



Just as customers and clients see a company brand, so do employees and candidates. However, they see them through different lenses.

One brand speaks to the promises made to the customer by engaging with a particular product or service. – “I trust you with my time and money. I believe you will meet my expectations.” The other brand speaks to the promises made to the employee by trusting the company and engaging with leaders and team members. – “I trust you with my time, my talent, my livelihood, and my future. I believe you will help me grow and succeed.”



Employer Brand

The New Order of Business

Unfortunately, many companies continue to live in the past and relate to employees in an outdated, aggressive, take-it-or-leave-it manner. In their failure to evolve, they believe there will always be someone willing to do the job. They don't see how hanging onto this attitude impacts their reputation and, in the process, their bottom line.

But the world of work is quickly changing. Candidates drive today's job market – not companies.

In today's digital world, a business's reputation is more vulnerable than ever before. While searching for the ideal job, candidates use social networking sites to gain helpful insights into what it's like to work for a particular organization – sometimes before they will even apply. There's a war for talent, and companies who choose not to pay attention to their brand will suffer.

Reframing the Future

Kathi Crawford heads up a company called People Possibilities. It works with businesses that care deeply about their cultures and choose to consciously create a strong employer brand through the use of effective talent management practices. Kathi and her company designed these practices to engage employees throughout their employee life cycle.

Construction Career Collaborative (C3) is a People Possibilities client and a collaborative effort of owners, contractors, specialty contractors, design professionals, and industry associations. These industry leaders created C3 out of the realization that the craft workforce was aging, and it would need to attract young people to the commercial construction industry to catalyze change.

C3 brought Kathi and her company on board to help C3 find a successor for the vital position of executive director, who would take the reins and the organization to new levels.

In line with C3's mission, culture, and dedication to its employees and members, Kathi created the path to identify the ideal successor. The plan included writing the job scorecard/profile and guiding the screening and selection process from start to finish.

Soon after, Ms. Angela Robbins Taylor was named as people development program manager and eventually was named the next executive director. Angela hit the ground running, hiring for several key positions who would be instrumental in the next chapter of C3's success.

With a strong leadership team in place, C3 concentrated on building a robust employee lifecycle management process that allows the organization to grow and develop at an optimal pace. It's become the cornerstone of their success, guiding their decisions and actions.

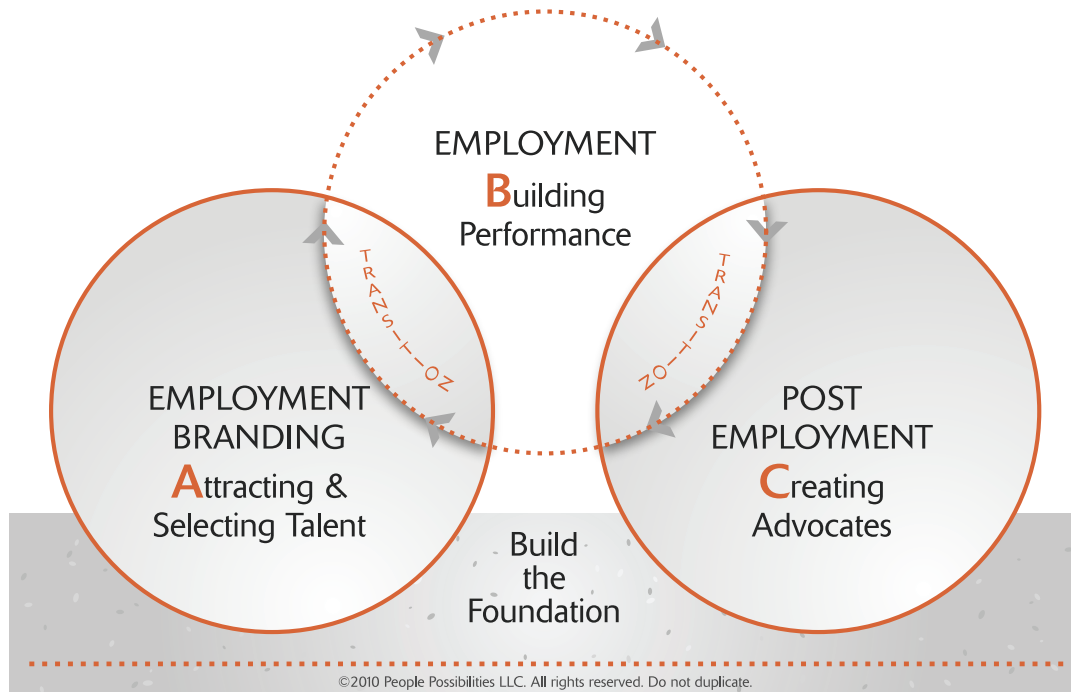
"When you talk about employees, that lifecycle is super important because they'll stop feeling connected if you stop developing or evaluating them. They'll start to attrit, which is so expensive, so expensive. And it's not just the hard cost of finding new people – the cost to post jobs, etc. It's all the production you didn't get while the current person disengaged until the new person is hired and up to speed. We must hire and develop well in order to retain." — ANGELA ROBBINS TAYLOR

A Foundation for Success

Kathi used her proven model, The ABCs of The Employee Lifecycle with C3, a tried-and-true approach she uses with all of her clients.

