



Welcome to 2012!
How to Win the New War for Talent

Building Employee Engagement

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The Learning Café

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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."



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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% of people leave their jobs because of the way they are
- 4 Loyalty to the boss is the # reason that Millennials stay in a job.
- 5 % Millennials report: "I don't think my manager truly knows s/he impacts me."
- 6 70% of working Americans say they do not receive
- 7 60% of highly engaged employees say they are less likely to
- 8 % of full time employed Millennials plan to look for new jobs.

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

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The Power of Engagement

26% productivity ↑

47% total returns ↑

70% success in lowering turnover ↑

70% success in profitability ↑

78% success in safety figures ↑ ↑ ↑

86% success in customer metrics ↑ ↑

Results

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 achieve organizational goals.

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- The 2012 Workforce
- Engaging the Gap
- "A Good Boss"

Agenda

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Meet the 2012 Workforce

- "Work First" Silents 1933 - 1945
- "Live to Work" Boomers 1946 - 1964
- "Work to Live" Gen X 1965 - 1976
- "Life Style, Work Style" 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.

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Silent: defined by events & experiences



Post Depression, First Computer, FDR, Social Security, WWII, Pearl Harbor, Korean War, American Dream

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Workplace Characteristics

Silent



- Dedicated
- Courteous
- Disciplined
- Conservative
- Defer gratification
- Make a difference
- Ability to innovate
- Belief in the common good
- Loyal to the Organization


Came of age with the sacrifice and conformity demanded by the Great Depression and World War II.

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Baby Boomers: defined by events & experiences




Cold War, Civil Rights, Moon Landing, JFK, Women's Liberation, Cuban Missile Crisis, Woodstock, Viet Nam

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Workplace Characteristics



Baby Boomers

- Ambitious
- Optimistic
- Competitive
- Individuality
- Improvement
- Tolerant
- Agents of change
- Strong work ethic
- Relationship oriented

Nuclear families, social unrest, civil rights, new frontiers; a time of novelty and experimentation, a culture of unlimited possibility.

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Gen X: defined by events & experiences



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

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Workplace Characteristics

Gen X

- Informal
- Flexible
- Resilient
- Skeptical
- Pragmatic
- Adaptable
- Independent
- Self-starters, self-sufficient
- Life now not later!



Came of age as the economy stagnated, inflation and oil prices soared. In opposition to the hard driving Boomers who live to work, they work to live and view the world with a little cynicism.

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Millennials: defined by events & experiences



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

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Millennials

- Inclusive
- Informal
- Educated
- Optimistic
- Team Oriented
- Digital Natives
- Accomplishment Oriented



Millennials

Brought up during the empowerment years when everyone won and no one lost. Raised by parents who nurtured and structured their lives, drawn to their families for safety and security.

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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

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engaging the gap

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

Drivers of Engagement




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engaging the gap



Drivers of Disengagement

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

Only 37% business leaders are effective at managing disengagement

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engaging the gap

Silent	Boomer	Gen X	Millennial
✓ Challenge, stimulation, variety	✓ Challenge, stimulation, variety	✓ Challenge, stimulation, variety	✓ Challenge, stimulation, variety
✓ Making a difference	✓ Making a difference	Career growth, learning	Career growth, learning
Appreciation	Appreciation	Work-life balance	Enjoyable environment
Autonomy	Enjoyable environment	✓ Making a difference	Pay
✓ 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.

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a Good Boss



1. creates *Climate*
2. customizes *Communication*
3. clarifies *Career*

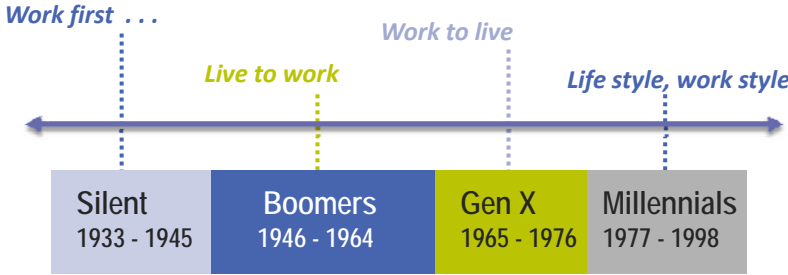
All employees want to feel valued, empowered, and engaged at work. This is a fundamental need.

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engaging the gap: Climate



Work first ...

