



How to develop talent and improve **employee experience**

Summary

The world can be a tumultuous place. For many, work can be a place of refuge. However, fast-accelerating factors like digital transformation and flexible working arrangements call for a new approach to employee development that keeps employees engaged and successful.

Unfortunately, this is leading to recruiters increasingly being asked to do more with less – and in a much tighter talent market with increasingly cut-throat competition for a finite supply of qualified workers. Responding to the unique challenges of today's world of work requires refocusing your recruitment efforts not on sourcing and developing external candidates but on your hiring process with the highest-performing of all talent communities – your own organisational chart.

In this guide, we'll show how the need for employee development is evolving and look at how investing in it benefits your organisation.

Employee development: 5 things leaders should know

Employees are increasingly eager to enhance their skills – a major factor in talent attraction and retention. These five simple things you should know can help your employees not only take advantage of new tools and methods but understand how to thrive in an interconnected environment that requires new ways of communicating, handling information and gaining skills.



No. 1 The workplace must become the classroom of the future

Cultivating talent must happen on the job. Digital transformation and flexible working arrangements are fast – accelerating factors that call for a shift from static, episodic training, to dynamic, continuous learning.

No. 2 Digital dexterity will be key to success in tomorrow's workplaces

With more aspects of work becoming digitised, employees across the board are having to acquire new skills quickly, which is a trend that's set to continue. Employees who acquire the skills this new environment requires will become more important than years of tenure and experience.

No. 3 More engaged employees means better workplace performance

Gallup reports¹ that engaged employees are more productive, better able to discern customer needs, and more capable of closely adhering to processes and standards. What's more, businesses with engaged employees report 21% greater profitability.

65–68% of workers would want to stay with their current employer throughout their career if the employer helped them reskill or upskill

- The University of Phoenix's Annual Career Optimism Index 2022

No. 4 It's cheaper to develop in-house talent

Since it costs time and money to hire new employees, it's also strategic for you to develop well-trained in-house talent. Replacing an employee costs about one third of that worker's salary, whereas training a new worker comes with an average cost of almost £1,600¹.

No. 5 Creating a winning company culture is crucial

Employees who like their company's workplace culture are 25% more likely to be happy in their job and 31% more likely to recommend working there¹ than employees at similar organisations with lower-rated workplace cultures.

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Learn more about the need for and benefits of employee development in our online guide.

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How to turn attrition into attraction

The majority of employers don't have an internal recruitment strategy and are wondering how to improve and optimise their existing internal mobility strategy. If you're one of them, here are some critical things you should consider when building a business case for prioritising internal recruitment and creating a culture of talent mobility and career development at your organisation.



Your best talent is already yours

Refocus and reprioritise internal hiring. By doing so, you can reduce time spent on hiring and onboarding; significantly reduce your hiring costs; enjoy long-term cost savings from direct compensation and internal agility; and increase employee engagement.

Cut out the clichés

Messaging like 'our people are our greatest assets' is perceived as generic. If you want to create a competitive hiring advantage, it's time to transform what's become cliché into a meaningful, foundational element of your company's culture and employee value proposition.

Move employees around

The quickest way to upskill any workforce is to provide as many paths to internal mobility as possible. Employees who have worked in multiple departments or business units report much higher levels of company loyalty and job satisfaction.

75% of HR professionals surveyed used employee referrals to attract candidates – this was the top method above job ads (72%) and physical events, like jobs fairs and conferences (40%)

- The State of Employer Branding and Recruitment Advertising 2022, The HR Research Institute Report

Don't stop external recruitment

Internal mobility creates the need to backfill existing roles with new employees. Most of these internal movements are ultimately promotions, and backfilling their roles requires less experience or position-related duties than backfilling the higher-level jobs.

Share the responsibility

HR departments, managers and employees must all share the responsibility of investing in internal recruitment. It starts with your organisation's commitment to a talent-sharing mindset and continues with a focus on creating continuous development opportunities for employees.

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For more help boosting employee engagement,
head to our detailed guide

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Six ways to fight meeting overload in your organisation

Though it's nothing new, meeting overload is persistent. However, all hope is not lost. Here are six simple ideas for changing your habits and the cultural norms at your company so you can try to cultivate a healthier meeting culture for everyone.



No. 1 Reduce meeting occurrences

Look at what recurrent meetings can be combined, reduced in frequency or removed altogether. Then ask yourself before every meeting if the topic truly requires one or if it can be handled another way.

No. 2 Implement meeting-free days

If a weekly cadence is untenable, try a monthly one. Here at Indeed, our marketing organisation has deemed the first Friday of each month a meeting-free 'Focus Friday'. This enables our members to limit distractions and task-switching and focus on deep work instead.

No. 3 Build micro-breaks into the workday

Even ending meetings 10 minutes early can make a huge difference. Research shows that a brief respite can reduce or prevent stress, help maintain performance throughout the day, and reduce the need for a long recovery at the end of the day.

No. 4 Walk and talk

Make walking meetings a part of your cultural norms. The break from screens and change of pace may just free your mind up for greater creativity and collaboration. And if company leaders make walking meetings a habit, it may influence others to embrace them as well.

No. 5 Encourage people to protect their time

To combat the pressure of having to attend meetings, managers should engage in job crafting, or the practice of empowering people to design their workdays, and make it acceptable for workers to say no to meeting requests without fear of repercussions.

No. 6 Clearly define your company's meeting principles

Once you've committed to changing your approach to meetings, make it official. Create a 'meeting principles' document that outlines your organisation's best practices expectations, including strategies for helping individuals support a healthier meeting culture.

Try the Indeed Work Wellbeing Score tool

Understanding your company's Work Wellbeing Score can help you attract the right talent for the right roles. Developed in partnership with leading happiness and wellbeing experts, the Work Wellbeing Score measures how people feel at work.

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Get more tips on elevating wellbeing
at your company

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How to build a culture of kindness

Checking in with employees or simply exchanging pleasantries is nice, but it's also good business. Research¹ shows that happier employees are more productive and less likely to leave for another job. Here are some best practices for building a culture of kindness from leading academics and wellbeing professionals.



'Celebrate managers – there's nothing more important than mid-level management. In almost any major, big business, they're the ones that really get all the work done. And they're the ones that need to exude kindness.'

- William Baker, former media CEO and professor at Fordham University

'Be authentic. In the age of technology overload, people can watch and see what you're doing all the time. Being performative won't work any more. You have to be authentic; if you're not authentic, your colleagues and team will see right through you.'

- David Hoke, Chief Wellbeing Officer at Thrive Global

'Hold yourself to the same standards. When you're interested in building a culture for the masses but you're not willing to put the time and effort in yourself, people notice. And the message it sends is: "I can get ahead here without being kind to others."'

- Katina Sawyer, associate professor of management and organizations at the University of Arizona

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