

February 27, 2019

# Adapt and Overcome

## Hiring a Young Workforce

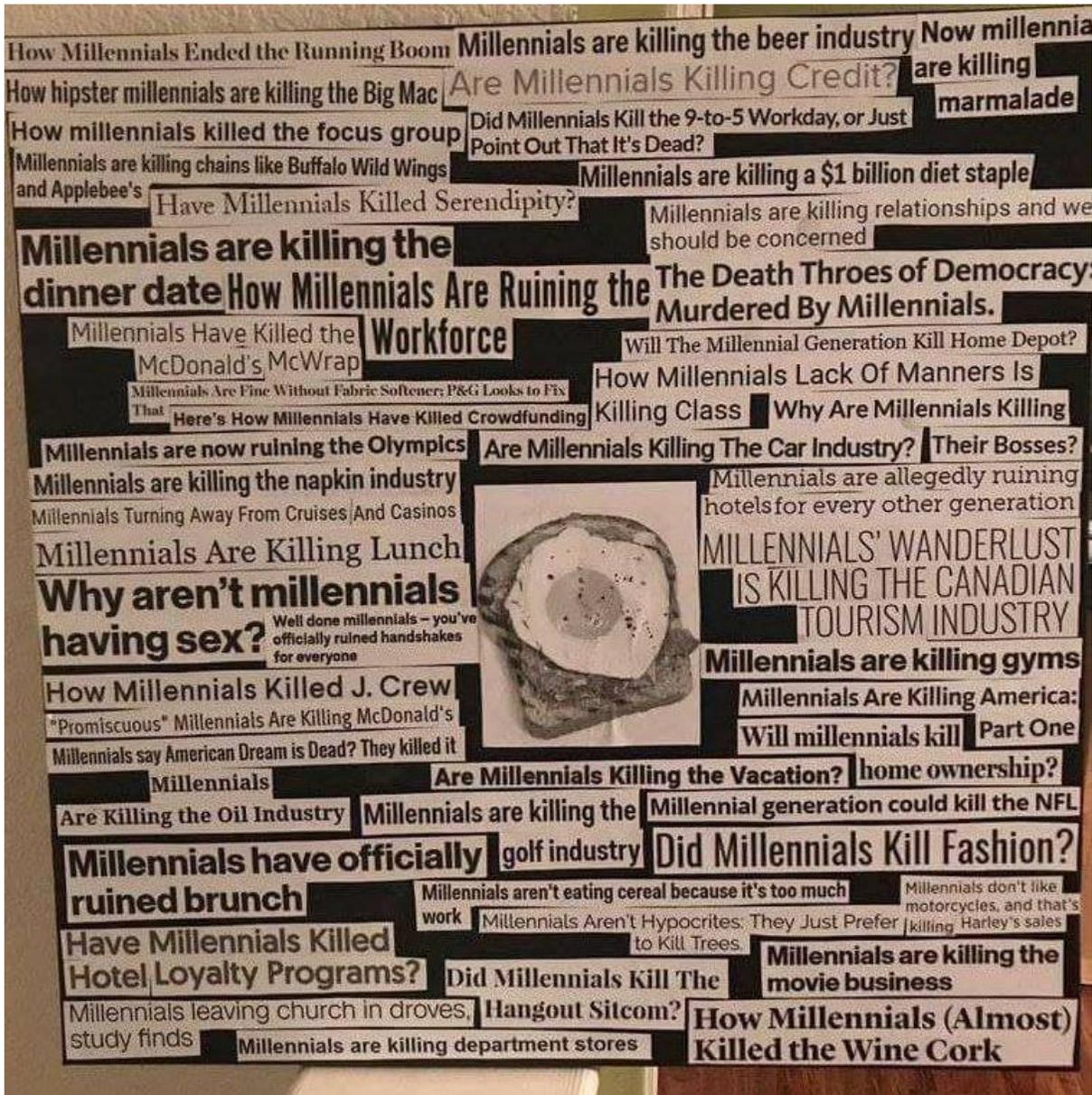


***KNAUF*INSULATION**



# Overview

- Generations
  - Generational theory
  - Influencers of each generation
- Recruit
  - Attract the talent you need to grow
- Retain
  - How to keep the employees you already have, and the ones you just hired
- Engage
  - How to rate, value, and change for employees
- How we view trades today



“Well done millennials – you’ve officially ruined handshakes for everyone”

“‘Promiscuous’ Millennials Are Killing McDonalds”

“Now millennials are killing marmalade”

“Millennials Aren’t Hypocrites: They Just Prefer to Kill Trees”

“Did Millennials Kill the 9-to-5 Workday, Or Just Point Out that It’s Dead?”

“Why Are Millennials Killing Their Bosses?”



