The War for Talent During The Great Reshuffle and Quiet Quitting

Greater Cayce West Columbia Chamber of Commerce

June 6, 2024



Why did you feel a need to attend a workshop on workforce issues?

Nobody has responded yet.

Hang tight! Responses are coming in.

Who Is Rebecca Battle-Bryant?

Obsessed with Teams.



• Coach. 🧎



• Researcher.







Worked in Utilities, Construction, Higher Ed, and Public Policy.









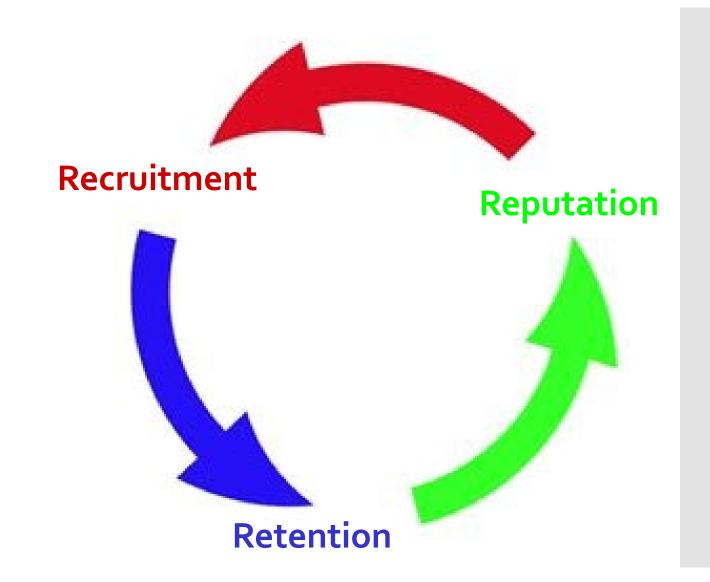
• Animal and Wildlife Rescuer/Runner/Pilates Instructor. 🚑 🤦



• Wife and Baller/Runner Mom 💍 🚑 🏂



The 3 R's of Workforce Strategy





Five Workplace Forces

- 1. Nature of the WORLD has changed.
- 2. Nature of the WORK has changed.
- 3. Nature of the WORKPLACE has changed.
- 4. Nature of the WORKFORCE has changed.
- 5. Nature of CHOICE has changed.





Changing Demands of the Workforce

PAST-

- My Paycheck
- My Satisfaction
- My Boss
- My Annual Review
- My Weakness
- My Job

My Purpose

→FUTURE

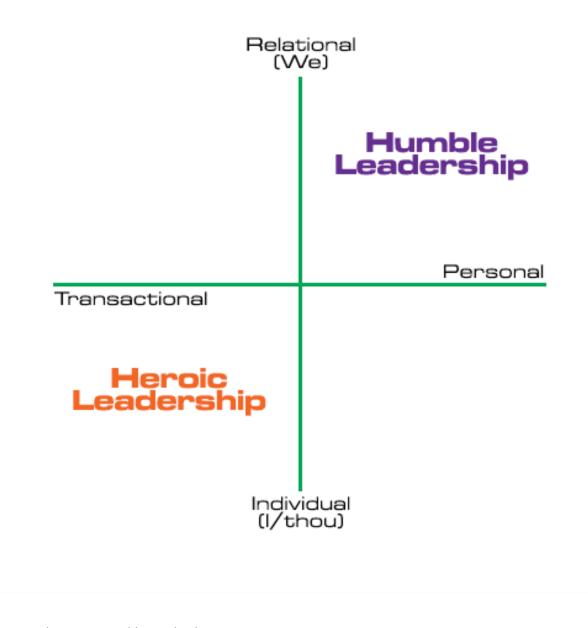
- My Development
- My Coach
- My Ongoing Conversations
- My Strengths
- My Life





J.Clifton & J.Harter, "It's The Manager," 2019, Gallup Press, NY, NY.

Humble Leadership





Schein, E. & Schein, P., Humble Leadership, 2018.

Four Levels of Relationships

Level Minus 1: Total impersonal domination and coercion.

Level 1: Transactional role and rule-based supervision, service, and most forms of "professional" helping relationships.

