

The Millennial Workforce

For Exceptional Leaders Only

*Creating a Place Millennials Flock to,
and then Stay*



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State of Engagement



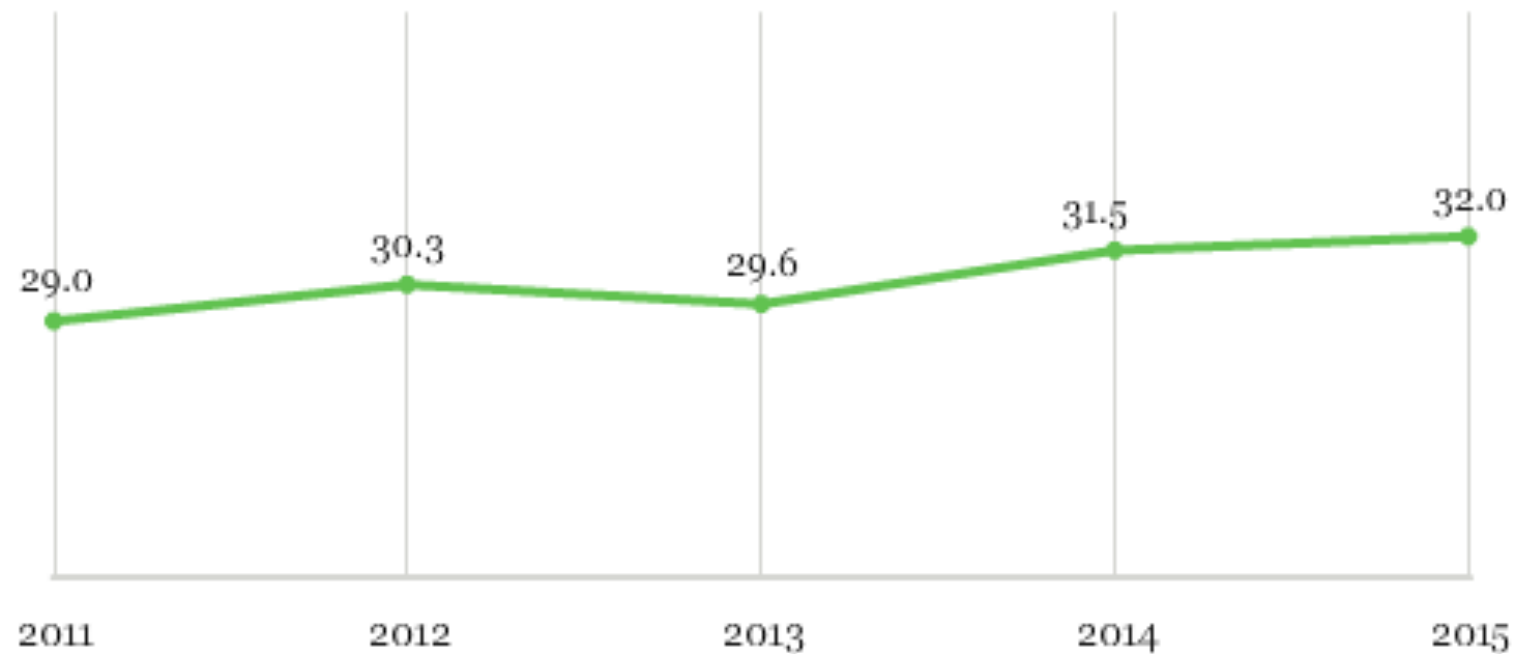
State of the Global Workplace



- Highly engaged? Only 13% worldwide
- 64% casually disengaged
- 24% actively disengaged
- Lowest engagement (China, Middle East, Africa, India at 8%)
- Australia and NZ twice as “engaged” as the rest of the world.

Employee Engagement Remains Stagnant

■ % Engaged employees



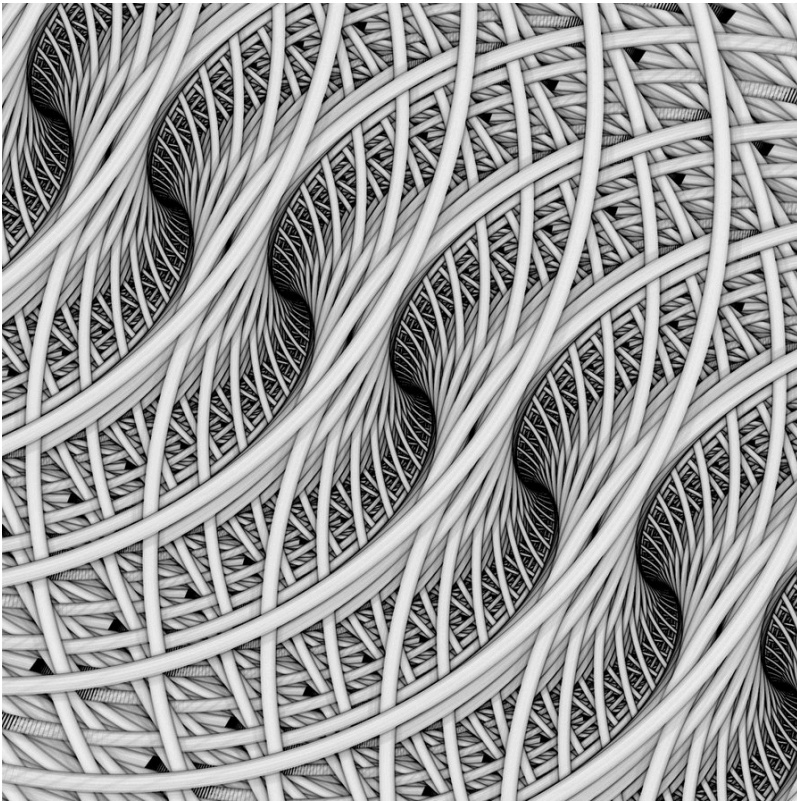
GALLUP®

Bersin Analysis on GlassDoor



Only ~ **50%** of employees would recommend their company to a friend.

