



**Deltek**  
**INSIGHT '16**  
November 14-17  
GAYLORD NATIONAL HARBOR

**Finders Keepers**  
Marilyn Hoare  
OCM Specialist



**Finders Keepers**

Finding the Right Talent and Keeping Them Engaged

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## Finders Keepers



Who is the best talent you ever hired?

Why were they the best?

How did you discover, attract & retain them?

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## What does “Talent” mean?

“A talent is a **person** who possesses **special skills**, which are difficult to copy or imitate, who is a **top performer** with competencies of **strategic importance** which cannot be readily developed and the lack of these skills and competencies would affect the **competitive advantage** of the company.”



Source: <https://mortenkamp.com/category/talent-management/>

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## How Do We Manage It?



- **Forecast** labor demands for better utilization
- **Recruit** faster to improve revenue
- Manage **Human Capital** better to align with your strategy
- **Self Service** delivers efficiency at a low cost
- Measure **Performance** to grow and retain top talent
- Invest in **Learning** to remain competitive

### Talent Management Lifecycle



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## Finding Talent

“Human resources are like natural resources; they're often buried deep. You have to go looking for them, they're not just lying around on the surface. You have to create the circumstances where they show themselves.”

— **Ken Robinson**



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## What are Your Talent Challenges?

- We are losing our employees to competitors in our industry.
- We have trouble pulling reports related to compliance.
- We want to have better insight into our candidate pipeline.
- We spend too much time reviewing resumes of unqualified candidates.
- Our paper based appraisal process is cumbersome and has low user adoption.
- We have trouble tracking training for internal employees.
- We have trouble tracking certifications and when they are expiring.

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## WHAT INCENTIVES DO EMPLOYEES WANT THE MOST?

Hard incentives aren't necessarily the best way to make employees happy—but they certainly help. Here are what employees say will make them happy, and what employers think will make their employees happy:



**What Employees Say They Want**  
*(#1 is most important, #10 is least important)*



**What Employers *Think* Their Employees Want**

<ul style="list-style-type: none"> <li>Full appreciation for work done 1.</li> <li>Feeling "in" on things 2.</li> <li>Sympathetic help on personal problems 3.</li> <li>Job security 4.</li> <li>Good wages 5.</li> <li>Interesting work 6.</li> <li>Promotion/growth opportunities 7.</li> <li>Personal loyalty to workers 8.</li> <li>Good working conditions 9.</li> <li>Tactful discipline 10.</li> </ul>	<ul style="list-style-type: none"> <li>1. Good wages</li> <li>2. Job security</li> <li>3. Promotion/growth opportunities</li> <li>4. Good working conditions</li> <li>5. Interesting work</li> <li>6. Personal loyalty to workers</li> <li>7. Tactful discipline</li> <li>8. Full appreciation for work done</li> <li>9. Sympathetic help with personal problems</li> <li>10. Feeling "in" on things</li> </ul>
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*Source: Founders Space 2012*


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## What Motivates?

“Your **talent** determines what you can do.  
Your **motivation** determines how much you are willing to do.  
Your **attitude** determines how well you do it.”  
- Lou Holtz





“The person born with a **talent** they are **meant to use** will find their greatest **happiness in using it.**”  
- Johann Wolfgang von Goethe

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## Do the Generations Matter?

Five Generations in the Workplace (2015)

	<b>Matures</b> (Before 1945)	<b>Boomers</b> (1946-1964)	<b>Gen Xers</b> (1965-1980)	<b>Millenials</b> (1981-1996)	<b>Gen-Z or i-Gen</b> (1997-Present)
<b>Age Today</b>	70+	51-69	35-50	19-34	18 or younger
<b>% Adult Population</b>	16%	34%	19%	30%	
<b>% Internet-using adult population</b>	8%	33%	21%	35%	
<b>Communication media preferences</b>	Letter	Telephone / E-mail	E-mail / text	Text / social media	Hand-held or wearable smartphones
<b>Career Attitudes</b>	Job for life. Loyal to one employer.	Large organizations provide whole careers. Face time in office. Live to work.	Loyal to a profession, not an employer. Emergence of the "knowledge worker." Work to live.	First digital careers / work "with" organizations not "for" organizations. Work my way, not your way. Desire meaningful work.	Mobile workers, moving with knowledge to where knowledge valued most. Will want change, stimulation, fast promotions.
<b>Work Incentives</b>	Respect, consistent and regular rules and schedules	Titles, retirement plans, cash incentives	Family-flexible schedules, health insurance, fair and equal and consistent pay	Flexible time off, cool perks, travel opportunities, equal and consistent pay	
<b>Formative Life Experiences</b>	Depression, WWII and rationing, nuclear families and few divorces, gender roles	Cold War, Vietnam, Moon landing, Woodstock, communal living	Fall of Berlin Wall, Introduction of PCs and video games, rising levels of divorce	9/11 and rise of global terrorism, PlayStation, social media, reality TV, Google	Economic downturn, emergence of mobile devices, global warming and environmental issues, Wiki-leaks

