

Winning the New War for Talent

Building Employee Engagement

©2011 The Learning Café

Diane Thielholdt
The Learning Café

This slide features a title box at the top, a subtitle box, and a decorative bar with three colored segments (blue, green, grey) and a long green bar below it.

2

Winning the War for Talent

75% of American workers are not happy at work and 90% of an organization's performance comes from the 20% of its engaged employees. As a result, 70% of a leader's job should focus on building talent and creating an engaging culture. How much time are you investing in engaging talent?

Welcome

"The success of your organization depends on one key asset – talent."

This slide includes a page number, a title, a large text block with statistics, a 'Welcome' heading, and a quote box at the bottom right. It also features the same decorative bar as slide 1.

3

Winning the War for Talent

Quick Quiz

1. Young US professionals under the age of 35 currently average __ months/job.
2. 89% of leaders believe employees leave for more _____.
3. 70% people leave their jobs because of the way they are _____.
4. Almost __% of new college grads leave within a year of starting.
5. __% Millennials report: "I don't think my manager truly knows s/he impacts me."
6. Loyalty to the boss is the #__ reason that Millennials stay in a job.
7. 70% of working Americans say they do not receive _____.
8. 60% of highly engaged employees say they are less likely to _____.
9. __% of Millennials underemployed or out of work.
10. __% of full time employed Millennials plan to look for new jobs.

"89% of Millennials say that having flexible work options is important to them."

Harvard Business Review

©2011 The Learning Café

4

Winning the War for Talent

Agenda

- The New Workforce
- Engaging the Gap
- "A Good Boss"

Employee engagement is the extent to which employees are motivated to contribute to success and are willing to apply discretionary effort to accomplish tasks necessary to the achieve organizational goals.

©2011 The Learning Café

5

Winning the War for Talent

The New Workforce

- “Work First” Silent Generation
- “Live to Work” Baby Boomers
- “Work to Live” Generation X
- “Life Style, Work Style” Millennials

Silents
1933 - 1945

Boomers
1946 - 1964

Gen X
1965 - 1976

Millennials
1977 - 1998

“The workforce is changing; beliefs about work life balance, career growth, and one’s control over career sets emergent workers worlds apart from their more traditional peers.”

©2011 The Learning Café

6

Winning the War for Talent

The New Workforce

Five words that best describe the attitudes, preferences and workplace behaviors of your generation.

Silents
1933 - 1945

Boomers
1946 - 1964

Gen X
1965 - 1976

Millennials
1977 - 1998


“The workforce is changing; beliefs about work life balance, career growth, and one’s control over career sets emergent workers worlds apart from their more traditional peers.”

©2011 The Learning Café

9

Winning the War for Talent

Gen X: defined by tastes and times



Energy Crisis, Watergate, First PC's, Corporate Layoffs, Challenger Disaster, Exxon Valdez, Fall of the Berlin Wall, Aids, MTV

©2011 The Learning Café

10

Winning the War for Talent

Millennials: defined by tastes and times



Desert Storm, Oklahoma City, Clinton Scandal, Columbine, September 11th, Hurricane Katrina, The Internet, Facebook