Deloitte Human Capital Trends



More than 80% of companies rate their business as “highly complex”, creating more competition for highly skilled resources.

Brain Drain



Fact: A study of 23,910 business units compared top quartile and bottom quartile engagement scores and found that those in the bottom quartile averaged 31% – 51% more employee turnover.

Source: Gallup Q12 Meta-Analysis

Millennial Facts

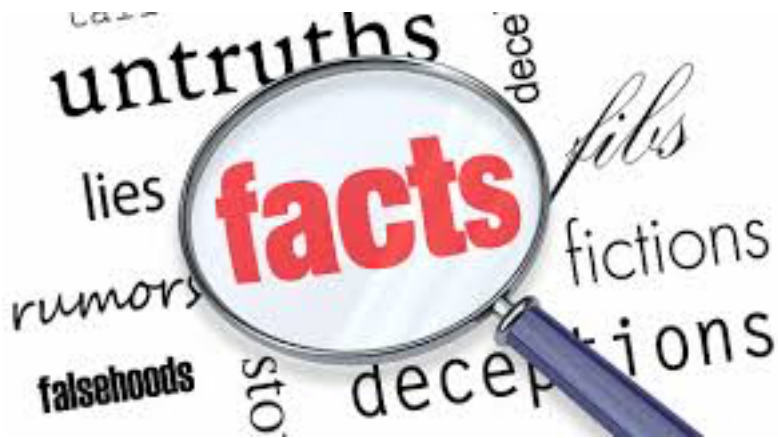


Millennials on the Job



Fact: By 2020, the Millennial generation will make up over 50% of the workforce.

Millennials on the Job



Fact: The Millennial generation has overtaken the Baby Boomers as the largest generation with 75.4 million members.

Millennials on the Job



Fact: The Millennial generation is:

- Selfish
- Ambitious
- Open Minded
- Narcissistic
- Self-Centered
- Worldly
- Socially Conscious
- Informed
- Sense of Entitlement
- Powerful

Millennials on the Job



Fact: 30% of employers lost 15% or more of their Millennials last year.

Source: Chicago Tribune

Millennials on the Job



Fact: 91% of Millennials do not intend to stick with their current job for more than three years.

Source: Future Workplace

Millennials on the Job

Half of all working Millennials believe “switching jobs helps you climb the corporate ladder faster”. ([MTV](#))

Only one in four Millennials have had more than four jobs in the last 10 years. ([Clark University](#))

Millennials plan to work for five different companies in their lifetimes. ([Millennial Branding/Randstad](#))

Millennials are no more likely than non-Millennials to leave their jobs in the next six months. ([Oxford Economics](#))

52% of Millennials think employee loyalty is overrated. ([Elance/Odesk](#))

58% of Millennials plan to leave their jobs in three years or less.

Millennials on the Job



Fact: “Stereotypes portray Millennial workers as self-absorbed slackers. But new research instead suggests many are workaholics who will put in long hours to win approval from the boss.”

Source: Project Time Off

Millennials on the Job



Fact: Study after study shows that Millennials are looking for growth.