Source: Spectrum 2015

## What Does Our Talent Need?

1. A clear **purpose**  
(Why am I here?)
2. **Meaningful** work  
(Why is it important?)
3. To feel **valued**  
(Does someone care?)
4. To feel like they are **making a difference**  
(To what end?)
5. To **enjoy** their work  
(Work? You call this work?)



## What Can We Do?



- Attend industry meetups.
- Build your brand on social media.
- Personalize every candidate interaction.
- Use data to find the best places to recruit.



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1. Show and Tell
2. Make it a Group Effort
3. Hand Over the Reins
4. Give Candidates a Culture Tour
5. Share Your Core Values
6. Live Your Motto
7. A Picture is Worth a Thousand Words

Source: sparkHire 2015

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## Talent: It's Personal!



How did you find your job?

What got you hired?

What was your experience onboarding?

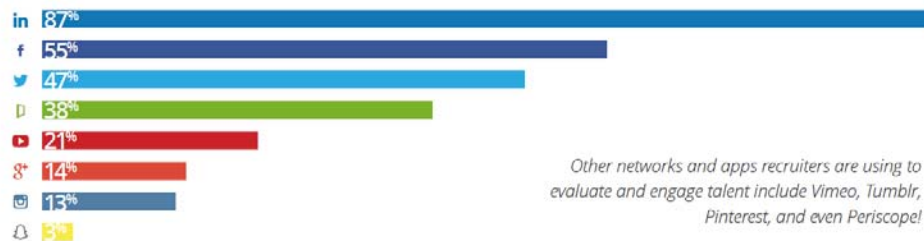
Why do you stay?

Why did you leave a job?

## ... and it's Social!

### SOCIAL

Only 4% of recruiters DON'T use social media in the recruiting process. 4% aren't sure, but the 92% of recruiters that do use social media cast a wider net than ever:

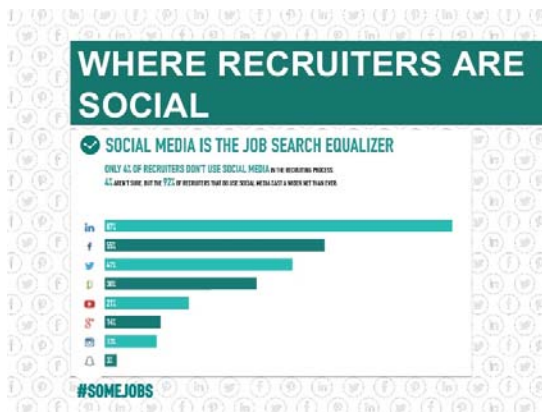


*Other networks and apps recruiters are using to evaluate and engage talent include Vimeo, Tumblr, Pinterest, and even Periscope!*

Source: Jobvite 2015



## ... and it's getting more Social!



### 12-Month Outlook

Competition is fierce and it's only going to get tougher.



Source: LinkedIn SlideShare 2016

Source: HR Bartender 2016

## You Found Them ...

## Now How to Keep Them



“But talent—if you don't encourage it, if you don't train it, it dies. It might run wild for a little while, but it will never mean anything. Like a wild horse. If you don't tame it and teach it to run on track, to pace itself and bear a rider, it doesn't matter how fast it is. It's useless.”

— Elizabeth Hand, Illyria

## The Simply Irresistible Organization®

What we have learned: Five Elements Drive Engagement



Meaningful Work	Hands-On Management	Positive Work Environment	Growth Opportunity	Trust in Leadership
Autonomy	Clear, Transparent Goals	Flexible Work Environment	Training and support on the job	Mission and Purpose
Select to Fit	Coaching	Humanistic Workplace	Facilitated Talent Mobility	Continuous Investment in People
Small, Empowered Teams	Invest in Management Development	Culture of Recognition	Self-Directed, Dynamic Learning	Transparency and Honesty
Time for Slack	Modern Performance Management	Inclusive, Diverse Work Environment	High Impact Learning Culture	Inspiration
<b>A Focus On Simplicity</b>				

© Bersin by Deloitte

“79% of businesses are worried seriously about engagement and retention”

“And Gallup research shows that globally only 13% of employees are highly engaged at work.”

