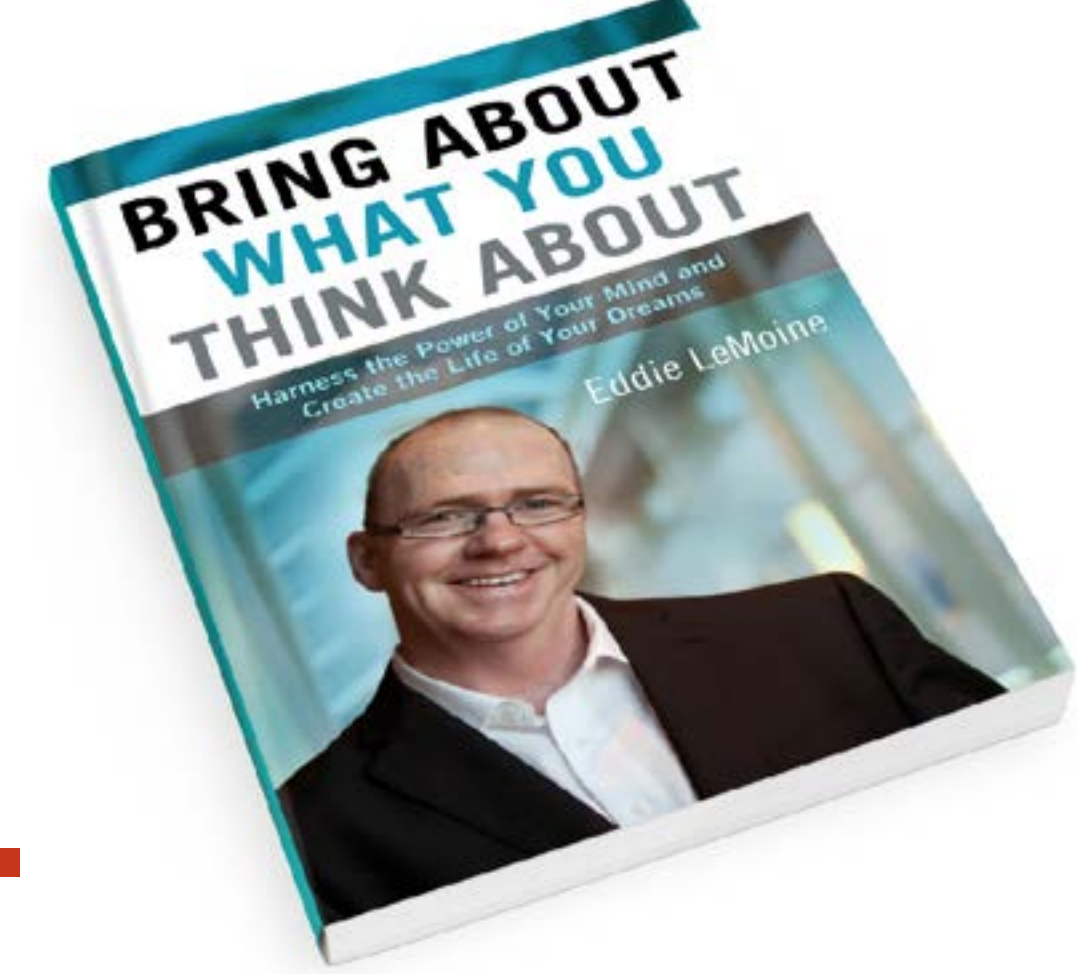


2022

- ☒ Find People
- ☒ Keep People
- ☒ Inspire People

"Understanding the Current and Post-COVID
Realities"
(Attracting and Retaining a Productive Workforce).





ABOUT

Eddie LeMoine



- Canadian-born international bestselling author
- keynote speaker
- Seminar leader and corporate trainer
- 40 plus years of experience

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866 943 4501

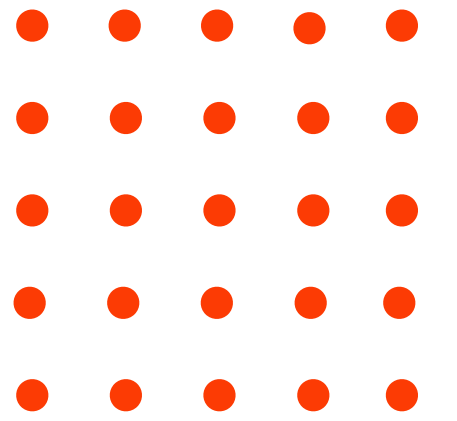




Agenda.

www.eddielemoine.com

1. Trends in the Canadian employment sector
2. Scare the "bejeebers" out of you!
3. Why engagement is your best solution
4. Reasons people join, stay and leave their employers
5. Six key attributes to successful leadership in 2022
6. Three steps to closing the engagement gap






Remember when?



Remember when?



What Happened?



Employee Engagement

It's not that way for
everyone



A path to success

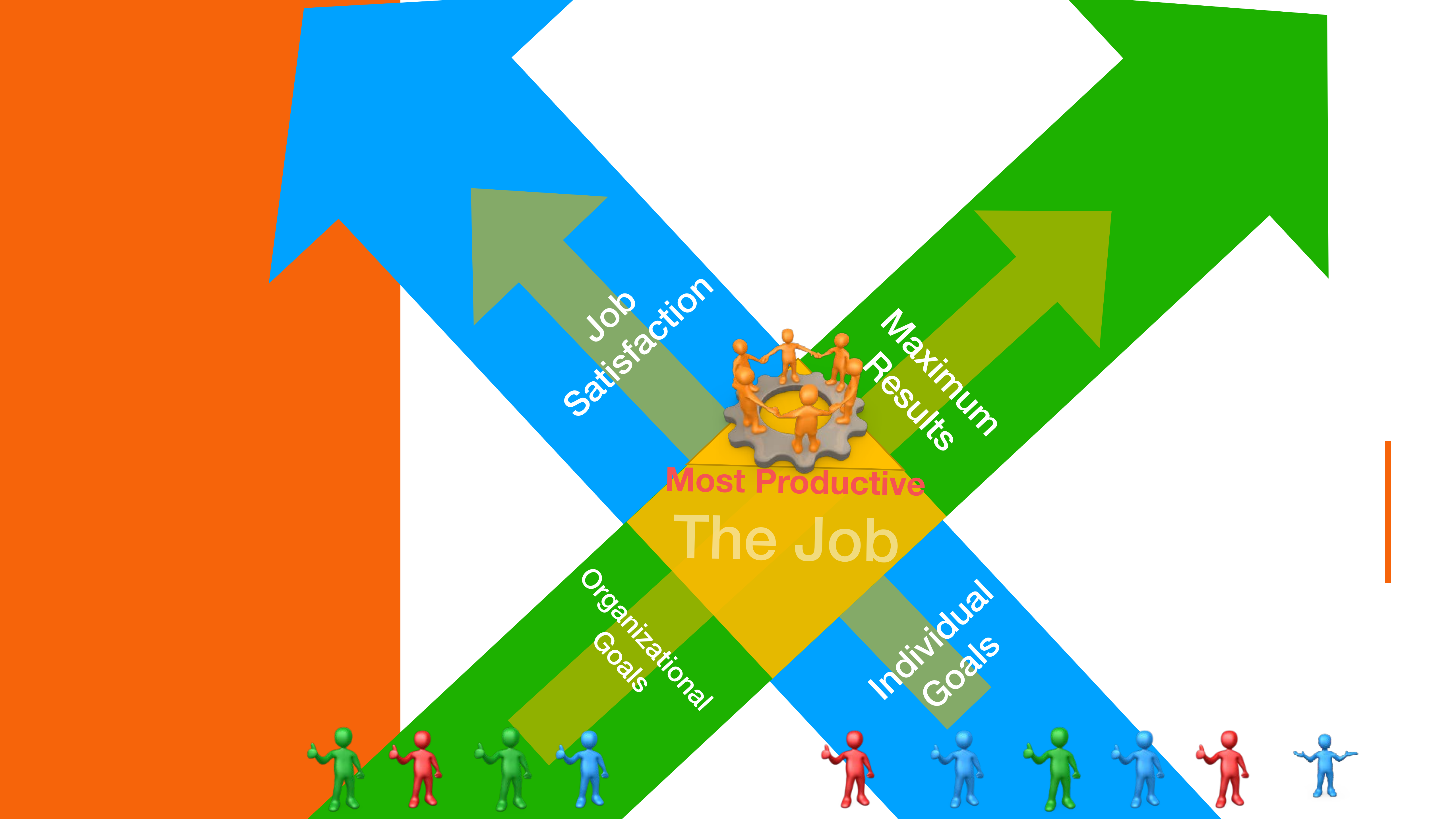
Your company has a
set of goals to
measure success.

