

Attracting & Retaining Key Talent

Strategic Talent Management

April 16, 2015 Dr. Christopher Fischer



> Recruitment Landscape

“U.S. agriculture and food companies are struggling to attract enough workers, a problem the industry concedes is getting worse as innovation and growing demand for their products leads to the creation of thousands of new jobs”

USA Today article, July 2013

“Purdue University and the U.S. Department of Agriculture studied the shortfall in agricultural jobs on a national basis, and estimated that from *2010 to 2015 there would be about 54,400 openings* each year in agriculture and natural resource jobs, *and about 29,300 graduates* from specialized colleges and university departments to fill them.”

Star Tribune article, Feb. 25 2015

> The Environment Is Changing

External Threats

Strong Ag competitors

Dramatic technology changes

Talent Wars

Shrinking labor supply

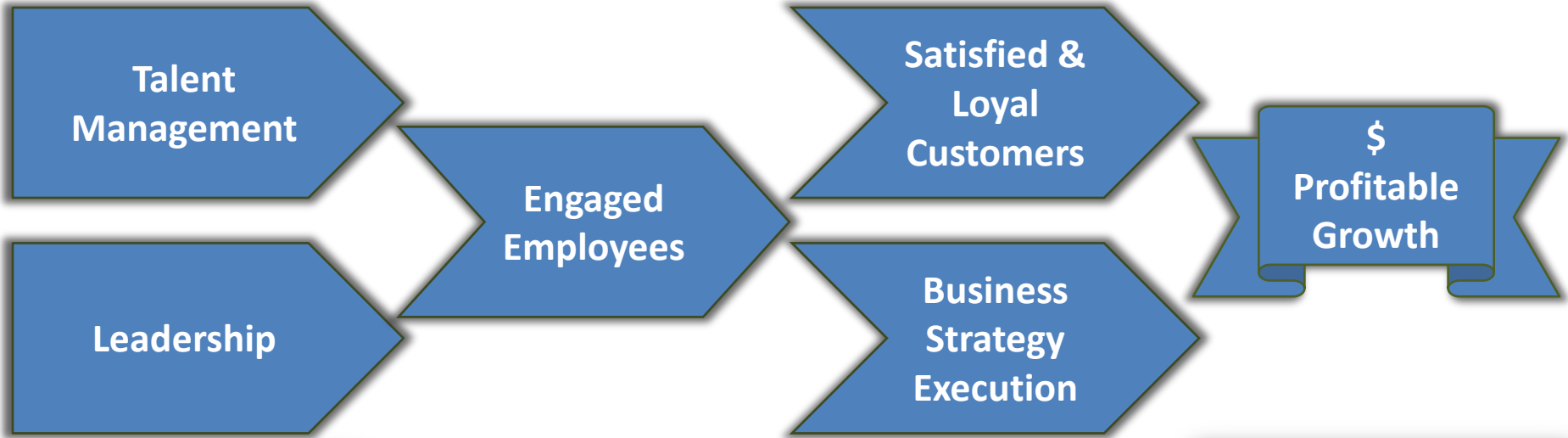
Demographic changes

Global markets

Scale matters

“What got us here
isn't going to get us there”

> The Value Chain Model Connects Talent to Growth



**Leadership, Talent and Engagement
Improve the Bottom line**



Source: *the Institute for Corporate Productivity* 



> Connecting Strategic Decisions and Talent

Strategy

- Where does your strategy require that your talent and organization be better than your competition?

Talent and Organizational Systems

- Where does your talent and organizational systems need to be different from competitors, and why?

Compensation/Investment

- Where should you pay more than the fiftieth percentile of the salary survey for pivotal talent pools?

Competitive Advantage

- Where should you spend more on pivotal talent programs and practices than your competitors and why?

Strategic Goals and Change Management

- If you shifted strategic goals, which of your employees or organizational structures would have to change the most?



