

Cultivating Success: Talent Retention and Smart Hiring





Culture



Talent



Retention



FROM QUIET QUITTING TO QUIET HIRING?

FORBES > LEADERSHIP > CAREERS

EDITORS' PICK

'Acting Your Wage' Is Detrimental To Long-Term Career Success

Jack Kelly Senior Contributor ©
I write actionable interview, career and salary advice. [Follow](#)

Sep 29, 2022, 01:37pm EDT

Listen to article 11 minutes



Instead of getting caught up with this tit-for-tat mentality, break the mold. You're wasting ...
[+] GETTY

NOW PLAYING

How younger v

Source: CNN



00:01 / 03:09

How y
minim

All over the world, we are hearing about quiet quitting, act your wage, bare Minimum Mondays which is overwhelming to try and navigate.

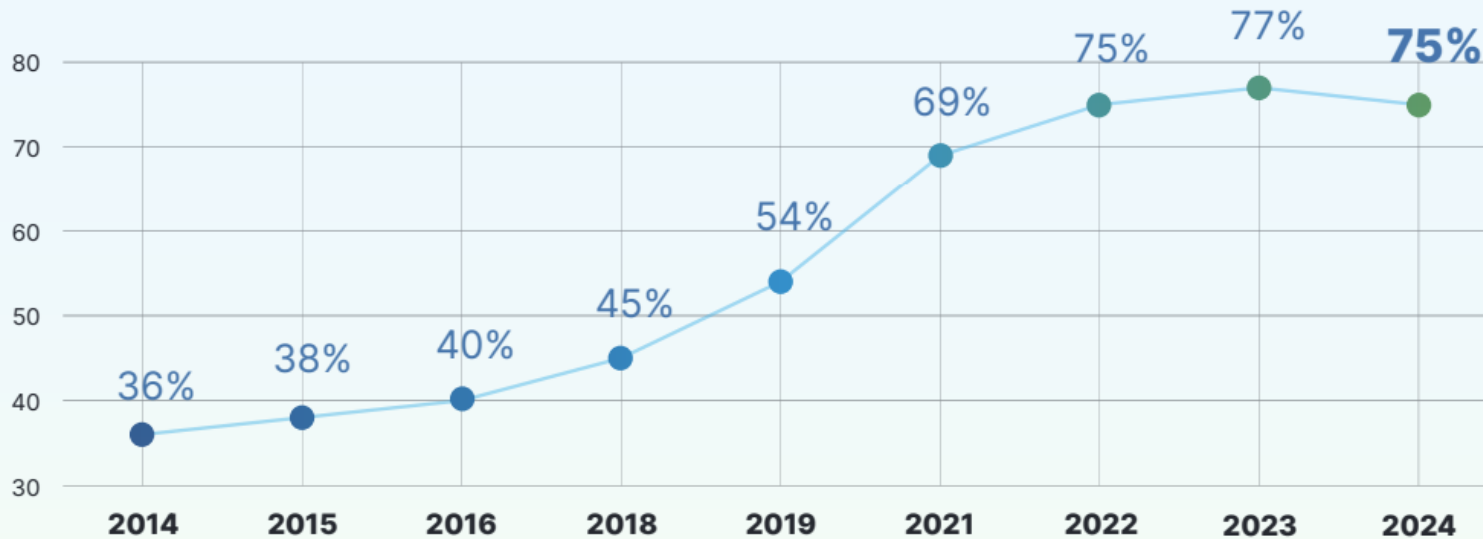
Quiet quitting is when employees continue to put in the minimum amount of effort to keep their jobs, but don't go the extra mile for their employer.

Acting your wage is a philosophy that revolves around performing only the tasks and duties for which an employee is compensated for and not taking on additional responsibilities without recognition or compensation.

Bare minimum Monday is a trend that encourages workers to do the minimum required work on Monday. By lowering their expectations, workers can feel less anxious on Sunday evenings and less overwhelmed on Monday mornings.

