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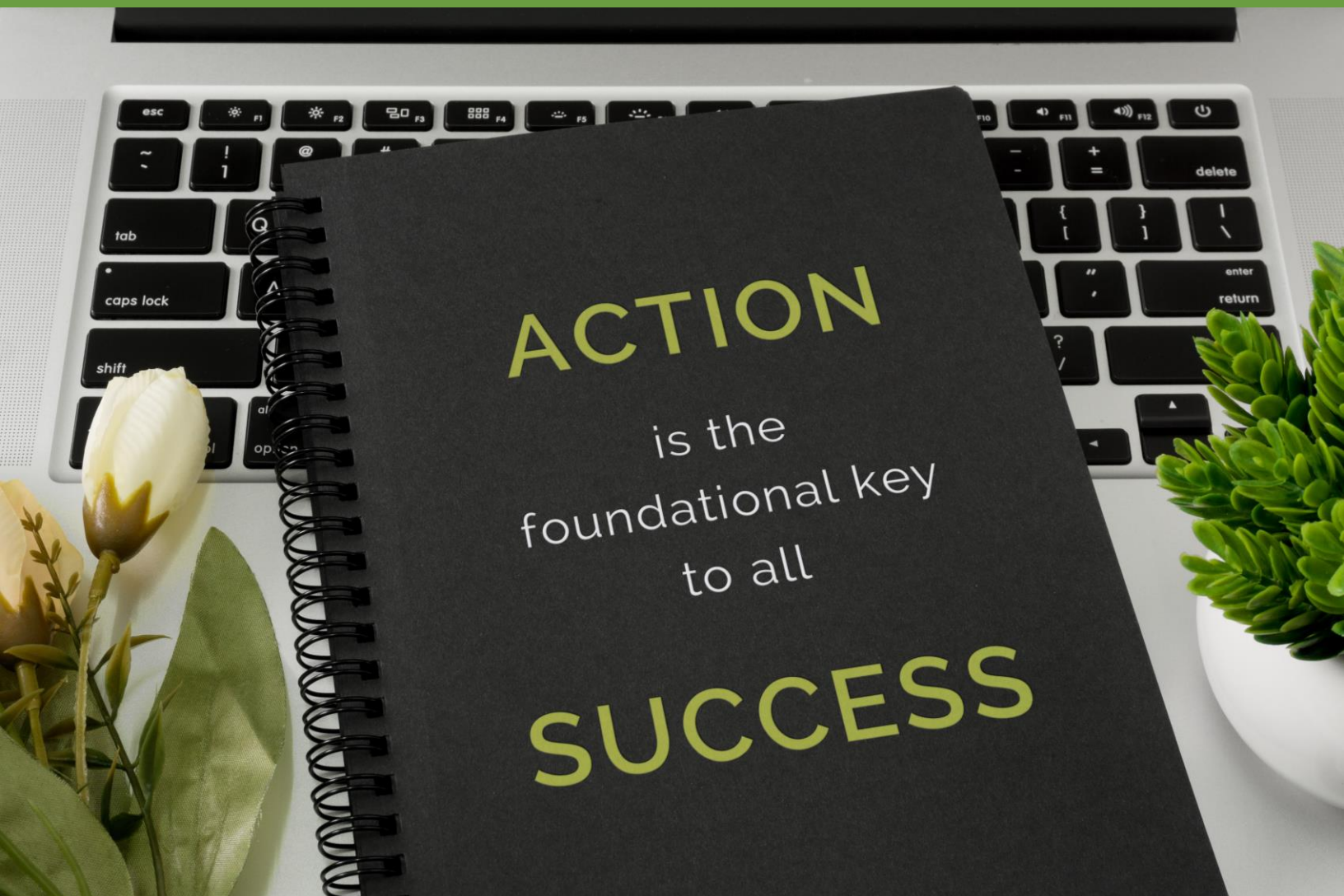
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Cultural Alignment Solutions

Action-Based Leaders™ Program and Coaching



The American Workforce is Changing



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The American Workforce is Changing



Today about 156.97 million⁽¹⁾ people are employed in the United States.

The American workforce is ever evolving and changing in many different ways. Day by day, month by month, and year by year, work changes in the US. We are evolving as a country, as individual states, and as individuals.

