

The Employer Brand

“Your brand is what people say about you when you’ve left the room.” Larry Ellison, founder of Oracle.

The Employer Brand is a registered trademark of People in Business

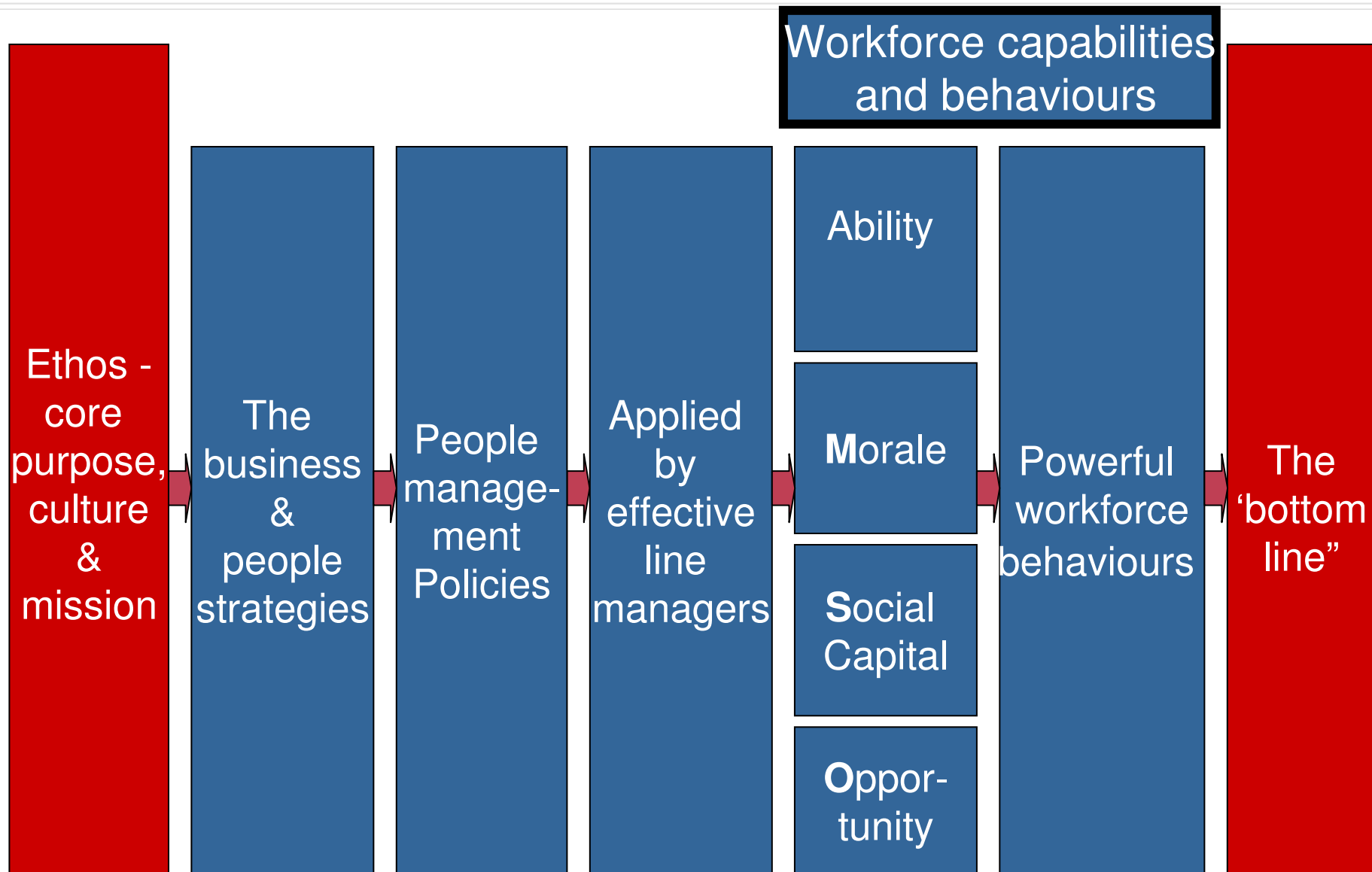
Structure of the talk

- The Stanton model.
- The Psychological Contract.
- The Employer Brand
- The Stanton model re-visited.
- Employee segmentation.
- The factsheet and presentation.

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The people management value chain



The Policy Arrow

Core purpose and values, culture and strategy.

Leadership style.

Design of work and jobs.

Recruitment, selection, induction and probation.

Performance management.

Learning and development.

Recognition and reward.

Career and succession planning.

Employee communication.

Employee involvement in decision making.

Employee well being.

The vital role of line managers

- o *“90% of people management is delivered by line managers.”* Greg Aitken, Royal Bank of Scotland.
- o *“80% of staff turnover can be traced to unsatisfactory relationships with the boss.”* Gallup.
- o *“My line manager is the prism through which I see my organisation”* Vicky Wright, immediate past CIPD President.

