

Learning Objectives

- **Begin with the “end in mind” and see how early hires contribute to long term talent sustainability**
- **Measure success with informative analytics.**
- **Develop programs to capture talent earlier and retain talent longer.**

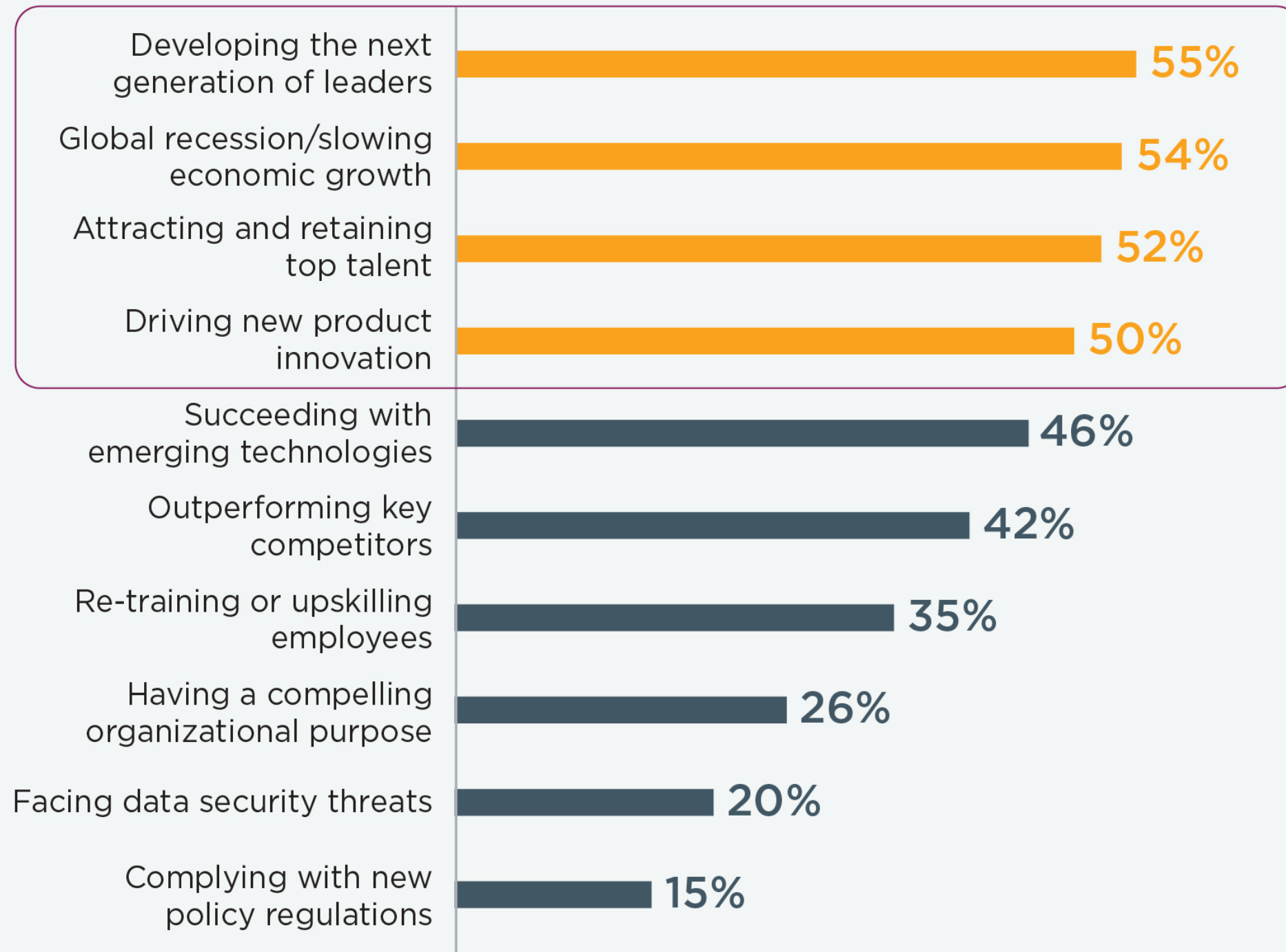




- **Tenacity**
- te·nac·i·ty /tə'nasədē/
- the quality or fact of being able to grip something firmly; grip.
- the quality or fact of being very determined; determination.
- the quality or fact of continuing to exist; persistence.

