I want to recruit the right people #HelpMe

**Business Development
guides** by **Larato**

LARATO

Introduction by **Dr. Lucy Green**

The workforce is changing as Generations Y and Z enter the workplace and challenge traditional ways of operating. The hierarchical org chart is being decentralised, the workplace is becoming more fluid, contractors are more common, and the expectations of workers are increasingly complex.

As ICT businesses brace themselves for an estimated 95 million skills shortfall your workforce has never been more valuable. Smart businesses are already looking at how they can integrate change and explore new ways that will find and keep the talent they need.

This **#HelpMe** guide addresses the most important shifts likely to affect the ICT workforce and the urgent need for business to start factoring in change as it plans for the future.

> **"** By 2020 the world will be experiencing a global technology skills shortage of around 95 million - it's already 330,000 in the UK **"**
>
> The McKinsey Global Institute

*About **#HelpMe***
Larato surveyed business leaders from all areas of the ICT buy and supply landscape about the challenges they face to thrive in today's markets. The results prompted Larato to develop a series of structured #HelpMe guides based on resolving all the challenges and issues highlighted by its research. Larato then invited some of today's most talented industry commentators to drill into the research results and provide insightful perspectives that put a spotlight on the pressing need to activate transformative sales and marketing strategies.

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Contributors to the **#HelpMe** series

Bryan Betts is a freelance journalist who has written for a wide range of publications, including The Register and Computer Weekly.

Adrian Bridgwater writes regularly for Computer Weekly and Cloud Pro, specializing in cross platform software application development.

Anna Britnor Guest has a successful IT sales record while her practice, Leading Edge Coaching, develops clients' go-to-market and sales capabilities.

Bart Delgado is a business mentor and MD of Akixi Ltd that delivers Call Management and Call Centre reporting services through the cloud.

David Dungay is Deputy Editor of Comms Business Magazine and has a particular interest in emerging technologies across mobile and M2M markets.

Stuart Gilroy has produced a number of technology publications and is currently Editor of Comms Dealer Magazine.

Dr. Lucy Green is a respected ICT business development specialist with a proven record for developing the potential of technology companies.

Ian Hunter is Editor at Comms Business Magazine and runs the Comms Business Convergence Summit Expo Speaker Program.

Jocelyn Lomer is the owner and MD of Cereno a service provision specialist for video, audio, web and collaboration solutions.

Chris Wood has worked within the IT sector for over 20 years and is now CIO at Sift, one of the UK's leading digital media companies.

Sue Tabbitt is a prolific business and technology writer for publications and web sites including The Telegraph, The Guardian and The VAR Magazine.