©2011 The Learning Café

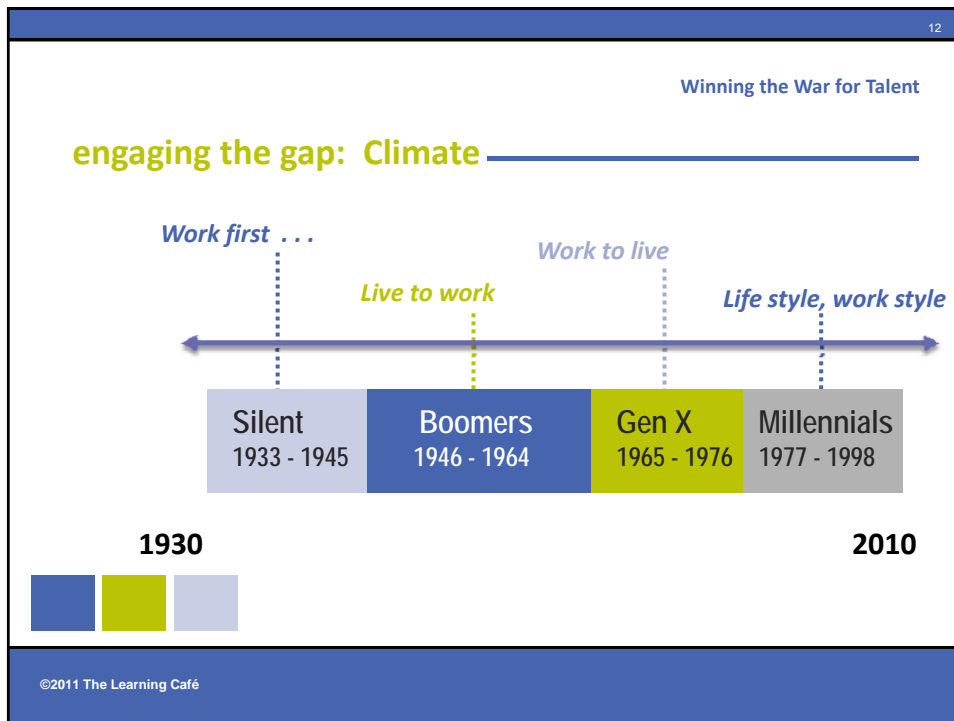
11

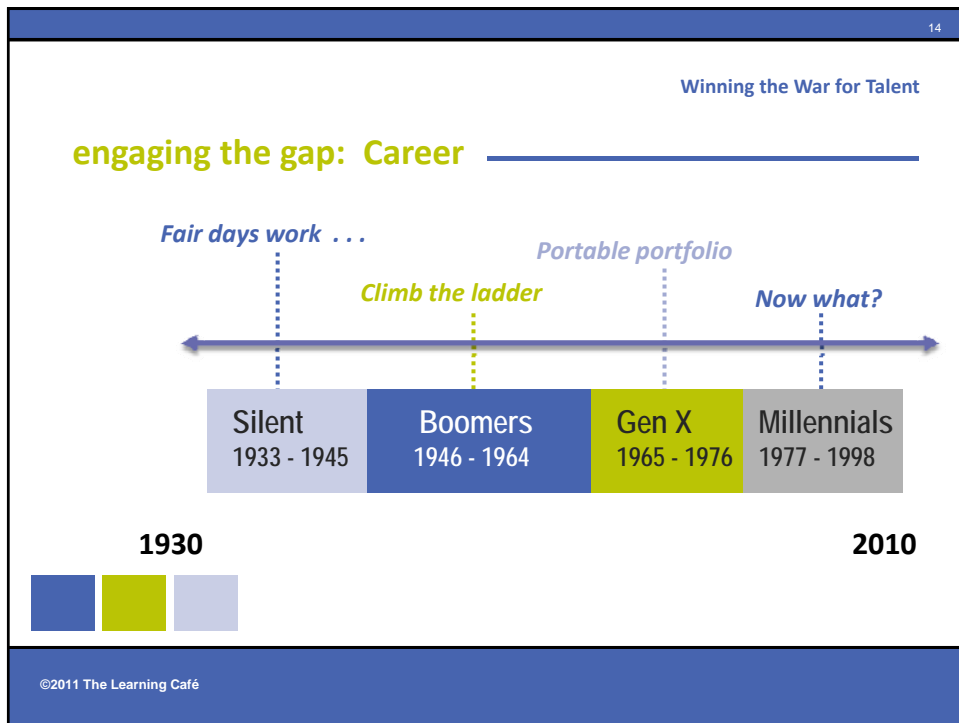
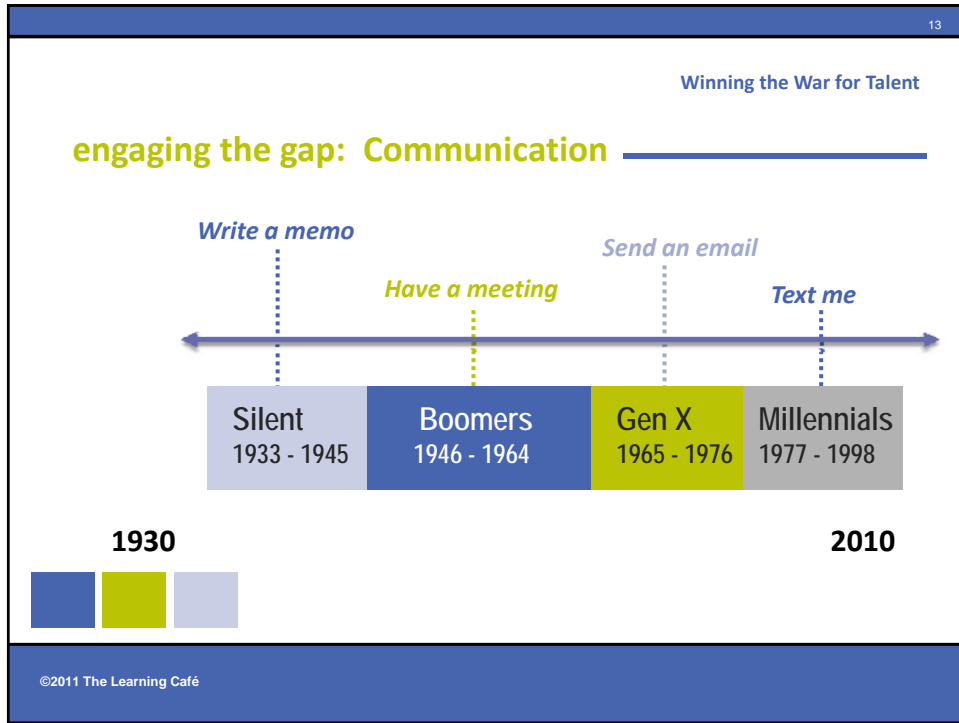
Winning the War for Talent