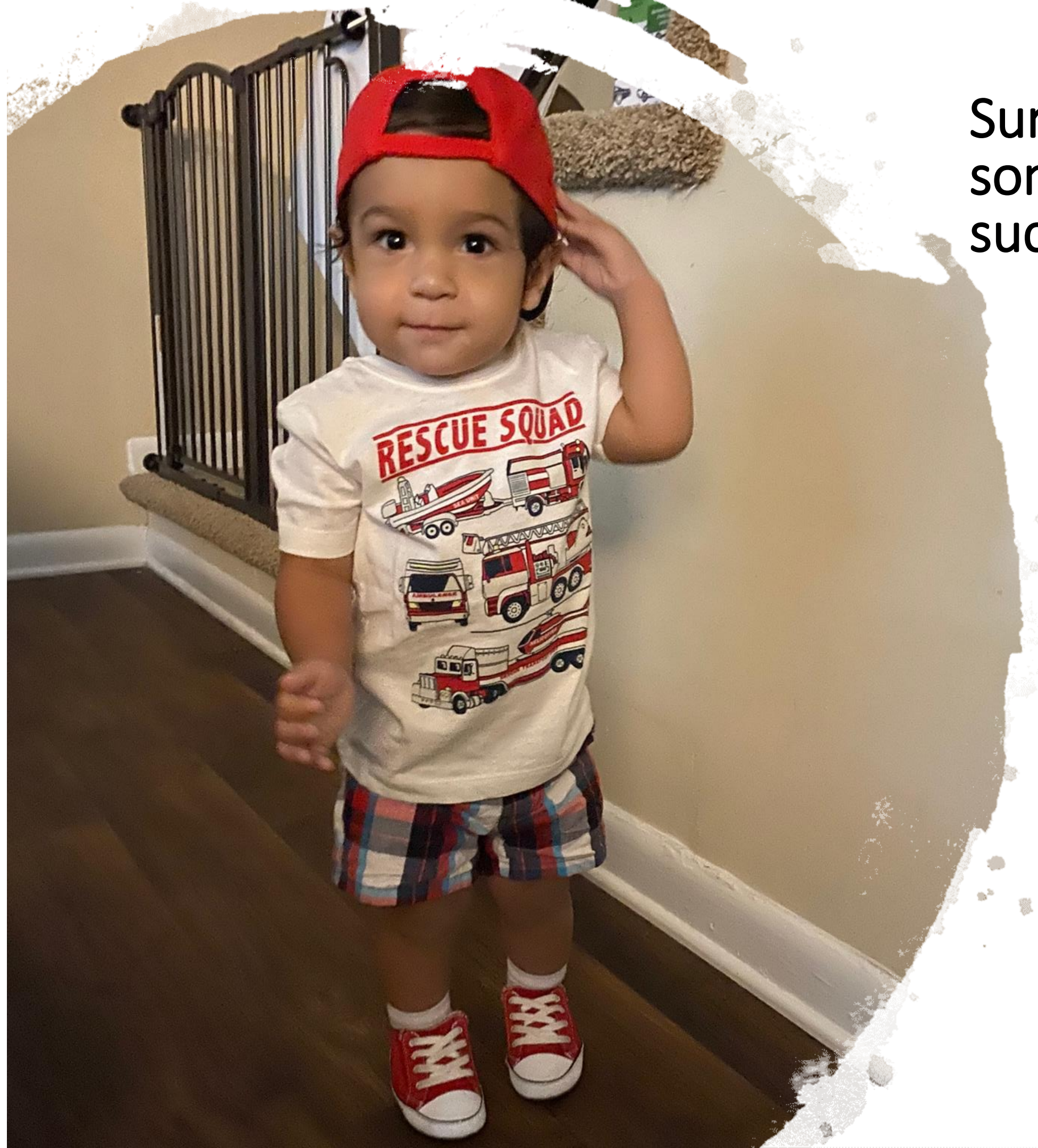
What Plagues CEOs Today? Finding and Keeping Talent

Talent Problems Plague CEOs



Percentage of CEOs Who Selected Each Challenge

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Surely, this cutie has something to do with succession planning??!!