Millennials on the Job

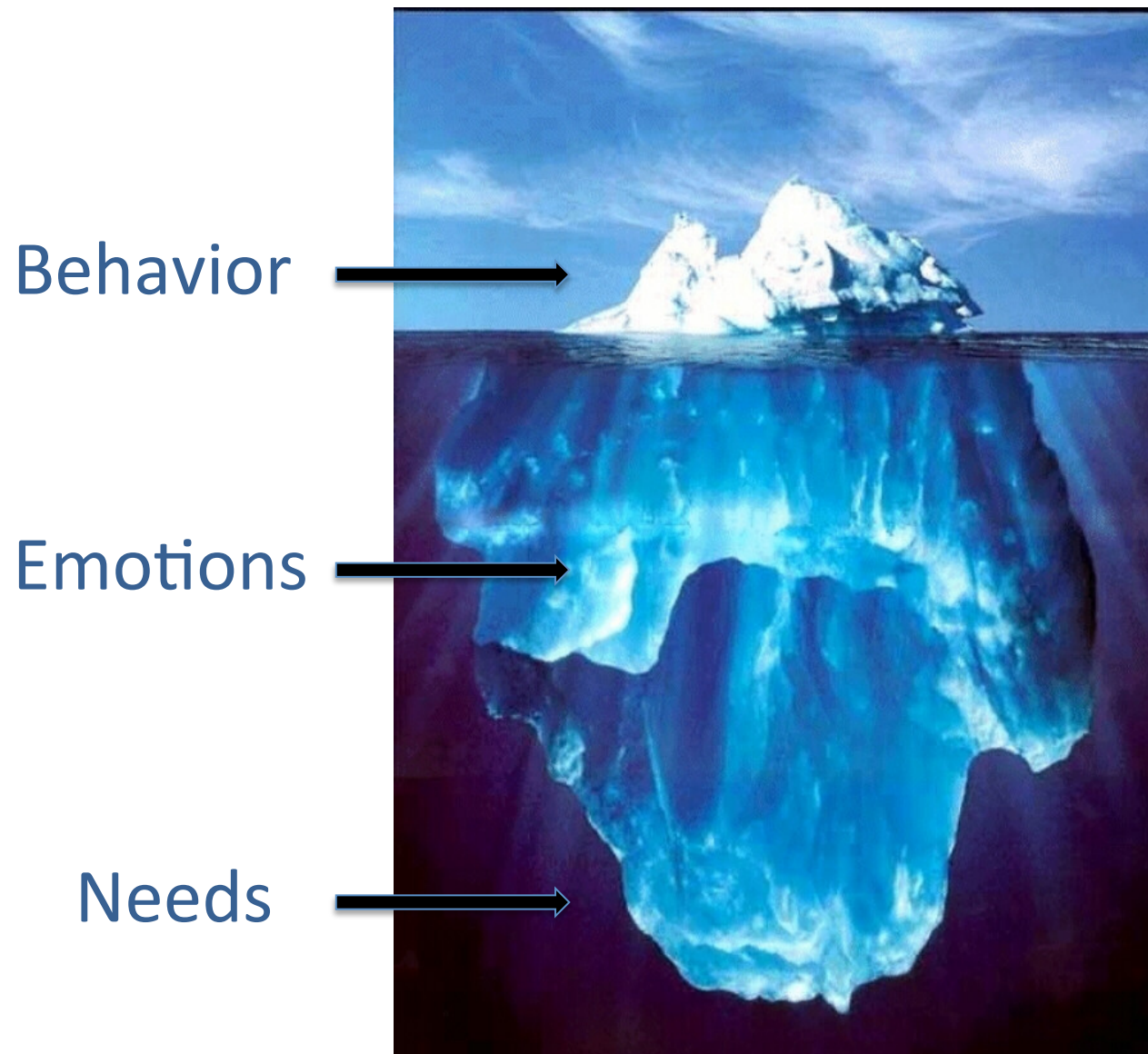


Fact: Millennials are just people.

What All People Need

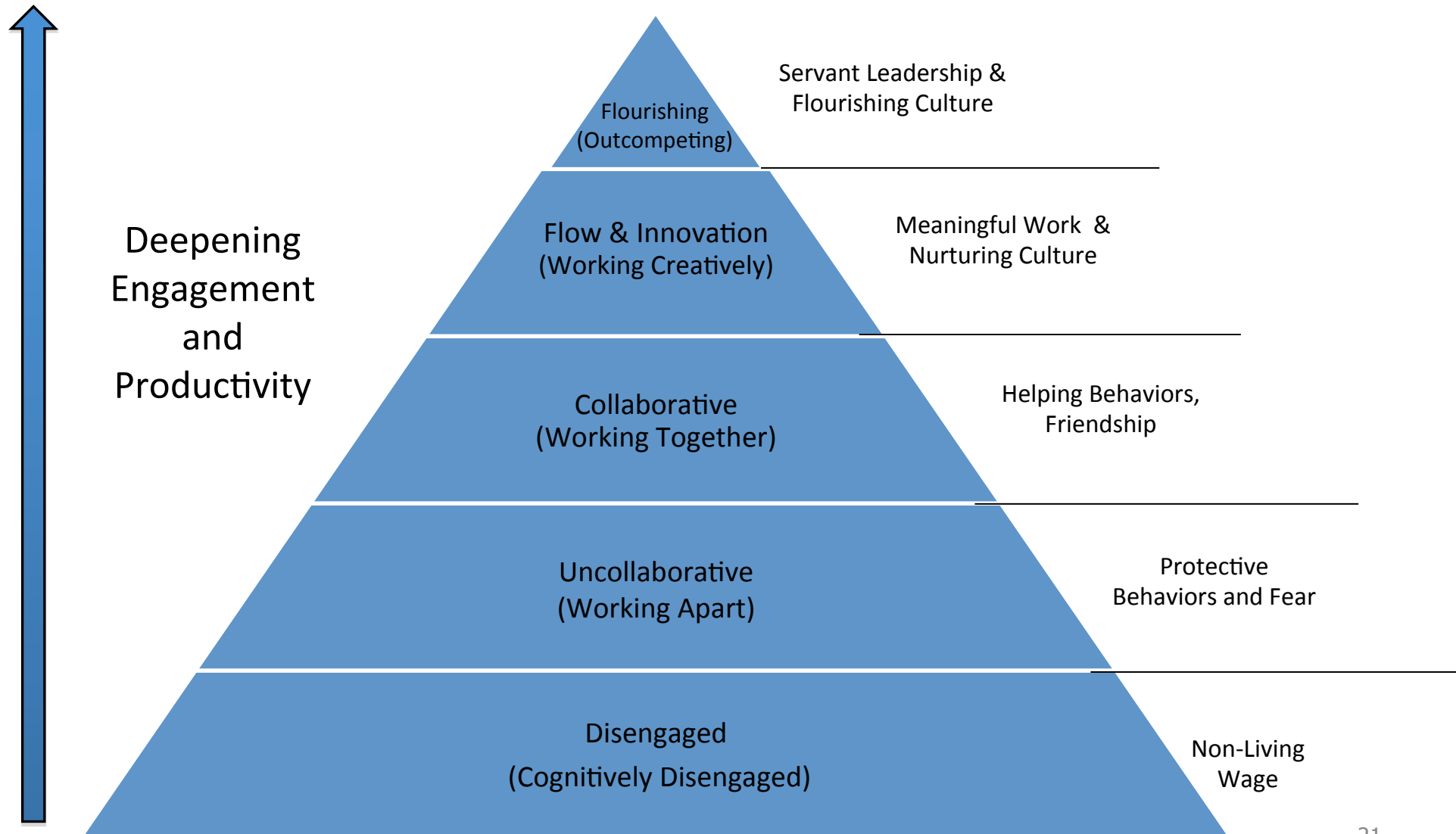


Human Needs



Behavior is the visible manifestation of human needs. Needs drive everything but remain unseen.

