



## MAXIMIZE BUSINESS VALUE PODCAST - EPISODE 81 Transcript

Announcer (5s):

Welcome to the maximize business value podcast. This podcast is brought to you by mastery partners, where our mission is to equip business owners, to maximize business value so they can transition their business on their terms. Our mission was born from the lessons we've learned from over 100 business transactions, which fuels our desire to share our experiences and wisdom. So you can succeed. Now, here's your host, the CEO of mastery partners, Tom Bronson.

Tom Bronson (35s):

Hi, this is Tom Bronson and welcome to maximize business value. A podcast for business owners who are passionate about building long-term sustainable value in their businesses. This is part two of our two-part series on attracting and retaining high performing talent. And I'm going to welcome our guests, mark Galvan back with us in the hot seat. Again today, he's the founder and managing partner of pro force and employer branding and talent acquisition consulting firm based here in Dallas, Texas. Now mark is a 20 year veteran in the human resources outsourcing space. Nine of those years, he was at Accenture where he served as the north American HR outsourcing lead.

Tom Bronson (1m 20s):

And he led a team of over 250 HR payroll and benefits professionals. Mark also received his lean six Sigma black master black belt training at Accenture, but he's most excited about what he's been able to focus on for the last eight years in the area of talent, acquisition, disruption, employer branding, and talent attraction. So let me start with a quick recap of last week's podcast, which you can find wherever you found this one, by the way, if you haven't already done. So I highly recommend that you go back and listen

to that episode. First now in it, we discussed consumer brand, which is the way other people perceive your product or services employer brand, which is about your company as an employer talent brand, which is your company's talent capabilities or people and culture brand about your company's culture or environment.

Tom Bronson (2m 22s):

Now employer branding is core to talent attraction and what we call the talent attraction model, which is different from talent recruiting. We also touched on the core elements of the paradigm shifts from talent recruiting to talent attraction, which mark calls the five strategic shifts. And that is the subject of our conversation today. Although we touched on them last week, we're going to do a deep dive into these five strategic shifts today. So welcome back to maximize business value.

Tom Bronson (3m 4s):

Mark,

Mark Galvan (3m 6s):

Thank you, Tom. A real pleasure to be here and excited to see how this will add value to your audience.

Tom Bronson (3m 11s):

Oh, I can't wait as well. So this is going to be an exciting conversation. So let's assume that our audience has already listened to last week's episode and let's jump right in first. Why do you call these concepts shifts?

Mark Galvan (3m 25s):

Oh yeah. Well, first of all, if you look at what these five changes are in the standard approach, they are more than just a process change. They're not a process improvement. They are a paradigm shift. It's like going from one universe to another one. And because these shifts are so significant, they, they, they are very different from the status quo. And it's also different from what we intuitively have done. You know, some of the stuff that's been ingrained in our corporate culture for decades, and we're challenging the status quo and thinking differently about how we approach this stuff.

Mark Galvan (4m 10s):

So collectively, that's why they make such a dramatic change.

Tom Bronson (4m 14s):

Awesome. I love that. So we're not just saying tweak your processes. We're saying move from this universe to another universe. I like that analogy. Well, let's begin with why, why, why would this be so important to business owners and leaders and organizations?

Mark Galvan (4m 32s):

Yeah, well, typically we have a business case for everything we do. A lot of times it's driven by something financial or strategic, and those are fine. However, when we look at talent and its impact on business, one of the things I say all the time is the level of the talent you're able to attract is the biggest predictor of future success. And if we understand that, then we know that the ability to attract talent is the single most important lever we have in business to attract the right people so that the things get done that we need to see done to be successful.

Mark Galvan (5m 16s):

So we can't underscore the importance of this element because it has an impact on all of the people you're able to bring into the organization.

Tom Bronson (5m 26s):

I love that so important to have a great people strategy, right? And these things are going to get there. Well, let's dive into the deep end and talk about the strategic shifts. We're going to tick them off today and hopefully we'll have some examples as well. So what is the first shift?

Mark Galvan (5m 45s):

Okay. First shift create experiential constancy and those words were selected very strategically. The first one is create means you have a obligation to take ownership of what you're doing. You're intentionally purposefully creating something you're taking action, experiential references. The, the experience that the candidate goes through

from all the way in the very beginning, when they first see a job posting, where they find your company online, or they look at your career portal all the way through the entire life cycle from beginning to end, everything needs to be consistent.

Mark Galvan (6m 30s):

And that's the constancy word consistent in integrity, consistent in messaging across all channels. So we're communicating with people by web, by phone, by email, by text, all of these interactions and sometimes different people. It's very challenging to create that experiential consistency or constancy. And here's why the typical model for in the larger the organization, the worst, this is you have a candidate that begins as a candidate. They then become an applicant and then they become a contingent new hire. And they're in a holding phase until they have background checks and drug tests and other things done.

