



Distant and Distracted

Recruiting Talent in a Hyper-Competitive, Hybrid World

Recruiting, onboarding, and training talent has become a significant challenge in today's competitive, hybrid environment, and the insurance industry is no exception.

To explore insights on how companies can effectively compete for top talent in a world where so much has shifted, **Sean O'Donnell**, LIMRA and LOMA's Senior Vice President of Member Relations and Consulting, hosted a discussion with **Debra Jasper**, Ph.D., founder and CEO of Mindset Digital and a faculty fellow at The Ohio State University.

2.1%

Low unemployment in the insurance industry*

Sources
*Jacobson and Aon-Warde, Q3 2022 Insurance Labor Market Study

1/2

of the industry's workforce will retire in the next 15 years, leaving 400,000 open jobs**

** U.S. Bureau of Labor Statistics

56%

Percentage of workers that companies expect to be hybrid***

***LIMRA Chief Human Resources Officer Survey, July 2022

PANELISTS



Sean O'Donnell, M.B.A., LLIF
Senior Vice President, Member Relations and Consulting, LIMRA and LOMA



Debra Jasper, Ph.D.
Founder and CEO, Mindset Digital

EXPECTATIONS HAVE CHANGED. Recruiting, Onboarding, and Training Must Change Too.

“**THE VIRTUAL ENVIRONMENT IS A
HUGE PART OF OUR NEW REALITY.**

It has changed the way we work. It's definitely changed where we work. And, looking forward, a majority of companies expect more than half of new hires to be hybrid.

This is all happening at a time when the search for talent is tough. The struggle is real. It's an employee's market. Turnover is high. Candidates don't have the skills they need. A lot of us are reconsidering the role of work. And people are looking for change.

The world has shifted. The way you recruit, the way you onboard, and especially the way you do training all have to change to meet today's expectations.”

— Debra Jasper

69%

of global
companies struggle
to find the talent
they need

65%

of people say they're
reconsidering the role of
work in their lives

Source: Gartner

Turnover is

50%

75% higher
than normal

WHAT WE'RE UP AGAINST Two Virtual Communication Challenges



01 THE CURSE OF COMPETITION

“In a virtual world, we have to fight for attention. Today’s recruits, customers, colleagues, and our kids — are all more distracted, distant, and distressed. Brain science tells us that when we’re stressed out, it’s harder for us to listen, learn, and remember what we learn. We have to understand that we have shorter attention spans and less time and space to communicate with recruits.”

02 THE CURSE OF KNOWLEDGE

“There is a lot going on, and there’s a tremendous amount of information. So often, when you understand a subject so well and you think you’re explaining it, a recruit is left confused. Your message feels complicated, and they decide to tune into it later, which can turn into never.”

— Debra Jasper



THREE WAYS to Recruit Talent in a Hybrid World

50%+

of Gen Z won't complete job applications if the recruiting methods are outdated

52%

of job applicants in the insurance industry rely on mobile devices for their job search

+11%

Increase in applications when you have mobile-friendly job ads

Sources:
Yello, 2019
"The Rise of Mobile Devices in Job Search,"
Glassdoor Economic Research, 2019
Ibid.



MAKE IT EASY

Every piece of content that goes out the door, from recruitment ads to emails, has to be easy to take in and easy to act on.

Rethink your job ads to skip the "blah-blah-blah" and jargon.

INSTEAD OF SAYING:

'Compensation is commensurate with experience.'

TRY:

'If you're passionate about your work and take on more responsibility, we'll notice. And you'll get rewarded.'

The right tone and words build trust and attract the right candidates. Pay attention to what you think you're saying versus what candidates are actually hearing.

FOR EXAMPLE:

You say: 'fast-paced environment,' and the candidate hears: 'not enough time to do the job.'

You say: 'wear many hats,' and the candidate hears: 'it's six jobs in one.'"

—Debra Jasper

THREE WAYS to Recruit Talent in a Hybrid World

Answer these “3Ws”

when creating job ads, recruitment campaigns, and even emails.

01 WHAT?

What is the role about?

02 SO WHAT?

Why does the candidate care?
What's in it for the candidate?

03 NOW WHAT?

What do you want them to do next?



MAKE IT ENGAGING



Making recruiting engaging means making sure it's not all about you. If you're out there trying to recruit, you want to make it about the candidates, not about telling them why your organization is so great. Tell the job candidates why you think they're great instead.

FOR EXAMPLE:

'Let's talk about you.'

We know you want to fulfill your mission, and we want to help you make your career a calling.

We know you have passions outside of work, and we want to make sure that when you bring your whole self to work, you're surrounded by people who care about you and help you grow.'

Talking about the organization and its history is important, but don't lead with it. People will tune out. Think about what's in it for your audience — why should the recruits care? Make your recruiting stories about the people you want to hire and the benefits they'll get by coming to work with you."

—Debra Jasper

THREE WAYS to Recruit Talent in a Hybrid World

MAKE IT FUN



We have to connect differently. Are you telling great stories about people who've already joined your organization? Are you telling meaningful stories about what it's like to work there?

People tune in to authentic job ads. Candidates want to know about culture, and they want to know what it's really like to work for you. So, you've got to make your job ads magical and tell great stories.

Google really gets this. They have mastered the art of the informal, and they make it look like it's a lot of fun to work there.

The Army gets it too. And they know a little something about recruiting! Think about how their messaging has changed. When they were recruiting Baby Boomers, it was 'Be all you can be.' For Millennials, it became, 'Join the team that makes a difference.' Now, for Gen Z, they're talking about 'What's your warrior?' They get that Gen Z cares a lot about purpose and pragmatism. They have a whole series of videos with real people talking about why they joined, what they got to do, and what their higher purpose is. They also make it fun for recruits by using virtual reality, gamification, and rap videos."

— Debra Jasper



What Does Your **ONBOARDING** **APPROACH** Say About Your Organization?



**ONCE YOU'VE INVESTED IN
RECRUITING TOP TALENT,
"THE FIRST DAY ON THE
JOB CAN'T BE BORING.**

Recruits are judging you from day one. So your training and onboarding have to be engaging and fun.

To engage and retain new hires, think about adding gamification even for tough topics like cybersecurity. Making it fun impacts how recruits think about your organization."

— Debra Jasper



HOW TO UP YOUR **ONBOARDING GAME**



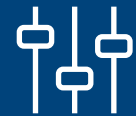
Simplify content



Use compelling
images



Include
animation



Raise production
value



Create movement
onscreen every
seven seconds

Successful Recruiting in Today's Environment Requires You to



**THINK
DIFFERENTLY**



**CONNECT
DIFFERENTLY**



**RECRUIT
DIFFERENTLY**

THREE ACTION STEPS

01
Tell a more powerful recruitment story about why people want to work at your company.

02
Refresh the LinkedIn profiles of your organization's recruiters and leaders to make them less formal and friendlier.

03
Make your job ads short, mobile-friendly, and easy to act on.

View the *Distant and Distracted Recruiting Talent in a Hyper-Competitive, Hybrid World* webinar at [LIMRA.com](https://www.limra.com).