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## **HOW CAN I ATTRACT AND RETAIN EMPLOYEES IN TODAY'S MARKETPLACE?**

A major concern of employers today is the shortage of qualified human capital and the continued pressure on the workforce as the traditional and baby boomer groups retire or, at least, somewhat withdraw their time and energies from the workforce while, at the same time, demand for 'know how' and skills is increasing.

Simply finding more people is a bandaid, a short term fix. The reality is that this is not a trend but a phenomenon that will only grow in magnitude. Have you seen the 'help wanted' signs amassing out there? These are 'signs' of the times and times to come.

The relevant approach becomes 'How do we position our organization to attract and retain the human capital it requires for the phenomenal growth opportunities at our door step?' In my opinion, it comes down to having organizations be venues where all stakeholders are taken into account. This means shareholders, investors, suppliers, consultants, contractors, leaders, and individuals. For example, with individuals, if the organization does not operate in a way that works for those who are expected to create the product or service that will profit the organization and its various stakeholders, what prevents those individuals from looking next door to try to find something better? The actual and opportunity costs of turnover are vast.

The principal of attraction would have it that you get what you are ready for – so get ready! It is fundamental to have a strong corporate vision and mission with individual visions and values aligned so that all feel at purpose when they go to work each day. With this, there is the potential of creating an atmosphere of cooperation and an environment where diversity is acknowledged, accepted and embraced and where people are valued, where their ideas and creativity are respected, their strengths are accentuated, and where they are an integral part of implementation, completion and success. There are so many variables – different visions, values, personalities, behavioral styles, 4 different generations in one workforce, time and resource pressures, and more – too much to delve into here. Of importance, however, is that with these variables come a wealth of assets and strengths that cannot be surpassed when positioned as valued by the organization and shared by each individual and the organization. If you worked for an organization like this, would you want to leave or would you recommend it to others?

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