

SPECIAL EVENT

A day with:
BOB NELSON

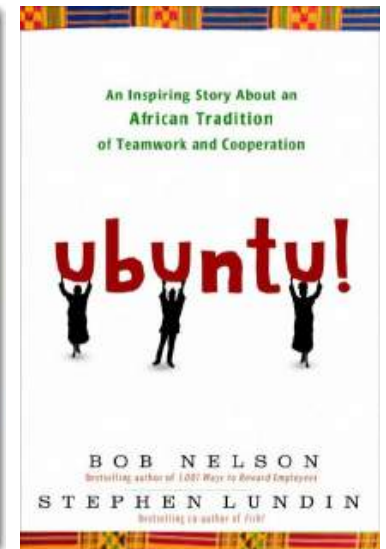
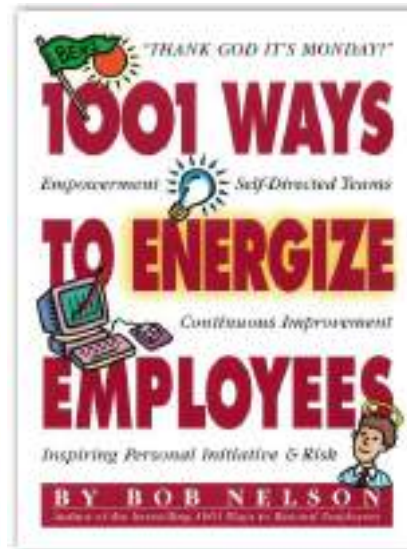
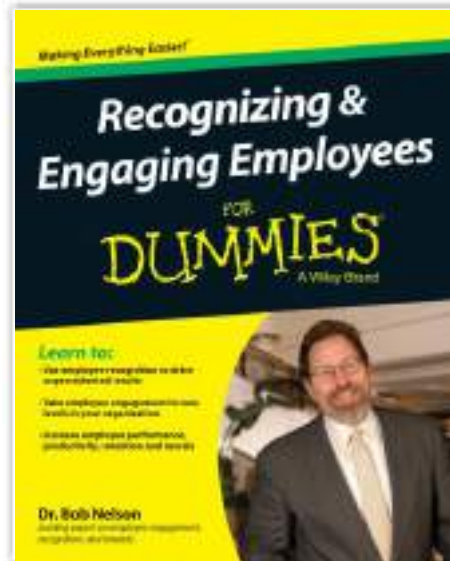
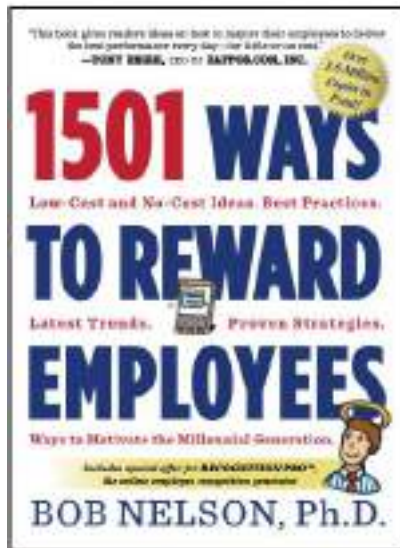
21 DE JUNIO, 2016



Bob Nelson, PhD



- President, Nelson Motivation Inc.
- Executive Strategist, HR Issues
- *New York Times / Wall St. Journal* Best-selling Author



5 Trends Shaping the Future of Work

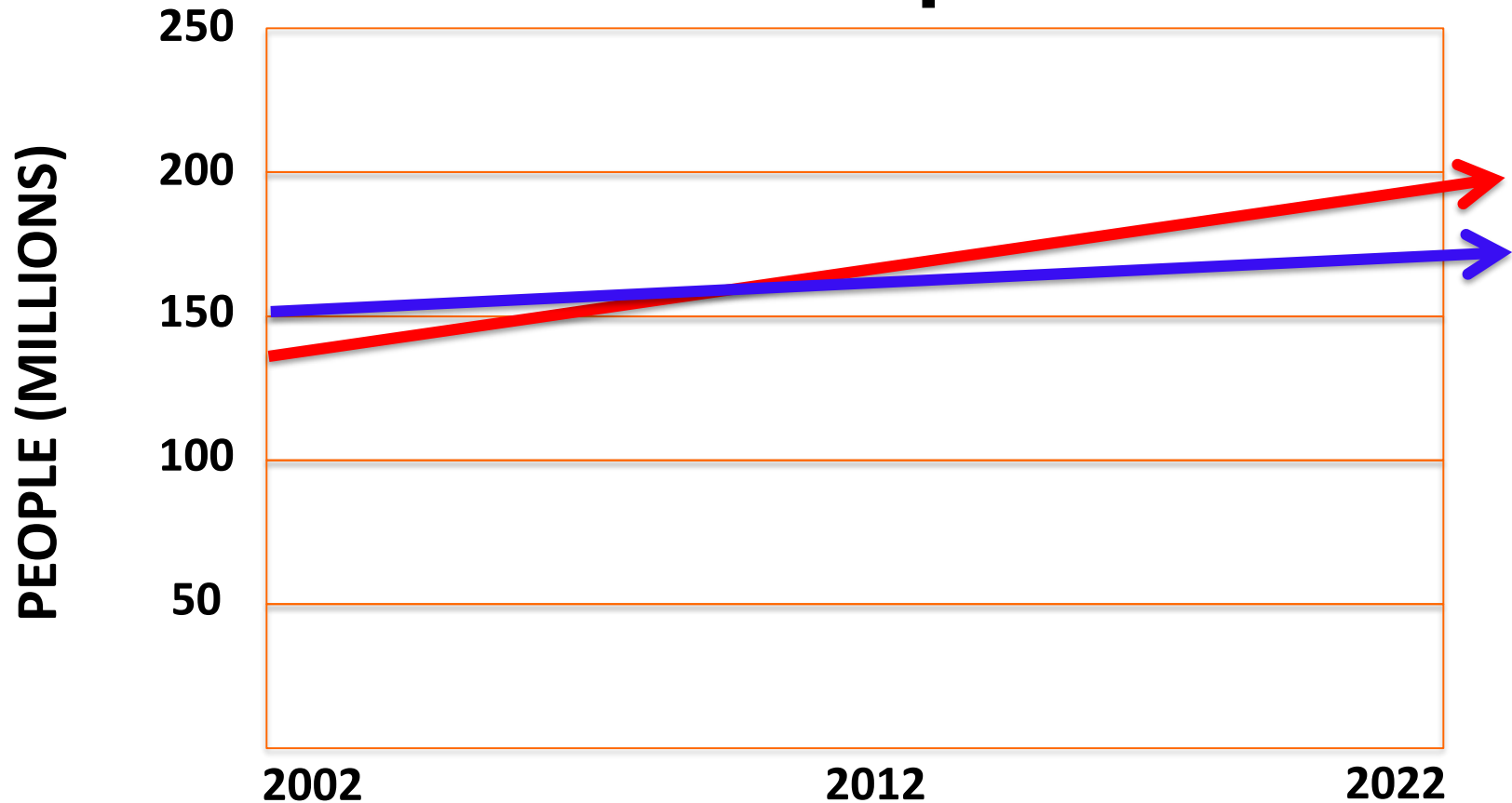
1. Growing Shortage of Skilled Workers
2. Rise of the Millennials
3. Increase of Contingent Workers
4. Evolving Role of Virtual Employees
5. Globalization of the Labor Market