Mark Galvan (7m 15s):

And then they become a new hire, but they're really not an integrated employee until they get past their introductory or probationary periods. And they're trained and engaged and deployed. Okay. Think about that. All of those are different people, different departments, different processes, different software, different process owners, different performance metrics. So the chances of complete inconsistency is very high. And the problem that creates is high performers. If they don't feel a consistent process, which creates a sense of integrity, they disengage because the high performers, they're not looking for just a job, they're looking for opportunity.

Mark Galvan (7m 58s):

That's as good as them. So they're, they're evaluating the company based on their experience. And at the company fails to deliver experiential constancy, the high-performers, they don't even apply. They're not even in the applicant pool.

Tom Bronson (8m 15s):

Yeah. That, that's, that's a real challenge. Cause if you, if you don't do that, right, if you don't create that consistency, there, they're either not going to be in that pool to start with, or they're going to self eliminate. And that's the challenge, right? I mean, we want

the high performers, but if you many businesses that don't do this, maybe eliminating those performers before they even have an opportunity to, to come in and, and, and apply for a job. So can you give us a practical example of what this looks like when it's deployed?

Mark Galvan (8m 48s):

Yeah. A good example is we were approached by a, a future client that then a client about a year and a half ago that was looking at winning a large contract. They knew that if they won that contract, they were going to then have to step up and recruiting would be under pressure to find all the levels of positions to fill. I mean, we're talking about scores or dozens of positions. Now this company logistic court based out of Dallas here was, and is in the supply chain, warehouse, operations, transportation industry, a very challenging industry, but by, by anybody's standards, but now they are faced with this.

Mark Galvan (9m 37s):

How do we ramp up? Now? It was because the leadership had the foresight to say, we're not prepared for this tsunami of talent demand. We need to get our house in order and rethink how we're presenting ourselves to people because we can't afford to lose the incumbents. And we can't afford to compromise our ability to backfill all the roles that are going to be open once the contract is awarded. Okay. So that's a lot of fourth thought. And what we did is we had a few months in advance to put up a revise, a revision to the website, a candidate portal, with all kinds of information for the candidate to improve the candidate experience.

Mark Galvan (10m 22s):

We changed all the communication that goes out to the candidates. We changed, how the job postings look, we converted the job postings into something that looks like more like a brochure or a position profile. It's the kind of thing that you would expect. If you were a target of an executive headhunter, you would have this VIP treatment. Well, we automated all of that and we created a candidate experience and the timing was perfect because I got a call one day that they had won the contract. And within a week they needed to fill like 35 positions and we were able to help them accomplish that. But it was because all that was done in advance because, you know, the thing is when you

compare the, the existing model that we have today, versus that adjustment, it's extraordinary because the same way a recruiter is looking to disqualify people in a process, the candidates are looking to disqualify the company.

Mark Galvan (11m 22s):

And so if we can control that experience, we win their hearts and we win the opportunity to have them onboard our organization. So, I mean, yeah, that's a real practical example, but it had to do with, you know, touching every part of the candidate experience.

Tom Bronson (11m 39s):

I love that because that's a good, not only a great example of, of solving that challenge for them, but it's also an example that I want to highlight here that many small business owners don't think about your client or your prospective client at the time, which has since become your client, had already thought through, we have a fairly decent chance of winning this future opportunity. And we're going to need this staff in order to fulfill our agreement, right? The anticipated agreement. So many times small businesses don't think about hiring new people until it's until they need them.

Tom Bronson (12m 22s):

And in my opinion, it's too late. Right. Right, right. And so it's about being intentional and advance in creating this experience so that you have potentially a pipeline of folks when you need them. It's just like exit strategies. Most business owners don't think about their exit strategy until it's too late to do something about it. So, so I love that example. And I think it was a perfect example of business owners should understand what their capacity is, what opportunities are coming so that they can prepare in advance. Great, great example. What is let's, let's go to number two. What is the second shift?

Mark Galvan (13m 1s):

But the second is lead with two way authentic communication. Now, originally we had that set up as create two way authentic communication with the focus on authentic, but we modified that over the years to lead you as a business, take the responsibility to leave with very authentic conversation with your candidate in your applicants. And the reason we want this is because we want the candidates to reciprocate. We want them

to come back with authentic, transparent conversation with us about who they are so that we can make the right choices.

Mark Galvan (13m 41s):

If they they're, if they're lying, then they're not giving us authentic information and we're not able to make good decisions. So, I mean, look at the typical scenario today. I mean, hello candidates, lie on their resume, right? No surprise there.

Tom Bronson (14m 4s):

Yeah. They, the candidates will lie on their resume.

Mark Galvan (14m 9s):

So the society for human resources management, they have this survey, they did a couple of years ago and it was like 85% of HR professionals say, yeah, we've, we've uncovered lies on resumes. Okay. I think the other 15% were probably just unreachable 75%. According to career builder of managers say they found lies on resumes. Okay. So no surprise here. The problem is employers have a resume. Also everything you're putting out publicly, everything you're communicating is your resume. It's who you are as a business. And typically companies only deliver information as needed.

