

Baby Boomers

- Post war babies grew up to become radicals,
- Chased the “American Dream,” and many were able to achieve it.
 - Childhood and early adulthood were in the golden age of capitalism

Generation X

- Perceptions are shaped by having to take care of themselves growing up
- Came of age when the US was starting to lose strength as super power
- Found out politicians lie

Millennials

- Helicopter parents blurred the lines of authority
 - The traditional institutions of authority were challenged by parents trying to protect their kids
 - Y questions everything, not in opposition, but to gather information on those systems and processes
- Connectedness is a huge part of life
 - Millennials are never truly “away,”
- Work-life balance is crucial. Work is intertwined with life and play.
 - We watched our parents’ generation work hard and diligently, then get laid off, or lose retirement, or die young
 - Y is willing to work, but wants to enjoy life now
- Don’t look at large, established organization and think “I wonder where I’ll fit in here” They look at it and say “I wonder where YOU will fit in my life story”
 - Fit into the kind of work experience that they can fit into the kind of life that they are building for themselves
 - Because they grew up supervised and coached, they are much less likely to tolerate a “sink or swim” environment
 - Less likely to trust the organization to take care of them overtime, and so less likely to make immediate sacrifices in exchange for long term rewards
- Less obedient to “systems” and “organizational chart authority”
 - Their parents wanted and valued their opinion growing up
- “Career” is over. “Purpose” is now.

Generation Z

- Generation Z is just now entering the workforce, and the older group of Gen Z will have a lot of carryover from younger Millennials
- First full generation of “Digital Natives”
- One new addition, though, is UDL in public schools.
 - Lesson planning for each individual need – Universal Design Learning
- SINK OR SWIM MENTALITIES WILL NOT WORK

Common Myths

- Won't do the grunt work:
 - Millennials will do almost anything you tell them as long as they know that they are making a difference in the world and the company
- Want the top job
 - Immediate gratification is a thing
 - But Millennials are really looking to come into a company and start helping immediately
 - Remember, they chose you too.
 - Don't extinguish their flame
- Want managers to do their work/don't respect elders
 - Millennials grew up over supervised, and their parents often asked for their opinions
 - They still respect leadership, though they may not treat it in the same way it has been in place
 - They absolutely need respect too
- Disloyal
 - Because of that, they aren't willing to wait around if they get shoved in a corner waiting for some imaginary "tenure"
- Money doesn't matter
 - Don't be silly
 - Inflation continually rises, along with college tuition (+1,000%) since 1970s
 - It is a threshold issue

Researching this topic I found that each generation has struggled in the same areas. The biggest difference is that with education, many young people delay markers of adulthood (children, mortgage) until later (28ish), so they are less tied to one job because they are more free.

On top of that, each generation looks for the same things at work.

- Have meaning, value, purpose
- Utilize strengths
- Be acknowledged and praised
- Be a part of something bigger than yourself

Maslow

- Abraham Maslow came up with his Hierarchy of Needs in the 1940s
 - It's made up of Basic needs (food, water, shelter)
 - Psychological needs (friends, accomplishment, self-esteem)
 - Self-fulfillment needs (reaching greater potential)
- Pay satisfies basic needs – Food, shelter, security
 - Employees can get that (pay) anywhere
- Each generation wants the same things out of work

- Some change priority by a few percentage points
- Pay, vacation, insurance... are all threshold issues
 - Gets the employee in the door, but doesn't keep them

Recruitment:

Title Slide

Younger employees are much less likely to tolerate a job or atmosphere that isn't conducive to them. They actually have a huge intolerance for BS (they can find the story behind anything with a super computer in their pocket)

Have a website

Let's get one thing out of the way right now:

- Bottom line: If you're not visible, interesting, user friendly online, you might as well not exist for millennials
 - Make sure you're attractive and visible online
 - Simple compelling messaging
 - Seek out Energy Circle
 - Or StoryBrand