Level 2: Personal, cooperative, trusting relationships, as in friendships and in effective teams.

Level 3: Emotionally intimate. Total mutual commitments.



The World Is Changing

PAST LEADERSHIP: COMMAND and CONTROL HEROIC LEADERSHIP

FUTURE LEADERSHIP: TRUST and INSPIRE HUMBLE LEADERSHIP



Top Ten Workforce Trends for 2024

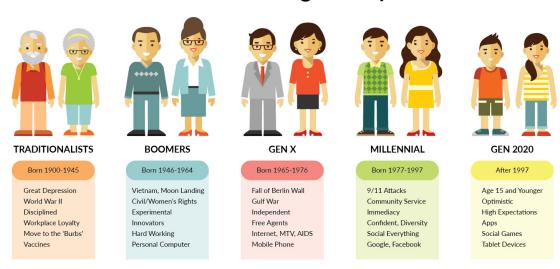




Multiple Generations at Work

- Generation Z is here.
- Traditionalists and Baby Boomers are still here.
- Plan for the 100-year life span.
- Shorter employee life cycle.

Five Generations Working Side by Side in 2020

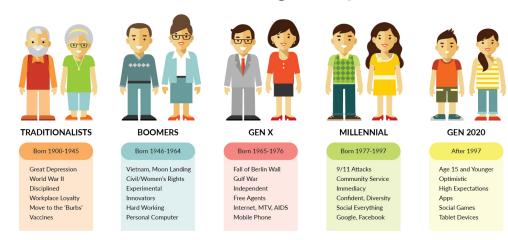




"I value a work culture that puts an emphasis on being kind to their employees, and I never want to work somewhere with a damaging hierarchy of power," Waite says. "I want to join a company where I can feel empowered to speak up about salaries and benefits, and where I can learn and grow as an individual."

- Emma Waite, 20-year old college senior

Five Generations Working Side by Side in 2020





Internal Mobility

- Career Pathways within the company.
- Learning & Development is front and center.
- Upskilling and building new skills.
- Hybrid skills for production and non-production.





BATTLE-B-PLAN CONSULTING

Return to Work + Remote Work = **FLEXIBILITY**



The "Boomerang Employee"

- Employee voluntarily quits.
- Former employee finds out the grass is not greener.
- Former employee wants to return to you.
- "Re-Recruiting"





Inflation/Fear of a Recession

- Real wage growth is stagnant, if not lower.
- Prices continue to rise.
- Fewer people are quitting, but still too many.
- Energy prices.
- Supply chain.

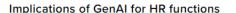


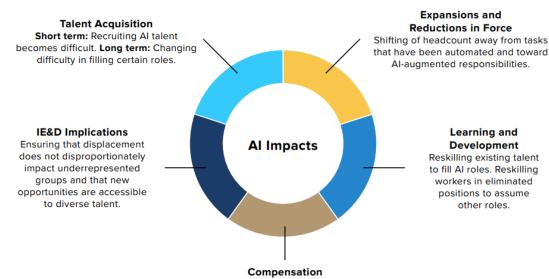
Source: BofA Global Investment Strategy, Bloomberg

BofA GLOBAL RESEARCH

Artificial Intelligence

- The industries most likely to be affected include financial services, law and marketing research
- Blue-collar jobs are unlikely to be automated by GenAl
- Many implications for workforce strategies







Adjusting salaries to changes in the labor market

The Great Reshuffle/Employee Retention

- Professional development/training
- Quality managers/management
- Stay interviews
- Positive corporate culture
- Flexible work environments
- Recognition and reward





Soft Skills Top Employers Wish List

- 65% of employers choose soft skills as the most in-demand
- Most in-demand skills:
 - Listening (74%)
 - Attention to detail and attentiveness (70%)
 - Effective communication (69%)
 - Interpersonal skills (65%)
- Other critical skills: virtual collaboration, social intelligence, cross-cultural competency.



Corporate Culture

"The things we all do."