# Defining A Generation

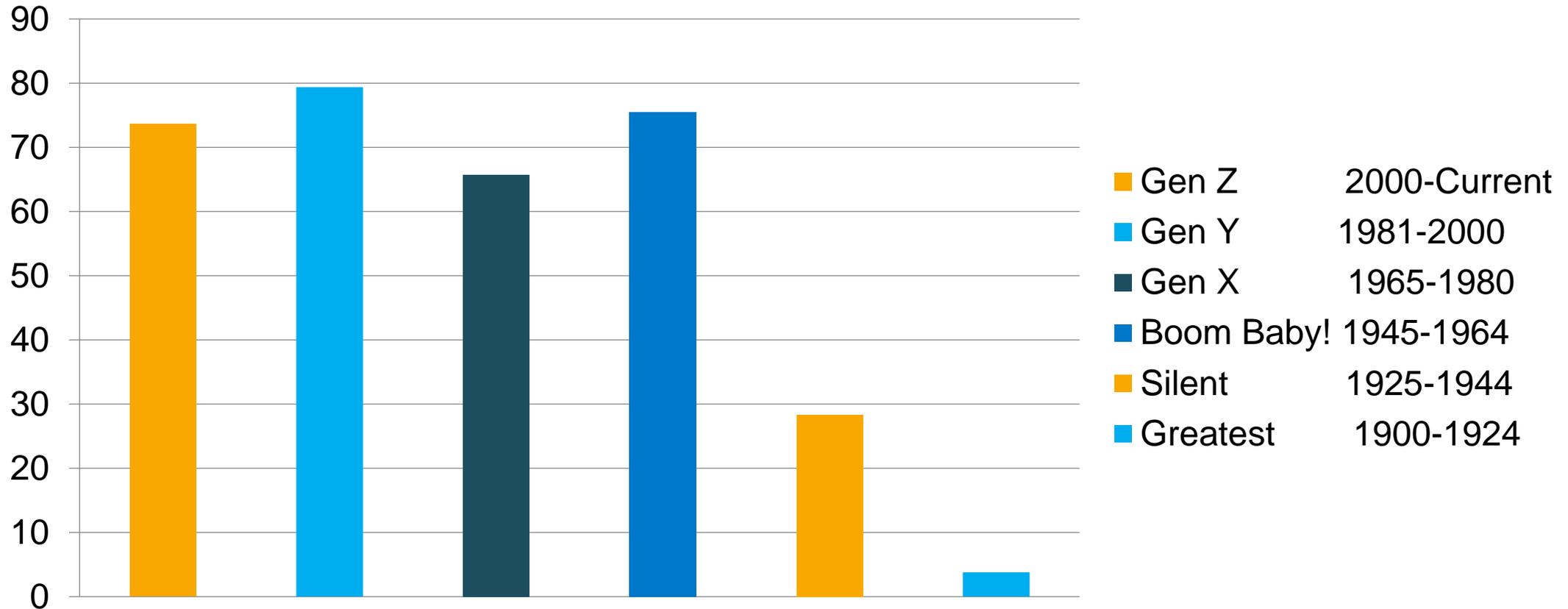
Group of individuals born and living contemporaneously

- Common location in history
- Shared beliefs and behaviors
  - Shared events during maturation
  - Technological/communication advances
  - Changes in child rearing/parenting