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Contents

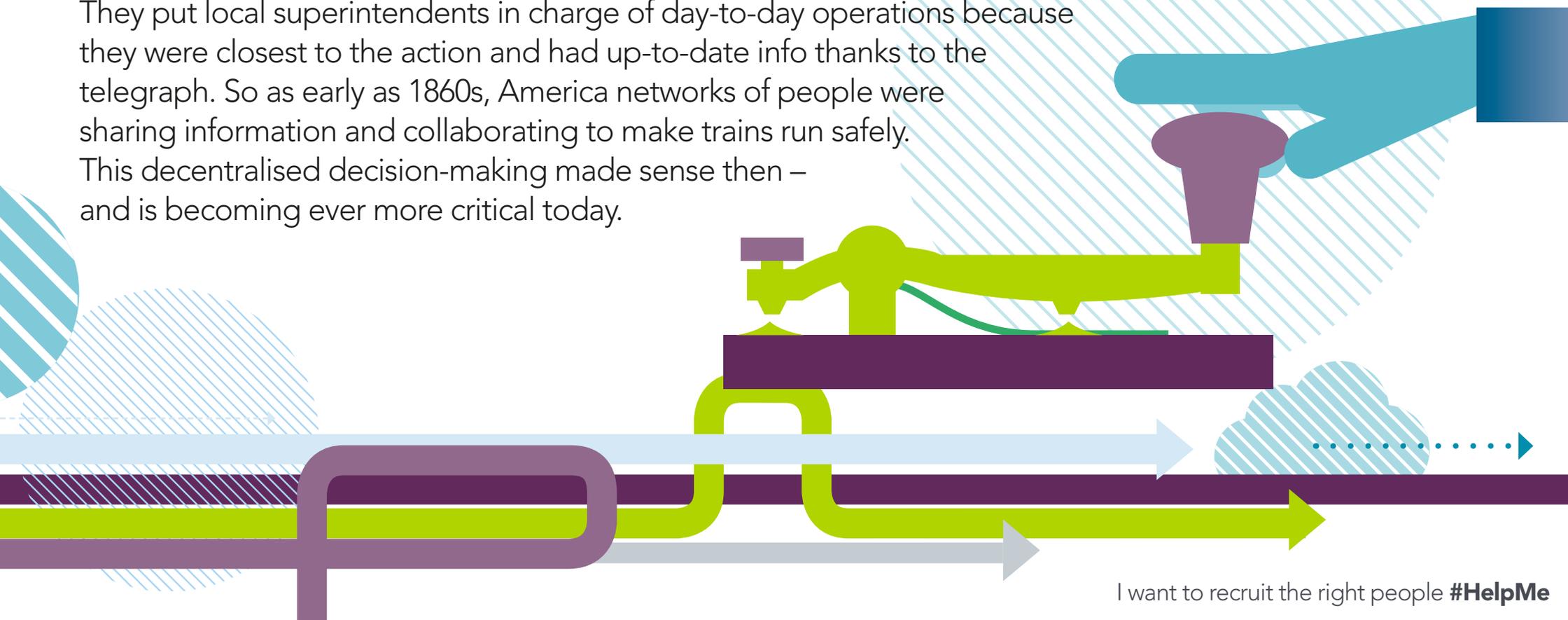I want to recruit the right people **#HelpMe**

The evolution of the organisation

by **Dr. Lucy Green**

The Wild West was not as chaotic as we might imagine. In fact, the Erie Railroad company developed a highly effective system of management that we could learn from today. They needed to communicate people's roles, responsibilities and locations efficiently to avoid train crashes that plagued the railways of the time. The newly available telegraph system provided an unprecedented flow of information so the railroad decided to structure itself around this 'big data'.