-Russell Shaffer, Global Director Culture, Diversity, & Inclusion, Walmart

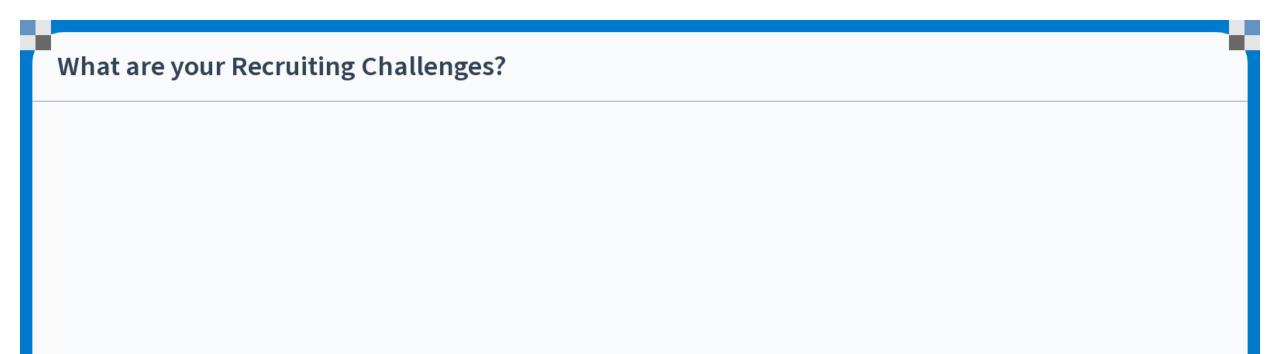
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Labor Shortage/Skills Gap

- Manufacturing sees upskilling and building new skills with existing employees.
- Disruptions have not impacted the need for skilled workers.
- Automation is one solution, but requires another skill set.
- Talent ecosystems local education and workforce partners.

Deloitte Development, 2020, "US 2021 Manufacturing Industry Outlook https://epsnews.com/2020/11/10/how-to-bridge-the-skills-gap-in-manufacturing/



Nobody has responded yet.

Hang tight! Responses are coming in.

Pulse Check



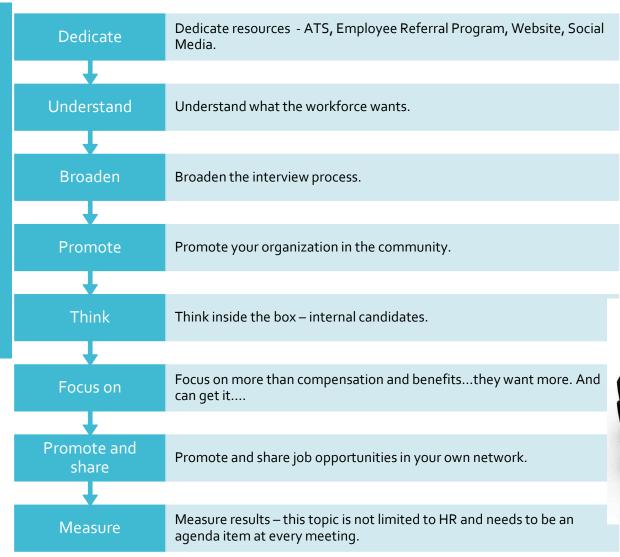
WHAT ARE YOU DOING TO ATTRACT TALENT?





What You Need To Know About **Recruiting** Employees





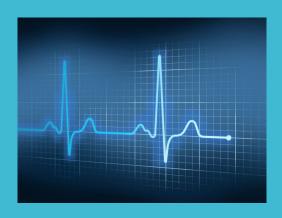
https://rsmus.com/what-we-do/services/assurance/public-company-audit-services/the-board-s-role-in-talent-recruitment-and-retention.html