Generations at a Glance

	Events	Traits	Behaviors
Silent	Post Depression Social Security World War II	Defer gratification Disciplined Common Good	Loyal & dedicated Traditional work ethic Willing to reinvent
Boomer	Soaring birthrates New frontiers Social unrest	Change / improvement Competitive Individuality	Innovative work practice Hard work, badge of honor Driven & sandwiched
Gen X	Single parent home Challenger disaster Corporate layoffs	Independent Skeptical Entrepreneurial	Self-reliant Survivors Priority on family
M's	Child centric time Dangerous world Technology / internet	Confident Informal Technology natives	High expectations Collaborative Accomplishment

©2011 The Learning Café





15

Winning the War for Talent

engaging the gap

Silent	Boomer	Gen X	Millennial
Challenging, stimulating, varied work	Challenging, stimulating, varied work	Challenging, stimulating, varied work	Challenging, stimulating, varied work
Make a difference	Making a difference	Career growth, learn	Career growth, learn
Appreciation	Appreciation	Work-life balance	Enjoyable environment
<u>Autonomy</u>	<u>Enjoyable environment</u>	<u>Make a difference</u>	<u>Pay</u>
Bad boss	Lack of appreciation	Bad boss	Boredom, no challenge
Boredom, no challenge	Bad boss	Micromanagement	Lack of appreciation
Inability to learn, grow	Boredom, no challenge	Lack of appreciation	Bad boss
Lack of appreciation	Micromanagement	No work-life balance	Inability to learn, grow

“to successfully attract, engage and retain employees, many leaders will have to throw out a lot of the formalities they had to embrace when they started.”

©2011 The Learning Café

16

Winning the War for Talent

engaging the gap

1. Challenging, stimulating, varied work
2. Make a difference, a contribution
3. Appreciation / non-monetary recognition
4. Enjoyable work environment
5. Career growth, learning and development
6. Healthy work-life balance

Drivers of Engagement

©2011 The Learning Café


17

Winning the War for Talent

engaging the gap

1. Bad boss
2. Lack of appreciation
3. Boredom, no challenge
4. Micromanagement
5. Inability to learn, grow, & develop

Drivers of Disengagement



©2011 The Learning Café

18

Winning the War for Talent

Why Engage Employees

- 26% higher productivity
- 47% higher total returns
- 70% higher success in lowering turnover
- 70% higher success in profitability
- 78% higher success in safety figures
- 86% higher success in customer metrics

Only 37% business leaders are effective at managing disengagement

©2011 The Learning Café

19

Winning the War for Talent

a Good Boss

✓ *What actions do my behaviors inspire? In other words, what results am I getting with my current style?*

✓ *What can I do every day to create a productive, energizing, environment for my team?*



©2011 The Learning Café

20


Winning the War for Talent

a Good Boss

1. creates Climate

2. customizes Communication

3. clarifies Career



©2011 The Learning Café

"All employees want to feel valued, empowered, and engaged at work. This is a fundamental need."