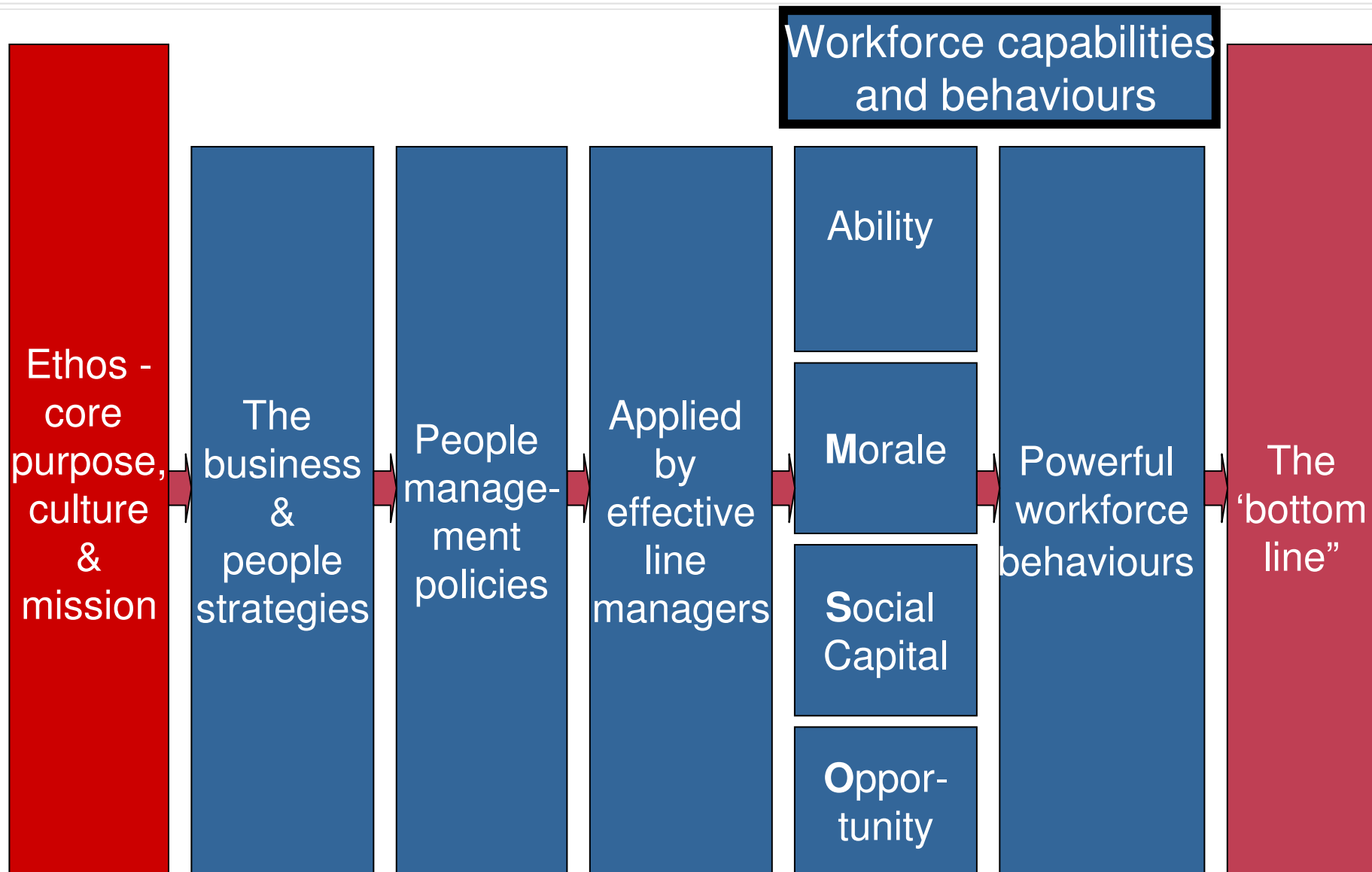
Powerful Workforce Behaviours

- Low absence
- Low unwanted turnover
- High effort and enthusiasm
- Good quality work
- An appropriate level of innovation

= Good Labour Productivity.



The people management value chain



The private sector: the 'for profit' bottom line

The right products or services



Satisfied and loyal consumers.



Strong consumer demand.

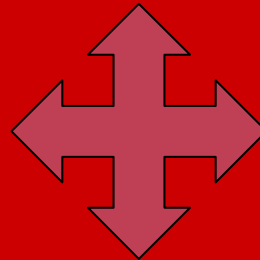


Profit target met.

'Not for Profit' Bottom Line

The right products or services
(in terms of innovation, quality, cost.)