Maslow Applied in the Workplace



Needs Fall Into Categories



Today's Focus



Focus: Today we will be examining the impact of *Leadership Influence* on the workplace.

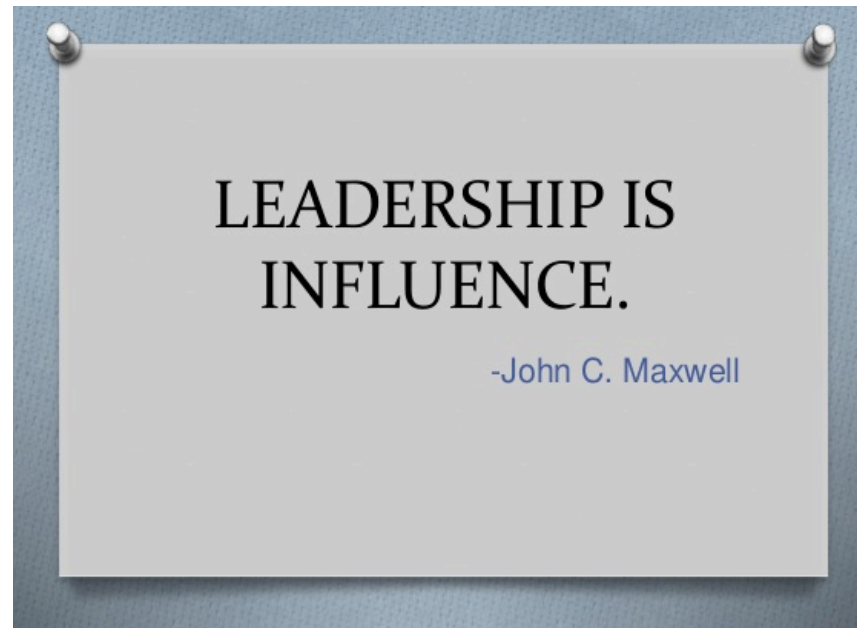
Question



Question: What is Leadership Influence and why does it matter?

Leadership Influence

Ensuring the Team Wins as One



“When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion.”

Dale Carnegie

Leadership Influence

Why it Matters

Leadership Influence impacts over 80% of an organization's culture. When it comes to culture, it is truly lead by example, because leaders are transmitters of behavior and the workforce are receivers. How the leadership team relates to others establishes the tone of relationships across the company.

