

EMPLOYEE VALUE PROPOSITION: **THE COMPLETE GUIDE TO BUILDING** **AN INDUSTRY-LEADING EVP - PART 2.**

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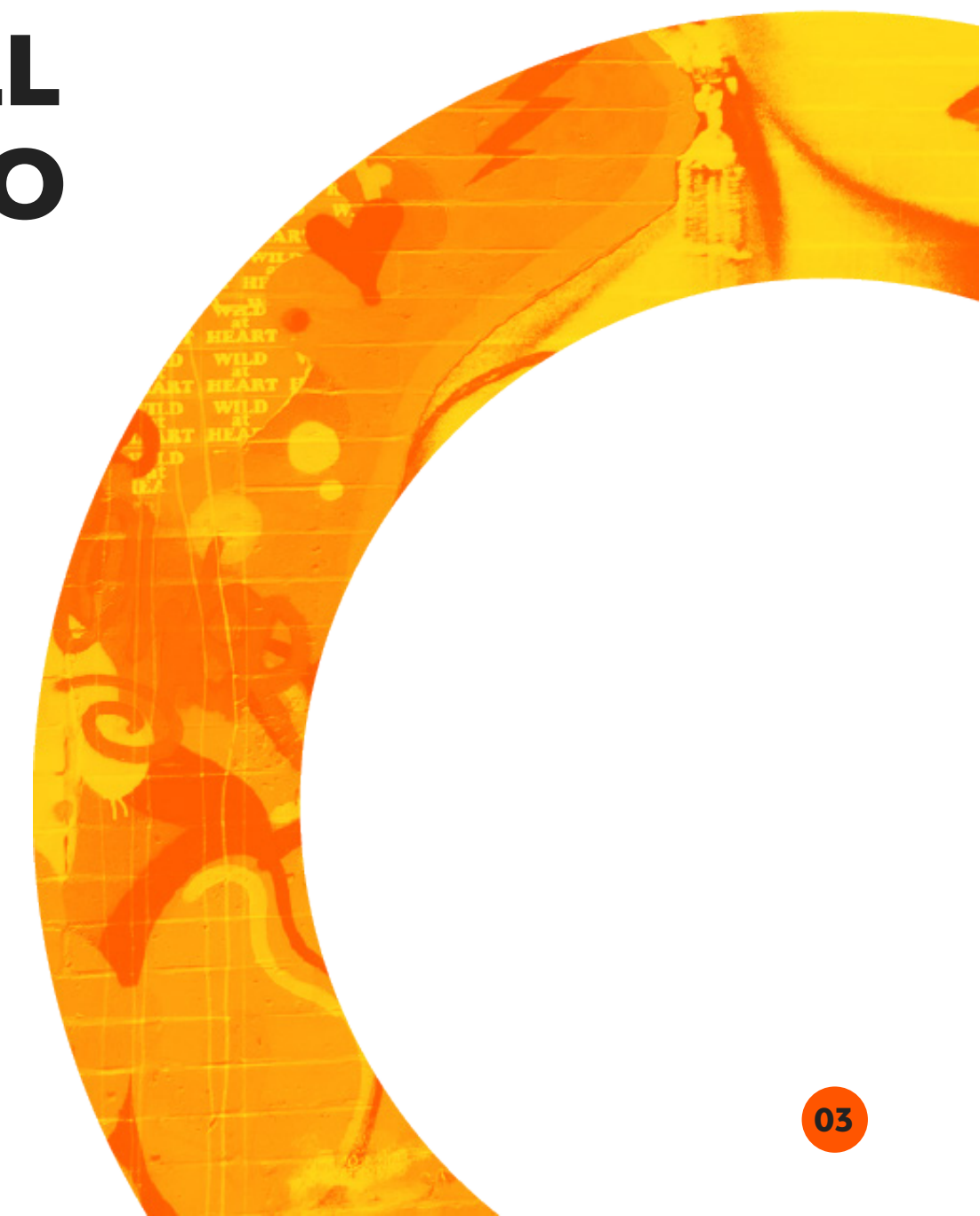


WHAT ARE THE KEY COMPONENTS THAT MAKE UP A WINNING EVP FORMULA?

CREATING A UNIQUE EVP IS ALL ABOUT ASSESSING THE CORE STRENGTHS OF YOUR BUSINESS.