Thinking Systemically

The Art of Hovering



Few things are more important during a change event than communication from leaders who can paint a clear and confidence-inspiring vision of the future. – Sarah Clayton

Holliday & Tuberville, 2021

Where to start?

The word “attention” comes from the Latin “*attendere*”, meaning “to reach toward.”

Recruiting interns is not just a great idea, it is a proven concept:

75% of executives point to mentoring as playing key roles in their careers.

Source: ASTD

95% of mentoring participants said the experience motivated them to do their very best.

Source: The War for Talent

96% of executives say mentoring is an important development tool.

Source: Account Temps

44% of CEOs list mentoring programs as one of the three most effective strategies to enhance women's advancement to senior management.

Source: Dr. Belle Ragins for Catalyst

Talent Problems Become THE ISSUE For Many Organizations

Problem—Top talent is challenging to find; organizations can fill only 48% of their leadership roles.
DDI, 2021

Problem—Skill gaps exist in early entry talent positions, exacerbated by the pandemic while 84% of current employees also indicate they are willing to leave their industries for the “right fit” for them.

National Center for the
Middle Market, 2021

Solution: Internship Programs Help To Bridge The Skills Gap

68% of US organizations use internships more now than ever in recruiting through conversion of interns to full-time hires and begin to build their teams from the bottom up.
NACE, 2021



The 4Rs of Successful Internship Programs






Creating A Future-ready Talent Culture

**DEAR FUTURE,
I'M READY.**



Succession Planning

Workforce and leadership succession planning is a well-established process used by leaders in the public and private sectors to forecast talent needs and develop the workforce to meet the customer demands of the future.