According to Forbes, the American workforce is shifting from a manufacturing workforce to a service workforce (@forbes.com). We now offer more services and produce fewer tangible goods. With this change, very distinct different skill sets are needed.

Forbes also states that the American workforce has a staffing shortage (@forbes.com). There are not enough workers available to fill the jobs that are now open. Turnover rates are high. Employees are moving from job to job. There is a major talent shortage.



Students are graduating high school and going to a 4-year university. Going to university has become the norm. **The Bureau of Trade Statistics** tell us that 70% of high school graduates attend college (@trade.gov). Trade schools are under utilized and many do not know the benefits of working in a trade.

Today's workforce is changing in demographics. At this time, more than 40% of the workforce is over age 55 and looking forward to retiring in the near future (@trade.gov). That is going to be a big loss to the workforce.

The millennials make up 33% of the workforce. The millennial generation is spearheading change in the workforce. They are the generation that is most likely to switch jobs repeatedly until they find the job they want, and in the location of the country they want it in. Millennials are well known for treating the job as though they are a gift to their job. This generation (loosely defined as those born after 1982 and before 2004) is sometimes labeled as lazy, entitled and glued to their iPhones.



Together the Millennials and over 55 age group, make up 73% of the workforce.



With the workforce situation currently, we are noticing:

- low production values due to untrained workers
- Inefficient workers
- Workplaces losing time/money due to mistakes
- Greater risk of legal and regulatory violations
- Unhappy employees causing greater turnover
- Poor training of new associates
- Drop in product quality or service levels
- Loss of customers

Change is due in Corporate America, and Change is coming soon!!!!

Last month the Staffing Industry Analysts (@staffingindustry) published its prediction for what's ahead in US staffing this year. Each of their predictions are very important to the working population in the US, as well as those who hire.

What does this mean for employers?

Here are three important predictions:

1 Automation

Automation is not predicted to take away the jobs available for US workers but to potentially change the skills needed by the workers. With the talent shortage hitting manufacturers hard, automating certain processes or using technology to aid the productivity of the workers is gaining momentum.

What this means for Corporate America is that masterful companies are already thinking ahead and upskilling their employees to work in more technology driven cultures. Having training programs in place for both leaders and employees will get them to a higher productivity level more quickly and efficiently.

2 Skills shortages

Businesses need qualified talent, and immediately, in most cities and towns qualified help is very hard to find. Staffing Industry Analysts predict that situation is really not going to change in the near future. In fact, surveys regularly show that staffing firms say this is the biggest barrier to growth today—and it will continue to be the biggest barrier in the next 10 years.

What it means for Corporate America is that having a strong employer brand, knowing who you are as a company and how you want to grow, should be a top priority. In order to attract the job seekers that are available your reputation is most important. And, if you want to keep those workers from leaving for greener pastures, making on-boarding, training, development, promotion, and recognition is important as well. The employee experience shouldn't be left to chance in a tight labor market.

3 Gig economy

Just a few short years ago, most people had never heard of the phrase “gig economy,” much less participate in it. That has changed drastically. It’s not just about Uber drivers anymore—there are many short-term, gig work (and workers) available across almost all industries.

What it means for Corporate America: Many of the same individuals available through a staffing firm are also moonlighting currently. While they can help you find general labor in a pinch, it often comes at a high price and that price is going to increase! These workers are not long term minded and will not have the loyalty you are looking for. The most effective and economical way to ensure your positions are filled is to be as proactive as possible and as soon as possible. The theme is hire, train and retain.

What does all this mean? In a word: change. How businesses operate, the skills in demand and the way people work are all evolving. The employers and job seekers who take ACTION now to be future-ready, will be the ones to rise to the top.

So how do you prepare now?

This is what we are facing in the US:

- We have an aging workforce with a large number of workers who will be retiring in the near future
- We are moving to more service work and less manufacturing work
- We have 33% of our workforce population who see themselves as a gift to their job, instead of their job being a gift to them.
- We have many skilled jobs available with no skilled workers now
- We are all ready, as a nation, having challenges hiring skilled workers
- Staffing agencies are overpriced
- Recruiting firms are expensive
- We have people willing to work short term “gigs” only
- The American worker is stretched thin without balance in their lives
- Colleges are full and trade schools are nowhere near full



“People ask the difference between a leader and a boss. The leader works in the open, and the boss in covert. The leader leads, and the boss drives.”—Theodore Roosevelt



So how do you prepare now???

