
RNG Recruiting Conference

Employment Branding

Strategy or Fad

Presented by:
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*Based Upon The Books Authored or Co-Authored by Dr. David Weiss,
"High Performance HR" (2000), "The Leadership Gap" (2005), and "Leadership Solutions" (2007)*

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1. Is employment branding for real?

2. What is an employment brand and how can it be useful?

Expected Outcomes

4. Dialogue and share learning with each other

3. What are some employment branding critical success factors?

1. Is Employment Branding For Real?

- ◆ There have been many exciting fads that have come and gone, e.g. *Quality Circles, Quality of Work Life, Reengineering, Empowerment, Employer of Choice*, etc.
- ◆ Is *Employment Branding* just another fad that will pass?
 - The Y2K story: Urgency to retain IT specialists
 - The Leadership Gap: Urgency to find new innovative ways to source and retain talent.



Dynamics That Created Employment Branding

- ◆ When there is a business urgency to source and retain talent, it generates innovative HR solutions:
 - In 1999 we were faced with the Y2K story:
Urgency to retain IT specialists
 - In 2007, we are faced with the leadership gap:
Urgency to find new innovative ways to source and retain leadership talent.
- ◆ At the same time, HR has been evolving to an external customer orientation which has fostered a new alignment with marketing approaches such as branding



The Current Business Urgency: The Leadership Gap



- ◆ Organizations are experiencing significant leadership gaps, which is undermining their current and future ability to succeed
- ◆ What is especially alarming about the leadership gap is that despite widespread investments in recruitment, leadership development, and employee engagement, companies still are not able to deal with this gap

© Weiss & Molinaro (2005) – *The Leadership Gap* (John Wiley & Sons)



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Forecasted Priority Human Capital Metrics

What human capital issues or measures do you want to report to the Board or Top Team? (Top 5)	CDN Now %	CDN Future %	DIFF Score %
1. Leadership Team Capability	45	82	37
2. Return on investment of human Capital	7	70	63
3. Employee competency	29	70	41
4. Effectiveness of change programs	25	70	45
5. Employee motivation	29	69	40

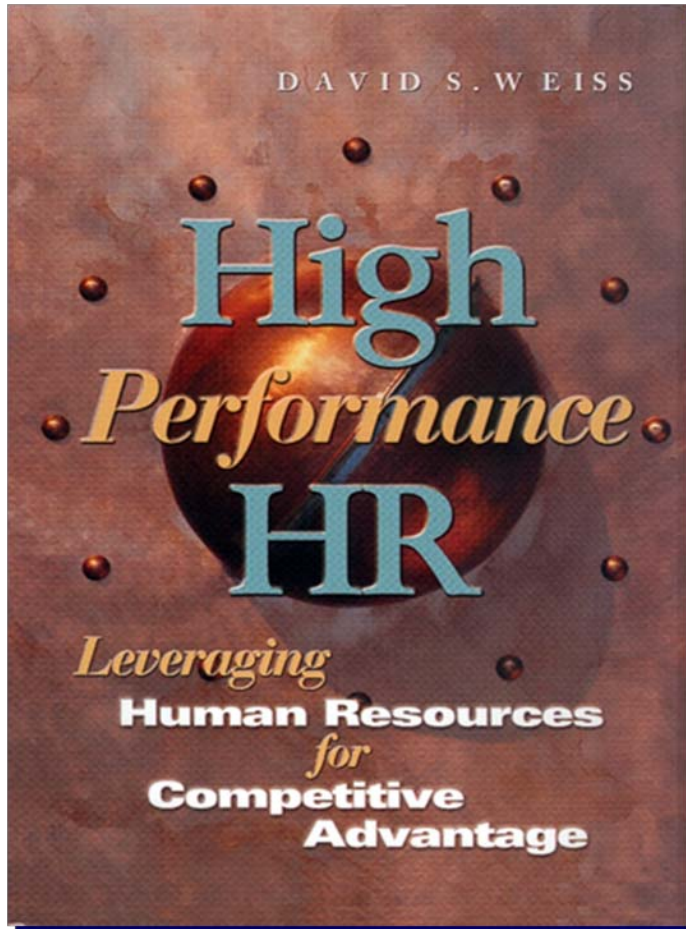
Source:
 David Weis & Richard Finn, "HR Metrics that Count"
Human Resource Planning, February/March 2005 (February 2005)

Organizational Response To The Leadership Gap



© 2005, Weiss & Molinaro, *The Leadership Gap* (Wiley)

HR Focus On Leadership Capacity As A Strategic Priority



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HR Focus On The External Customer Created A New Alignment With Marketing