Source: Bersin by Deloitte 2014

## Meaningful Work

Percentage of Employees Who Would Choose Meaningful Work with Less Pay



Factors:

- The work role
- Sense of self
- Work interactions

Foster it:

- Realistic job previews
- Learn about employee's goals
- Opportunities to learn
- Explain importance of role
- Develop relationships
- Performance feedback

Source: Larocque 2016

## Meaningful Work



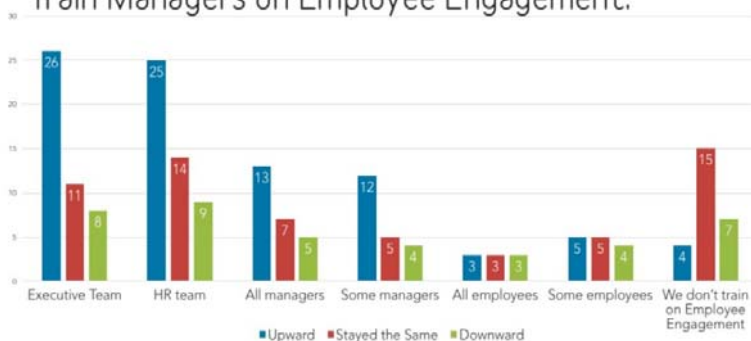
- Meaningful Work
- Matching Skills to Job
- Smaller, Independent Entities
- Ability to Affect Change
- Autonomy

### Questions to ask your employees:

- Do you have the opportunity to do what you do best everyday?
- Do you feel like your team or location can take the course of action that makes the most sense for you?
- Do you feel like you can make changes at work?
- Do you feel like your manager trusts you to get work done on your own?

## Hands-On Management

Companies with Engagement Trending Upward... Train Managers on Employee Engagement.



Source: DecisionWise 2016

## Hands-On Management



### Questions to ask your employees:

- Do you know what is expected of you at work?
- Do you feel like your manager cares about your personal and professional development?
- How available is your manager for meetings and catch-ups?
- Do you feel like your manager asks for and values your input?

## Positive Work Environment



## Positive Work Environment



### Questions to ask your employees:

- How often do you receive feedback or praise at work?
- Do you feel like you can fit your personal work schedule?
- Do you feel like your manager and coworkers care about you as a person?
- Do you have a best friend at work?

## Growth Opportunity

### WHY SHOULD YOU INVEST IN YOUR EMPLOYEES?



250%

STUDIES HAVE SHOWN THAT ORGANIZATIONS WITH A CAREER DEVELOPMENT PROGRAM DEMONSTRATE UP TO **250%** HIGHER PRODUCTIVITY. SCALES, 2012

86%

OF BUSINESS & HR LEADERS BELIEVE THEY DON'T HAVE AN ADEQUATE LEADERSHIP PIPELINE. DELLOITTE, 2014

25%

RETENTION IS HIGHER FOR EMPLOYEES WHO HAVE ENGAGED IN COMPANY-SPONSORED MENTORING. DELLOITTE RESEARCH 8818F, 2012

7 TIMES

THE ROI FOR COMPANIES THAT INVEST IN COACHING IS THE INITIAL INVESTMENT. PRICEWATERHOUSE COOPERS, 2011



51%

ONLY **51%** OF EMPLOYERS FEEL CONFIDENT ABOUT RETAINING TOP TALENT AS THE ECONOMY IMPROVES. WORLD AT WORK RESEARCH STUDY, 2012



