

# Attracting and Retaining Talent

by Atchara Juicharern, Ph.D.

Presented at CFA Society Thailand Virtual Conference  
7 October 2021

ดร. อัจฉรา จุ้ยเจริญ

AcComm Group

Leadership Development Affiliate of Dr. Marshall Goldsmith in Thailand



© Copyright – All rights reserved. Uses of this document are for internal education only. It is not permitted to be used for any commercial purpose regardless of profit or non profit reasons. It is not permitted to be transmitted to other parties without a prior permission in written by AcComm Group.



Atchara Juicharern, Ph.D.

ดร. อัฉร่า จุ้ยเจริญ (เจียบ)

CEO – ACCOMM Group  
Executive Coach, Instructor,  
Speaker and Author



## EDUCATION

- Doctor of Philosophy of Development Administration - International Program in Management Development - NIDA
- Certificate of High-level German Language: Deutsche Institute Hamburg, Germany
- Leading Professional Service Firms - Harvard Business School-USA
- Master Trainer/Coach – NEWS™ Organizational Navigation System, Think on Your Feet®, Storytelling for Sales™
- Certificate of “MIT Approach to Design Thinking” MIT Executive Education
- Certificate of “Digital Strategies for Business” and “Leading Agile Organizations - Columbia Business School

## WORK EXPERIENCE

- Base Manager/Leadership Development Leader – Asia Pacific Region at Northwest Airlines
- General Manager – Extended DISC - Thailand

# AWARDS AND RECOGNITION



## Coaching

#1 Coach in Asia by Dr. Marshall Goldsmith Leading Global Coach Award

## Leadership

Top 10 Leadership Development Company in Asia Pacific by HR Tech Outlook Magazine

2019: Asia Woman Leader

## Training

2020: Top 20 Trainers of 2020 - The International Federation of Learning and Development



2020: Thailand Most Fabulous Training Leaders – World HRD Congress

2018: Training Company of the Year – CHRO Asia

2017: Best Leadership and Coaching Development Program

& Best Practice in Learning Transfer to the Bottom Line Results by World HRD Congress



High Performers are 400 % more productive than average ones.

The gap rises with a job's complexity. **800%**



Source Credit/In courtesy of: Herman Aguinis and Ernest O'Boyle Jr., "The best and the rest: Revisiting the norm of normality in individual performance," Personal Psychology, Volume 65,

© Copyright – All rights reserved.



The Great Attrition appears widespread across industries.

40% of employees stated that they are at least somewhat likely to leave their current job in the next 3-6 months.

Source Credit/In courtesy of: “Great Attrition” or “Great Attraction”? The Choice is yours. (2021) McKinsey Quarterly

Continue to struggle for one simple reason: they **don't really understand why their employees are leaving in the first place.**

Rather than take the time to investigate the true causes of attrition, many companies are jumping to well intentioned **quick fixes** like offering more pay or bonuses



# More important to employees than employers think





A photograph of five diverse professionals standing in a row against a grey background. From left to right: a middle-aged man with grey hair in a blue button-down shirt and khaki pants; a woman with short blonde hair in a dark blue V-neck top and dark pants; a young man with dark skin and a beard in a maroon polo shirt and blue pants; a young man with dark hair in a light blue button-down shirt and khaki pants; and a woman with long dark hair in a grey sweater over a white collared shirt and grey pants. All five individuals are looking down at their smartphones. A dark blue horizontal band with white text is superimposed over the middle of the image.

Work Engagement: Only 1 in 5

# The Profile of Knowledge Age Workers

Educated  
Opinionated  
Like to be  
involved



Like to influence  
Like to understand  
Like to contribute

## Involve Them or Lose Them!





## Leading in the Hybrid World

- ❑ Designing work environment to attract new generation of talent
- ❑ Setting reskilling as a truly top priority
- ❑ Eliminating mindset and operating models that are no longer valid