Leadership Influence

Key Factors

Caring

Responsibility

Belonging

Vulnerability

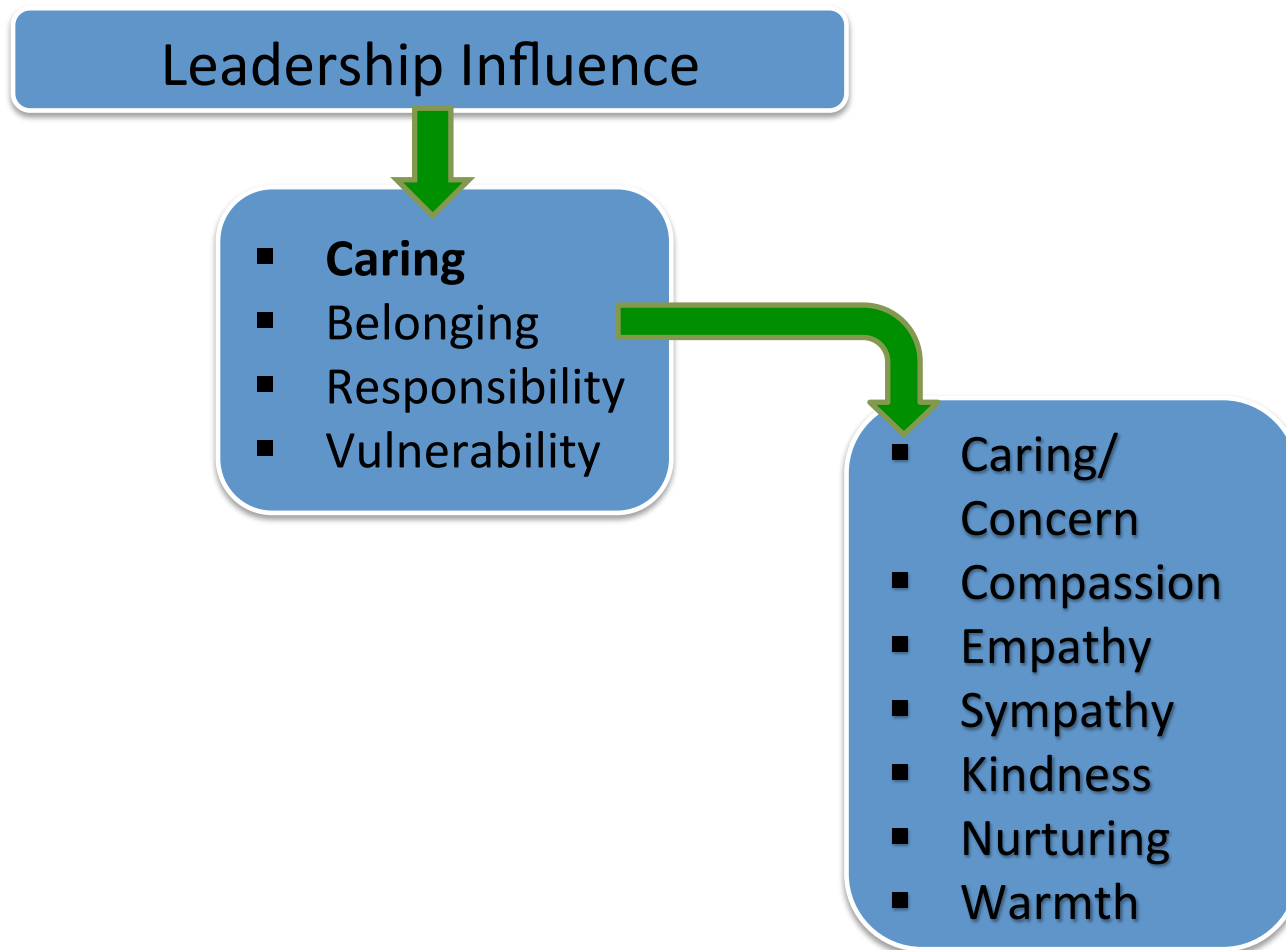
Caring – Why It Matters

THE ART OF CARING LEADERSHIP



Impact: Caring is reciprocal. When team members feel the organization cares about them and their success, they in turn care more deeply about their work and the success of the company.

Human Factors of Caring



10 Ways to Show You Care

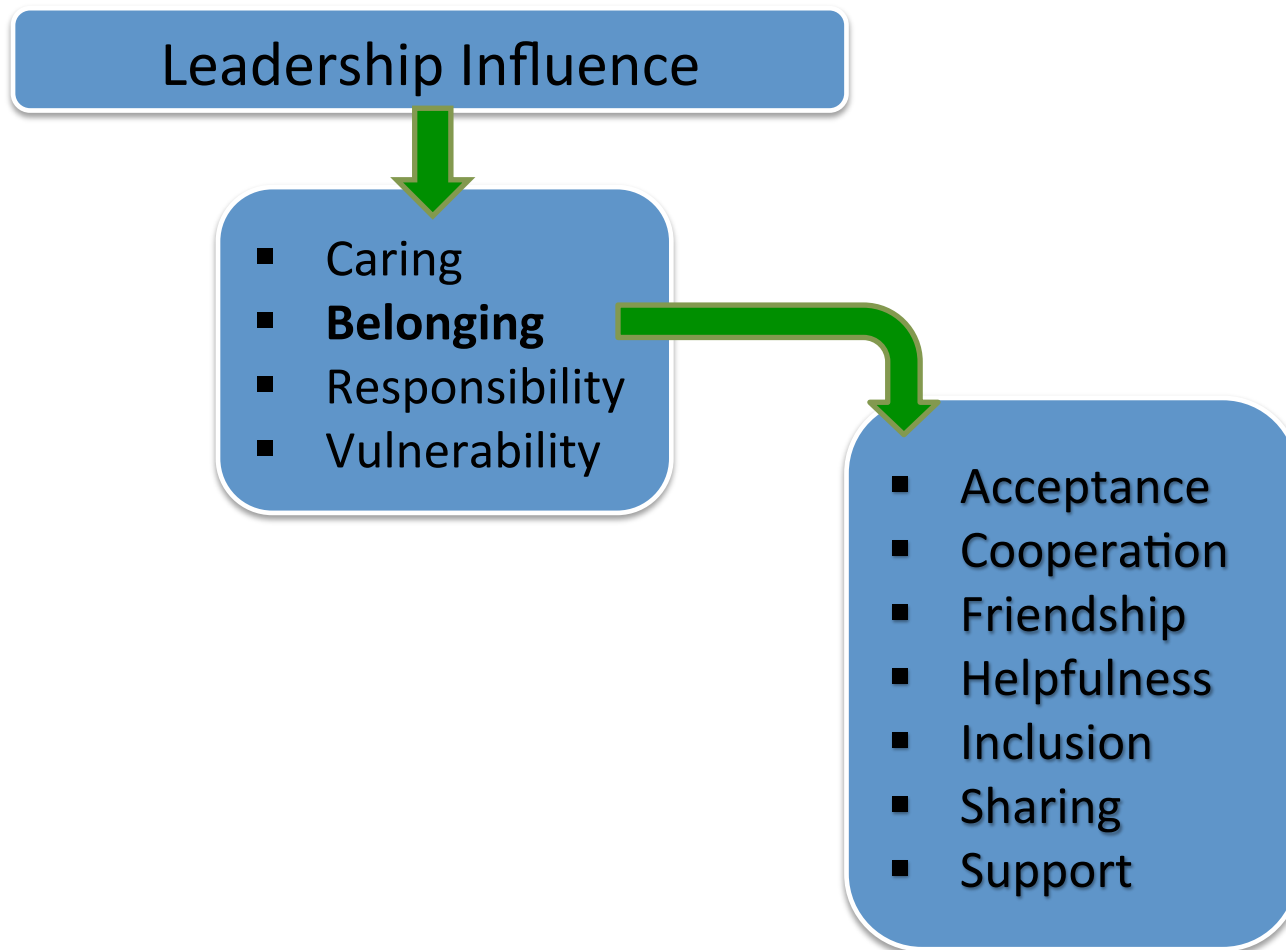
- Proactively Show You Care About Their Well Being.
- Try To Touch Someone Every Day.
- No Lip Service.
- Be an Active and Empathetic Listener.
- Understand Your People's Struggles.
- Take Different Routes Through The Organization – Meet Everyone.
- Introduce Important Guests To The People In the Company.
- Don't Forget About The Remote Workers.
- Don't miss the opportunity to take action when someone is struggling.
- Look for common ground and ways to connect with people.