It's time to get creative and brainstorm. Think about the future and choose to come up with a plan now. Consider these questions:

- How do you secure your companies staffing needs now and into the future????
- What is an ideal employee?
- How many more employees will you need in the future?
- Who on staff is promotable?
- What is your turnover rate now?
- What would the ideal turnover rate be?
- How will you find the staff you need?
- If need arises, how will you cover increased production without burning out the staff?
- What is my company's reputation?
- How do we, as a company, get more applications?
- How dedicated and loyal are we to our/your staff now?
- What is our company training plan?
- How do we identify promotable staff?
- How do we develop Leaders?
- What is one more thing you can do to endear your employees to you?
- How do we retain the employees we have?

As I started writing this paper, I thought back to leaving university and applying for my first job. Now, that year was 1982, and when applying, I knew that I had worked long and hard to get through college, my internship and then taking and receiving my credentials. I understood what the average wage was for the position I was looking for. I was aware of the benefits I would like to obtain. All of those thoughts came into play as I began my job hunt. I remember, I applied to 6 locations and interviewed at all 6. It was interesting to note that I did receive offers at 4 locations immediately and they all offered above average wage, health, dental, IRA and pension. The final deciding factor for which position I would choose, was that I would choose the institution that offered me \$1800 a year stipend for continuing education courses. I could use those dollars to continue my education at any training site through the year, yearly.



Why did that position appeal most to me??? Why was that the position I choose? Why was continuing education so important to me at that time? In my mind, that company was willing to invest in me, not only today, but in my future growth. Knowing that they were making that commitment told me a lot about their value system. It helped me to make a choice that ultimately led to working at my first job for 25 years.

Interviewing today is much different. The American companies have changed. I have three sons in their 30's, I have heard many stories from them of the changing American workplace. My son's and their friends have interviewed and have had to move all across the country to be employed in positions that met their needs. Not one of those jobs had continuing education as one of the benefits. Interestingly enough, most positions just come with basic medical, dental, optical and when management, IRA. The only time leadership training or education came into view was once they became management. In fact, one of our son's has been in management for 6 years and just went to his first leadership training.

In talking with my 3 sons and others who are in management across the US, I discovered that they are dealing with:

- Lack of engagement
- Lack of innovation
- Low motivation
- Low morale
- Poor performance
- High turnover/low retention
- High absenteeism
- Lack of applications
- Lack of loyalty
- Lack of Action
- And the list goes on and on

It's been said, *"employees don't leave bad organizations, they leave bad bosses."* (@trainingmag.com) With that said, it's time to look at your leadership team. How effective are they at building your team? How effective are they at helping your team take ACTION.

The American workplace and workforce is changing, what are you going to do to combat the change and rise above it?

Consider these questions:

- Does your leadership team walk the walk and talk the talk?
- Do you know what your organization values?
- Does your leadership team know your organization's values?
- Do you know what an ideal leader is in your organization?
- How transparent are the leaders in your organization?
- How often does the organization share goals and reach them?
- Where is the trust level in your organization?
- How much blame is happening in your organization?
- How much healthy communication is happening in your organization?
- How much communication is occurring in your organization?
- How empowered is your team?
- If you were to ask those leaving your organization, what would you hear?
- What is one training you could give your leaders that would make an impact?

Henry Ford allegedly once said, *"The only thing worse than training your employees and having them leave. is not training them and having them stay."* (@HarvardBiz) Listening to what Henry Ford says that training matters. Training and in particular, Leadership Training brings about a number of win-wins for any company. A leadership training that brings about Action. A training that helps your team to look within themselves and BE who they choose to BE and take ACTION for the right reason.

It makes sense in corporate America today that we train our workforce. That we help them understand our mission, vision and values. That we support them in growth opportunities. That we invest in them as we invest in our future.

The top 9 reasons gifting your team with leadership training is a wise financial decision

1 Leadership Training brings about a culture of consistency.

Consistency that you, the company have described and subscribed to. A lack of consistency has long-term negative effects on a team's productivity. When there are many ways to do the same thing, teams must decide which way to do something, or if there should be an additional way to do it. No team leader wants inconsistency for their team. They want opportunities to have solutions that the team can spend delivering not problem solving. Know that even minor inconsistencies can have grave costs. It's time to take ACTION, and train, retrain and continue to duplicate consistent processes within the organization.