Path to Success ✓

Highly Engaged
Workforce

Employees are looking for:

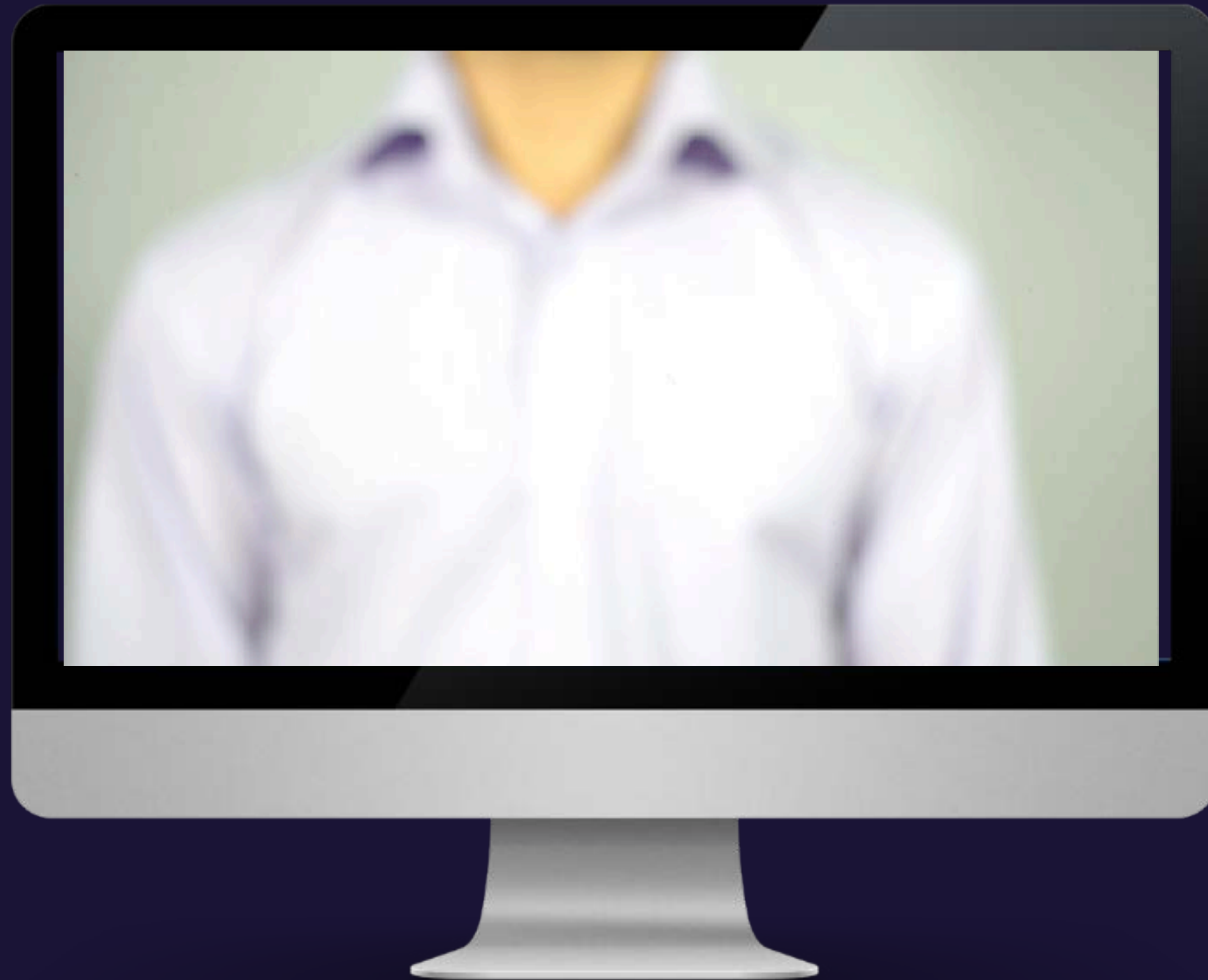
- Values
- Safety
- Interest
- Career goals
- Work/life balance



Values
Safety
Interest
Career goals
Work/life balance



Most Productive
Giving and getting the most



I love to do research....

- Conference Board of Canada
- Federal Government
- Blessings White
- Towers Watson
- Melcrum
- Gallup