From "High
Performance HR" by
Dr. David Weiss
(Wiley, 2000), p. 27



HR Alignment With Marketing

- ◆ A key access route for HR to the external customer is through marketing information about the external customer. HR leverages that information to function as a business partner within the business
- ◆ HR also discovered that they have an opportunity to re-use marketing approaches to discover new best practices for HR. For example:
 - Re-use the marketing approach to customer surveys for employee surveys
 - Re-use the marketing approach to customer communications for employee communications
 - Re-use the marketing approach to product and service branding for recruitment advertising and the creation of a powerful employment brand



2. What Is An Employment Brand And How Can It Be Useful?

- ◆ A brand is the visual, emotional, rational, and cultural image that you associate with a organization or a product
- ◆ An employment brand is the labour market's perception of your employment value proposition. Internally, it is the internalized sum of impressions your organization makes on employees.
- ◆ The application of the same marketing and branding practices used to market your product and/or service applies to your recruitment and retention programs.
- ◆ An employment brand is packaging all employment initiatives under an integrated set of symbols and key messages. The "messages" must be clear and consistent. If not, your "employment brand" message will be lost.



Employment Branding Focuses On Maximizing Hiring Opportunities And Retaining Talent

In "Truth"

		Right Hire	Wrong Hire
What you did	You Hired	Congratulations! Can You Retain Them?	Choice Issue: Very Costly Error
	You did not hire	Employment Branding Focus: The Missed Opportunities	Good Decision



Employment Branding Sourcing Tactics

Employment

branding for = f (Timing,

key talent

- ◆ Align branding tightly with strategic direction
- ◆ Target potential candidates pre-need
- ◆ Speed of sourcing talent becomes a competitive advantage

Desire,

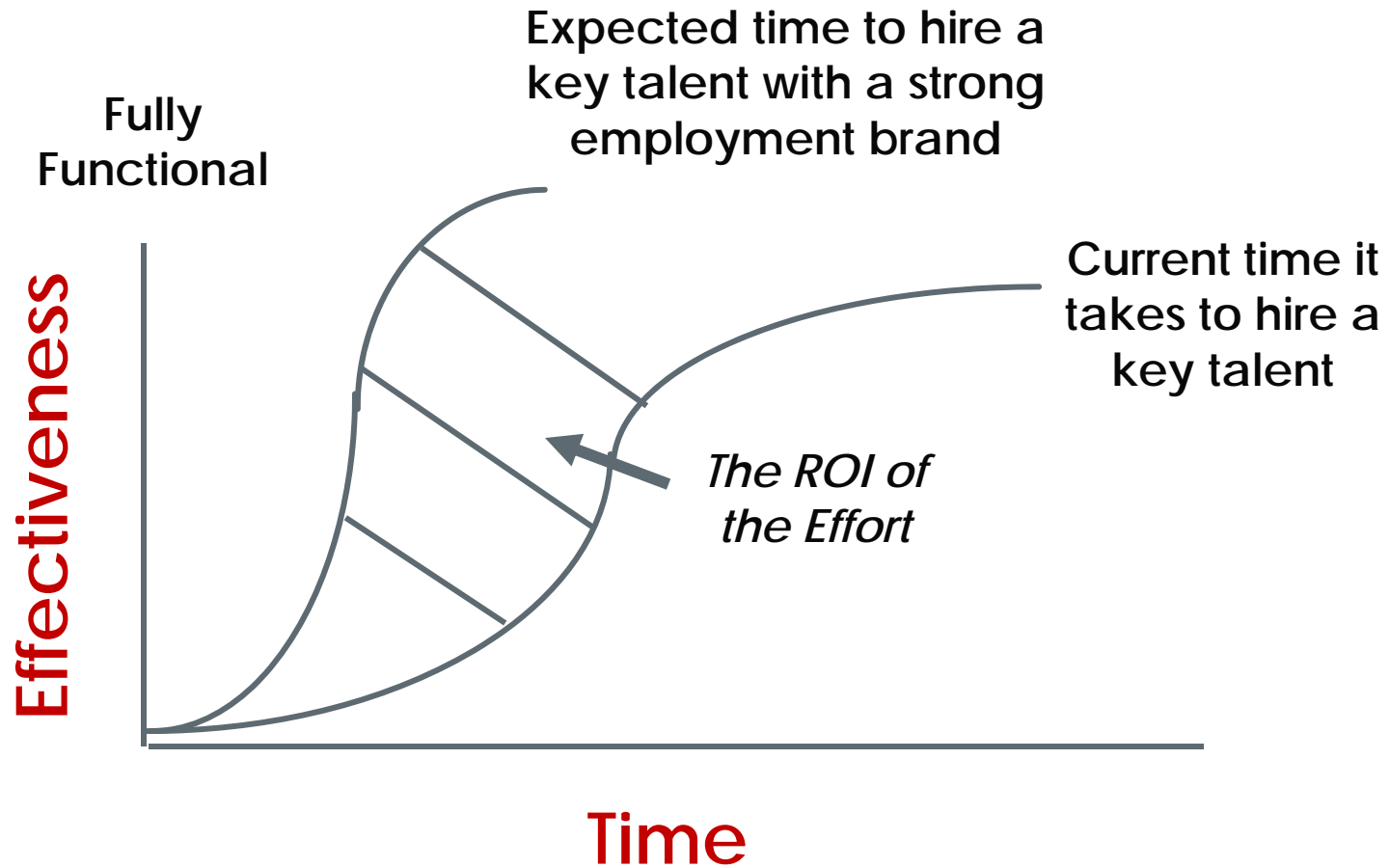
- ◆ Leverage branding to create attraction in high profile locations
- ◆ Market to candidates as you do to customers
- ◆ Use high probability motivators to attract key talent