21

Winning the War for Talent

a Good Boss

1. creates Climate
Atmosphere is a reflection of management tone and priorities. Create a positive, empowering, flexible work environment.

Makes an effort to build a climate that fuels engagement. Aligns everything toward maximum satisfaction and contribution.

- Walks around, says hello, greets people
- Keeps commitments & appointments with employees
- Finds a sense of humor
- Celebrates successes

©2011 The Learning Café

"All employees want to feel valued, empowered, and engaged at work. This is a fundamental need."

22

Winning the War for Talent

a Good Boss

2. customizes Communication
Messages count. Small, daily actions add up to a larger communication pattern that either draws others in, or pushes them away.

Expects, empowers, and equips individuals, managers and executives to drive engagement.

- Expresses appreciation
- Tells people "you count"
- At least once a month "asks"

©2011 The Learning Café

"All employees want to feel valued, empowered, and engaged at work. This is a fundamental need."

23

Winning the War for Talent


a Good Boss

3. clarifies Career

Candid discussions about career aspirations, reputation, and sharing the lessons of experience are vital to engaging employees for the long-term.

Kills off old notions of career and commits to the workforce a future of contribution, of meaningful work and mutual success.

- Career conversations
- Grows a cross functional team
- Offers career development opportunities
- Discusses reputation



"All employees want to feel valued, empowered, and engaged at work. This is a fundamental need."


©2011 The Learning Café

24

rethink employee engagement

12 Essential Engagement Actions

climate	communication	career
<ol style="list-style-type: none"> 1. Frequently express appreciation for employee's contributions. 2. At least once a month, tell people why and how their work is significant. 3. Meet with employees once a month. Ask: <i>What's going well? What's not going well? What can I do to support you?</i> 4. Conclude all feedback by reaffirming the value of the employee to the team and the company. 	<ol style="list-style-type: none"> 1. Walk around, say hello, greet people at the beginning of their day. 2. Keep commitments and appointments with employees. 3. Schedule lunch with employees; take time to get to know them. 4. To create an enjoyable and engaging climate, <i>keep a sense of humor, celebrate successes, connect with people in person and encourage relationship building.</i> 	<ol style="list-style-type: none"> 1. Work with employees to develop a list of potential projects, challenging assignments, and tasks to enhance career. 2. Confirm that each employee has a specific career or professional development plan. 3. Make sure employees see the link between their work and the organization's mission, goals, and values. 4. Career conversation. Make arrangements for a quiet place without interruptions. The focus is on the employee and their career. Ask: <i>What do you like about your work? What talents do you have that are not being used? Are there other jobs of interest to you?</i>



25


Winning the War for Talent

To Learn More

1. **Top Ten Ways to Engage Employees**
2. **Engaging a Changing Workforce: Study of Four Generations, 2011** from The Learning Café
3. **The Future of Leadership: Views on Leading, 2011** from The Learning Café
4. **The Millennial Generation: Millennials 1977–1998, 2011** from The Learning Café

www.thelearningcafe.net

Developing your own talent requires that you bring the same process and rigor you use in your operations to developing talent, assessing the current state of your workforce to fill skills gaps, and promote continuous educational development and life long learning.



©2011 The Learning Café

26

Winning the War for Talent

Thank you!


The future belongs to those who can learn, and our greatest learning asset is other people.

The Learning Café
thanks you.

www.thelearningcafe.net

Diane Thielholdt
DianeT@thelearningcafe.net

It is not any one action that will guarantee engagement; but a series of actions or small steps in partnership with each employee.



©2011 The Learning Café