**Past: Controlling &  
Commanding  
Instructions (Efficiency)**

**Today: Coaching  
Getting the best out of people.**

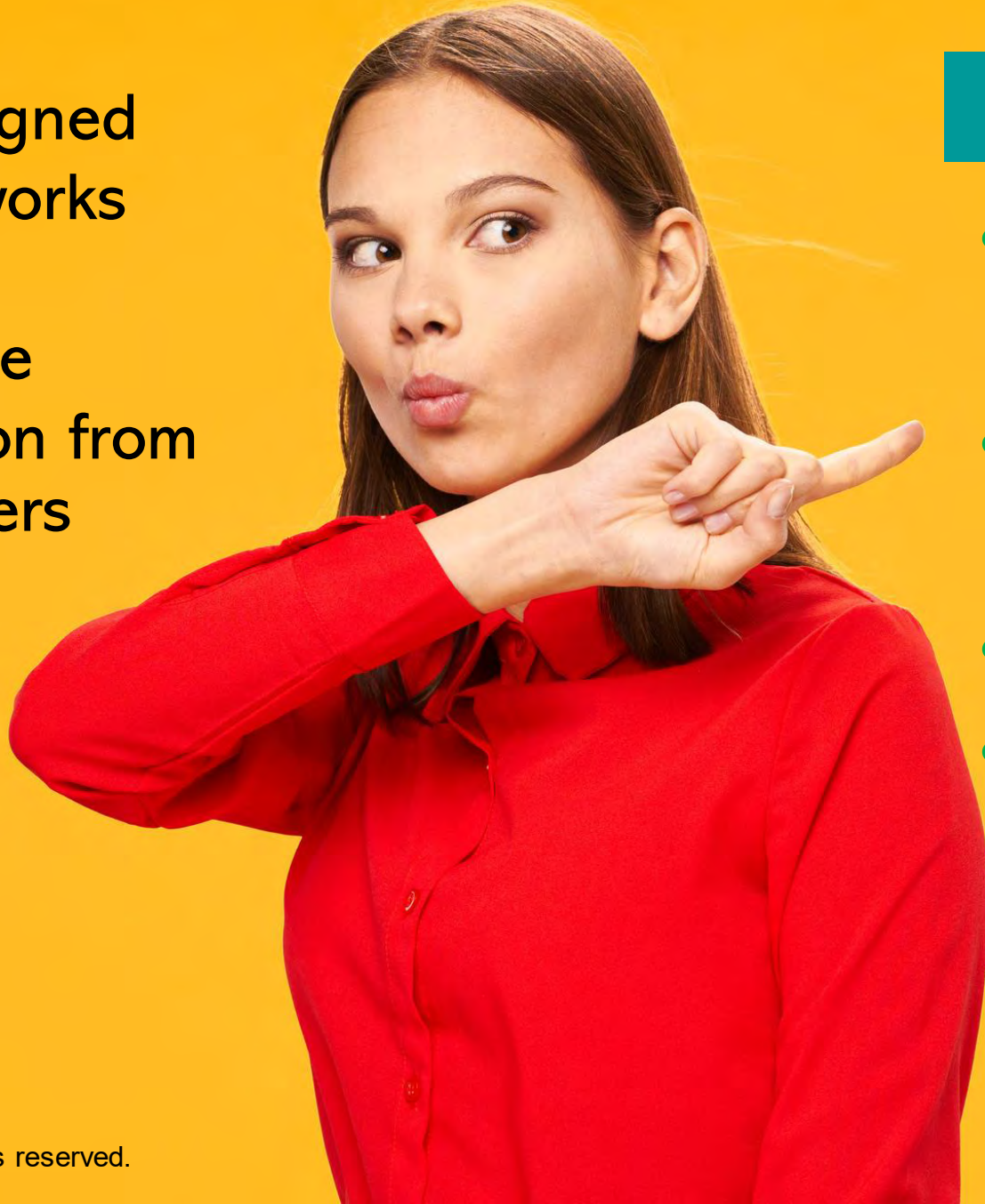




***The critical skill of  
this century is not  
what you know;  
it is how you access  
what other people know.”***

Professor C.K. Prahalad





- Be assigned more works
- Get little attention from managers

## High Performing Employees:

- Was raised in the environment of **“Great is never good enough.”**
- Could feel insecure and in needs of praise and feedback
- May overlook their own well-being
- May be hyper-judgmental for their peers



Don't clone another version of you.