Mission/Vision/Core Values

- Younger generations have been advertised to their entire lives (targeted tv ads, Youtube ads, website ads, college ads...). They have only been consumers, and therefore carry that consumer mindset everywhere.
 - Employers have only focused on exterior brand that they neglect internal brand
 - Employees are your new customer base
- Is your culture there by default, or there by design?
 - Create Mission/Vision/Core Values to help shape culture
 - Is your culture hurting or helping your organizational goals?
- You need to know who you are, and what you do, and communicate it clearly
 - You CANNOT create a mission or vision and place it on a wall and just leave it.
 - Millennials are not great at subtle hints, they need those clear ideas/principles to live by and be excited about
 - Core values have to be engrained in everything, and come from management (by example), and move down.
 - You should also hire by core values, so that the entire organization believes in those values
 - Employees have to be a "culture fit" before they meet all the necessary requirements

- Employee could quit, or force others to quit because they don't fit the culture. They are then a liability, and not an asset
- To boil it down: AUTHENTICITY MATTERS

Employee Value Proposition

- Employees need to know what they will get from working for you
 - If you have a Customer Value Proposition, you need an EVP
- If all you have to sell is “one-size fits all” career paths and “sink or swim” management, you'll run out of employees

Until you have a positive, value led culture, you will keep swimming in circles with bad hires.

The reason for this is that a lot of times we're faced with two recurring themes in hiring new employees

- Employees are oversold a crummy job
- Employees go through a highly selective and lengthy hiring process for ... a crummy job
 - We need to take these first steps to fix the recruitment process so that we can stop having to struggle with it
- Ray Anderson of Interface Carpets
 - Forklift driver said “I help save the planet” when asked “what do you do”?
 - <https://vimeo.com/gpsstudios/review/315914934/525f7b0ebb>

Defining your Mission/vision/values are imperative to millennials. According to Deloitte, Millennials personal values/morals rank highest when they make a decision, and company values rank 5th. (behind impact on customers, personal goals, core values)

- You need to define your company values, then hire employees whose values match your company's

Employee Referrals

- If you have employees who demonstrate what you want in a new hire, ask them if any of their friends would be willing to come to work for you
 - An Employee referral program could help the process
- This allows them to have a friend at work and could help create a greater work-life balance
 - It is their friend that you are hiring, so they have stake in it. Maintain communication with both parties
- If no one takes you up on trying help find new employees, take stock of what that tells you about your company and culture

Teachers and Counselors

- This doesn't necessarily pertain to trade schools/community colleges only.
 - High schools also have trades classes

- If counselors are connected with students then they know that college isn't "one size fits all"
- Helps create value for you in gaining employee referrals, and for them, gaining a positive reputation among their students
 - Keep communication open during hiring
- My brother's machine trades teacher knew every shop in town, and which students would fit in at which shop

Online Job Posting

- Job seekers will spend more time preparing and applying for jobs that appeal to them emotionally
- The ad needs to describe what the organization does, and what the applicant will be doing in that organization
 - Do not begin to oversell a crummy job
- State your core values, because your organization lives by them
- State what you want in a candidate
 - These are things that can't be taught
 - Shows applicant whether or not they fit immediately

Be Selective

- It's better to leave a position unfilled than pick an unfavorable candidate
 - 1 in 6 new hires leave
 - Cost 90% of salary to replace
- Ask for additional information
 - Resume, cover letter, etc.
 - ~~"After reviewing your resume and cover letter I'm interested in learning a little more about you to see if you would be a good fit for our team. Please respond to this email explaining how you exemplify each of our company's core values at your last or current place of employment"~~
 - Write your own response to the questions you ask
 - Gives you the chance to see how THEY interpret YOUR core values

RETAIN

Employee Benefits

- I don't want to spend a lot of time on perks and benefits, because for the most part, they are a threshold issue
- Note that flex time, and flexible working location appeal to a greater work-life balance. Something that 53% of workers say that they want