Belonging – Why It Matters



Impact: Measures the degree to which the social behavior of leaders makes team members feel they fit in.

Human Factors of Belonging



10 Ways to Create Belonging

- Avoid acceptance issues by hiring to fit your culture.
- Be Yourself.
- Promote the value of all in the organization.
- Maintain balance/cooperation in the workplace.
- Check your biases at the door.
- Make sure team roles and expectations are clearly defined.
- Allow employees to celebrate cultural differences and share their tradition with coworkers.
- Use the social leaders on your team to encourage acceptance of new employees.
- Encourage employees to share experiences and build relationships.
- Make getting to know and formally introducing employees a part of onboarding new hires.

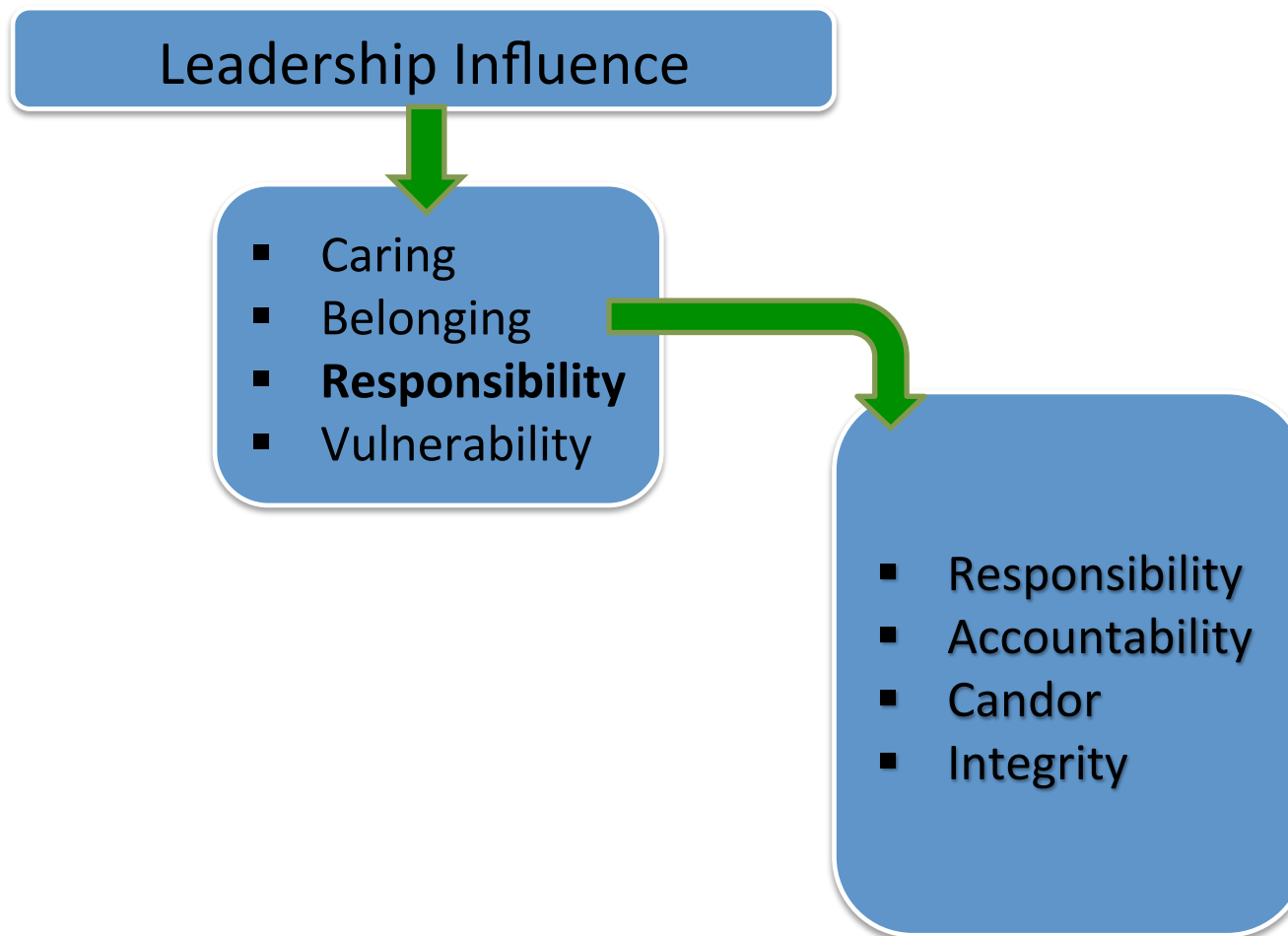
Responsibility – Why It Matters

“With great power,
comes great responsibility.”

Voltaire

Impact: Measures the degree to which the organizational culture operates such that the leadership team takes full responsibility for their commitments and the success of the team.

Human Factors of Responsibility



10 Ways to Create Responsibility

- When things are going well, share responsibility liberally.
- Show appreciation.
- Avoid 'finger pointing' and blaming.
- Assume ultimate responsibility for all that happens on your watch.
- Take responsibility by taking action.
- Encourage ownership.
- Give them freedom.
- Set high expectations.
- Provide encouragement and support for employees to give something back to the community.
- Effectively communicate your social responsibility efforts.

