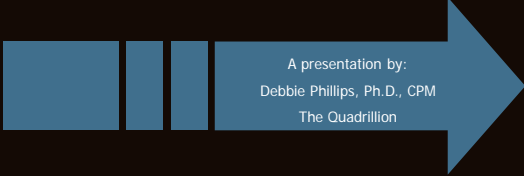


The Winning Attitude


Becoming a Person of Influence

A presentation by:
Debbie Phillips, Ph.D., CPM
The Quadrillion




Describe a successful leader!

Let's take a poll....



Leaders

- Why do leaders need to reproduce leaders?
 - Those closest to the leader will determine the success level of that leader.



Traits to Look for When Developing Leaders

- Positive Attitude
- Communication
- Growth Potential
- Follow-through
- Loyalty
- Resiliency
- Integrity
- "Big Picture" Mindset
- Discipline
- Gratitude



Selecting the Right Players

Assessment of needs:
- What is needed?

Assets on hand:
- Who are the people already in the organization who are available?

Ability of Candidates:
- Who is able?

Attitude of Candidates:
- Who is willing?

Accomplishment of Candidates:
- Who gets things done?



Commitment

- Commit to finding, hiring, and developing giants!

"If each of us hires people who are smaller than we are, we shall become a company of dwarfs. But, if each of us hires people who are bigger than we are, Ogilvy and Mather will become a company of giants."

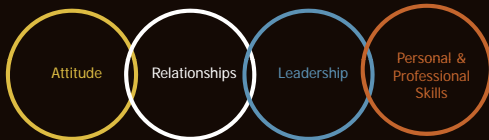
- David Ogilvy, Founder of Ogilvy and Mather



Becoming a Person of Influence

- T**ime: Take time to listen and give feedback on performance.
- R**espect: Give the potential leader respect and he will return it with trust.
- U**nconditional positive regard: Show acceptance of the person.
- S**ensitivity: Anticipate the feelings and needs of the potential leader.
- T**ouch: Give encouragement – a handshake, high five or pat on the back.

Developing Your Own Mindset of Influence



Five Step Process of Developing People

- Step 1 – Model
- Step 2 – Mentor
- Step 3 – Monitor
- Step 4 – Motivate
- Step 5 – Multiply



Having the right players determines 60-80% of the success of any organization!

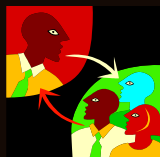
Most Common Mistakes Made During One-to-Ones?

1. Doing most of the talking.
2. Taking the problem away from someone.
3. Not inquiring about feelings.
4. Delivering unclear coaching and unclear instructions.

Most Common Mistakes Made During One-to-Ones?

5. Cancelling the meeting.
6. Allowing interruptions.
7. Running out of time.
8. *Assuming* your one-to-ones are effective.

The best leaders talk *with* people, not *at* them. Never mistake *talking* for conversation.



Learn to coach effectively!

COACH:

- Conviction
- Overlearning
- Audible Ready
- Consistency
- Honesty



CONVICTION

- To be a good coach you sometimes have to sacrifice popularity for doing the right thing so that you can be respected.
- Leaders must be honest, sincere and credible.



OVERLEARNING

- The essence of coaching is the attention to details and the monitoring of results... these are what help leaders realize visions and accomplish goals.
- We all perform at our level of daily practice.



AUBIBLE-READY

- "Change in Plans": Today's leaders must be able to respond quickly of the changing needs of the market, the consumer and the employee.



CONSISTENCY

- Consistency is vital in the way you respond to peoples performance. They have the right to expect predictability.
- Success coaches are constantly observing and responding in a consistent manner.



HONESTY

- Effective leaders have values. They are honest, clear, and straight forward in their interaction with others.