If employees don't have great managers, if they don't know what's expected of them or if they are not in roles that match their talents, then the longest possible list of perks is not going to be a cure-all

Day 1

- Only 12% of employees believe that their employers do a good job of onboarding
- Marines have an onboarding process that is all called “boot camp”
 - Take an ordinary human, and transform them into a person with a unique set of values and skills, who is so connected to their mission that they will walk into the line of fire and win battles; A marine.
 - They build 40,000 new marines every year, with a washout rate that is so low it can hardly be measured.
 - Most effective employer of 18-22 year olds in the world
 - How can you replicate the intensity, connection to mission, belonging, continual learning and take them seriously every day?
- No matter how long or short the orientation process is, don't drop your employees into a demoralizing workplace afterwards
- Let them be “idea guys” and foster their development there
 - Encourage them to think about work
 - If you're digging a foundation, how can you dig it better?
 - If you're building on a foundation, how can you build better?

Coaching Intro

Strength based, engagement focused, performance oriented coaching

Show them you care

Care enough to help them succeed at work

Younger people have less life experience, and thus fewer points of reference to compare circumstances, people, and relationships

- Have them think about questions as it relates to themselves
 - Where am I? Why am I here? What is the mission of the group? What is at stake for each person? When did they get here? What role does each person play? How do they do things here? What is my appropriate role in relation to other people here/the mission?
- Know them as individuals
 - Use their names
 - How long have they been there/What are their tasks, schedule, travel schedule, etc.
- Invest your time in them
 - You can have strong relationships with up to 20 direct reports

- Anyone who is managing others should be top priority
- Focus on those whose work cannot go wrong without great cost or injury to themselves or others
- Choose 1-2 new people each day to spend time with
- One star performer, and one problem
- How are you? What is your top priority right now? What can I do to help you?
- Give concrete actionable advice
- Don't pretend to be a parent. You are an authority figure. They have been closer to authority figures of all types than other generations.

Provide Structure

Since they were kids, everything has been hyper-scheduled. Lock down drills, practices, individual learning plans...

- Establish clear boundaries, with a structure they can function in freely
 - Don't tell them to do it how they want, when you already have a plan on how it should be done
 - Creativity shouldn't include recklessness
- Set Ground Rules
 - Should not include your pet peeves – That is something you communicate, but should not be a rule for everyone to follow
- Give them matters of first impression
 - Use them to help workout the early stages of your creative process
 - Make sure you communicate that you will take project lead
 - Follow up regularly to review the employees process
 - What steps have you done? What will you be doing next?
 - Give clear goals with deadlines and measurable results
- Help them keep score
 - They want to get credit, and are eager to prove themselves
 - They want to compete against themselves, and develop themselves
 - Give out gold stars (Bones for football helmets)
 - How can points be earned or lost?
 - Give checklist and points for every QA achieved
 - Give / takeaway points for every minute early/late
- Negotiate special rewards in small increments
 - Rewards are attached to actions in their direct control
 - Traditional compensation vs. rewards
 - My boss actually did this when I was working as a carpenter
 - “if you do XYZ by yourself, I'll give you this...”
 - Compensation talk always revolves around traditional rewards/long term vesting
 - Traditional benefits seem farfetched to them, as they've seen benefits continued to get pulled and lost by their parents
- Have clear career paths

Keep track of their performance

- If you have an employee with a consistent performance problem, shadow them to observe how they work with that problem
 - Ask other employees and managers for feedback on your employees
 - Don't forget to ask you actual employees, too
 - Project plans, work diaries, activity logs, etc.
- Story on Nuclear submarine Commander
 - Gold Stars
 - Air Force Commander started giving gold stars to his radar techs as a joke, but it stuck. Everyone worked harder for their gold star.