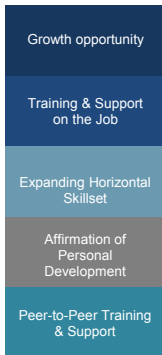
13%

ORGANIZATIONS WITH EXCELLENT CULTURAL SUPPORT FOR COACHING HAVE **13%** STRONGER BUSINESS RESULTS. BERSHAN, 2011



Source: Chronus 2014

## Growth Opportunity

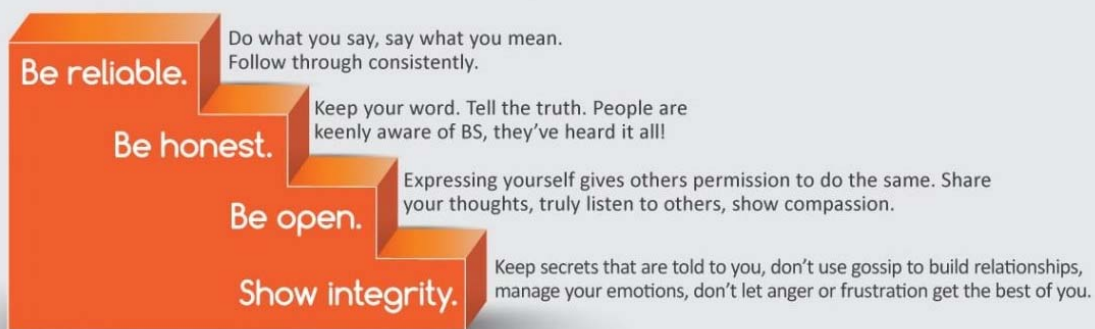


### Questions to ask your employees:

- Do you feel like you have the opportunity to keep developing your professional skills at work?
- Are you encouraged to learn new skills related to your job?
- In the last six months, has someone talked to you about progress?
- Do you feel like your co workers teach you new skills and support your growth?

## Trust in Leadership

### STEPS TO BUILDING TRUST



## Trust in Leadership



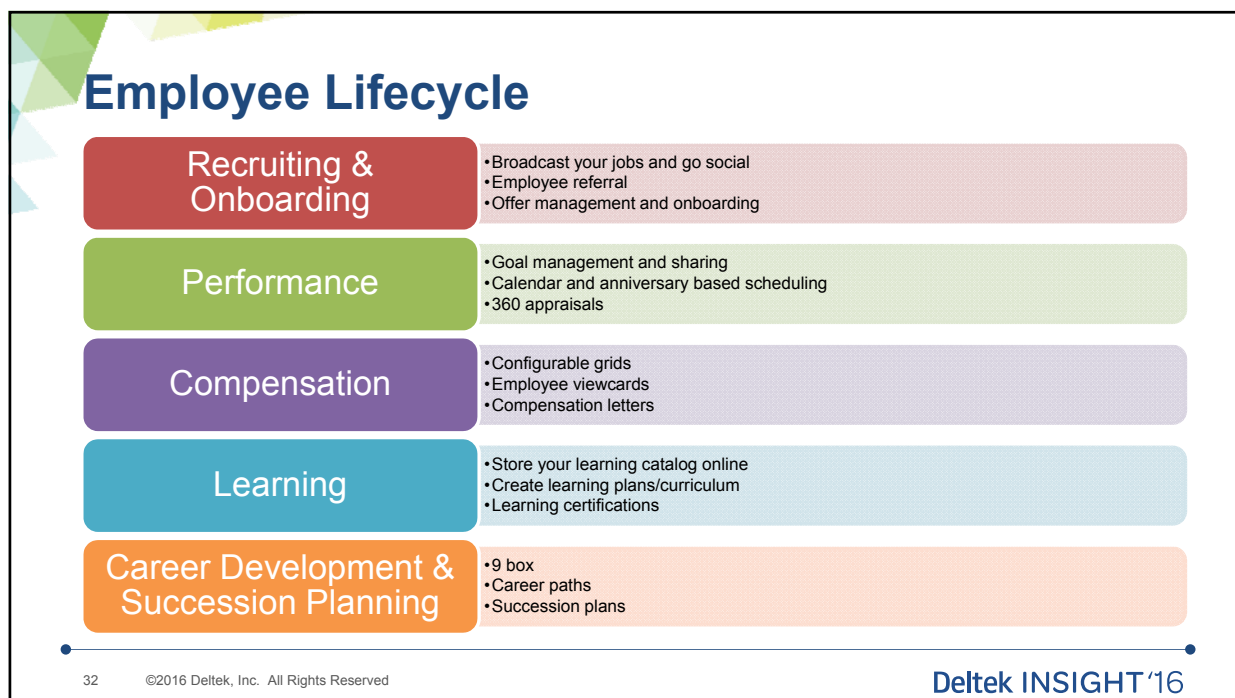
### Questions to ask your employees:

- Do you understand the strategic goals of the broader organization?
- Do you feel you have ample opportunity to develop and grow your skillset?
- Can you see a clear link between your work and the company's goals and objectives?
- Does your team and your leadership inspire you to do your best work?

## Appendix

### Deltek Talent Management

How can our Talent Suite help you manage the full employee lifecycle?





