the same.[2]

MISCONCEPTION #3: COMPANIES HAVE TO SPEND MORE MONEY TO ATTRACT THE YOUNGER GENERATIONS.

Although pay and benefits will always be top of mind for most employees, younger generations are willing to trade money for opportunities to join companies that align with their personal values. In fact, 86 percent of Millennials are open to that option (but only 9 percent of Baby Boomers would make that trade).[3] When it comes to hiring and retention, company culture and brand have never been as important as they are today.

The newest generations of employees can exceed everyone's expectations as long as they're given a chance to shine from the get-go. That means that companies need to tailor recruitment, onboarding, and retention efforts specifically for each different cohort. A key part of that process is to develop a good understanding of each generation's interests, needs, and motivations—starting by challenging (and discarding) assumptions about them.

A passionate HR professional, entrepreneur, and cyclist, Stijn de Groef is the CEO of Talmundo (www.talmundo.com), an HR technology company. Before founding Talmundo in 2012, he worked in senior talent management roles at EMEA and at the global level at Swarovski and Goodyear. De Groef now travels the world to spread the word about Talmundo's employee onboarding software and the strategic importance for businesses to get onboarding right.

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Creative Ways to Keep Re

BY ROB DE LUCA

Now that companies have realized that telecommuting is a great thing, more and more of them are hiring and training with the expectation that at least some of their new employees will be working remotely. But because those companies also know that engagement is the key to a loyal, productive workforce, they're secretly worried about the negative consequences of having a decentralized workforce. How engaged are those rarely seen employees? How can organizations ensure that *their* remote employees are the happy, efficient, stress-free respondents described in all the studies about telecommuters? Their concerns ultimately boil down to one question: how can companies keep remote employees engaged and how can they know whether those engagement strategies are working? Fortunately, some creative strategies centered around communication, participation, and appreciation can help organizations improve the engagement of this group of workers.

IMPROVE COMMUNICATION

Communication is critical for establishing and maintaining engagement with any employee, not just one who works remotely. But keeping in touch with offsite workers can sometimes feel forced or laborious. That's why it's important to go the extra mile, add more opportunities, and make communication with remote employees a policy initiative.

USE CHAT PROGRAMS

Chat programs are often seen as distractions (which they certainly can be). But they can be a blessing when it comes to interacting with remote workers: this mode of communication is free, faster, and more casual than e-mail, and conducive to group discussions. Because chat programs (such as Slack, Skype, or Google Hangouts) make it easy to keep in touch with employees whether they're in the office or telecommuters, they level the playing field by making distance a non-issue.

SCHEDULE MORE CALLS AND VIDEO MEETINGS

Like chat, calls and meetings don't have the best reputation for being effective, efficient uses of employees' time. But they *do* provide guaranteed communication with remote employees—which is critical for remaining connected. Whether conducted by video or only by audio, regularly scheduled check-ins keep employees on track and serve as opportunities for catching up after business is handled. When remote employees live in different time zones from the organization, a rotating schedule in the office ensures that the telecommuters always have someone in HQ to contact during their work hours.

SUPPORT VIRTUAL FACE-TO-FACE CONNECTIONS

Until relatively recently, the expense and poor reliability of video calling made it the last resort for any organization that didn't really need it or lacked the budget to set it up well. Now most laptops come with built-in, high-definition webcams, and free conferencing utilities (such as Zoom and Google Hangouts) make video calls as easy as—if not easier than—actual phone calls. Actually seeing the faces of his or her coworkers can dramatically improve a remote employee's connection and engagement.

INCREASE PARTICIPATION

It might be impossible to create an exact copy of an office environment community for remote employees, but that's no reason for companies not to try their best to do so. On top of facilitating effective and constant communication, building such a community can help ensure that remote workers interact in more ways with and with more people than just the ones with whom they work directly.

MAKE ONBOARDING ACTIVITIES MEMORABLE

During the first days of a remote employee's tenure, he or she usually comes to the office or another centralized location to receive training with other new hires. This onboarding process is a chance for that employee to meet his or her new coworkers in real life, and when it is highly interactive it has a greater impact, is more memorable, and builds long-lasting connections that transcend established team and department boundaries.

TAKE ADVANTAGE OF COMMUNAL WORKSPACES

Not every organization can afford to—or needs to—open a satellite office. But renting a few desks in an offsite communal workspace is a much more affordable alternative and one that offers a way for remote workers to connect with each other, collaborate, and feel a sense of belonging (not to mention get away from the distractions at home). Many workspaces will even let users customize their designated areas with branding, refreshments,

mote Employees Engaged

and equipment at no additional cost (other than the purchase of the supplies). As a side benefit, recruiters will have an easier time seeking and hiring new candidates when they can draw a radius around the organization's second location.