Give them power

- Power is about control of resources, wielding of status, authority to make decisions, and autonomy to take action
 - They don't have the power to ignore the tasks they don't like
 - Don't have a title that's recognized as power from their coworkers
- The more structure you provide, the more power they have to move within the structure provided
- Lend them your power
- Let them know where they stand within your organization

Teach them how to manage themselves

- Teach them to make the most of their time
 - Help them set priorities
 - Communicate clear big picture priorities
 - Let me know what is high and low priority
 - Help eliminate time wasters
 - Recommend a time log
 - Teach them how to live by a schedule
 - Tardiness is almost always a result of poor planning
 - They're the most scheduled generation, so they love schedules
 - Make a schedule working backwards from the start time of event
 - Tell them to block 56hrs a week for sleeping
 - Teach them how to make a plan
 - You have to know how long each task will take
 - Teach them to take notes and use checklists
 - In one ear and out the other
 - Teach workplace values
 - Millennials tend to be more idealistic
 - Wellbeing of the planet, human kind, and their coworkers
 - You can't teach them values, but you can teach them how to behave
 - Show them how to be good citizens of the workplace
 - Create shared meaning
 - Decide what really matters, and keep it simple
 - Millennials have giant BS detectors
 - Judgment/critical thinking

- Expose them to new experiences
 - Rotation programs- Exposing them to different tasks/departments
- Teach them to be strategic
- Teach them to look at past experiences
 - Stop and reflect on decisions/actions made and outcomes

Self-evaluation

- Productivity
 - Am I getting enough work done? Do I need to focus my time better? Do I need to postpone lower priority tasks?
- Quality
 - Am I meeting or exceeding? What can I do to improve? Do I need to start adding more to my product
- Behavior
 - What can I do to be a better work citizen? Are there behaviors to eliminate or add? How can I take more initiative without overstepping my bounds?

Communicate

12% of employees have had conversations with their managers about reaching their goals in the last SIX MONTHS

- Establish a regular time and place for 1 on 1
 - In person meetings are preferred over telephone
 - Don't continually cancel the calls
 - It's a powerful statement that you care enough to set this person up for success
 - constant communication loop for:
 - ongoing feedback
 - short term goal setting
 - coaching
 - trouble shooting
 - course correction
 - accountability
 - Create a focused routine for 1 on 1
 - Set time for meeting to last
 - Set agenda – present agenda in writing
 - Customize 1 on 1 for each employee

Figure out how often to meet, what topics to cover, length of meetings, etc

Mentor Program

With all the added pressure on managers to now coach, and be much more involved than many previously have been, we can take some of the strain off of them with a mentor program.

- Mentorship Program shows the employee that the company cares
 - Creates added accountability
 - This can help reduce turnover rates
- Greater communication among employees/organization
 - They can help guide and answer questions from inside the organization, instead of employees finding information elsewhere – Like from a recruiter
- Can help train and develop employees
 - Face to face style training is the most effective for retaining information

Talent Development – What it can look like

The last point on Maslow's Hierarchy is self-actualization – where a person realizes their full potential

- A person cannot do this without learning and development
 - We have to hire expecting to train
 - Despite the talent shortage, a lot of companies don't focus enough on developing their own talent
 - 43% of construction firms don't even have an annualized budget for talent development

Ask Yourself

When planning strategic talent development

- Take stock of the talent you have
 - What skills/knowledge do they have
 - What skills/knowledge do they want
 - What skills/knowledge do you need?
- How will those skills align with company goals, employee goals,
 - AND the Mission
 - AND the Vision
 - AND your Values

What resources are available to you for training now?

Ted Benson has a story about getting his hair cut, and his hair dresser was telling him about the ongoing education she was going through to keep her certification. Part of it was state required, but the majority of the training she had to keep up with was because her salon required it of her. He couldn't help but think of all his builder friends that don't offer/require any training for their employees.

