imagine that...

powered by K3 ADVISORY GROUP

The talent is out there. They just don't want you.

Attract, retain and develop the next generation of talent

Presented by **Jo Edwards**

Today’s session

01 The talent shortage… or is it?

02 What the next generation really wants

03 The mirror: what they find before they apply

04 What’s already within your grasp

05 Turning perception into a competitive advantage

The talent shortage… or is it?

The stats don’t lie…

73%

of firms are turning away potential clients because they lack the staff

73%

describe the impact of the talent shortage on their business as severe

74%

believe sustained workloads could push people out of the profession

Source: International Accounting Bulletin

Hands up if…

…you've turned work away this year because you didn't have the people.

Keep it up if you've ever said "there's just no talent out there."

What if there isn’t a talent shortage?

…just a shortage of appeal.

Most firms think they have a recruitment problem. Often, they have a perception problem.

Recruitment mindset

“We need more applicants”

Bigger agency fees

Another job board

Nudge the salary band

Perception mindset

Why aren’t the right people choosing us?

What do they see before they apply?

Would our team recommend us?

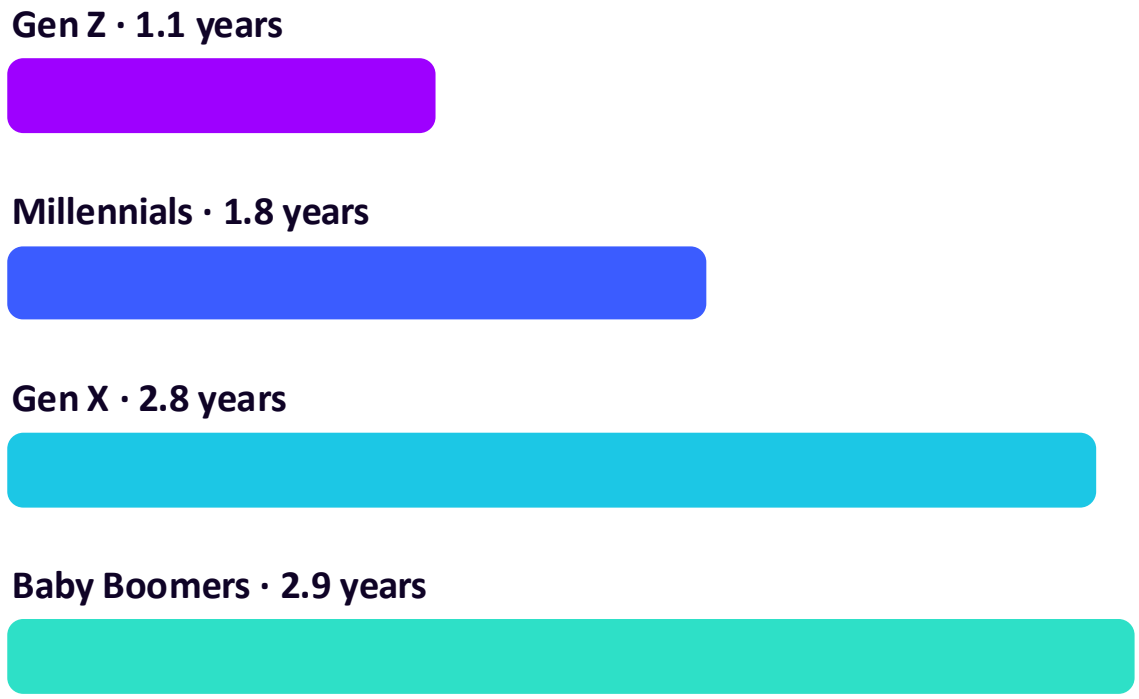
Are we showing what it’s like here?

Meet the next generation

1.1 yrs

Gen Z's average job tenure in the first five years of their career.

That's around 13 months.



Source: Randstad, The Gen Z Workplace Blueprint

It’s not job-hopping.
It’s growth-hunting.

1 in 3

Gen Z plan to change jobs within the next year

#2

reason to leave, after pay: no visible career progression

22%

have already left a job, nearly double the Millennial rate

Source: Randstad, The Gen Z Workplace Blueprint

What they really want from you

Progression they can see

A clear path, with names and faces of people who've walked it.

Purpose and values they share

What you stand for, beyond the year-end deadline.

Flexibility that's real

Specific hours and hybrid patterns, not "available on request".

A culture they can feel

Real people, recognition and a bit of fun, visible before day one.

The mirror

What they find before they apply



“So… what are you actually doing to show people what it’s like to work at your firm?”

They’re looking. Before they ever apply.

65%

of job seekers check company websites

LinkedIn

67%

of job seekers visit careers pages

LinkedIn

95%

of Gen Z say a firm’s social media presence affects whether they apply

Zety

76%

of Gen Z use Instagram for career content, vs 34% LinkedIn

Zety

If they’re going there, what are they finding?

Their journey starts long before your job advert

1. Google search or AI search
2. Website and careers page
3. Instagram and TikTok
4. LinkedIn and partner profiles
5. Glassdoor and Indeed reviews
6. Apply… or don’t

Why values matter more than ever

77%

of candidates consider a company's culture before applying

Glassdoor

75%

of job seekers research a company's reputation and values before applying

LinkedIn

73%

would not apply unless a company's values aligned with their own

Glassdoor

Hands up…

Who’s actually marketing their culture?