THIS PROCESS INVOLVES IDENTIFYING THE DIFFERENT ELEMENTS THAT COME TOGETHER TO MAKE YOUR ORGANISATION A GREAT PLACE TO WORK.

HERE ARE THE FIVE KEY COMPONENTS THAT IF INVESTED IN WELL WITH FINANCE AND RESOURCE, WILL HELP YOU ON YOUR WAY TO BEING HEAD AND SHOULDERS ABOVE THE REST.



THIS ONE IS NO SECRET, MONEY IS ONE OF THE MAIN MOTIVATORS AND DRIVERS BEHIND A LOT OF INDIVIDUALS WHEN WEIGHING UP WHERE THEY ARE LOOKING FOR THEIR NEXT ROLE, AND BEYOND THAT THE OPPORTUNITY TO EARN MORE LONG-TERM WITHOUT HAVING TO MOVE ELSEWHERE.

ARE YOU A RETAINER OF STAFF OR ARE YOU A STEPPING STONE? AN EMPLOYEE'S FINANCIAL EXPECTATION IS MADE UP OF THE OVERALL EVALUATION OF THE TOTAL FINANCIAL REWARDS.

THIS RANGES ACROSS SALARY, COMMISSIONS, BONUSES (WHETHER THAT BE SEASONAL OR TARGET BASED), AND EVEN STOCK OPTIONS IF THE COMPANY IS ON THE STOCK MARKET.

01.

FINANCIAL REWARDS.

DON'T THINK IT'S ALL ABOUT THE MOOLAH THOUGH. ON THE FACE OF IT, FINANCIAL COMPENSATION MAY SEEM LIKE THE KEY MOTIVATOR FOR PEOPLE.

BUT, AND THIS IS A BIG BUT, FOR A LOT OF PEOPLE THEY'D RATHER BE HAPPY IN THEIR JOB AND TAKE LESS MONEY.

BUT AT THE SAME TIME, IT'S NOT GOOD TO CARRY THAT ATTITUDE FORWARD AS PART OF YOUR EVP. THIS IS BECAUSE IT CAN STILL LEAD TO EMPLOYEES FEELING UNDERVALUED IF THEY FEEL THEY ARE A REAL ASSET TO YOUR COMPANIES OUTPUT HOWEVER HAPPY THEY ARE WITH THE OTHER ASPECTS OF THE WORKPLACE.

SO TO EMPHASISE, FINANCIAL REWARD IS ONLY ONE PIECE OF THE PUZZLE.

02.

EMPLOYMENT BENEFITS.

- HEALTH INSURANCE
- RETIREMENT BENEFITS
- PENSION CONTRIBUTIONS
- PAID LEAVES
- GYM MEMBERSHIPS
- COMPANY CAR
- BIRTHDAY OFF WITHOUT USING ANNUAL LEAVE
- FREE OR SUBSIDISED TRAVEL
- CHILDCARE CONTRIBUTIONS
- FLEXIBLE WORKING HOURS
- WELLBEING PROGRAMMES
- DISCOUNT WITH COMPANY PARTNERS

THE LIST GOES ON! A BENEFITS PACKAGE WORKS BEST WHEN IT'S CUSTOMISED TO THE INDUSTRY SO WE'VE HIGHLIGHTED THOSE THAT ARE TYPICALLY AFFLUENT WITH RECRUITMENT.

WHEN PICKING WHAT BENEFITS WOULD BE MOST WELCOMED ALSO TAKE INTO CONSIDERATION THE CULTURE, THE ORGANISATION, AND THE EMPLOYEES THEMSELVES.

AT THE END OF THE DAY IT'S ABOUT THEM SO FEEL FREE TO GET CREATIVE WITH IT.

**WHATEVER AN INDIVIDUALS MOTIVATION IS,
THERE'S USUALLY SOME FORM OF OVERLAP.**

**WITH MONETARY USUALLY COMES DEVELOPMENT
AND OPPORTUNITY TO BE ABLE TO PROGRESS
THROUGH THE COMPANY (WITHIN REASON) OR AT
LEAST WITH AN OVERVIEW TO MAKING A STEP UP
OVER TIME.**

**MOST WILL HAVE A MANAGED AND REASONABLE
EXPECTATION SO IT'S IMPORTANT TO LAY DOWN
THE MARKER FROM THE GET-GO.**

**EMPLOYEES WANT TO SEE THE GROWTH POTENTIAL
THEIR JOB HAS TO OFFER AND HOW THE BUSINESS
CAN CONTRIBUTE TO THEIR CAREER
DEVELOPMENT. IT SHOULDN'T BE A ONE-WAY
SYSTEM IN THIS DAY AND AGE.**

03.