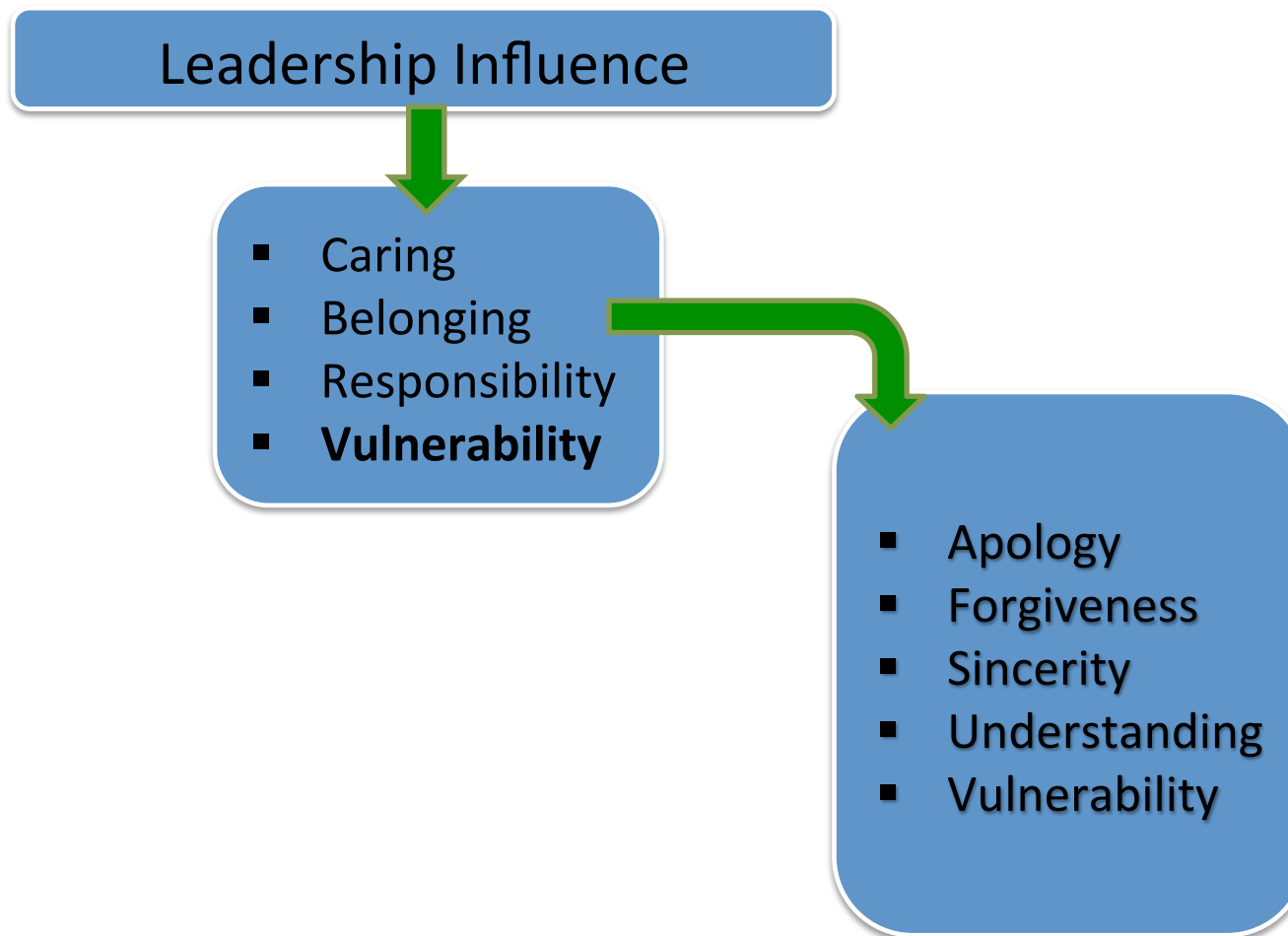
Vulnerability – Why It Matters



"But his
vulnerability is
what I like about
him."

Impact: Measures the degree to which leaders are able to share their weaknesses, forgive in order reestablish relationships, and sincerely apologize when they have wronged someone.

Human Factors of Vulnerability



10 Ways to Be Vulnerable

- Accept and share your vulnerability, don't mask it.
- Don't cover up your mistakes, share them.
- Ask questions and listen.
- Don't be defensive.
- Don't be a perfectionist.
- Show emotion.
- Reward effort as well as success.
- Ask for feedback.
- Share your weaknesses.
- Forgive others.

Great Cultures Retain Millennials



A Winning Culture Has Positive Leadership Influence

Fact: Leadership influence drives culture and engagement.



Manager Behavior	Degree of Disengagement
Ignores You	40%
Focuses on Weaknesses	22%
Focuses on Strengths	1%

A Winning Culture Grows Your Bottom Line



Fact: Organizations with the highest percentage of engaged employees increased their operating income by 19%, and their earnings per share by 28% year-to-year.

Source: Employee Engagement and Mentoring: An Empirical Study of Sales Professionals, Sange & Srivasatava, Synergy (January, 2012), Vol. X No. I

A Winning Culture Grows Your Bottom Line



Fact: Companies with engaged employees experience 3-year revenue growth of 20.1 percent, compared to 8.9 percent by industry peers.

Source: CLC Genesee the HR consulting and employee survey division of The Corporate Executive Board.

