

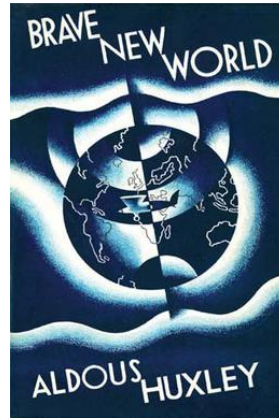
# Brave New World (or.... 2022: an employment odyssey)

An epic drama of  
adventure and exploration



AWT Presentation

March 10, 2022



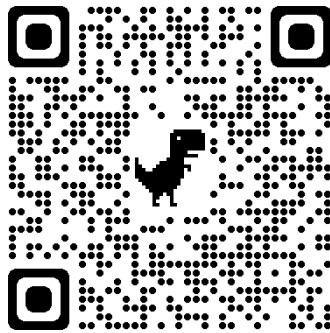
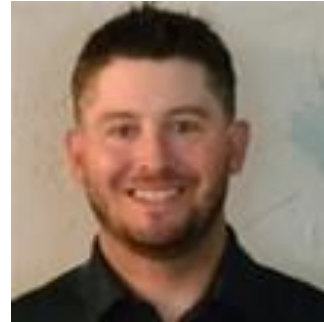
# Today's presenters

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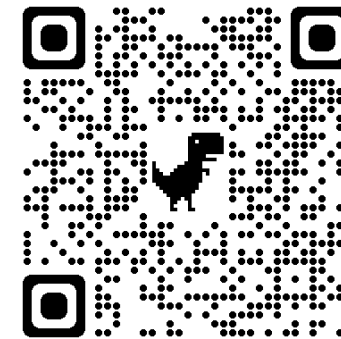


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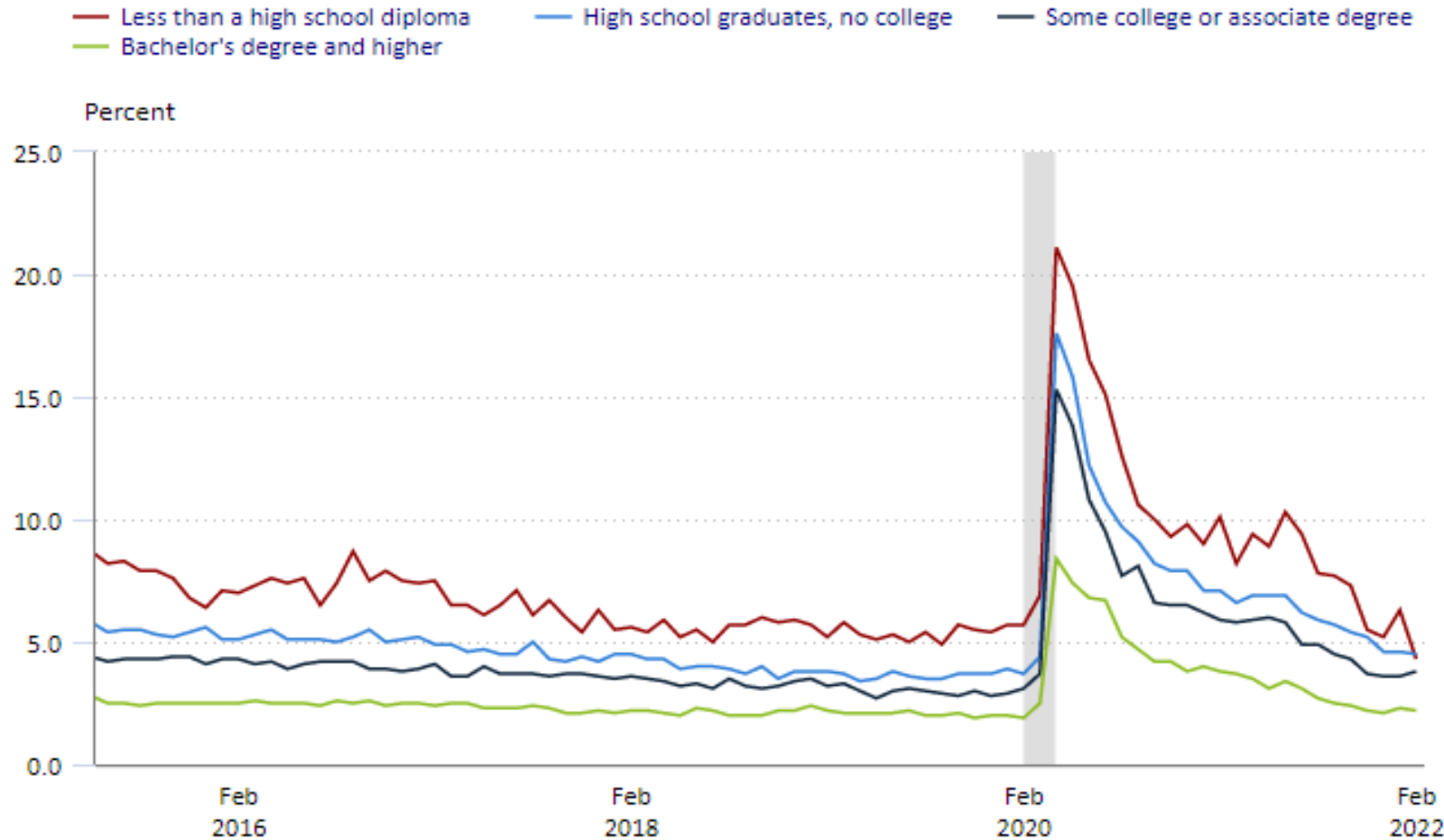
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[YOUR participation will make this hour much more meaningful!](#)

