



STRATEGIES IN MANAGING
TODAY'S WORKFORCE

**Fisher
Phillips** South Florida
Labor &
Employment
Conference


Today's Diverse Workplace

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#FPFL19 

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Today's Diverse Workplace



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1. Workplace diversity is on the rise
2. Recruiting and hiring top talent
3. Managing, retaining, and motivating a diverse workforce
4. Planning for the future

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Gender and Sexual Orientation



Courts:

- > SCOTUS will hear 3 cases next fall

Legislature:

- > U.S. House passed Equality Act to clarify that "sex" includes:
 - > Gender (identity and expression)
 - > Sexual orientation
- > No action in Senate

How Is Today's Workforce Diverse?



- > What other types of diversity might we see in the workplace?

Multi-Generational Diversity

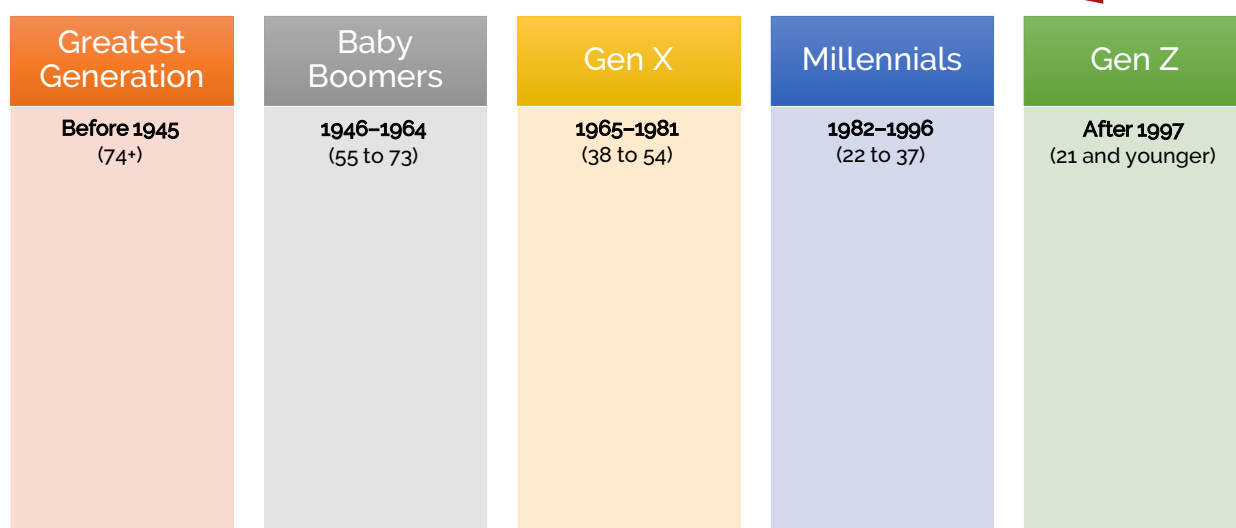


> 5 Generations in the workforce today

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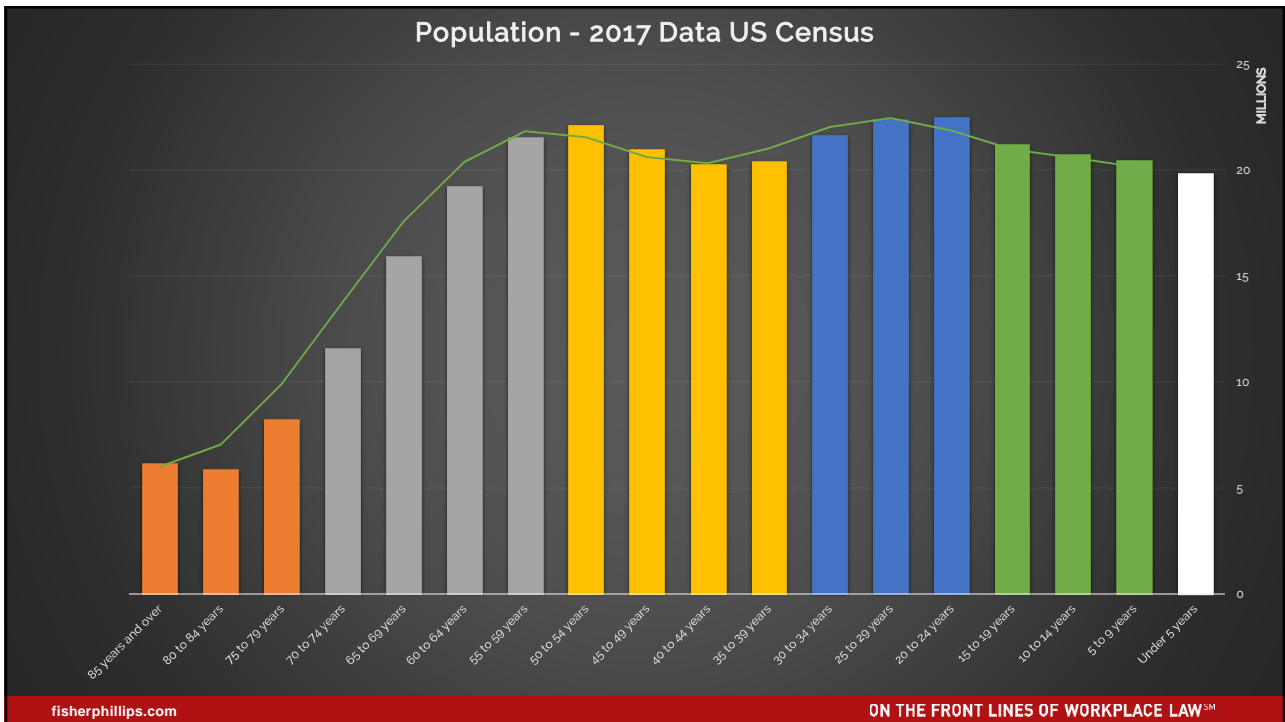
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Five Generations



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Five Generations

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Greatest Generation	Baby Boomers	Gen X	Millennials	Gen Z
Before 1945 (74+)	1946-1964 (55 to 73)	1965-1981 (38 to 54)	1982-1996 (22 to 37)	After 1997 (21 and younger)
WWII Great Depression Start of Rock n' Roll Advances in communication technology and manufacturing	Post-War Boom Vietnam Civil Rights Movement Moon Landings The Cold War	End of the Cold War Fall of the Berlin Wall Dotcom Hayday First Mobile Phones	9/11 Video Game Systems (Xbox & Playstation) School Violence Birth of Social Media Reality TV	Touchscreen Mobile Devices & Tablets Cloud Computing Constantly-Connected World

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Greatest Generation



- > Hard-working
- > Economically conscious
- > Trusting of the government
- > Optimistic about the future and strong sense of moral obligations
- > Prefer face-to-face communications; landline telephones; and written letters

