

Building a Magnetic Culture:

HR's How-to Guide for Recruiting and Retention



Culture isn't the sum of your perks. It isn't a plaque on the wall. It isn't a dictate that comes from above. It's about employee alignment, positivity and progress.

In this eBook, we share:

- » Why culture matters to recruiting and retention.
- » How to gauge your company's culture and employee happiness.
- » Practical ideas to improve culture and create happier employees.
- » How to feature your incredible culture in your employment brand to improve recruiting.

Ready to learn how to systematically build a culture that attracts and keeps the best talent in today's market?

Let's get started.



WHAT IS COMPANY CULTURE?

Company culture is the foundation of your business.

It is both the personality of your company and the way it functions. It's a shared vision, mission, and values lived out in the way your employees interact with each other, make decisions, and accomplish their tasks.

Positive company culture creates happy, productive employees who enjoy their work.

And research shows that companies with happy employees consistently outperform companies with unhappy employees.

In simple terms, it pays to have happy employees.



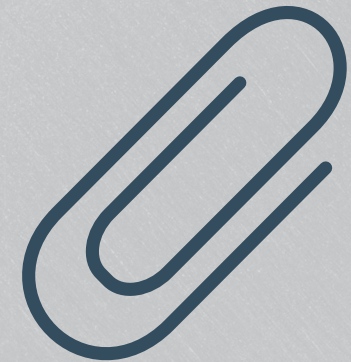
WHY CULTURE MATTERS TO RECRUITING AND RETENTION

Opposites attract...or do they? Not when it comes to company culture!

A great work culture is becoming a top consideration for job seekers. Workers are happier when they share a connection to the organization's purpose. Build a magnetic work culture by clearly defining your organization's values, hiring candidates who believe in those values, and then finding ways to support and empower your hardworking employees.

A few things that are important to today's workers include:

- » Working where they feel welcomed, included, and valued.
- » Feeling their work has meaning and purpose.
- » Knowing their employers are invested in developing their skills and career.
- » Having the tools (especially technical tools) they need to succeed.
- » Working for employers who understand the need for flexibility and work-life balance.



IS THERE A TOOL TO MEASURE HAPPINESS?

How can you find out if your employees enjoy their work and environment?

Here are a few ways to ask:

- » **One-on-one conversations.** Build trust and connection with employees by having personal conversations about their job satisfaction. In larger companies, focus on employees one level below you and train them to do the same with their direct reports.
- » **Surveys.** Use a strong survey tool like Google Forms or Survey Monkey to collect anonymous information from employees. Measure what matters to your business, but consider questions that uncover:
 - How likely employees are to recommend the company to friends and family (NPS)
 - Whether they understand the organization's mission and values
 - If they have confidence in their manager
 - If they receive timely, valuable feedback
 - Whether staff members feel valued and appreciated
 - If employees feel a sense of inclusion and belonging
 - If employees feel like they are offered development opportunities
- » **Suggestion box.** Keep your finger on the pulse of company culture by providing a safe, anonymous way for employees to offer suggestions about how to improve their work life.

Frequent check-ins help maintain employee satisfaction and good communication with employees at all levels. You don't know what small thing might make a big difference to your employees until you ask.

WHY IS IT IMPORTANT TO MEASURE COMPANY CULTURE?

You don't know what you don't know.

Measuring company culture gives you a benchmark for improvement. Once you open lines of communication, you can learn what makes your employees happy and make changes that help them enjoy their work life more.

Company culture is dynamic. It's a fluid, ever-changing representation of your people. It's essential to stay in touch with employees' needs, so the company can continue to adapt to the changing workforce.

