

WHITE PAPER

An Employer's Guide to Young Workers

how to recruit and retain them

Kerry Larkan

Speaker • Coach • Author • Consultant

Tailored presentations

for conferences, seminars, workshops and corporate development programs

1.

**An Employers Guide
to Young Workers**

The Key to Retaining Talent and Saving Money

What It Takes To Become and Remain Employer of Choice

Good Boss ~ Bad Boss®: Building a Culture People are
More Productive Working In

Not Just Surviving the Talent War, but Thriving in It

Your Most Powerful Alliance: Loyal Employees

License to Persuade - Permission to Influence

Books

- The Talent War
- Sell and Grow Rich
- The Anatomy of Success
- What's the Question? (eBook)
- Good Boss ~ Bad Boss (eBook)
- An Employer's Guide to Mature Employees (eBook)
- Good Boss ~ Bad Boss (Audio Book)

For more information and to book Kerry Larkan

w: kerrylarkan.com or

e: kerry@kerrylarkan.com.au

What they say about Kerry...

"Kerry maintained the highest standard and generates a relaxed learning atmosphere"

"He shares a wealth of invaluable knowledge and experience in the business world"

"I have gained lifelong skills that are universal to both my professional life and on a personal level"

"As a business mentor, Kerry has the right image and attitude that has proved to be a valuable asset in growing my business"

"Kerry's training courses .. provide practical example which can be put into practice immediately"

"For me the presentation on Talent Retention was a 10/10 and a down to earth approach to a big problem"

¹The Talent War was written by Kerry Larkan and is available throughout Asia and Australia.

What Do They Expect...

In his article *The Future Has Already Happened*, Peter Drucker says that “the dominant factor for business in the next two decades, in the absence of war, pestilence, or collision with a comet, is not going to be economics or technology. It will be demographics.”

Recently a Human Resources manager was telling me a story.

She was showing a young lady through the complex and introducing her to other staff. This was day one on the job and orientation was about to begin. Eventually after a couple of hours meeting people and checking out the facilities they ended at her work station. Some discussion ensued and it dawned on our young worker that she was expected to sit at this location and “work.” Her response was “am I expected to sit there all day and work?”

Both of them were somewhat surprised but for different reasons.

Demography is destiny – Auguste Comte

What Do They Expect....

Where do you start with young workers? Do you go through the company policy manual? Perhaps a week in a classroom or perhaps some online learning for a few days, followed by insights from current managers? The good old “let’s do lunch” works a treat or at least it used to? Then there’s always the throw them in the deep end approach, they’ll either sink or swim?

One thing is for certain their expectations are high and

being treated as their parents were just won’t cut it with these digitally raised, web savvy workers. Check the list to get a sense of what they feel is important.

What Do Young Workers Expect

Pay for performance

Respect from older workers

A sociable atmosphere and a pleasant work environment

Chance to learn and develop

Freedom to make decisions and have responsibility

Opportunity to contribute and to understand how I’m contributing

Flexible schedules and time off

Team based environment, collaborative decision making

Feedback, constructive reviews

Accessible management and open communication

Many plan on getting to the top and are looking for individual responsibility, a say in decisions and pay and benefits based on performance. The money sooner rather than later seems to be a theme that recurs.

What's Causing the Churn?

What's Causing the Churn in Younger Workers?

The bigger majority of businesses that have gone out of their way to understand this generation have probably suffered some serious hemorrhaging of dollars due to turnover of young people – chances are it's why you're reading this now.

You'll never "get" this generation by observing them through your filter system, in other words they view the world very differently than you do. Fast food to them is just that.

It's served at a place called Macca's or McDonalds, served in less than five minutes and cost less than \$5, \$15 here in Hong Kong or 25 Yuan in Beijing.

You'd be a little cynical of any organization or institution that downsized, rightsized, reengineered, realigned or made your folks redundant. They've grown up with globalization. They view an employer as an opportunity not their keeper. Working for someone for twenty years is not going to happen, because "I'll always get in first and move lest you make me redundant."

A truly successful workplace culture especially for Gen Y's is the Australian contact centre company Salesforce Pty Ltd. Started by and run by CEO Kevin Panozzo till he recently sold the business it's had huge success and won various employment awards.

SalesForce employee feedback revealed 82% of staff enjoy their day-to-day work tasks and 82% believe they receive adequate recognition for contributions and accomplishments, with a whopping 97% stating they would

recommend Salesforce to their friends seeking employment. Mr Panozza says, "Our people come to work to hang out with their friends."

Servicing many of Australia's biggest corporate names, Salesforce is a company most people come in contact with every day – except they don't know it. Salesforce provides inbound and outbound call centre facilities for Jetstar, FlyBuys, CityLink, Harvey World Travel, FOX-TEL and Medibank Private, to name just a few of the businesses they act for. Salesforce will turn over close to \$100 million this year. The company handles over 13 million outbound calls and 8 million inbound calls each year – that's close to 60,000 calls every day - and knocked on just over 1 million doors through its direct sales division.