Mark Galvan (14m 51s):

If, look at the typical recruiting process, the recruiters are asking questions of the candidates and the problem there is companies try to hide information. They don't want people to see, but in reality, it's all public. Anyway. I mean, look at the internet, the candidates can go find out what type of coffee you have in your coffee room. No, seriously. It's on the employee comments in indeed and Glassdoor. They can find out the entire professional history of the hiring manager. Cause it's on LinkedIn. They can find out the political party of the CEO because it's all public, their contributions. They can find out dirt from the past because all the lawsuits, all the employee comments, all the former employees that were disgruntled that got fired.

Mark Galvan (15m 38s):

So pay what could possibly go wrong right in this scenario. So the best, the best metaphor I've got is look, it's like dating. If you're lying to your, your, your, your date and they're lying to you, it's only going to go bad. You know, it may not go bad immediately, but like, you don't want a divorce down the road because you were inauthentic with each other from day one. Well, in the same way, we don't want candidates to quit after six months because you know, it was not, it was that genuine. It was the authentic, you know, they were deceived and this happens all the time. So, you know, after making this shift, it's huge that the difference is a paradigm shift.

Mark Galvan (16m 20s):

It's a totally different universe because what's happening now is you have a very genuine dialogue in your open and honest with each other. Now I would argue that most recruiters can't even do some of this stuff because they don't have, they don't have conviction about their own companies. So, you know, companies that get this right, they have a high level of trust. That's built with their people from the very beginning. And that, that just creates a huge level of commitment from day one. It's a, it's amazing. Can you give us an example of what this looks like? Yeah. We had a, a situation where we were invited in to work with a company Meyerhoff for electric.

Mark Galvan (17m 5s):

They are operational all over the state of Texas, multiple offices. They're a commercial contractor for electrical engineering. And what they had was a situation where they were trying to attract people. You know, this is, this is the common root cause. You know, we're having problems recruiting. No, you're not. You're having problems attracting people. Okay. So let's reframe that from the beginning. Well, what we looked at them and said is you have, you have a story that is not part of your communication. They had a scenario where they were behind the scenes, building a new building and leadership was distracted and focused on building this new facility.

Mark Galvan (17m 48s):

And nowhere is that information communicated, nor is it public. But what we found out is that they were building this new building because they had multiple locations and their employee base was spread out all over. And they have a real strong commitment to



creating a family environment. So they wanted to literally invest in a building so they could bring everybody together to create a stronger culture. It's like, who does that? Especially for a small to mid-size company to invest like that in your employee culture. So we took that and we said, that needs to be part of your story. They didn't want to necessarily share it, but we said, no, that's the kind of thing that resonates with the right person.

Mark Galvan (18m 33s):

So we built that into their story and it was actually a part of their job descriptions. You know, where you have, you know, about the company. No, not that sterile HR approves stuff that you know is passed the legal, this is a conversation that's authentic about who the businesses and what they found is that was able to help them attract people that wanted to work in that family environment, where those strong culture is huge, long commitment that leads to longevity. And every company has got something like that, that they need to be transparent about.

Tom Bronson (19m 5s):

You know, a lot of times business owners feel like they need to hold their cards closer to their chest, but I'm not, I'm, I'm exactly the opposite. You know, anytime that I've bought or sold a company and our listeners know that I have bought or sold a hundred businesses in my career or a hundred transactions. And on day one, always after I have acquired a business, I walk in and announce the employees that I'm not going to be the last owner of this business. So I talked to them about what my exit strategy is from the beginning. Wow. And because if they can help me achieve the results, they'll win as well. Right. And in that transaction.

Tom Bronson (19m 46s):

And so, and I've been able to do that over and over again, but it's that transparency that I have, but now I'm hearing, perhaps I wasn't even as transparent as I should have been those kind of things. You know, we're a growing company, we're acquiring businesses that might be attractive to the right candidates right. In some of our businesses. And so, so I love that. I love owner transparency as much as possible many business owners create in their own mind, a scenario that if they're transparent, that it's going to drive

people away. But the reality is people crave information, right? They do. And, and if they're armed with good information, then they can even be more enthusiastic about, about the business.

Tom Bronson (20m 29s):

And so I love that second shift two way, authentic communication. Alrighty.

Mark Galvan (20m 35s):

Leading, leading with it. So the business has to initiate it so that the candidate reciprocates, because it, again, you go back to that dating metaphor when you're transparent, authentic, it invites a genuine conversation. That's very unique.

Tom Bronson (20m 52s):

Yeah. That's that is awesome. All right. What's number three.

Mark Galvan (20m 57s):

Okay. So the third shift is use the secret weapon in your talent attraction model. And the secret weapon is candidate persona marketing. Now this is literally the most powerful tool in the toolbox as part of the talent attraction program, because what it does is it helps tailor the messaging and the communication to the ideal audience so that you're able to attract those high performing people that are also the right cultural fit. And that's a key, you know, the, the typical business today is you. I think we mentioned it in our last episode, they have the post and pray method of recruiting talent.

