Securing Your Workforce

Employee Retention in the Intelligence Age

GT | GaMEP
Georgia Manufacturing
Extension Partnership

Guest Speaker

Alfred Gardner

- **Education:**
  - B.S. Business Management – Troy University
  - M.S. Human Resource Development – Villanova University
- **30 Years in Human Resources**
- **Relevant Certifications:**
  - Professional in Human Resources (HRCI)
  - Certificate of Graduate Study in Human Resource Business Partner (Villanova University)
  - Facilitator Certification Process (DDI)
  - Facilitator Booster: Targeted Selection

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GaMEP at Georgia Tech: What We Do

- Automation
- Cybersecurity
- Energy
- Food Safety
- Industry 4.0
- ISO Systems
- Leadership Development
- Human Resources

- Marketing
- Organizational Alignment
- Plant Layout
- Process Improvement
- Quality
- Strategy
- Supply Chain
- Sustainability

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MEP National Network

Last year, GaMEP worked with more than **1,100** Georgia manufacturers to achieve the following results:

- **1,941** Jobs created and retained

- **$737 Million** in new and retained sales

- **$48 Million** in reduced operating costs

- **$84 Million** in plant investments

MEP
National
Network™

The Go-To Experts for Advancing
U.S. Manufacturing

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Agenda

- Mentimeter Polls
  - What Comes to Mind When You Think about Retention?
  - Select the Industry that Best Fits Your Role/Occupation.
  - State the Function/Department of Your Role.
  - Select the Year of Your Birth.
  - Did Covid Change Today's Workforce?

- Intelligence Age and How Did We Get Here
  - Worker Scarcity
  - Four Phases of the Global Economy

- Pyramid of Behavior
  - Generational Differences and the Influence on Behavior

- Securing Your Workforce
  - What should organizations do
  - What should leaders do
  - Transformation to what constitutes a "Job"

- Summary and Parting Thoughts

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Intelligence Age
How Did We Get Here

Worker Scarcity

Crude birth rate in the United States from 1800 to 2020*

- In 1825 birth rate was 54.7 per 1000 people.

- Continued to drop until 1945 and peaked in 1950 at 24.8 births per 1000 people.