Critical Talent Pools

Strategic positional of Disney vs. Cedar Point

Disneyland

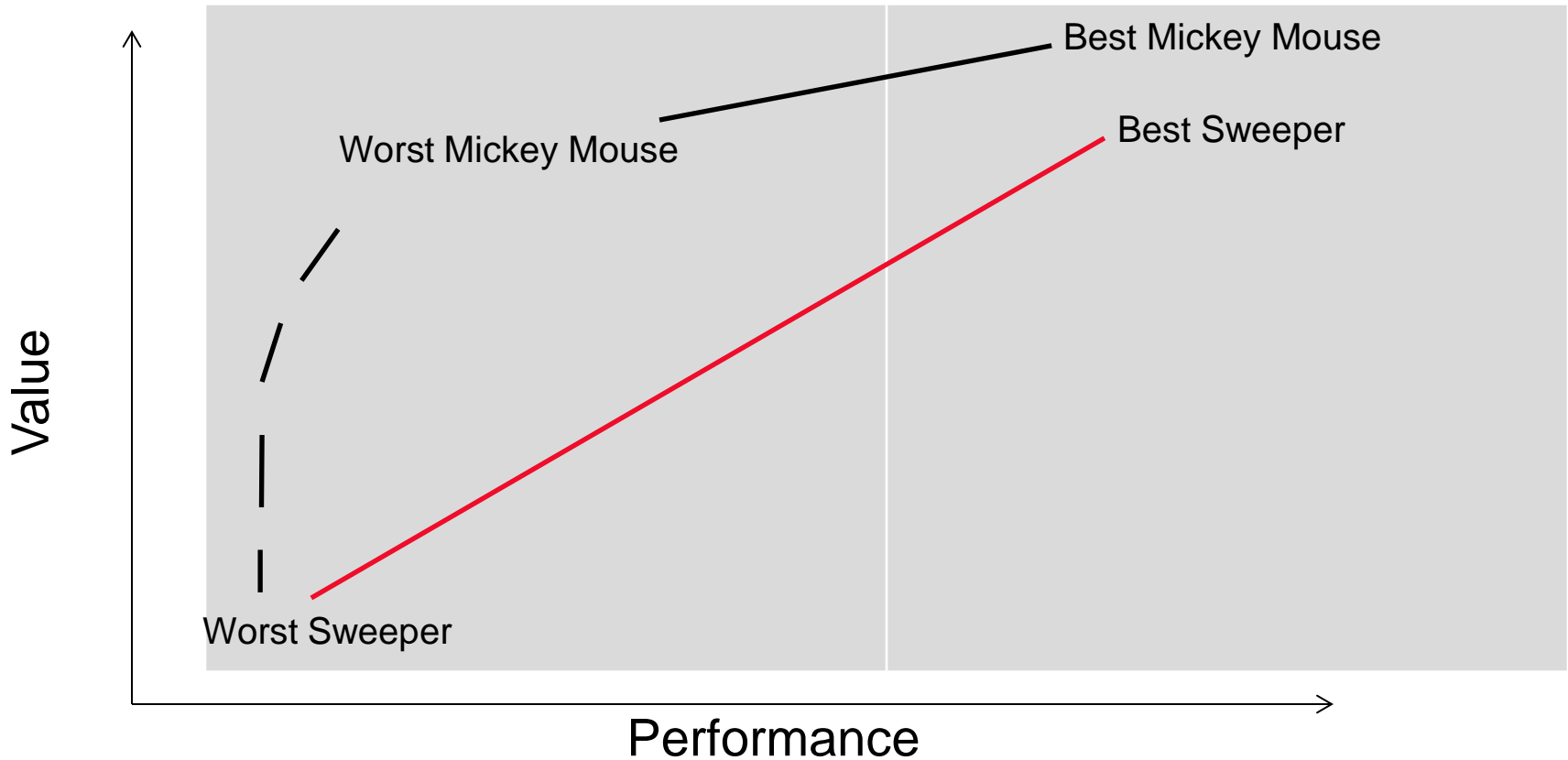
- Key differentiator – Disney characters
- Value proposition – “The happiest place on earth”
- Brand essence – Fantasy
- Interesting Web site feature – 0% Disney vacation financing
- Discount for seniors - None

Cedar Point

- Key differentiator – Roller coasters
- Value proposition – “the roller coaster capital of the world”
- Brand essence – Thrills
- Interesting Web site feature – Blog for roller coaster enthusiasts
- Discount for seniors – 75%

> Pivotal Talent Pools – what makes the difference?