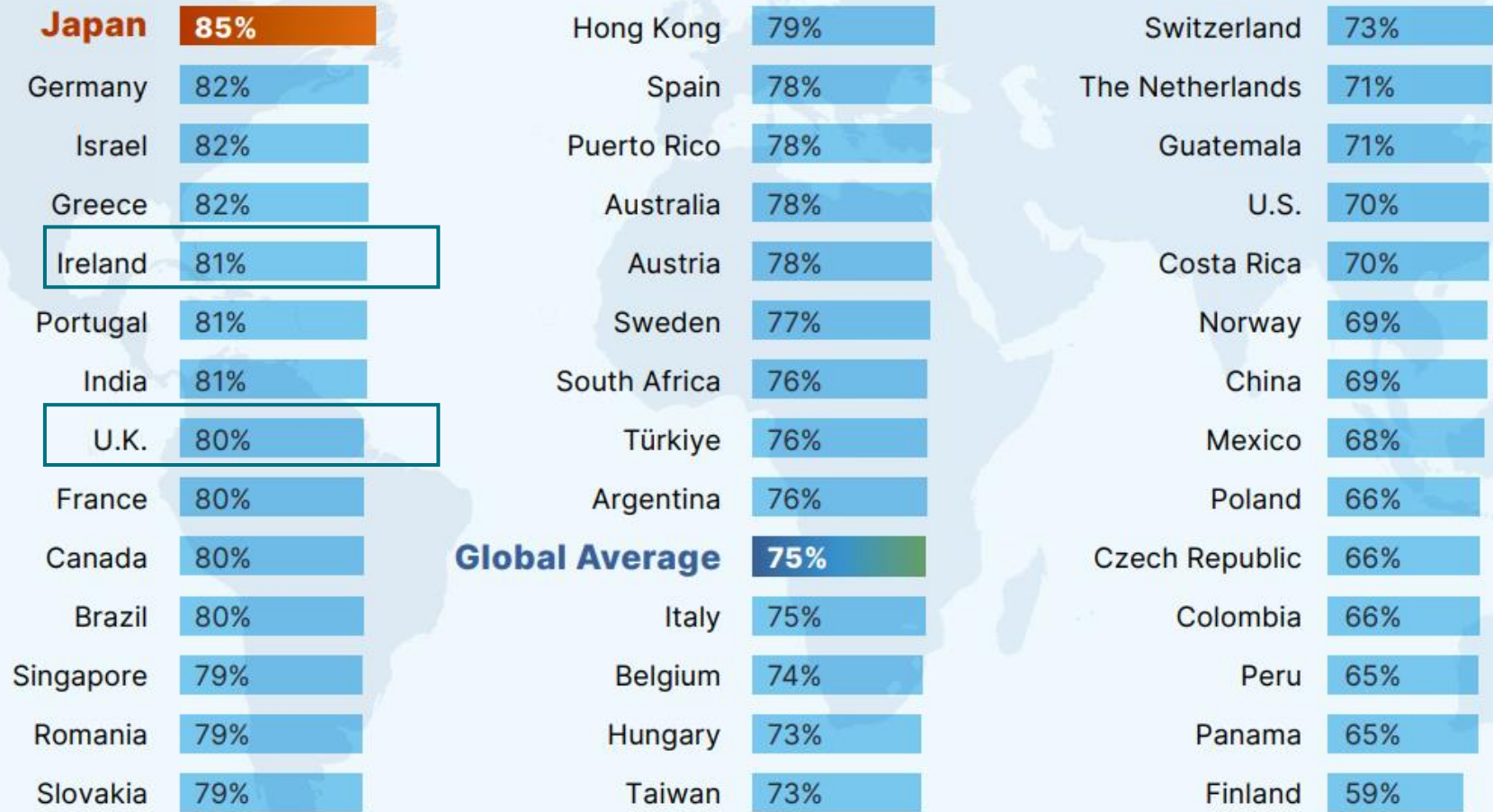
Today, **75%** of employers report difficulty in filling roles.