Worker Scarcity...Birth and Death Rate Comparison

Crude birth rate in the United States from 1800 to 2020*

15.7   14.3   13.8   12.0
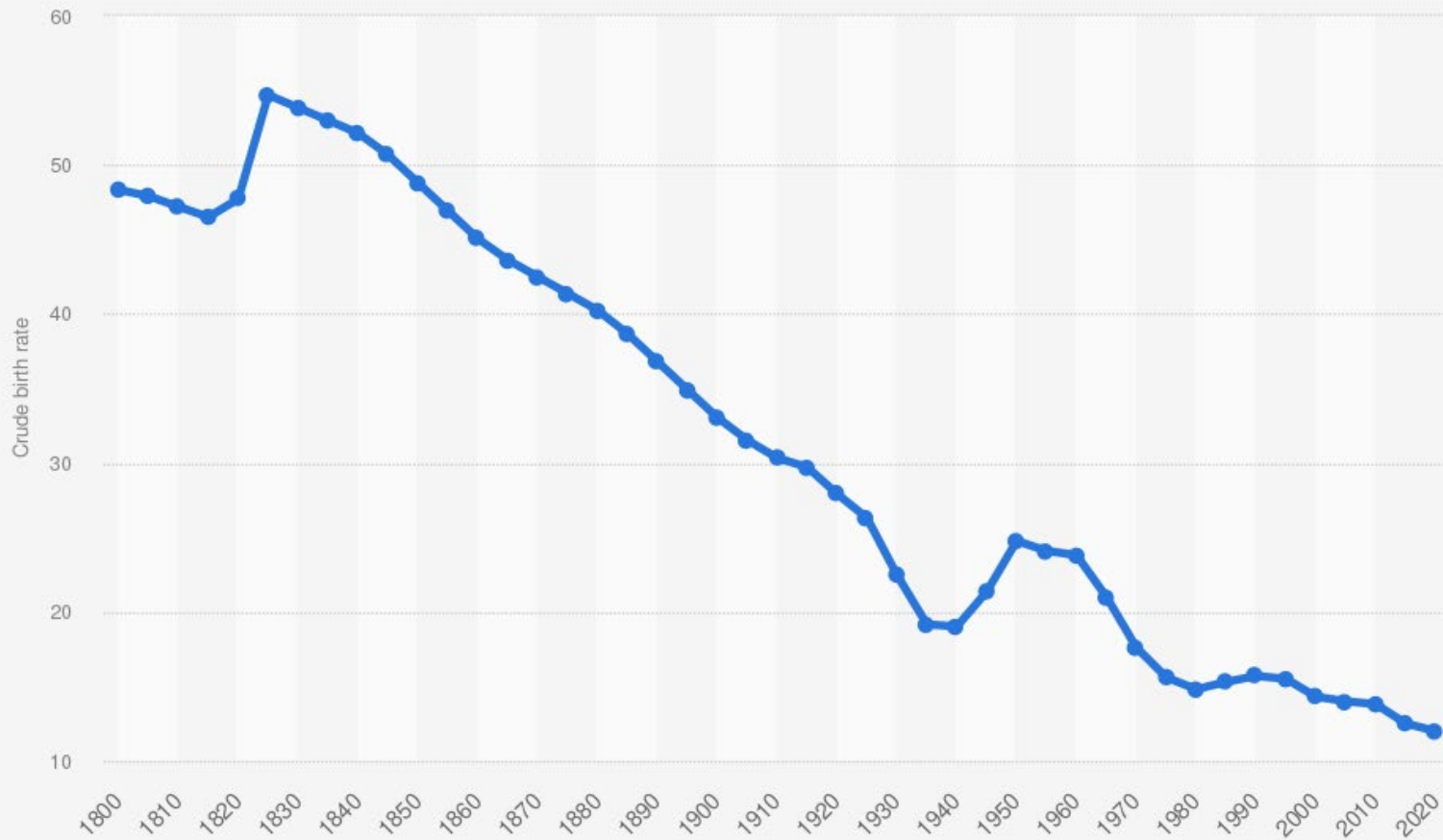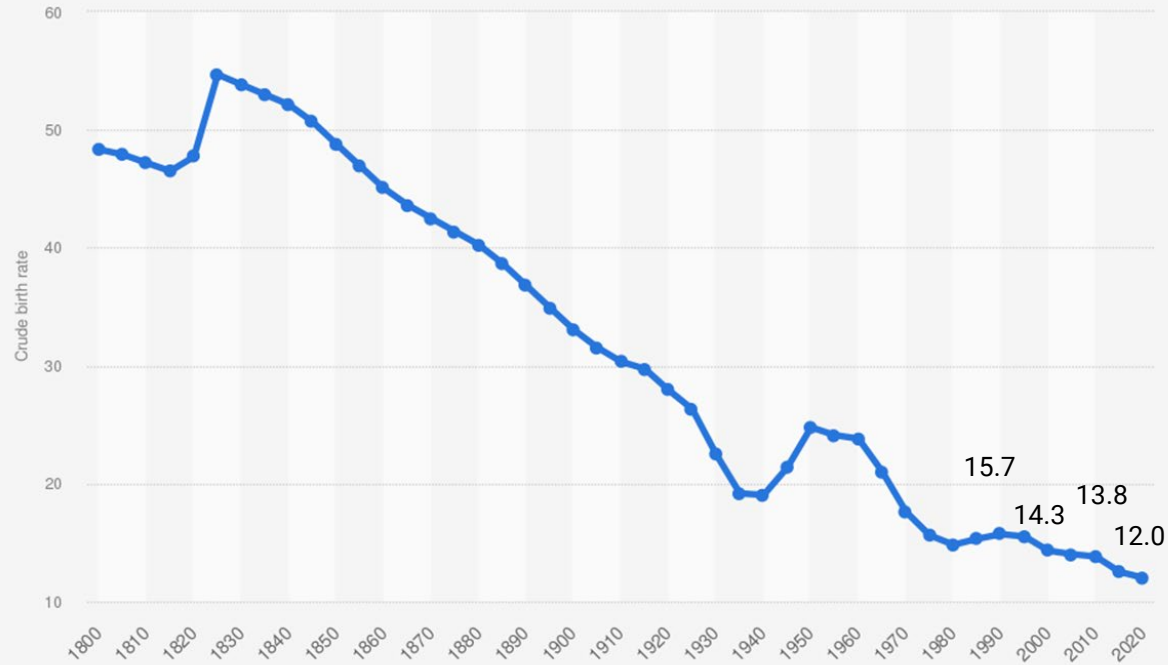
Sources
Various sources; UN DESA; Gapminder
© Statista 2024