The Grow Model



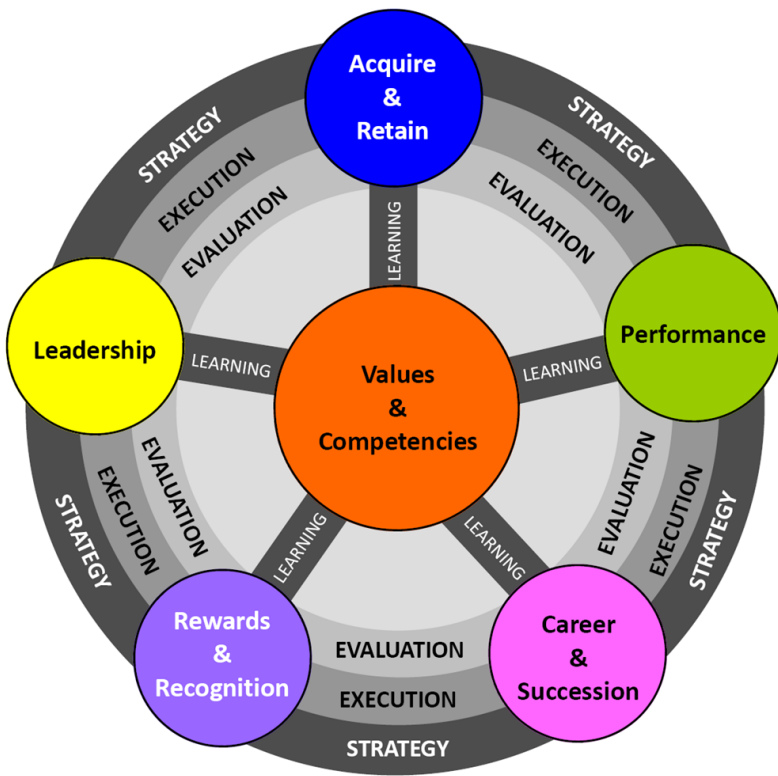
- When you are navigating for others, remember that they can't make the whole trip in one day!



Talent Management

A presentation by:

Dr. Debbie Phillips, CPM



If you would like a copy of this presentation, please email me:

Debbie@TheQuadrillion.com

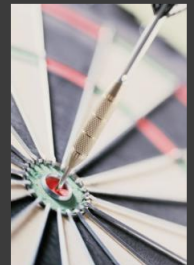
www.TheQuadrillion.com

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NOTES:

What Do You SEE?

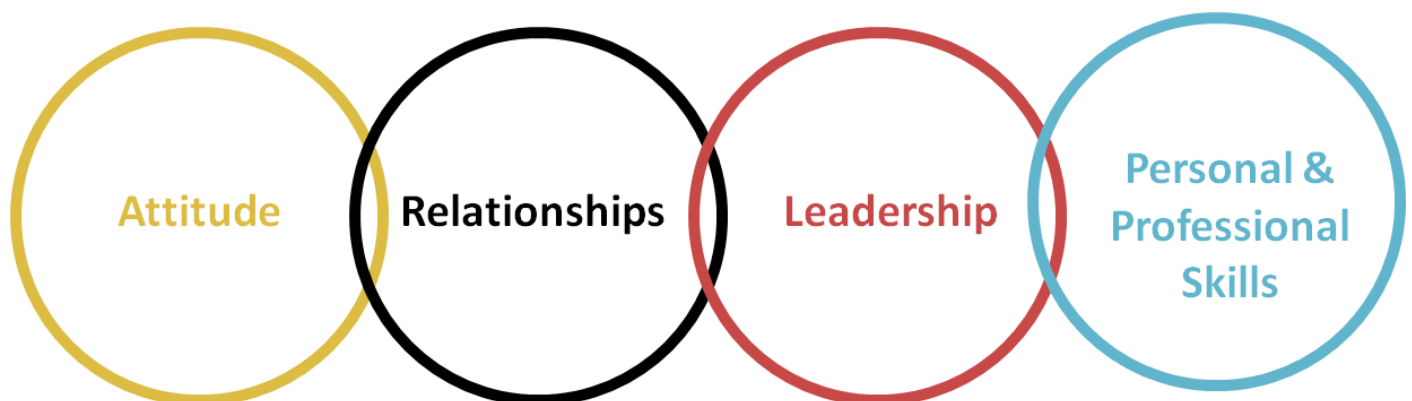
- **Strategy:**
the "how" of getting from here to there!
- **Execution:**
the manner in which we carry out our plan.
- **Evaluation:**
If you can't *measure* it, you can't *manage* it!