# Defining A Generation

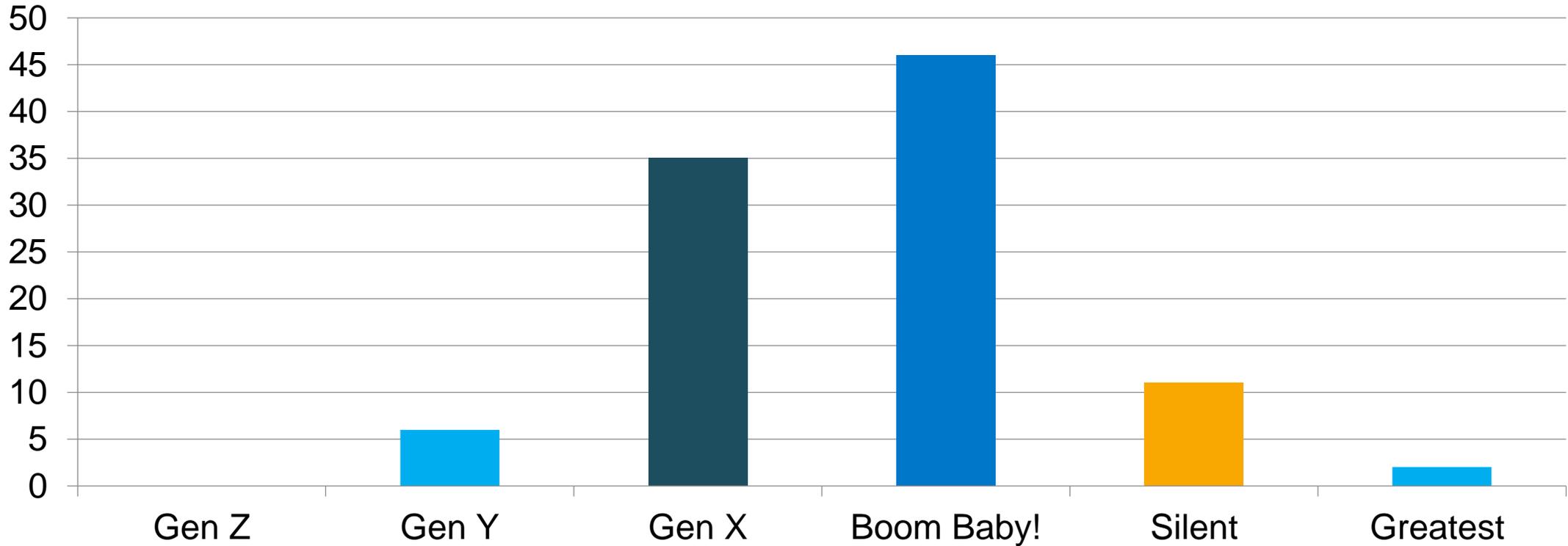
Living Generations





# Defining A Generation

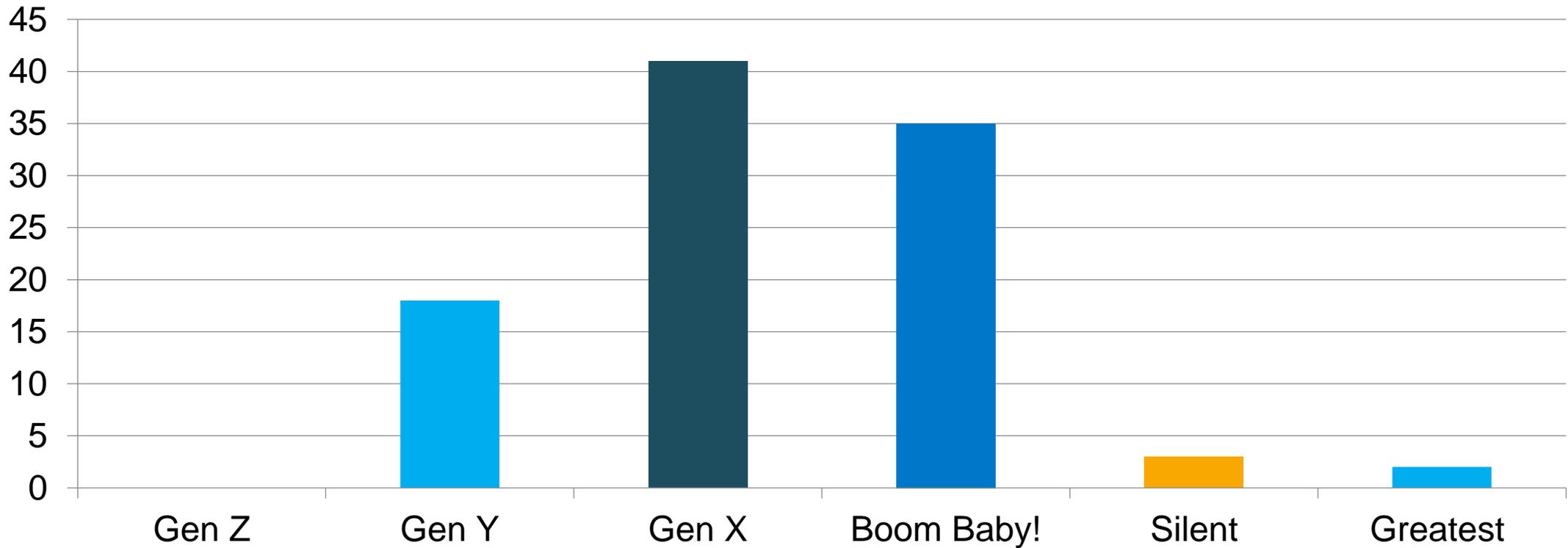
Generations at work 1996





# Defining A Generation

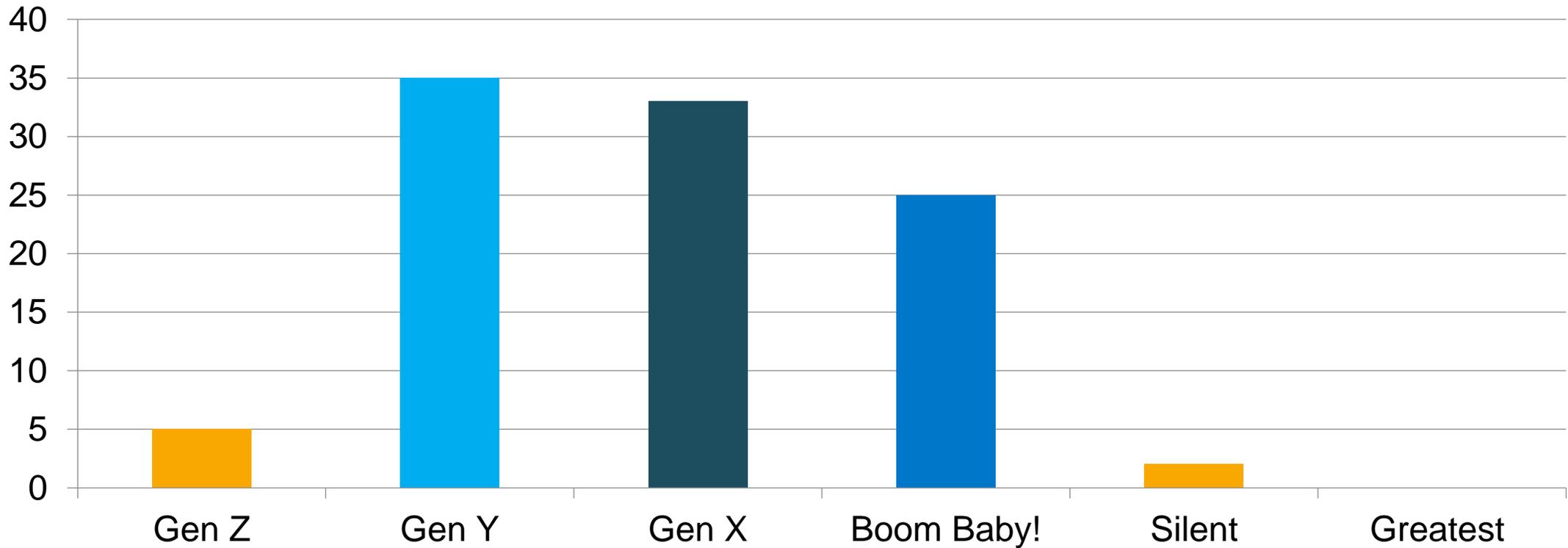
Generations at work 2006





# Defining A Generation

Generations at work 2017





# Defining A Generation

Strauss-Howe Generational Theory

## High

- Strong Institutionalism, weak individualism
- Society collectively confident

## Awakening

- Institutions are attacked
- Individuals looking for self awareness and authenticity

## Unraveling

- Institutions now weak/distrusted, individualism is flourishing

## Crisis

- Institutional life destroyed and rebuilt
- Authority revived, individuals identify as collective group



# Defining A Generation

## Strauss-Howe Generational Theory

### **Idealist**

- Childhood during a *high*
- Indulged children – self-absorbed young adults – moral midlifers – elders guiding through *crisis*

### **Reactive**

- Childhood during *awakening*
- Under protected children and young adults – pragmatic midlife leaders – resilient post-*crisis* Elders

### **Civic**

- Childhood during *unraveling*