Growing Shortage of Skilled Workers



**Not a labor shortage,
but a skilled labor shortage**

The Skilled Labor Gap will Increase



 AVAILABLE  NEEDED

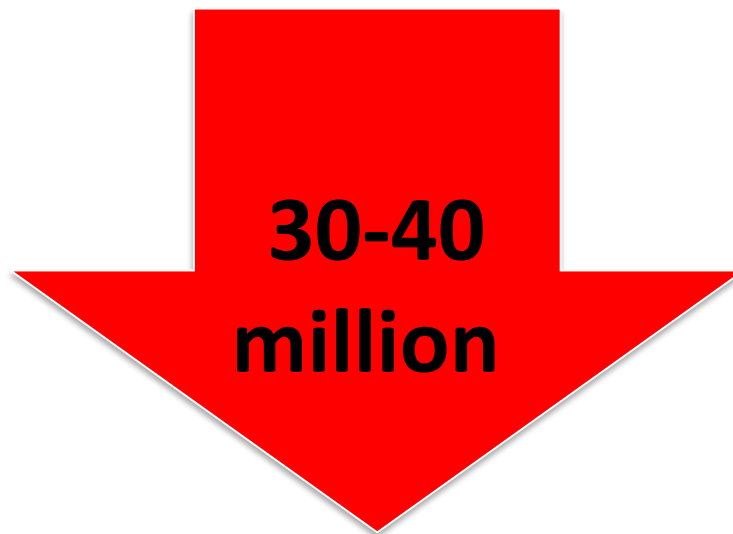
Adapted from Employment Policy
Foundation Analysis and projection of
Census/BLS and BEA data

U.S. workers **rank last** in tech skills
among 18 industrial countries.

Last year the U.S. was short
3 million skilled workers in the
manufacturing sector alone

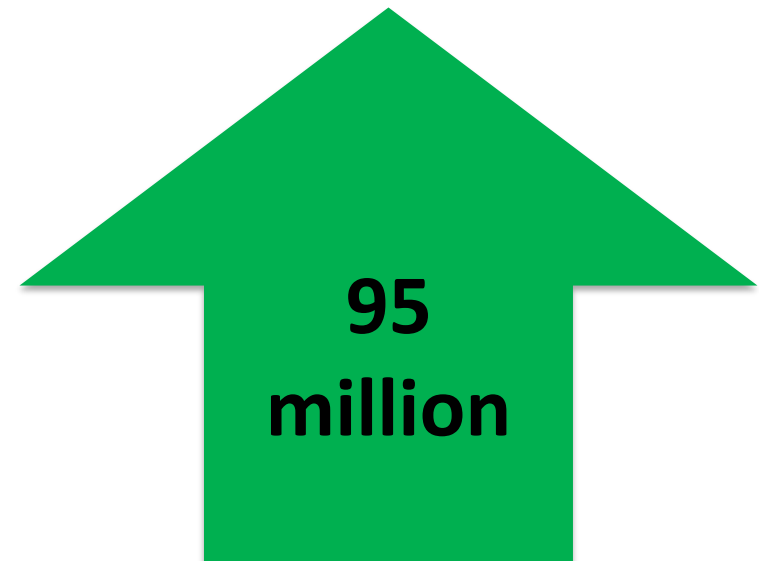
The Skilled Labor Gap Will Increase

By 2020



**Shortage of College-
educated workers**

**Surplus of
Low-skilled workers**

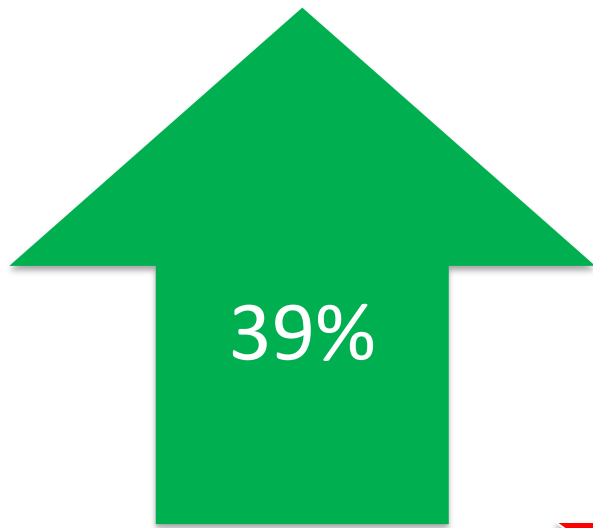


The Great Jobs Divide

(New positions to be added through 2017)

High-wage jobs

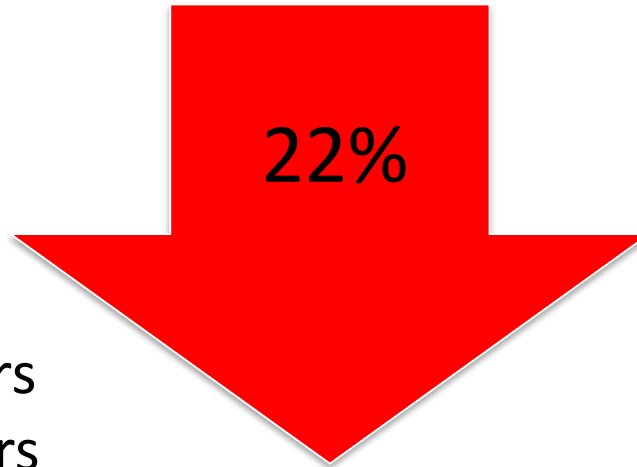
Low-wage jobs



39%

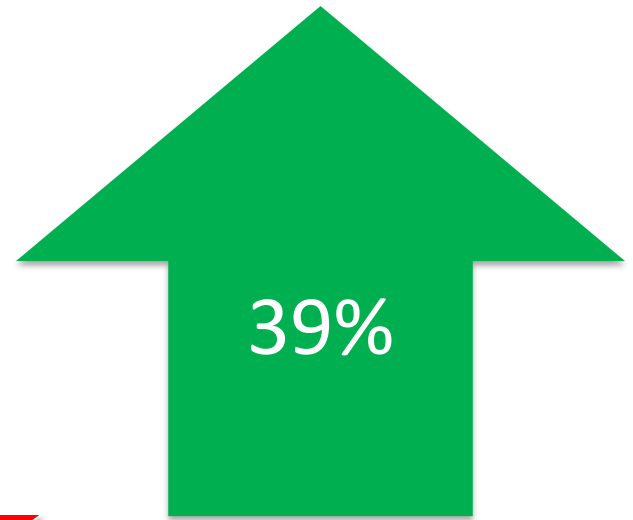
- Nurses
- Software developers
- Petroleum Engineers