## Main Dashboard

CLIENT LOGO Employees Search

My Employees Recruiting Performance Learning Succession Compensation Career Center Reports Custom Menu

### Main Dashboard

Get More Widgets

**Alerts**

- Employee expart certifications (3)
- Appraisal (2015 Company Appraisal) for your employee Chris Clark is awaiting your signature
- Appraisal (2015 Company Appraisal) for your employee Katie Peterson is awaiting your signature

**Candidates by Status**

**Requisitions by Status**

NAME	REQ. #	JOB TITLE	LOCATION NAME	HIRE DATE	START DATE	HM	ONBOARDING STATUS	ACTIONS
Margaret Goff	10105	Marketing Assistant	Headquarters	04/21/2015	05/05/2015	Christie Lee	<div style="width: 100%;"></div>	
Lori Gellings	TR1.2	Trainer	Headquarters	01/00/2013	02/02/2013	Christie Lee	<div style="width: 100%;"></div>	
Carol Martin	10080	Financial Analyst	London	05/18/2010	05/25/2009	Christie Lee	<div style="width: 100%;"></div>	
Tina Washington	63	Sales and Visual Merchandising	Dallas NorthPark	02/04/2013	02/05/2013	Kirk Stewart	<div style="width: 100%;"></div>	
Mary Hopkins	COO	Chief Operating Officer	Victoria/Vancouver Island	02/20/2013	03/01/2013	Kirk Stewart	<div style="width: 100%;"></div>	

## Recruiting Highlights

POSTED	DIVISION	JOB CODE	JOB TITLE	LOCATION	VACANCIES	VIEWS	INCOMPLETE APPS	NEW RESUMES	CANDIDATES	STATUS	TEAM	HM
01/07/2016	Operations	PM010	Project Manager	Victoria/Vancouver Island Victoria, British Columbia V9C 1R1, Canada	3	12	0	4	3	Posted IntExt	Corporate Rec	Lee
01/07/2016	Customer Service	DCS001	Director of Client Services	Headquarters Richardson, Texas 75080, United States of America	1	10	1	6	1	Posted IntExt	Corporate Rec	Lee
01/07/2016	Regional Sales	10891	Solutions Engineer	Headquarters Richardson, Texas 75080, United States of America	1	10	0	3	3	Posted IntExt	Corporate Rec	Lee
01/06/2016	IT	10428	Asst. Systems Engineer	Austin Austin, Texas 78701, United States of America	1	9	0	3	1	Internal	Corporate Rec	Lee
01/06/2016	Customer Service	CS201	Client Services Manager	Headquarters Richardson, Texas 75080, United States of America	1	6	0	3	3	Posted IntExt	Corporate Rec	Lee
01/06/2016	Operations	DO201	Director of Operations	Headquarters Richardson, Texas 75080, United States of America	1	10	1	5	12	Posted IntExt	Corporate Rec	Lee
01/05/2016	Operations	TR1	Trainer	Headquarters Richardson, Texas 75080, United States of America	5	19	0	8	9	Posted IntExt	Corporate Rec	Lee
01/05/2016	Finance	10080	Financial Analyst	London London, Greater London W1D 3JW, United Kingdom	3	34	0	8	17	Posted IntExt	Corporate Rec	Lee
01/04/2016	Human Resources	HR1	HR Generalist/Recruiter	Brazil Sao Paulo, São Paulo 01419-002, Brazil	7	32	0	10	20	Posted IntExt	Corporate Rec	Lee
01/04/2016	Operations	PM010	Project Manager - CA	Victoria/Vancouver Island Victoria, British Columbia V9C 1R1, Canada	6	32	1	11	16	Posted IntExt	Corporate Rec	Lee
12/30/2015	Marketing	10105	Marketing Assistant	Headquarters Richardson, Texas 75080, United States of America	5	38	0	12	21	Posted IntExt	Corporate Rec	Lee

Applicant Tracking

Onboarding


Offer Management

Employee Referral

Vendor Management

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## Performance Highlights



Employee	Appraisals	Current Phase	Score	Phase End
Chris Clark Director of Operations	2016 Company Appraisal Project Completion ( 360 )	Planning	Incomplete	01/01/2016
Chad Hester Director of Finance	2016 Company Appraisal 90 Day Review	Performance	Incomplete	10/01/2016
Chad Mast Director of Human Resources	2016 Company Appraisal	Assessment	Incomplete	11/02/2016
Kate Peterson Director of Training	2016 Company Appraisal	Review	View Scores	12/01/2016
Patric Taylor Director of Marketing	2016 Company Appraisal Quarterly Check-ins	Assessment	Incomplete	11/02/2016
		Planning	Incomplete	01/14/2017

