BE A TALENT MAGNET
How to Attract, Manage and Retain the Millennial Workforce
MAKING AN IMPACT

BRENDA ESKENAZI, PhD
Director, Center of Excellence in Children’s Environmental Health Research at UC Berkeley
THE POWER OF WORKING WITH A GREAT TEAM

COUNTRY WIDE USAGE
HOW DO YOU
ATTRACT, MANAGE AND RETAIN
TALENT?
THE MILLENNIAL MISCONCEPTION

Entitled
Disengaged
Lazy

Bold
Creative
Efficient
HOW DO YOU UNDERSTAND MILLENNIALS?
OVERPROTECTIVE?

CO FAMILY MOVES TO COLLEGE WITH DAUGHTER
UC Berkeley Tuition

● 1970 $150 per year
● 1985 $630
● 1995 $4,334 resident, $12,053 non-resident
● 2005 $7,434 resident, $25,254 non-resident
● 2011 $14,460 resident, $37,338 non-resident
$39,500
average amount of student loan debt carrying by students in 2017

28%
in bachelor or higher degrees in past decade
TECHNOLOGY
The age people first get married in each state.
THE THREE PHASES OF ATTRACTING A MILLENNIAL EMPLOYEE

1. Attention
2. Interest
3. Commitment
WHAT DOES TOP TALENT LOOK FOR?
TALENT MAGNET
HOW TO ATTRACTION AND KEEP THE BEST PEOPLE

MARK MILLER
Bestselling author of Leaders Made Here and Chess Not Checkers

- 7,000 PARTICIPANTS
- 50 STATES
- AGES 14-65

Aon
TYPICAL VS TOP TALENT
TYPICAL TALENT

- Basics (Wage, Tools)
- Culture
- Brand/Reputation

TOP TALENT

- Basics (Wage, Tools)
- Culture
- Brand/Reputation
- Personal Growth
- Values & Mission
- Impact on Society
TOP TALENT TRAITS

Personal Growth
Values & Mission
Impact on Society
Culture
Brand/Reputation
Basics (Wage, Tools)

PHYSIOLOGICAL NEEDS
SAFETY
LOVE & BELONGING
ESTEEM
SELF ACTUALISATION
WHAT TOP TALENT LOOKS FOR

WHY?

WHERE?

HOW?
FOSTERING A VALUE PROPOSITION
QUANTITATIVE VS QUALITATIVE
WHAT TOP TALENT LOOKS FOR

WHY?

WHERE?

HOW?
$2,500
Timed referral
OLD TRADITIONAL
ROUTES
<table>
<thead>
<tr>
<th>Search for a Job</th>
<th>Important Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online resources and information</td>
<td>79%</td>
</tr>
<tr>
<td>Connections with close friends or family</td>
<td>66%</td>
</tr>
<tr>
<td>Professional or work connections</td>
<td>63%</td>
</tr>
<tr>
<td>Acquaintances or friends-of-friends</td>
<td>55%</td>
</tr>
<tr>
<td>Employment agencies (gov’t or private)</td>
<td>32%</td>
</tr>
<tr>
<td>Ads in print publications</td>
<td>32%</td>
</tr>
<tr>
<td>Job fairs, conferences, and other events</td>
<td>28%</td>
</tr>
</tbody>
</table>

Note: Based on the 34% of Americans who have looked for a new job in the last two years.

Survey conducted June 10-July 12, 2015. Sample size = 2,001

PEW RESEARCH CENTER
WHAT TOP TALENT LOOKS FOR

WHY?

WHERE?

HOW?
FOR MORE INFORMATION ON ARMY EVENTS AND CAREERS SEARCH ARMY JOBS WEST MIDLANDS

ARMY
BE THE BEST
REGULAR & TERRITORIAL
Here you can go anywhere.
verizon.com/sfretailjobs
WHICH VIDEO DO YOU CONNECT BETTER WITH?
VIDEO #2
WHAT DID YOU SEE?
HUMANIFICATION OF COMPANIES
I-YOU VS I-IT
62% of millennials say that if a brand engages with them they are more likely to become a loyal customer.
ADDRESSING CULTURAL STEREOTYPES
ADDRESSING STEREOTYPES

- Blue Collar is low pay, low education
- Don’t want to get your hands dirty
OVERCOMING CULTURAL STEREOTYPES

- Money
- Soft Culture
$39,500 average amount of student loan debt carrying by students in 2017
$225/month
20 years
PHASE: COMMITMENT
90% of millennials say they would prefer benefits over a pay raise
77% of millennials say that telecommuting would make them more productive.
2% of Employers offer PTO
CASE STUDY

OFFERED

25% MORE PAY

Greg Kuchcik
VP of Human Resources
THE OFFER

WFH
Access to DMs

Unlimited PTO
Training Programs
WHAT TOP TALENT LOOKS FOR

- Why?
- Where?
- How?
MANAGEMENT
BIGGEST CONCERNS
UNMOTIVATED AND IMPATIENT
QUANTIFY CAREER MILESTONES & FEEDBACK
72% of millennials are engaged when manager quantified goals.
EXERCISE
STEPS

2 mins: Simple Drawing don’t let anyone see it
STEPS

2 mins: Find partner, describe drawing, don’t show
STEPS

2 mins: Switch and Draw other
3 mins: Write out steps
Building Strong Teams
PROJECT ARISTOTLE

ARISTOTLE

“The whole is greater than the sum of its parts”
PROJECT ARISTOTLE

MATT SAKAGUCHI
Site Reliability Manager
Leading Expert on Project Aristotle
Google, Inc
STAGE 4 CANCER
WHAT SHOULD MATT DO?
TWO CONCERNS

PRODUCTIVITY

CULTURE
IF I COULDN’T WORK REMOTELY, WHY SHOULD THEY?
“LUCKILY, MY EMPLOYER WAS GENEROUS, LETTING ME WORK REMOTELY EVERY FEW WEEKS.”
100% REMOTE

▶ OVER ONE MILLION CUSTOMERS
▶ 16 DIFFERENT TIME ZONES
- Hire Self Motivated Employees
- Tight Onboarding Process
- Optional Share Working Places
- Once a year get together

CLARK VALBERG
CEO
Invision
REMOTE CULTURE

BENEFITS

● CAN increase productivity
● Drives employee efficiency
● Reduces turnover

CHALLENGES

● Selective Hiring
● More Thoughtful Managers
● Strong Milestones
REVERSE MENTORSHIP

TECHNOLOGICAL SKILLS

ORGANIZATIONAL & LEADERSHIP SKILLS
96% RETENTION RATE
600 COMPANIES SURVEYED
56% had mentoring program

13% had Reverse Mentoring
REQUIRES REVERSE MENTORSHIP FOR EXECUTIVES

JACK WELCH
CEO
General Electric
BENEFITS OF REVERSE MENTORSHIP

- Knowledge Transfer
- Increased Retention
- Fresh Perspectives
- Diminished Stereotypes
ATTRACT, MANAGE AND RETAIN TALENT

TOP TALENT MANAGEMENT RETAINING
ATTRACT, MANAGE AND RETAIN TALENT

TOP TALENT

WHY?
WHERE?
HOW?

MANAGEMENT

Clarity
Safety
Remote

RETAINING

Mentoring
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