Create the best version of them.



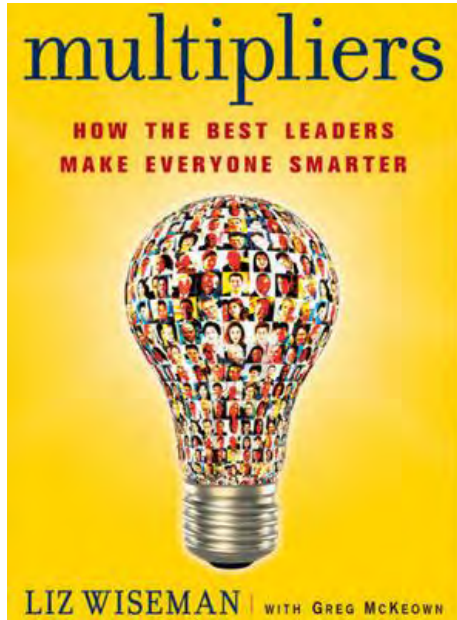
# Work environment that attracts talent:

- Leadership: Talent Magnet
- Work Environment that is psychologically safe





Winner of the Thinkers50 2019  
Leadership Award



Leaders who are talent magnet. (Multiplier)  
Leaders who are talent diminisher.



Liz Wiseman, Researcher, Author and Speaker  
- Silicon Valley, California

# Diminisher

Diminishing leaders used only 48% of people's talents.

# Multipliers

Multipliers used 95%, or twice that of the diminishing leaders.

The Challenger

The Know-It-All



The Liberator

The Tyrant

The Investor

The Micro-manager

The Debate Maker

The Decision Maker

The Empire Builder

The Talent Magnet

This information is permitted to be used by AcComm Group as we are the certified coach who is delivering Multipliers Coaching System. Non-certified people are not allowed to use this information regardless for profit, nor non-profit reasons.

THE  
**multiplier** EXPERIENCE

**W**  
WISEMAN  
GROUP

**ACCOMM**  
LEARNING ECOSYSTEM GROUP

# Assess yourself: Two Types of Leaders

How would you	Diminisher ผู้ที่หักห้าม ถดถอย	Multiplier ผู้ที่เพิ่มพูน ทวีคูณ
Manage talent?	Use	Develop
Set direction?	Tell	Challenge
Approach mistakes?	Blame	Explore
Make decision?	Decide	Consult/Engage
Get things done	Control	Support

# Accidental Diminisher

เป็นโดยพลอเรือ ประมาณ ลืมตัว





A woman with dark hair tied in a bun, wearing a white t-shirt and a necklace, is smiling and looking down at a laptop. A man with dark hair and a beard, wearing a blue and white striped shirt, is also smiling and looking at the laptop. They are in an office environment with blurred background elements like windows and shelves.

# Psychological Safety

# Psychological Safety is about:

Minimizing Interpersonal fear  
and Maximizing Performance

Threat



Reward

Unsafe

Safe

Focus on  
self protection

Focus on improving  
the works



# Psychological Safety is about:

## Creating an environment where:

- people feel comfortable sharing concerns and mistakes without fear of being punished and embarrassed.
- people are confident that they can speak up and offer ideas or ask questions and won't be humiliated or ignored.
- people can focus on achieving shared goals rather than self-protection.





Google

Project  
Aristotle

Psychological Safety  
was the number one  
factor differentiating  
their highest performing  
teams.





# The Four Stages of Creating Psychological Safety



4. Feel safe to think differently
3. Feel safe to contribute
2. Feel safe to learn
1. Feel included

“Today, we need more than geniuses in our organization, **we also need a lot more genius makers.**”

---

Liz Wiseman  
The Author of “Multipliers”





Contact us:

Tel: 02 197 4588-9

Email: [info@aclc-asia.com](mailto:info@aclc-asia.com)

[www.aclc-asia.com](http://www.aclc-asia.com)



NEWS & PRESS

- Articles