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**Total Talent Profile**

**360 Appraisals**

**Goal Sharing**

**Multiple Workflows**

**Calendar & Anniversary Based Scheduling**

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## Learning Highlights



Day	Learning Activities
25	
26	
27	
28	
29	
30	
1	
2	
3	
4	
5	14:00 (PST) Project Management
6	9:00 (PST) Building Customer Relationships 14:00 (PST) Internal Communication
7	9:00 (PST) Quality and Process Improvement Methods
8	
9	
10	
11	
12	14:00 (PST) Project Management
13	9:00 (PST) Building Customer Relationships 14:00 (PST) Internal Communication
14	9:00 (PST) Quality and Process Improvement Methods
15	
16	
17	
18	
19	14:00 (PST) Project Management
20	9:00 (PST) Building Customer Relationships 14:00 (PST) Internal Communication
21	9:00 (PST) Quality and Process Improvement Methods
22	
23	
24	9:00 (PST) New Hire Orientation
25	
26	14:00 (PST) Project Management
27	9:00 (PST) Building Customer Relationships 14:00 (PST) Internal Communication
28	9:00 (PST) Quality and Process Improvement Methods

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**Online Library & Courses**

**Learning Certifications**

**Unified Learning Plans**

**Training History**

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## Development Highlights



The screenshot shows a dashboard with a navigation bar at the top containing: My Employees, Recruiting, Performance, Learning, Succession, Compensation, Career Center, Reports, and Custom Menu. Below the navigation bar is a filter section and a grid of performance categories. A vertical axis on the left indicates performance levels: Potential, Outstanding, Strong, and Valued. A horizontal axis at the bottom indicates performance levels: Below Expectations, Meets Expectations, and Exceeds Expectations. The grid contains the following categories:

Category	Count	Percentage	Employee Names
New	5	0.00 %	
Ready / Watch	3	40.00 %	Peterson, Katie; Harris, Chad
Ready / Move	1	0.00 %	
Questionable	0	0.00 %	
Growing Performer	5	20.00 %	Wylor, Patric
Future Contributor	2	0.00 %	Cook, Chris
Transition Out	0	0.00 %	
Standard Performer	7	0.00 %	Bliss, Dak
Expert-in-Place	4	0.00 %	

Career Paths

Development Plans

Gap Analysis

Mentor Assignment

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## Appendix: Generational Influences

Leading Across Generations

- Enlightened leadership
- A clear mission/vision
- Open-door policy
- Two-way mentoring programs
- Social connections
- Technology proliferation (BYOD)
- Professional development



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## Silent Generation/Traditionalist (born before 1946)

Who?	Population	Characteristics	At Work	Historic Events
<ul style="list-style-type: none"> <li>Grew up during the Great Depression and WWII</li> <li>Either fought in WWII or were children</li> <li>Behaviors are based on experiences during the Depression and WWII</li> <li>Wealthiest generation</li> <li>Men typically worked while women stayed home to raise children</li> <li>Has largest lobbyist group, AARP</li> </ul>	<ul style="list-style-type: none"> <li>55 million</li> <li>Majority are retirees</li> <li>Largest voting population</li> </ul>	<ul style="list-style-type: none"> <li>Behaviors are based on experiences from the Depression</li> <li>Want to feel needed</li> <li>Strive for financial security</li> <li>"Waste not want not" attitude</li> <li>Conformity</li> <li>Conservatism</li> <li>Traditional family values</li> <li>Strive for comfort</li> <li>Demand quality</li> <li>Simplicity</li> <li>Understands the nobility of sacrifice for the common good</li> <li>Patriotic</li> <li>Patience</li> <li>Team players</li> </ul>	<ul style="list-style-type: none"> <li>Loyal to employers and expect the same in return</li> <li>Possess superb interpersonal skills</li> <li>Enjoy flexible arrangements so they can work on their own schedule</li> <li>Believe promotions, raises, and recognition should come from job tenure</li> <li>Measure work ethic on timeliness, productivity, and not drawing attention</li> </ul>	<ul style="list-style-type: none"> <li>Great Depression</li> <li>WWII</li> <li>The Cold War</li> <li>McCarthyism</li> <li>Started the Civil Rights Movement</li> <li>Children were "seen, but not heard"</li> </ul>

Source: <http://www.care2services.com/care2blog/need-to-know-data-about-generational-characteristics>

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## Baby Boomers (1946 – 1964)