Recruitment Battle Plan



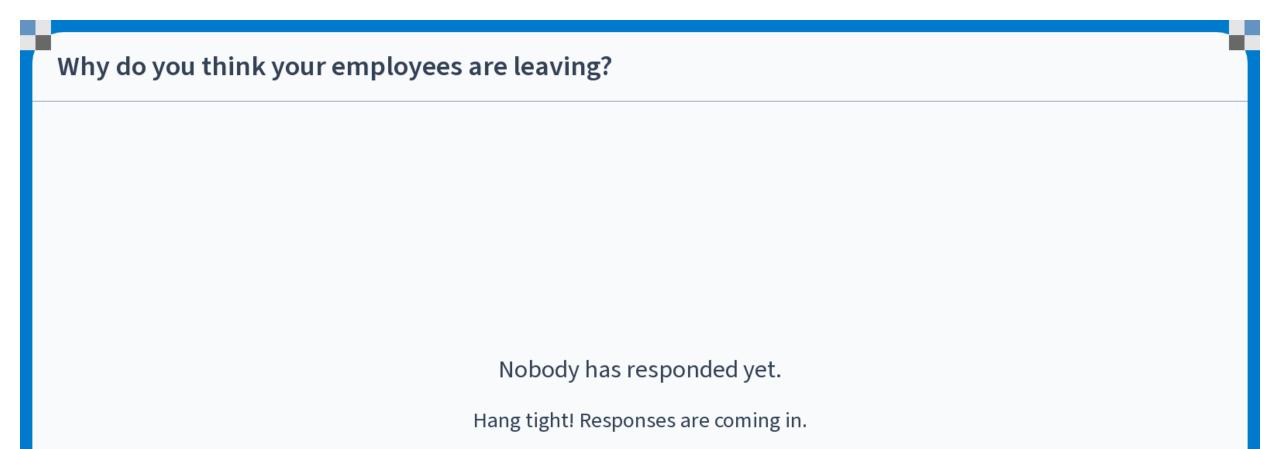
Audit	Audit application processes
Review	Review interview methods and participants
Implement	Implement an Employee Referral Program
Update	Update job descriptions, employee handbook, and policies and procedures
Develop	Develop a brand and live it

Pulse Check



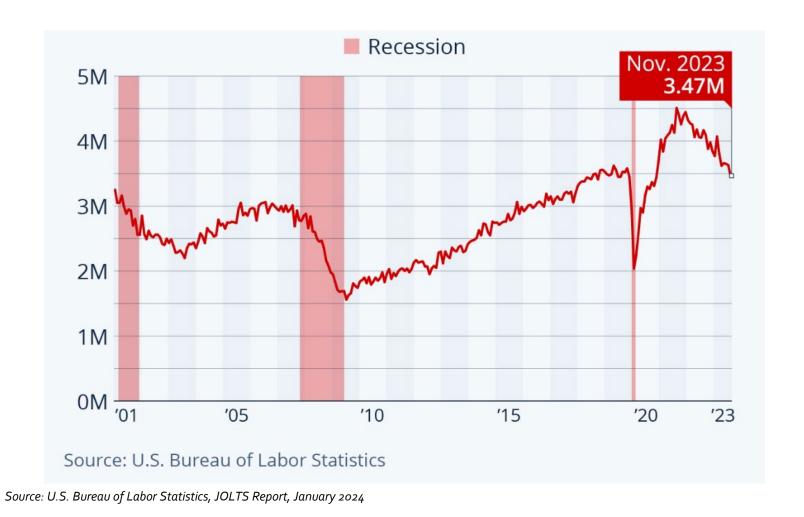
WHAT ARE YOUR RETENTION CHALLENGES?



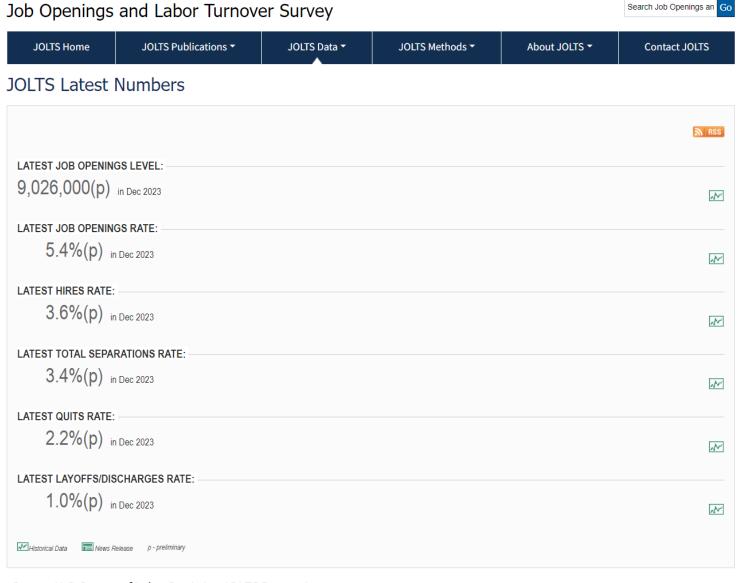


CONSU

The Turnover Crisis...Is It Over?