GIVE REMOTE EMPLOYEES REAL RESPONSIBILITIES

The combination of a service role and a remote location can make an employee feel like a mere cog in the machine, called upon only to execute a specific task and otherwise forgotten. Assigning more responsibility to remote staff carries several benefits: it makes them feel valued, it gives them purpose, it adds to their career experience, and it guarantees more communication and opportunities for contribution outside of their main roles.

SET UP EXTRACURRICULAR ACTIVITIES

The Internet has made it possible to conduct business more effectively across long distances, and it has also helped billions of individuals worldwide connect socially. An employer not only oversees a business community, but can also help build that community into something more than just a workplace. Whether it's through a book club, a fantasy football league, a multiplayer online gaming tournament, or just an internal social network for people to share their experiences or connect outside of work hours, a company that facilitates social connections among its employees will increase their engagement during the workweek.

SHOW APPRECIATION

Although recognition of the work that remote employees do is the most direct way for an organization to show that it cares about them, too many companies fall short in this area. Offering broad thanks or rewards to people who work remotely can make their relationship to the company feel even more impersonal. An individualized gift or show of appreciation, on the other hand, takes little effort and can have a dramatic impact.

EMPLOY GET-TO-KNOW-YOU QUESTIONNAIRES

To learn about new employees beyond their resumes, ask each of them to complete a questionnaire about his or her personal data and preferences (such as t-shirt sizes, hometown, and favorite candies). These documents can provide information that's helpful for personalizing achievement awards or gifts for birthdays or other special occasions.

BUDGET FUNDS FOR IMPROVEMENTS TO HOME OFFICES

Whether it's as simple as sending some high-quality office supplies or as generous as purchasing a standing desk for each telecommuter's home office, any investment in improving remote workers' experience yields two dividends: it has the benefits of a gift to the employee, and it makes remote workers more effective at their jobs.

TREAT REMOTE EMPLOYEES IN THE OFFICE LIKE VIPS

A trip into the office can already feel like a big deal for remote staff, so anything the company does to reinforce the "special" feeling of the day is guaranteed to have a positive effect on the visiting telecommuter. That effort can take the form of having the entire department go out to lunch together, for example. Or it can even be something as simple as having donuts around that day—and remembering the remote employee's favorite flavor.

TAILOR SPECIFIC BENEFITS TO REMOTE EMPLOYEES

In addition to giving regular company updates, the executive team can schedule special Q&A sessions just for remote employees. Giving those workers a chance to talk more closely and directly with the C-suite is just one way for an organization to show that it understands the uniques challenges that remote workers face. Other benefits of particular interest to this group might include location-independent healthcare plans, stipends for home office equipment, subsidized broadband connections, and offsite communal workspaces.

MEASURING REMOTE EMPLOYEE ENGAGEMENT

All of these strategies are designed to strengthen the bond between employers and remote employees. But without a way to measure the effectiveness of these techniques, it can be challenging to get approval to implement them (especially the ones that cost money). Through good communication, companies can learn about—and then address—remote employees' needs and concerns. Certain tools can help an organization gain a sense of how its employees are feeling throughout the year and measure the effectiveness of its engagement efforts. For example, the eNPS survey uses a simple scoring system and keyword analysis to give organizations a quick performance rating along with deeper insights about why employees are feeling good or bad about the company; it enables organizations to track employee satisfaction over time and understand what they are doing right as well as where they need to work to improve the employee experience. And pulse surveys are even simpler: these short multiple-choice or binary questionnaires can be administered quickly (and take at most a couple of minutes for employees to complete) to gauge reactions and help executive teams make the right call when a decision might affect the employee experience.

Unfortunately, the old saying "out of sight, out of mind" frequently holds true, and remote workers get left behind or left out by their own employers. This oversight is doubly tragic, because the benefit of not having to maintain larger (or sometimes even any, as is increasingly the case) office facilities means that organizations often owe more to their remote workforces than they realize. By implementing strategies that focus on communication, participation, and appreciation, companies can improve the engagement of remote employees and recognize them as critical assets.

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BALANCING EMPLOYEE AND COMPANY INTERESTS

BY SAMANTHA SPANO

The old saying goes "If you do what you love, you'll never work a day in your life." But even fully content employees who feel that they "never work a day" still want to get paid as if they do—and they also want to be able to take a few of those days off. Offering an attractive compensation and benefits package is one of the best ways for an organization to recruit new hires and retain current staff. But being too generous can strain the budget. So when putting together a compensation and benefits strategy, a company needs to figure out how to offer pay and perks that are both desirable to employees and compatible with the organization's bottom line.