Engage

Graph

Gallup tracks employee engagement, and here are their findings since 2000

- In their most recent survey (not out yet) they found
 - 34% engagement
 - 53% not engaged
 - 13% actively disengaged

This matters because 51% of employees across all industries in the workforce are actively looking for another job

Engagement Statistics

- Engaged workers tend to be more mindful of their surroundings. They are more aware of safety procedures and want to keep themselves and coworkers safe.
- Engaged workers make more of an effort to show up to work and do more work, resulting in a decrease of 41% for absenteeism and a 17% increase in productivity
- High turnover firms realize on average a 24% decrease in employee turnover when they focus on engagement
- Because engaged workers care more about their work and performance, firms with high engagement can see a 40% drop in quality defects
- Because engaged workers are more present and productive, they are more attuned to the needs of customers, resulting in a 10% increase in customer satisfaction, and a 21% increase in overall profit.

When employees' needs are met, they don't just become "happier" they become better performers.

Basic Needs

I know what is expected of me

- Define implicit and explicit needs
- Paint a picture of how the employees work should look, and how it relates to company vision

I have the materials to do my job

- This is a huge indicator of job stress
- Know your employee's needs, and be honest about what you can't provide
- What compromise (if any) can you reach to help your employee with their material needs?

Individual Needs

I have the opportunity to do what I do best

- This is the #1 thing employees consider when they are looking at another job
- Matching a person with the right job is a difficult responsibility
 - It's important to know what strengths your employees bring to your team

In the last 7 days, I have received recognition for good work

- Employees who do not feel adequately appreciated are twice as likely to leave in the next 12 months
- Learn how your employees like to be recognized
- Face to face recognition means the most, followed by recognition from their supervisor, then CEO, other managers, customers and peers

Someone seems to care about me as a person

- This alone can result in a 32% drop in safety incidents
- In a caring environment, employees are more likely to share information, new ideas, and support coworkers
- Intentionally give your employees time to invest in them
- Get to know them
- Respect them

Someone encourages my development

- Overall, this is the #1 reason for actually leaving a job
 - Development doesn't always mean promotion
- Have ongoing conversations about employees development and needs
- Understand that development is never a finished product

Teamwork Needs

My Opinions seem to count

- This alone can result in a 40% drop in safety incidents,
 - And 25% less turnover
- Leaders can't survive on their own, nor do they have all the answers. Asking for and considering individuals' input leads to more informed decision-making and better results
- managers proactively ensure employees understand how a situation resolves after they offer an opinion or suggestion, as well as why a recommendation may not be possible to implement

My Job is aligned with company mission

- Employees have to know how their job connects to a higher purpose
 - A major motivator among younger workers
- Clarify and promote company's mission to team members

My team is committed to doing quality work

- There is a vast difference between being assigned to a team, and identifying with that team
- Employees need to be in an environment where there are mutual trust and respect for one another's efforts and results.
- Recognize quality work when done by team members

I have a best friend at work

- Despite the pressure that this element can bring up, to deny friendships is to deny human behavior
- This element is a predictor of performance
 - When employees feel a strong affiliation with teammates they are driven to take quality actions to support the business – actions they may not consider otherwise
- Employees need their basic needs met first. But having a work friend can turn casual conversations into innovative discussions
 - If basic needs aren't met, friendly conversations often turn into gripe sessions

Growth Needs

Someone has talked to me about my progress

- It is crucial for employees to know how they're doing, their managers' perception of their work quality, and where their career path is headed
- When managers regularly check in with their employees, they are more likely
 - to believe they get paid fairly
 - to stay with the company
 - twice as likely to recommend the company as a great place to work
 - Less likely to have safety accidents
- Communicate often and honestly
- Make effort to avoid micro-managing
- Learn employees goals and how you can help them reach their goals

In the past year, I have had learning opportunities

- The desire to learn and grow is a natural human need, and one that is required to keep employees motivated and progressing
- Growth can take many forms
 - Learning to do a job better
 - Taking on additional responsibilities
 - Mentoring team members
 - Learning new skills/knowledge