Three Types of Succession Planning

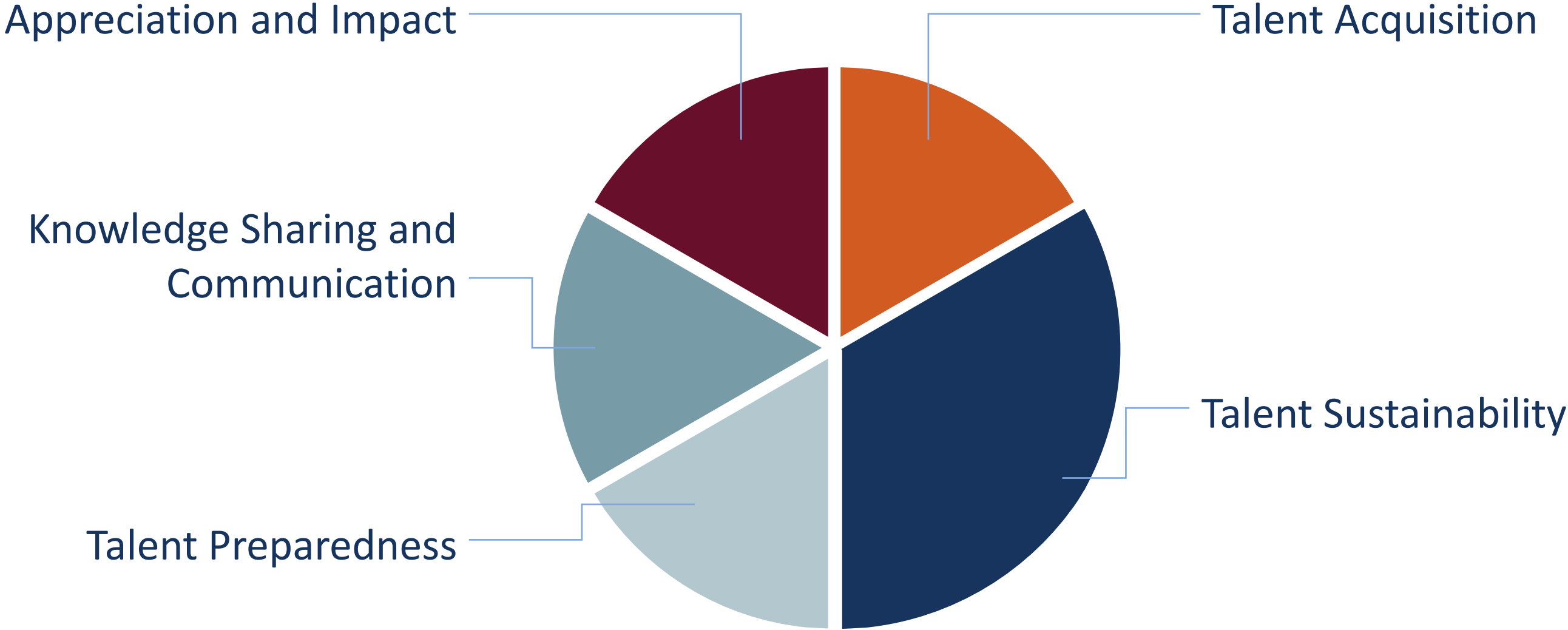
Role Based

Pool Based

Individual Based

Profile of an Effective Succession Plan

Individual Components = Comprehensive Internship Strategy





Talent Acquisition:
Demand Profile for
