



BUSINESS LEADER SURVEY 2022 REPORT

Recruitment and retention

**Optimistic, ambitious,
and smart** – these are
common characteristics
of our clients.

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Optimistic, ambitious, and smart – these are common characteristics of our clients: experienced business leaders of companies usually turning over between £5m and £50m.

So, following 12 months of new and unexpected major world events, we asked these leaders of mid-tier companies about the biggest challenges they are facing as a business, from a people perspective and personally as a business leader.

Here were their top 5:

1. Recruitment and retention of good people – with one comment summing this up as **'It's chaos out there!'**
2. Uncertainty in the economic outlook – rising inflation, ongoing unexpected events, perhaps soon a general election – it's all change, all the time
3. Loss of consumer confidence threatening a slowdown in sales
4. Disruption and cost increases in the supply of raw materials
5. Impact on margin and profit

We may all be operating in this same economy, but we certainly aren't all in the same boat.



**Alex Kinchin-Smith,
MD People Puzzles**

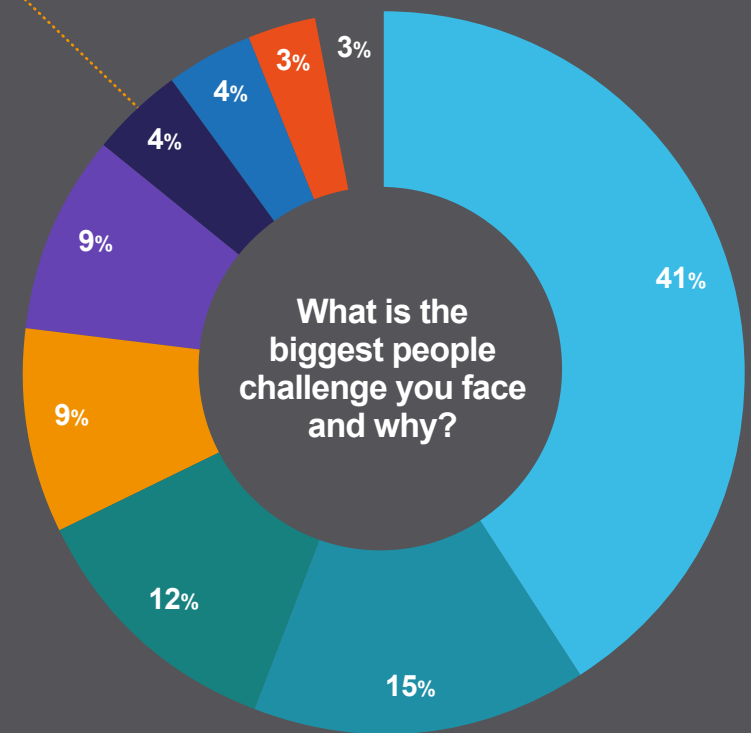


Get the people stuff right.
It's not rocket science.

Recruitment and Retention of good people

When asked the question 'what is the biggest people challenge you face at the moment and why?', there was a clear stand out of recruitment and retention of great people.

- Recruitment
- Staff Retention
- Leadership & Management Training
- Motivation & Engagement
- Wellbeing of Team
- Strategy and Plans
- Process & Structure
- Culture
- Business Change



A whopping 56% saw staff recruitment and retention of good people as the main 'people' challenge being faced within their business today

The employment market is continuing to prove to be a huge challenge, with more vacancies than job seekers for the first time in over 50 years. For the second year running recruitment stood out as the biggest challenge being faced by businesses in the UK, and it isn't likely to go away any time soon.

Feedback from business leaders, highlighted there is a real lack of 'good' candidates in the market, with the required skills and experience who can step in, take responsibility, and deliver. This is coupled with increased wage pressure where employees are asking for unaffordable salary rises, then leaving for competitors who can pay what they are looking for.

The staff turnover this creates exacerbates the hiring challenge and puts a burden on the remaining team members who have to pick up further work, potentially leading to burnout. One respondent commented: *"As a business we are now expected to do and offer more to meet expectations and remain attractive in the employment market."* With another sharing they have a *"constant people challenge - cost of hiring, competitiveness for talent, cost of onboarding, revised post-pandemic expectations and demands - loyalty is less evident and competitiveness is greater"*.

With record numbers of job vacancies, many businesses are struggling to recruit into key roles – sometimes having to compete to secure the best talent that's out there. However, rising salaries can be a challenge. Offer an increase to one person, and other colleagues will want to know what's happening to their pay. The knock-on effect, coupled with rising inflation, can seriously impact business costs.



Fly in formation.
Unite and inspire.



It's not just about the salary – there are many ways to maximise your offering without breaking the bank

Your Opportunity

It's all about people.
Attract, retain and develop.

Your offering isn't just about salary. Obviously, salaries have to be competitive, but it's not the be-all and end-all of your proposition as an employer.

- **Review the salaries**

Put in place a clear remuneration policy, demonstrating how often you review market salaries, and when and why people can ask for pay rises. Be ahead of the game, anticipating their needs rather than waiting for employees to ask for a big bump up.

- **Be a great place to work**

People can vote with their feet – or simply with a new laptop being delivered to their home from a new employer! Show you care and value your people from saying thank you and celebrating successes, to being an organisation that is focused on making the world a better place. Places that are truly great to work for inspire the hearts and minds of the team. How are you building a company that people love to work in?

- **Maximise your employer brand**

So that job seekers can see the best of you, and can find it easily on your website. It's a candidates market and using tools like Glassdoor gives them an insight into what your current and ex-employees are saying about your company.

- **Consider creating a training academy**

If this job seeker shortage is going to be a problem for the next 20 years, how will your business cope? What can you do to 'grow your own'? How can you work with local colleges or job centres to find the right people and train them effectively?

- **People don't leave a job; they leave a bad manager**

Are you committed to having great managers and leaders at every level? Do you ask the right questions, do the right training, and sort out problems as soon as you hear about them? This takes continued effort, support, and coaching!

- **Be flexible**

We know that there are loads of business leaders who still aren't sold on flexibility. But more often than not, they are using the example of a tricky employee abusing the system, not a brilliant employee making it work. This usually means a significant shift from looking at input to looking at output. It may need a whole system change. How can you rewire your business to support the best people, not control the worst?



“
Increased staff engagement can dramatically increase profitability
”
Stuart Calvert, People Puzzles
HR Director and Regional Director

Leading an ambitious business continues to be one of the most challenging, interesting, difficult, and enjoyable jobs in the world. Whether your focus is on stability, survival, growth, or something in-between, we know that getting all the people stuff right is time-consuming and hard work!

At People Puzzles, we love helping business leaders adapt to today and plan for the future. Our team are people experts, always starting with the business strategy, and working that into what the business needs from its people to succeed over the short and long-term.

Our mission is to help our clients find the best solutions to their people challenges, build a great place to work, and build successful and healthy businesses.



Who are we?

People Puzzles team of board level HR Directors provide flexible affordable HR expertise that will help your business to grow faster and be more profitable.

- ✓ We provide part-time commercially focused HR Directors that drive results.
- ✓ Our team of over 75+ portfolio HR Directors have come from big business and have years of SME experience. They are some of the UK's top HR experts.
- ✓ We have a flexible, no-ties business model meaning our clients can scale up or down as needed and won't be tied into a contract.
- ✓ We provide support and guidance every step of the way. A critical friend and an independent ally.

TEAM



**GET IN TOUCH AND
YOU COULD SEE THE
IMPACT IN DAYS**

Make sure you are
surrounded by experts

Call **020 3239 3307**

Or visit us at **peoplepuzzles.co.uk**