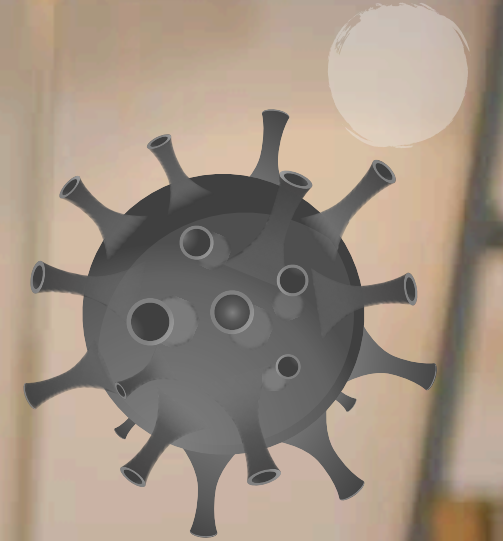
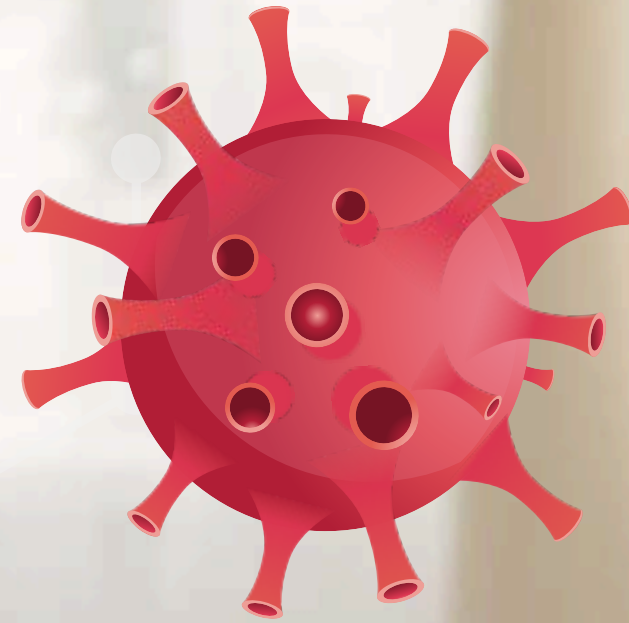
...

You will be like this

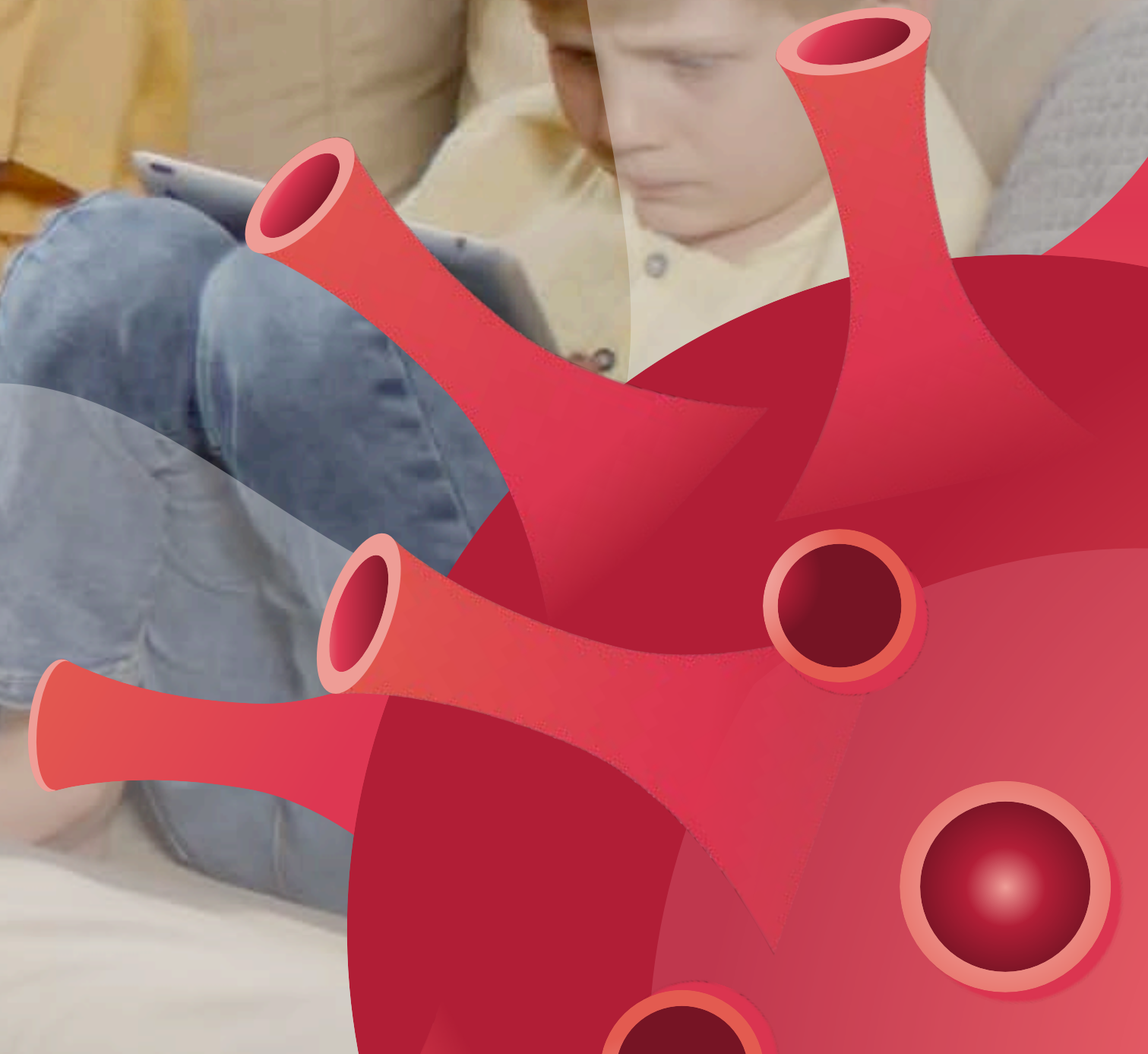
Trends that will impact you during



What will work look like after the pandemic.



“



It will never go
back **to the way it**
was.