CAREER DEVELOPMENT.

DIFFERENT TYPES OF DEVELOPMENT MAY INCLUDE:

STATISTIC: LIMITED CAREER OPPORTUNITIES ARE CITED BY 43% OF EMPLOYEES AS THE MAIN FACTOR FOR LEAVING A JOB. (TALENTLYFT, 2021)

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- TECHNICAL TRAINING
- LEADERSHIP TRAINING
- SPONSORED/FUNDED COURSES
- MENTORING AND CAREER GUIDANCE
- SHADOWING
- PROMOTION OPPORTUNITIES
- OPPORTUNITIES TO WORK AT OTHER OFFICES, SITES, CITES OR COUNTRIES
- OPPORTUNITIES TO WORK IN SPECIFIC COVETED PROJECTS

FOR A BUSINESS THAT IS UNABLE TO OFFER SALARIES AT PAR WITH ITS COMPETITORS, OFFERING A CLEAR CAREER DEVELOPMENT AND GROWTH PLAN CAN BE THE DIFFERENCE BETWEEN HIRING AND LOSING QUALITY TALENT.

04.

WORK ENVIRONMENT.

WHAT'S THE USE IN GETTING AN AMAZING SALARY AND BENEFITS WITH POTENTIAL DEVELOPMENT AND PROMOTION OPPORTUNITIES IF YOU HATE YOUR WORKING ENVIRONMENT?

MOST PEOPLE SPEND 30-45 HOURS A WEEK IN SAID ENVIRONMENT, THAT'S A MAJORITY CHUNK OF YOUR WEEK THAT YOU'RE AWAKE.

THIS MAKES IT JUST AS IMPORTANT AS ANY OF THE OTHER COMPONENTS.

FACTORS THAT CONSTITUTE A POSITIVE WORKING ENVIRONMENT INCLUDE THINGS LIKE:

- **FLEXIBLE/HYBRID WORKING**
- **WORK-LIFE BALANCE (PEOPLE NEED TO SWITCH OFF ON A NIGHT - NOT TAKE WORK HOME ON THEIR MIND!)**
- **RECOGNITION**
- **TEAM BUILDING**
- **COMMUNICATION SYSTEMS**
- **WORKSPACE**

IF COMPANIES RECOGNISE THE IMPORTANCE OF CREATING A WORK ENVIRONMENT IN WHICH EMPLOYEES CAN THRIVE AND DO GREAT WORK THIS ADDS TO POSITIVE EMPLOYEE EXPERIENCE AND HIGHER ENGAGEMENT AS A RESULT.

COMPANY CULTURE CAN BE DEFINED AS A SET OF SHARED VALUES, GOALS, ATTITUDES AND PRACTICES THAT CHARACTERISE A BUSINESS.

WHAT CAN OFTEN BE FORGOTTEN IS THAT COMPANY CULTURE IS NATURALLY OCCURRING.

YOUR TEAM WILL DEVELOP A CULTURE BOTH INTENTIONALLY AND NONE INTENTIONALLY SO ITS IMPORTANT TO NOT JUST IMPLEMENT AND LEAD, BUT KEEP AN EAR TO THE GROUND SO THOSE NATURALLY OCCURRING THINGS ARE IN A POSITIVE DIRECTION RATHER THAN A NEGATIVE ONE.

05.

COMPANY CULTURE.

COMPANY CULTURE INCLUDES THINGS LIKE:

- **TRUST**

- **COLLABORATION**

- **POSITIVE RELATIONSHIPS (AS WELL AS BETWEEN TEAM MEMBERS ACROSS HIERARCHIES)**

- **TEAM COMMUNICATION AND SUPPORT**

- **ALIGNMENT OF EMPLOYEES WITH COMPANY GOALS**

UNLIKE IN THE OTHER ELEMENTS OF EVP WHERE YOU COULD MAYBE PICK, CHOOSE AND PRIORITISE SOME POINTS OVER OTHERS.

THIS IS NOT THE CASE HERE.