Global Talent Shortage Over Time



Source: 2024 Global Talent Shortage Study, Manpower Group, 40,000 Employers Across 41 Countries
Question: Do you report difficulty finding the skilled talent you need as an employer?

Talent Shortages Around the World



Source: 2024 Global Talent Shortage Study, Manpower Group, 40,000 Employers Across 41 Countries
 Question: Do you report difficulty finding the skilled talent you need as an employer?



WTTC: Industry Impact

2023 Forecast

9.2%

Total
GDP
Contribution

23% Growth Over 2022,
17x faster than global economy

320,000,000

Total
Travel & Tourism
Jobs

9.6% Share Of Global Jobs



2033 Forecast

11.6%

Total
GDP
Contribution

Growing almost 2x faster
than global economy 2023-2033

430,000,000

Total
Travel & Tourism
Jobs

11.8% Share Of Global Jobs
110 Million New Jobs

What Can You Do to Retain Your Talent and Hire Smarter?

Areas of Focus

- 1 Focus on Your Culture
- 2 Retain the Talent You Have
- 3 Hire Smart

Focus on Your Culture

“Customers will never love a company until the employees love it first”

Simon Sinek



Three Actions on Culture:



IQ+EQ

Smart + Healthy = Engagement & Success



Reinforce

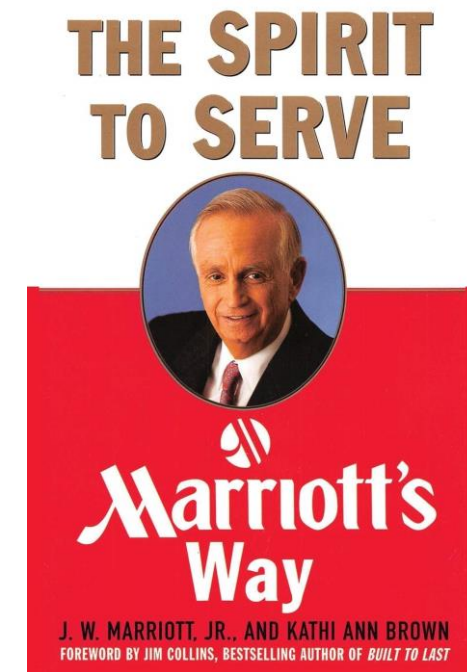
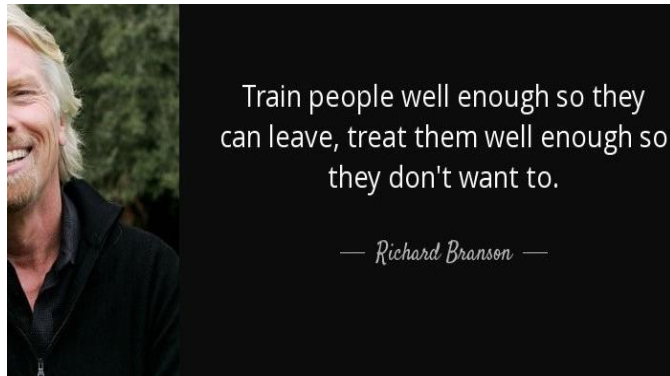
Structure & Discipline: Incorporate it into your leadership behaviors, business practices and day to day activities