- Welders
- Secretaries
- Office managers



22%

Mid-wage jobs
(\$29k-\$44k/year)

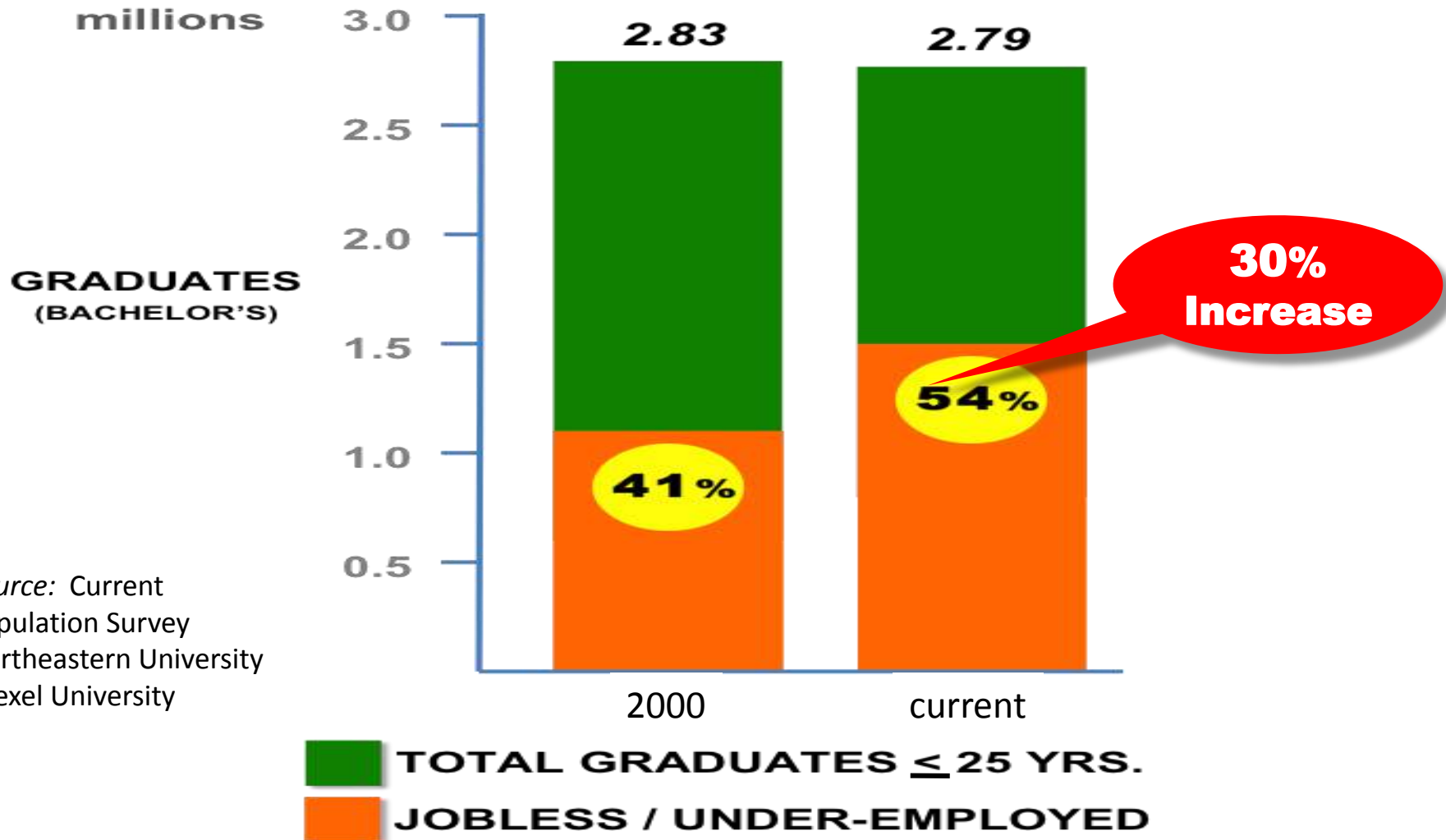


39%

- Home health aides
- Fast-food servers
- Landscape workers

**Need better collaboration between
business, government and education to
better help prepare students for
the jobs of the future**

Most College Grads ≤ 25 Years Of Age Are Jobless or Under-Employed



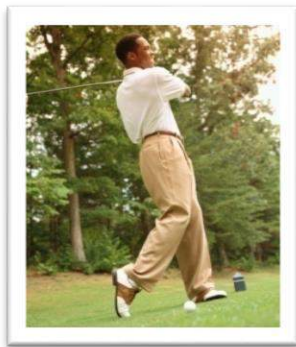
Source: Current
Population Survey
Northeastern University
Drexel University

Rise of the Millennials



The Millennials Are ~~Coming~~ **HERE**

Generation	Age	% Workforce
Traditionalists	(69+)	2
Baby Boomers	(50 - 68)	34
Generation X	(30 - 49)	28
Millennials	(21 - 29)	36



70 MM Boomers retiring

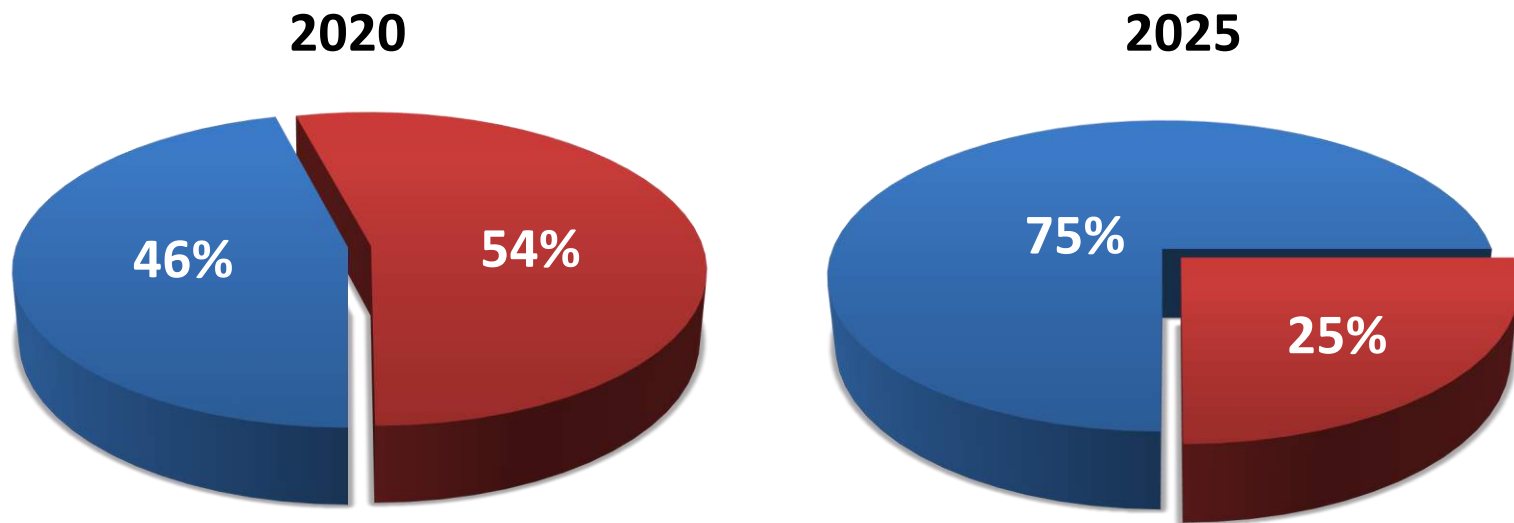


50 MM Gen Xers
can't replace them



44 MM Millennials are here;
46 MM more are coming

Millennials **NOW** dominate the workforce in numbers... and attitude



MILLENNIALS



TRADITIONALISTS, BOOMERS, GEN XERS

“76% of younger workers plan to find a new job as the economy improves.”