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Baby Boomers



- > Motivated by respect and loyalty
- > Staying in the workplace longer
- > Confident in tasks and abilities
- > Seek collaborative, group decision making
- > Avoid conflict
- > Sensitive to feedback
- > Prefer landline telephones

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Gen X



- > Motivated by flexibility and prospects of independence
- > Work-life balance
- > Global thinking
- > Focus on autonomy and self-reliance
- > Comfortable with authority, not impressed with titles
- > Technically competent
- > Prefer email

Millennials



- > Want freedom and flexibility
- > Motivated by a challenge or purpose
- > Tech savvy; multi-tasking
- > Team players; very self-expressive
- > Diverse and accepting and expect diverse teams
- > Connect using technology
- > Expect instant response and influence over the terms and conditions of their jobs; want their voices heard
- > Prefer SMS, instant message, mobile phone calls, email, Facebook

Gen Z



- > Want a brighter future
- > Social responsibility (e.g., Parkland students)
- > Purchasing decision based on social values
- > Always connected
- > Communicate by SMS, social media (Instagram, Snapchat, Facetime)

Diversity v. Inclusion v. Belonging



“Inclusion” means more than difference; it’s about experience and interaction.

Why Diversity & Inclusion Matter



- > Improve performance and obtain competitive advantage
- > Employee morale and positive culture
- > Avoid potential legal issues
- > It's the right thing to do

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Recruiting Top Talent



- > Where we recruit
- > Subtle or coded messages in job postings

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Reviewing Applications



- > Applications v. resumes
- > Initial review of resumes/applications
 - > What information should be reviewed?
- > Social media & background checks

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Interviews



- > Multiple interviewers
- > Behavioral criteria
- > Salary history questions

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Hiring Decisions & Implicit Bias?



