

Managing the Talent Shortage

3 HIGH-IMPACT RESPONSES FOR TALENT DEVELOPMENT PROFESSIONALS

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OUR “WHY”



IMAGINE IF YOUR EMPLOYEES . . .

**Start every day excited
and end every day
accomplished.**

*Extraordinary Coaches & Consultants
Delivering Powerful Leadership Solutions*

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TODAY'S OBJECTIVES



Set the stage with your executives about the severity of the talent shortage



Consider balancing strategic system-wide talent management activities with more localized consulting support in the short term



Implement three high-impact talent development activities that will help people managers mitigate the effects of their talent shortages



Coach leaders to manage in a staff-constrained environment

WHAT HAPPENED TO OUR WORKFORCE?



CURRENT REAL-WORLD EXAMPLES

Trucker Shortage

U.S. is currently short 80,000 CDL truck drivers. Almost 73% of freight is moved by trucks.



Small Businesses Struggling

Nearly 50% of small businesses reported job openings they cannot fill in 2022.



Michigan manufacturers grapple with declining morale, mental health pressures



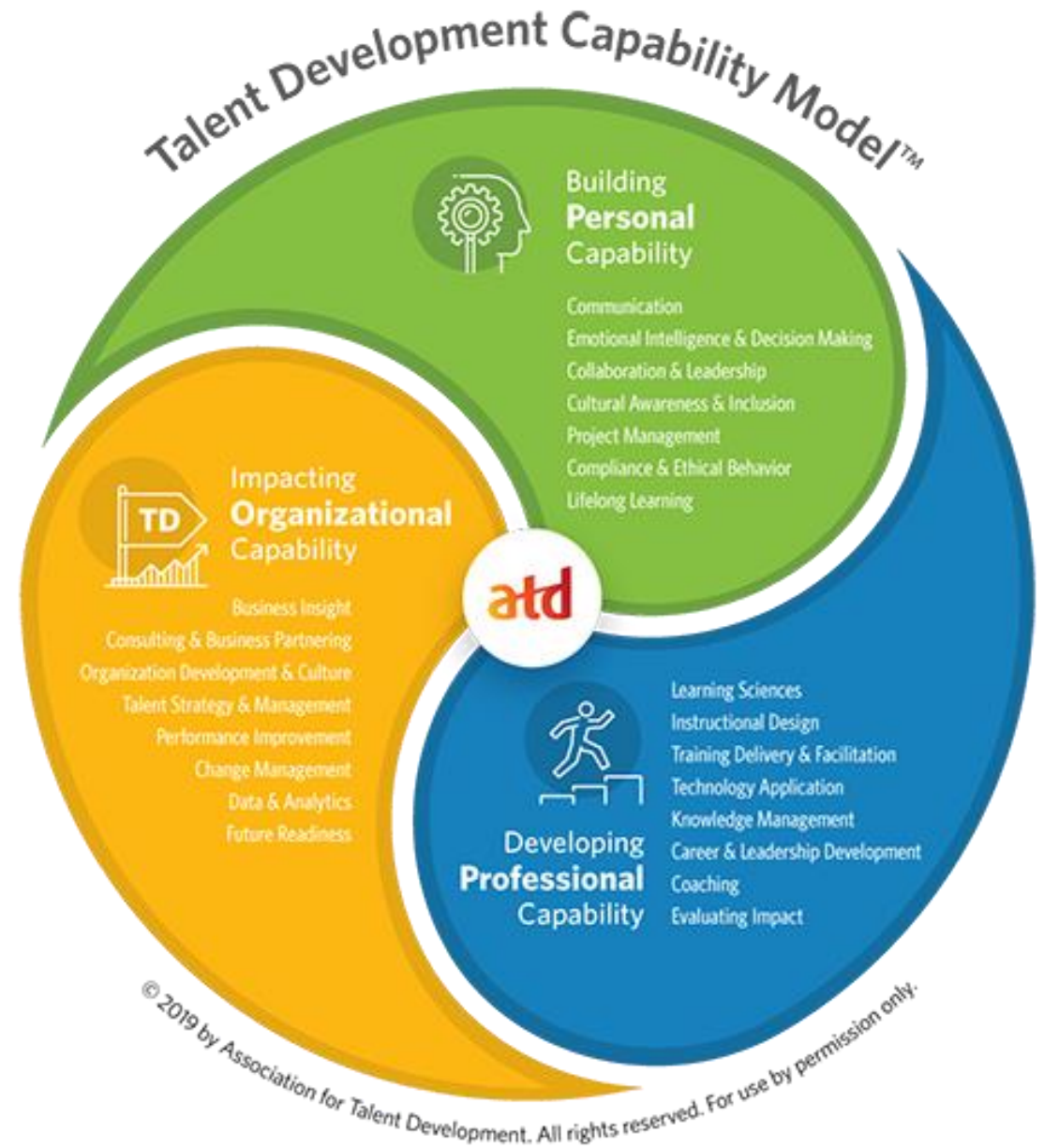
OUR EMPLOYMENT EXPERIENCE IS CHANGED FOREVER

The Experience Effects



ONGOING TALENT MANAGEMENT ACTIVITIES

- Workforce Planning
- Succession Planning
- Career Development Programs
- Performance Management
- Training
- Leadership Development Programs
- Culture
- And . . .



FOR 2023 CONSIDER BALANCING



System-wide
Programs

WITH



Localized
Consulting

WHERE TO START

- Obtain an accurate picture of your organization's talent shortage situation