—Harvard Business Review

Profile of the Millennials: Do You Know Me?



MILLENNIAL MAN



D.O.B.	Roughly 1980-2000
Height	As far as I think I can go
Weight	I matter and what I do matters
Destination	Wanting to make a difference
Education	Considered the best in history
Tools	All the latest high-tech
Connection	Instant, variety of modes
Other	Optimistic, socially responsible

Technology Defines Millennials

➤ iAnything

➤ Texting, IM

➤ Facebook



75% have a profile on Facebook **44%** read blogs **76%** use instant messaging
Jira... Slack... Hipchat... Google Hangout... Poker...



Millennial Work Attributes



Upsides

- Techno wizards
- Quick Learners
- Resourceful
- Hardworking, high achieving



Downsides

- Inflated opinion of themselves
- Overconfident, especially given limited or no experience
- Need to be constantly challenged
- Need instant and ongoing feedback



Given **43%** of companies report they will have fewer opportunities for advancement, need to shift career focus from a **Career Ladder** to **Career Lattice**

Increase of Contingent Workers

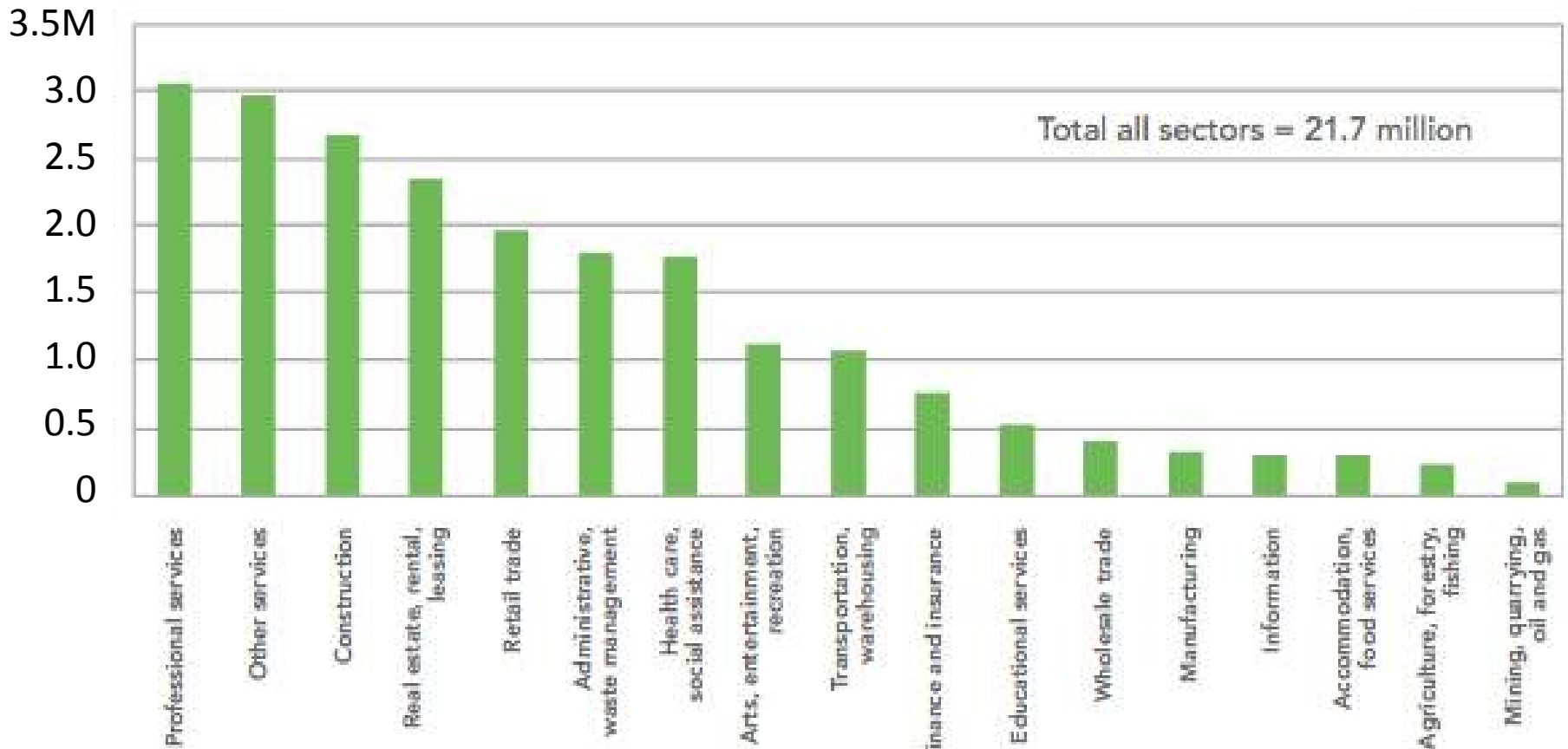


65% of new jobs added in the last year
have been contingent workers, making up
20% of the workforce population,
projected to be **30-50%** in the future.

Currently **10 million** contingent workers,
which has doubled in under **5 years**;
22 million U.S. companies have no payroll.

10 million self-employed individuals, 22 million non-employer firms & growing

Number of businesses without paid employees.



Source: U.S. Census Bureau

Evolving Role of Virtual Employees



Work is becoming a **state of mind**
More than a **place to be.**

75% of all current organizations have
employees who work remotely;
45% anticipate increasing that number.

40% of all workers currently
work remotely;
50% will work remotely by **2020**.

There were **9.1 million** part-time virtual workers in a recent year, representing a **300%** increase in **10** years.

