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PAPER

FROM THE
O.C. TANNER INSTITUTE

WE ARE COMMITTED TO
RESEARCHING AND SHARING
INSIGHTS THAT HELP
ORGANIZATIONS INSPIRE AND
APPRECIATE GREAT WORK.

TALENT MAGNETS

How to create an
irresistible company culture

Looking to attract, engage, and retain great talent? Groundbreaking research shows what to focus on and where to begin.

A revealing workplace culture study of nearly 10,000 employees in 12 countries identifies six key elements of company culture to focus on.

We call them talent magnets because they are the precise attributes that make your organization attractive to employees. They are:



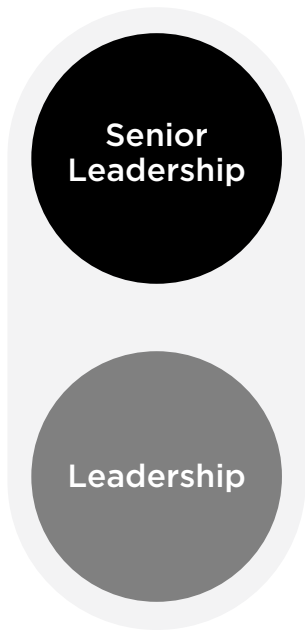
The magnets are powerful. Top performing companies do better in all of them. Poor performing companies do poorly in all of them. If you improve your culture in all six areas, even marginally, you will see positive business results. The magnets are also interrelated. Improve just one, and you'll get a boost in all the others. So wherever your organization has invested effort and is showing strength, carry on. But for future efforts, research revealed an ideal sequence of improvement.

Where to begin? A proven sequence.



START WITH LEADERSHIP

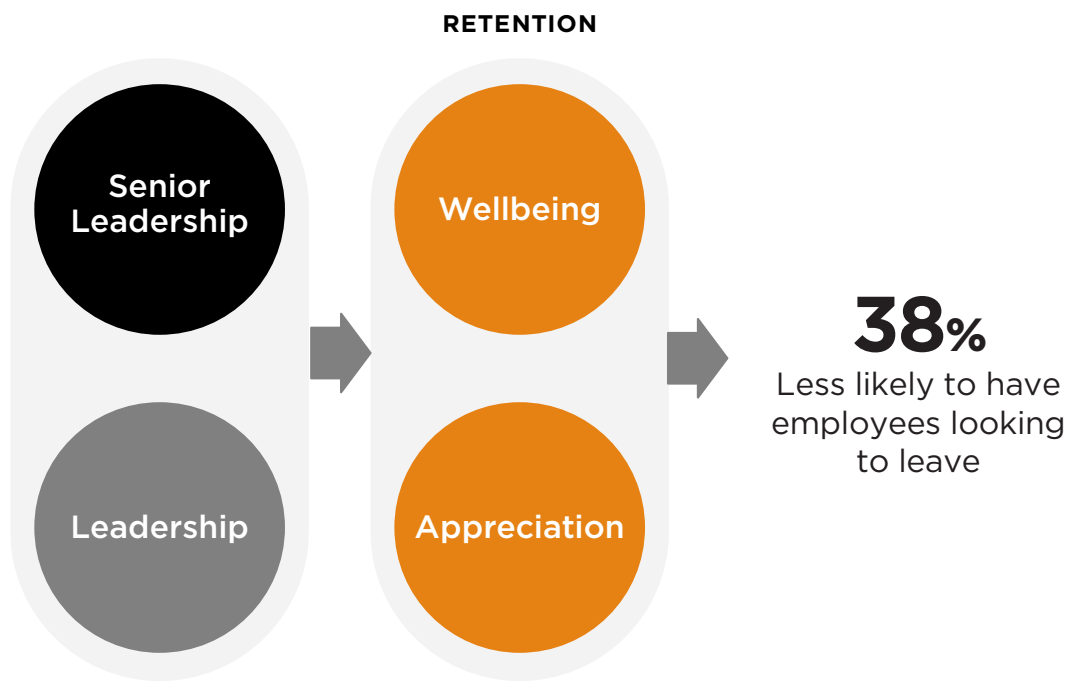
Leadership influences all of the other magnets. To get the most impact with the least resistance, develop better leaders, especially direct managers. The research showed that great leadership elevates the sense of wellbeing and appreciation on your team. It's difficult to excel in any of the other areas with out it.