Interns



The workforce needed to accomplish
future functional requirements

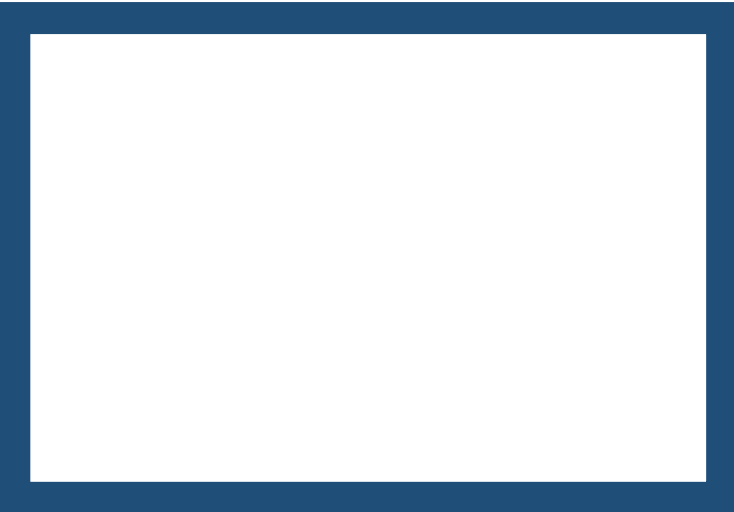
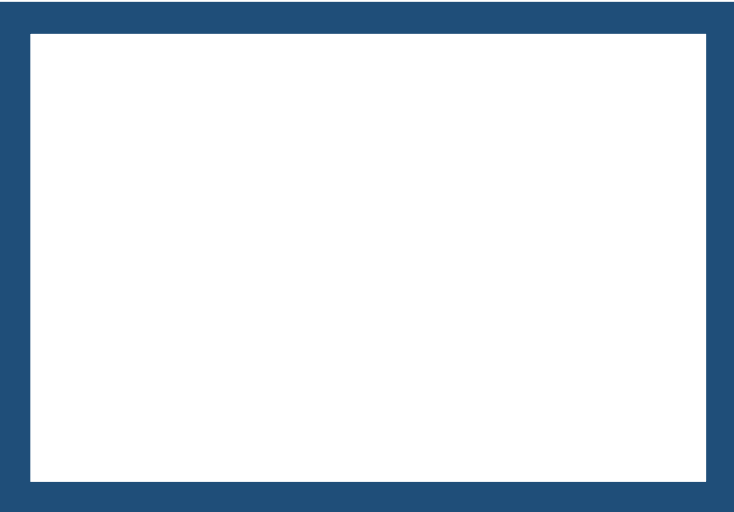
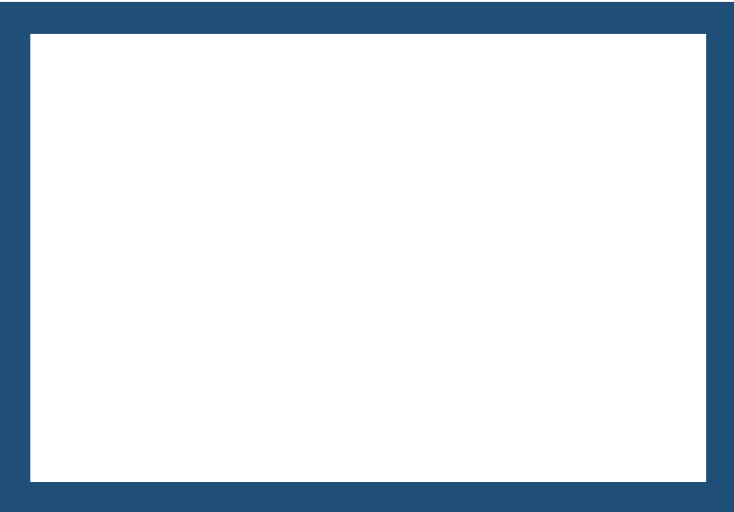
Talent Acquisition: Supply Profile for Interns