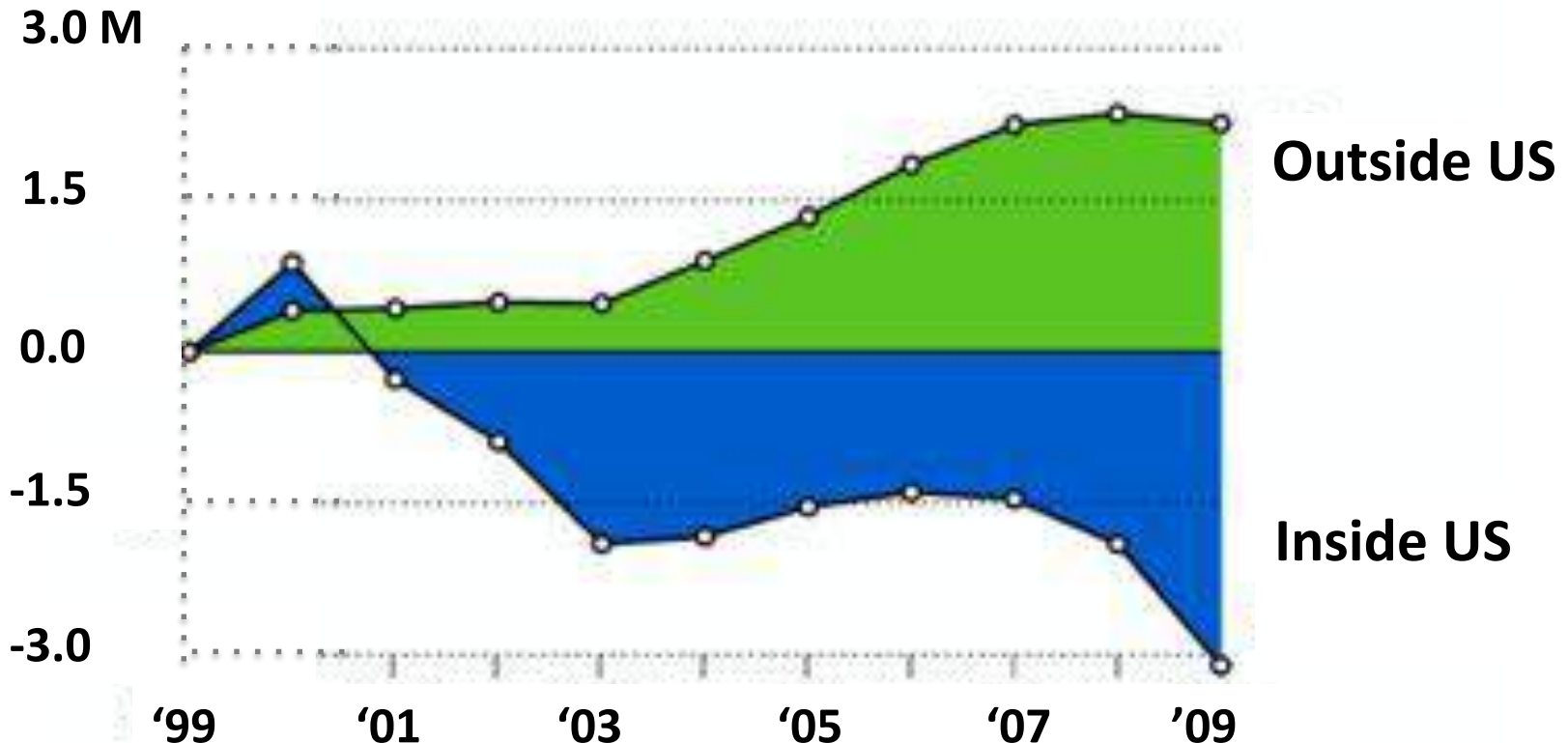
Need to be open and flexible to consider
alternate work arrangements, eg,
telecommuting, job sharing, flextime,
compressed workweeks, etc

Globalization of the Labor Market



Multi-nationals employ **1 of 7** U.S. workers; since 2000 they have shed **2.9 million** U.S. workers and hired **2.4 million** workers overseas.

Where Are the Jobs Going?



SOURCE: US Department of Commerce

By 2025 **25%** of all work tasks
will be automated.

In the next 5 years, **2 million** financial
services jobs will move abroad;

in the next 15 years, **3 million** service
sector jobs will move overseas.

10 Top Reasons Companies Outsource

Improve company focus		55%
Reduce and control operating costs		54%
Free resources for other purposes		38%
Gain access to world-class capabilities		36%
Resources not available internally		25%
Accelerate reengineering benefits		20%
Reduce time to market		18%
Share risks		12%
Take advantage of offshore capabilities		12%
Function difficult to manage or out of control		10%

88% of firms report they got better value
for their money overseas;

71% said overseas workers did better
quality work.

**Need to help workers be more
competitive; show them how to
add value and increase their
contribution**

5 Trends Shaping the Future of **Work**

1. Growing Shortage of Skilled Workers
2. Rise of the Millennials
3. Increase of Contingent Workers
4. Evolving Role of Virtual Employees
5. Globalization of the Labor Market

Intras

presents

Strategies for a More Engaged Workforce

with Bob Nelson, Ph.D.

Santo Domingo
Dominican Republic
June 21, 2016

“One of the stepping stones to a world-class operation is to tap into the creative and intellectual power of each and every employee.”



**Harold A. Poling
Former Chairman and CEO
Ford Motor Company**

“Men and women want to do a good job, a creative job, and if they are provided the right environment, they will do so.”



Bill Hewlett
Co-Founder
Hewlett Packard

Working Harder, But Less Valued

- 90% of companies have had recent cutbacks
- 40% of the “undownsized” are less motivated
- 74% report being less productive
- 67% of companies report engagement is down, currently at an all-time low
- 85% feel overworked and underappreciated
- 56% somewhat/completely dissatisfied with their job
- 54% plan to find new jobs as the economy improves (25% of top performers; 76% of younger workers)

Challenging Times = Less Loyalty

Are you less loyal to your employer than in the past?

If yes, why?

- 58% Poor management
- 52% Low company morale
- 49% Decrease in company pay
- 41% Poor communication
- 29% Decreased training/development
- 28% Decrease in benefit coverage