Additional Information:
United States; 1800-2019

Crude death rate in the United States per 1,000

10.3
10.3

8.6   8.5   8.0

https://data.worldbank.org/indicator/SP.DYN.CDRT.IN?locations=US
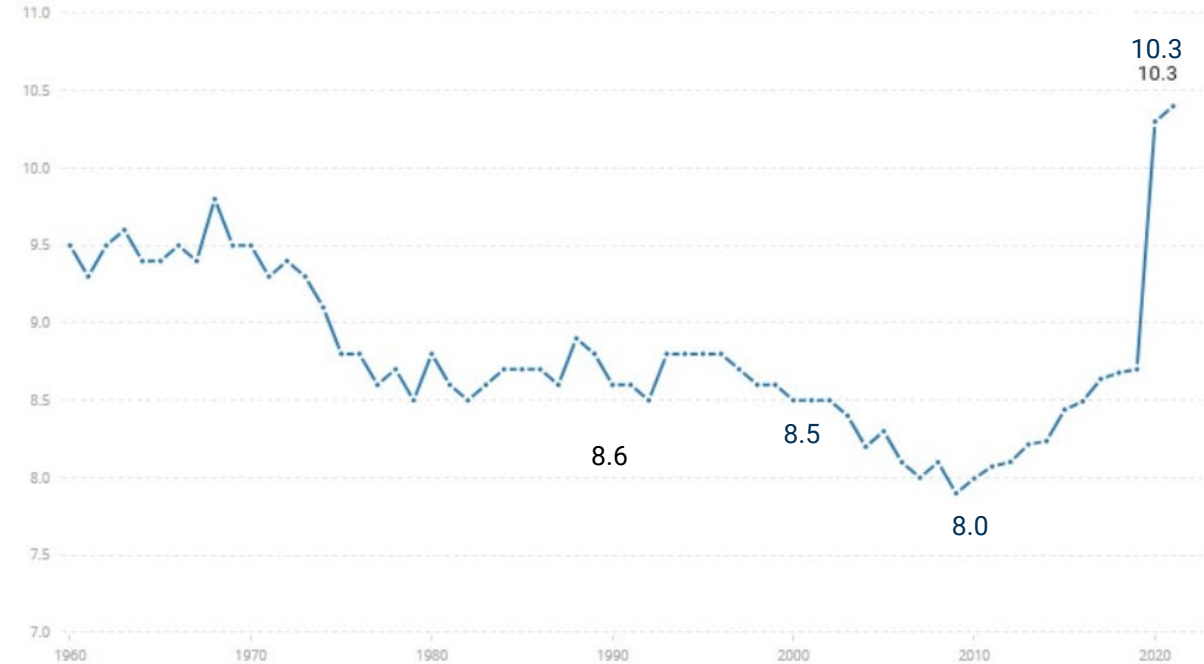
The difference between the birth rate and death rate:
- 1990: +7.1
- 2000: +5.8
- 2010: +5.8
- 2020: +1.7

How Did We Get to the "Intelligence Age"?