The Supply Profile has two parts:

- Data is analyzed to generate a Supply Existing Profile and a Supply Future Profile.
- Focus on data important to the organization's mission, vision, and values.

Talent Acquisition and Succession Planning Template

Hard to fill key roles



Who is ready now?



Who will be ready 1-2 years?



Role recruiting strategy



Creating A Culture of Talent Sustainability



What are you looking for?

Here are a few traits that top performers have in common:

- Quality as job one
- Skills development
- Fearless decision-making
- Desire for input
- Self-direction
- Cool under pressure
- Good people skills





Keys to Talent Sustainability

1

We perpetuate the bad practice of taking an individual contributor and assuming they will make a great leader

2

Assess skills and then tailor development programs to the unique needs of the individual or role.

3

Doing things the way they have always been done will lack in innovation



Creating A Culture of Preparedness

How to Create A Culture of Preparedness



- Retain key talent
- Prepare individuals for future challenges
- Ensure continuity of leadership culture

Leadership Buy-In is Key



Inc.com Research Says...

3 Things Top Talent Want in a Job

#1

**Better Bosses
(Effective Leaders)**

#2

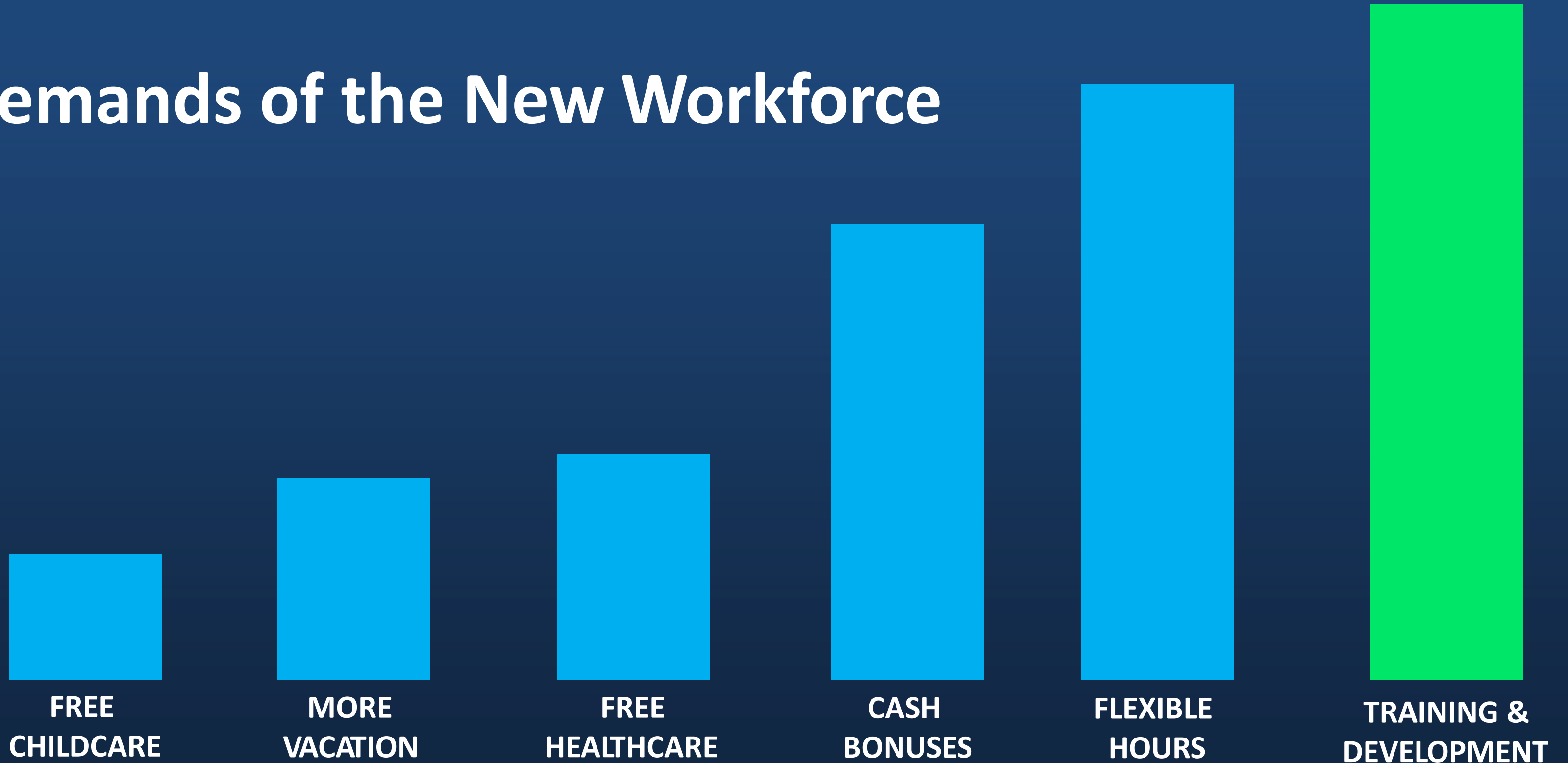
**Brighter Future
(To Be Developed)**

#3

**Bigger Vision
(Work Needs Meaning)**

Research says...

Demands of the New Workforce



What Drives Intern Growth?



1

Meaningful work that has a “purpose”

2

Connections internally with key professionals—culture of belonging

3

Industry-driven learning—what is important in our industry?

4

Timely and fair projections of opportunity

5

Connections in community

Everyone deserves a “Garland Play”



**A Story of
Belonging**



Talent Management and Workforce Preparedness

1

Identify candidates who will help the organization to embrace growth opportunities and who respond positively to change

2

Influence and educate employees on the benefits of opportunities and growth and inspire potential

3

Preparing employees to identify opportunities and adapt to change to remain competitive



Best Practices in Retaining Interns

What do organizations effectively do to retain top interns?



Creating An Intern Ready Culture

Think About Your Audience and Your Growth

Important To Interns

- Meaningful work
- Realistic Growth Projections
- Learning and Development
- Being A Part Of The Culture
- Flexibility

- Work that translates into development
- Metrics That Drive Decisions
- Ability To Grow Program As Needs Change—creating a model that works

Important to HR

Important To Leadership

- A productive leadership development plan
- A Pool That Drives Innovation and Results
- A Pool That Attracts Attention
- Investment into retainable talent

Red Flags Often Seen in Internship Programs



1

One-stop Internship Solutions

2

Lack of Planning

3

Over-planning

4

Lack of appropriate guidance and supervision

5

Lack of projecting opportunities

How To Avoid Red Flags As You Prepare For Success

Get your plan approved by top leadership—what do they expect? What will they support?