- Collect turnover data and match it with mission critical functions
- Don't just listen to the squeaky wheel
- Prioritize functions / departments of highest impact to the business



THEN . . . PERFORM CHANGE MANAGEMENT WITH SENIOR EXECUTIVES

- Share the facts with your HR team and agree on your new plan how you spend your team's resources in 2023
- Consider senior level champions for a new approach to talent development and lay the groundwork with them
- Share examples from other companies
- Be clear about your 2023 approach to talent management activities before you begin
- Consider offering a pilot with one department if a systemic solution is not embraced

THEN . . .



3 HIGH-IMPACT RESPONSES

**Reprioritize
Work**

**Rethink
Staffing**

**Reimagine
What Is Possible
(and Necessary)**

FACILITATE TEAM WORKING SESSIONS

- Offer to help key functions/departments make a new plan for their immediate workload – NOT a long-term workforce or succession plan
- Bring all the people closest to the work together for this focused session – just ask for an hour of their time
- Determine if you can get senior level staff to constructively contribute. Or decide who needs to approve the outcome of the meeting and lay the groundwork for change with them.
- Use tools to quickly get the group to rethink and make it safe to challenge assumptions

**Reprioritize
Work**



EISENHOWER MATRIX



**Reprioritize
Work**

EISENHOWER MATRIX

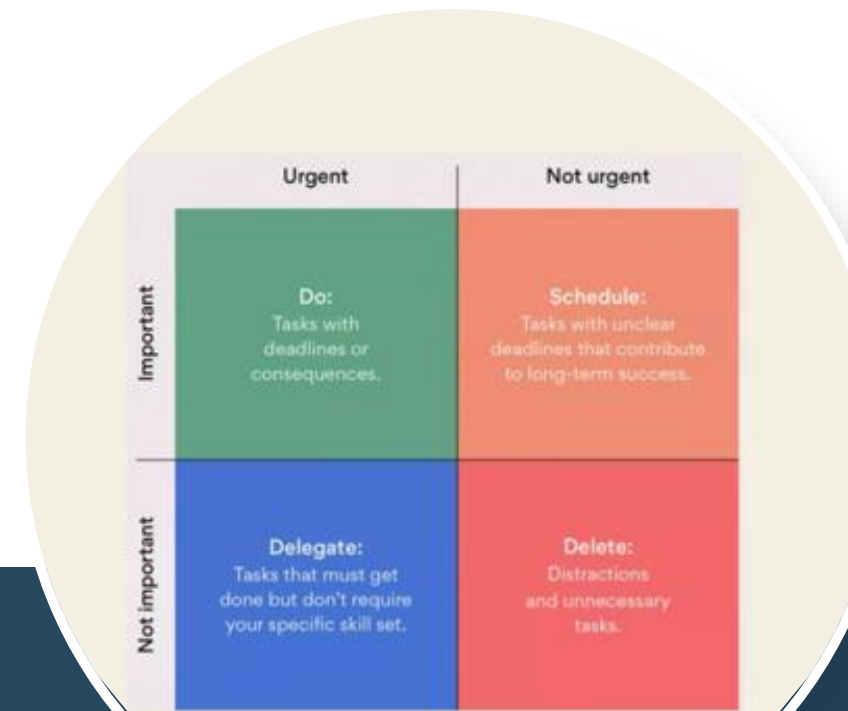
Step 1: Ask what must be done today or in the near term to keep the business running – this goes in the **Do** quadrant.