They put local superintendents in charge of day-to-day operations because they were closest to the action and had up-to-date info thanks to the telegraph. So as early as 1860s, America networks of people were sharing information and collaborating to make trains run safely. This decentralised decision-making made sense then – and is becoming ever more critical today.
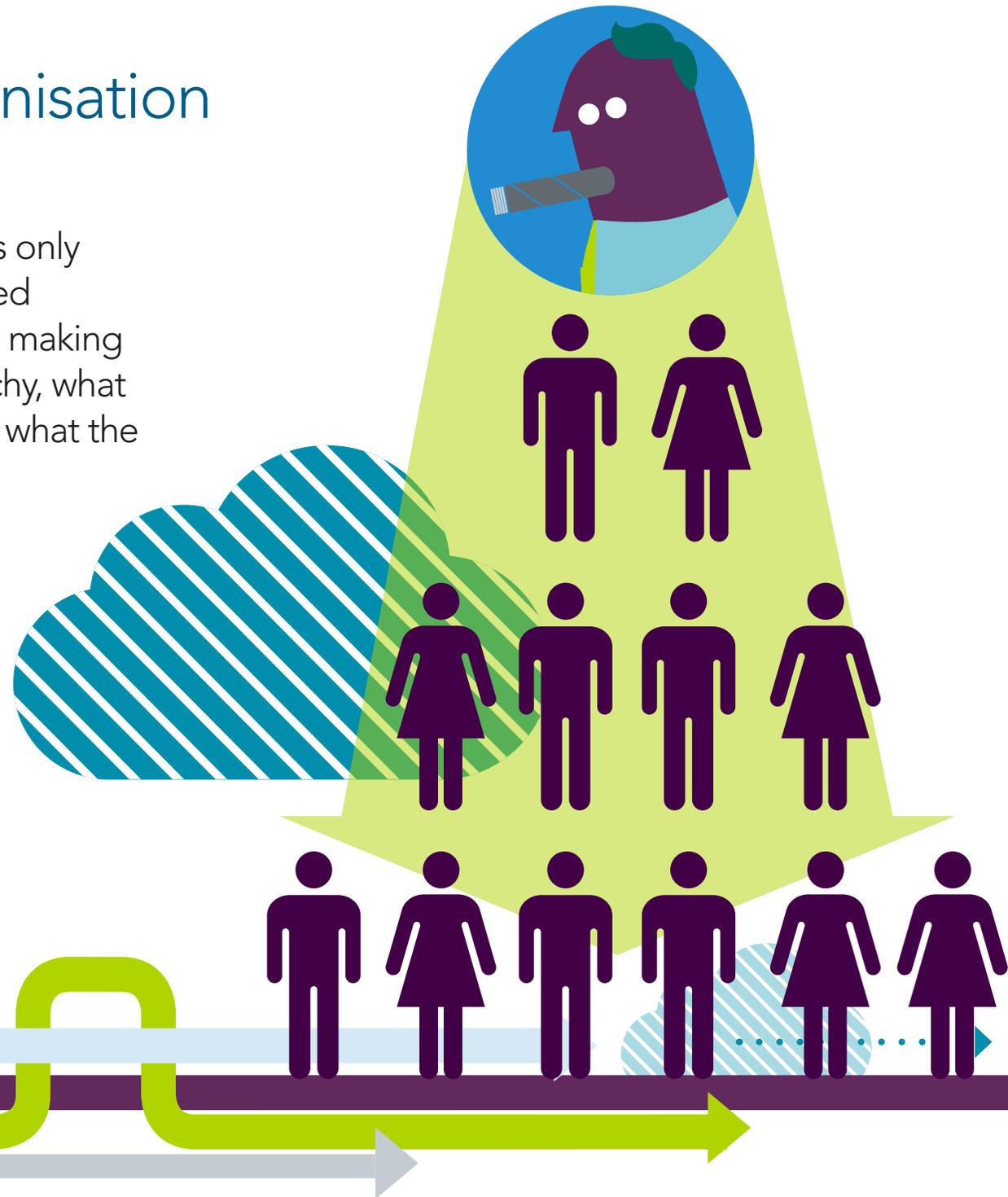
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The evolution of the organisation

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In fact, today's top-down company hierarchies only emerged after the 1950s. They have centralised decision-making and clear lines of command, making it easy to see where people fit into the hierarchy, what relationships exist between relative ranks and what the flow of communication is likely to be. The problem for today's companies is that this military style chain of command is rigid and relies heavily on centralised decision makers remote from the situation.

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The evolution of the organisation

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But revolution is upon us. Over the next five years changes in the way we view workplace relationships and communicate with each other will displace historical hierarchies with a flatter and more networked structure. We are heading for truly fluid and highly integrated organisations with leaders in the middle, no silos, and the flexibility to blend traditional departments like finance with capabilities like innovation. Communities of people with particular skills will spring up to tackle a project, being trusted to make on-the-ground decisions before redeploying to the next job. In short, decentralisation is becoming more powerful than ever.

> 66 We are heading for truly fluid and highly integrated organisations with decentralised leadership, no silos, and the flexibility to blend traditional departments 99
>
> Dr. Lucy Green,
> ICT Business Specialist, Larato

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Understanding the values of generations X, Y, Z

by **Dr. Lucy Green**

It's a fact that we will always have five generations in the workforce: and each generation brings different values to the workplace. That's not a bad thing – but it is important for modern companies to understand and perhaps adapt to that generational melting pot.

The 'traditional' baby boomers (1946-64) and Generation X (1964-84) expect to work long hours at stressful jobs. But their dominance of corporate culture is declining. By 2020 around half the UK workforce will be Generations Y (millennials) and Z (post millennials) – and they have different expectations.