# Overall, it looks like we're back to pre-pandemic numbers...

Unemployment rates for persons 25 years and older by educational attainment, seasonally adjusted



	Feb-20	Apr-20	Feb-22
<b>Overall</b>	3.5%	14.7%	3.8%
<b>HS grad</b>	3.7%	17.6%	4.5%
<b>Some coll</b>	3.1%	15.3%	3.8%
<b>4yr degree</b>	1.9%	8.4%	2.2%



Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.  
Source: U.S. Bureau of Labor Statistics.

# ...but things have indeed changed

- Over 20 million people quit their jobs in 2H21 (vs 22 mm jobs lost in spring 2020)
- November – 4.5mm quit, which is roughly 3% of the *total\*\** US workforce
- Per the BLS, 13% of American workers worked remotely last month

## 60 minutes segment aired 1/9/2022 “The Big Quit”

- People have been living to work for a very long time and I think the pandemic brought that moment of reflection for everyone. “What do I want to do?” “What makes my heart sing”? And people are thinking “if not now, then when?”
- It’s as if that social contract of work is being re-written and right now, the workers are holding the pen....employees are in the driver’s seat
- Americans are two and half times as likely to apply to a remote job versus a job that’s not
- Pre-pandemic, 1 in 67 jobs was remote but today 1 in 7 jobs is remote

*\*\* this 3% is an aggregate – quit rates varied greatly across sectors*

# Talkin' about my generation...

<b>Current age</b>					
<b>Famous people</b>					
<b>I'm loyal to my...</b>	Company	Work team	Manager	Colleagues	Experience
<b>My career equals...</b>	Opportunity	My self-worth	A part of who I am	Adding value	A path to growth
<b>How I feel about authority</b>	I respect it	I challenge it	I'm not impressed with it	I respect competence	I respect the process
<b>My approach to authority</b>	Tell me what I should do for you	Let me show you what I can do for you	Tell me what you can do for me	Show me what you can do for me right now	I'll follow your direction but want to be engaged
<b>I value...</b>	Hierarchy	Democratic orgs	Respect of my skills	Action (for me)	Engagement
<b>Work styles</b>	Linear; rules rule	Structured	Flexible	Fluid	W/L balance is key
<b>Change is...</b>	Needed if broken	Cautious	= opportunity	= improvement	= reality
<b>Avg time in a role</b>					

# Talkin' about my generation...

	<b>Traditionalist</b>	<b>Baby Boomer</b>	<b>Generation X</b>	<b>Millennial</b>	<b>Generation Z</b>
<b>Current age</b>	76 and up	57 to 75	41 to 56	26 to 40	25 and below
<b>Famous people</b>	Prez, Mick Jagger	B.Clinton, Oprah	Obama, JLo	AOC, LeBron	T.Young, K.Jenner
<b>I'm loyal to my...</b>	Company	Work team	Manager	Colleagues	Experience
<b>My career equals...</b>	Opportunity	My self-worth	A part of who I am	Adding value	A path to growth
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<b>Change is...</b>	Needed if broken	Cautious	= opportunity	= improvement	= reality
<b>Avg time in a role</b>		8 years, 3 months	5 years, 2 months	2 years, 9 months	2 years, 3 months

# Data from a 2021 SHRM survey

	<b>Millennial</b>	<b>Generation Z</b>
<b>Current age</b>	26 to 40	25 and below
<b>I feel stress all or most of the time</b>	41%	46%
<b>I'd like to work in the office 'a little to a lot less often' than pre-pandemic</b>	25%	22%
<b>I believe businesses have having a positive impact on society</b>	47%	48%
<b>I will leave my current employer within two years</b>	36%	53%

## Things you can do to enhance generational engagement

- Engage your employees – communicate, communicate, communicate
- Concisely communicate a clear connection between a person's role and the mission\* of the company
- Be adaptable and make sure your policies, culture and values\* reflect that adaptability
- Provide a clear corporate vision\*
- As remote working becomes more prevalent, reinforce priorities and expectations
- Support employee wellness



*\* more on mission, vision and values in a couple minutes*

# Four things...

## Employees – regardless of their age – are probably thinking about often

- Does the owner of my firm have a clear plan of action? (or....does my owner have a clear vision for the future?)
- Does my company prepare me for success? (or...is my success because of or in spite of my company?)
- Does my manager keep me informed of what's going on? (or...does my manager even know what's going on?)
- Does my company care about me? (...or my well-being, my career, my safety?)