Mark Galvan (21m 40s):

It's like we post all this stuff and it's actually gotten worse. There's know now social media, we've got to post online and social media. We have to have our Facebook and our Instagram and our LinkedIn accounts completely updated. And we've got to have Twitter messages every day. And that's not necessarily getting the result that you're looking for. And then we've got technology companies that are bringing in technical solutions. I call them point solutions. They solve for individual symptoms, but they don't address the root cause. So, you know, we've got calls coming in all the time from

organizations that have a technical solution for us, recruiting is saying, look, we can't find people.

Mark Galvan (22m 21s):

We got to increase our pay, or we've got to add benefits. You know, we're doing all these things to try to attract people, but it's not necessarily working well. A lot of what it does is it creates a lot of noise. You know, businesses are familiar with posting a job and having hundreds of people apply well, that just creates an enormous amount of work. You don't even know if the right candidate is in there. What if you knew from the beginning that your top candidate didn't even apply because they weren't attracted to your business. And now you're facing, you know, a hundred applications and you have fiduciary responsibility and legal obligation to even keep those records. You just created a bunch of waste, a hundred percent waste for your organization.

Mark Galvan (23m 4s):

Okay. So, you know, I can't underscore the damaging impact and it's all hidden below the covers because we've been doing this stuff forever the same way. So when, when we're able to attract the right people, it's, it's, life-changing because these are people, again, they're not looking for a job. They're looking for an opportunity.

Tom Bronson (23m 25s):

The, you mentioned this yesterday. And of course in the presentation that I saw business navigators, candidate, persona candidate persona, that was a, that was a light bulb moment for me, you know, many businesses take the time to define who their ideal customer and what they, if a customer persona, but they, and when they, when it comes to hiring people, the persona is these qualifications, right? Well, that's wrong. It's not enough. So, so let's take a little deeper into this. And, and why do you call this the most powerful tool in the tool?

Mark Galvan (24m 3s):

Yeah. Well, when you contrast what we're doing traditionally today in the marketplace, versus what happens after making this shift, first of all, we're able to deliver very exclusive information based on our candidate, avatar, you know, you, you, you compared

it to marketing. It is the exact same thing. We borrowed the concept from sales and marketing. So if you look at the last generation or two marketing was advertising on a newspaper, it was just shotgun, throw it all out there. And we knew that 99% of people weren't going to get it, weren't going to read it. We're going to be interested.

Mark Galvan (24m 44s):

And, you know, we're, we're, we're hoping for that 1% today, we don't do that. We have very targeted advertising models where we're able to refine, you know, I want this demographic, this age group, this background, these interests in this zip code, right? I mean, that's what we do well, when we apply that same kind of thinking to recruiting, we're able to not only deliver exclusive information, but we can also provide information that is transparent about the opportunity, because we know what is going to be of interest to them. We can also request information and we can get back information that maybe wouldn't have been disclosed otherwise.

Mark Galvan (25m 24s):

And we can also then use that information to rate and rank people. That's a very, very different approach. So this isn't just, it's not just a communication strategy. It's, it's how we communicate. And it really impacts everything. So you see it show up in outbound messaging, job descriptions, your total rewards what's on your career portal. So when we see it as the methodology behind how we communicate, we see that it's like, it's like Kim has chemistry in the dating metaphor. Again, I'll go back to that because it targets the right person that that person feels like, oh my gosh, I've been waiting for an opportunity like this.

Mark Galvan (26m 10s):

Or how did you know? I mean, when you start hearing those things from candidates, we get, thank you letters from candidates that are not even selected for jobs because of the way we made them feel and the way we connected with them in the process. It's, it's extraordinary. And that's really why this is the secret weapon. You know, again, 10 to 15% of companies are using this stuff. So if you're a company that's using it, you have extraordinary competitive advantage.

Tom Bronson (26m 38s):

I love the way you're tying this all together. You know, the, that this, you know, the persona and it ties to the communication. You know, the, the leading with communication consistency, all of these shifts are sort of bound up together. I suppose you could do one or another and achieve some level of results, but, but these things are a holistic approach. And I thank you for kind of weaving that fabric before we take a quick break. Why don't you give us an example of where you've used the secret weapon?

Mark Galvan (27m 12s):

Okay. So every company is different and every company has, again, their own target, ideal candidate, most have not taken time to really think this through. But what comes to mind is an example of a client we had, that was an oil and gas company, a performance pulsation control. They manufacture large heavy duty equipment for the oil and gas industry. And as we're doing our due diligence, discovering who they are, one of the things that we found out is they had a culture that was based on the faith of their owners. And what we said is, you know, that's really unique.

Mark Galvan (27m 52s):

How important is that to you? And it's like, whoa, that's really super important. Matter of fact, we have a nonprofit organization, we fund it and it actually helps employees in crisis when they have a problem. And when there's no internal needs, we look to the community to serve the community. Our faith drives how we treat our customers, our vendors, our, our candidates, our employees, I'm like that, that needs to be part of the messaging because when we're communicating that upfront, when we're letting people know, look, this is a faith based culture. It's not a non-profit organization, but you got to understand that the owners have very high standards of themselves based on biblical principles, for example, in this case.