*Four Phases of the Global Economy			
Agrarian Age	**Industrial Age**	**Information Age**	**Intelligence Age**
As far as 10,000 years ago and still exists today	Began around 1760. Hand tools replaced by power-driven machines, mechanization	Began in the mid 20th century to the early 21st century. Economy centered on information technology	Believed to began in 2000. Information and artificial intelligence driven
Farming, merchants, oil companies, and shipping firms emerged	Manufacturers, auto companies, aircraft builders	Telecommunications, computer companies, media companies	Tech companies, e-commerce, Fintech, AI-based economy
Sample employers: farms, merchants, craftsmen	Sample employers: Standard Oil, GM, Ford, General Electric	Sample employers: IBM, Disney, AT&T	Sample employers: Google, Microsoft, Nvidia
Talent abundant Labor is replaceable In some cases, slave labor	Talent to be trained CEO succession Labor still plentiful	War for Talent Leadership pipeline Available labor begins decline	Shortage of skills Shortage of labor Not enough workers available
Hierarchical Talent Model and Industrial Management Style has Lost its Effect in the Age of Intelligence			

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Pyramid of behavior

Generational Differences and the Influence on Behavior

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Traditionalist (1925 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Millennials (1981 – 2000)	Generation Z (2001 – 2020)

Shaped by: The great depression, World War II, radio, and movies

Worldview: Obedience over individualism; age equals seniority; advancing through the hierarchy

Shaped by: Vietnam War, Civil Rights Movement, Watergate

Worldview: Achievement comes after paying one's dues; sacrifice for success

Shaped by: The AIDS epidemic, fall of the Berlin Wall, the dot-com boom

Worldview: Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

Due to outsourcing, Gen X parents/grandparents lost high paying manufacturing jobs. Outsourcing limited opportunities for Gen X and future generations……

Behavior/Actions

Pyramid of Behavior

Values

Why is there a drastic change in 'World View' with Gen X?

Life Experiences – Family Environment – Societal Norms

Sectoral Shift: The U.S. Labor Market

Total private nonfarm employment. by industry (in millions)

Industry	Employment
Manufacturing	15.4
Retail trade	5
Professional & business services	3.22
Leisure & hospitality	3.03
Construction	2.69
Wholesale trade	2.44
Education & health services	2.37
Financial activities	2.09
Information	1.72
Other services	0.93

1953

https://youtu.be/4wAHs_oG05k

statista

Source: U.S. Bureau of Labor Statistics

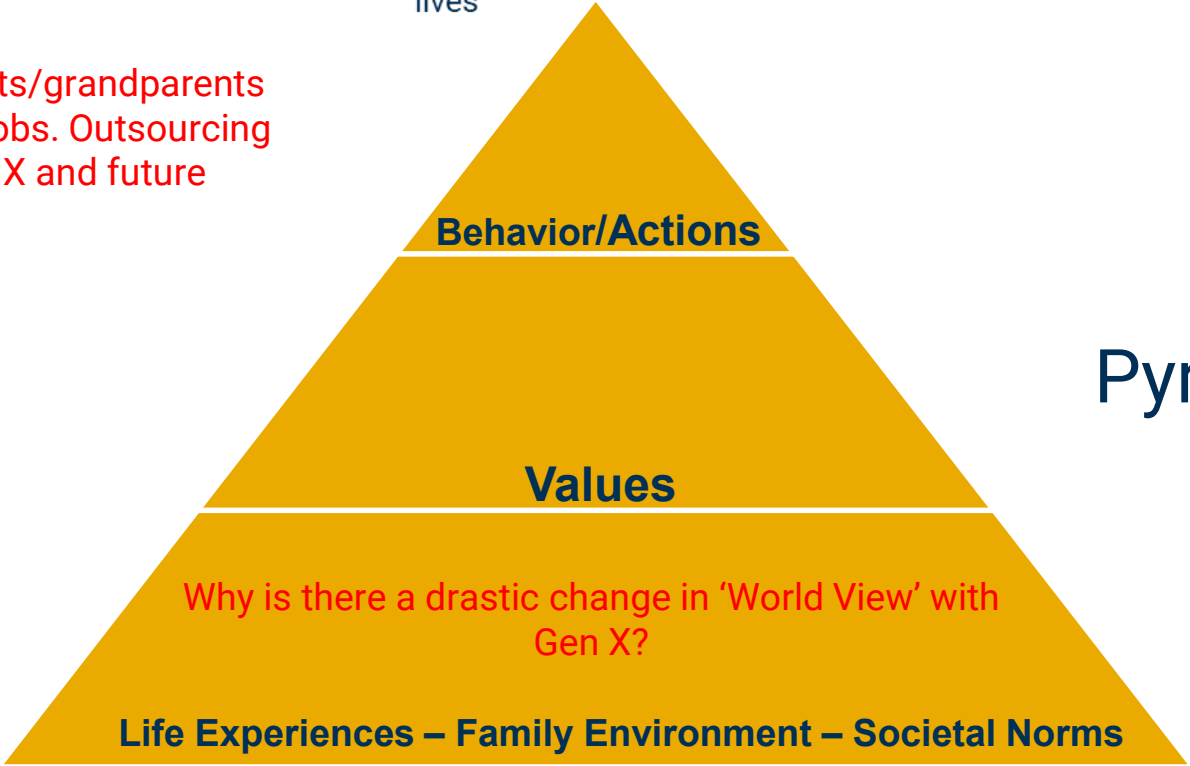| Traditionalist (1925 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Millennials (1981 – 2000)	Generation Z (2001 – 2020)
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Pyramid of Behavior

