

Follow Their Lead: Talent Management Practices of Best-in-Class Companies

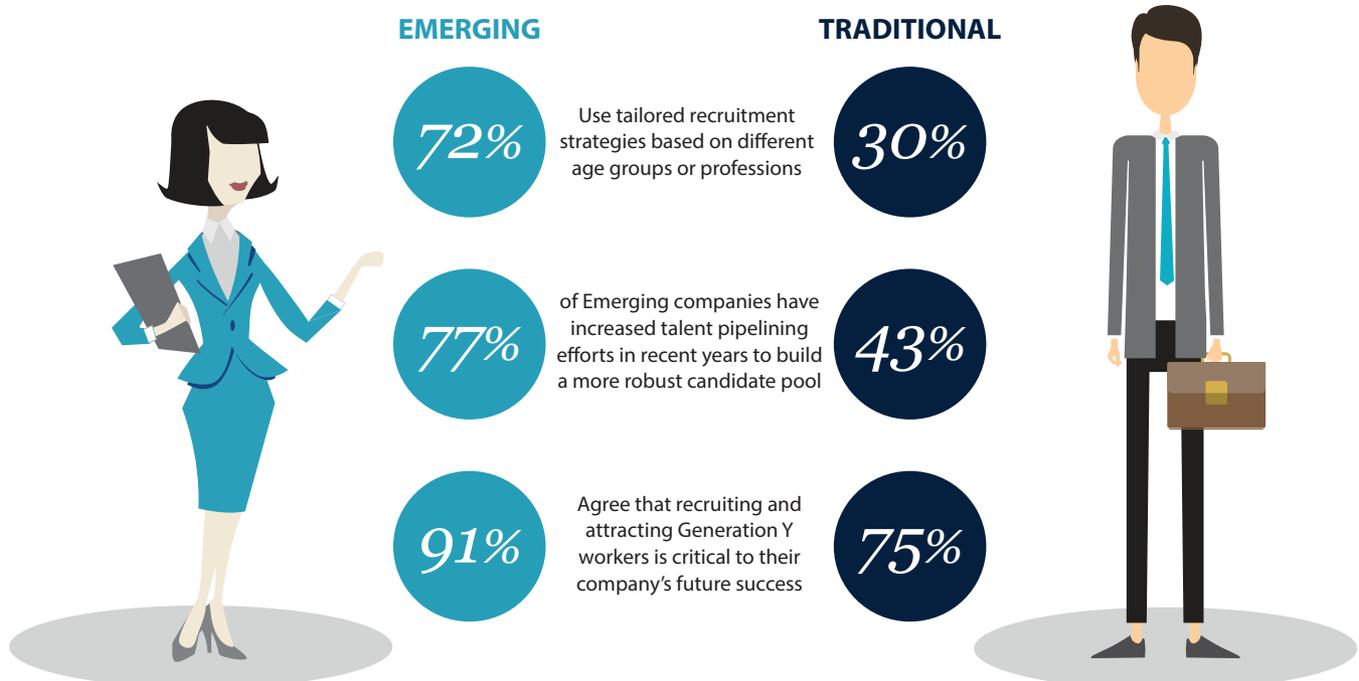
The competition for top talent grows more heated and vital by the day. As employers strive to attract much-needed skilled talent, and keep those they already have employed engaged and loyal, a segment of today's organizations are excelling in each of these areas. Emerging companies are employing best-in-class strategies to ensure they become and remain employers of

choice. These companies are constantly evolving to meet the changing views and expectations of today's workers, while other more Traditional organizations are still entrenched in outdated practices. The characteristics of Emerging companies are extremely important to review and examine as you think about what you may want to change or implement at your own company.

Emerging Strategies to Attract Talent

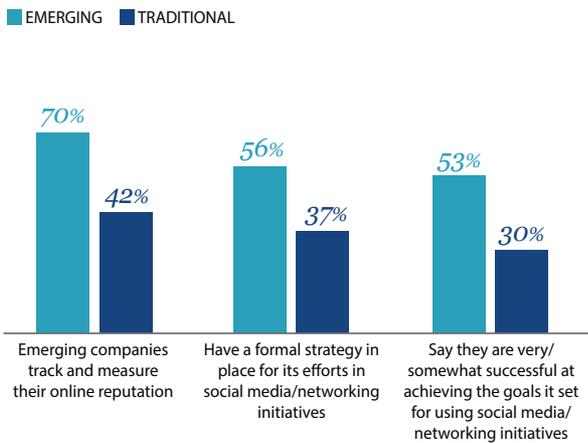
Emerging companies are acutely aware of the need to recruit younger generations, and to tailor their efforts in order to do so. They have a long-term view of talent

pipelining, and are preparing now to address skill and demographic gaps that are materializing soon.