Who?	Population	Characteristics	At Work	Historic Events
<ul style="list-style-type: none"> <li>Grew up during the Civil Rights Movement and the Cold War</li> <li>Born during a spike in child births after WWII</li> <li>Created the term "workaholic"</li> <li>The largest generation</li> <li>Single largest economic group</li> <li>Sometimes referred to today as "Empty Nesters"</li> </ul>	<ul style="list-style-type: none"> <li>76 million</li> <li>Makes up 28% of Americans</li> </ul>	<ul style="list-style-type: none"> <li>Run local, state, and national governments</li> <li>Largest workforce</li> <li>Believe rules should be obeyed unless they are contrary to what they want; then they're to be broken</li> <li>Experimental</li> <li>Individualism</li> <li>Social cause oriented</li> <li>Free spirited</li> <li>Can be less optimistic, cynical, and distrust government</li> <li>Want products and services that show their success</li> </ul>	<ul style="list-style-type: none"> <li>Work ethic is measured in hours worked</li> <li>Less importance placed on productivity</li> <li>Teamwork is critical to success</li> <li>Relationship building is important</li> <li>Expect loyalty from those they work with</li> </ul>	<ul style="list-style-type: none"> <li>Assassinations of JFK, Robert Kennedy, and Martin Luther King, Jr.</li> <li>Cold War</li> <li>Walk on the Moon</li> <li>Vietnam War</li> <li>Protests and Sit-Ins</li> <li>Civil Rights, Women's, and Environmental Movements</li> <li>Watergate</li> <li>Nixon Resignation</li> <li>Self-discovery</li> </ul>

Source: <http://www.care2services.com/care2blog/need-to-know-data-about-generational-characteristics>

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## Generation X (1965 – 1980)

Who?	Population	Characteristics	At Work	Historic Events
<ul style="list-style-type: none"> <li>Defined as "slackers"</li> <li>They have the "carpe diem" attitude</li> <li>First generation to develop ease and comfort with technology</li> <li>"X" described the lack of identity that members of Generation X felt, not sure where they belonged</li> <li>Experienced more divorces than any other generation</li> <li>Had to learn to fend for themselves</li> </ul>	<ul style="list-style-type: none"> <li>50 million</li> <li>Single parent families</li> </ul>	<ul style="list-style-type: none"> <li>Quest for emotional security</li> <li>Independent</li> <li>Very self-reliant</li> <li>Informality</li> <li>Entrepreneurial</li> <li>Expect immediate and ongoing feedback and is comfortable giving feedback to others</li> <li>Reject rules</li> <li>Mistrust institutions</li> <li>Believe friends do not equal family</li> <li>"Latchkey" kids</li> <li>Multi-taskers</li> <li>Suspicious of Boomer values</li> <li>Value family time</li> </ul>	<ul style="list-style-type: none"> <li>Casual, friendly work environment</li> <li>Involvement</li> <li>Flexibility and freedom</li> <li>A place to learn</li> <li>Work smarter, not harder</li> <li>Want open communication regardless of position, title, or tenure</li> <li>Value control of their time</li> <li>Look for a person to whom they can invest loyalty, not a company</li> </ul>	<ul style="list-style-type: none"> <li>AIDS</li> <li>End of Cold War</li> <li>Vietnam</li> <li>Watergate</li> <li>Nixon resignation</li> <li>Computers</li> <li>Grunge/Hip-Hop</li> <li>Vietnam</li> <li>MTV</li> <li>Challenger explosion</li> <li>Fall of Berlin Wall</li> <li>Reaganomics</li> </ul>

Source: <http://www.care2services.com/care2blog/need-to-know-data-about-generational-characteristics>

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## Generation Y / Millennials (1981 – 1994)

Who?	Population	Characteristics	At Work	Historic Events
<ul style="list-style-type: none"> <li>Grew up with technology- computers, cell phones, internet, etc.</li> <li>Also known as the "Entitlement" generation</li> <li>Boomer and late X'er parents raised them to be sheltered and to constantly build Millennials' self-esteem</li> <li>Plagued with high levels of student debt</li> <li>Second largest generation to be entering the workforce under the Boomers</li> </ul>	<ul style="list-style-type: none"> <li>80 million</li> <li>More ethnically and racially diverse than older generations</li> </ul>	<ul style="list-style-type: none"> <li>Ambitious yet clueless</li> <li>Optimistic</li> <li>Patriotic</li> <li>Impatient</li> <li>Entrepreneurial</li> <li>Individualistic yet group-oriented</li> <li>Want to be like peers but with a unique twist</li> <li>Very informal</li> <li>Busy</li> <li>Short attention span</li> <li>Acknowledge and admire some authorities</li> <li>More culturally and racially tolerant</li> <li>Acceptant of change</li> <li>Un-trusting of "the man"</li> <li>Achievement-oriented</li> <li>Financially savvy</li> <li>Want instant gratification</li> <li>"Everybody wins!"</li> </ul>	<ul style="list-style-type: none"> <li>Searches for the individual who will help them achieve their goals</li> <li>Want open, constant communication and positive reinforcement from their boss</li> <li>Search for job that provides great, personal fulfillment</li> <li>Want to be close to their peers</li> <li>Want leadership from bosses and supervisors</li> <li>Look for opportunities to learn</li> <li>Work to live, rather than living to work</li> </ul>	<ul style="list-style-type: none"> <li>Oklahoma City bombing</li> <li>Rise of the Internet</li> <li>O.J. Simpson trial</li> <li>Death of Princess Diana</li> <li>CDs/DVDs</li> <li>Columbine shootings</li> <li>Y2K</li> <li>Terrorism</li> <li>Swine flu- 1988</li> </ul>