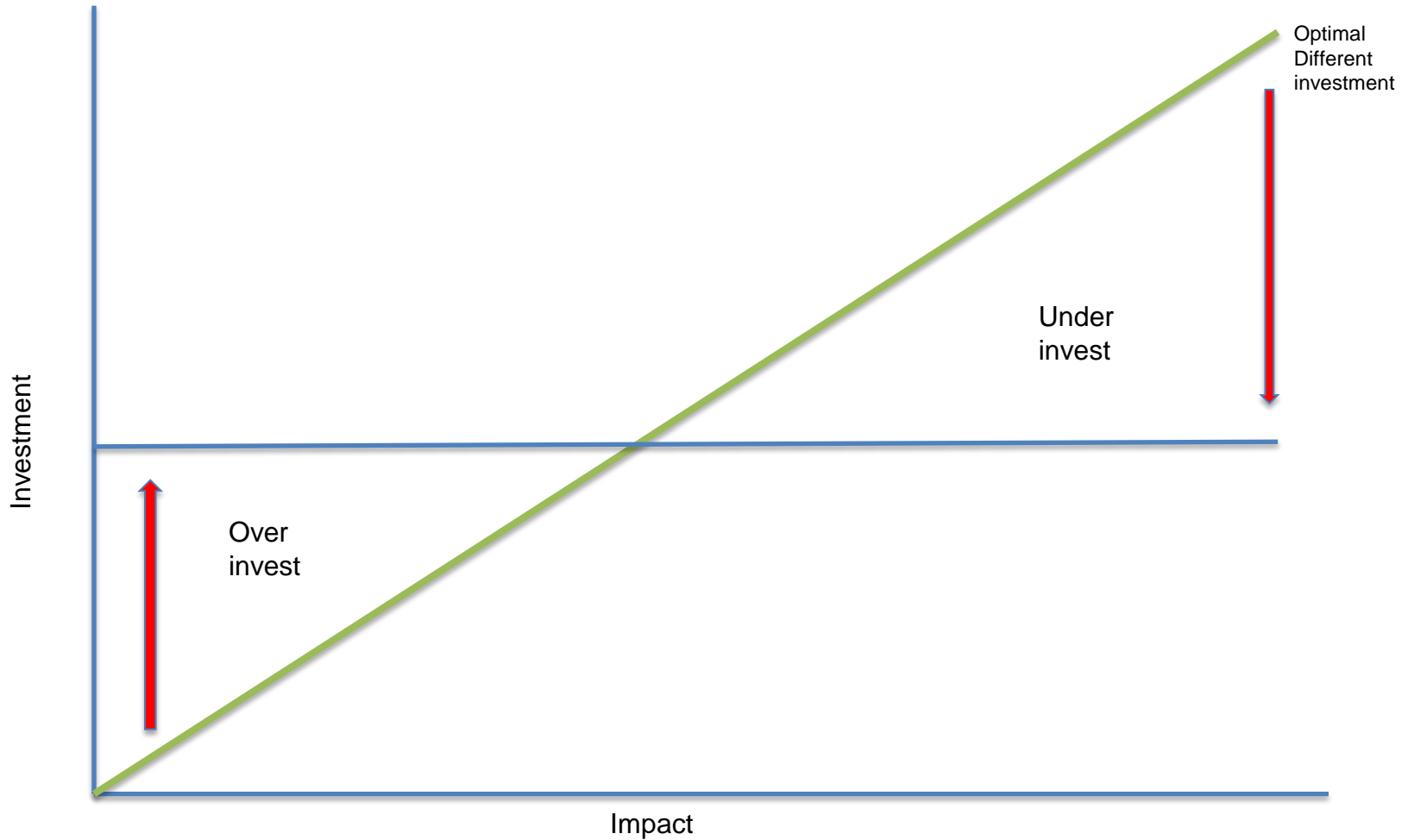
There is more value in improving the sweepers than characters





Who are your critical talent pools?

Are you investing enough in them to create competitive advantage?



> Pivotal Talent Pools

Pivotal and Important are different

- Mickey Mouse is very **important** to the experience at Disney
- Sweepers are **pivotal** – they make the difference in creating moments that delight guests which is the strategic constraint

> Pivotal Talent Pools

Sweepers are unionized which limits pay differentiation or pay based on individual performance

- They receive special training and other on the job development
- Disney asks guests to rate and describe something a sweeper did
- Provide Guest Service Fanatic cards for guests to write the name of cast member and what they did – leads to drawings
- There is a career path from sweeper to Imagineer or other work they desire
- When hired –look for passion to provide one-on-one service

Disney's talent investments are targeted to where they will have the largest effect



Example



- How are they different?
- How do they win?
- What did they need to do?



Example



- How are they different?
 - How do they win?
 - What did they need to do?
- Competing with Home Depot
 - Building 120 stores a year
 - Pivotal Talent Pool – store managers
 - Needed 205 new store managers a year
 - Assistant store managers – the pipeline to store manager needed 1200 new ones a year

> Land O'Lakes Approach



Raise the Bar on Performance

Upgrade Talent

TALENT LINK
LAND O'LAKES, INC.

Diversity & Inclusion
LAND O'LAKES, INC.