## Employees – regardless of their age – need

- Trust – not just clarity and honesty, but also behavioral predictability
- Compassion – say it loud but back it up action (don't insult employees by being all talk)
- Stability – both practical and psychological
- Hope – it is a company's most precious asset during turmoil





# Mission / Vision / Values – who really cares?

## Gallup poll data – from before the pandemic

- Only one in three employees strongly agree they trust their company's leadership
- Only 22% of employees strongly agree leadership has a clear direction for their organization
- Only 15% of employees strongly agree their leaders make them feel enthusiastic about the future
- Only 13% say their leaders communicate effectively

Mission – why do you exist? (clients you serve, services you provide)

“Connect people to what's important in their lives through friendly, reliable and low-cost air travel”

Vision – what do you want to be? (in 10 years, problems we seek to solve)

“To be the world's most loved, most efficient, and most profitable airline”

Values – core principles that guide the company and its behavior

Pride, Integrity, Humility, Teamwork, Efficiency, Discipline – partial list



# How candidates engage with employers today

- A company's network – employees, suppliers, customers, distributors
- Internet job boards (aka post and pray)
  - Technology is constantly improving
  - From zero cost to many thousands
  - Who are you attracting?
- Social media
- Virtual or asynchronous interviews
  - Convenience
  - Collaboration
  - Consistency / compliant
- Recruiters



# Three ways to evaluate your hiring process

1. Cost to fill
  2. Time to fill
  3. Career contribution to profitability
- Do you play the short game?
  - The long game is much more leveraging – hire the most talented people in the marketplace quickly and not waste money in the process
  - Real-world experience suggests most frustrations can be traced back to a lack of process



# Things candidates won't tell interviewers (but they'll tell us)

- The interviewer seemed distracted.
- The interviewer seemed unprepared.
- This interview process is taking way too long.
- I get mixed messages from the company – they say they want me then they go dark for weeks.
- The interview process seems fluid.
- I get vague answers about how my variable pay is calculated.
- I'm not sure what this company's value proposition is in the marketplace.
- I didn't get the job and the company hasn't given any feedback. Why not?



# Red light / green light questions



When did you graduate from high school?	Leave age alone in interviews!!
Do you have any disabilities?	Can you perform the specific tasks the job requires?
Have you ever been arrested?	Have you ever been convicted of a crime?
How many children do you have?	Can you work overtime and/or weekends?
What does your spouse do for a living?	
Are you a US citizen? / Where were you born?	
I'm not familiar with your accent. What is it?	
Are you a member of the national guard or reserves?	
How much do you make today?	
Do you want to be addressed as a "he" or a "she"?	
List the clubs, or lodges or unions to which you belong.	

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How much do you make today?	Be very, very careful. It depends on your location!!
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I'm not familiar with your accent. What is it?	Leave this alone!!
Are you a member of the national guard or reserves?	Leave this alone!!
How much do you make today?	Be very, very careful. It depends on your location!!
Do you want to be addressed as a "he" or a "she"?	Almost without exception, this is an illegal question
List the clubs, or lodges or unions to which you belong.	Only as it pertains to the ability perform jobs (like AWT!)



# Thanks very much for your time!

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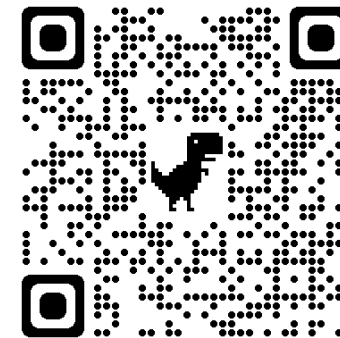
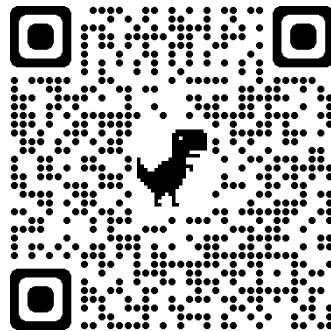


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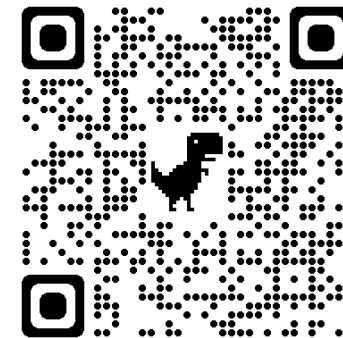
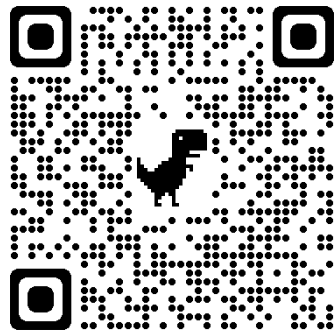


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# Thank you!