- > Unintentional; but may have a prohibited impact

- > Harvard studies
 - > <https://implicit.harvard.edu/implicit/takeatest.html>

Convincing Top Talent to Join the Company



- > Compensation
- > Parental leave
- > Workspace and office environment
- > Flexibility in work schedules/locations
- > Coaching, mentorship, and career development

Managing and Retaining Talent



- > If you build it, they will come. Then what?
- > Why do your long-term employees stay?
- > What happens when the generations collide?

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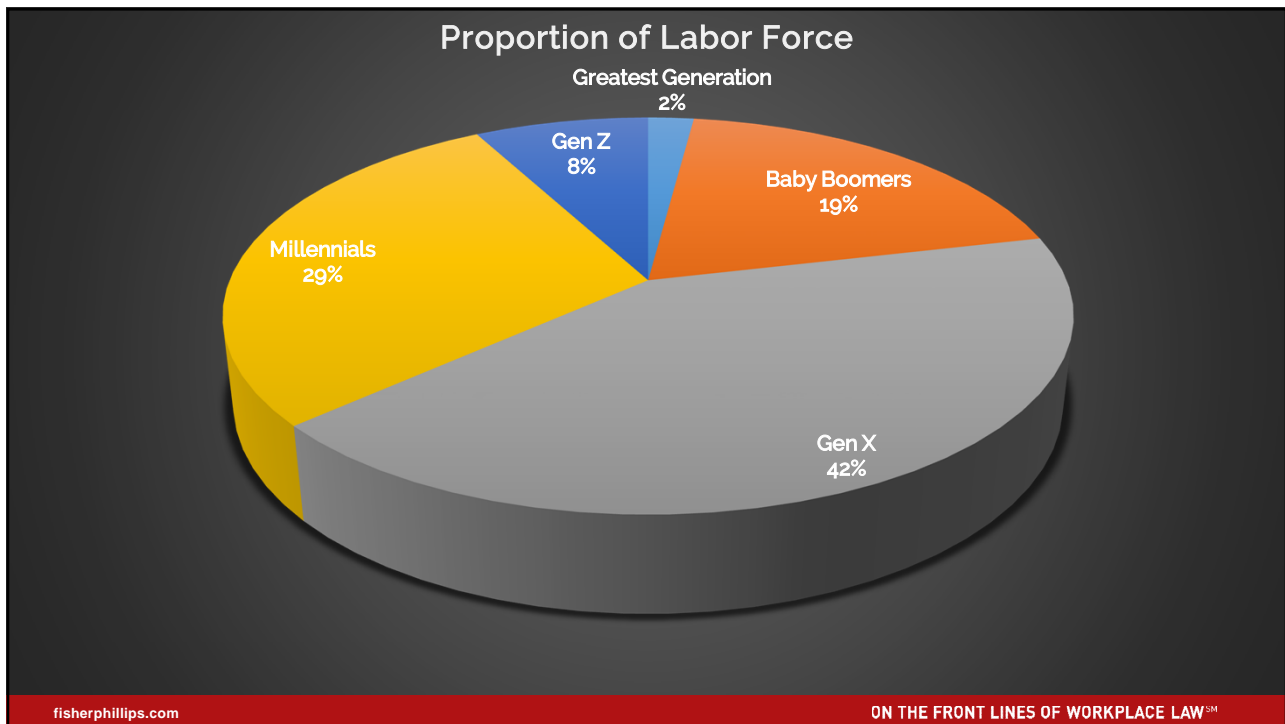
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Multi-Generational Diversity