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Understanding the values of generations X, Y, Z

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Generation Y grew up watching their parents slave over stressful corporate jobs which made them decide they want a better work-life balance. This doesn't mean they are work-shy; far from it. They work differently; they excel at multi-tasking. Their priorities are different; they are more loyal to people than companies or mission statements. They have high levels of self-esteem that motivates them to keep their skills levels high. Pull these facets together and you have a tech-savvy workforce of natural networkers that gets things done. What's more, they also want the personal satisfaction of a job that gives something back, maybe to the community or the environment.

JOHN SMITH
TUESDAY

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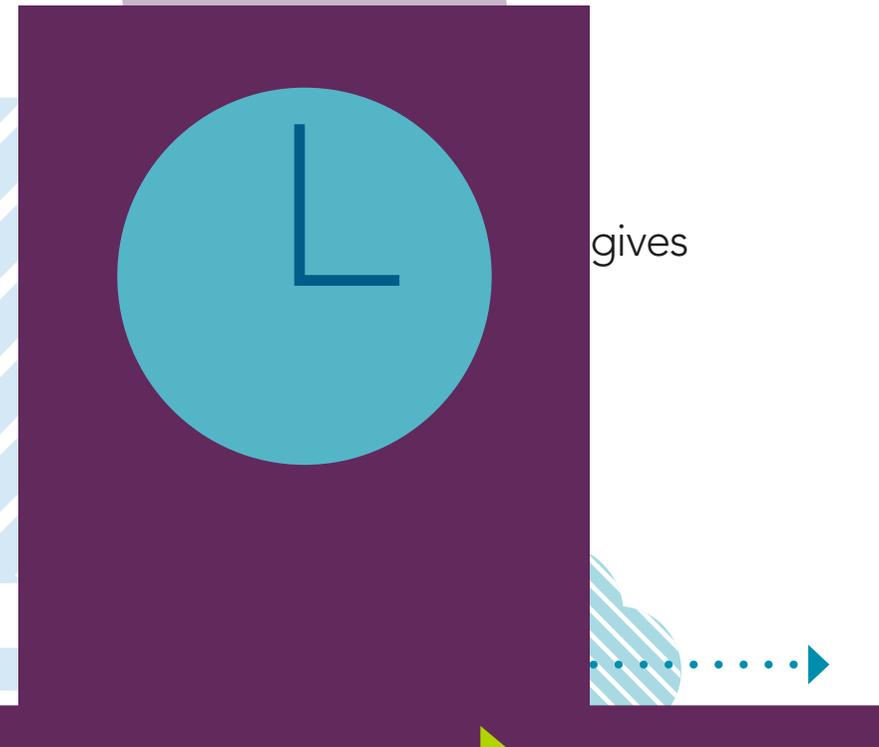
# Understanding the values of generations X, Y, Z

by **Dr. Lucy Green**

Then there's the fact that Gen Y and Z communicate and develop relationships differently. They don't recognise hierarchies in the way Generation X and Baby Boomers do.   They expect a company structure where they can interact freely with anyone who helps get the job done – including the CEO. Generations Y and Z have grown up using the Internet and social media to develop relationships in ways that suit them.

These differences matter. We are in a transition period and companies have to adapt to this. Gen X is still managerially in charge, but Gen Y and Z are driving changes in the workplace – both culturally and technologically. This is a good thing because it brings a new perspective on how businesses can succeed.