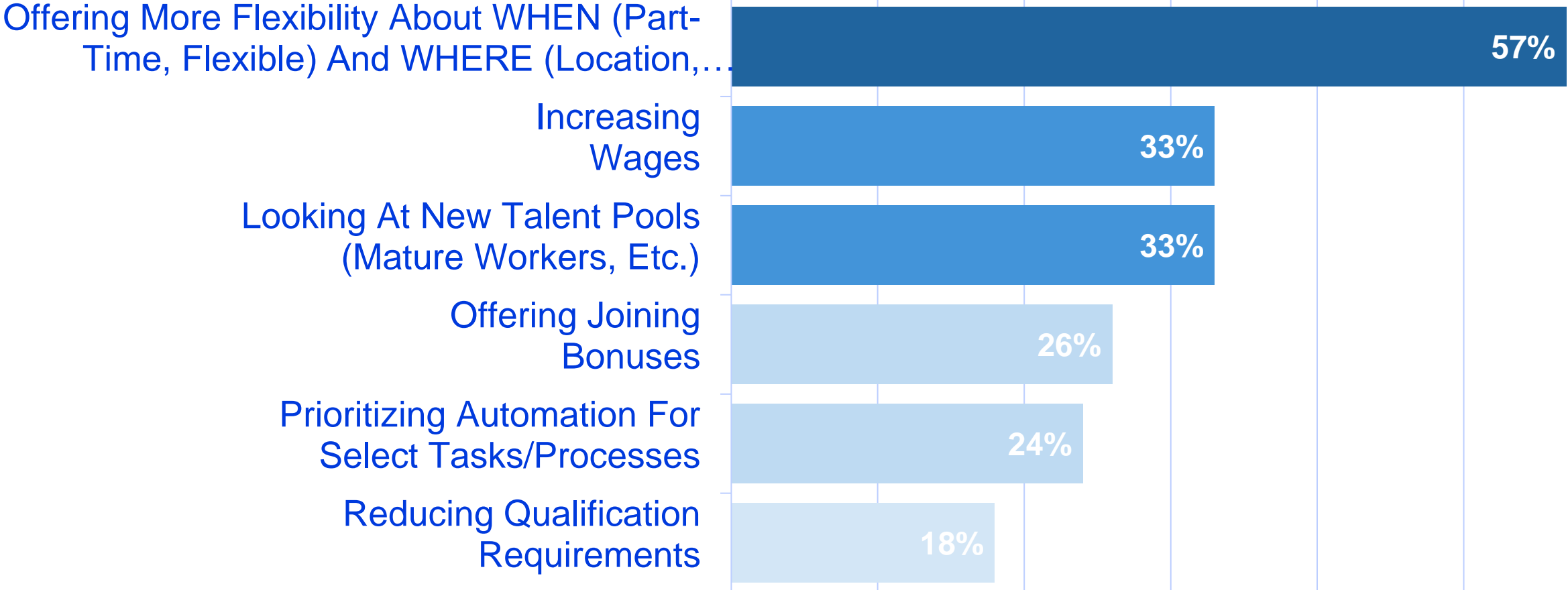
Measure

Measure what matters: Reinforce culture and behaviors with surveys, then share results and respond