Live to work

Work to live

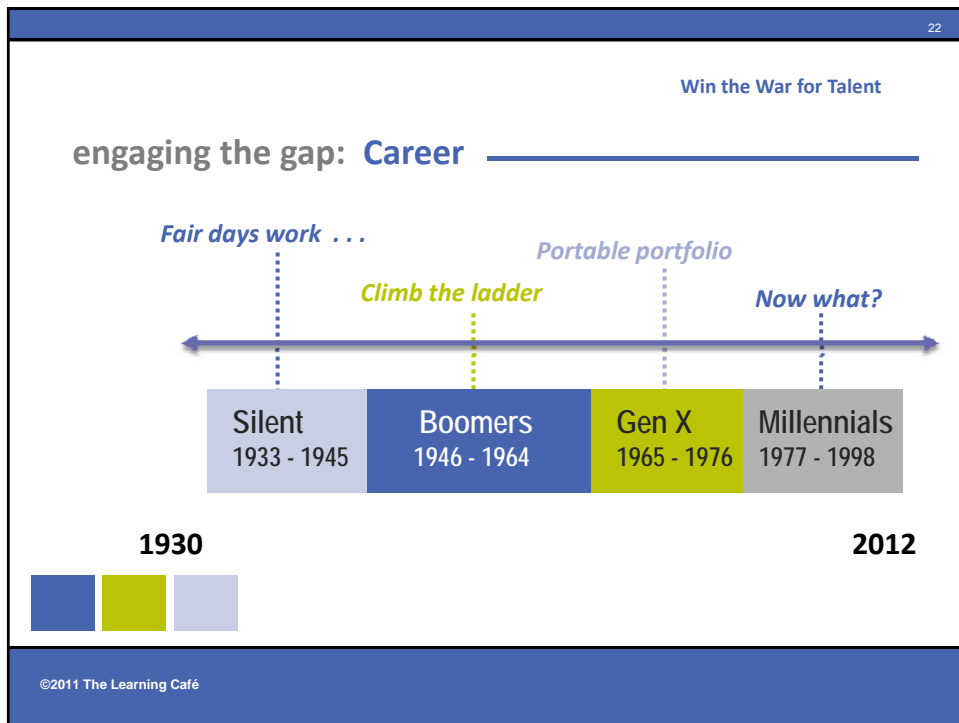
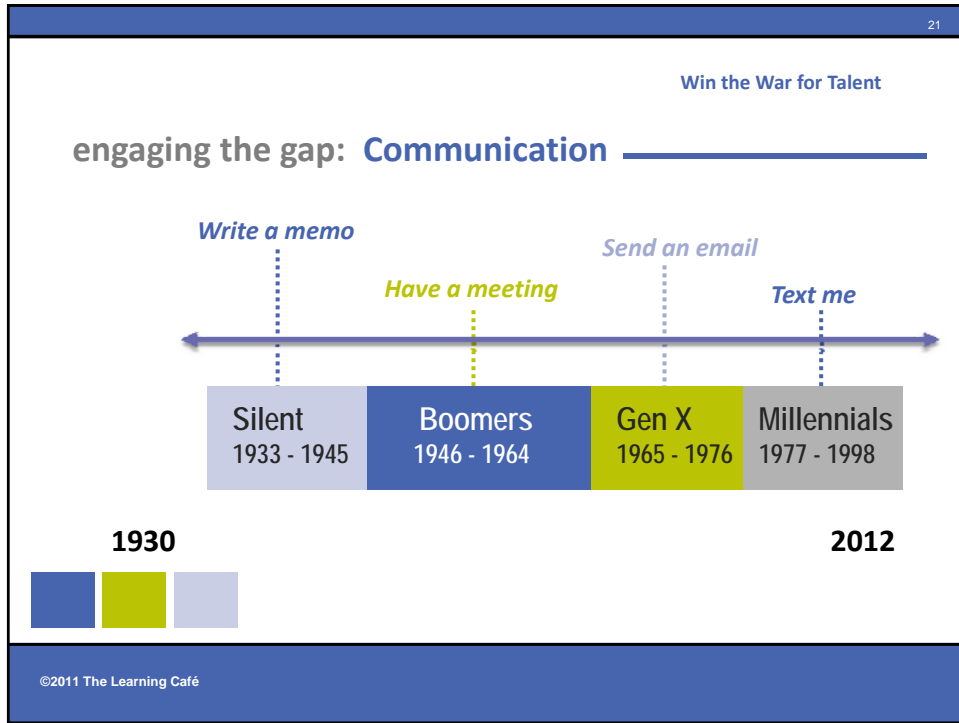
Life style, work style