Leadership Expectations and Competencies

Robust College Relations

Growing Leaders

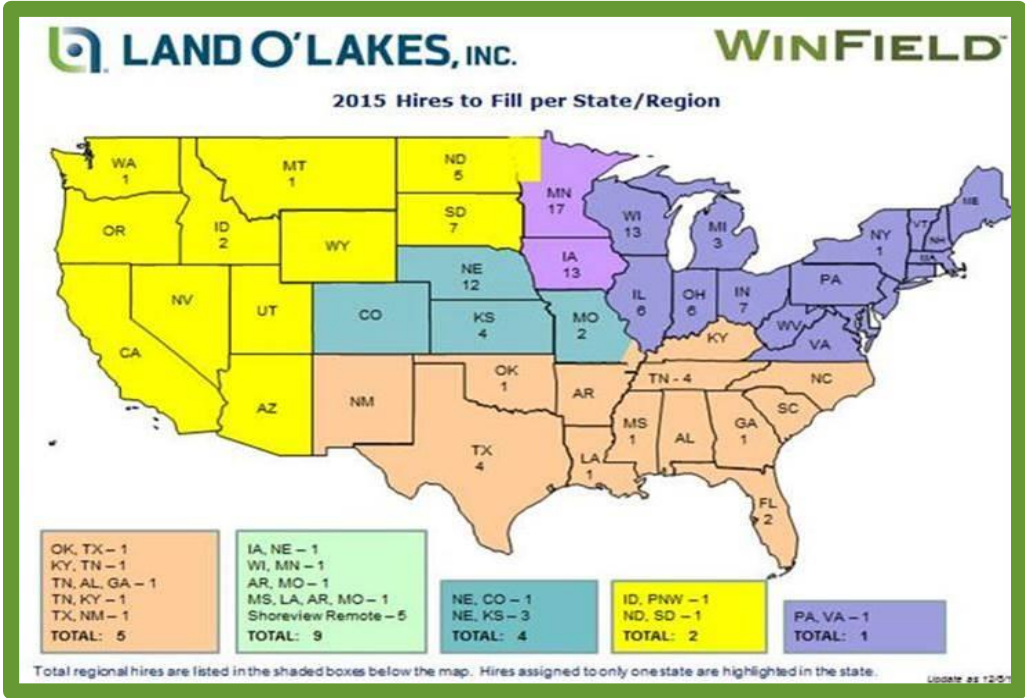
Strong Employment Brand

PATHWAYS
Reach your potential...

> Recruiting Muscle

Interns

New Grads



Executive Ownership

College Relations

Diversity Sources

Social/Mobile

Ag Business Recruiting

Employment Branding

> Leadership Expectations

All employees are leaders

Creating tension for change



LEADERSHIP EXPECTATIONS

ACT WITH INTEGRITY

- ▶ Demonstrate Integrity in
 - » Products
 - » Processes
 - » Relationships

DELIVER RESULTS

- ▶ Execute with Focus & Accountability
- ▶ Act Boldly
- ▶ Lead & Embrace Change
- ▶ Demonstrate Agility

DEMONSTRATE THOUGHT LEADERSHIP

- ▶ Make Insightful Decisions
- ▶ Act Strategically
- ▶ Innovate to Grow

LEVERAGE TALENT

- ▶ Engage & Include
- ▶ Influence & Inspire
- ▶ Build Talent

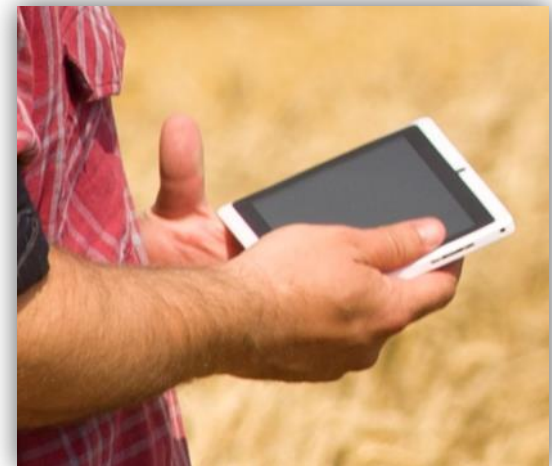
> Performance Expectations

Performance = **What** + **How**
GOALS RESULTS COMPETENCIES BEHAVIORS





- One Stop Shop
- More efficient and effective
- Added measurement and accountability
- Propelled the Talent Imperative



Leveraging Human Capital Technology

> Our Approach



Engagement Index



Best Talent Leader Index (BTLI)