Mark Galvan (28m 36s):

And you know, you don't have to believe the same thing obviously, but you got to know that you're coming into a culture with high standards of ethics and integrity, and it's based on a faith that the owners have. And so you're going to be expected to at least achieve and perform at a level that's consistent with those standards of integrity. Okay.

All of a sudden, you've got people on the other side of that communication saying, oh my heavens, I would love to work for a company like that. What do I need to do? Okay. So instead of, instead of trying to recruit people, you know, drag them into the company, convince them, throw money at them.

Mark Galvan (29m 19s):

We've got people that they're willing to take a pay cut to get into work for a company like that. Okay. Paradigm shift. I had a CEO of a technology company. Tell me last month, mark. I have never, ever been in this situation in my entire career where we're not trying to convince people to come in. We actually have the choice of multiple people and we're having a hard time picking the best one paradigm shift.

Tom Bronson (29m 48s):

That's awesome. I mean, how many companies have the opportunity to do that? You know, it's almost turning the tables, trying to talk them out of it.

Mark Galvan (29m 56s):

Well, you know, and you know, that's funny you say that because I just got a message yesterday and I'm passing it onto our recruiting team, that we've got to let a bunch of candidates know they didn't get the job and they're going to be disappointed because they were all fighting for the opportunity when they found out about the company and the organization and the culture they want it in. And the company picked the very best person. They pick the second best also to be a 10 99 contractor on a project basis to kind of have a relationship with them and have them in the wings for the next hiring opportunity. But while everybody else is going to be disappointed. And so we treat them like, VIP's, we even give them career counseling and coaching advice for their job transition efforts.

Mark Galvan (30m 39s):

When we give them the bad news, it's all built into the process.

Tom Bronson (30m 43s):

Wow. That is awesome. I am so thankful that you said you let the candidates know that aren't, you know, that too frequently, especially in small businesses where they've interviewed, let's call it a half a dozen candidates for a position and they settle on one. And that's the last thing. The, the other candidates here is the interview. And there no communication. I've always made a practice of letting candidates know that when we've selected a different candidate and especially keeping that communication open, if they were a good candidate, that I might have a position for later, right? Because if you this appear after the interview, and then you try to come back and let's say, three months later, you're trying to hire for a similar position.

Tom Bronson (31m 31s):

That person will be excellent. And you haven't communicated with them. Well, now it's, you know, it's to use the dating analogy. It's you didn't call the girl back, you know, until three months after that great day, we had, let's go on that one again. Right.

Mark Galvan (31m 45s):

You know, this is exacerbated by the fact that these candidates can go online and publish information about their candidate experience, even though you didn't hire them. Yeah.

Tom Bronson (31m 56s):

Yes, yes. We are in a culture where there is lots of information and lots of ways to communicate that. Well, look, we're up against a break. We're talking with mark Galvin. We're going to take a quick break. We'll be back in 37.

Announcer (32m 10s):

Every business will eventually transition some intermediate to employees and managers and some externally to third party bikes, mastery partners, equips business owners to maximize business value so they can transition their businesses on their terms. Using our four step process. We start with a snapshot of where your business is today. Then we help you understand the way you want to be and design a custom strategy to get you there. Next, we help you execute that strategy with the assistance of our amazing resource network. And ultimately you'll be able to transition your business on your

terms. What are you waiting for more time, more revenue, if you want to maximize your business value, it takes time.

Announcer (32m 51s):

Now is that time get started today by checking us out at [www.masterypartners.com](http://www.masterypartners.com) or email us at [info@masterypartners.com](mailto:info@masterypartners.com).

Tom Bronson (33m 3s):

We're back with mark Galvan, founder and managing partner of pro force. And we're talking about the five paradigm shifts required to attract and retain the very best talent on the planet. We've already covered the first three shifts in the first half of this program. Let's jump into shift four. So mark, what is shift for

Mark Galvan (33m 28s):

Shift for is implement control and containment. So perfect segue from what we were just talking about, where information goes online and candidates can post information control and containment is literally a commitment to protect your online brand and reputation. It's based on a lean, a lean operations principle that says you want to identify any problem that could negatively impact your customer. And you want to have mitigation strategy and a practical plan to eliminate any possible negative impact on your customer. So in this case, the candidate is the customer.

Mark Galvan (34m 10s):

And we know that if a great candidate goes online and sees a bunch of bad information, the great candidates, the best candidates are always the ones that exercise the most due diligence. They always do their homework. They disengage from the process. So when we do this, we're controlling what the candidate experiences before they ever show up in the applicant pool. And so this is a very powerful application of an operational excellence principle in a marketing strategy applied to recruitment. So this is part of the reason why this is complex and you don't see this delivered in most operational environments.

Tom Bronson (34m 51s):



Yes, you're absolutely right. Can you, do you have an example that like is a before and after scenario that it will help us kind of visualize how this works in the real?