**Satisfied and loyal
consumers.**



**Strong public
reputation.**

Financial targets met

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The psychological contract

- The implicit 'deal' made between the organisation and its employees.
- It is the perceptions of the two parties as to what their mutual obligations are to each other.
- The penalty for breach.

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- ❑ Makes the psychological contact explicit – the espoused ‘deal’ between the organisation and its staff.
- ❑ The organisation’s brand ‘promise’ constantly re-sells to the right people why the organisation is the place where they should work.
- ❑ Benefits: attract, retain and motivate the right people.

Content of the employer brand

- What the organisation stands for: its purpose, direction and belief system.
- What it offers to staff who meet expectations e.g. “learn and grow, .. be in the know” (Compass Group)
- What the employer expects of staff e.g. “earning respect by bringing a ‘can do, will do’ attitude to work” (QinetiQ)

The key role of the line manager in delivery

- Deliver the brand promise to employees.
- Hold employees to account for delivering their side of the bargain.
- 'Touch points'.

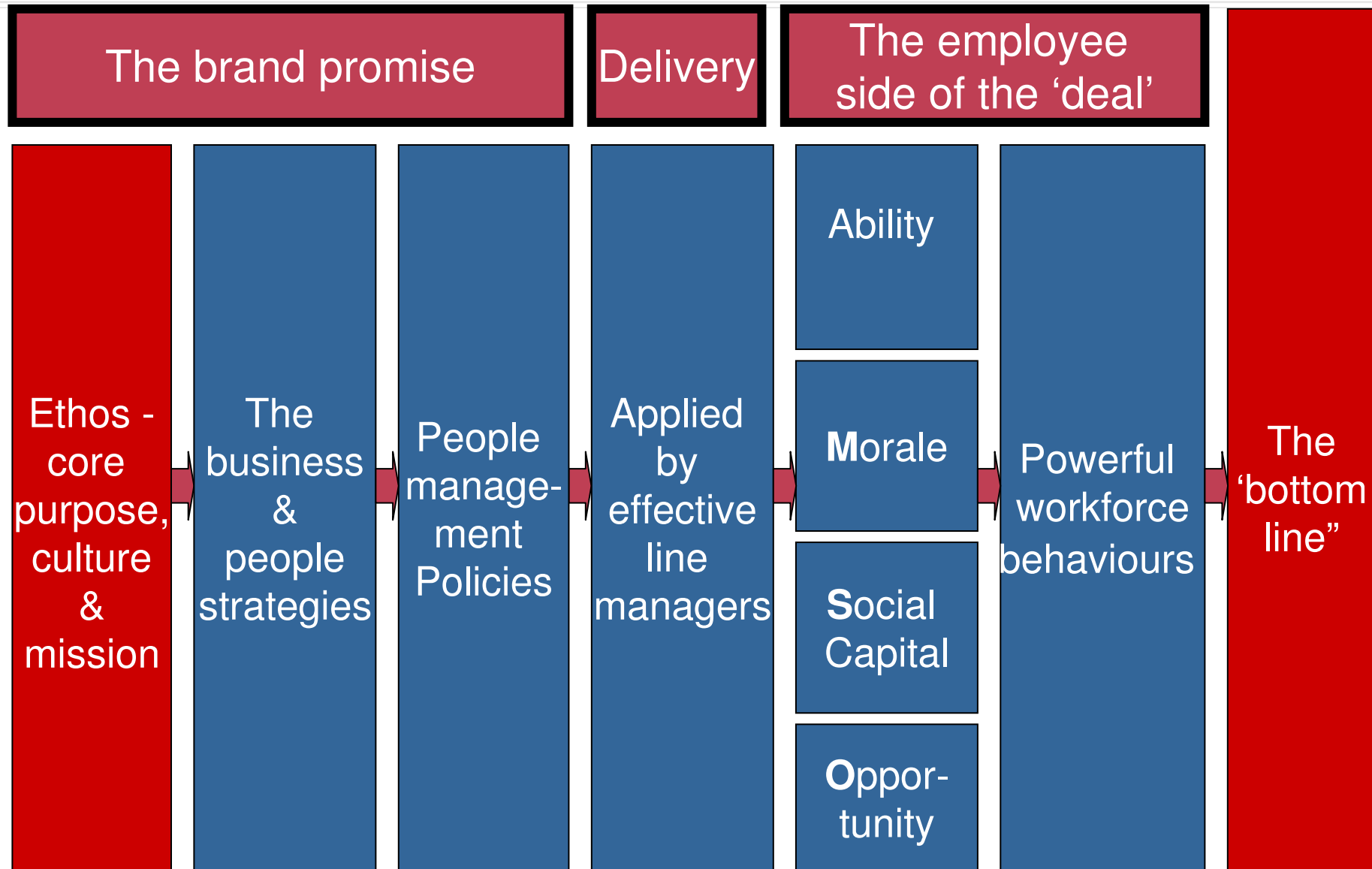
Breaching the brand promise

- The brand raises expectations.
- Penalty for breach – must ‘live the brand’. ‘The proof of the pudding ...’
- If you can’t deliver it, don’t make the promise.