IF ANY OF THESE SLIP CHANCES ARE THERE WILL BE REPERCUSSIONS IF THEY AREN'T NIPPED IN THE BUD. STAY ON TOP OF ALL FIVE AND YOU'LL HAVE A COMPANY CULTURE TO DIE FOR.

HOW DO YOU CREATE AN INDUSTRY-LEADING EVP?

NOW WE KNOW ALL THE COGS THAT MAKE UP A WELL-OILED EVP IT MAKES THE COMPLEX TASK OF BUILDING ONE A LOT EASIER.

LET'S LOOK AT HOW YOU CAN START CREATING YOUR OWN WITH A VIEW TO LEADING THE LINE...

START WITH THE BASICS. ASSESS WHAT YOUR COMPANY CURRENTLY IS AND WHAT IT ISN'T.

WE'VE CREATED A CHECKLIST IN PART 3 OF ALL THE COMPONENTS OF EVP COVERED FROM PAGE 2 ONWARDS (WHAT ARE THE KEY COMPONENTS THAT MAKE UP A WINNING EVP FORMULA).

GO THROUGH EACH ITEM IN THE EVP CHECKLIST AND DETERMINE THE EXTENT TO WHICH YOUR COMPANY CURRENTLY OFFERS EACH POINT.

IT'S CRUCIAL TO BE COMPLETELY OBJECTIVE AND UNBIASED WHILE CARRYING THIS OUT. THAT'S WHY IT'S USEFUL TO TAKE OPINIONS FROM DIFFERENT EMPLOYEES FROM TOP TO BOTTOM OF THE HIERARCHY ABOUT HOW WELL THESE ARE BEING MET...

01.

ASSESS WHAT YOU CURRENTLY OFFER.

KNOWING WHAT YOUR COMPANY CAN AND CANNOT OFFER IS CRUCIAL FOR BUILDING A STRONG EVP.

USE EMPLOYEE SURVEYS TO COLLECT FEEDBACK. INCLUDE PAST EMPLOYEES AS WELL IN EMPLOYEE SURVEYS IF YOU CAN STILL CONTACT THEM, AND UNDERSTAND WHAT THE BUSINESS COULD HAVE DONE TO HELP THEM STAY.

THERE MAY BE A FEW HARSH TRUTHS HERE THAT MAY OR MAY NOT BE AGREED WITH, BUT IT'S ALL IN THE AID OF LEARNING FROM THAT TO CREATE YOUR EVP.

SEE IF YOU CAN EVEN GO ONE STEP FURTHER THAN THAT AND GATHER RESEARCH ON YOUR PROSPECTIVE EMPLOYEES IF YOU'VE HAD APPLICANTS OR CANDIDATES REJECT YOU THAT YOU'VE APPROACHED.

02.

INTERVIEW YOUR EXISTING AND PAST EMPLOYEES.

**IN THE EMPLOYEE
SURVEYS TO
CURRENT
EMPLOYEES YOU
SHOULD BE
ASKING
QUESTIONS LIKE:**

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- **WHY DO YOU LIKE WORKING HERE?**
- **WHAT MOTIVATES YOU AT WORK?**
- **WHAT IMPROVEMENTS WOULD YOU LIKE TO SEE?**
- **WHAT'S THE MOST IMPORTANT NEED THAT YOU HAVE IN RELATION TO WORKING HERE? (YOU MAY NEED TO STEER THEM AWAY FROM THE OBVIOUS THAT WE ALL NEED MONEY COMING IN TO PUT FOOD ON THE TABLE!)**
- **WHAT KIND OF SUPPORT DO YOU EXPECT FROM THE COMPANY TO HELP YOU ACHIEVE YOUR DEVELOPMENT GOALS?**

USE THE RESPONSES GIVEN BY ALL YOUR DIFFERENT PARTICIPANTS TO FIND OUT WHAT MOTIVATES YOUR TOP PERFORMERS, AND INCORPORATE THIS FEEDBACK TO BUILD A BETTER JOB OFFER FOR YOUR FUTURE EMPLOYEES TO MAKE YOU THE FIRST CHOICE FOR TOP TALENT.

YOU SHOULD NOW BE AT A POINT NOW WHERE YOU CAN EVALUATE ALL OF YOUR FINDINGS AND ARRIVE AT YOUR COMPANY'S NEW EMPLOYEE VALUE PROPOSITION.