1. Your careers page has staff videos or quotes, in their own words, about why they love working at your firm.
2. You regularly post on LinkedIn or Instagram about your internal culture.
3. You’ve asked your staff what makes you different and used their answers in job adverts or on your website.

Activity · 5 minutes

The mirror test

Phones out. You're 22, newly qualified and a friend just mentioned your firm.

Search for it. Score yourself out of 6.

- [ ] A careers page with real staff voices
- [ ] A post about your people in the last month
- [ ] Glassdoor or Indeed reviews, with replies from you
- [ ] Partner profiles that feel human, not a CV
- [ ] Flexible working spelled out clearly
- [ ] **Honestly… would you apply?**

What they find vs. what they should find

What they find

Stock photos of handshakes

“A friendly, forward-thinking team”

Last post: a tax deadline reminder

Unanswered Glassdoor reviews

Partner headshots from a decade ago

“Flexible working available”

What they should find

Your real people, in your real office

Your team’s words

New starters, anniversaries, exam passes

Replies, even to bad reviews

Recent headshots

Benefits you offer

Real people, not stock photos



Used by hundreds of firms across the UK



Only your firm can post pictures of your REAL people

Vague is the new red flag

What firms say	What they want to read
“Flexible working available”	**Hybrid: two days in the office, core hours 10–3**
“Competitive salary”	**£28–32k, fully funded ACCA, paid study leave**
“Great culture”	**Monthly socials, a wellbeing day, a buddy from day one**
“Opportunities for progression”	**Trainee to manager in six years. Meet Sam, who did it.**

It’s all within your grasp

People don’t join firms.
They join people.

1

Celebrate new joiners, promotions and anniversaries

2

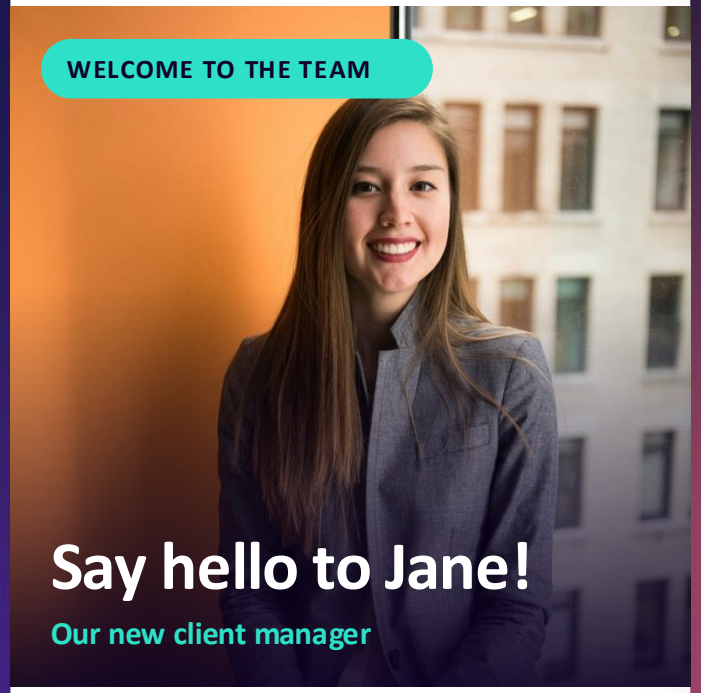
Encourage staff to post on LinkedIn and tag the firm

3

Don’t just say there’s a ladder. Show who’s climbed it.

Simple posts. Real impact.

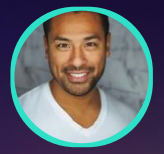
YF Your Firm Accountants



♥ 86 · 14 comments

Jane joins us from industry and is already our office's best baker. Drop her a welcome below!

YF Your Firm Accountants



John's career journey

Sept 2008
Started as a trainee

June 2011
ACCA qualified

Jan 2015
Promoted to manager

Apr 2020
Director

Today
Partner

♥ 212 · 38 comments

From trainee to partner, all under one roof. Proof the ladder is real.

YF Your Firm Accountants

5 years

Happy anniversary, Priya!



♥ 154 · 27 comments

"I stayed because I've never stopped learning here." Thank you for five brilliant years, Priya.

Why people stay

2.7x

more likely to stay when their work is meaningful

2.2x

more likely to stay when they're proud of where they work

1.7x

more likely to stay when their workplace is fun

Source: Great Place To Work®

If 73% of firms are turning away work because they don’t have the people…

If 73% say the impact is severe…

Then why isn’t this your #1 investment priority?

You say it’s a cost. I say it’s the cost of doing nothing.

Culture pays for itself… literally

56%

say company culture matters more than salary for job satisfaction

Glassdoor

43%

decrease in cost-per-hire for firms that actively manage their employer brand

LinkedIn

An investment in people. In attraction. In retention.

If your employer brand was a dating profile, would anyone swipe right?

Would YOU apply to your own firm?



Your competitors are marketing their culture.

They’re attracting the talent.

They’re growing faster.

What are you doing about it?

imagine that...

powered by K3 ADVISORY GROUP

Thank you. Questions?

imaginethatmarketing.com