



# Doing Right By Our Employees: Seeking & Keeping Talent

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## TWO SIDES OF THE SAME COIN



- Surveys conducted by Nonprofit Quarterly (NPQ) and YNPN in 2014
- Senior professionals consistently cited staff turnover as one of their biggest challenges



## TWO SIDES OF THE SAME COIN

Yet young professionals were more likely to mention:

4x

Talent retention and  
staff turnover

4x

Non-salary investments  
in staff

**5x more likely to mention salary and compensation**

Literally half of the senior professionals who mentioned salary were complaining that they paid their staff *too much*



## **TWO SIDES OF THE SAME COIN**

Senior and emerging leaders are noticing many of the same things about our workplaces.

**But we're experiencing them  
in very different ways.**



1UP  
000100

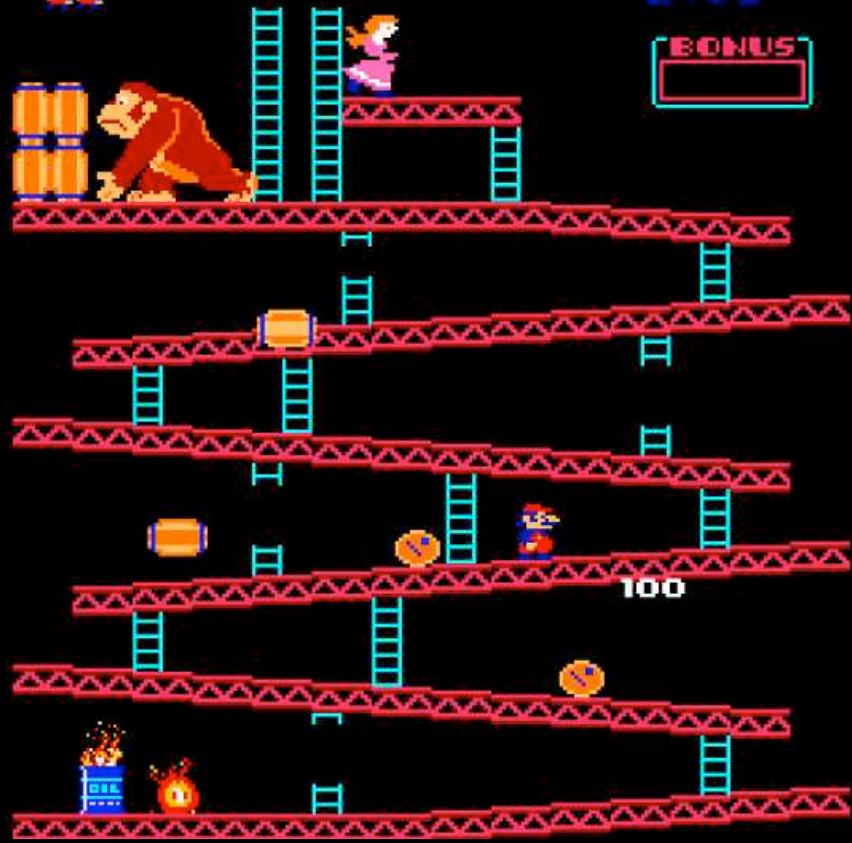
HIGH SCORE

2UP



L=01

BONUS  
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# IT CAN'T WAIT

“I am concerned with the draining of executive talent by retirements and burnout with fewer than the number needed stepping up to replace them.”

- *Survey Respondent*

“Given what nonprofits do, we have a moral imperative to commit to strong, effective management practices. What’s at stake is much more important than a business’s bottom line.”

- *Managing to Change the World*



# GOOD IN THEORY, PROBLEMS IN PRACTICE

- Survey of 1,100 young professionals across the country in 2011
- Examined the effectiveness of popular leadership development and staff retention strategies:
  - Competitive compensation
  - Building bench strength
  - Inclusive succession planning
  - Prioritizing diversity
  - Moving away from traditional organizational structures and chief executive roles



# GOOD IN THEORY, PROBLEMS IN PRACTICE

**Finding #1:** Ideas only work if you implement them.

**Finding #2:** Structural change is underrated.

**Finding #3:** Compensation is key, but a good manager can help.

**Finding #4:** Young professionals are often left out.

**Finding #5:** Young people <3 mission-driven work!





# GOOD IN THEORY, PROBLEMS IN PRACTICE

## Nonprofit Executives:

- Treat staff as a key stakeholder in their own development and in the organization's work.
- Provide informal, easy to implement opportunities for two-way communication.
- Share insight into decision-making.



# GOOD IN THEORY, PROBLEMS IN PRACTICE

## Emerging Leaders:

- Bring high-impact ideas, but understand context.
- Leverage relationships.
- Be a good colleague and an advocate for your own development.



## MY TALENT VS. OUR TALENT

A mindset shift is needed in the way we think about the relationship between organizations, employees, and the sector as a whole.

People no longer have jobs for life. Reid Hoffman, founder of LinkedIn, notes that our current job experiences are more like “tours of duty.”



# MY TALENT VS. OUR TALENT

Young people are excited by mission-driven work.

They want to be here.

What are we doing to make them want to stay?

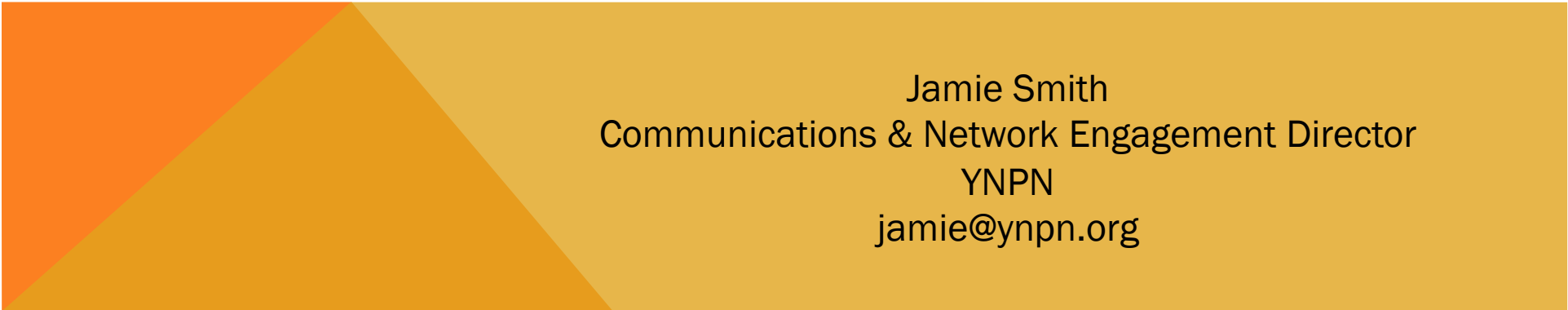
What if I invest in my employees and they leave?

What if you don't invest in them, and they stay?



# RESOURCES

- YNPN research reports at [ynpn.org](http://ynpn.org)
- Talent Philanthropy Project at [talentphilanthropy.org](http://talentphilanthropy.org)
- Building Movement Project at [buildingmovement.org](http://buildingmovement.org)
- “Managing to Change the World: The Nonprofit Leader’s Guide to Getting Results” by Alison Green and Jerry Hauser
- Food for Thought: “The Alliance: Managing Talent in the Networked Age” by Reid Hoffman



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