- Protected children - team oriented optimist – overly confident midlifers – powerful elders attacked by another *awakening*

### **Adaptive**

- Childhood during *crisis*
- Protected children - conformist young adults – midlife leaders – thoughtful post-*awakening* elders



# Defining A Generation

Baby Boomers (Idealist)

## Influencers

- Strong economy through childhood
- Civil Rights movement
- Vietnam War
- Space travel
- Cold War





# Defining A Generation

Generation X (Reactive)

## Influencers

- Energy Crisis
- Cold War
- Parents in the “Me” decade of 1970’s
  - “latchkey kids”
- Technology begins to connect people
- First days at work were downsizing



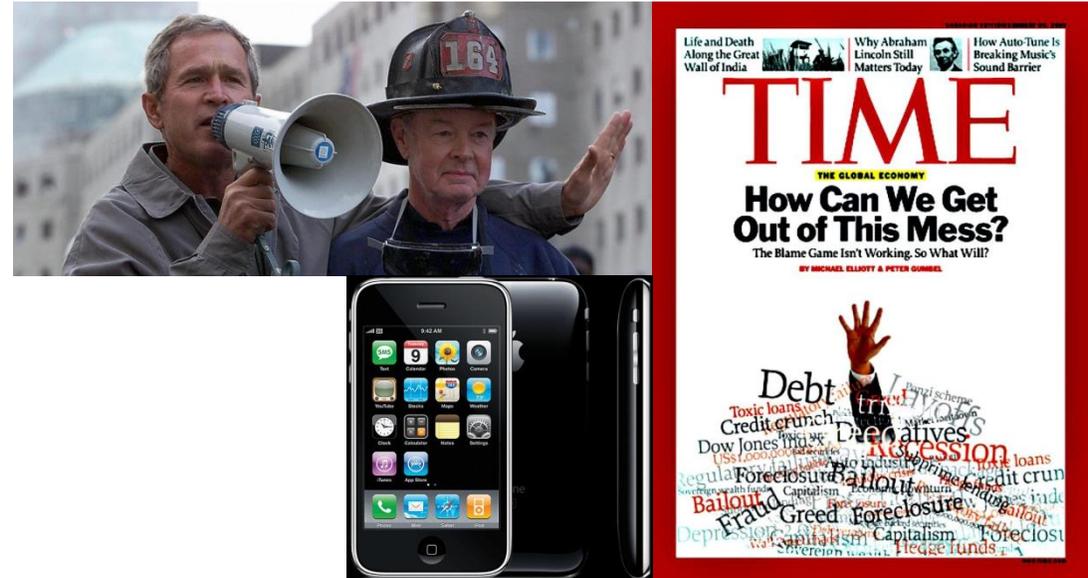


# Defining A generation

Millennial (Civic)

## Influencers

- Terrorist attacks
- Great Recession
- Neoliberalism
- Global Connectedness
- Over-supervised generation
  - Children were built up (positive tolerance)
  - Parents asked their opinion
  - Guided, directed, supported, coached, protected, nurtured, discussed, diagnosed, medicated, programmed, accommodated, included, awarded, rewarded





# Defining A generation

Generation Z (Adaptive)

## Influencers

- War on Terror
- Great Recession
- Global Connectedness
- Universal Design for Learning (UDL)
- Increasing Technology