**“The war for talent is over:
Talent won.”**



Carl Camden
President and CEO
Kelly Services

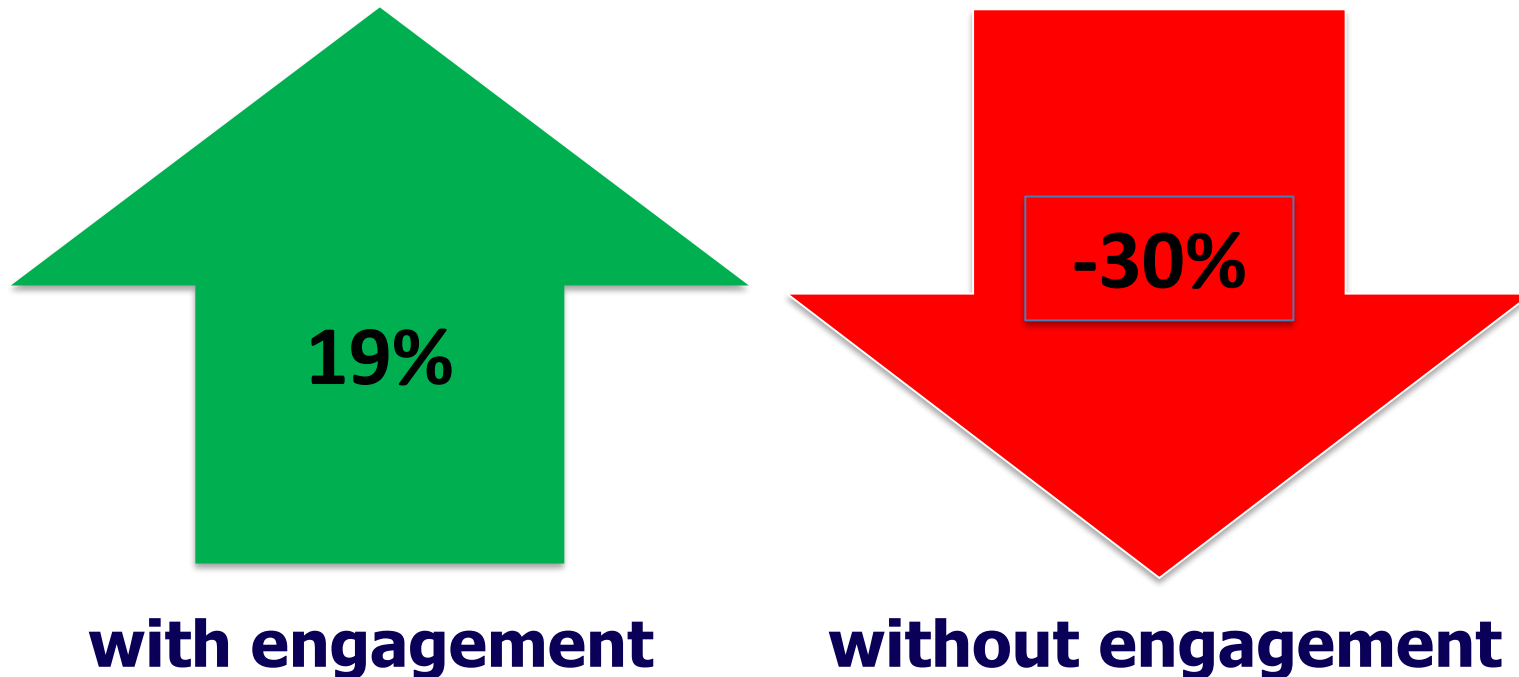
Employee Engagement is...

A workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

Engaged employees are...

- **18%** more productive
- **12%** more profitable
- **27%** less prone to absenteeism
- **51%** less likely to leave their jobs

Engagement and the Bottom Line



Operating Income Growth

What Are the Best Ways to Keep Employees Engaged and Committed in Challenging Times?

6 Key Strategies for Increasing Employee Engagement



6 Key Strategies for Increasing Employee Engagement

#1 VISION

#2 COMMUNICATION

#3 INVOLVEMENT

#4 AUTONOMY

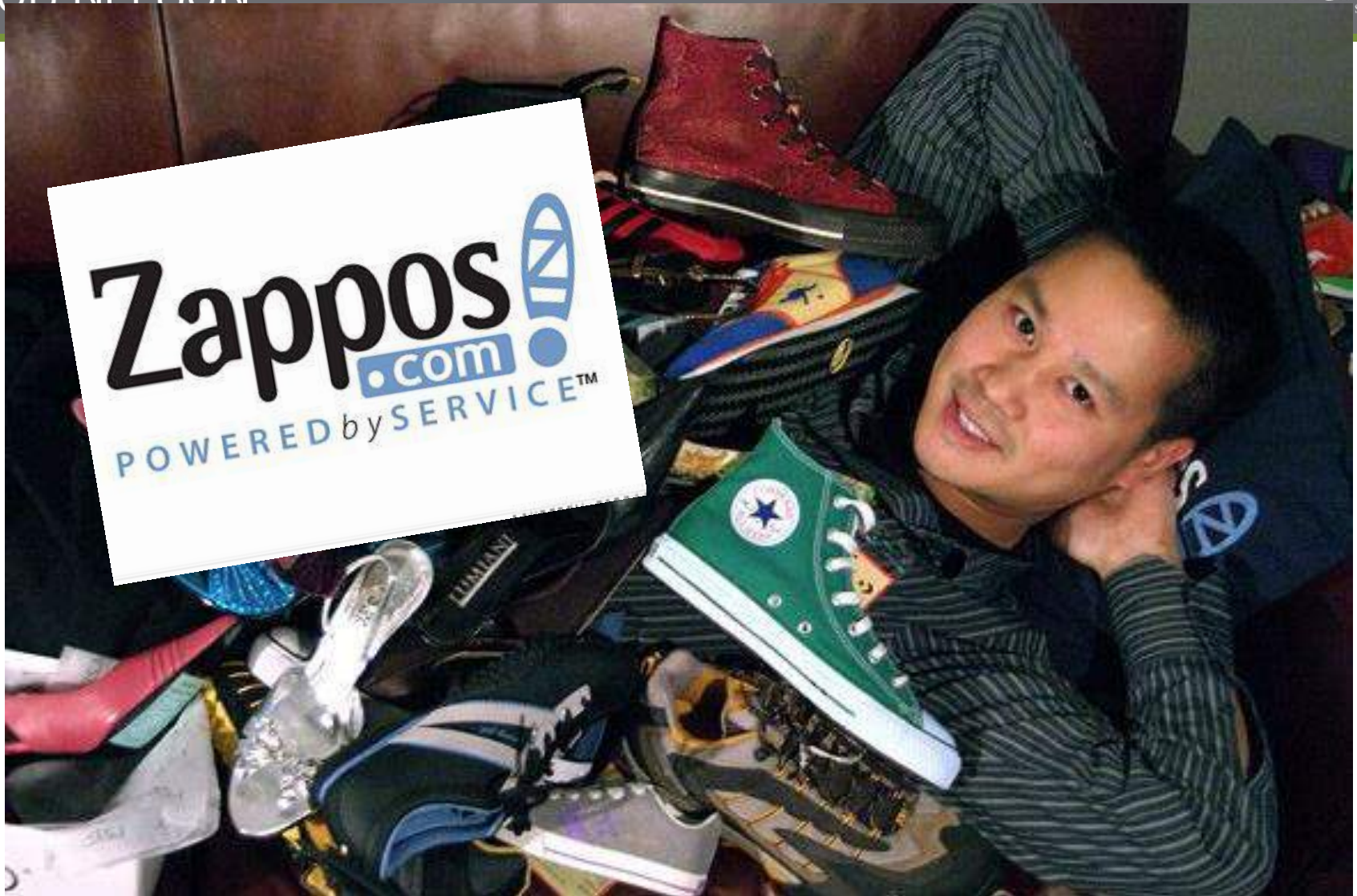
#5 DEVELOPMENT

#6 RECOGNITION

6 Key Strategies for Increasing Employee Engagement

#1 VISION: A Clear & Compelling Direction

All Performance Starts with Clear Goals and Expectations



Zappo's Mission: "Live & Deliver WOW!"

6 Key Strategies for Increasing Employee Engagement

#1 VISION: A Clear & Compelling Direction

#2 COMMUNICATION: Direct, Open & Honest

6 Key Strategies for Increasing Employee Engagement

#1 VISION: A Clear & Compelling Direction

#2 COMMUNICATION: Direct, Open & Honest

95% of employees rate as a top priority

6 Key Strategies for Increasing Employee Engagement

#1 VISION: A Clear & Compelling Direction

#2 COMMUNICATION: Direct, Open & Honest

#3 INVOLVEMENT: Encourage Employee Initiative

92% of employees want to be asked for their opinions or ideas

89% of employees want to be involved in decision-making

To maximize buy-in and motivation, challenge people for ways to improve.



