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# What It Takes to Attract and Engage An “A Team”...It’s Not What You Think

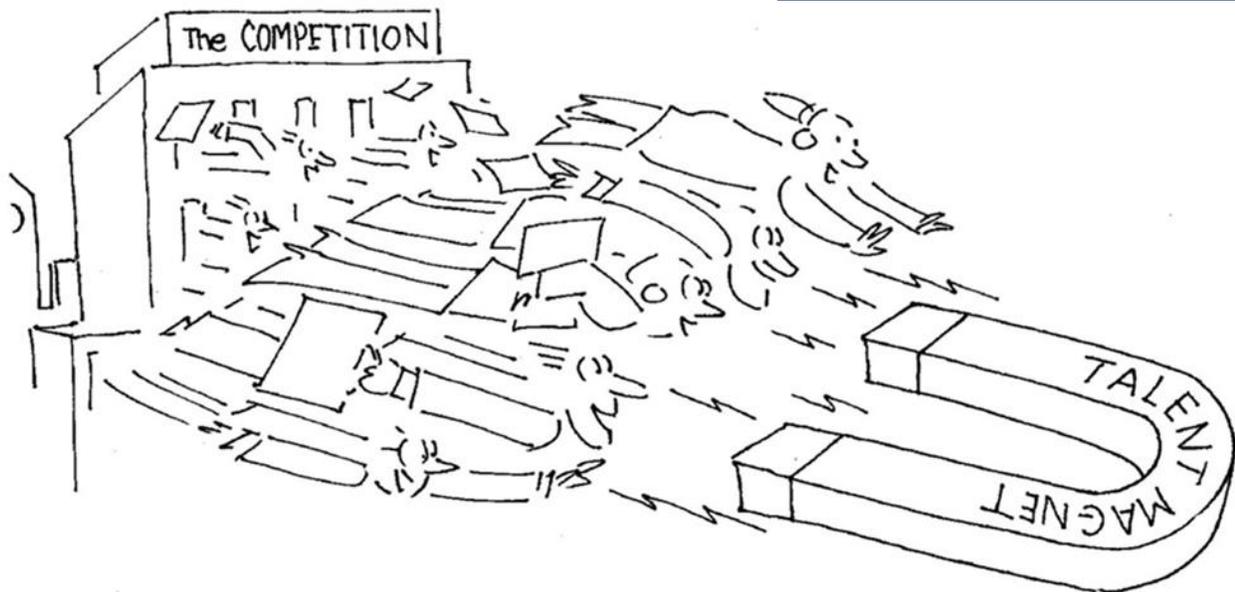
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David Lee

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HumanNature@Work

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## How to Become a Talent Magnet for A-List Talent

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***“First, create a great work experience and then get better at telling the world about it.”***

1. Assess the current work experience you deliver for positives and negatives.
2. Remove or mitigate as many of the negatives as possible.
3. Help your management team excel at delivering a work experience that attracts A-List Talent and... brings out the best in each employee.
4. Get better at “telling your story” to the labor market and help your employees become more effective recruiters by doing the same.

Gallup finds that it takes more than a 20% pay raise to lure most employees away from a manager who engages them, and next to nothing to poach most disengaged workers.

Low engagement teams typically endure turnover rates that are 18% to 43% higher than highly engaged teams.

Employee retention strategies demand people management skills

Source: The 'Great Resignation' Is Really the 'Great Discontent' by Vipula Gandhi and Jennifer Robison, Gallup, July 21, 2021

<https://www.gallup.com/workplace/351545/great-resignation-really-great-discontent.aspx>

# How Well Do You Satisfy What Today's Employee Is Looking for In a Work Experience?

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**Directions:** Using the rating scale below, please rate how well your management team, and organization as a whole, satisfies what today's employees are looking for in a work experience.

1-Poorly   2-Somewhat   3-Well   4-Very Well   5-Exceptionally Well

<ol style="list-style-type: none"><li>1. Meaningful Work That Is Connected To a Big Picture</li><li>2. The Power To Contribute And Make A Difference</li><li>3. Pride In One's Work And One's Employer</li><li>4. The Opportunity To Learn And Grow</li><li>5. The Experience Of Mastery; The Chance To Excel</li><li>6. Autonomy</li><li>7. Ongoing, Clear Communication, Including Clear Expectations And Feedback</li><li>8. Psychological Safety</li><li>9. Relational vs. Transactional Culture</li><li>10. Personal And Professional Respect</li><li>11. To Be Seen And Treated As An Individual</li><li>12. Work/Life Balance—i.e. Respecting the Right to Have a Personal Life</li><li>13. Flexibility</li><li>14. Recognition</li><li>15. Appreciation</li><li>16. Belonging And Community</li><li>17. Some Fun And "Lightness" Interspersed With Hard Work</li></ol>
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## **Gathering the Information You Need**

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1. Surveys (aren't enough)
2. Interviews
3. "Help me, help you, help us" Conversations

## **Putting This in Action**

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1. Share what you've learned with your management team.
2. Identify how well you are delivering what today's employees are looking for in a work experience.
3. Help your management team learn how to create a "Talent Magnet work experience" that attracts, retains, and inspires A-List Talent.
4. Help managers develop constructive conversation, constructive feedback, and psychological safety skills.
5. Develop your management team's ability to engage employees in "Help me help you help us" Conversations.
6. Learn how to capture and tell better "This is what makes us a great place to work" Stories.

## About David Lee

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David Lee, the founder of HumanNature@Work, helps employers improve employee engagement, customer service, and morale, through his work as a consultant, trainer, and coach.

He is an internationally recognized authority on organizational and managerial practices that optimize employee performance. David is the author of *Dealing with a Difficult Co-Worker* and *Managing Employee Stress and Safety*, as well as over one hundred articles and book chapters on employee and organizational performance that have been published in North America, Europe, India, Australia, and China.

He has worked in the healthcare field as a clinician, supervisor, and trainer, and in the corporate world as a manager and trainer.

In addition to his own work with both high performance and struggling organizations, David Lee draws from a broad range of disciplines, including neuroscience, stress research, accelerated learning, organizational development, evolutionary psychology, anthropology, and peak performance technologies. Much of his work involves synthesizing scientific research on human nature and then translating these principles into practical strategies for optimizing individual and organizational performance.

Taking this research which typically doesn't find its way into the business world, David translates these principles of human nature into leadership and managerial practices that optimize employee performance.

To capture the impact understanding human nature makes, David borrows from the popular TV show *The Dog Whisperer*, and explains "Understanding human nature helps you become a People Whisperer, and by doing so, dramatically improves your ability to get the best results from others (and yourself)."

Recently, his work on what makes organizations resilient and employees perform at their best has focused on the central role productive relationships and productive conversations have on these outcomes, with this being the take away message:

"Every better business result you want requires having a better conversation."

## Notes and Takeaways

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