USE THE RESEARCH FROM THE PREVIOUS STEPS TO ANSWER THE FOLLOWING QUESTIONS:

- **WHAT SALARY RANGE AND EMPLOYMENT BENEFITS WILL ATTRACT MY TARGET CANDIDATES?**

- **WHAT CAREER GROWTH OPPORTUNITIES IS MY TARGET CANDIDATE LOOKING FOR?**

- **WHAT KIND OF COMPANY CULTURE WILL HELP MY TARGET CANDIDATES SUCCEED WITH US?**

- **WHAT CONSTITUTES THE IDEAL WORK ENVIRONMENT FOR MY TARGET CANDIDATES?**

03.

DEFINE THE KEY COMPONENTS OF YOUR EVP.

**BE MINDFUL THAT
YOUR NEW EVP
SHOULD BE
SEGMENTED FOR
DIFFERENT ROLES
AND LEVELS OF
THE HIERARCHY.**

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FOR EXAMPLE, THE EVP FOR GRADUATES TO FILL AN ENTRY-LEVEL POSITION WILL DIFFER FROM THOSE WHO ARE HIGHLY SKILLED AND EXPERIENCED IN THEIR POSITION.

FOR GRADUATES HIGHLIGHT THINGS LIKE CAREER GROWTH, A FUN OFFICE ENVIRONMENT, POSITIVE EMPLOYEE EXPERIENCE AND EMPLOYEE PERKS.

THE EVP FOR MORE EXPERIENCED AND HIGHER-SKILLED PROFESSIONALS WILL HIGHLIGHT THINGS LIKE MORE COMPETITIVE BONUSES AND FINANCIAL INCENTIVES, CAREER STABILITY, CHILD-CARE SUPPORT AND WORK-LIFE BALANCE.

ONCE YOU HAVE DETERMINED WHAT YOU WILL OFFER, YOU'RE READY TO TRANSLATE IT INTO STATEMENTS AS PART OF YOUR OVERALL EMPLOYER BRAND THAT CANDIDATES CAN QUICKLY UNDERSTAND AND RELATE TO.

QUITE A SNAPPY ONE HERE...

ONCE YOU'VE IDENTIFIED HOW YOUR COMPANY DIFFERS FROM THE COMPETITION AND WHAT EMPLOYEE EXPERIENCE AND BENEFITS YOU CAN DELIVER, THE NEXT STEP IS TO WRITE A STRONG EMPLOYEE VALUE PROPOSITION STATEMENT.

FIRSTLY MAKE SURE THAT IT'S ALIGNED WITH YOUR EMPLOYEES AND THE COMPANIES EXPECTATIONS. FLOAT IT WITH YOUR CURRENT STAFF TO MAKE SURE EVERYONE IS ONBOARD!

YOUR EVP STATEMENT NEEDS TO BE CLEAR, UNIQUE AND MOST IMPORTANTLY - IT INSPIRES!

WHAT'S THE POINT IN HAVING A GREAT EVP IF YOU COMMUNICATE IT POORLY? MAKE IT KILLER AND YOU'LL ATTRACT AND RETAIN TOP TALENT.

04.

WRITING YOUR EVP.

YOU CAN HAVE THE BEST EVP IN THE WORLD, BUT ITS POINTLESS UNLESS ITS WELL COMMUNICATED.

DON'T JUST STICK IT ON YOUR CAREERS PAGE ON YOUR WEBSITE AND FORGET ABOUT IT. PROMOTE IT.

UTILISE THE DIFFERENT INTERNAL AND EXTERNAL COMMUNICATION CHANNELS YOU'RE CURRENTLY USING IN YOUR COMPANY TO GET THE WORD OUT.

INTERNALLY YOU CAN PROMOTE YOUR EVP THROUGH, COMPANY BLOGS, NEWSLETTERS, EMAILS AND INTERNAL COMMUNICATION TOOLS.

THE IRONY HERE IS REMEMBER THAT THE WAY YOU COMMUNICATE WITH YOUR EMPLOYEES HAS A DIRECT IMPACT ON THE EMPLOYEE EXPERIENCE YOU DELIVER.

05.