These guys have some fun at work and enjoy coming to work. Maybe it's time to review your work environment and the culture and assess how Gen Y friendly it really is?

How stodgy a place is your business for younger people?

Events Help Define Who We Are

Events Help Define Who We Are

Are you old enough to remember the start of television? If so you may not qualify as a digital kid. Gen Y have grown up with “digital” – Personal computers, Nintendo, iPods, SMS, MS messenger, Skype and more recently Face book. They’re wired into the digital world or more correctly they’re logged into the digital world.

The same conditions act upon people of different ages in different ways. This is the whole point of Marc Prensky’s oft referenced paper Digital natives, Digital Immigrants (Marc Prensky, Digital Natives, Digital Immigrants from On the Horizon, NCB University Press 2001): whilst any of us can send a text message or access a pod cast, Generation Y have been exposed to these tools during their formative years and so the digital language and technology is almost their first language. They are technological “natives” compared to say the Baby Boomers “digital immigrants” who migrate to the latest technology. Gen Y use these tools as a matter of course and take them for granted and in their stride.

Generational Identities

	Matures	Boomers	Gen X - Y
Defining ideas	Duty	Individuality	Environment Future
Celebrating	Victory	Youth	Good company Because we can
Success because	Fought hard and won	Were born, therefore should be a winner	We expect it It's your passion
Style	Team player	Self-absorbed	Flexible Professional
Rewards because	You've earned it	You deserve it	Earned it Just because
Work is	An inevitable obligation	An exciting adventure	Means to an end Social interaction
Leisure is	Reward for hard work	The point of life	To be enjoyed Enjoying yourself
Education is	A dream	A birthright	Essential A way of life
Future	Rainy day to work for	"Now" is more important	Is here To save for
Managing money	Save	Spend	Plan Spend a little, save a little
"Programme" means	Social Programme	Cult de-programmers	On computer Television
Go watch	The Best Years of Our Lives	The Big Chill	The Departed Pretty Woman
The "in" crowd	Rat Pack Nightclubs Hep Zoot suit Kansas City Jazz	"Leader of the Pack" Rock clubs Groovy Bell bottoms San Francisco Rock'n'Roll	Breakfast club Raves Cool Skinny jeans Europe Alternative, Hip Hop

¹ Source: Kerry Larkan © 2007

One Size Never Fits All

One Size Never Fits All

These guys love diversity of environment, people, culture and as already mentioned technology. The term “race” and “feminism” are to Gen Y terms of the 70’s and the 80’s and a previous generation. With the increase of mobility within population, phenomena like globalization, internet and media, young people today are living and experiencing diversity in a way that is no longer only a political discussion but an everyday life thing. Most young people have a professional or school relationship or are friends or maybe even life partners with someone who is of a different ethnic or religious background, who has different physical or mental abilities, who has a different sexual orientation... Diversity for young people is an increasing factor of day-to-day life.

I recently interviewed Ms Karen Claus. Karen is the Manufacturing Team Leader for W.L. Gore and Associates here in China, Shenzhen to be precise. Gore and Associates have one of the most unusual business models for an MNC in this region of Asia. They are working very hard to develop their own brand of leader especially amongst their young team members. They use a lot of mentoring and coaching. In addition they model the sorts of

attitudes and behaviour they are seeking in the various plants.

They have adapted and designed their own Asia Pacific version of what they do in other parts of the world.

Here is a little of what Karen said:

Really, a lot of training, a lot of really hands on interaction between people. You know we can go through some basic training on what Gore culture is, but really the Chinese want to see how it is done. They want to see exactly, by example, how situations are handled. We do think the personal relationships are very important; the better the relationship between Gore Associates and Chinese the better off the understanding. So, those partnerships are really critical. We are also spending a lot of money for Chinese associates to travel to other Gore factories so they can see first hand that there is this other organization. They can see for themselves that things are done differently in Germany, but still according to the basic values that we will speak about and see first hand how it works. That is the most significant thing when working with second language speakers because it is very difficult sometimes to use the right word to get the right meaning, but seeing it really makes things clear.

Conclusion

Conclusion

In my presentations I often pose the question: are young people “worse behaved” today than they were in your time as youth? I watch while some people take offence and others vehemently agree, it’s at this point I make the point that the quote comes from Socrates way back when and that youth are youth.

We need to go and meet them on their grounds in order to understand them.

Start to engage with them, not simply send an email but seriously engage with them...hang out with them for a while. Start to develop your own unique workforce strategies that incorporate younger workers. Run a survey, conduct focus groups. Get creative and create the sort of culture they enjoy working in (they want to work in) because if you don't you'll simply fall back in the queue and the quest to find and keep talented young people.

Wicked ay?

**THE RETENTION EFFORTS YOU MAKE
TODAY WILL ENSURE AND SHAPE
YOUR WORKFORCE TOMORROW.**