> 66 We are moving towards having five generations in the workforce: and each generation brings different values to the workplace. That's a good thing 99
>
> Dr. Lucy Green,
> ICT Business Specialist, Larato
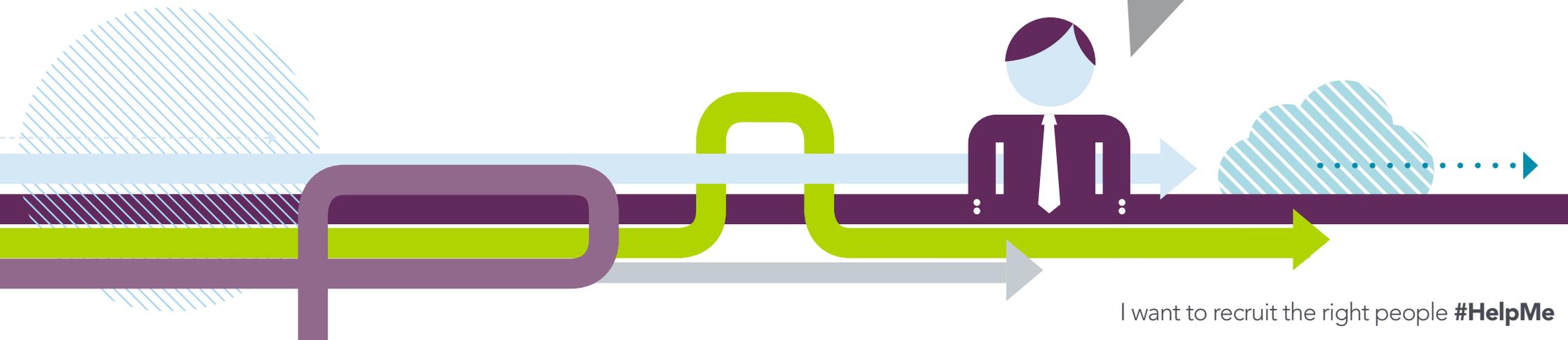
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Finding and keeping the right people

by **Dr. Lucy Green**

Finding the right person with the right skills and the right attitude at the right time is never easy – and I'm afraid it's not going to get any easier. According to the McKinsey Global Institute, by 2020, the world will be experiencing a global technology skills shortage of around 95 million - it's already 330,000 in the UK. The fight to get the best candidates for your company is going to get a whole lot tougher.

SKILLS SHORTAGE

2015
330,000

2020
95 Million

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Finding and keeping the right people

by **Dr. Lucy Green**

And this competition is going to be played out against a backdrop of a far more collaborative workplace, where workforces are more fluid than ever, bringing people together from all around the world to work on a particular project – then dispersing and redeploying them to the next challenge. This new way of working will reduce the need for permanent employees, with as much as half the future workforce made up of 'transient' contractors. Which all makes technology crucial to the increasingly complex task of human resourcing.

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The tech savvy Generation Z will not only find jobs using multiple devices and social media, they will expect companies to be using that technology as readily and easily as they do. From building a cool online presence across all social media platforms to fully integrating 'everyday' technology in the workplace – Generation Z will judge your jobs on your tech.