Choice)

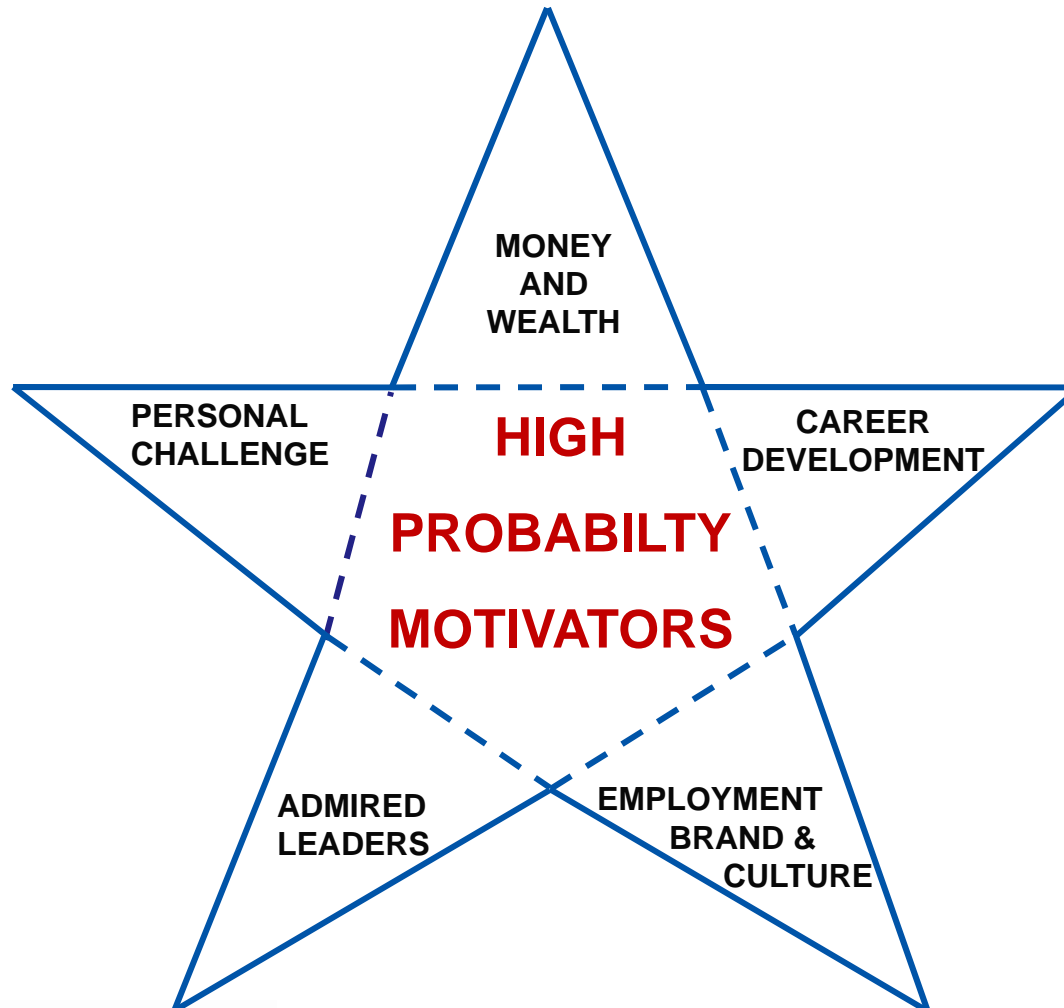
- ◆ Hire for key talent rather than to fill positions
- ◆ Select for current and anticipated future needs
- ◆ Assess skills and values
- ◆ Don't let desperation be your inspiration