Key Drivers of Change



- Safety
- **Convenience**
- Cost
- **Recruitment**



✓ The aging population

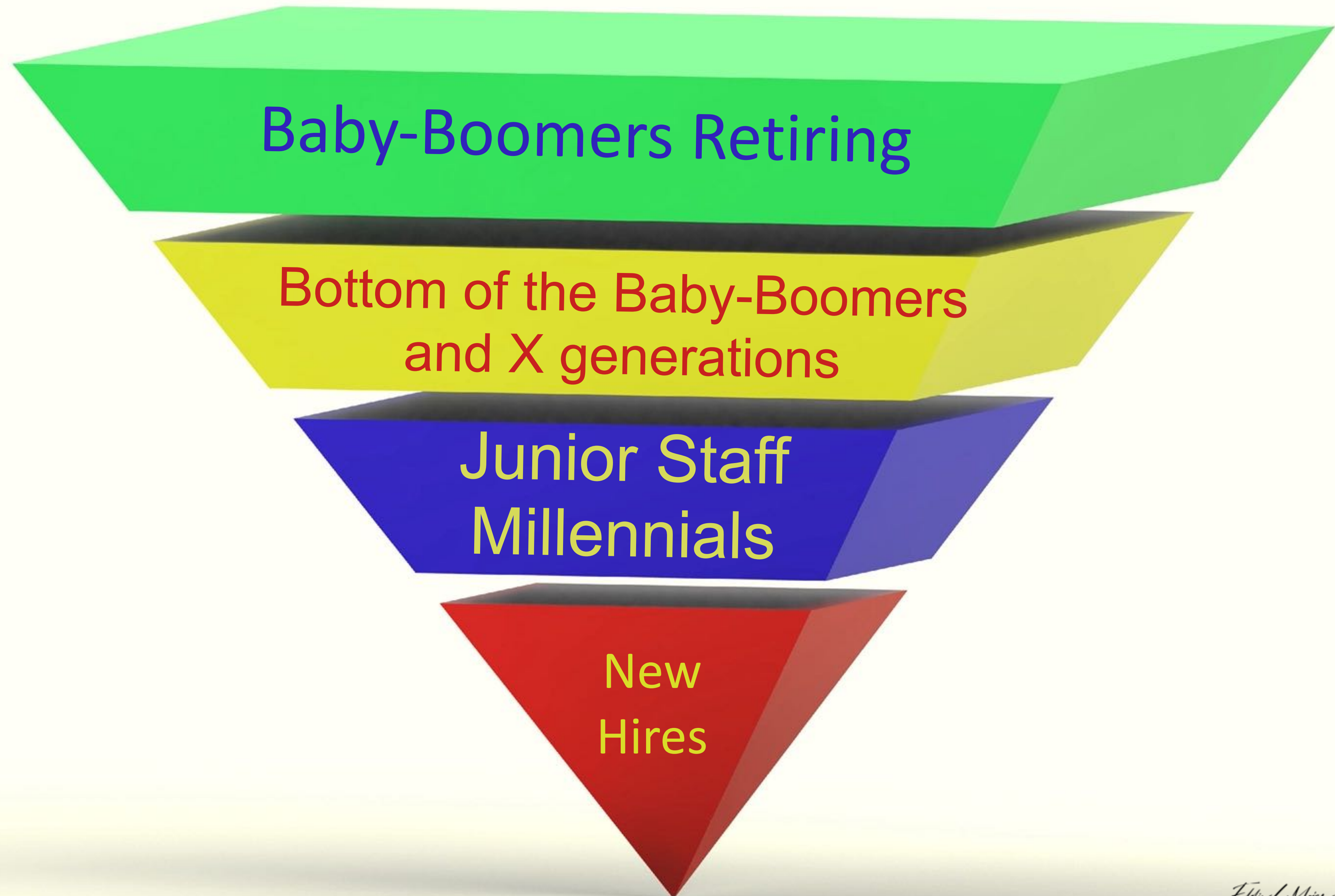
Where did everyone go?