When speaking with leaders, they tell me over and over, that if they could start over, they would spend more time putting consistent process and duplication into place. They state that team struggles could have and would have been prevented or made less drastic had they had a more consistent approach to leading and training.

If leaders within the organization bind together through training and agree with consistency in approach, and what consistency means to their organization, then moving forward and choosing to implement consistency, we have the beginning of a new sustainable culture of ACTION and CLARITY.

This new consistent culture begins at hire and continues through the term of the team members hire.

2 Leadership training moves Untrained/Unhappy Leaders to Trained/Leaders

Leaders who are untrained have no road to follow, no path to pursue and certainly are not able to support team members in duplicating what they are doing and raise up other new inspired leaders.

Leaders who are untrained feel inadequate, unsupported, confused or unqualified, which makes them very unhappy. They are not satisfied in their work, which will cause them to underperform, make mistakes, and not care about their work performance. Unhappy leaders spread this unhappiness to the rest of the team without even trying. These untrained leaders, and their teams, in turn cost you, the business, valuable time and money.



3 Leadership training brings about Decreased employee turnover due to innovation and performance

Employees view training and development as an additional company benefit. Employees are more likely to feel valued if they feel like you have invested in them and are less likely to look for another job, cutting down on recruitment costs due to increasing staff retention.

Leadership training brings about trust. When a company invests in employee training and development, employees feel valued and appreciated. This makes them more loyal, and the more loyal your employees are, the more likely they are to both stay employed with you and to refer skilled friends and colleagues to work at the company. Plus, loyal employees are more engaged and motivated and require less supervision. Loyal employees are more likely to share ideas, take greater responsibility and perform to their best ability.

4 Leadership Training creates greater employee engagement and loyalty.

Today's corporations need Leaders who are visionaries along with having the ability to conduct business. Without the visionaries, innovation and growth may falter and dry up. Choosing to develop Leaders is a powerful force for the company to make a conscious choice as it moves into the future. Let's face it, without a solid plan, the company cannot arrive at its desired destination.

Engaging your leadership in company plans, innovation and brainstorming at all levels through transparency, builds loyalty while the company saves and earns more money. Development doesn't have to be boring — Development should at the very least mean growth. Growth is the lifeline that will propel the company forward with feelings of inclusion, trust and integrity. As your leadership team develops, their teams become more proficient, your company's overall performance, innovation, output and sales will increase, creating a true win - win - win... A win for the company, the leaders and the teams!

5 Identifies weaknesses to Create Opportunities for growth

Most leaders and employees will have some weaknesses in their workplace skills, and a training program allows you to strengthen the areas the employee needs to improve. A training program brings all leaders and employees to a similar level of skills and the new knowledge will expose weak links within the company who often rely on others to pick up their slack. Providing a consistent training program creates a cohesive team of employees who can take over for one another as needed, without constant help and supervision from leadership.

6 Saves you Time and Increases your Bottom Line Profits



Companies choosing to train Leaders and employees recognize something very important immediately. While they take the time to slow down and train necessary, duplicable skills, employees are able to work at their positions more effectively, safely and with skill. In the event of a call out, there is always someone who can fill in and do the job. Due to this training less time is lost, more production happens, and the bottom line is increased! Slowing down and training your team will actually allow your company to speed up and reach its goals faster.

7 Increased Career path opportunities

Competition for talent is growing. Offering an employee development program as part of your perks and benefits is a good way to attract candidates to your organization rather than your competitors. Investments in Leadership development create a talent pool of exceptional, loyal employees who are ready for promotion and upward mobility. Upward mobility leads to loyalty and happy employees. Knowing that someone on the team is developed and ready to promote assures quick change and less loss of time.

8 Boosts Employer Reputation Gaining competitive advantage

Investing in continual learning boosts your reputation as an employer who cares about their employees. As word gets out, you'll need to guard against an influx of customers fan applications from candidates. Imagine, applications from people who are drawn to you and want to work for you!

When you do good things for your employees, it draws good back to your company in many ways. You may consider offering rewards for conference attendance and continuing training, or a small stipend for books to cultivate an environment for continual improvement. As the culture continues to build, your excellent reputation will build and you will gain a competitive advantage when it comes to hiring.