PROVIDE BENEFITS THAT REALLY MAKE A DIFFERENCE

Considering that 57 percent of the respondents to a recent survey about job searches said that perks and benefits are "among their top considerations before accepting a job," companies that want to attract top talent should be sure to offer good benefits.[1] In particular, employees place the highest value on medical insurance benefits, followed by quality-of-life benefits such as "flexible hours, more vacation time, work-from-home options, and unlimited vacation."[2]

FAVOR BONUSES OVER SALARY INCREASES

From a worker's perspective, a raise is better than a bonus: Because a raise is an increase in pay that appears in every paycheck and a bonus is just a one-time gift, one might expect workers to prefer raises to bonuses. But some studies indicate that the opposite is true, with one researcher finding that the "the impact of a one-time bonus on [employees'] performance is five times greater than that of a small increase in their basic salary."[3] This preference isn't particularly rational, but the heart wants what the heart wants. Giving out bonuses rather than pay raises may please employees and save a company money over the long run.

ALLOW FOR AUTONOMY

For many workers, the nonfinancial or "fringe" benefits are just as important as the monetary compensations. Autonomy is the nonfinancial benefit that gives employees the most happiness.[4] Letting employees have flexible office hours or the ability to work from home doesn't cost the company a dime, but does give employees the feeling of independence.

Samantha Spano is a manager at JazzHR. This article originally appeared on their blog and was reprinted with permission.

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Don't Let Poor Recruitment and Onboarding Practices Lead to Turnover

BY STRATEGIC HUMAN RESOURCES INC.

QUESTION:

We're having a problem with new hires leaving shortly after they start. What can we do?

ANSWER:

Turnover is challenging and costly, and it happens for many different reasons. In order to solve the problem, you first need to understand its causes. Exit interviews with departing employees can shed light on the reasons for their departure. But if exit interviews aren't feasible, start by reviewing your recruitment and onboarding processes.

First, take a critical look at your job descriptions, job postings, screening criteria, and interview questions, as well as the background information that is shared with candidates. Do they accurately describe the job details, expectations, and work environment? Two of the main reasons employees cite for leaving their jobs within the first six months are "their jobs were different from what they expected in the interview" and "their boss was a jerk."[1]

During the recruitment process, it is imperative to be transparent about the job, your company, and the hiring manager. If the job involves difficult or unpleasant work, disclose that to the applicant. If the hiring manager is highly demanding, make that known during the recruitment process. An employee who has a *realistic* preview of the job won't be surprised by what he or she finds on the first day and will therefore be less likely to leave quickly.

Next, examine your onboarding. A good onboarding plan is exactly that: *a plan*. Onboarding doesn't just happen organically, but is designed well before an employee's first day and is built around the information, tools, resources, and training needed to set him or her up for success in the new role. A good onboarding plan should include the following components:

- **Company information.** Acquaint new employees with the company's history, mission, culture, people, markets, operations, and goals. Consider putting together a welcome packet that includes this information along with an organization-themed gift (such as a shirt, mug, or other item with the company logo).
- **Company policies and procedures.** Inform new employees about the company policies and procedures that affect their work, including payroll and pay schedules, time tracking, benefits and perks, keys, equipment, handbook, emergency procedures and contact numbers, time off (including breaks, sick days, vacation days, and holidays), dress code, smoking policy, and parking.
- **Job information.** This may include a job description, an organization chart, details about the reporting structure, procedures manuals, and information about the performance evaluation process.

Another way to make onboarding more successful is to assign a mentor or buddy to each new hire. A mentor can help the new hire acclimate to your company and to his or her new job, serves as an information source (to broker introductions to other employees, for example, and to explain company lingo and unwritten rules), and provides on-the-job guidance (by clarifying assignments, pointing out available tools and resources, etc.).

A good mentor or buddy often has the following experience, traits, and skills:

- Strong performance history and pride in his or her work and in the organization
- Thorough understanding of the new employee's job
- Broad knowledge of the department's operations and the company's operations
- Adequate time to spend with the new employee
- Patience, good communication skills, and the ability to serve as a positive role model

KEEP THE LINES OF COMMUNICATION OPEN

Open, two-way communication from the beginning of the recruitment process will help you ensure that new hires' questions and concerns are addressed. It also allows you to provide timely feedback and guidance on their performance. Set milestones to check in with them to be sure they receive effective onboarding and are integrating into their jobs, utilizing the onboarding plan, and performing as expected. If you seize the opportunity to leverage new employees' excitement, energy, and readiness to learn, you can positively shape how they approach their jobs and how they feel about your organization—and therefore improve retention and decrease turnover.

Strategic Human Resources Inc. is a national full-service HR management firm based in Cincinnati, Ohio. Its president and founder, Robin Throckmorton, can be reached at Robin@strategichrinc.com.

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THE POWER OF ANALOG PERSONALIZED COMMUNICATION!