2

IMPROVE APPRECIATION AND WELLBEING TO INCREASE EMPLOYEE RETENTION

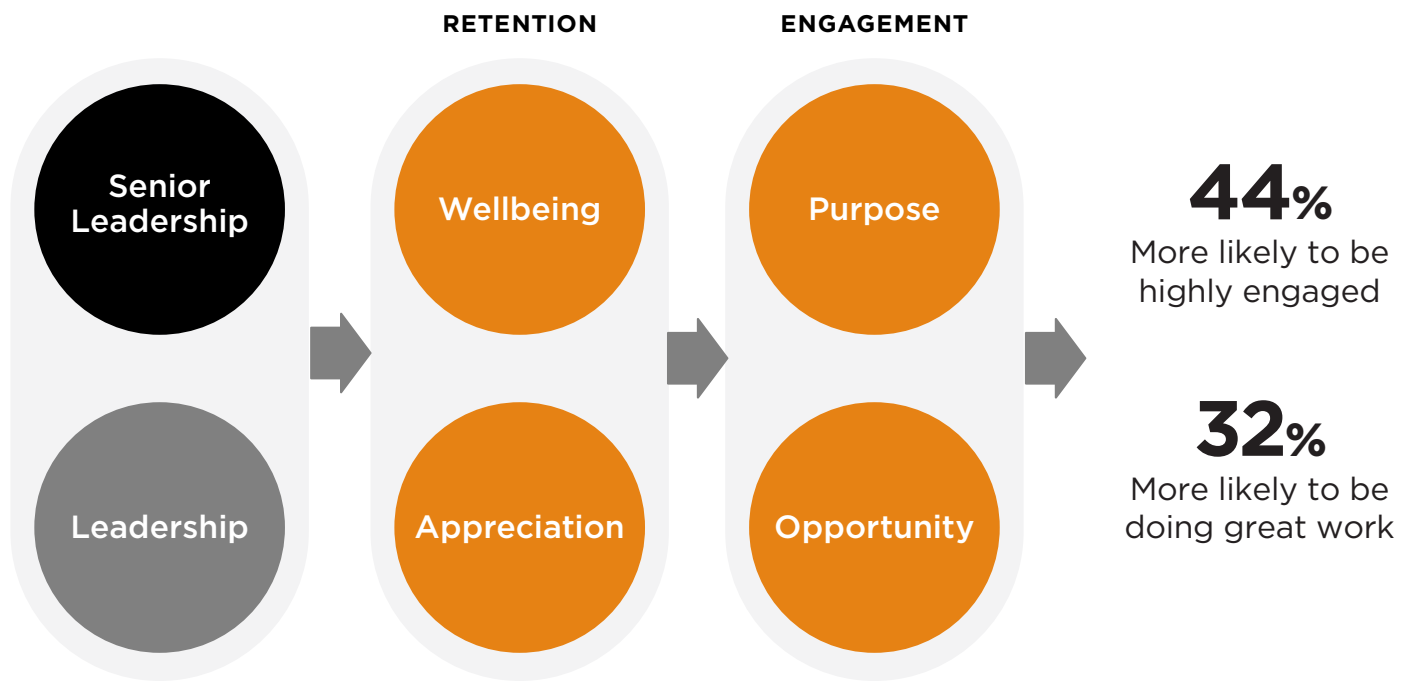
There is profound evidence that when leadership, appreciation, and wellbeing improve in an organization, people are more likely to stay. Which is good news. Because before you can work on engagement and ask people to pour their heart and soul into their work, they have to want to be there in the first place. The ability to keep existing employees is the beginning of an attractive culture.