Job Openings, Hires, Separations



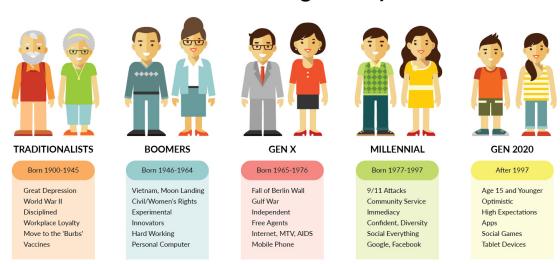
Source: U.S. Bureau of Labor Statistics, JOLTS Report, January 2024

Five Generations At Work

Multiple Generations at Work

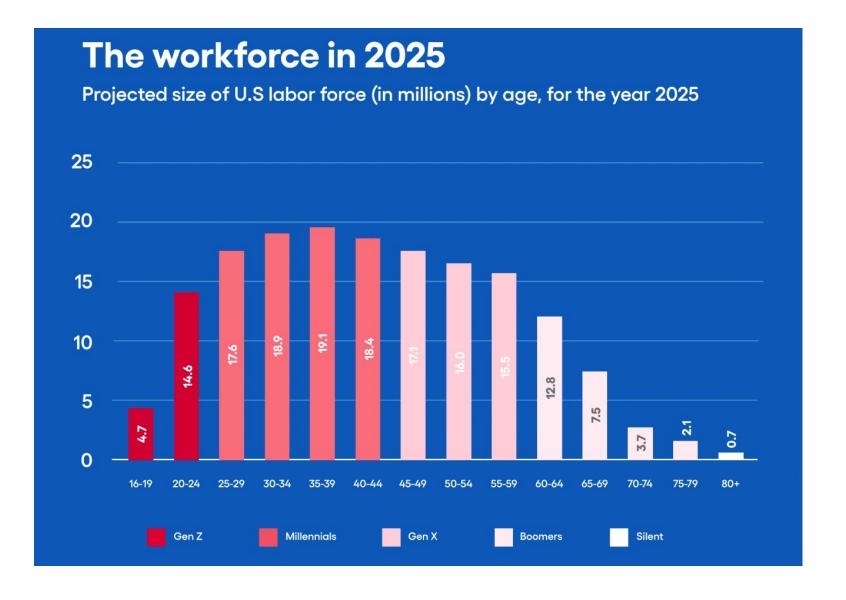
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Five Generations Working Side by Side in 2020





The Generation Gap





Why Are They Leaving?

- Bad Supervisor/Manager
- Work Life Balance
- Career Growth
- Money
- Benefits
- Organizational Fit/Organizational Culture





What Do You Lose?

- Your Best Employees
 - Reliable winners
 - Constant innovators
 - Effective problem solvers
- Company morale
- Lost customer relationships
- Brand is compromised
- Potential litigation, depending on the exit

"When it comes to rare talent, "voluntary turnover" is simply a nice way of saying, "You just lost the future.""

- Shane McFeely & Ben Wigert, Gallup Research



What Do Your Employees Want?

- Safety
- Training
- Involvement
- Relationships
- Feedback regular
- Culture





What Is...

Quiet Quitting?



What is your organization doing to retain existing employees?

Hang tight! Responses are coming in.

Retention Strategies





Quality managers/management

Stay interviews

Positive corporate culture

Flexible work environments

Recognition and reward

Compensation and benefits



Retention Battle Plan



Audit	Audit onboarding processes
Develop	Develop leadership – especially frontline supervisors
Examine	Examine work schedules
Identify	Identify and "draw" career paths
DO	DO SOMETHING!

What do you think people say about your organization in the community? Nobody has responded yet.

Hang tight! Responses are coming in.