Mark Galvan (35m 1s):

Yeah. Well, okay. So the typical business model is set up this way when, when you're shopping for goods or services, I mean, w w w what do you do? What do I do? And all of your listeners, we go online and we look for, you know, is it four stars, five stars. We're looking for reviews. We do that for almost everything nowadays. And, you know, you go to Yelp to look at, you know, if a restaurant's good, but a candidate is going online to look at if the company's good. So they're shopping the same way we are shopping for goods. And I was on Amazon a couple of days ago, and, you know, I do what I always do.

Mark Galvan (35m 43s):

I sort by customer review. And then I scroll to the very bottom. And if there's a bunch of negative comments, I completely eliminate that product option. The candidates are doing the same thing about their employers. So, and the stats are really disturbing on this. If you look at what's happening right now, 84% of job seekers, I'm going to refer to some stats here real quick, 84% of job seekers say they wouldn't even apply to a company that has a bad reputation. 86% of women, 67% of men wouldn't even go through with the process. 69% wouldn't accept a job with a company that had a bad reputation, 95%.

Mark Galvan (36m 25s):

This is extraordinary. 95% of job seekers say that negative reviews significantly impact their perception of the company. And 50% say they wouldn't even work for a company. Matter of fact, they would take a pay decrease to avoid working for a company like that. So it gets worse. 92% of people say in online surveys that they would consider leaving their current company to go work for another company that has a better reputation. Okay. So, hello. That means that you've got the majority of your current employee population that is maybe not actively looking.

Mark Galvan (37m 7s):

We know some of them are always, but they would be open to it if approached by the right opportunity. So, so think about it once you make this shift in, you're controlling, you know, all the information that's out there so that the candidates are experiencing positive things. They're seeing positive reviews, they're getting social reinforcement, it's social proof in the marketing arena. It's the same in the recruiting and the talent attraction arena. Once they get that, all of a sudden, if you're the company that has the great reputation and you're controlling this stuff, you have the ability to steal anybody you want. I mean, that's, that's the bottom line.

Tom Bronson (37m 49s):

And that happens frequently, right? You're your best players. Always your, your best employees are always targets for other companies. And so, so you might have the opportunity to turn the tables and do the same thing if you manage this stuff.

Mark Galvan (38m 6s):

So I want to interject one more thing, because we talked about the first three shifts and for someone out there, that's thinking, wow, that's a great idea. You can't take any one of these shifts and implement it individually, and think you have done something or accomplished something. The reason why is we've referred to this before, this is the talent supply chain. It's an excellent metaphor because your, your ability to attract talent is based on the strength of your talent supply chain, which is determined by your weakest link.

Tom Bronson (38m 48s):

Wow. Wow. Tell us,

Mark Galvan (38m 51s):

Where does the chain break? It breaks it, the weakest link. So if you've got all of the right stuff, but you have not controlled the online noise about your business, the weakest link, the candidates aren't even in the applicant pool.

Tom Bronson (39m 8s):

Yeah. Wow. And it's, it's, it's, it's not particularly difficult, but it is a little bit time-consuming to do, right. And if you, if you let your online reputation get out of control, it's very difficult to repair. So I'm sure you get your company has some great strategies to be able to do that. We won't get into those details. Now let's, let's move on to the fifth shift. What is number five,

Mark Galvan (39m 34s):

Leverage the right expertise. So there's a lot of complexity in this stuff. And literally I've been in the HR talent outsourcing operational excellence environment for 20 plus years. And the last eight or nine years have been exclusively focused on this talent attraction set of best practices and strategies. So a combination of looking at what large companies are doing as the early pioneers and testing with our clients and proving what are the core elements of a talent attraction model means that it takes a long time to develop the right expertise.

Mark Galvan (40m 20s):

So there are other people out there there's consultants, there's people that have worked for, you know, the large global brands where they've been through this stuff. They know these terms, they know these concepts. So, you know, if, if you believe that getting the best people is important, and I would argue that it is because your ability to attract quality people is the best predictor of future success. Then your employer brand and your talent attraction strategy are that literally the single biggest lever you have to attract people are real quick. I was at breakfast with Jim Collins in San Diego, sometime back, he's the author of good to great popular business book.

Mark Galvan (41m 3s):

And I had a chance to ask him, one-on-one he Jim? The, the, the model you have in the book is great. You know, you've got all these characteristics of what it takes to have high performing, longstanding sustaining successful businesses. But what's the one thing that if you get it wrong, it's like the weak link in the chain, the whole thing is messed up. And he thought about it. And he said, well, there is one thing. And I said, well, you didn't call that out in the book. And he said, no, I didn't. I said, well, what is it? He said, 80% of

your key roles must be filled with the right people. If you miss that one thing that all of the other things around technology accelerators and right.

