



Report:

**How to Actually Win the War for
Talent**

Prepared by Bully Pulpit Interactive
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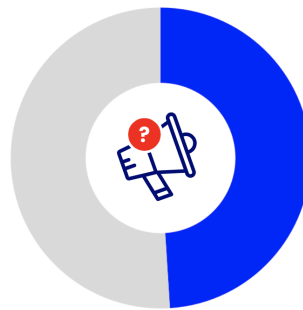
Key Ways for Companies to Win the War for Talent

Despite economic storm clouds on the horizon, employees are continuing to quit their jobs at record rates and competition for talent remains fierce. With employees voting every day to stay or go, **Bully Pulpit Interactive (BPI)** conducted research to understand the forces behind why employees stay, why they leave, and how positioning around an *employee's identity* (vs. a company's identity) can win the war for talent.

Employee Communications Are Broken

Employees overall don't want more communication – they want *better* communication.

- 71% say the current level of communication they receive is about right.
- 49% agree that official employee communications don't address what is really going on at their organization.



49%

Agree that official employee communications **don't address what is really going on** at their organization.

This is especially true among those who are most engaged at work. Among those who strongly agree that the current level of communication is about right:

- 35% *always* read organization-wide emails (+12 over those who somewhat agree).
- 33% report *always* attending in-person all-staff meetings (+9).

Strengthening employee communications means making it a two-way street. Employers need to show that they are listening to workers and see them as partners.

- Just 40% of employees are satisfied (6-7 on a 7-point scale) with their ability to influence important decisions at their organization.
- This number drops to just 29% among entry and mid-level employees.

Only 52% of employees report being publicly recognized or commended by their manager or employer over the last year. That recognition bleeds into job satisfaction:

- 66% of those who love their job report being recognized.
- Only 47% of those who like their job report the same.

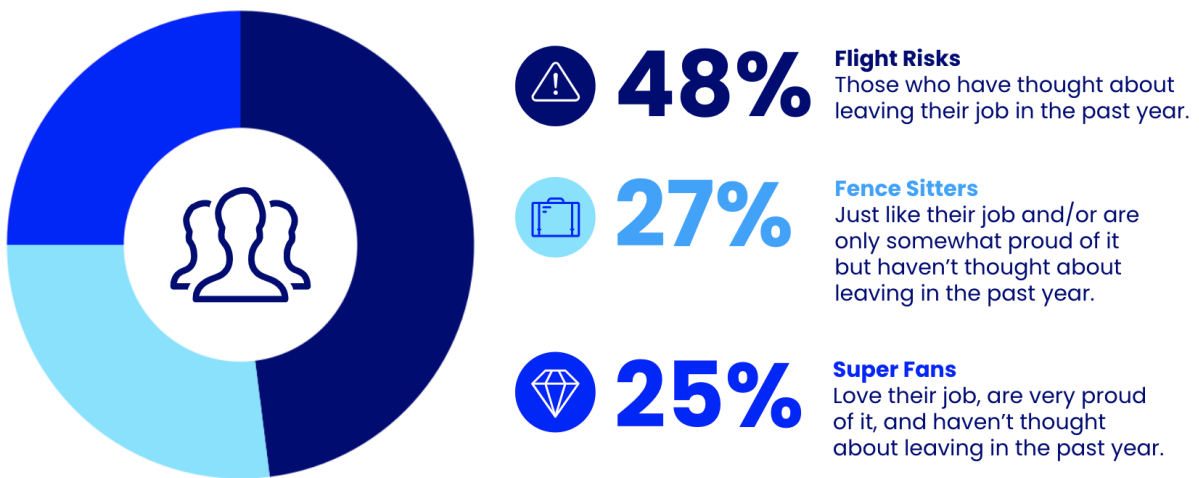


What It Takes To Win: Inverting the Employer Brand Model

Companies that win the war for talent tell the story of the employees’ brand, not the organization’s brand. It’s critical to consider how the brand of the organization aligns with that of their employees – and what that brand says to their friends, family, and future employers.

Only 25% of talent currently are Superfans of their organization – meaning nearly 75% of talent has either seriously considered leaving or it’s at least crossed their mind. Even more pressing: about half of all employees are one job offer away from leaving your organization.

Employees can be thought of in three distinct segments:

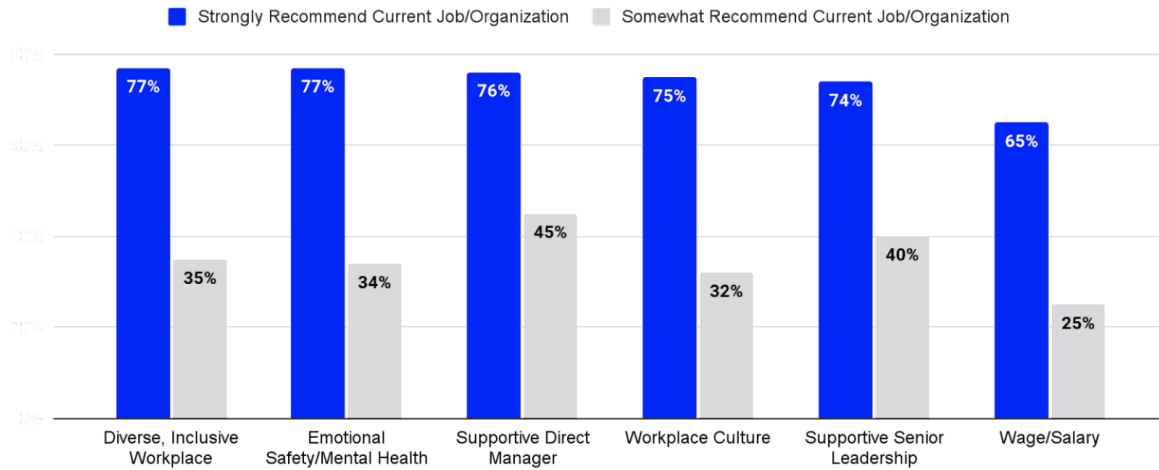


Brands often think the right mix of compensation and benefits will win them top talent. Our research shows salary is important to attracting and retaining workers, but it’s not everything. Winning the war for talent means making employees feel like they have connection and community at work.

Salary isn’t as important as workplace culture when it comes to attracting new talent:

- Among those who are dissatisfied with their wage / salary (1-3 on a 7-point scale), 64% would recommend their job to a close friend.
- Among those who are dissatisfied with their workplace culture, only 54% would recommend their job to a close friend.

Among those who are **satisfied with...**



Salary isn't keeping employees from looking for greener pastures either. Even though 59% of workers say they have been given a raise in the last 12 months:

- 48% thought about switching jobs;
- 36% had been contacted by a recruiter;
- 37% actively applied for a different job;
- 31% seriously considered quitting or quit their current job without having a new job lined up.

Conversely, having a good friend at work tethers people to their companies:

- 43% of those who say they have a good friend at work thought about switching jobs in the last year.
- 64% of those who say they don't have a good friend at work said the same.

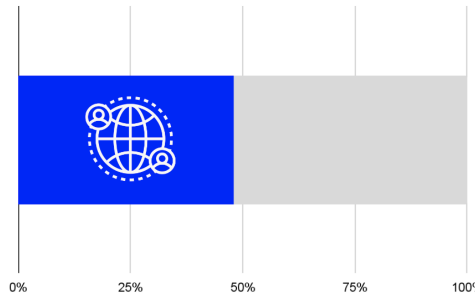


Employees also want to feel like they are working toward something they can be proud of.

Feeling like your job is contributing to a larger sense of purpose is nearly as desirable as earning a higher salary.

Nearly half of workers would be willing to forgo more salary in order to make positive change.

Having a sense of pride and respect in their jobs leads workers to recommend their company to others.



48%

Would rather work at an organization that is **making greater positive change in the lives of other people** than make 5% more money.

Among those who would strongly recommend their current job to a close friend...

- 76% are satisfied (6-7 on a 7-point scale) that their work makes a difference in the lives of others;
- 75% are satisfied that they are doing work that their friends and family members' respect.

Among those who say their specific role makes a difference in the lives of other people...

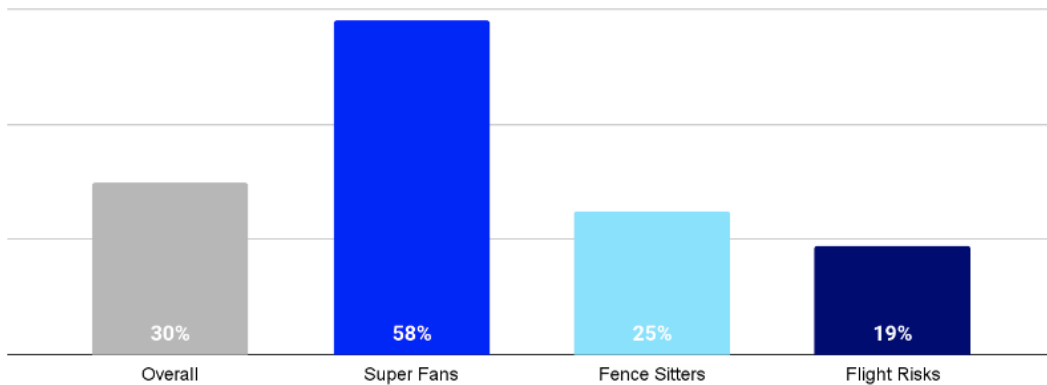
- 53% are very proud of where they work.
- Only 30% of employees who think their specific role doesn't make a difference are very proud of where they work.

This difference need not be political: 77% agree (45% strongly) with the statement: "My organization should stay out of politics and focus on its products and services."

Companies have work to do to cultivate employee pride.



Strongly agree that:
“When I meet new people, I enjoy telling them what I do for a living.”



There is broad (69% total agree) but shallow (30% strongly agree) agreement with the statement: *“When I meet new people, I enjoy telling them what I do for a living.”*

Employee pride is what prompts them to stay at your organization, it’s what inspires them to enjoy sharing where they work and what they do, and it’s what gets them to wear the company t-shirt.

At the end of the day, if your talent doesn’t want to wear a company t-shirt, they are likely already looking for another job.

More questions about how to win the war for talent? This is only a snapshot of BPI’s research. For more information reach out here: hello@bpimedia.com.

Methodology: *Bully Pulpit Interactive conducted an online poll of 1,000 adults ages 18–55 who work at companies or non-governmental organizations. The survey was conducted from July 12–17, 2022. The margin of error on the overall weighted sample of 1,000 is +/- 3 points at the 95% confidence interval. Margin of error on subgroups is higher.*