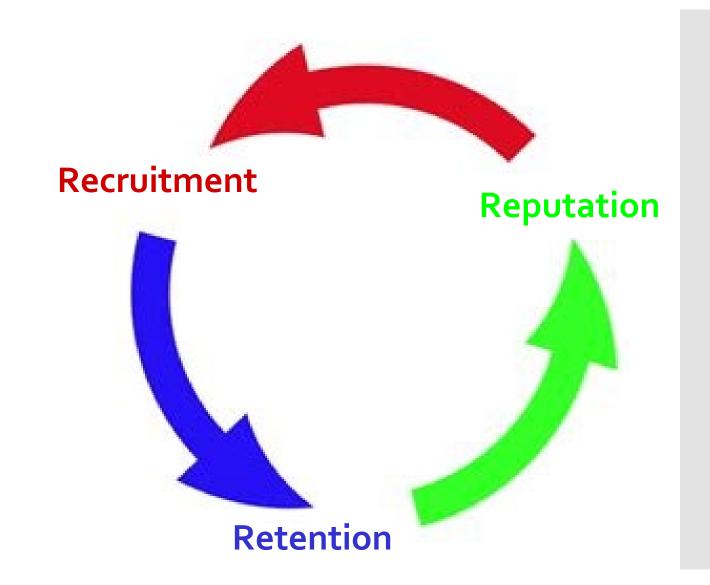
What Does Reputation Mean to You?







The 3 R's of Workforce Strategy





Corporate Culture





Corporate Culture Survey

- 76% say Manager/Leader sets the culture of their workplace.
- 58% of those who voluntarily left a job claim the Manager/Leader was the cause.
- 36% say their Manager/Leader does not know how to lead a team.
- 53% say they are thinking about leaving their current organization.
- 40% say their Manager/Leader fails to engage in honest communications.



SHRM July 2019 Ominibus, USDOL BLS, and the Center for American Progress



Company Culture

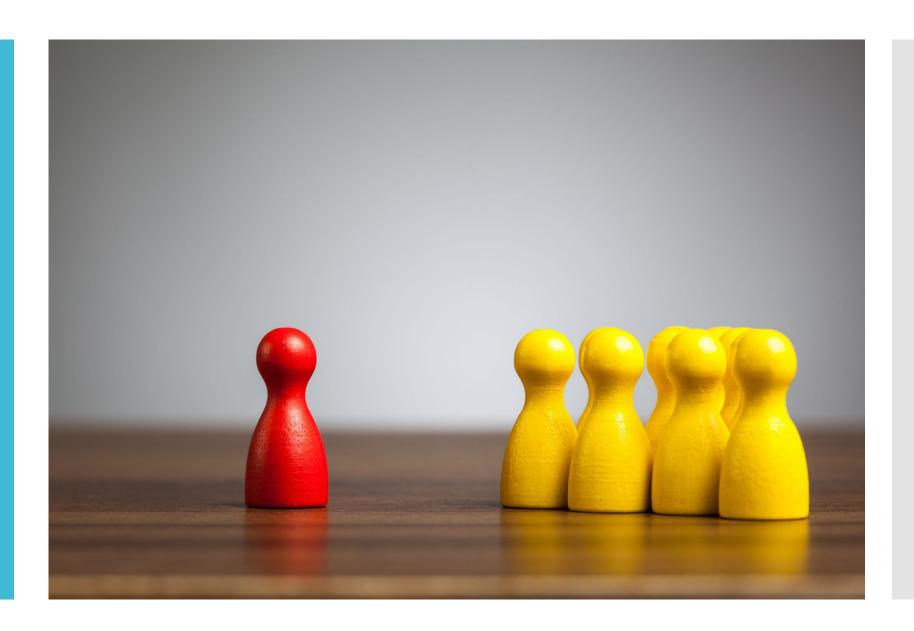
- ➤ Identify values and live them.
- Communicate the values and reinforce them at every opportunity.
- ➤ Post employee success stories on website and newsletter.
- ➤ Address performance issues.
- Hold people accountable for not living the values.





Diversity, Equity, & Inclusion

- Communicate to all generations and ethnicities.
- ➤ Invite a diverse group to address operational challenges for fresh perspectives and inclusion.
- Conduct an employee survey to honestly assess how your company is doing.
- Audit all processes to ensure no unconscious bias exists.
- ➤ Audit compensation to ensure no bias exists.