# Defining A generation

## Common Myths About Millennials

### Won't do the grunt work

- Eager to prove themselves
- Need connection between their work and mission

### Want the top job now

- Want to come in and make contributions immediately

### Want managers to do their work

- Want to be coached and taught

### Don't respect their elders

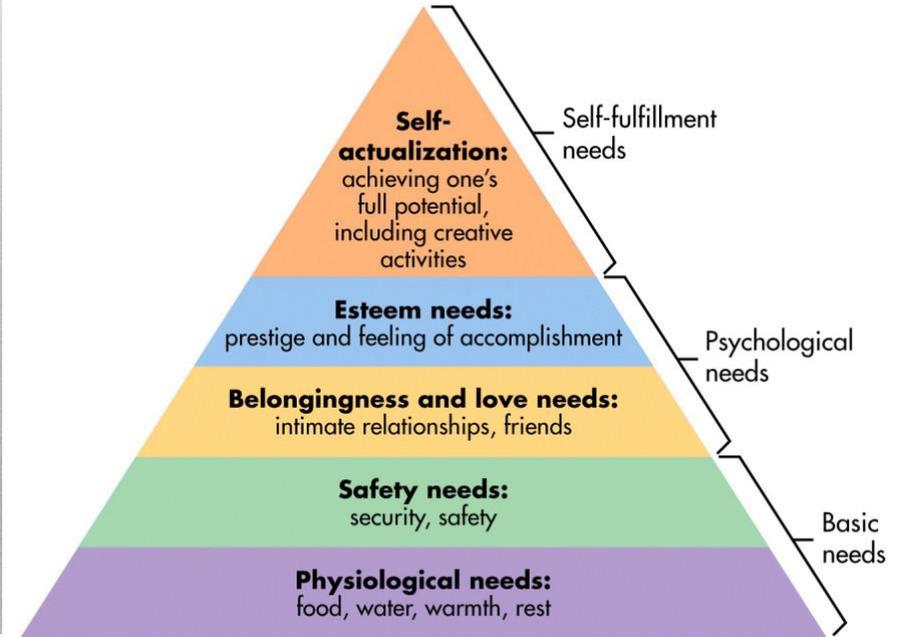
- They want respect, too

### Disloyal/Lack Commitment

- Don't offer blind loyalty to rites of passage

### Money doesn't matter to them

- Of course it does



# HAVE A WEBSITE\*

\*A good website



# Recruitment

## Culture and Employer Brand

### Vision (Where)

“One day, all children in this nation will have the opportunity to attain an excellent education.” – Teach For America

### Mission (Roadmap)

“Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.”  
– Patagonia

### Core Values

“Menschlichkeit, Partnership, Commitment, Entrepreneurship” – Knauf Insulation



# Recruitment

Culture and Employer Brand

Millennials who lack a clear understanding of their company's vision or direction are 25% less likely to stay long term.



# Recruitment

Culture and Employer Brand

## Employee Value Proposition

1. Clarify your organization's identity
  - Mission and Vision
2. Study your employees
  - Why do they enjoy/dislike working here?
3. Create compelling messaging

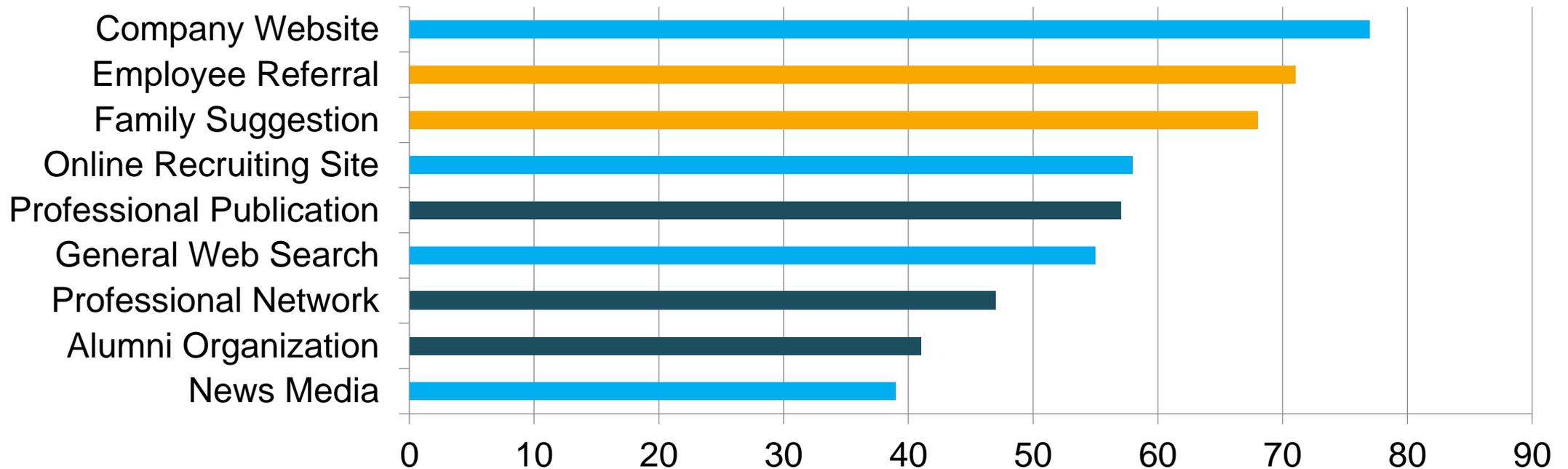
“You can make a difference by helping to build a smarter, safer and more sustainable world.” – Honeywell