A Winning Culture Grows Your Bottom Line

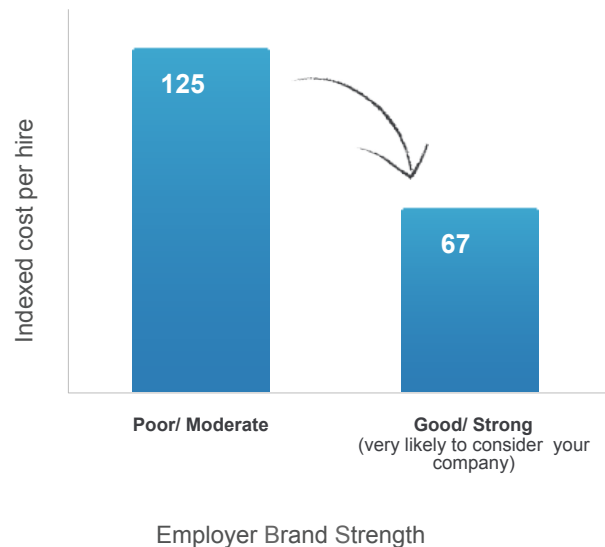
Fact: An 11 year study of how the culture of a corporation powerfully influences its economic performance revealed these surprising statistics:

	Average Increase for 20 Firms without Performance Enhancing Culture	Average Increase for 12 Firms with Performance Enhancing Culture
Revenue Growth	166%	682%
Employment Growth	36%	282%
Stock Price Growth	74%	901%
Net Income Growth	1%	756%

A Winning Culture Attracts The Best People

Figure 5

Impact of employer brand strength on cost per hire



Fact: “Companies with a weaker employer brand report a cost per hire that is almost double that of companies with a strong employer brand.”

Source: LinkedIn Hiring Solutions Research, 2012

A Winning Culture Lowers Turnover Expenses

Facts: Cost of Turnover – ROI Institute Data

Job Type/Category	Turnover Cost Range (% of Annual Wages)
Clerical/Administrative	50% - 80%
Professional (Sales Rep, Accountant)	75% - 125%
Technical (Computer Technician)	100% - 150%
Supervisors	100% - 150%
Department Managers	125% - 200%
Professional (Attorneys)	150% - 250%

Source: ROI Institute Cost of Turnover Study; RightProfile and JD Match 2016 (for Attorneys)

About PeopleProductive



“To win in the marketplace, you must first win in the workplace.”

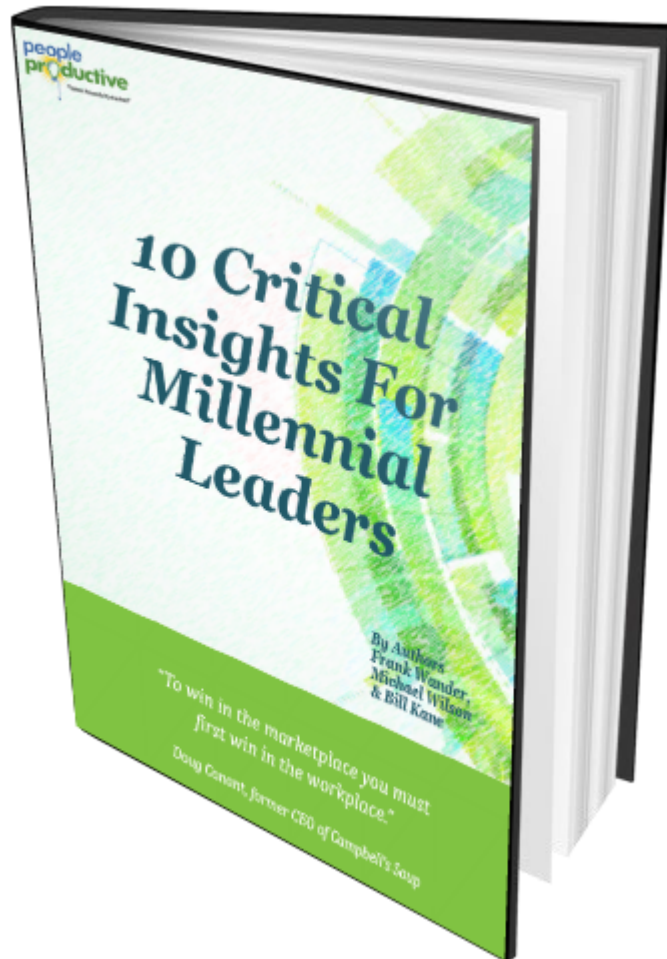
Doug Conant, Former CEO of Campbell Soup



PeopleProductive works with clients to methodically improve firm-wide outcomes by helping them build a winning and unbeatable culture. The focus is always on measurable ROI.

All results are tied to your metrics to ensure the focus correctly remains on business performance.

eBook



www.peopleproductive.com

THE ROI OF RETENTION

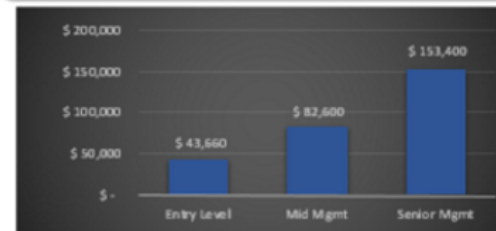
130 employees

Entry Level	Mid Mgmt	Senior Mgmt
65%	10%	25%



Average Annual Salaries

Entry Level	Mid Mgmt	Senior Mgmt
\$ 43,660	\$ 82,600	\$ 153,400



Cost To Replace (@75% of Salary)

\$ 32,745	\$ 61,950	\$ 115,050
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Annual Loss of Talent

@ 10%

8 people	1 people	3 people
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Annual Financial Loss

\$ 276,695	\$ 80,535	\$ 373,913
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The annual cost of turnover
in your company with an
attrition rate of

10%

could be
as much as



\$ 731,143

per year
due to

- *recurring hiring costs
- *loss of productivity
- *costly engagement delays
- *demotivated teams
- *company training
- *time to effectiveness

The Answer Lies Within Your Company