9

Gain and sustain ongoing Customers

Insufficient employee training can result in lost customers. Employees view training and development as an additional company benefit. Employees are more likely to feel valued if they feel like you have invested in them and are less likely to look for another job, cutting down on recruitment costs due to staff retention. Insufficient employee training can result in lost customers. Let's face it, unhappy employees will respond unhappily to your customers.

Untrained employees can cause many mistakes, and those mistakes and inefficiencies can cause your business to lose customers. That is the worst possible scenario, but it can happen, and it does.

Having a strong and successful training program helps to develop your brand as an employer, making your company a target for top talent who seek out opportunities to use their skills and learn new ones. Ongoing training and development of satisfied and inspired employees generates creativity while building a culture that welcomes new ideas that can take your business to a new level. Satisfied and inspired employees take great care of your customers, are happy to be at work and use their joy to promote your company...a true win - win scenario!



Today vs. Tomorrow - Untrained vs. Trained

Today's Corporate American employees are just making it through the day with little or no engagement. Making it through the day becomes their goal, along with bringing home a paycheck. Both employees and employers suffer when employee goals fail to evolve beyond those two factors. The cost from the suffering is staggering - \$450-\$550 Billion per year for Corporate America. (recruitloop.com)

The pressures of everyday business profit and loss, weighs on the shoulders of all business professionals. Leadership feels as though they can't afford to invest in their employees.

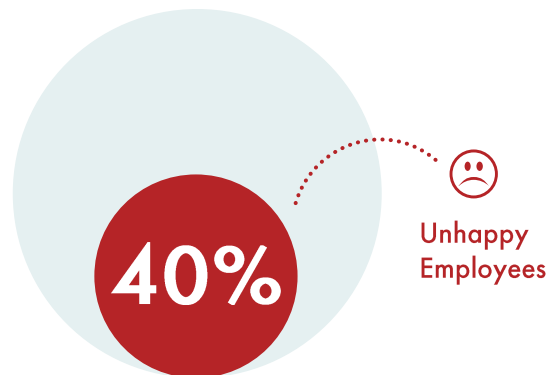
When Companies choose to take this viewpoint, they fail their employees and their company.

Companies who choose to invest in their employees see much different benefits. These companies promote from within, emphasize growth, encourage professional development and recognize their employees for their contributions.

Why Leaders Should Invest in Employees

Training your Leadership comes first. This means your entire team from CEO down to front line leaders. This shows your company buy in and makes training exciting and looked forward to. Once you train your leadership you must look next at your employees. Your employees are the backbone of your company. When you strategically invest in employees, you attract and keep all the best candidates, while building a strong work culture unafraid of innovation, change, failure and success. This work culture is loyal! Leaders and employees take the bull by its horns and run with ideas, instead of running away from problems. Opportunities become abundant. This action-based group of leaders are able to produce duplicable processes that will ensure the success of all.

Today Corporate employers face obstacles with employee retention and must continue to hire to keep their talent pool filled, this costs lots of money that is not going to profit!!! Imagine this fact — 40 percent of dissatisfied employees leave their jobs each year, and a Gallup poll found that an actively disengaged employee cost employers about 34% of their annual salary(2). Should you have to replace the employee costs start at 16% and can run much higher. (3) Recruiters and staffing agencies can cost upwards of 25% or more of the annual salary. Those figures are on top of what you do to cover for the employee in their absence.



It makes sense to show new hires and developed staff that their continued development matters. Doing so will make them less likely to move on to another company, and this alone will give you a competitive edge. When the company supports the employee in feeling valued and trusted, the employees remain loyal to the employer. Loyalty and trust bring many benefits to the company.

In Summary: Action Based Leadership Development is highly recommended.

Employee training programs may seem to cost money and wasted time that can walk out the door if the employee decides to quit. However, the added costs of having poorly trained staff shows the importance of having a well-designed, efficient, updated and duplicable training program for your leaders and employees. Training from the top down is consistent and allows for buy in. Developing and implementing a continuous, consistent, effective, and inspiring training program will increase your leader's satisfaction, and your team's production, performance and ultimately your company's profits.

How ready are you to implement an Action Based Leadership Program?

- 1 www.statista.com 2019
- 2 Gallup
- 3 www.statista.com 2019