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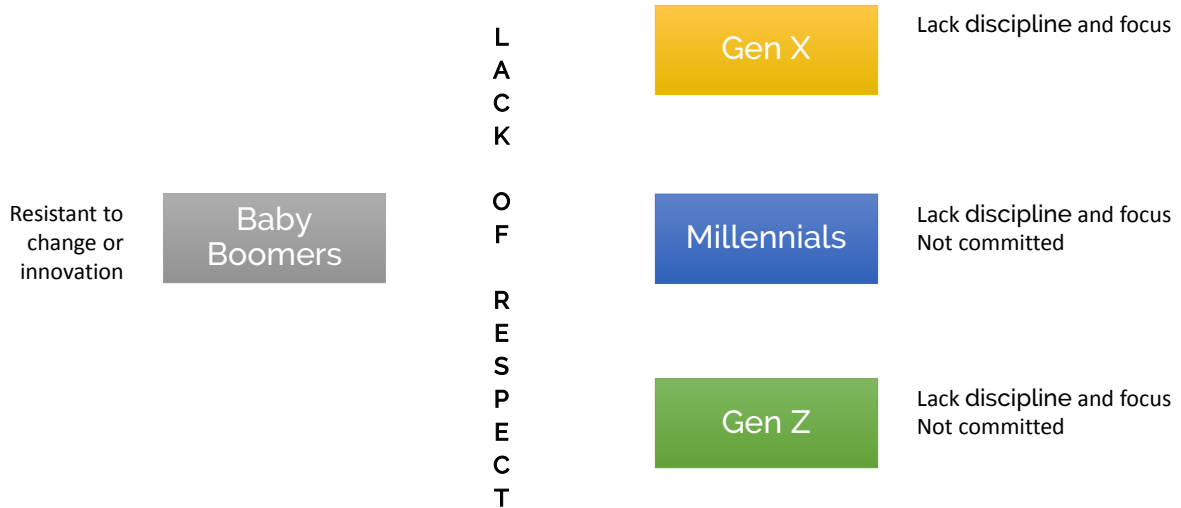


When Generations Collide



- > Study reports:
 - > More than a third of workers waste 5+ hours per week due to chronic, unaddressed conflict between colleagues from different generations

When Generations Collide



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When Generations Collide



- > Ironically, some stereotypes cut both ways:
 - > "She's lazy because she is old"
 - > "She's lazy because she's young."
- > All groups value meaningful work and despise time-wasting meetings.
- > Attributing concerns to generational differences provides an excuse to not confront problems

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Managing Generation (and Other) Differences



- > What are some of the challenges?

- > Legal importance

Motivating a Diverse Workforce



1. Build Good Relationships
2. Encourage Feedback and Value It
3. Increase Accountability and Recognize Accomplishments
4. Create a Culture of Respect

1. Build Good Relationships



- > A good relationship is one where employees feel comfortable, respected, and valued.

2. Encourage Feedback & Value It



- > Encourage an open lines of communication with your employees so they feel comfortable sharing their insights about what's working and what's not.

3. Increase Accountability and Recognize Accomplishments



- > Fairly recognize accomplishments and hold employees accountable. This builds trust.

4. Create a Culture of Respect



- > Everybody deserves to feel they are respected and valued.

Planning for the Future

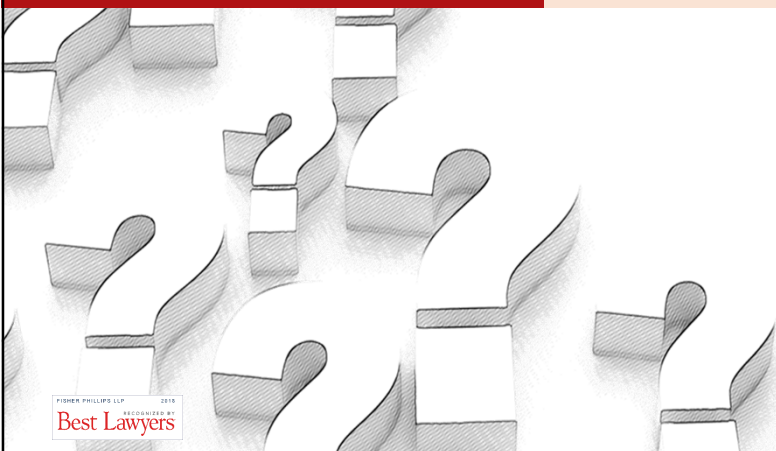


- > Millennials and Gen Z are going to be critical to succession planning and sustainability
- > Industry disruptors
- > Job opportunities
- > Passing the torch

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FINAL QUESTIONS



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THANK YOU

FOR JOINING US

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