3

IMPROVE PURPOSE AND OPPORTUNITY TO INCREASE ENGAGEMENT

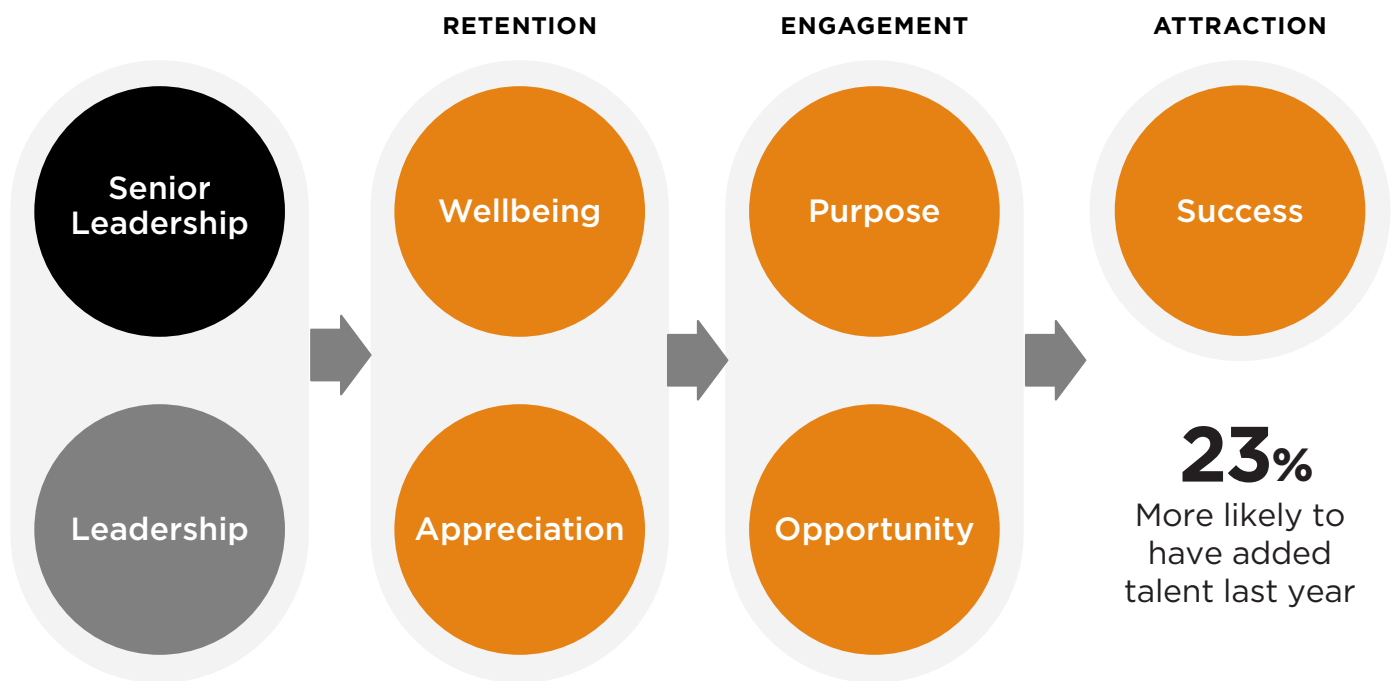
Wellbeing and Appreciation have a profound impact on the sense of Purpose and Opportunity. And when you work on adding these two strengths to the mix, engagement and innovation soar. Providing a purpose to work (beyond just money) and focusing on giving employees opportunities to work on meaningful projects, make a difference, and delight others, helps people connect with, and give discretionary effort to, their work.



4

IMPROVE SUCCESS TO ATTRACT NEW HIRES

Purpose and Opportunity have a profound impact on organizational success. When all of these things, Leadership, Wellbeing, Appreciation, Purpose, and Opportunity are being done well, you get a successful organization that new employees find irresistible.



In order to retain, engage, and attract talent, tackle better leadership, wellbeing, and appreciation first. That will stop attrition and help the employees you already have want to stay. It also paves the way for working on purpose and opportunity, which will engage employees to pour their hearts and souls into innovating, delighting customers, and doing great work. Finally use all those levers to work on success which, in combination with the other five magnets, will make your organization irresistible to new hires.

Make your workplace irresistible by improving your talent magnets.

Learn more about the Talent Magnets research [here](#).