The ROI Of A Strong Employment Brand



Employment Branding Is One Of The Methods To Retain Key Talent



3. Four Critical Success Factors

1. Collaborate with marketing to determine how you can leverage the business brand to develop an effective employment brand and ensure that the employment brand reinforces the marketing brand
2. Enlist the commitment of the executive team to an employment brand that is appealing to current and potential employees. Put a “people issue” in the top 3 to 5 business strategic objectives of the entire business (e.g. employment brand) and ensure the executives understand and reinforce the intent of the strategy
3. Ensure that other HR processes are aligned with the employment brand and find an “anchor process” (e.g. quality, metrics) to embed the employment brand within the business
4. Set up a cross-functional multi-level team to advise on the branding inputs, outputs and its evaluation



Marketing Research: *Who Are We Trying To Retain?*

- ◆ The greatest potential for turnover is within an employee's first 3 years within an organization
- ◆ Talent profiles are critical to knowing who you need to attract and retain, and why you need them
- ◆ Branding is about choice, and your employees made a conscious decision to join, just as they will make a conscious decision to stay or leave
- ◆ Determine your value proposition by segments of the employee population
- ◆ Engage employees and line management in determining the value proposition of their segment of the organization



Positioning Errors Common In Employment Brand Marketing

Five common errors to be avoided in positioning a product or, in this case, an employment offer:

- 1. Under-positioning** - Failing to present a strong central benefit to the employment offer
- 2. Over-positioning** - Positioning the offer too narrowly and making it uninteresting to many current and potential employees
- 3. Confused Positioning** - Positioning an offer on two or more benefits that conflict with one another or are contradictory
- 4. Irrelevant Positioning** - Claiming a benefit about which few current or potential employees actually care
- 5. Doubtful Positioning** - Positioning the offer on a benefit that employees doubt the firm can or will deliver

Source: Adapted from Kotler, Philip, Kotler on Marketing, New York The Free Press, 1999, pp. 57-59



A Framework For Action

1. Establish the business case for an employment brand and achieve executive approval and support
2. Evaluate the organization's current employment brand (I.e. is there an implicit brand and does it add value)
3. Know your current employees and future recruits
4. Assess the organization's ability to renew its employment brand for new talent and to retain talent
5. Decide on a centralized, decentralized (within business lines) or segmented employment branding strategy
6. Align the brand with all public messaging
7. Commit to continuous oversight of the brand



4. Dialogue And Share Learning With Each Other

A large rectangular area with horizontal blue lines, intended for notes or dialogue. The area is bounded by a dark blue border on the right and bottom sides.



Overcoming Barriers To An Effective Employment Brand

What are the barriers to establishing an effective employment brand?

How can the barriers be overcome?

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✓ 3. What are some employment branding critical success factors?



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Q&A About The Presentation



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Dr. David Weiss is the President & CEO of Weiss International Ltd. an international business strategy and leadership consulting firm. For the past 20 years, David has specialized in the fields of:

- Facilitating innovative leadership development processes
- Facilitating executive strategic planning and team development
- Coaching executives and facilitating their development
- Facilitating succession planning and talent management
- Assisting HR to deliver strategic value to their organizations

David's doctorate is from the University of Toronto. He also has three Masters degrees in Psychology, Education and Philosophy. He is also:

Author of 4 Books:

- *"Leadership Solutions"* (Co-Author, Jossey-Bass, 2007)
- *"The Leadership Gap"* (Co-Author, Wiley, 2005)
- *"High Performance HR"* (Wiley, 2000)
- *"Beyond The Walls Of Conflict"* (McGraw-Hill, 1996)

- Affiliate Professor of the Rotman School of Business
- Senior Research Fellow of Queen's University
- Faculty member of the Technion Institute of Management
- Lifetime Honored member of "Global Directory of Who's Who"
- Honored as a life-time "Fellow CHRP"
- Global "HR Leadership Award" from Asia-Pacific HR Association

David is a sought after executive facilitator, trainer and conference keynote presenter. He has published over 30 professional articles in his fields of expertise and he has written three best selling business books (see side panel). His fourth book *"Leadership Solutions"* (Jossey-Bass, 2007) was published in September 2007.