# Recruitment

Job Search Data

## Where Employees Turn For Job Opportunities





# Recruitment

Boots on the Ground

## Employee Referrals\*

- Winners hang out with winners
- Appeal to work-life balance
  - Maintain communication through hiring process
- Tap employees or colleagues for family members
  - Do not violate nepotism rules
  - Make sure hiring criteria is clear

\*Employees will not recruit friends if they are unhappy



# Recruitment

Boots on the Ground

## Teachers and Counselors

- Provide value proposition for the jobs you offer
- Offer co-op or internship roles
- A win-win
  - Generates employee referrals for you
  - Positive reputation among students



# Recruitment

## Boots on the Ground

### Online Job Posting

- Describe what you do, describe what they will be doing
  - “The ideal candidate will be able to help us bring energy efficiency to every home in our area”
  - “We are looking for someone who changes the way that people view high performance homes”
- State your Core Values
  - “We are a values driven organization. Our core values are...”
- General description of what you want in a candidate
  - “The ideal candidate possesses the following core competencies...”
    - Outgoing, creative, logic, etc.



# Recruitment

Boots on the Ground

## Professional Organizations

- High Performance Insulation Professionals
  - [insulationtraining.org](http://insulationtraining.org)
- North Carolina Building Performance Association
  - [buildingnc.org](http://buildingnc.org)
- National Association of Women in Construction
  - [nawic.org](http://nawic.org)
- Associated Builders and Contractors (ABC)
  - [workforce.abc.org/](http://workforce.abc.org/)
- NAHB Student Chapters





# Recruitment

## Interview

### Be selective

- “Buyer’s remorse” leads to an early exit
- Eliminate “fair weather” candidates
  - Be upfront about downsides of the job
  - Test aptitude
  - Ask how they plan to add value in their role
- Better to leave position open than to fill with the wrong candidate
- Ask for additional information



# Recruitment

## Interview

### Avoid Inappropriate Questions

- What will you do in the next 60sec that will impress me?
- Do you plan to have children?

### Ask for a story

- Tell me a story about a problem you solved at work
- Tell me about a time when you had a conflict with a coworker.
  - What was the solution?



# Recruitment

## Interview

### Performance Based Questions

- Tell me about a specific instance when you...
  - Identified/solved a specific problem
  - Were charged with a particular responsibility
  - Worked under a particular set of conditions
  - What was successful/unsuccessful about your approach
  - What did you learn
  - What would you do differently
  - If you work here you would be tasked with X, how would you approach it?



# Recruitment

## Interview

### Skill Based Questions

- Tell me about a specific instance when you used
  - An appropriate skill
  - What did you learn
  - What would you do differently
  - What ancillary skills were useful
  - How have you developed this skill since then
  
- What are some things you are good at?
- What are some things you struggle with?



# Recruitment

## Interview

### Follow-up With References

- *Rate candidate from 1-10*
  - *What is the reasoning for that score?*
- *What skills does the candidate possess?*
- *What are some areas of weakness of candidate?*
- *If the opportunity arose again, would you consider candidate for rehire?*



# Retain

## Employee Benefits

### Basic

- Retirement plan
- Insurance
- Paid vacation

### Important to some

- Flexible work location
- Bonuses

### Differentiating

- Flextime

### Added value

- Conference/course reimbursement
- Charity sponsorship



# Retain

Get them up to speed

## Day 1

- Take them seriously – they won't wait on you to
- Nurture enthusiasm
  - Orientation/boot camp
  - Provide mentors
- Low-Tech: One task at a time
  - Boil down complex tasks into individual steps
- Hi-Tech: Skills gap filler
  - Let them use what they're familiar with
- Hear their ideas
  - Come from an age of disruptive technology





# Retain

## Coaching

### Show that you care

- Millennials have enjoyed the most nurtured relationships with adults before entering the workforce
  - Misbehavior was often diagnosed instead of punished
- Know them as individuals
- Invest your time in them
  - Anyone who is managing others should be top priority
  - Focus on those whose work cannot go wrong without great cost or injury to themselves or others
  - Choose 1-2 new people each day to spend time with
- Don't be a parent



# Retain

## Coaching

### Provide Structure

- Establish clear boundaries, where they can function freely
  - Set clear ground rules
- Gather Input from team
  - Help with your creative process
  - Be clear you are project lead
  - Value input
- Help them keep score
  - How can points be earned or lost?
  - Give checklist and points for every QA achieved
  - Are there rewards?
- Have clear career paths



# Retain

## Coaching

### Teach Them How to Manage Themselves

- Help them set priorities
  - Break down big tasks
  - Teach them to live within a schedule
  - Help them make a plan
- Teach them critical thinking
  - Expose them to new experiences
  - Reflect on decisions made/outcomes
- Teach workplace values
  - Shared meaning, citizens of the workplace



# Retain

Coaching

Teach Them How to Manage Themselves

- Self Evaluation
  - Productivity
    - Am I getting my work done?
  - Quality
    - What can I do to improve?
  - Behavior
    - What can I do to become a better work citizen?