Indeed to win and keep the best you're going to have to have something very special to offer. And here we're not just talking pay and perks, but really interesting, fulfilling and rewarding jobs. Because that is what will differentiate you to a Gen Y and Z workforce increasingly motivated by more than money.
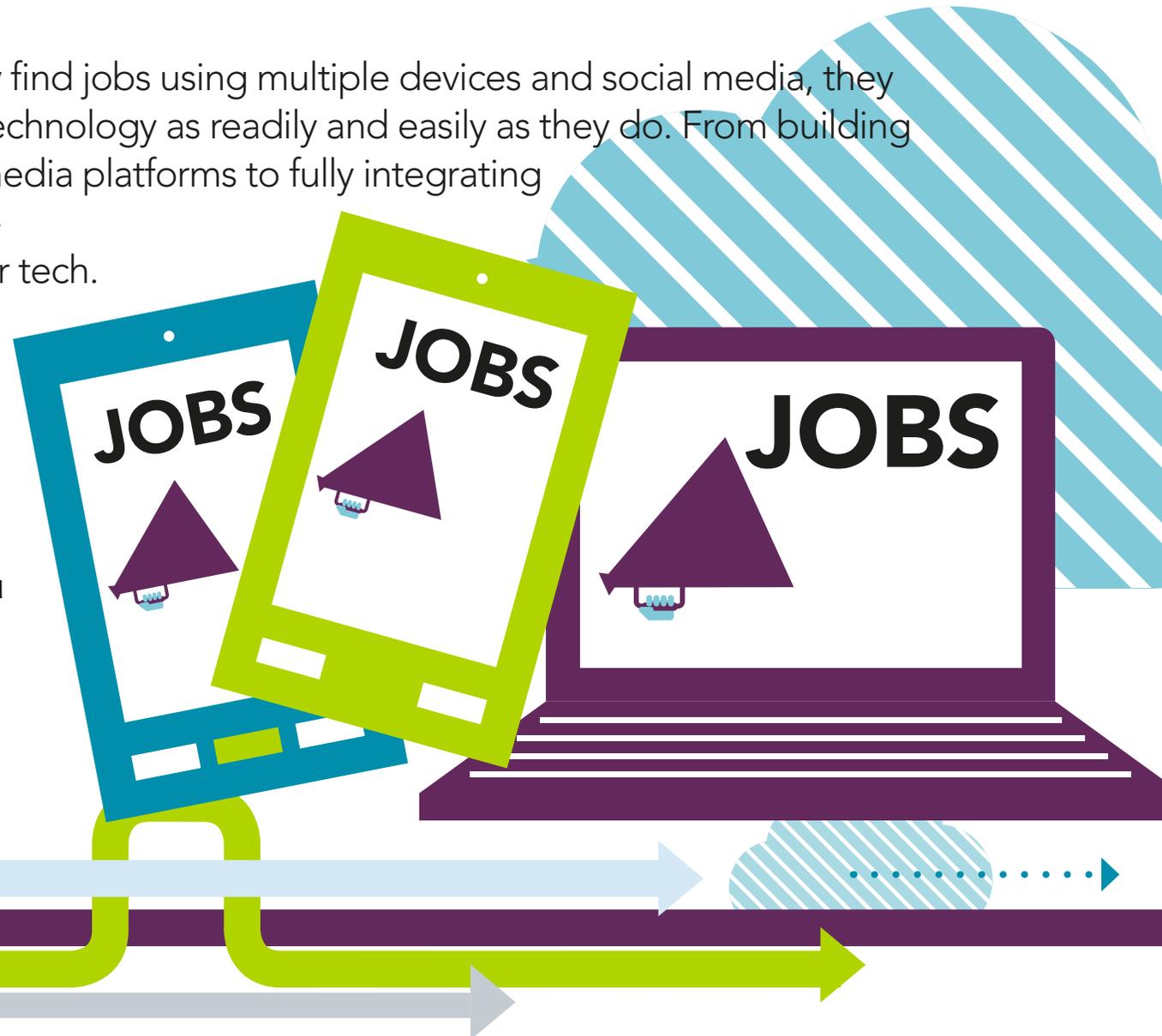
#HelpMe Action Plan
I want to recruit the right people

by **Dr. Lucy Green**

Objective: To understand the size and impact of the challenge of attracting and retaining the right people.

Estimate the size of the problem		
Problem	Number	Impact
Over the past year, how many vacancies took too long to fill and what impact did these vacancies have on your business?		
Did you have to compromise on your requirements to fill these roles? What was the impact on your business?		
What is the risk of employee turnover to your business? What roles are most vulnerable to people leaving? What is the potential impact of losing these people?		

TIP

Take a ballpark measurement of how your sales people spend their time. Don't overinvest; you don't need a full time and motion study to make improvements. What percentage of sales people's time is spent on other activities? How much did this cost you over the past four quarters?

Dr. Lucy Green,
Business Development Specialist

Outline solution

Good leaders, sales people and technical specialists are likely to be the hardest roles to recruit and retain the right people for. The best approach to filling these and other critical roles will require you to rethink your approach to recruitment. When you recruit, do you consider the organisational context of a role as well as the skills and market knowledge required? For example, many companies promote their good technical people to management positions so that they can pay them more and recognise their achievements. This is what the "system" supports; whereas what they actually need is to reward these roles for technical brilliance that brings success. This is what I call a contextual error for an organisation. Moving forward, don't think about developing roles and finding people to perform them – do it the other way around.