Example



**Every employee has a
\$50,000 idea...
if you can get it out of
them.**

6 Key Strategies for Increasing Employee Engagement

#1 VISION: A Clear & Compelling Direction

#2 COMMUNICATION: Direct, Open & Honest

#3 INVOLVEMENT: Encourage Employee Initiative

#4 AUTONOMY: Increase Employee Autonomy

Work is becoming a state of mind more than a place to be.



75% of organizations offer some type
of flexible work schedule.
45% plan to increase this option.



6 Key Strategies for Increasing Employee Engagement

#1 VISION: A Clear & Compelling Direction

#2 COMMUNICATION: Direct, Open & Honest

#3 INVOLVEMENT: Encourage Employee Initiative

#4 AUTONOMY: Increase Employee Autonomy

**If you give employees more Autonomy,
they will make more mistakes.**

94% of employees want their manager to
support them when they make a mistake

“You can tell a lot about the long-term viability of any organization simply by looking at how they handle mistakes.”



Bill Gates
Former Chairman
Microsoft



William McKnight
Former CEO



“The mistakes people make are much less important than the mistakes management makes when it tells them exactly what to do.”

6 Key Strategies for Increasing Employee Engagement

- #1 VISION:** A Clear & Compelling Direction
- #2 COMMUNICAION:** Direct, Open & Honest
- #3 INVOLVEMENT:** Encourage Employee Initiative
- #4 AUTONOMY:** Increase Employee Autonomy
- #5 DEVELOPMENT:** Learning & Career Growth

90% of all development
occurs on the job.

Example



American Express teaches its managers a delegation technique they call “Label and Link.”

Result: Employees better understand what is needed and are more motivated to do those things.

6 Key Strategies for Increasing Employee Engagement

#1 VISION: Create a Clear & Compelling Direction

#2 COMMUNICATION: Direct, Open & Honest

#3 INVOLVEMENT: Encourage Employee Initiative

#4 AUTONOMY: Increase Employee Autonomy

#5 DEVELOPMENT: Learning & Career Growth

#6 RECOGNITION: Based on High Performance

The #1 Best-in-Class strategy for improving employee engagement is a strategic, integrated employee Recognition & Reward program.

Recognition and Rewards for Challenging Times



Recognition and Rewards for Challenging Times

- **Nominal Rewards & Benefits**



Recognition and Rewards for Challenging Times

- **Nominal Rewards**
- **Symbolic Items**

Recognition and Rewards for Challenging Times

- Nominal Rewards
- Symbolic Items
- Simple Celebrations



Recognition and Rewards for Challenging Times

- **Nominal Rewards**
- **Symbolic Items**
- **Simple Celebrations**
- **Time-off Rewards**

Example



Boston-based Greenough Communications “Winter Fridays” -- high-performing employees allowed to leave at 3 pm on Friday.

Example



**Los Angeles-based
company gives each
employee two free**

**“I Don’t Want to Get
Out of Bed” days**

**for employees to use
at their discretion.**

Recognition and Rewards for Challenging Times

- **Nominal Rewards**
- **Symbolic Items**
- **Simple Celebrations**
- **Time-off Rewards**
- **Thanks & Praise**

Praising Individuals

**“I can live for two months
on a good compliment.”**

—Mark Twain



6 Key Strategies for Increasing Employee Engagement

- #1 VISION:** Create a Clear & Compelling Direction
- #2 COMMUNICATION:** Direct, Open & Honest
- #3 INVOLVEMENT:** Encourage Employee Initiative
- #4 AUTONOMY:** Increase Employee Autonomy
- #5 DEVELOPMENT:** Learning & Career Growth
- #6 RECOGNITION:** Based on High Performance

Common Elements of the Six Key Strategies

Key factors are all **intangible**
Key factors are all **interpersonal**

Conclusion: In challenging times, we need to increase the personal aspects
of managing

In Summary

Top Employee Motivators

- **Information & communication**
- **Involvement with decision-making**
- **Asking for input & ideas**
- **Encouraging employee initiative**
- **Support when a mistake is made**
- **Thank you for a job well done**

Intras presents



Creating a Culture of Recognition
Dr. Bob Nelson June 21, 2016

Recognition Is...

**Acknowledging and Appreciating
People for Their Achievements**



Although Most Employees Want Recognition...

99% expect to be recognized
when they do good work

80% of managers say they do it

...Few Employees Feel Recognized Today

- **12%** say they get recognized
- **34%** NOT meaningfully recognized

Gallup Q4

“ “ In the last seven days, I have received recognition or praise for doing a good job. ” ”

Activity

- **Think of a recent time when you were recognized.**
- **What was done? Be specific.**
- **How did it make you feel?**

The Business Case for Recognition



Recognition Drives Performance

- **73%** of managers get expected results
- **78%** . . . helps increase productivity
- **80%** . . . makes getting work done easier
- **84%** . . . helps increase performance
- **90%** . . . helps motivate people better

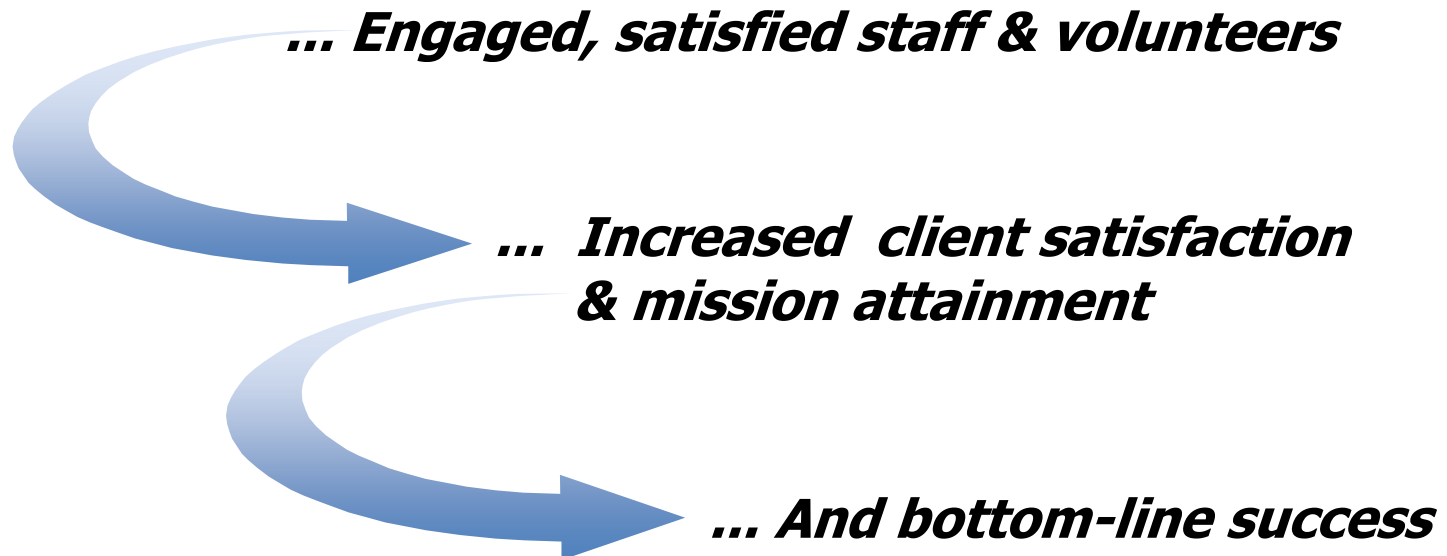
Recognition Culture Adds Value

- **5x's** more likely to feel valued
- **6x's** more likely to recommend the organization
- **7x's** more likely to stay with the organization
- **11x's** more likely to feel completely committed