A = Attracting & Selecting Talent. The job descriptions supported the attraction and selection of the right people for the jobs. From this came the organizational chart, a foundational need for defining the structure required, then assessing current staff as to fit, then filling open roles with the right people. The succession planning process provided a clear picture for employees as to

THE PEOPLE POSSIBILITIES MODEL
The ABC's of the Employee Lifecycle



their potential career paths and was used to successfully transition the Executive Director role.

B = Building Performance. At the same time, we implemented onboarding plans and the employee development process, as well as one-to-one coaching.

C = Creating Advocates. With A and B in place, C takes care of itself. If employees leave, they leave happy and feel they've had a positive experience. They are also a promoter of the organization and more likely to refer customers and candidates.

"Kathi is engaged with the entire lifecycle. She wants to know your organization well enough to represent it, which she will continue to do even when she's not actively working with you. Kathi finds people who can be developed and who want to be developed. Then she teaches you the process to do it on your own. But she's always there for support and guidance." — ANGELA ROBBINS TAYLOR

Walking the Talk

C3 walks their talk. They do everything possible to ensure they get the hire right – they attract and select the right person. But it's in the building of that right person where the organization and Ms. Taylor's passion and dedication truly stand out.

"We work hard to find out where you [the employee] feel you need to be skillset wise in the next 3 to 5 years. What is or should be your 3 to 5-year plan? Even if it means you think you'll step outside of C3, what can we prepare you for?" — ANGELA ROBBINS TAYLOR

C3 uses a strong coaching technique designed around what the employee wants to do, what drives them, and what brings them joy. Applying their behavioral and technical strengths, they then build a path for the employee to follow from this perspective.

"Figuring out your next big job is part my responsibility as your boss and part of your responsibility as the owner of your career. Dreaming it up is your responsibility. Empowering you to get beyond that is my responsibility." — ANGELA ROBBINS TAYLOR

Home-Growing

For example, an employee came into C3 with a desire to own his own nonprofit. In addition to performing his duties for the organization, they sent him to classes and exposed him to concepts that would prepare him for running a nonprofit. After six months, they sat down with him to discuss his progress. He stated that he no longer wanted to own a nonprofit but would instead like to be in a position to takeover C3 one day. So, Ms. Taylor asked him what part C3's mission was empowering to him, and they worked on a path from there. After six months, they talked again. He stated that he no longer wanted to run C3; he wanted to fine-tune his understanding of mission, grant writing, and how to run an organization to support urban renewal. He desired to return to his roots and mentor young men who were lost and in need of some guidance. He wanted to show them that they did not need to go into professional sports or the military to be successful – that they had choices.

Another employee came to C3 with a background in medical/pharmaceutical and had been working in the special education area. Of course, this background has nothing to do with C3 and what they do; however, the employee was the right employee – she was a mission match. Ms. Taylor and her team spent over a year exploring what she liked. In the end, she said, "I just want to be able to influence the C3 mission from a marketing perspective." So, they helped her go back to school to get her bachelor's degree, and now she's running C3's marketing program.

Ms. Taylor refers to this process as home-growing. Home-growing the next level of leadership – either at C3 or elsewhere.

C3 is a diverse organization – age, culture, gender, experience. Most employees come to C3, never having worked in construction, and not knowing the industry, but they match C3's mission. It's part of their magic – they don't have one box from which to pull talent. Instead,

they see a person, their dreams and aspirations, and transferable skillsets. They encourage their member companies to do the same. They teach them how to look beyond a particular label, such as “carpenter,” and see all the transferable skills this person has and how they might be enhanced and used to help the company and the individual grow.

Indeed, C3 is the example; they are the model. They weave their mission throughout the organization, and it shows up clearly in their employees and their success. Kathi Crawford and People Possibilities are proud to say they’ve helped with this process. ■

“C3 is the only organization of its kind in the country. It’s unique. It’s special. I want to be part of that. For me, I think, how can I help them grow and scale? How can I help them be more and more successful? What can I do to bring my skills to bear and help this organization thrive?” —

KATHI CRAWFORD, PEOPLE POSSIBILITIES

BE more.™

Kathi Crawford, SPHR, MCC, is a business relationship and career coach and People Possibilities, LLC CEO. At the heart of People Possibilities is the belief that transitions are extraordinary opportunities for innovation, relationship building, and growth. Through optimizing the power of positive change, she opens the possibilities for her clients to “be more.”

Kathi has over twenty-five years of corporate experience and has served in strategic roles as an executive leader. She has led virtual teams across the U.S. and worked in a range of functions, disciplines and industries. She is respected for her ability to build teams that foster trust, teamwork, communication and results.

The coaching Kathi conducts is business-focused as she helps leaders develop critical skills and improve performance and behaviors needed to build on their success. She encourages a trusting and open dialogue to identify key challenges and focus on solutions that make a lasting impact on the individual and the organization.



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