Treat interns like future employees and team members as much as possible. What does this look like?

Set Goals For Retention of Interns—What is your “conversion goal”

Program for future success—be intentional with opportunities

Benefits of Internships to Employers

**Find future employees
as competition
increases in the war for
talent**

**Increase productivity
and employee
retention as it often
reduces burnout and
overburdened
workloads**

**Enhance workforce
commitment through
mentoring and building
internal networks of
support**

How Employers and Students Perceive Career Readiness Levels!

Intentional Development and mentorship is important to close the skills gap!

Figure 1: Employer vs. Student Perception of Proficiency in Career Readiness Competencies, by Percentage of Respondents

Competency	% of Employers That Rated Recent Grads Proficient*	% of Students Who Considered Themselves Proficient**
Professionalism/Work Ethic	42.5%	89.4%
Oral/Written Communications	41.6%	79.4%
Critical Thinking/Problem Solving	55.8%	79.9%
Teamwork/Collaboration	77.0%	85.1%
Leadership	33.0%	70.5%
Digital Technology	65.8%	59.9%
Career Management	17.3%	40.9%
Global/Intercultural Fluency	20.7%	34.9%

Top Retaining Strategies for Interns

FUTURE-FOCUS

Create a learning culture

Commit to training, mentorship, and development

DEVELOP

VALUE

Show interns that their time and skills are valued

Core Competencies for Early Success

Communication

Self-Awareness

Digital
Fluency

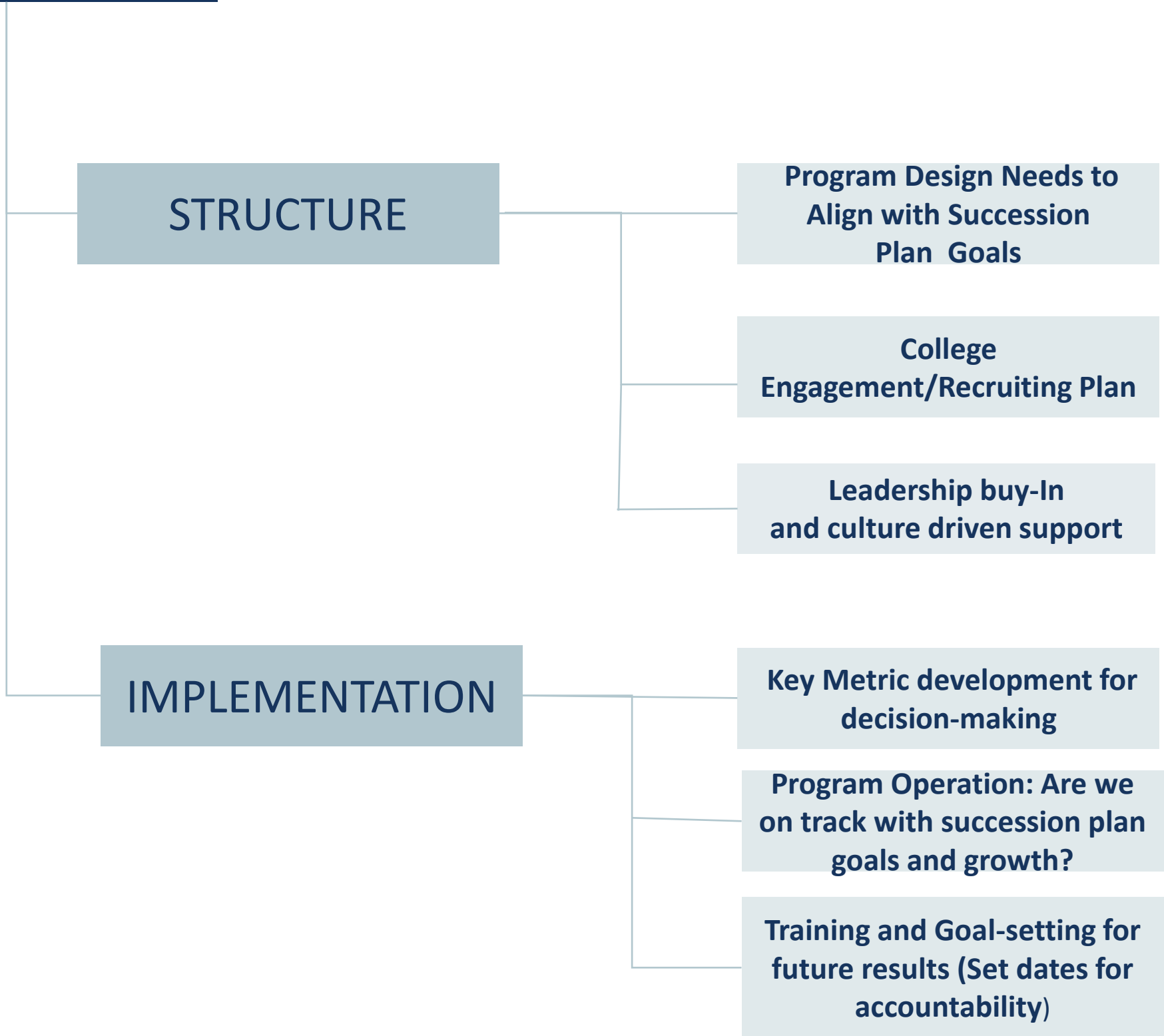
Learning
Agility

Influence



The Internship Action Pathway

SAMPLE ACTION PATHWAY





Today's Interns Want To Be Tomorrow's Leaders

How Do You Spell Development?

Resources For Success!

<https://www.naceweb.org/talent-acquisition/internships/15-best-practices-for-internship-programs/>

