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“DIVERSITY-OF-THOUGHT IS THE
ESSENTIAL ELEMENT, RIGHT ACROSS
THE ORGANISATION. NEVER BE
AFRAID TO THINK DIFFERENTLY”

JULIE ROMERO
CHIEF HUMAN RESOURCES OFFICER
HIRERIGHT



REACH

Career motivations have changed enormously, contributing to increased levels of attrition and greater expectations for the retained workforce. Levels of attrition calmed in the first three-quarters of last year, but it's picking back up again and will continue to rise, as a recent leadership survey concurred that 72 percent of respondents aimed to move into a new role in the next 12 months. Consequently, employers must understand individual motivations, in order to gain a firmer grip on the acquisition and retention of talent.

"LONG-TERM JOB SECURITY IS MATCHED BY MAINTAINING RELEVANCE IN THE WIDER RECRUITMENT MARKET, WHICH IS SPIKING A DESIRE FOR CONTINUOUS DEVELOPMENT AND SELF-IMPROVEMENT"



ARTICLE BY SUZIE WALKER, MD & FOUNDER - SUZIE WALKER EXECUTIVE SEARCH

In recruitment, it's often said that those in early career stages seek technical experience, a breadth of skills and career progression, whereas those within senior leadership roles look for leadership development skills and sector experience. Up the ladder further and those at the very top of their game seek board-level experience and purpose. Whatever stage, the traditional idea of long-term job security is matched by maintaining relevance in the wider recruitment market, which is spiking a desire for continuous development and self-improvement. However, when life changes and circumstances come into play, motivations can change very quickly and so it's essential to maintain a broader outlook when assessing what's important to the workforce going forward. Notably too, people are moving away from traditional career paths, with an increase in contract and interim opportunities. But whatever the terms of contract, company culture and aligned values are still an important motivational consideration.

We know that from the recruitment stage, right through to exit, those conversations - ones that provide a clear understanding of what is important to the workforce - arm organisations with the knowledge they need to adapt and provide a competitive edge, over those peer firms failing to engage in that way. It's important to note that while it might not be a candidate's market today, this will change and employers will find themselves once again, competing for talent - especially as skills shortages will remain a perennial concern for the foreseeable future. In the past few months, we have seen senior leaders upskilling, even at their own cost, to keep on top of tech development, so that they have options, without having to compromise on being associated with a business that doesn't truly align with their values and career aspirations. Indeed, while it's often said that Millennials and Generation Z are more likely to seek organisations and roles that align with their values, the reality is that recruiters are experiencing this across all demographics. Organisations are expected to have robust and demonstrable policies to underline those values. But while purpose provides a

foundation for the workforce to thrive, don't be fooled into thinking salary and benefits are not important, they are, for the obvious reasons for financial security and keeping afloat during a cost-of-living crisis. Arguably, this could be seen as more important to those just starting out in life or for those with growing families, but it really isn't that simple. For those perceived at the top of their game and at a later stage in their career, the stakes may be even higher. Therefore, it's impossible to group the importance of salary and benefits into a generation or stage of career, that really is an individual and personal matter and should be treated as such.

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The emergence of home and hybrid working has created a whole new wave of motivations, namely flexibility and the rise of individualism. The workforce now has more options open to them, as they consider when, where and how they work, to suit their own needs. As with other motivational factors, this is highly-personal and differences come into play when you consider individual circumstances. Young people often leading the argument for a hybrid mix of home and office working, whereas parents and carers want the opportunity to reduce their commute and spend more time with loved ones. With the emergence of home and hybrid working arrangements, we have also seen extraordinary progress in technologies that support this way of working - from productivity to connectivity, the options are endless - and this has enabled individuals to work in a way that meets their needs. Of course, this individualism

requires trust and that is now a key ingredient for effective leadership, working together to outline goals and objectives with teams and individuals that can then be trusted to perform without constant oversight. In terms of collaboration, companies with an intentional and planned approach to this really are coming up with some innovative solutions to achieve exceptional results and, compared to those that aren't, this is a key differentiator on the talent front.

With the rapid pace of technological development, there is also a heightened demand for learning and development and as reported, we have seen an increase in senior leaders embarking on self-funded training due to a desire for personal development and insufficient in-house provision. This is a worrying sign and it really is in every organisation's interest to prioritise L&D comprehensively and equitably. The digital landscape has changed everything and roles are changing alongside it and most functions will be impacted by AI in the coming years and so a greater understanding of why and how this emerging technology will change roles and operations is essential. There is an understandable concern about how recent technologies will integrate within the workforce, so there is a strong motivation for almost the entire workforce to learn more, in order to succeed and progress within existing roles or to move into new roles. This may well be a generational concern, but the tech-savvy workforce will be wanting to embrace these new opportunities. Certainly, lifelong learning is expected from younger generations, whereas older generations saw formal education as the end of the learning process. However, most employees are open to opportunities for learning and there is a much stronger motivation to stay relevant, resilient and adaptable. With such an array of emerging motivations in this new era, organisations could struggle to prepare and respond to these in a bulk or grouped way.

FOR FURTHER INFO
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