Committed Employees
Deliver **57% MORE** Effort
Than Uncommitted Ones

Recognition and the Bottom Line

A Direct Financial Link



Recognition Is a Strategic Imperative

Organizational, Cultural & Financial benefits of:

- Positive employee recognition
- Increased employee engagement



How Recognition Differs From Rewards

Reward Is...

- **Money or an Item with Monetary Value Provided for Desired Results**



Why Isn't Money Enough?

Why Isn't Money Enough?

“Economic incentives are becoming rights rather than rewards. Merit raises are always introduced as rewards for exceptional performance. In no time at all they become a right...”


— Dr. Peter Drucker
Management Guru

“Less than 3% of base salary separates average from outstanding performance in any organization.”

— Compensation &
Benefits Review

**“Compensation is a right;
recognition is a gift.”**

— Rosebeth Moss Kanter
Professor of Management
Harvard University

A close-up photograph of two hands shaking in a firm grip. The hands are positioned in the center of the frame, with the fingers interlaced. The background is a blurred, light-colored fabric, possibly a suit jacket. The lighting is soft, highlighting the texture of the skin and the fabric.

Recognition + Rewards =

Appreciation

Principles of Recognition

All Performance Starts with Clear Goals & Expectations

**The Most Proven Principle of
Management is
You Get What You Reward**

**When You Get Serious
About Performance
You Have to Get Serious
About Recognition**

The Best Recognition Is . . .

- Contingent
- Timely, Specific and Meaningful
- Free



All Behavior Is a Function of Its Consequences

- **Positive Consequences**
- **Negative Consequences**
- **No Consequences**

Types of Recognition

3 Types of Recognition

- **Formal—A structured or planned program of recognition for desired performance**

3 Types of Recognition

- **Informal—A spontaneous form of sincere thanks for desired behavior or performance**

3 Types of Recognition

- **Day to Day—Daily feedback about positive performance**

Personal and Public Praise

Praise and Thanks

- Personal
- Electronic
- Written
- Public

Praising Individuals

ASAP-Cubed

- **Soon**
- **Sincere**
- **Specific**
- **Personal**
- **Positive**
- **Proactive**

Praising Individuals

**“Many know how to flatter;
few know how to give praise.”**

—Greek proverb

**Praise is simple, but needs
to be strategic**

Praising Individuals

- **I saw what you did**
- **I appreciate it**
- **Here's why it's important**
- **Here's how it makes me feel**

Praising Guidelines

Praise people . . .

- **Directly**
- **In front of others**
- **When they're not around
(positive gossip)**

What Keeps Managers from Recognizing Their Employees?

Low-Recognition-Use Managers...

- **Aren't sure how to do it**
- **Don't think it's that important**
- **Don't feel they have time to do it**
- **Are afraid they might leave someone out**
- **Feel employees don't really value it**
- **Feel the organization doesn't support it**

High-Recognition-Use Managers...

**Look for and act upon
opportunities to recognize
employees when they do
good work on a daily basis**

Changing Low-Users to High-Users: Six Strategies for Converting

- 1) Try it – you might like it!
- 2) Involve those you are trying to motivate.
- 3) Experiment & learn from your experience.
- 4) Reinforce your successes—by yourself, with others and as an organization.
- 5) Make recognition a habit: Have a plan and work that plan daily.
- 6) Hold yourself—and others—accountable.

**“People will forget what you said,
people will forget what you did,
but people will *NEVER* forget
how you made them feel.”**



**Maya Angelou
American Poet**

“The two things people want more than sex and money: recognition and praise.”



**Mary Kay Ash
Founder
Mary Kay, Inc.**

ubuntu!



It's Time to Rekindle Trust & Spirit in the Workplace

What is Ubuntu?

A Person is a Person Through Other People

“I Am Because We Are”

**“To go fast, go alone.
To go far, go together.”**

—African Proverb

“Ubuntu is the profound sense that if we are to accomplish anything in this world, it will in equal measure be due to the work and achievements of others.”

— Nelson Mandela
First President
Republic of South Africa



We Are All Connected

Activity

Meet several people in the room you don't know and find something different you have in common with each of them.



We Are All Connected



U.C. Berkeley



ubuntu!

- **Common Vision**
- **Shared Experiences**
- **Inspiration**
- **Empathy**
- **Teamwork**



COMMON VISION

**“If I can not change when
circumstances demand it, how
can I get others to change?”**



– Nelson Mandela

eBay's Sustainable Business Initiative



**Common Vision
in Business**



SHARED EXPERIENCES

All Rapport Comes from Shared Experiences

How Do You Create Shared Experiences?



Beth Israel Hospital



INSPIRATION



EMPATHY



Empathy

The ability to share in another's emotions or feelings in order to better understand him or her.

**Nelson Mandela spent 27 years
in prison and still forgave
those who put him there.**

TEAMWORK

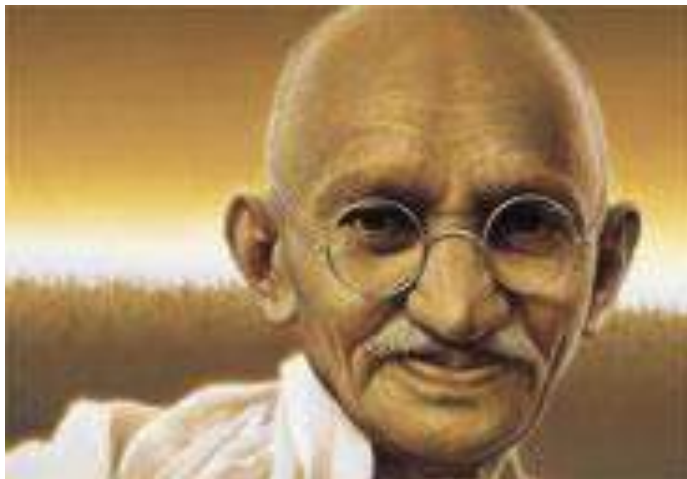


ubuntu!

- **Common Vision**
- **Shared Experiences**
- **Inspiration**
- **Empathy**
- **Teamwork**

**“You must be the change you wish to see
in the world.”**

— Mahatma Gandhi



ubuntu!