Recommended Readings

- [From Boomers to Bloggers - Success Strategies Across Generations](#) by Misti Burmeister
- [Workforce Crisis: How to Beat the Coming Shortage of Skills and Talents](#) by Ken Dychtwald, Tamara J. Erickson, Robert Morison
- [Boomers, Xers, and Other Strangers – Understanding the Generational Differences That Divide Us](#) by Rick and Kathy Hicks
- [Generations: The History of America’s Future, 1984-2069](#) by Neil Howe and William Strauss
- [Love ‘Em or Lose ‘Em – Getting Good People to Stay](#) by Beverly Kaye and Sharon Jordan-Evans
- [When Generations Collide: Who They Are, Why They Clash, How to Solve the Generational Puzzle](#) by Lynne C. Lancaster and David Stillman
- [Motivating the “What’s In It for Me?” Workforce](#) by Cam Marston
- [Managing Generation Y](#) by Carolyn Martin and Bruce Tulgan
- [Managing the Generation Mix – from Collision to Collaboration](#) by Carolyn Martin and Bruce Tulgan
- [Connecting Generations – The Sourcebook for a New Workplace](#) by Claire Raines
- [Generations at Work – Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace](#) by Ron Zemke, Claire Raines, Bob Filipczak
- [Sticky Wisdom – How to Start a Creative Revolution at Work](#) by Dave Allan, Matt Kingdon, Kris Murrin, and Daz Rudkin
- [Women Don’t Ask](#) by Linda Babcock and Sara Laschever
- [Branded Customer Service – The New Competitive Edge](#) by Janelle Barlow and Paul Stewart
- [It’s Not About the Coffee](#) by Howard Behar
- [Leading at a Higher Level](#) by Ken Blanchard
- [Talent on Demand](#) by Peter Cappelli
- [Leaders at All Levels](#) by Ram Charan
- [A Class with Drucker](#) by William Cohen
- [The New American Workplace](#) by James O’Toole and Edward Lawler III
- [Fierce Conversations](#) by Susan Scott
- [Leadership Brand](#) by Dave Ulrich and Norm Smallwood
- [The 2020 Workplace](#) by Jean C. Meister and Karie Willyerd
- [The Next 100 Million: America in 2050](#) by Joel Kotkin
- [Next Generation Leader: 5 Essentials for Those Who Will Shape the Future](#) by Andy Stanley

Developing Your Own Mindset of Influence





TALENT MANAGEMENT

Dr. Debbie Phillips, CPM

Learning Objectives

- Understand Employment Trends
- Gain Insights for Attracting Top Tier Talent
- Utilize a Strategic Framework to Facilitate Integration Among Teams
- Identify Successful Practices for Talent Management
- Apply Drivers of Engagement in Your Organization

Impending Talent Shortage

- In next 4 years – North American management jobs are expected to increase from 21 to 24 million.
- 30-50 year olds will decline from 63 to 60 million.
- By 2020 – gap of 14 million skilled workers.

Source: 2005-2006 Leadership Forecast by DDI with 4500 Global Leaders

Talent & Skill Shortages

- These skill shortages are major drivers of talent management initiatives in companies.
- Looking to the Future:
82% of HR executives polled predicted that talent and skill shortages will drive talent management – far overshadowing other factors.

Source: 2010 State of Global People Management, Softscape

The Workplace Dynamics

Generation	Born	2011 Age	2007 % of Nation	2007 Pop.
Eisenhowers	Before 1946	66+	17%	51M
Baby Boomers	1946 – 1964	47 – 65	27%	78M
Gen X	1965 – 1980	31 – 46	18%	52M
Gen Y (Millenials)	1981 – 1999	12 – 30	27%	80M
Gen Z (?)	2000 and After	0 – 11	10%	30M

“Multi-Generational” Workforce



Born: 1928-1945 Born: 1946-1964 Born: 1965-1980 Born: 1981-2000

Four generations (cultures) are being asked to coexist in the early 21st century workplace.

Source: Based in part on “Meeting the Challenges of Tomorrow’s Workplace,” CEO Magazine, 2005

Potential Impact of Talent Shortage

⦿ Increased:

- Time to fill positions.
- Cost to fill positions.
- Salary expectations.
- Expectations regarding work/life balance, professional development and competitive benefits.
- Turnover due to general employment growth.



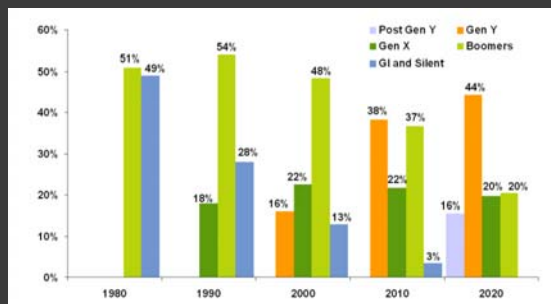
Systems Thinking

The fundamental “information problem” faced by managers is not *too little information*, but *too much information*.