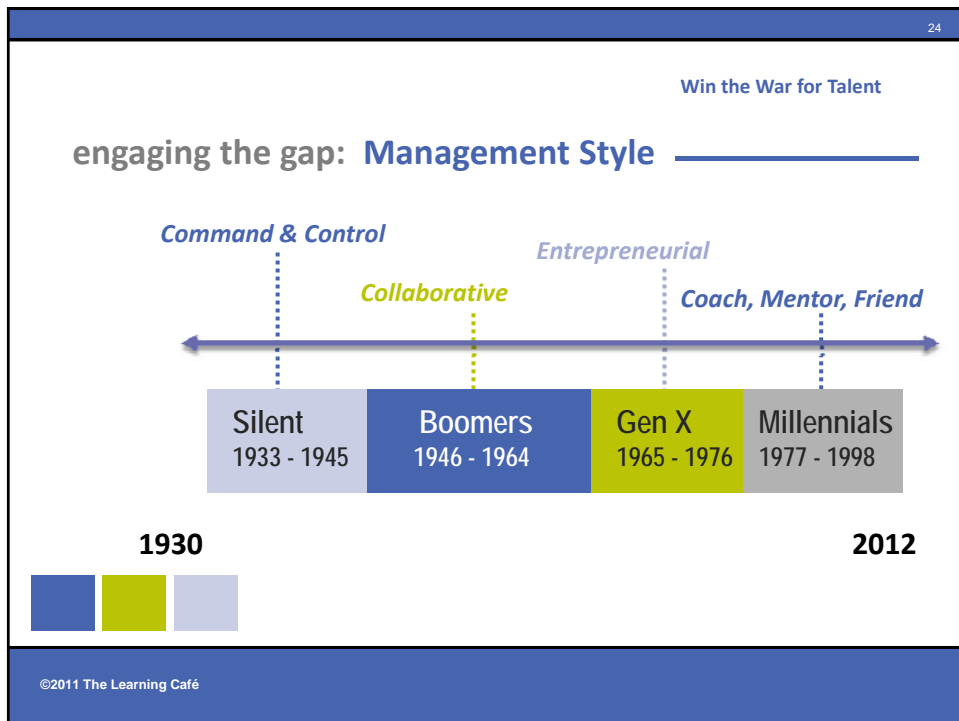
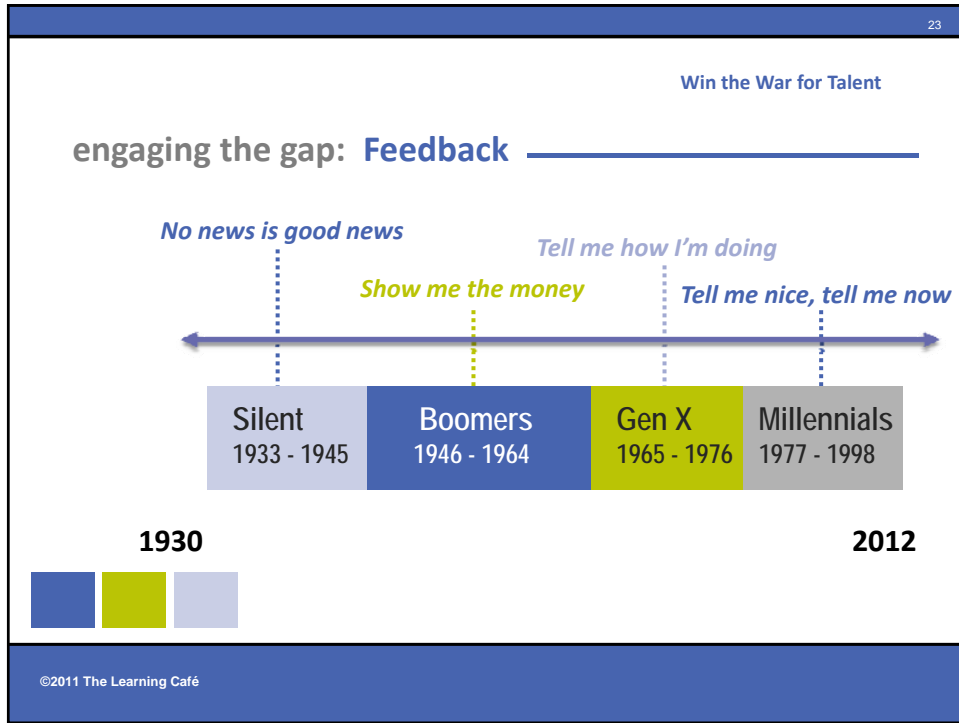
Silent 1933 - 1945	Boomers 1946 - 1964	Gen X 1965 - 1976	Millennials 1977 - 1998
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2012

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a Good Boss

1. creates *Climate*
energizes and empowers

Creates a positive, empowering, flexible work environment. 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*

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a Good Boss

2. customizes *Communication*
messages that matter

Makes messages meaningful. Small, daily actions add up to a larger communication pattern that either draws others in, or pushes them away.

- *Connects with people in person*
- *Expresses appreciation*
- *Tells people "you count"*
- *At least once a month "asks"*

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a Good Boss

3. clarifies Career coaching counts

Commits to the workforce a future of contribution, meaningful work and mutual success.

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

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A Good Boss

creates climate

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: *What's going well? What's not going well? What can I do to support you?*
4. Conclude all feedback by reaffirming the value of the employee to the team and the company.

customizes communication

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, keep a sense of humor, celebrate successes, connect with people in person and encourage relationship building.

clarifies career

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: *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?*

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

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Win the War for Talent

1. Be authentic & transparent
2. Hold meetings that matter
3. Practice hands-on management
4. Offer unique development
5. Provide a social climate
6. Be social media savvy
7. Create a “cool” career site
8. Create a non-hierarchical organization
9. Be socially responsible
10. Practice results based management



**Winning
in 2012!**

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.

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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.

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Thank you!

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

**The Learning Café
thanks you.**

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