Social Responsibility

- ➤ Dedicate "service" hours to local organizations.
- Review your processes to ensure environmental sustainability.
- Partner with local non-profits, such as a food bank or homeless shelter.
- Work with local workforce partners to help employ individuals from long term unemployment or other factors.
- ➤ Publish success stories routinely.



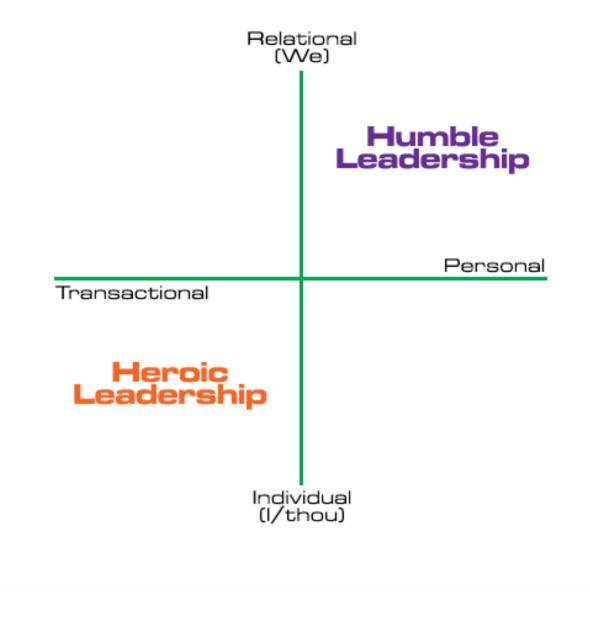


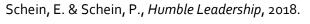
Reputation Battle Plan



Community	Get involved in your local community – start with non-profits.
Values	Establish corporate values and live them.
Examine	Examine compensation practices to ensure equity.
Accountability	Hold employees accountable for their behaviors at work
DO	DO SOMETHING!

Humble Leadership







Four Levels of Relationships

Level Minus 1: Total impersonal domination and coercion.

Level 1: Transactional role and rule-based supervision, service, and most forms of "professional" helping relationships.

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Schein, E. & Schein, P., Humble Leadership, 2018.

Final Thoughts

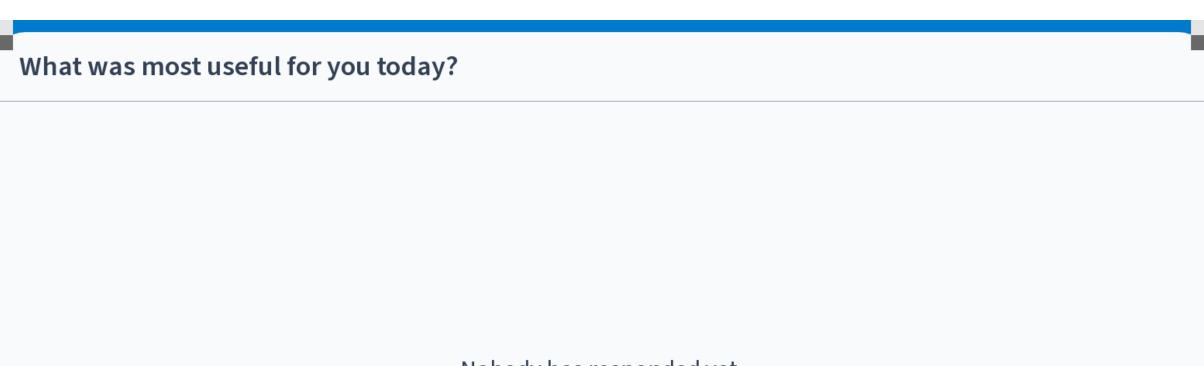
Remember the Golden Rule?

"Treat others as you would like to be treated."

Change it to the Platinum Rule
"Treat others as they would like to
be treated"







Nobody has responded yet.

Hang tight! Responses are coming in.

SCMEP Workforce Development Playbook





Final Thoughts

"Squat before the jump."
- SC Plant Manager







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