Mark Galvan (41m 48s):

People on the bus and the right seat on the bus, all that stuff, doesn't matter if you miss the point that 80% of your key roles must be filled with the right people. So, you know, for an organization, that's looking at how do we, how do we do this? How do we take advantage of a time right now when our competition isn't doing these things, you have, you have choices, but it's, you gotta have the right people involved in the heavy lifting to be able to, to enable this stuff for your organization.

Tom Bronson (42m 21s):

I can confirm that myself, the 80% of the right people and the leadership, I I've had teams where I haven't had that. And the, and those businesses always underperform. And I hadn't really thought about that kind of being the litmus test, but I can tell you that when I've had teams that were a hundred percent, the right people, you can't even stop those businesses. I mean, it's like a freight train barreling.

Mark Galvan (42m 50s):

Th that, that, that reminds me of an analogy I use sometimes where the Chicago bulls during their dynasty period, where they were like beach champions for years unstoppable, the reason why it was so simple, they had the right person in all five of their key positions. Every single person was a rockstar in their role that that's it.

Tom Bronson (43m 16s):

Yeah. Oh yeah. And they were unstoppable. Yeah. Same thing happens in businesses. That is a, that is a great analogy. Look for organizations that sort of have an internal team of folks that are responsible for HR recruiting other things, you know, all of those things, can't, they just implement the, now that we've kind of peel back the onion can't they just implement these strategies internally,

Mark Galvan (43m 40s):

Potentially. I think the organization, executive leadership that an executive champion needs to determine if the internal resources have the expertise and the capacity, because there's a bunch of landmines that you can hit along the way. I use this example in the last conversation we had that doing it yourself as kind of like a DIY surgery, where it just is really messy and really, really painful, really expensive. I mean, it just costs more in the long run with an organization. You've got all these internal blind spots. I mean, there's tactical knowledge on how to pull this stuff off industry's strategic experience.

Mark Galvan (44m 23s):

You've got past practice that you're, you're fighting against, right? I mean, there's status quo as a form of resistance. You have existing procedures, you know, all this stuff is out of the box. You know, it's, it's not safe to violate the status quo. You have people that are being evaluated on performance metrics, and they don't want to mess that up. There's also a lack of ownership. It's like we, we mentioned this in the last conversation, who's really accountable, talent, acquisition, HR branding, marketing, the web development team office of the CEO. They're all touching their nose saying not me at the conference table, because there's no single owner value stream owner for this talent supply chain.

Mark Galvan (45m 6s):

It's a problem. Another is conflicts of interest, you know, budgets prevent things from happening, existing team mindset. I mean, there's all these obstacles. So those are things you just have to be attentive to when you have the right people though, you'll know it because they're going to have prior experience. They're going to have the expertise, the knowledge and the talent. They're going to have a teaming strategy to be able to bring in all these different players and bring them together. And they're also going to have the ability to quickly implement these things, because they've done it before they have the tools. So that's how you know, you've got the right team.

Tom Bronson (45m 44s):

Great. Great. Yeah, it's the same thing with anything else, you know, certainly you could, you could buy books and go out. And self-empowerment, I've just seen in my own experience that when I hire a professional, that knows how to do something that I am attempting to do, that the, that the implementation is faster, smoother, and the

outcomes are always way better than me trying to self implement, you know, a great examples of that would be, you know, EOS, entrepreneurial operating system. You know, certainly you could buy the book traction and go out and implement that on your own, but it, but it always goes better, faster, smoother. If you hire somebody to do that alongside of you a professional that knows that same thing that we do with our exit strategies, certainly a business owner is within his right to go out and define this on his own.

Tom Bronson (46m 29s):

But it's always helpful to understand where those blind spots are and, and all those other things. So, so I agree. I think that you can do it, but I think it'll be a lot better and smoother. If you engage with a company like yours pro force to help implement that. Let's, let's just real quick recap. What are the five? Just run them down for us. What are the five paradigm shifts again,

Mark Galvan (46m 51s):

Experiential constancy lead with two way authentic communication. Use the secret weapon candidate, persona marketing, implement control and containment, and leverage the right expertise.

Tom Bronson (47m 10s):

Great, great five paradigm shifts for the folks in our audience that are listening and they feel like they may need to reevaluate their own talent acquisition strategy. What would you recommend as the next step?

Mark Galvan (47m 24s):

Yeah. First I'll probably just realize that you're facing a decision right now. I mean, there's, you're at a crossroads. After hearing this information, you can do nothing, which is a choice. I mean, that's a choice. And sometimes the cost of inaction is the most expensive one. Or you can evaluate how you can approach some level of transformation within your own organization, either by leveraging your internal team, hiring an external consultant or bringing in a full-time employee to just own the whole thing going forward. If they've done it for another organization already. But, you know, again, realize that

sometimes not doing anything that I used to do cost accounting in my prior life decades ago.

Mark Galvan (48m 7s):

And the indirect cost will kill you. The stuff that you're not paying attention to it's out there and it's killing your profit to be sure. But most importantly, I would say, take advantage of the resources that we're going to provide with this, with this interview, there's some tools and some downloads, and then also take advantage of a no obligation conversation with us. I mean, we're happy to spend, you know, an hour with you on the phone and dig deeply into, you know, what's going on, take a look at who you are online. I guarantee that conversation one hour will give you insights that you have never, ever, ever heard from your internal teams before.