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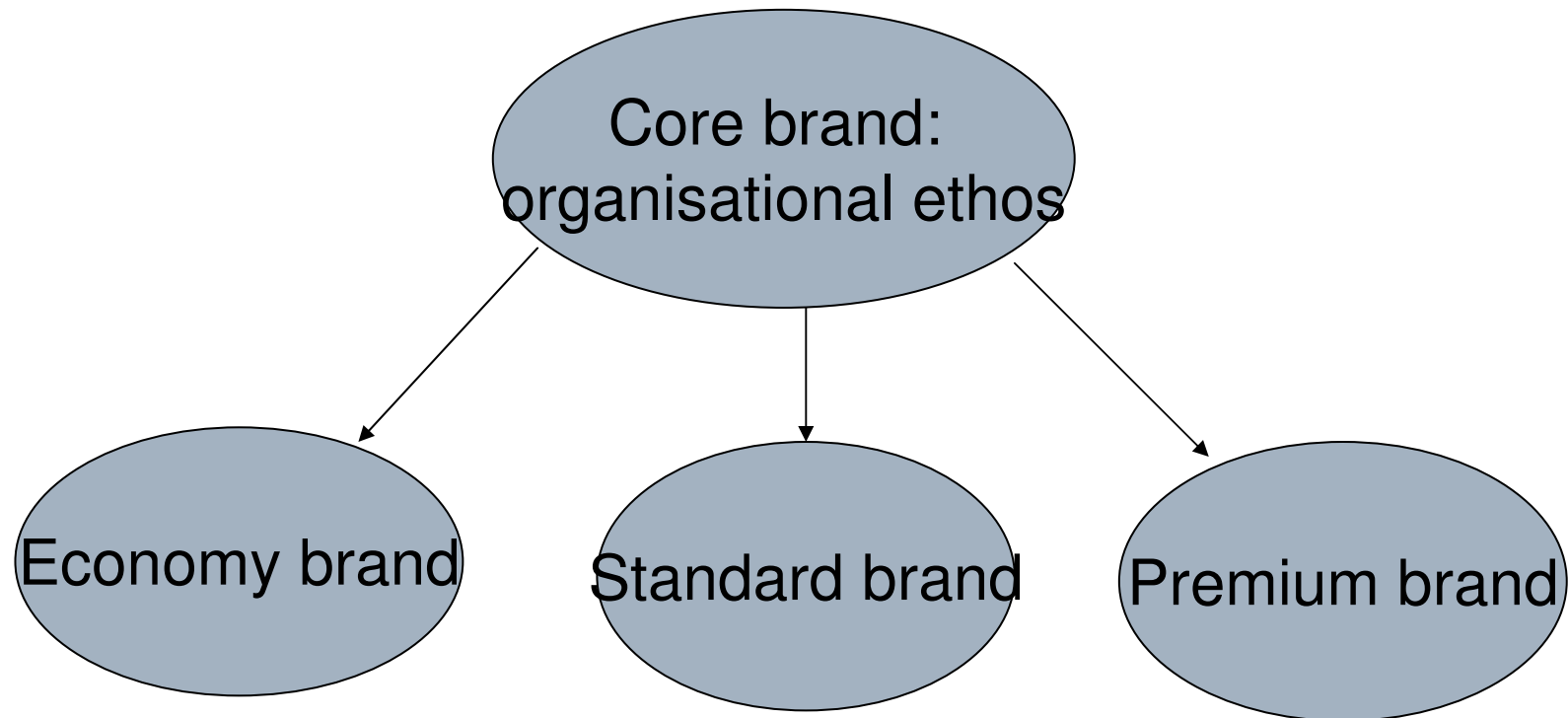
Dividing the workforce by investment level needed (adapted from Lepak and Snell 1999 and 2002)

High	<p>External alliance. The organisation links with an external partner in a long term alliance.</p>	<p>High investment ‘A’ positions. These staff are crucial to the success of the organisation and their skills and capabilities are in short supply in the labour market. The organisation seeks a long term relationship. E.g. loan officers in banks, R&D scientists.</p>
	<p>Cost containment ‘C’ positions. These workers have limited potential to drive the organisation’s success, and their skills are readily available on the open market. Some employers use agency and sub-contract labour here.</p>	<p>Moderate investment ‘B’ positions. These staff are important to the organisation’s success, but their skills are readily available on the open market. The organisation recruits them with the skills to do the job with little further training. E.g. accountants.</p>
	Low	High

Scarcity of the skillset in the labour market

Strategic value to the organisation

A series of brands?



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