https://www.score.org/blog/five-p%E2%80%99s-hiring-interns?gclid=EAlaIQobChMIo8HHvb7n5gIVTfDACH0EGgfoEAAYAiAAEgKEc_D_BwE

<https://viglobal.com/2018/02/19/four-ways-power-employee-retention-interns/>

<https://www.forbes.com/sites/lisacurtis/2018/06/18/how-to-run-a-successful-internship-program/#5991d46d4430>

<https://www.naceweb.org/talent-acquisition/internships/retention-rates-for-former-interns-co-ops-decreasing/>

<https://wmich.edu/career/students/transfereableskills>

https://www.google.com/search?rlz=1C1GCEV_en&q=Skill+Development+and+Gaps+of+College+Grads+By+Employers&tbm=isch&source=univ&sa=X&ved=2ahUKEwj9wZjNv-fmAhVDU80KHb90CSMQsAR6BAgKEAE&biw=1366&bih=657

<https://www.wholewhale.com/tips/6-reasons-improve-intern-program/>

<https://www.chronicle.com/article/The-Employment-Mismatch/137625>

<https://er.educause.edu/articles/2018/3/digital-fluency-preparing-students-to-create-big-bold-problems>

<https://www.naceweb.org/talent-acquisition/internships/key-strategies-for-converting-interns/>

Resources for Success!

<https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-address-the-skills-gap.aspx>

Intern Bridge, <https://internbridge.com>

Society of Human Resource Management, SHRM, www.shrm.org

Skill Gaps <https://www.wnycollegeconnection.com/skills-gap>

Employer Survey—Required Skills From Graduates,
https://www.aplu.org/members/commissions/food-environment-and-renewable-resources/CFERR_Library/comparative-analysis-of-soft-skills-what-is-important-for-new-graduates/file

NACE Student Survey (2017) Career Readiness Perceptions of Employers and Students,
<https://www.naceweb.org/career-readiness/competencies/are-college-graduates-career-ready/>

Learn It. Practice It. Launch It.

PLAYBOOK

HOLLIDAY|KENNING



Thank you!

For more information on organizational cultural transformation, check us out at:

www.HollidayKenning.com