Let's Talk About Retention

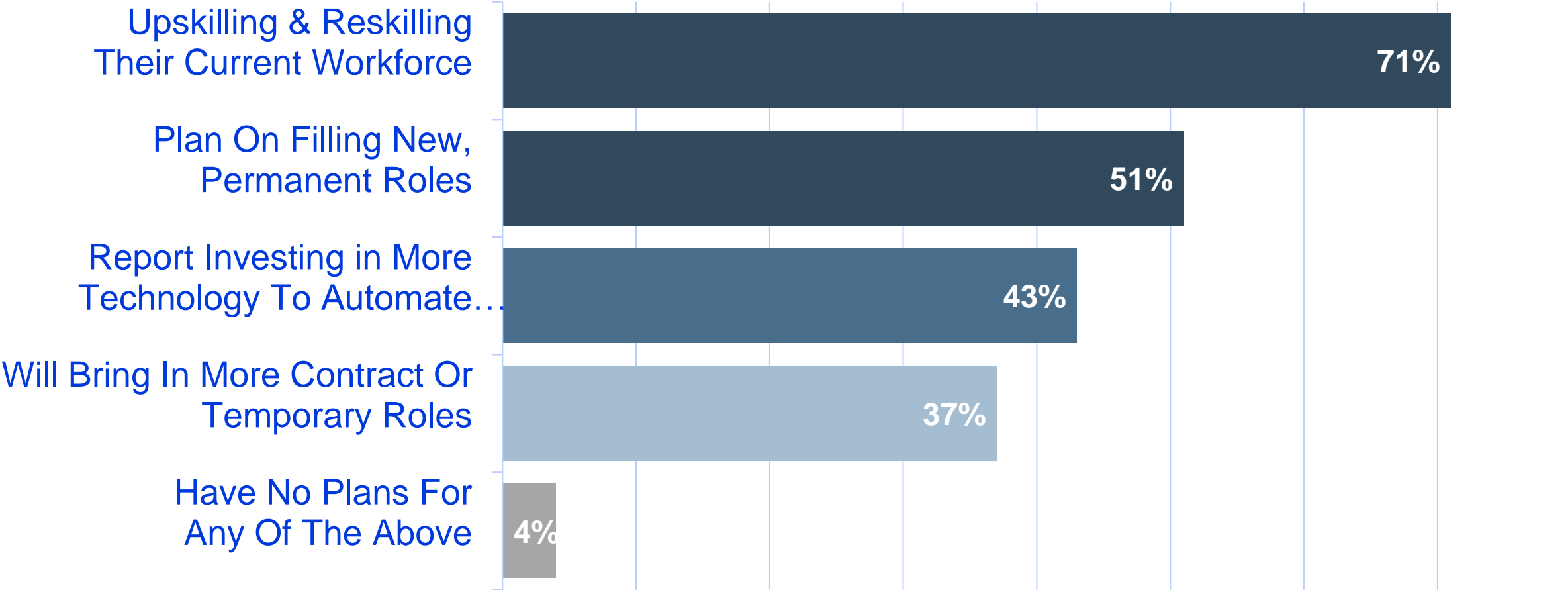


Strategies for Talent Shortage



Source: 2023 Global Talent Shortage Study, Manpower Group, 40,000 Employers Across 41 Countries

How Employers Are Addressing Skills Gap



Source: 2023 Global Talent Shortage Study, Manpower Group, 40,000 Employers Across 41 Countries



Three Actions on Retention:



Leverage

Leverage your culture: it is either delivering on your promises or creating quiet quitters



Invest

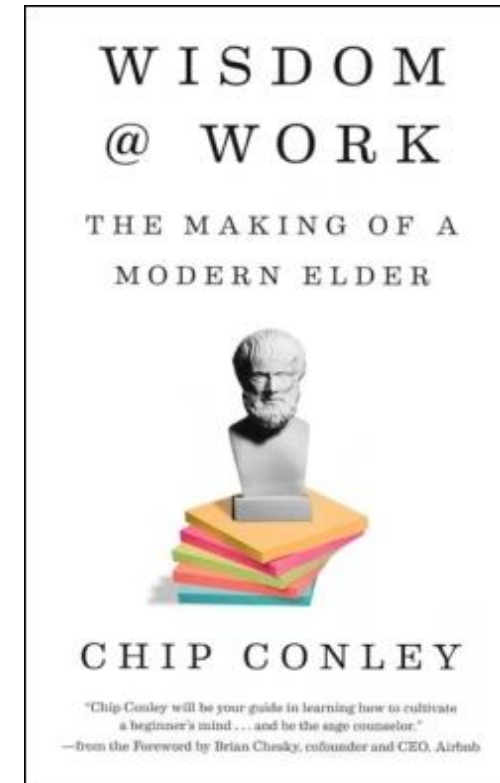
Invest in **employee development and training** and recognise their efforts



Love

Love your people - create a sense of purpose and belonging for your employees

Hiring Smarter



Tools for Hiring Smarter

Hiring for Skills and Culture Over Experience

Quiet Hiring

Social Media

Using Artificial Intelligence (AI) in Hiring

Gamification in Assessments

Three Actions on Hiring:



Look

Look Inside: upskilling and reskilling, flex / stretch assignments & **look outside** for short term consultants, temps, interns and specialized agencies to fix a specific issue/project



Assess

Unique Ability and **Generational skills:** Help assess Unique Abilities and shift different types of work; use generational skills to strengthen teams and align abilities

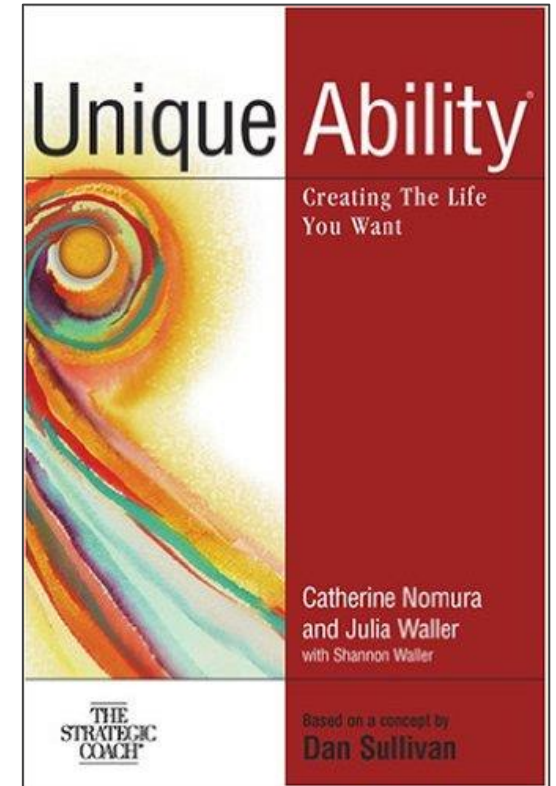


Try

Try something new: Virtual recruiting events, jobcasting, networking events, referral bonuses, employee advocacy on SM, Flexible work, screen in vs screen out mentality

Tying it all Together...

- Infinite Game Mentality – Be Better Every Day
- Leverage Your Authentic & Unique Brand and Purpose
- Hire Smarter
- Don't try to do everything – pick one or two things
- Continue to explore and stay curious



Ideation Session Topics at the UK & Ireland Forum

1. What tools are you using at your agency for **hiring smarter**?
2. What **retention** strategies do you have at your agency?
3. How has your agency developed a winning **culture** and how do you measure it?



Key takeaways

Topic 1: What tools are you using at your agency for hiring smarter?

- Importance of **referrals**
- Make **hiring a process**, not a project – constantly interviewing in case new roles comes up. If business is growing – you've got the candidate ready
- Advertising smart – **social media**: Facebook, Instagram, LinkedIn and other channels
- **Flexibility** of working from home/flexible working hours
- Opportunity to **travel**: offer familiarisation trips
- Setting **clear goals**
- **Right people**, not necessarily experts

Topic 2: What retention strategies do you have at your agency?

- Offer a **paid sabbatical** after 5 years of employment
- Can we bring **computer games** into the picture when hiring? Surprise your staff
- Being **recongised by your peers**, not just managers
- **Flexibility** is key
- **Podcasts** for staff as an engagement tool – suggest various topics: travel, psychology, business
- Setting **clear goals** – on an individual basis as well as where the business is headed

Topic 3: How has your agency developed a winning culture and how do you measure it?

- Easier to create culture with **big organisations vs small** – more structure and more resources
- Hire **Uni grads** to mold / teach
- **Working from home** – impact on culture, community feel and bonding. Being in the office is essential especially for more junior crowds, better coached and mentored
- **Support for smaller companies with training** who need to rely on external organisations for resources and not enough time to do internally (as an option – Virtuoso Travel Academy)
- Establishing **company's core values**; being respectful, regular appraisals, hire right people
- How to make people motivate and involved: **peer to peer recognition**; example - nominate employee, win a voucher
- **Opportunity to travel**, especially departments like Finance
- **Survey your team**; net promoter score



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Thank you