Life Experiences – Family Environment – Societal Norms

Traditionalist (1925 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Millennials (1981 – 2000)	Generation Z (2001 – 2020)
Value: Respect, recognition, providing long-term value to the company	**Value:** Company loyalty, teamwork, duty	**Value:** Diversity, work-life balance, their personal-professional interests rather than the company's interests	**Value:** Responsibility, the quality of their manager, unique work experiences	**Value:** Diversity, personalization, individuality, creativity

Pyramid of Behavior

Values

Life Experiences – Family Environment – Societal Norms

Traditionalist (1925 – 1945)	Baby Boomers (1946 – 1964)	55% of startup founders are Gen X Generation X (1965 – 1980)	Millennials (1981 – 2000)	Generation Z (2001 – 2020)
Dependable | Straightforward Tactful | Loyal	Optimistic | Competitive Workaholic | Team-Oriented	Flexible | Informal | Skeptical Independent	Competitive | Civic and Open-Minded | Achievement-Oriented	Global | Entrepreneurial Progressive | Less Focused

Behavior/Actions

Values

Life Experiences – Family Environment – Societal Norms

Pyramid of Behavior

Generational Differences

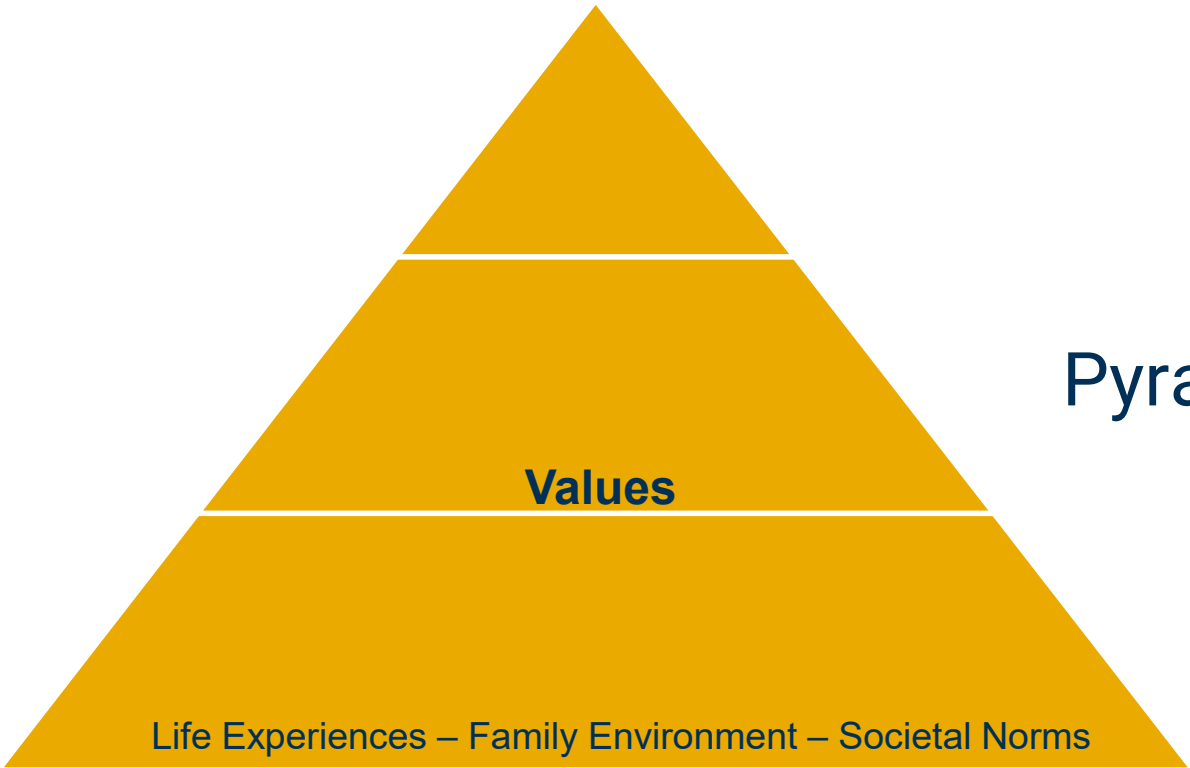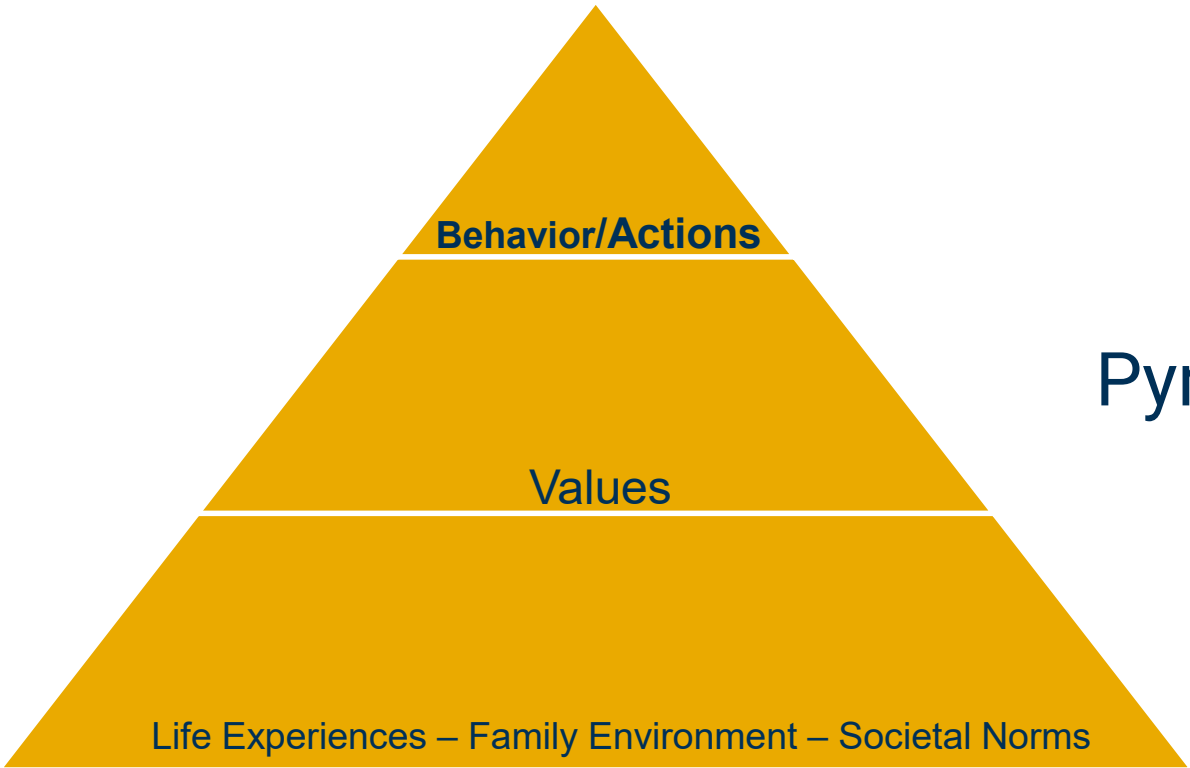| Traditionalist (1925 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Millennials (1981 – 2000)	Generation Z (2001 – 2020)
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*