EMERGING STRATEGIES TO ATTRACT, ENGAGE & RETAIN

Employer branding is a much larger focus for these best-in-class companies, and as such, they are more successful at building and promoting their employer brand.

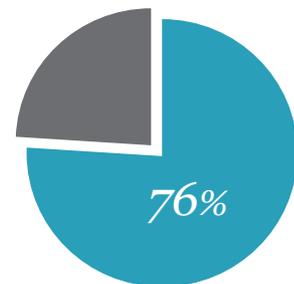


On average, Emerging companies are *twice as likely to have implemented social networking initiatives*



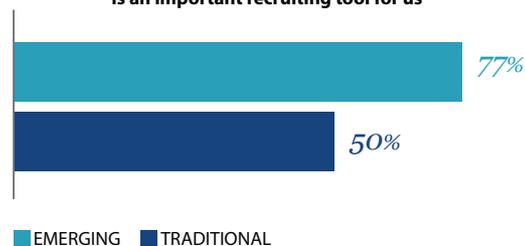
including, LinkedIn, Corporate Blog, Facebook, Twitter, Mobile Texting, YouTube, Instagram, Viral Video Recruitment, and Pinterest.

Emerging organizations seek out measurable programs that positively impact their ability to recruit talent.



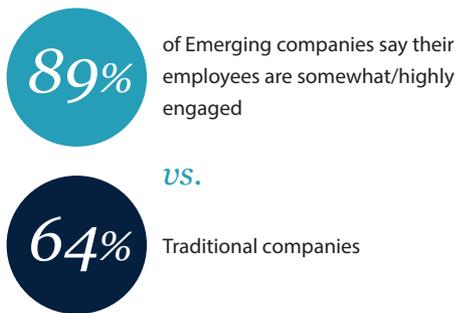
76% of Emerging companies believe offering work/life programs has had a positive impact on the recruitment of new workers

Agree with the statement, "our company's diversity and inclusion initiative is an important recruiting tool for us"

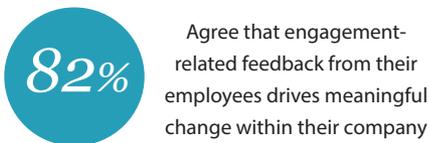


Emerging Strategies to Drive Employee Engagement

Emerging companies report their workforce is more engaged compared to Traditional workers.



Emerging companies are focused more on engagement of their workforce, and put resources and investment towards improving engagement.



EMERGING STRATEGIES TO ATTRACT, ENGAGE & RETAIN

Emerging employers are much more likely to offer formal work/life balance programs and acknowledge the importance of these programs in engaging workers.

78% of Emerging companies offer flex-time vs. **32%** of Traditional companies.

64% of Emerging companies offer telecommuting vs. **20%** of Traditional companies.

51% of Emerging companies offer paid time-off for community service vs. **15%** of Traditional companies.

32% of Emerging companies offer sabbaticals vs. **6%** of Traditional companies.

79% of Emerging companies believe offering work/life programs has had a positive impact on the engagement of new workers vs. **43%** of Traditional companies.



Emerging Strategies to Retain Talent

Emerging companies invest more time and resources into measuring retention drivers and therefore, see lower turnover rates.



75% of Emerging companies survey employees to see what the top drivers of retention are vs. only **33%** of Traditional companies.

Emerging companies report they have had to replace only **15%** of their staff within the last 12 months compared to Traditional companies that have had to replace **20%** of their staff.

81% of Emerging companies have increased wages in order to remain competitive vs. **64%** of Traditional companies.

Practices and programs that promote career growth and development are much more prevalent and highly encouraged at Emerging organizations.

Emerging companies are more likely to have the following programs in place to increase retention of talent:

- More training and development programs (**91%** vs. **57%**)
- Coaching and development programs (**85%** vs. **46%**)
- Bonuses for top performers to stay (**62%** vs. **33%**)
- **57%** of Emerging companies have increased their investment in training programs in the last two years vs. **29%** of Traditional companies.