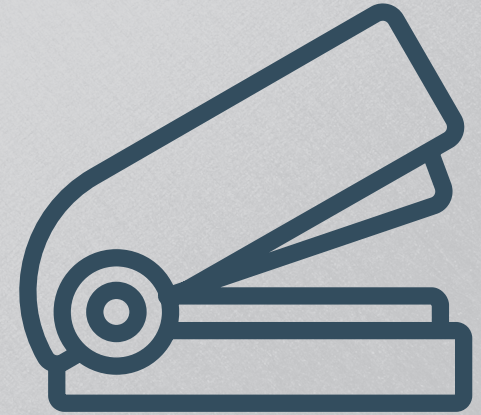


GREAT CULTURE COMES IN ALL SHAPES AND SIZES

What kinds of companies are nailing a positive company culture? All kinds.

Southwest Airlines

Southwest has a thriving company culture that emphasizes employee happiness. Their employees proudly proclaim themselves part of the Southwest family. They feel trusted and empowered in a company that turns a profit every year. Southwest attracts talent and is known as an awesome place to work.



REI

REI successfully strikes a balance between making money and being socially responsible. They invest in their communities, making customers feel good about shopping there.

Google

Google has created a company culture where every individual feels they are working for a cause and change. It's considered one of the best examples of a healthy work environment and is known for being innovative, fun, flexible, and collaborative.

HubSpot

HubSpot created a Culture Code based on shared values, behaviors, and company vision. They



define their values using the acronym: HEART (humble, adaptable, empathetic, remarkable, transparent). HubSpot communicates these positive values to their employees, creating a cohesive team working toward the same goals.

WHAT DO WORKERS WANT FROM MODERN CORPORATE CULTURE?



It's no secret it's a candidate's job market right now. Not only that, job seekers are looking for more than competitive pay these days. Let's face it, the pandemic changed the way many workers feel about their jobs.

Work has shifted. Priorities have changed. Many workers struggle to balance the demands of staying healthy and taking care of a family with the need to work full time. As a result, they seek jobs where employers understand that people have lives and problems.

Yes, it's business. They're working. Doing a job. But at heart, they're human. They want to feel cared for and create connections. People want to join and remain with companies that build cultures that celebrate humanity.

HOW DO YOU CREATE A MAGNETIC COMPANY CULTURE?

When a company clearly expresses its values and hires employees who believe in them, company culture becomes magnetic, attracting more like-minded, high performers.

It's then up to leaders to keep their finger on the pulse of their employees needs to support a positive and productive work environment that continues to bring in top talent. What that means will be as unique as each company. However, some trends have emerged:



22% more workers prefer a hybrid work model post-pandemic.



47% of workers feel concern and anxiety from poorly communicated work policies.



More than 25% of workers are willing to resign if their organization returns to 100% on-site work.



More than 50% of employers report an increase in the use of available company mental health resources.



Happiness increases productivity by 12% on average (and reached as high as 20% above the control group).



When work schedules are flexible enough to meet family and personal responsibilities, employees report a 31% increase in positive employee experience.



Organizations that score in the top 25% on employee experience report 3X return on assets and 2X return on sales.

PRACTICAL IDEAS TO MAGNETIZE YOUR CULTURE

Improving your company culture creates happier, more loyal employees. But how? Here are some practical ideas to inspire happiness and create a work environment where employees want to be—and stay:

Offer flexibility. Give employees a say in where and when they work, set expectations for working hours, and make suggestions for what type of work is best done at home and on-site.

Provide access to mental health benefits. Many workers are experiencing higher levels of anxiety these days. Support at work can increase productivity and job satisfaction.

Focus on connection. After nearly two years of disruption, employees may feel a sense of disconnection from the organization. Hold leaders

accountable for connection-building activities that relate to inclusion, well-being, mental health, and recognition, and measure data on employee feedback.

Give recognition. One of the best ways to create a positive culture is to recognize and reward employees' efforts and accomplishments.

Create a culture of positivity. Encourage employees to share positive, work-related stories and sources of motivation and inspiration.

Create alignment. Showing employees how their work fits into the big picture of the company mission helps connect culture to purpose. This connection can motivate and empower employees to do better work and inspire happiness.