Industrial Age ⟶ *Information Age* ⟶ *Intelligence Age (Workforce 4.0)*

Behavior/Actions ⟶
Values ⟶
Life Experiences / Family / Society ⟶

Securing Your Workforce

Generational Differences

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Communication style: Personal touch, handwritten notes instead of email	**Communication style:** Whatever is most efficient, including phone calls and face-to-face	**Communication style:** Whatever is most efficient, including phone calls and face-to-face	**Communication style:** Ims, texts, and email	**Communication style:** Social media, texts, IMs
Secure by: Providing satisfying work and opportunities to contribute; emphasize stability.	**Secure by:** Providing specific goals and deadlines; place in mentor roles; offer coaching-style feedback.	**Secure by:** Giving immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development.	**Secure by:** Getting to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback.	**Secure by:** Offering opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent.

Securing Your Workforce

➢ **As an Organization:**

- ▪ Change the mindset: The industrial style of management that management "says," and workers "follow" no longer works.
  - • Allow innovation
  - • Internal mobility
  - • Personal development

- ▪ Understand that "Culture is Influential" and is the core to securing your workforce.
  - • A strong positive culture attracts talent, fosters collaboration, loyalty, trust, and a sense of identity and belonging among employees.

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Securing Your Workforce

➢ **As Leaders:**

- Practice *human-centered leadership*:

  - Instead of people being a *"means of production,"* realize your organization is in the "people business."

  - Focus on hiring, developing, coaching, inspiring and empowering people to grow.

  - Creates execution through inspiration, innovation, and unleashes individuals' full potential as a pathway to achieving business success.

Securing Your Workforce

➤ **As an Organization and as Leaders:**
- Transformation to what constitutes a "Job"…
  - Traditionally, job descriptions were expected to outlast the worker. In the Post-Industrial Age of Intelligence, the "work" determines the job:

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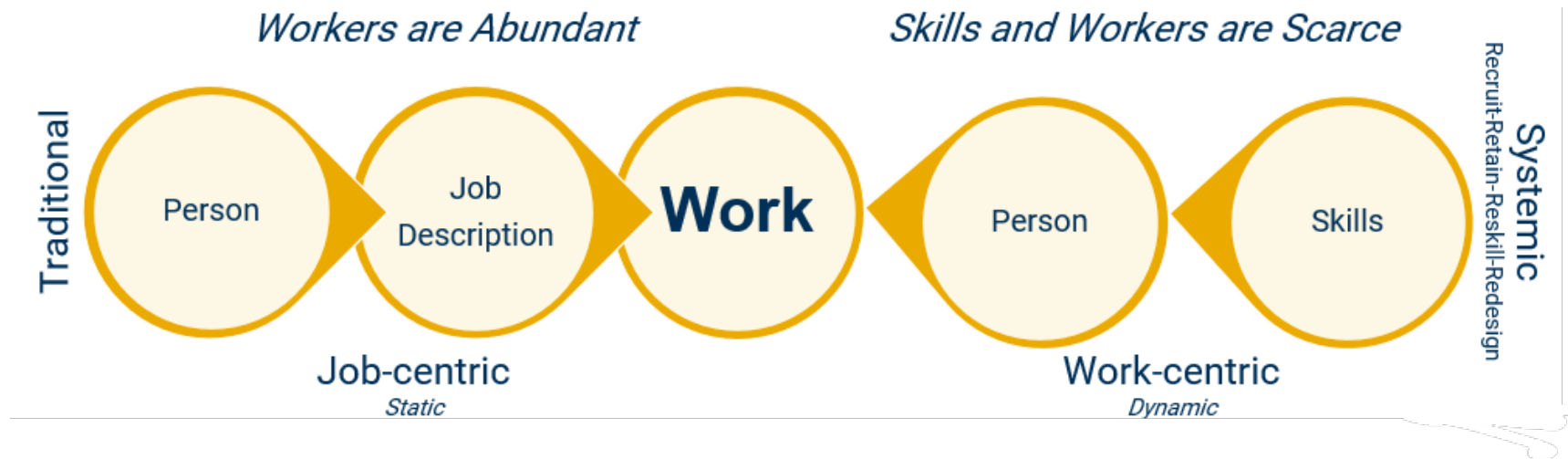
Key Take Aways
Parting Thoughts