Elevate Communications



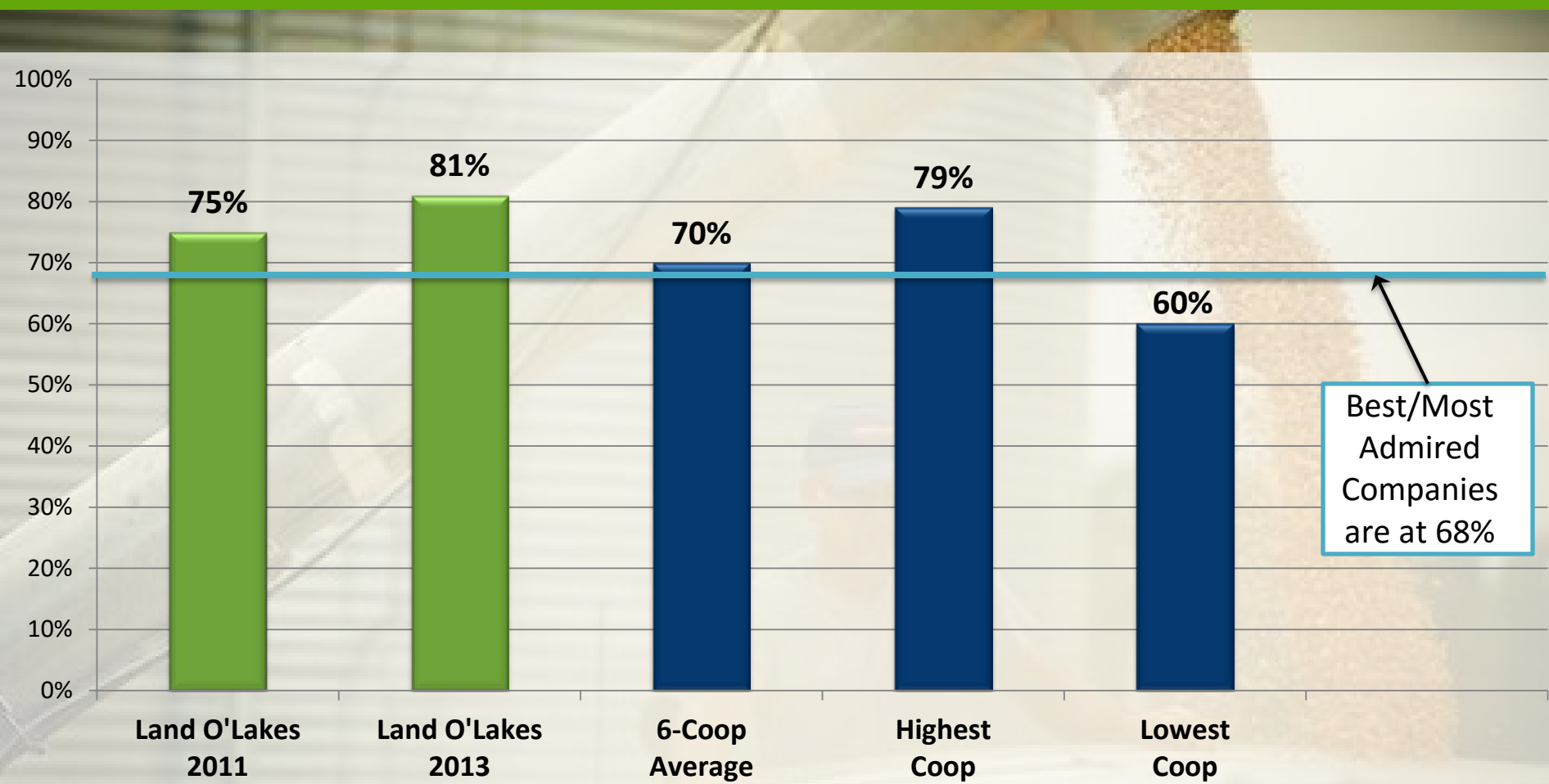
Level up ELT/SST

> Organization Health is Stronger

- Employee engagement is 70% and productivity per employee continues to improve
- The bottom 10.4% performers (450 employees) have been moved out in the past 3 years
- 50% of the workforce is new to the company in the last 5 years
- One third of executive management are female
- We can recruit! In 2014 we hired:
 - 1,300 employees
 - 360 interns
 - 60+ new grads

More fit to compete!

> Engagement is Stronger



Note: Land O'Lakes results are non-production only. Land O'Lakes production + non-production 3-year average is 70%
A version of the Land O'Lakes survey was used in 6 Member Cooperatives

> Questions to consider

- Are you doing this?
- Do you know who your pivotal talent pools?
- Do you know who your pivotal talent pools will be in the next 5 years?
- Do you have a clear strategy which informs you of what roles will have the biggest impact?
- Are you investing resources in the areas that will have the greatest impact on your strategy?

Questions?