Step 2: Probe for why it needs to be done quickly. If the task can wait, place it in the **Schedule** quadrant.

Step 3: Ask whom else might be able to do this task. If it can be done by other areas that are more staffed, place the task in the **Delegate** quadrant.

Step 4: Determine what can just not be done at all. If it has been on a pending list for months or the task is just not important to today's needs, place it in the **Don't** quadrant. This helps remove pressure from the team.

**Reprioritize
Work**



GET GRANULAR

- Look at calendars to spot standing meetings that can be put on hold – and what might need to be added to accomplish Do tasks (like more frequent meetings about staffing or onboarding)
- Match the work in the matrix to people on the team
- Determine who is freed up, what will they do, how will it impact them and others
- Create a communication plan in the meeting or YOU take the task to draft a communication plan in short order

**Reprioritize
Work**



PARTNER WITH TALENT ACQUISITION

- Bring new **job design thinking** to the TA function – Including the Eisenhower Matrix
- Help TA identify **alternative sourcing methods** to fit today's job needs
 - high schoolers
 - Retirees
 - Stay at home parents
 - Partnerships
- Help TA **fill roles internally** by considering talent across the organization that comes from succession charts or development programs
- Support TA in **prioritizing staffing efforts** to fit the data you collected and the commitment you made with senior leadership

**Rethink
Staffing**

EXAMPLES

The State of Michigan passed a law in 2022 lowering the age for hospitality workers to serve alcohol to 17.



McDonald's, Burger King, & others Hire workers as young as 14. Some jobs they can do, and others are off limits.



EXAMPLES

GM, LinkedIn, Google, Apple among companies eliminating degree requirements for many jobs, emphasizing skills instead.



Manufacturers and retailers are using phone apps like Shyft to give workers control over scheduling.



REALIGN YOUR RESOURCES TO DIRECTLY SUPPORT TALENT ACQUISITION

- Consider **shifting your team's work** to help in recruitment and selection – maybe postpone a standard TM process
- Use your talent management skills to help talent acquisition **rethink core competencies** and associated past work history to expand your labor pool
- Role model for your organization how departments can **be more team oriented**
- This can be good career and professional development for your staff

**Rethink
Staffing**



UNLOCK THE POWER OF LESS

- Use scarcity to your advantage – a positive mental model
- Create Stretcher vs Chaser Mindsets
- Moving from focusing on wanting more resources to embracing and acting on the possibilities of using the resources already at hand
- Use this time to consider Org Effectiveness work to reduce redundance, waste, and outdated processes

Stretch: Unlock the Power of Less – and Achieve More Than You Ever Imagined

**Reimagine
What Is
Possible
(and Necessary)**



HOW TO GET STARTED

Reconsider the **when, where, how, how much**, and **who** elements of work,

When working with groups:

- Ask, “What can I do with what I have?”
- Use “Yes, and . . .” for brainstorming
- Ask internal customers what we can do less or differently
- Ask those closest to the work for ideas

**Reimagine
What Is
Possible
(and Necessary)**



USE SCARCITY TO . . .

- Move others to action
- Increase innovation
- Remove outdated thinking that causes waste
- Appreciate who and what you do have