Key Take Aways and Parting Thoughts...

➤ Understand that generations were shaped by different life experiences, family environments, and societal norms.

➤ Generational characteristics **DO NOT** define us as individuals.

When we leverage each person's unique talents and invest in their development, we build meaningful relationships that contribute to a positive organizational culture.

➤ The industrial age hierarchical talent model and industrial management style has lost its effect.

➤ **As an Organization:**

▪ Change the mindset: The industrial style of management that management "says," and workers "follow" no longer works. Build a strong positive culture.

➤ **As Leaders:**

▪ Practice *human-centered leadership*:

▪ Instead of people being a "*means of production*," realize your organization is in the "people business."

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Key Take Aways and Parting Thoughts...

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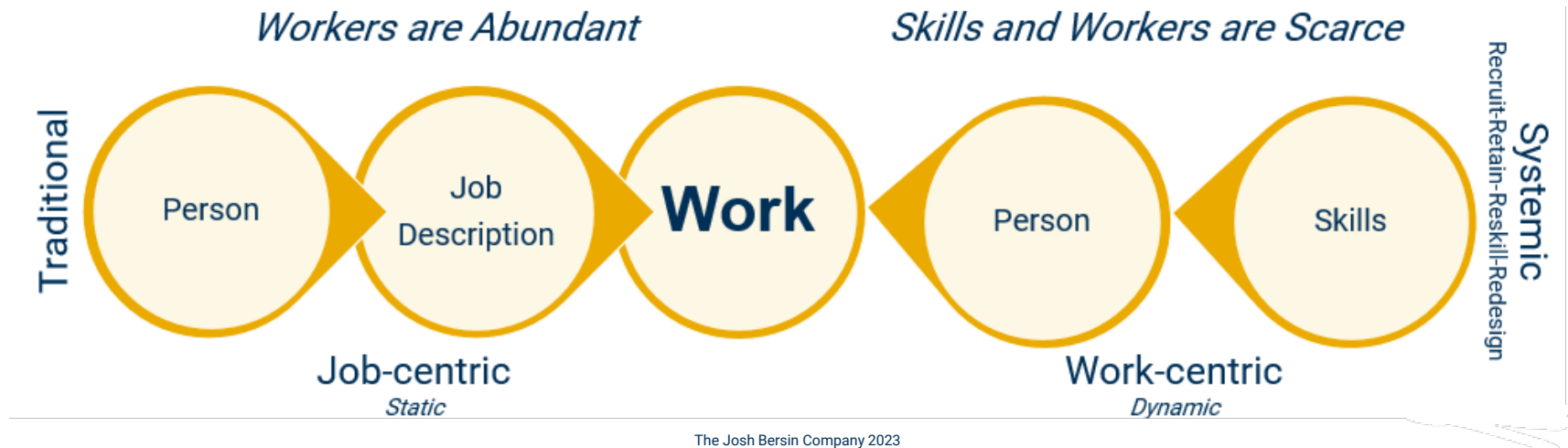
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