The Past 100 Years

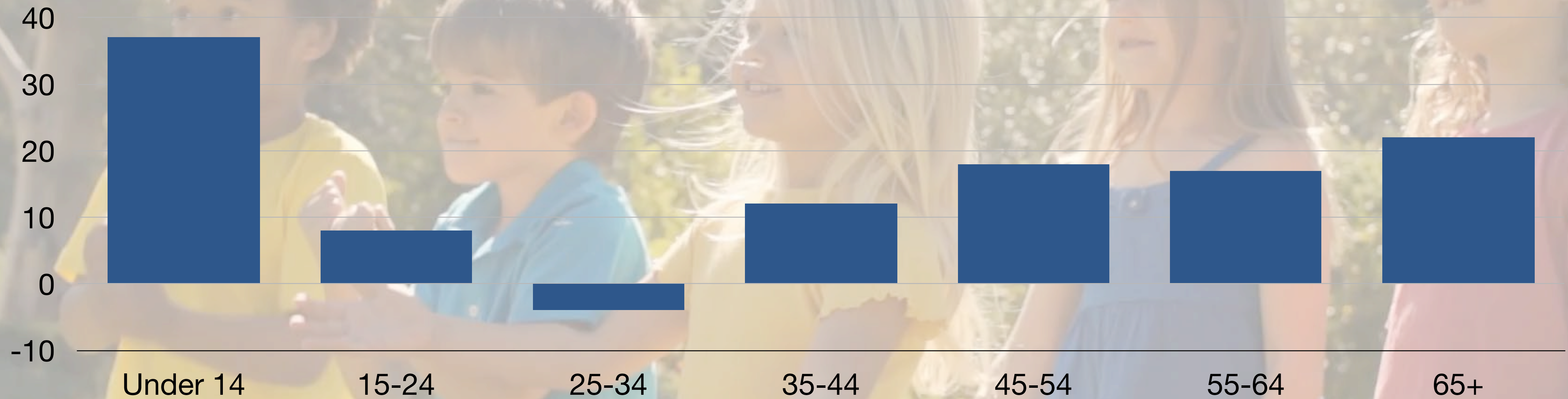


The Next 10 Years



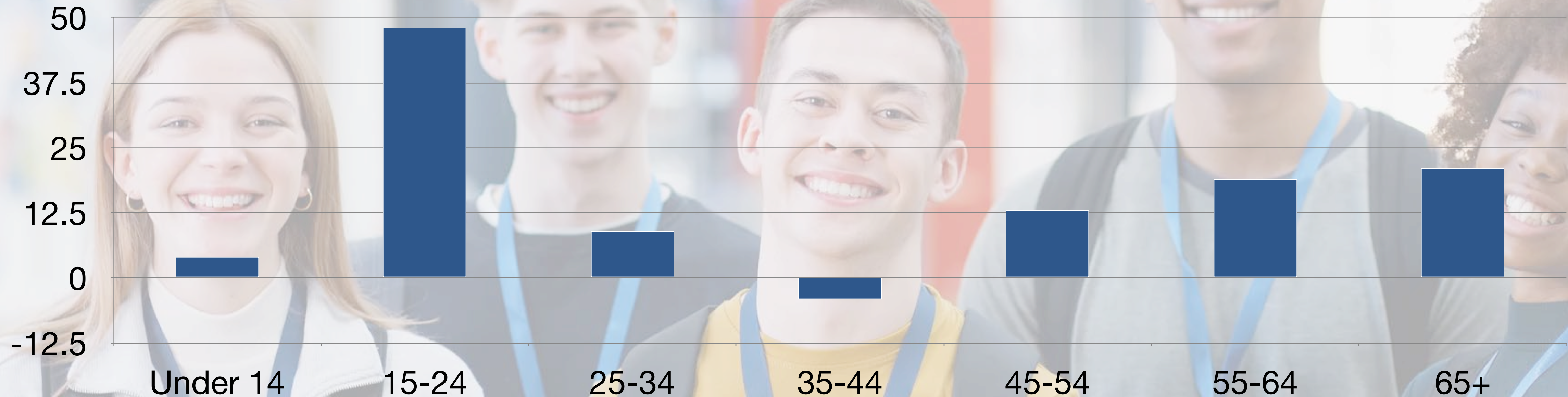
POPULATION GROWTH 1950-1960

Progression of the Baby Boomers



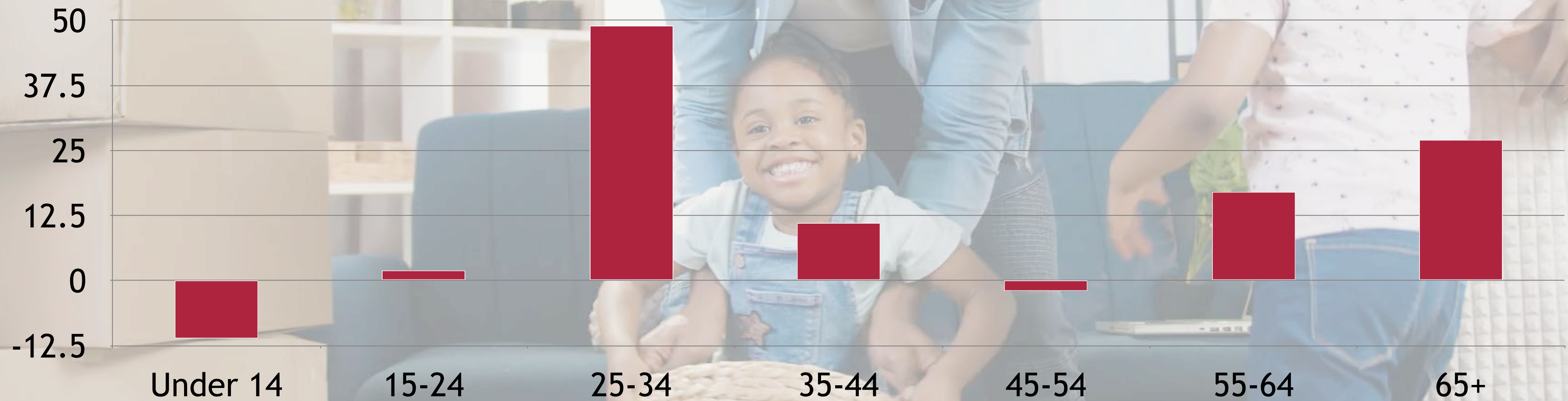
POPULATION GROWTH 1960-1970

Progression of the Baby Boomers



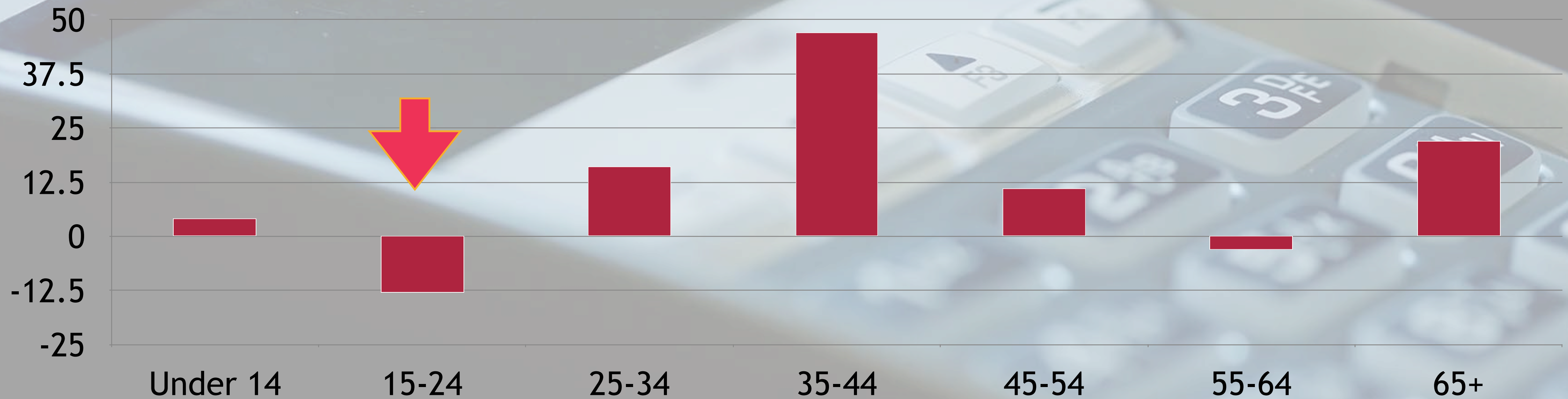
POPULATION GROWTH 1970-1980

Progression of the Baby Boomers



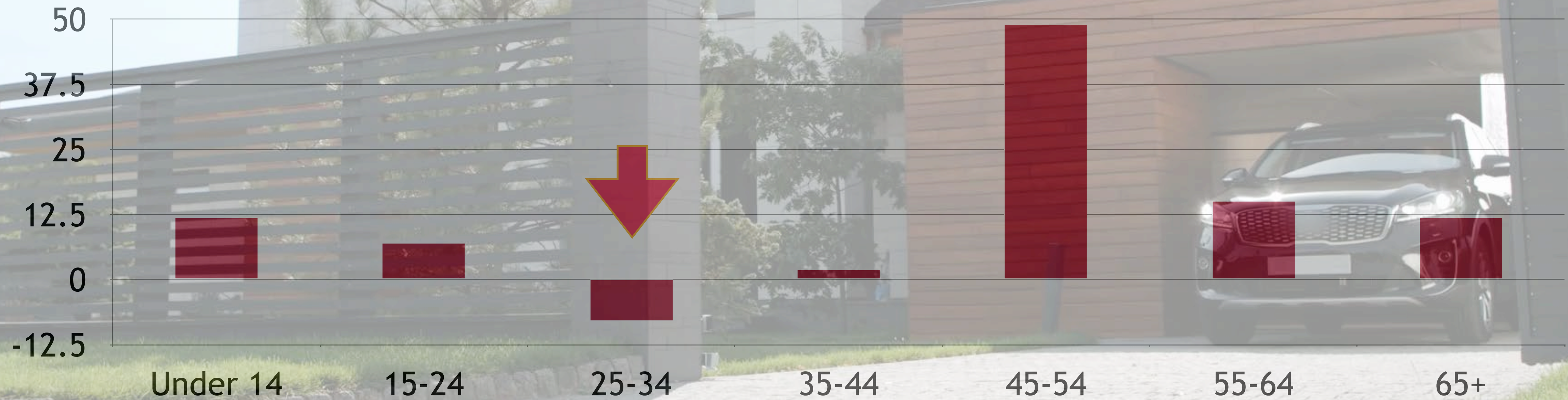
POPULATION GROWTH 1980-1990

Progression of the Baby Boomers



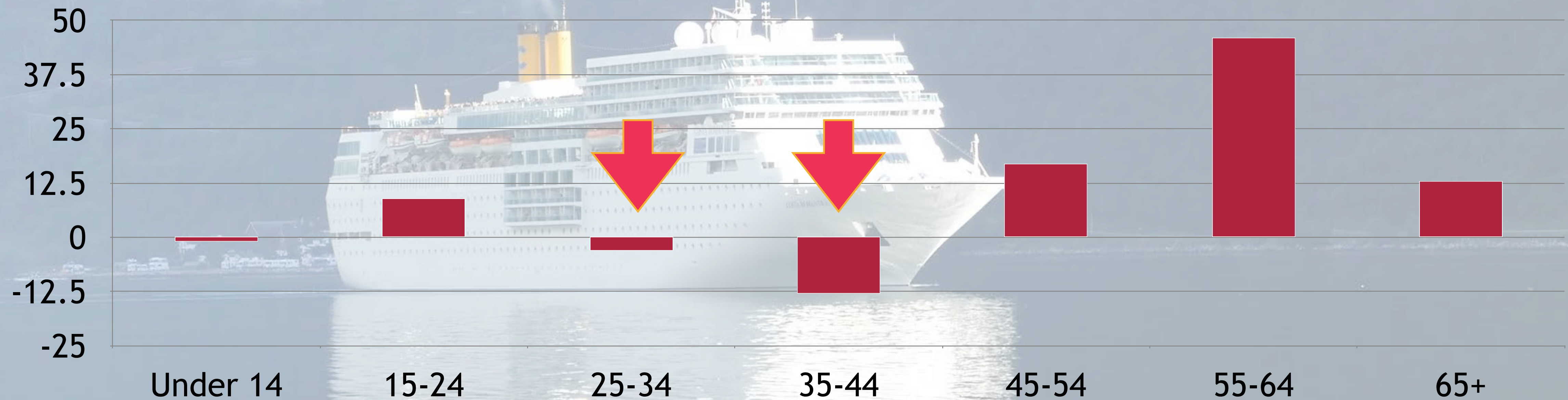
POPULATION GROWTH 1990-2000

Progression of the Baby Boomers



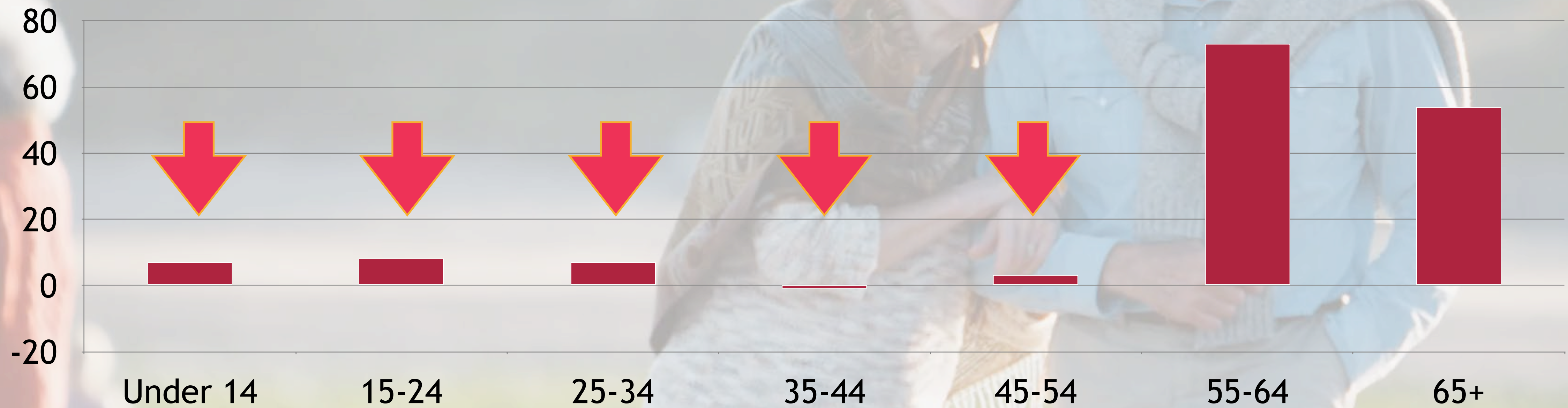
POPULATION GROWTH 2000-2010

Progression of the Baby Boomers



POPULATION GROWTH 2010-2020

Progression of the Baby Boomers



No Better Time To Be Working

O₁ P₃ P₃ O₁ R₁ T₁ U₁ N₁ I₁ T₁ Y₄

The aging population



8500 Canadians will retire each week this year, leaving about 450,000 vacancies of skilled workers.

Competition in — the future

- The current jobless rate is nearing 5.1% in Canada; the lowest rate on record since comparable data became available in 1976.
- Attracting talent will become every organization's primary concern.



Competition in the future

- 184,000 immigrants moved into Canada during 2020, compared to 341,000 in 2019. However, the overall numbers declined as more people left Canada.
- There are 401,000 new immigrants planned for 2021 the actual number came in closer to 220,000.
- There were than 1,000,000 job vacancies last quarter in Canada and 11,500,000 in the US.