**PROMOTE YOUR
EVP THROUGH
THE RIGHT
CHANNELS.**

EXTERNALLY, YOU CAN PROMOTE YOUR EVP ACROSS SOCIAL MEDIA SUCH AS LINKEDIN, INSTAGRAM, YOUR WEBSITE, JOB POSTINGS AND ANY RECRUITMENT CONTENT YOU CREATE AROUND THE COMPANY.

MAKE SURE YOU ASK THE LEADERS IN YOUR COMPANY TO PROMOTE THE EMPLOYER BRAND USING THEIR SOCIAL MEDIA PLATFORMS!

THERE ARE ALSO VARIOUS THINGS YOU CAN DO TO COMMUNICATE YOUR EVP ACROSS VARIOUS TOUCHPOINTS OF THE CANDIDATE JOURNEY.

IMPLEMENT IT INTO YOUR STRATEGY, YOUR MARKETING AND YOUR RECRUITMENT PROCESS.

EVP COMMUNICATION CHANNELS:

COMMUNICATE YOUR EMPLOYEE
VALUE PROPOSITION THROUGHOUT
THE RECRUITING JOURNEY.



EMPLOYEE VALUE PROPOSITION

YOU WILL BE ABLE TO SEE IF YOUR EVP IS HAVING ITS DESIRED IMPACT WITHOUT ANY IN-DEPTH RESEARCH FROM SEEING OVERALL MOOD, ATMOSPHERE, EFFICIENCY AND OUTPUT FROM YOUR CURRENT WORKFORCE, AND YOUR SUCCESS RATE OF HIRES FROM PREFERRED CANDIDATES.

THAT BEING SAID YOU WILL NEED TO ANALYSE DEEPER THAN THAT TO REFINE YOUR EVP IN ORDER TO KEEP YOU AHEAD OF THE GAME.

USE THE FOLLOWING METRICS:

- **HIGHER ENGAGEMENTS ON SOCIAL MEDIA ON JOB-RELATED POSTS (IF NOT MUCH CHANGE ON THIS DON'T WORRY IT COULD MORE BE DOWN TO SOCIAL MEDIA STRATEGY)**

- **INCREASE IN APPLICATIONS**

- **INCREASE IN RESPONSES FROM PASSIVE CANDIDATES**

- **LOWER STAFF TURNOVER**

06.

MEASURE AND REVIEW THE RESULTS.

REVIEW YOUR EVP FROM TIME TO TIME - MAYBE ONCE A YEAR WITH OTHER ANNUAL REVIEWS OF OTHER PROCESSES IN THE BUSINESS.

THE BUSINESS LANDSCAPE MOVES SO QUICK THAT PEOPLES EXPECTATIONS CHANGE, AND EVEN IF YOU FEEL YOUR CURRENT EVP IS EXTRAORDINARY, TWEAKS AND UPDATES ARE ALWAYS IMPORTANT FOR IT TO KEEP LEADING THE LINE.

TO REALLY STAY ON TOP, KEEP ASSESSMENTS AND CONVERSATIONS ROLLING LIKE EVERYTHING COVERED FROM PAGE 16-18.

IF YOU DO THAT YOU'LL ALWAYS UNDERSTAND WHAT YOUR CURRENT STAFF AND TARGET CANDIDATE PERSONA ARE LOOKING FOR.

THIS WILL ENSURE YOUR EVP IS STRONG ENOUGH TO ATTRACT AND RETAIN TOP TALENT.



BUILD YOUR EMPLOYER BRAND TO TELL YOUR STORY.

**WITH A SUCCESSFUL EVP IN PLACE, YOU'RE
IN A GREAT POSITION TO START TELLING
YOUR EMPLOYER BRAND STORY TO BRING
CANDIDATES BEHIND THE CURATION OF
YOUR COMPANY.**

USE YOUR EVP AS THE FOUNDATIONS OF YOUR EMPLOYER BRAND STORIES.

WHY?

BECAUSE STORIES ARE POWERFUL.

BECAUSE STORIES MAKE A POINT.

BECAUSE STORIES MAKE IT MEMORABLE.

BECAUSE STORIES MAKE IT MEANINGFUL.

BECAUSE STORIES CREATE AND REVEAL EMOTIONS.

BECAUSE STORIES BUILD CONNECTIONS.



01. STATE YOUR VALUES.

ANSWER THE QUESTIONS YOUR CANDIDATES ARE ASKING OF THEMSELVES WHEN THEY ENTER THE JOB SEARCH.