Mark Galvan (48m 48s):

And you'll see, you'll see blind spots you've never, ever been exposed to.

Tom Bronson (48m 52s):

And how much are you going to charge our audience for this one hour consultation, mark,

Mark Galvan (48m 56s):

Th that that's, that's complimentary for, for friends that are friends of your organization. It's a, it's something that we're happy to be able to do.

Tom Bronson (49m 6s):

I know you do that for everybody, but be sure if you call mark that you mentioned that you heard about it on the maximize business value podcast. Well, as we wrap up here, I've got a few cleanup questions. This has just been spectacular. One last question that I ask all of our guests though, and mark it's, this, this podcast is all about maximizing business value. What is the one most important thing you recommend a business owner do to build long-term sustainable value in their business?

Mark Galvan (49m 42s):

We've heard about golden handcuffs where the business gets purchased, but they don't want to let the senior executive or the owner go because they have tribal knowledge, legacy, knowledge, client relationships, whatever that is something that has to be eliminated. And I would recommend that you draw a line, a horizontal line across your org chart, somewhere between the owner and your supervisor level and say, everybody above that line is dispensable it because we've got, we have process. We have procedure, we have automation. We have a pokey UK, the ability to prevent errors in the internal execution of work, because we've, we've transformed that executive layer of our business.

Mark Galvan (50m 32s):

It can be sold. It could be jettisoned without compromising performance.

Tom Bronson (50m 38s):

That's brilliant. It's we've this is episode. What did I say? 81, I think. And I haven't heard that before, but yes, no one's ever suggested to eliminate those handcuffs. If you've documented your processes properly, if you've got proper training in place, every single person in the organization should be dispensable as you use it, I say replaceable. And so that is a brilliant answer to that question, but I'm not going to let you off the hook there. I've got to ask you the one last question that, you know, our, our listeners who have now powered through two whole podcasts, and they'd been anxious to hear the answer to this last question that I always ask our bonus question for you.

Tom Bronson (51m 21s):

Mark is what personality trait has gotten you into the most trouble through the years.

Mark Galvan (51m 29s):

I'm laughing because I'm now challenged to be transparent and authentic. Honestly, it's, it's being a little too detail oriented, little too perfectionistic at times. You know, one of the things that clients and organizations see when they, when they work with us is, oh my gosh, the level of detail is overwhelming. And it almost is a suffocating sometimes. Well, you know, we're, we're, we're in the details. And, you know, sometimes I I'm guilty



of, you know, making it a little too complex, you know, especially at the level of your audience, probably we want to know the strategy.

Mark Galvan (52m 9s):

We want to know the high level process map. We don't need that level of detail, but I, I love this stuff. I'm in the weeds because I I'm an innovator I've been, you know, focused on, you know, everything that can be done at a very detailed level to improve, you know, our client's ability to attract people. And I I'm doing what I am passionate about. So it's, it's hard to resist being so detail oriented.

Tom Bronson (52m 33s):

I can sure tell that you are passionate about what you do, and I'm so thankful you, our listeners have been able to benefit from this. So let's remind them how they can get in touch with you.

Mark Galvan (52m 44s):

Yeah. Our website is the best way. [ProforceCo.com](http://ProforceCo.com), [P R O F O R C E C o.com](http://P R O F O R C E C o.com), [proforceco.com](http://proforceco.com).

Tom Bronson (52m 56s):

I love that. Very easy, very, very concise mark. Thank you for taking so much time to educate our viewers and listeners. Thank you for the time on this podcast.

Mark Galvan (53m 8s):

Thank you, Tom. Really appreciate it. This is a lot of fun.

Tom Bronson (53m 11s):

You can find mark galvan at [proforcecoproforcecode.com](http://proforcecoproforcecode.com), or you can always find him on LinkedIn. And of course, as always, you can just reach out to me and I'll be happy to make a warm introduction to my good friend. This is the maximize business value podcast, where we give practical advice to business owners on how to build long-term sustainable value in their businesses. Be sure to tune in each week and follow us wherever you found this podcast. Why don't you add your comments? We love your

comments and your ideas for future podcasts. Tell us one thing that you want to learn more about to maximize business value.

Tom Bronson (53m 54s):

And I promise we will find a way to cover it in a future podcast. So until next time, I'm Tom Bronson reminding you to implement the five paradigm shifts in your business while you maximize business value.

Announcer (54m 14s):

Thank you for tuning into the maximize business value podcast with Tom Bronson. This podcast is brought to you by mastery partners, where our mission is to equip business owners to maximize business value so they can transition on their terms on how to build long-term sustainable business value and get free value building tools by visiting our website, [www.masterypartners.com](http://www.masterypartners.com) that's master with a Y masterypartners.com. Check it out.

Tom Bronson (54m 60s):

That was perfect. I wouldn't make any changes.