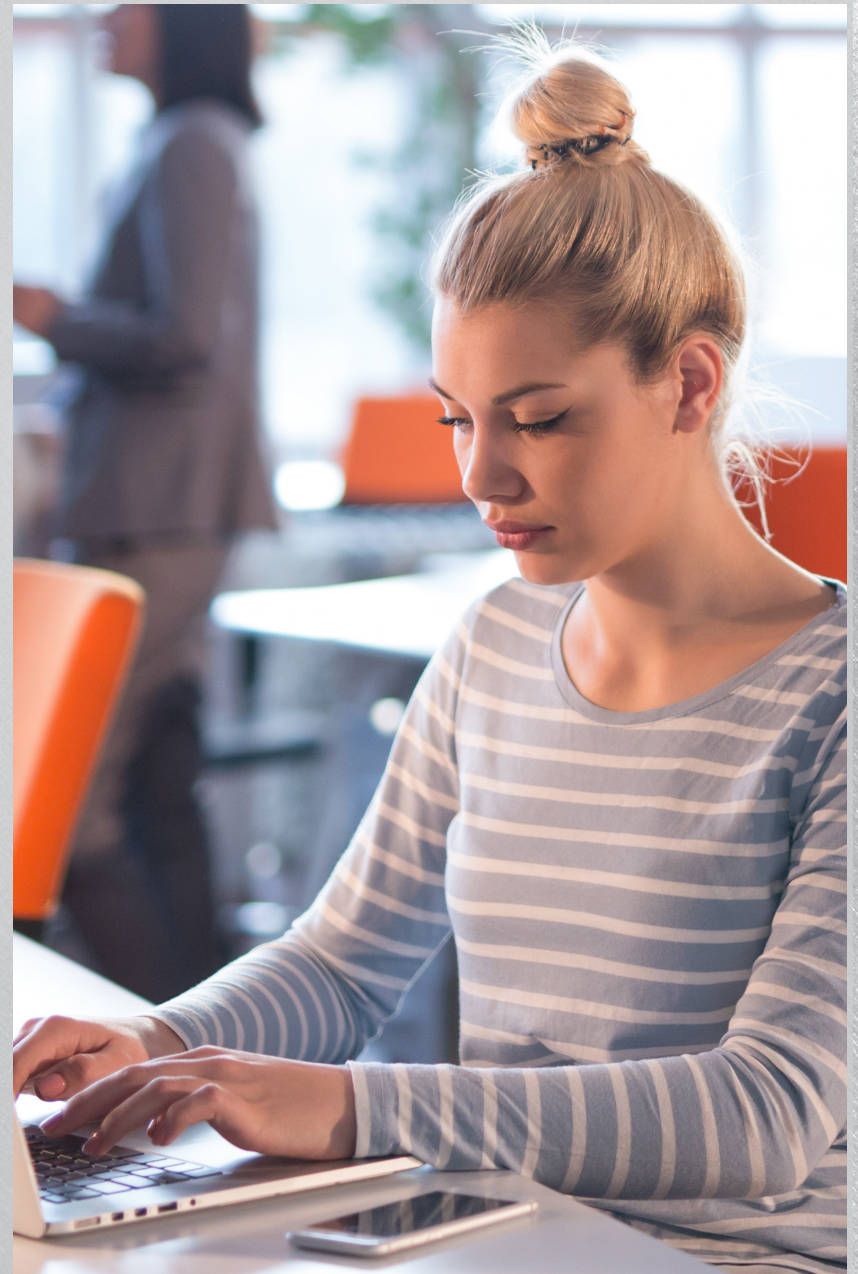
Offer feedback. Consistent, timely feedback tells employees their work matters and helps them grow their skills. Employees who regularly

receive feedback report a more positive employee experience.

Encourage progress. Training and upskilling opportunities increase employee engagement which contributes to a positive culture.