- *“What we most need are ways to know what is important and what is not important, what variables to focus on and which less attention to – and we need ways to do this which can help groups or teams develop shared understanding.”*
– Peter M. Senge, *The Fifth Discipline*



Gen Y is Now the Largest Part of the Workforce




Source: Bureau of Labor Statistics, Monthly Labor Review, May 2002



The Requirements of the Workforce are Changing

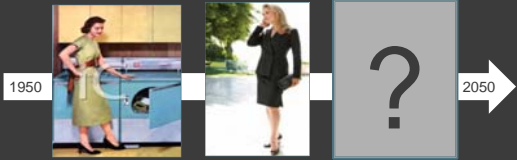
Today's managers are left with a serious workforce planning question.






A Century of Change

The U.S. Labor Force, 1950-2050

- Slowdown in the growth of labor force.
- Changes in gender structure.
- Changes in age structure.
- Increasing diversity.



1950    2050

Changes to the Future of Work

- Workforce
 - Age
 - Gender
 - Culture
- Employment
 - Precarious
 - Benefits
 - Global & Virtual
- Hazards
 - New Technologies
 - Organization of Work
 - Stress

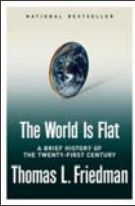


Source: Howard, J., 2009 OSHA Small Business Panel



When I was growing up, my parents used to say to me, "Tom, finish your dinner. People in China and India are starving."

Today I tell my girls, "Finish your homework. People in China and India are starving for your jobs."



—Thomas L. Friedman,
The World is Flat



- YouTube:
 - 13 hours of video uploaded every minute.
 - More video uploaded in the last 2 months than aired by ABC, CBS and NBC since 1948.
 - It would take 412.3 years to view every video.

Top 10 Employer Desired Characteristics

Blended Rank Order	Trad	Boomers	Gen X	Mill.
1. Has Strong Values	1	1	2	2
2. Will Develop my Skills for the Future	7	4	1	1
3. Offers Flexible Benefits and Rewards	3	2	3	3
4. Offers the Ability to Blend Work and Life	2	3	4	5
5. Is a Good Employer Brand	4	5	6	8
6. Offers a Clear Career Path	8	8	5	4
7. Has a Reputation for Corporate Social Responsibility	6	6	7	7
8. Will Allow Me to Work from Any Location	5	7	8	10
9. Will Pay for My Continuing Education	9	9	9	9
10. Has Employees I think I could be Friends With	10	10	10	6

Meister & Willyerd, 2010

Age Diversity in the Workplace

- The Millennial Generation (1977-1997): 88 million people who will make up nearly half the workforce by 2014.
- "Net Geners":
 - Freedom
 - Personalization
 - Scrutinizers
 - Integrity
 - Entertainment Seekers
 - Collaboration/Relationships
 - Innovators



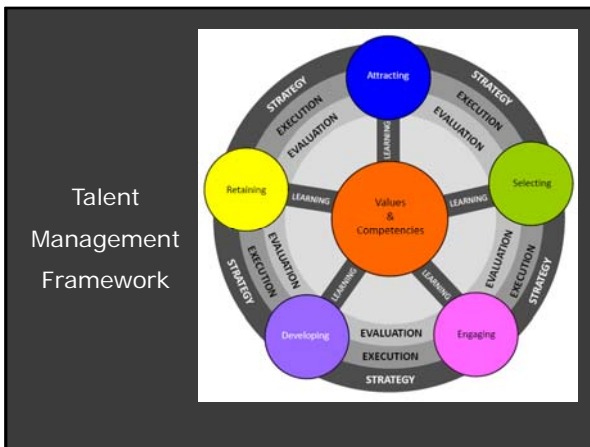
Managing Age Diversity

- ◉ Values, myths, and paradoxes of a multigenerational workforce.
- ◉ Everything today can be customized and personalized (jeans, iPods, etc), but often our jobs and benefits look and feel the same as last year's.
- ◉ Millennial tradeoffs: Salary vs. Values
- ◉ 2008 Election – record number of voters for those under 25.



Recap: A New Reality

- ◉ Shifting Workforce Demographics
- ◉ Rising Knowledge Economy
- ◉ Globalization
- ◉ Soaring Hyper-connectivity
- ◉ Expanded Corporate Social Responsibility



What Do You SEE?