Tasks and actions

1. What competencies does your organisation need now, next year and the year after?

2. What challenges could your organisation face in finding these people?

3. Understand how your company's reputation, rewards, recognition and corporate social responsibility policies impact your ability to find and retain the right people.

4. Understand what possibilities technology offers your business to find and retain the right people.

Resources required

1. A strategic plan for your business

2. A competency requirements matrix

3. Recruitment costs by role

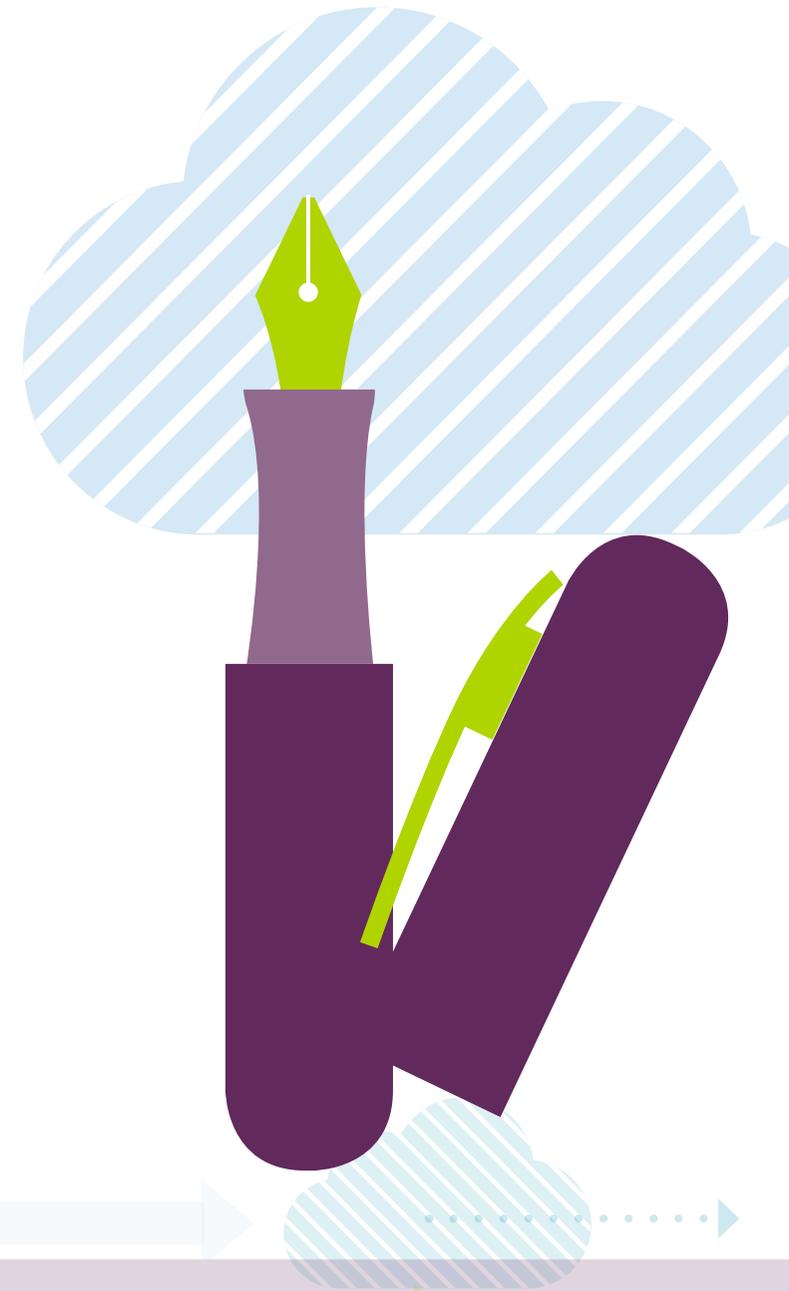4. Retention costs by role

Results and outcomes achieved

NOTES PAGE

Results and outcomes achieved

Results and outcomes achieved

NOTES PAGE

Titles in this series:

I want to increase the number of my sales people meeting quota #HelpMe

By ignoring the unwinnable, aligning with the customer, and focusing on actually selling – the sales team can set itself up for success.