BY MIKE MCKERNS

Any company is capable of providing top-notch services or selling excellent products. But if the organization isn't adept at connecting with people, it can't really achieve long-term or sustainable success. In a world where people are your most important asset and their availability is slim, this is more important now than ever before.

The ability to build strong, positive relationships makes it possible for HR departments and hiring managers to source and retain top talent, for salespeople to close deals with clients, and for firms to negotiate mutually beneficial arrangements with vendors and suppliers. A client who has a strong relationship with one particular company, for example, will be more inclined to call on that firm first for its business needs. Similarly, employees who feel connected to (and valued by) their colleagues and managers will be less likely to want to move to other organizations.

Clearly, connections are valuable. But how are they created? And once they are created, how are they sustained? The answer to both of those questions is the same: through the personal touch.

These days we are all surrounded by so much information that we are practically *drowning* in it. Social media feeds, television and radio ads, e-mail, blog posts, weather apps, podcasts, newspapers, phone calls . . . and that's just the tip of the iceberg. Because the vast majority of the information out there is mass communication aimed at broad segments of the population, on the rare occasion that someone receives a genuinely personal piece of communication, he or she *really* notices it. Think about all the spam and advertisements that land in your inbox—and that you routinely ignore without giving them any thought. But your eyes instantly zoom in on any personal e-mail that comes your way.

Most of the communication out there is delivered electronically. Thanks to technological innovations that make digital media both easy to produce and inexpensive to disseminate, many companies use it as the primary means to reach large audiences. But for the most part, digital communication has limited effectiveness, especially when compared to printed (physical) media.

Now think about what happens when you come across analog communication that is (or least seems to be) designed just for you. When is the last time you received a truly personal, physical piece of communication—say, a birthday card or a handwritten letter? I'm guessing you felt at least a *frisson* of excitement when you spotted it in your mailbox. Communication that's personal is a rare treat indeed—and putting it in a physical form that someone can hold in his or her hand increases its impact by at least an order of magnitude.

Think about the impact this could have in your recruiting efforts and in building your company as an employer of choice.

Simply sharing specific informative content with a targeted audience isn't the same as custom marketing, though. Not only must that content be relevant (someone who produces the cables for a suspension bridge, for example, isn't likely to be very interested in the latest news about the publishing industry), but to have maximum impact it must also carry personal weight. It must demonstrate to its audience not "I thought you might find this interesting," but "I did my homework about you, your business, and your field, and I think this particular piece of information will help you be even more successful." These efforts create connections that in turn form the foundations of enduring, strong relationships. ■

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Water: ©iStock.com/Grafissimo

RECIPE

A SEASONAL SALAD FOR THE FIRST DAYS OF SPRING

As winter transitions into spring, the first vegetables of the new growing season are starting to make their appearance in local farmers' markets. Even though radishes are available year round, the ones from early spring have the freshest, sweetest flavor. Throw in a little tangy feta, a bright citrus vinaigrette, and some fresh herbs, and you've got a salad that welcomes spring with open arms!

ROASTED RADISH SALAD

YIELD: 4 servings

TIME: 35 minutes

WHAT YOU'LL NEED:

- 2 lbs radishes, trimmed (and halved if they are large)
- 4 Tb extra-virgin olive oil
- 2 tsp + ½ tsp salt
- 1 tsp freshly ground pepper
- 1 Tb lemon juice
- 2 tsp honey
- ¼ cup fresh mint, chopped
- ¼ cup fresh parsley, chopped
- 4 oz feta cheese, crumbled

Nutrition Facts
Amount per Serving

Calories:	250 cal
Fat:	20 g
Dietary fiber:	4 g
Sugars:	11 g
Protein:	5.5 g

DIRECTIONS

1. Preheat the oven to 400 degrees.
2. Combine the radishes, 2 Tb olive oil, 2 tsp salt, and pepper on a rimmed baking sheet (try to keep the radishes in a single layer as much as possible). Roast for 20 to 30 minutes, until the radishes are easily pierced with a fork but still firm.
3. Remove the radishes from the oven and set them aside to cool while you make the dressing.
4. In a small bowl, whisk together the remaining 2 Tb olive oil, lemon juice, honey, mint, parsley, and the remaining ½ tsp salt.
5. Toss the radishes with the dressing in a serving dish. Sprinkle the crumbled feta over the top and serve. ■

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- Team Building / Understanding & Leveraging Differences
- Developing a High-Performance Team
- Interviewing & Selecting for Success
- High Impact Recognition

Human Resources Consulting:

- Elevating Performance through Performance Conversations
- Engagement & Retention
- Workforce Optimization
- Culture & Wellness Strategy and Execution
- Leadership & Employee Coaching
- HR Compliance

Career Coaching:

- Helping Professionals Find their Next Great Career

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