- **Strategy:**
the "how" of getting from here to there!
- **Execution:**
the manner in which we carry out our plan.
- **Evaluation:**
If you can't *measure* it, you can't *manage* it!



Corporate Values & Competencies

"A set of behaviors that define a particular performance."

What lies at the heart of an organization?



Attracting

When talents are aligned with job demands,

Managers experience:

- 13% lower employee turnover
- 15% more in sales
- 20% more in profit
- 24% fewer unscheduled absences



"It all boils down to job fit"

- ❑ When recruiting, never look for the *best* people, look for the *right* people.
- ❑ Spend more time looking for people and less time trying to change them.



Selecting **Look for People Who Follow Processes**

- ❑ We're not looking for brilliant people, we're looking for people who follow brilliant processes.



Retire Retirement

- ⦿ Are you encouraging the Traditionalists and Boomers to stay?



Changing the Ways We Recruit



Know Your Audience

*Attention Parents:
We Want Your Children!*

Branding must appeal to parents.



Recruiting Redefined

Challenges	Traditional Recruiting	Social Recruiting
Expanding globally	Recruiting fairs in high-growth countries	Sourcing of candidates on social networks
Finding talent	Job boards, search firms	Facebook groups, crowdsource job specs
Attracting talent	On-campus interviews	YouTube channels, employees' video contests
Building relationships	Several face-to-face interviews	Twitter groups, parents at work programs
Communicating company values	Research on company Web site	Links to company YouTube channels, Facebook groups, or Twitter posts

Clear Expectations

Role Descriptions vs. Job Descriptions

- Responsibilities and value of the job vs. task list
- "Where do I fit; what is my role; why is it important?"

Clear Direction vs. Suggestions

- Straightforward direction; clear and concise language
- "Tell me to do it, but let me decide how."

Results – Hours vs. Output

- "Are you paying me to be here, or to get the job done?"



Numerous studies reveal:
The level of **employee** engagement
reflects **customer** engagement.



Statistics reveal when it comes to
*"personal transactions, most
people buy because of the person
providing the service."*



Employee Engagement Defined

“An employee putting forth extra discretionary effort, as well as the employee being loyal and remaining with the organization over the long haul.”

(Clifton, 2002)

The Value of Employee Engagement

In the companies that are better places to work...

- millions of small actions, statistically insignificant in isolation,
 - *created higher customer scores*
 - *reduced absenteeism*
 - *led to fewer accidents*
 - *boosted productivity*
 - *increased creativity*



...ultimately accumulating to make a more profitable enterprise.

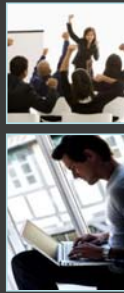
12 Elements from Gallup

1. Expectations
2. Materials/Equipment
3. Opportunity to Do Best
4. Recognition/Praise
5. Someone Cares
6. Encouragement



12 Elements from Gallup

- 7. Opinions Count
- 8. Connection: Mission/Vision
- 9. Quality Work
- 10. Best Friend
- 11. Progress
- 12. Learning / Growing





How am I doing?

Traditionalists:

"No news is good news"

Baby Boomers:

"Feedback once a year; with lots of documentation"

Gen Xers:

"Sorry to interrupt, but how am I doing?"

Millennials:

"Feedback whenever I want at the push of a button"

Tell me now

- Frequency
- Updates
- Information Exchange
- Frequent Coaching
- Ditch the Traditional Yearly Performance Appraisal!



Career & Succession

Reverse & Reciprocal Marketing



Growing Your Leaders



Rewards & Recognition

- **Traditionalists:**
"The satisfaction of a job well done"
- **Baby Boomers:**
"Money, title, recognition, the corner office"
- **Gen Xers:**
"Freedom is the ultimate reward"
- **Millennials:**
"Work that has meaning for me": Not live to work, but instead work to live....and a balanced life at that.

Lancaster & Stillman, "When Generations Collide"

Rewards & Recognition



Spot Bonuses

Business Week – Career Insights, January 2008

Developing EQ at All Levels



Emotional Intelligence:

- Where have I been?
- Where am I going?
- How can I get there?
- Who's going with me?
- How can I make the change stick?



To every man there comes in his lifetime that special moment when he is figuratively tapped on the shoulder and offered that chance to do a very special thing, unique to him and his talents. What a tragedy if that moment finds him unprepared or unqualified for that work.

-Winston Churchill

R U RDY?

Let's get our people ready!
