



27 October 2022



14h00 – 15h00

## Expert Seminar

### Talent Selection and Retention Best Practices for SMEs



**Cindy Norcott**

Author of 'How to be Unstoppable'  
Winner of Business Person of the Year  
CEO of Pro Talent & Pro Appointments



**Benjamin Buckingham**

Partner &  
Managing Director  
Lumenii



**Jaintheran Naidoo**

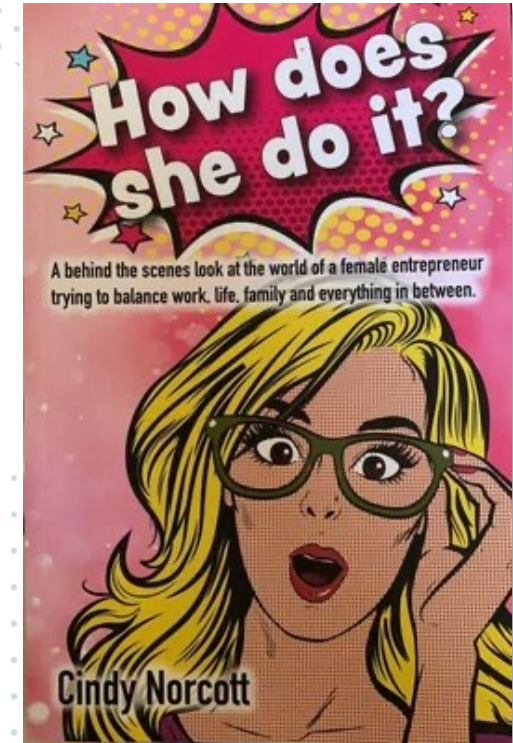
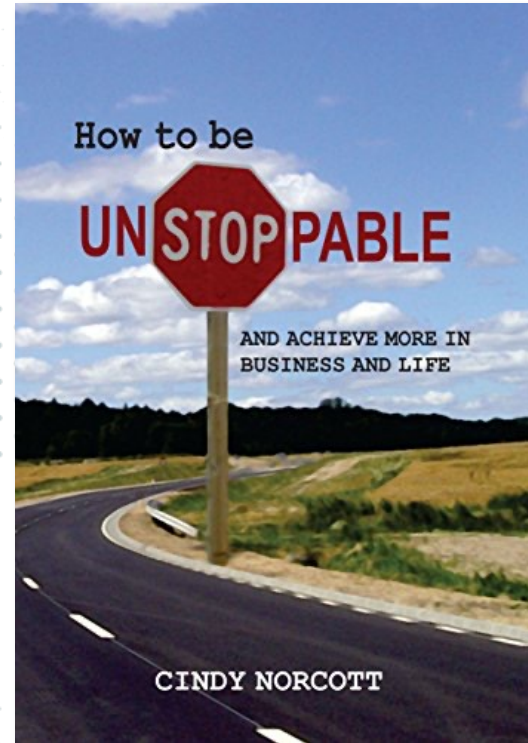
Director and Senior  
Organisational Psychologist  
Lumenii



# Agenda.

- **14h00 – 14h05:** Welcome and introduction by facilitator, **Jaintheran Naidoo**
- **14h05 – 14h20:** Keynote presentation by **Cindy Norcott**, on the role of talent and effective recruitment in organisations
- **14h20 – 14h40:** Sharing best practices for talent selection and retention by **Benjamin Buckingham**
- **14h40 – 15h00:** Audience Q&A and speaker discussion

# Cindy Norcott

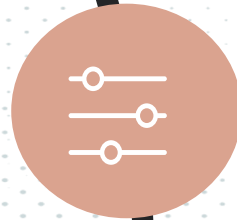


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Your talent partners



**Identify and retain top talent**



**Identify and close performance gaps**



**Ensure leadership effectiveness**



**Robust succession planning**



# The **SME** Challenge

- Great people underlie success
- Fewer resources, higher exposure
- Compete with the Goliaths



A woman with long dark hair, wearing a white blazer over a light pink top, is looking towards the camera with a slight smile. She is holding a white folder with the word 'RESUME' printed on it. The background is a blurred office setting.

# #1. Treat Candidates Like Clients

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- Sell candidates your USPs
- Both hires and rejections impact employer brand

**41**  
**DAYS**

AVERAGE TIME  
TO HIRE

## #2. Set Yourself Up to Hire Quickly

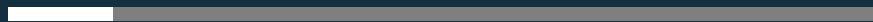
- Tempo creates value for both the organisation & the candidates
- Have a streamlined, repeatable process
- Don't rush. Increase speed by reducing risk

# #3. Don't Overvalue Experience and Education

- Each perspective has a particular degree of effectiveness
- Value latent potential above skills

## LEARNED BEHAVIOUR

YEARS OF EDUCATION **0.10**



JOB EXPERIENCE **0.18**



**vs.**

## INNATE POTENTIAL

COGNITIVE ABILITY **0.50 – 0.60**



LEARNING AGILITY **0.74**



Correlation with job performance (Schmidt & Hunter, De Meuse)





# #4. Measure Objectively Early

- Not directly observable
- Objective measures are the best predictors of success
- Measure potential for the role

# #5. The Value of Competencies

- The language to describe what you need
- Only a handful actually matter for any given role
- Recruit, interview and measure effectiveness on the same set of competencies

*What is a*

## Competency?

1. The combination of **observable** and **measurable** knowledge, skills and personal attributes
2. Individual characteristics of a person which result in an **effective performance** in a job

# #6. Use **Structured** Interviews

- Competency-based interviews
- Elicit evidence: positive and negative
- Measurement-based

**Question:**

Have you ever had the feeling that you were unable to motivate a colleague or employee? What was the reason for this, in your opinion? Now contrast this with a time you were able to motivate someone. What did you observe?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

UNSTRUCTURED INTERVIEWS

0.38

vs.

STRUCTURED INTERVIEWS

0.51



# #7. Drivers of Retention

- Role fit, culture fit, values fit, and organisation fit
- Get it, want it, can do it
- What do employees want?  
Hint: it's not just money



# #8. Retention is multi-faceted

- It starts with good organisational fit
- Create space for feedback
- Access to learning opportunities
- Longer-term career paths

# Resources

## Operational Strength

### Accuracy

- Effectively handling detailed information and being consistently attentive to details.

### Decisiveness

- Independently making decisions and sticking to them; having the courage to make firm decisions.

### Devotion to quality

- Demanding a high quality of provided products and services, and acting accordingly.

### Directing

- Directing others, taking charge.

## Competency Library.

Comprehensive online competency library and profiling tool.

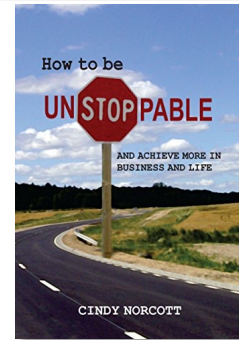
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## Structured Interview Guide.

Competency-based interview template, with 7 research-based competencies.

[Download >](#)



## Book Giveaway.

Win one of 6 copies of Cindy Norcott's book – How to be Unstoppable!

[Learn more about it >](#)

# Lumenii

## Speak to an Expert.

Get in touch with us to speak to an expert about talent selection and retention.

[Book a call >](#)

We invest in understanding your needs, and partner with you to **transform your talent**. Rapid results are just as crucial as long-lasting value.

# Get in touch with Lumenii

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**[Book a meeting](#)**

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