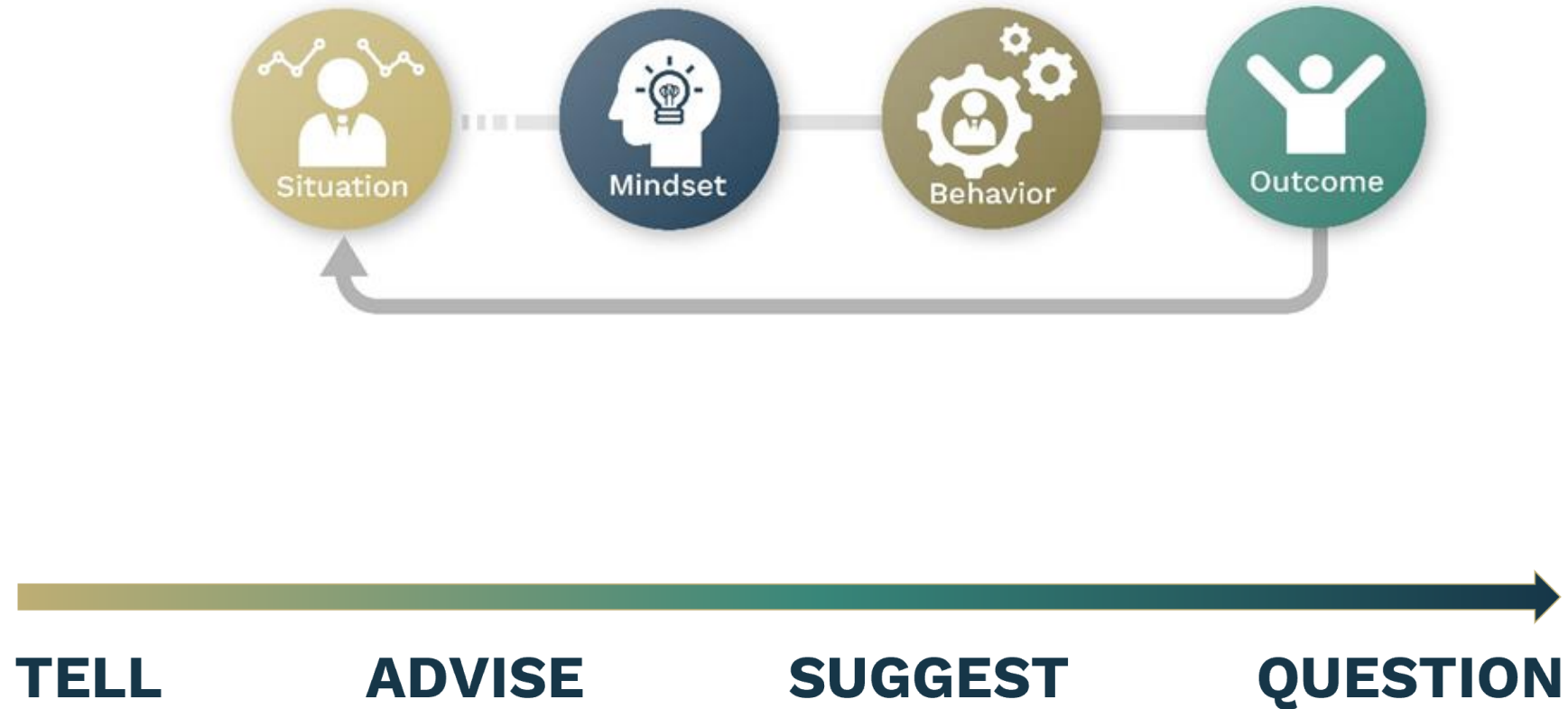
**Reimagine
What Is
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SUPPORT LEADERS WITH COACHING SKILLS



COACH YOUR LEADERS TO LEAD DIFFERENTLY



FOUR KEY MANAGER BEHAVIORS



1. CONNECT

Make employees feel comfortable talking about their conflicts between work and personal responsibilities.



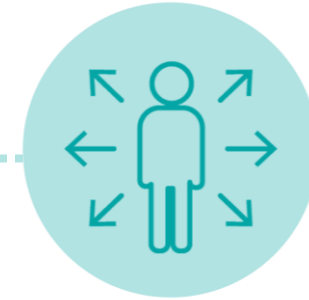
2. RESPOND

Work effectively with employees to creatively solve conflicts between their work and personal responsibilities.



3. RETHINK

Organize work in their department or group to jointly benefit the employees and the organization.



4. MODEL

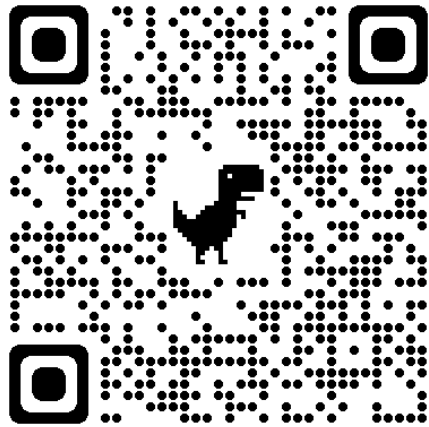
Demonstrate effective behaviors in how to juggle work and personal responsibilities.

<https://www.worklifealigned.com/>

IN CLOSING

DON'T	DO
<ul style="list-style-type: none">• Just pile on talent management tasks for already burnt-out managers• Go rogue – have the tough conversations with senior leaders about a new approach to talent in 2023• Ignore your own well-being in the process• Forget to track your results	<ul style="list-style-type: none">• Be bold in your thinking and action if your organization is suffering from a severe talent shortage• Continue to support your established talent pipeline activities• Consider the time impact on managers to run your processes and adjust possible• Roll-up your sleeves using a hands-on approach to solve talent issues with the most impacted areas

12 More Thought- Leadership Resources



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