QUESTIONS LIKE:

- **WHY SHOULD I WORK FOR YOUR COMPANY?**

- **WHAT DO CURRENT EMPLOYEES LIKE ABOUT THEIR JOBS?**

- **HOW IS YOUR COMPANY DIFFERENT FROM THE REST?**

- **WILL I LIKE THE CULTURE?**

- **WHAT FRUSTRATIONS COULD YOU SOLVE?**

02.

TALK ABOUT THE FUTURE.

STATISTIC: LIMITED CAREER OPPORTUNITIES ARE CITED BY 43% OF EMPLOYEES AS THE MAIN FACTOR FOR LEAVING A JOB. (TALENTLYFT, 2021)

IT'S YOUR JOB TO MAKE SURE THAT YOU EXPLAIN HOW THEY WILL GROW IN YOUR COMPANY AND ACHIEVE THEIR CAREER GOALS.

SEND A MESSAGE THAT WILL RESONATE, SPEAK TO REAL-LIFE EMPLOYEE EXPERIENCES AND COVER THE TRAINING THAT YOU'LL PROVIDE.

03.

DIVERSITY AND INCLUSION.

IF YOU ARE AN EQUAL OPPORTUNITY EMPLOYER, TALK ABOUT IT WITH PRIDE.

MAKE IT CLEAR THAT YOU SUPPORT ALL RACES, GENDERS, SEXUAL ORIENTATIONS, AND DISABILITIES.

THIS ALONE COULD MAKE SOMEONE FEEL COMFORTABLE ENOUGH TO APPLY TO YOUR COMPANY.

04.

**LET YOUR
EMPLOYEES
TAKE THE
SPOTLIGHT.**

CURRENT EMPLOYEES ARE EXCELLENT EVANGELISTS FOR PROSPECTS TO HEAR FROM. THEY ARE YOUR WALKING PROOF OF WHAT YOU PREACH.

CANDIDATES WILL ALWAYS WONDER WHAT IT IS REALLY LIKE TO WORK FOR THE COMPANY, NOT JUST WHAT YOU SAY ITS LIKE.

USING CREATIVITY TO CREATE RELATABILITY IS GOING TO CREATE RESULTS. YOUR EMPLOYEES WILL ALSO LOVE THE EXTRA TRUST AND RESPONSIBILITY YOUR PLACING IN THEM TO REPRESENT YOUR COMPANY.

05.

POST MORE THAN JUST JOB LISTINGS.

OF COURSE, THE WHOLE POINT OF VISITING A CAREERS WEBSITE IS TO FIND A JOB, BUT THE EXPERIENCE SHOULDN'T END THERE.

FOR EXAMPLE, ZAPPOS SHOWCASED THEIR CULTURE BY ENCOURAGING THEIR EMPLOYEES TO DRESS UP IN THE UNIFORM OF THE JOB THEY WANTED WHEN THEY WERE CHILDREN. THE CORRELATION BETWEEN WORK AND FUN IS ENCOURAGED!

MAKE IT MEANINGFUL AND REAL. THINK OF THIS AS YOUR BAIT TO REEL IN THE BEST EMPLOYEES.

06.

**DON'T CENSOR
YOUR
COMPANY TOO
MUCH.**

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BEING PROFESSIONAL IS ONE THING, BUT AT THE END OF THE DAY WE'RE ALL JUST PEOPLE LIVING OUR LIVES.

SEEING AUTHENTIC CONTENT DRAWS PROSPECTS IN MORE THAN IT WARDS THEM OFF. HUMANISING YOUR BRAND.

PEOPLE LIKE TO KNOW WHAT THEY ARE SIGNING UP FOR. THIS NOT ONLY APPLIES TO JOBS, BUT PERSONAL RELATIONSHIPS AS WELL.

LET THE SELECTION PROCESS BECOME SOMETHING OF A "SELF-SELECTION PROCESS".

EVEN IF YOU GET 100 APPLICATIONS, THEY'RE ALL USELESS IF THE CANDIDATES DON'T FIT IN WITH THE COMPANY CULTURE.

IF IT'S DOING ITS JOB, YOUR SELECTION PROCESS SHOULD SCARE SOME PEOPLE OFF AND THEREFORE MAKE YOUR RECRUITMENT PROCESS CHEAPER AND MORE EFFICIENT.

CONTINUE READING ON PART 3.

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