How will recruitment post-pandemic impact Canada?

- Hire anywhere, work anywhere
- Not everyone working in your communities is employed in companies doing business in Canada.
- Compete with wages and benefits of larger centres and larger employers



Lessons learned from the 2008 economic downturn



1 Attraction

2 Retention





**Why is
employee
engagement
critical now.**

A man with a beard, wearing a black cap and a red and black plaid shirt under dark overalls, is holding a silver tablet. He is looking down at the tablet and speaking. A woman with dark hair, wearing a black blazer over a white top, is standing next to him, looking at the tablet. They are in a large industrial space with a high, vaulted ceiling made of metal trusses and many small lights. The background is slightly blurred, focusing on the two people.

What is **Engagement**



Telling Style of Leadership

An environment of
conformity



Selling to the many what has
been decided by the few

- Compliant
- Low Engagement

Selling Style of Leadership

Engaged=Discretionary Effort

Employee Engagement

Inclusion and co-creation

- Looking for ideas and support throughout the organization.
- Leveraging the strengths of individual team members to achieve corporate goals.
- Employees are emotionally committed to the success of their employer.

Employees have a sense of purpose

Employees are happier; they see an opportunity for personal growth and align their strengths with organizational goals.



Customers

Increased customer satisfaction and increased referrals.