Source: <http://www.care2services.com/care2blog/need-to-know-data-about-generational-characteristics>

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## Generation Z – Digital Natives (born after 1994)

Who?	Population	Characteristics	At Work	Historic Events
<ul style="list-style-type: none"> <li>Also known as Generation M, Net Generation, Internet Generation</li> <li>Grown up with world, wide, web. (Became available after 1991)</li> <li>Born during minor fertility boom around US Global Financial Crisis</li> <li>The children of Generation X</li> </ul>	<ul style="list-style-type: none"> <li>23 million and growing</li> </ul>	<ul style="list-style-type: none"> <li>Highly connected to the use of communications</li> <li>Like Instant Gratification</li> <li>Thrive on acceleration and next, next, next</li> <li>Independent people, lacking a community- oriented nature due to social media</li> <li>Are very open book with little concern to privacy and personal information. Except for when it comes to money</li> <li>Thrive on small bits of information. Think in terms of status's and Twitter language</li> <li>Under a lot of pressure to succeed</li> </ul>	<ul style="list-style-type: none"> <li>Very collaborative and creative</li> <li>Will have to solve the worst environmental, social and economic problems in history</li> <li>Will not be team players</li> <li>Will be more self-directed</li> <li>Will process information at lightning speed</li> <li>Will be smarter</li> </ul>	<ul style="list-style-type: none"> <li>9/11 attacks - 2011</li> <li>Great Recession - 2008 to present</li> <li>Terrorism - these individuals do not remember a time without war</li> <li>Swine Flu outbreak - 2009</li> <li>Hurricane Katrina - 2005</li> <li>iPod - 2001</li> <li>Facebook – 2004</li> </ul>

Source: <http://www.care2services.com/care2blog/need-to-know-data-about-generational-characteristics>

## Generational Motivators

Traditionalists	Boomers	Gen X	Gen Y/Millennials
<ul style="list-style-type: none"> <li>Authority</li> <li>Work itself, less personal meaning</li> <li>Acknowledge what know AND do</li> </ul>	<ul style="list-style-type: none"> <li>Hierarchy</li> <li>Self-improvement</li> <li>Materialism</li> <li>Symbols of Recognition</li> </ul>	<ul style="list-style-type: none"> <li>Healthy work/life balance</li> <li>Flexibility</li> <li>Money</li> <li>Results</li> <li>External recognition</li> <li>Instant gratification</li> </ul>	<ul style="list-style-type: none"> <li>Interaction</li> <li>Challenges</li> <li>Feedback</li> <li>Causes</li> <li>Money</li> <li>Customization</li> <li>Acknowledgement of value</li> </ul>

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## Gen Z – How are they different from Gen Y?

- |                         |                          |
|-------------------------|--------------------------|
| 1. More pragmatic       | 9. More tech dependent   |
| 2. More cautious        | 10. Less parented        |
| 3. More money conscious | 11. More early-starts    |
| 4. More face-to-face    | 12. More disruptive      |
| 5. Less noticed         | 13. More split-tasking   |
| 6. More global          | 14. Less focused         |
| 7. Less educated        | 15. More entrepreneurial |
| 8. More individualistic |                          |

Source: <http://www.business2community.com/social-data/15-aspects-that-highlight-how-generation-z-is-different-from-millennials-01244940#MdTPxfUdAg4fIj6o.99>

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## Gen Z – How are they similar to Gen Y?

1. Short tenure
2. Personal responsibility
3. Company skepticism
4. Development focused
5. Mentor seeking
6. Difference makers

Source: <http://www.business2community.com/social-data/15-aspects-that-highlight-how-generation-z-is-different-from-millennials-01244940#MdTPxfUdAg4fIj6o.99>

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“Talent is the multiplier. The more energy and attention you invest in it, the greater the yield. The time you spend with your best is, quite simply, your most productive time.”

— Marcus Buckingham, *First, Break All the Rules: What the World's Greatest Managers Do Differently*



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## Finders Keepers

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