# Retain

Get them up to speed

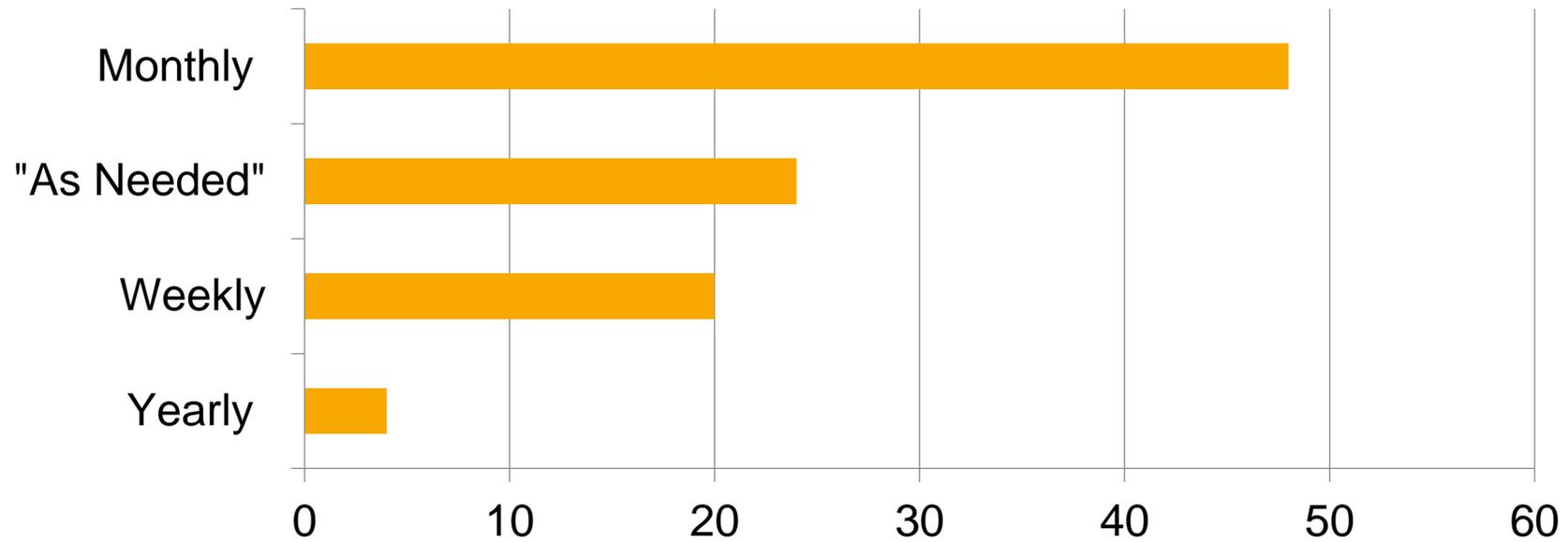
12%



# Retain

Coaching

## I would prefer feedback...



Employees who engage in constant feedback are 3 times more likely to stay



# Retain

## Coaching

### Communicate

- The annual review shouldn't be
  - Keep it frequent- less to cover. No longer than once a month
  - Keep it simple- address vital issues
  - Keep it short
  - Create simple format
- The faster you pulse, the better you can manage performance



# Retain

## Coaching

### Communicate

- Establish regular time and place for 1 on 1
  - Follow through
  - Set time for meeting to last
  - Set agenda – present agenda in writing
- Customize 1 on 1 for each employee
  - Figure out how often to meet, what topics to cover, length of meetings
- Constant communication loop
  - Short term goal setting
  - Course correction
  - Accountability



# Retain

## Mentor Program

### What Older Generations Can Share

- Loyalty
- Experience
- Interpersonal Skills

### What Younger Generations Can Share

- Technology
- Risk Taking/Entrepreneurship
- Work-life Balance



# Retain

## Talent Development

What can it look like?

- Cross Training
  - Peer to peer
  - Field to office
- Leadership Development for high potential employees
- Formal training program/curriculum
- Career paths with educational requirements