Employers

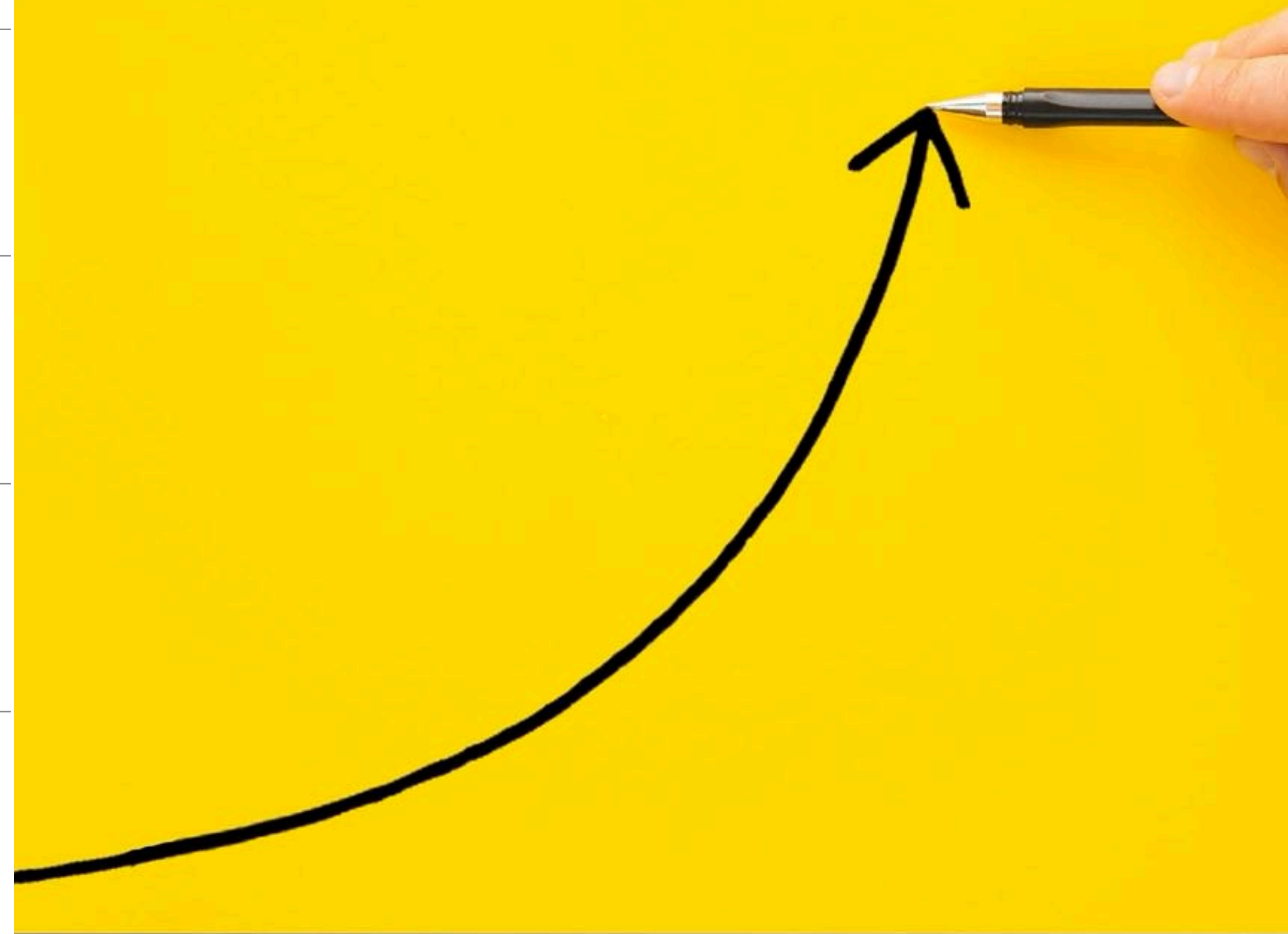
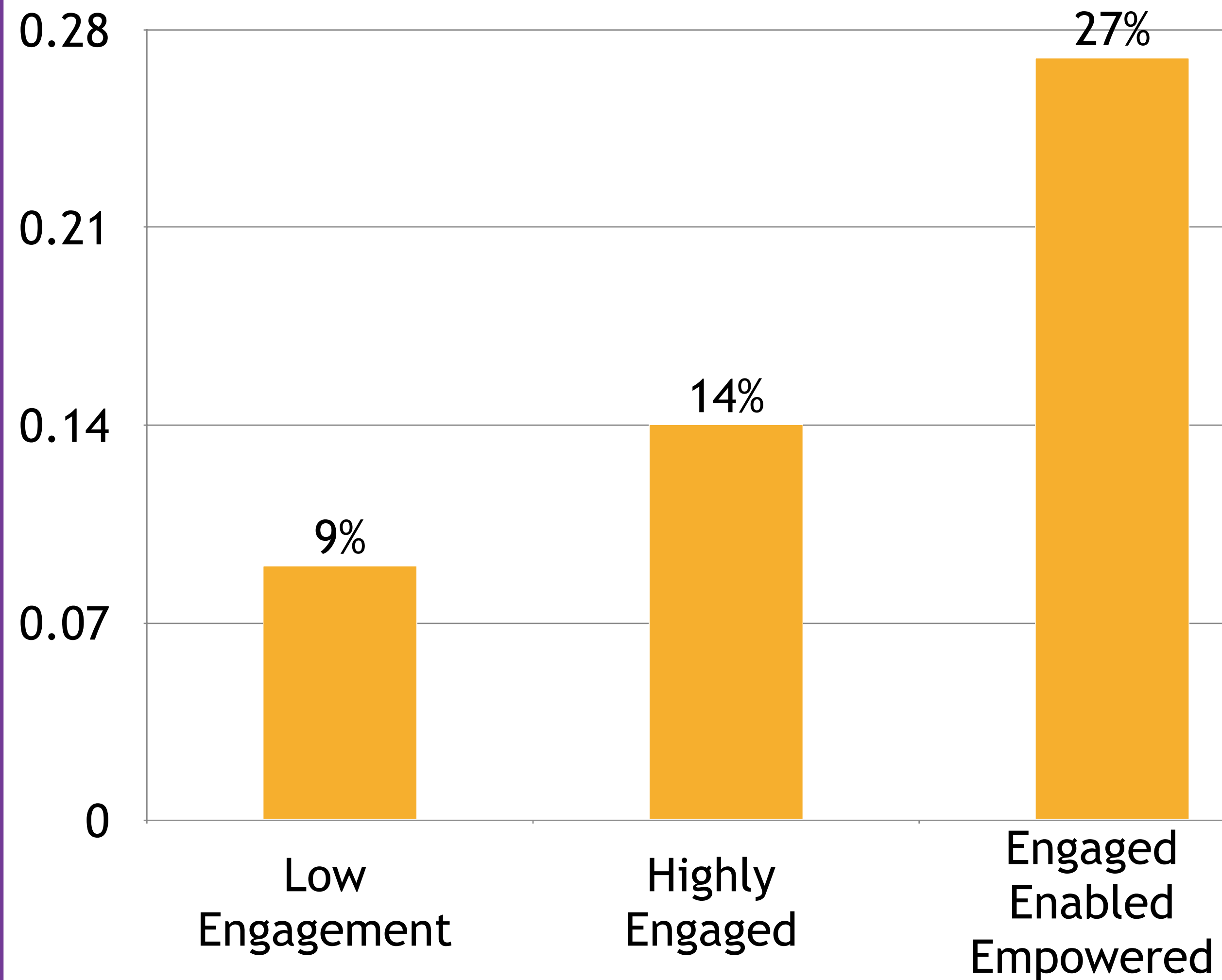
Easy to attract and retain talent, increased sales and increased productivity.




Everyone wins

Why Engage

Operating Margin, Towers Watson





There is no easier way to add capacity and profitability.