FEATURE YOUR CULTURE IN YOUR EMPLOYMENT BRAND TO IMPROVE RECRUITING

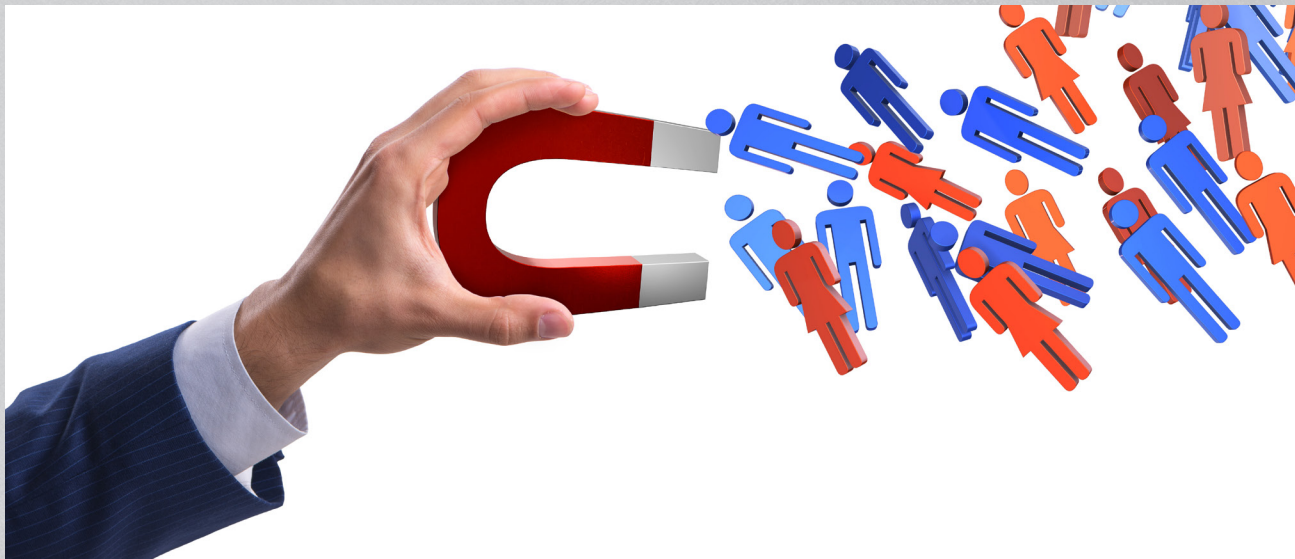
Like bees to honey, your culture attracts job seekers who align with your vision and values. Those new employees further transform and improve your company culture, creating a never-ending cycle of awesome company values in action. Hiring to fit your culture makes you more of who you are. But first, you must know who you are—and then show the world.



IS YOUR COMPANY CULTURE FEATURED IN YOUR EMPLOYMENT BRAND?

If you've successfully built a great culture, you should put it on display so job seekers can discover what it's like to work for you. Your website and social media are excellent places to showcase company culture by posting:

- » **Your company's story.** Share your mission, culture, vision, and values in simple, relatable language.
- » **Interviews.** Ask happy employees why they love working for the company and share their stories.
- » **Photos.** Show potential candidates what it's like to work for you by posting photos of your employees, office spaces, team celebrations, company-sponsored community events, and more.
- » **Videos.** If a picture is worth a thousand words, then a video is worth a thousand more. Create short clips that bring job seekers right in the door of your company and introduce them to a day on the job.



Are You Leveraging Your Company Culture?

Happy employees can be a powerful tool for attracting, recruiting, hiring, and retaining great people. The right staffing partner can help you use your company culture to continue building a productive and positive workforce by:

- » Providing candidates that are an excellent fit for your culture.
- » Identifying aspects of your culture that will attract your ideal candidates.
- » Promoting your positive culture to candidates.
- » Amplifying your cultural message on their own social media channels and PR efforts.
- » Providing feedback from temporary employees, contractors, and candidates you hire, so you can use it to continually improve your culture.

<https://www.weforum.org/agenda/2021/05/employers-pandemic-covid-19-mental-health/>

The Science of Happiness: How to Build a Magnetic Work Culture (Workhuman.)