# Retain

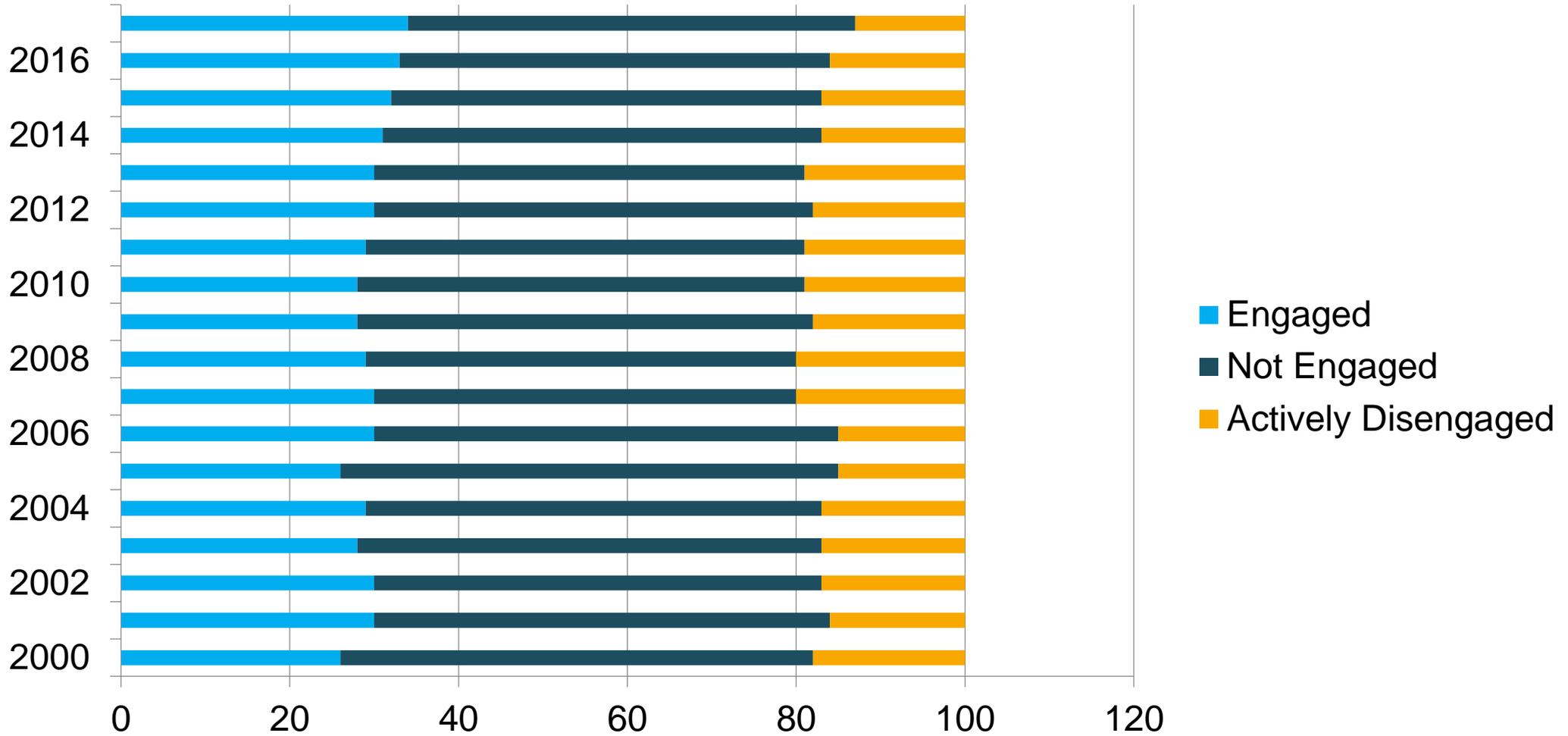
## Talent Development

### Ask Yourself:

- What do I want my company to look like in the future?
- What skills and competencies do my employees need for the future?
  - Don't forget employee goals
- Is learning a part of everyday work?
- Have I created a sustainable skill/leadership pipeline?
- How does this relate back to our mission/vision/values?



# Employee Engagement





# Engagement Statistics

-70% employee safety incidents

-41% absenteeism

-24% turnover

-40% defects

+17% productivity

+10% customer metrics

+21% profit



# Engage

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?



# Engage

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# Engage

Basic Needs: What do I get?

## 1. I know what is expected of me at work

- 6/10 agree
  - Define implicit and explicit expectations
  - Provide feedback
  - Align work with mission/vision of company

## 2. I have the materials and equipment to do my work right

- 3/10 agree
  - Hear employees needs
  - Be clear about what can, and cannot be provided



# Engage

Individual Needs: What do I give?

## 3. I have the opportunity to do what I do best everyday

- 4/10 agree
  - Be aware of employee strengths
  - Align work, when possible, to employee strengths

## 4. In the last 7 days, I have received recognition for good work

- 3/10 agree
  - Praise employees
    - Recognize why their achievement was important
  - Encourage a culture of recognition



# Engage

Individual Needs: What do I give? (cont.)

## 5. Someone at work seems to care about me as a person

- 4/10 agree
  - Get to know and respect employees
  - Create opportunities for development and career growth

## 6. Someone at work encourages my development

- 3/10 agree
  - Discuss employees' professional growth often
  - Create learning opportunities



# Engage

Teamwork Needs: Do I belong here?

## 7. At work, my opinions seem to count

- 3/10 agree
  - Promote open, creative dialogue
  - Create feedback loop so employees feel involved in decision making

## 8. The mission of my company makes my job feel important

- 4/10 agree
  - Help employees understand how they contribute to the mission
  - Create opportunities for employees to share stories or “mission moments”



# Engage

Teamwork Needs: Do I belong here? (cont.)

## 9. My team is committed to doing quality work

- 3/10 agree
  - Establish quality and accountability standards
  - Confirm that each new team member knows the importance of their work to their team
  - Recognize and praise good work

## 10. I have a best friend at work

- 2/10 agree
  - Look for and create opportunities to get team members together
  - Encourage team members to share stories about themselves
    - To deny friendship is to deny human behavior



# Engage

Growth Needs: How can I grow?

## 11. In the last 6 months, someone has talked to me about my progress

- 3/10 agree
  - Clarify job expectations
  - Develop and track performance metrics
  - Check in often, communicate how employee is performing

## 12. In the past year, I have had learning opportunities

- 4/10 agree
  - Challenge employees in positive ways
  - Align their capabilities with their developmental goals
  - Ask how they're applying new knowledge to their roles
  - Check in on their progress

FOR THE  
WORLD WE  
LIVE IN





# Sources

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  - Bruce Tulgan
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  - Javier Montes
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