I want to increase my sales wins rates #HelpMe

With subtle but significant shifts in what customers expect of sales, it's time to look again at sales processes or risk losing business.

I want to educate buyers about my specific solutions #HelpMe

Today information is everywhere so it's crucial to make sure customers receive the right facts about your offering, and in the right way.

I want to understand what is and isn't working across my sales and marketing #HelpMe

A simple way to improve prospecting is to align sales and marketing into a cohesive strategy focused on outcomes not outputs.

I want to help sales people bid on deals they can win #HelpMe

Although it's hard to ignore an opportunity, the reality is that some business is just not worth bidding for so it's best to let it go.

I want to make more time for my sales people to sell #HelpMe

A salesperson's role is to sell, so valuing their time, addressing their issues and supporting their efforts is an investment worth making.

I want to understand how buyers buy #HelpMe

The way buyers buy has fundamentally changed so it's important to understand and assess the pitfalls this presents to sales professionals.

I want to beat the competition #HelpMe

Understanding the competition is crucial to business success, but identifying the real competition is more complex than most imagine.

I want to change how sales sell #HelpMe

As a fast moving industry operating in a steadily evolving sales environment technology businesses need to adapt to survive.

I want to know how to innovate #HelpMe

Innovation is an industry buzzword we all want to be associated with, but what is innovation and how can we apply it practically?

I want to develop my business #HelpMe

How can you ensure your business ideas are on the right track and then make the most of them in the marketplace?

I want to recruit the right people #HelpMe

The organisation is evolving as the influx of Generations X, Y, Z brings change, challenges and opportunities to businesses.

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What does Larato do?

Larato are business development experts. We understand how buyers buy and suppliers compete, helping sales sell more. Our team of independent experts are helping businesses win business everyday by bringing marketing and communications together with strategy and business development.

For more details about the data behind these articles or to find out how we can help you, please contact Larato.
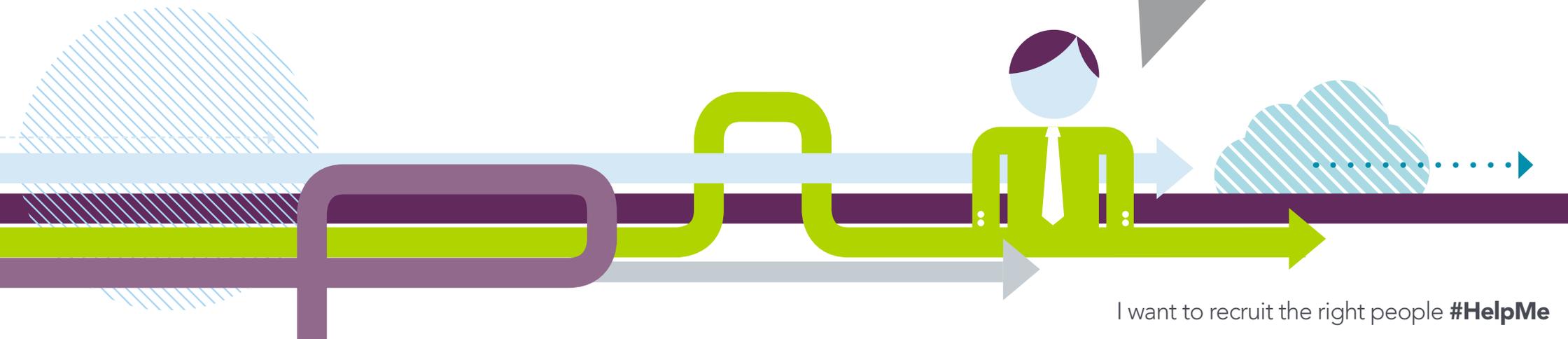
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> 66 It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change 99
>
> Charles Darwin,
> English naturalist and geologist

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