27% higher profits

50% higher sales

50% higher customer loyalty levels

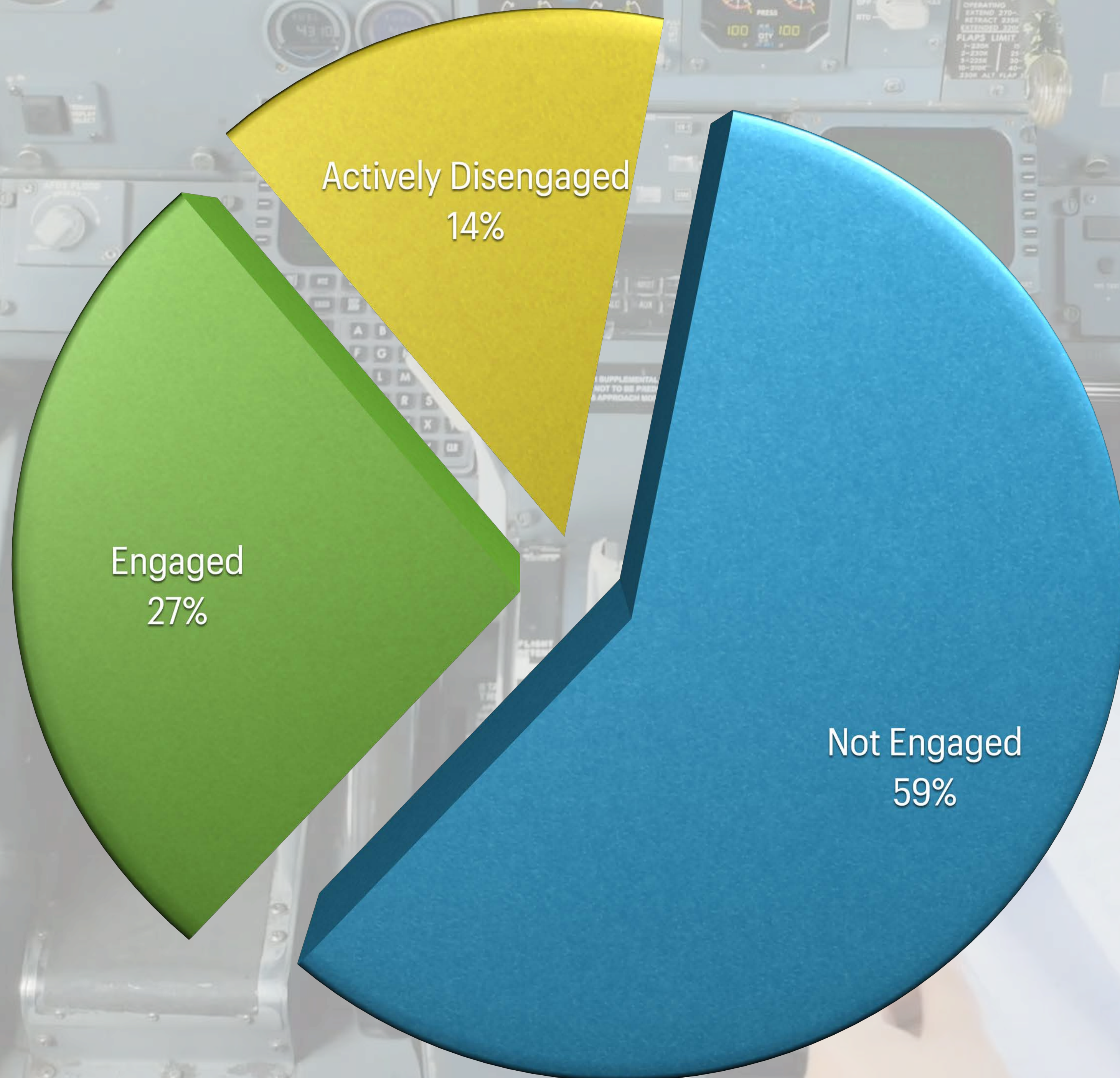
38% above-average productivity



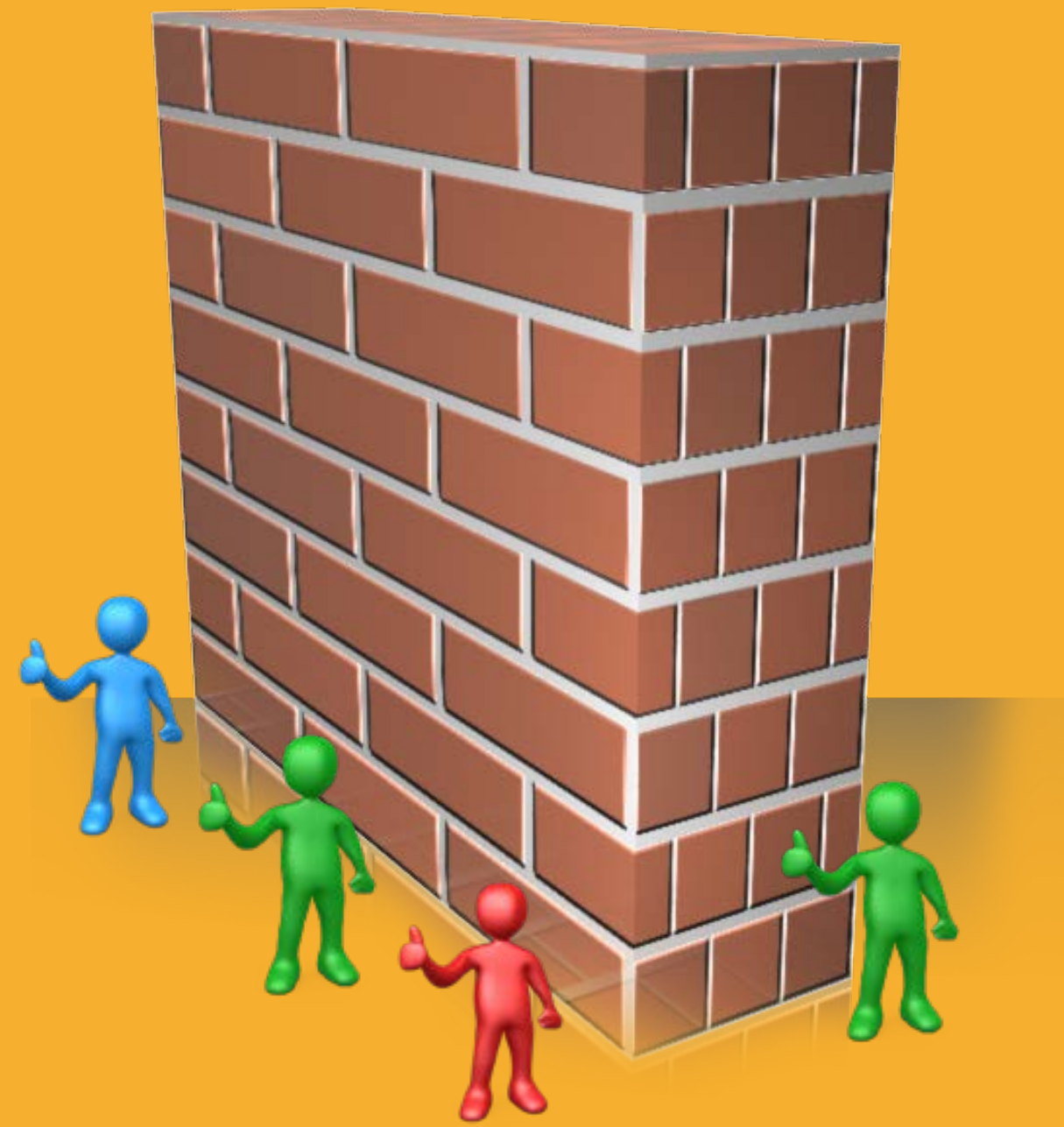
Source Gallup

ABOUT THE NUMBERS



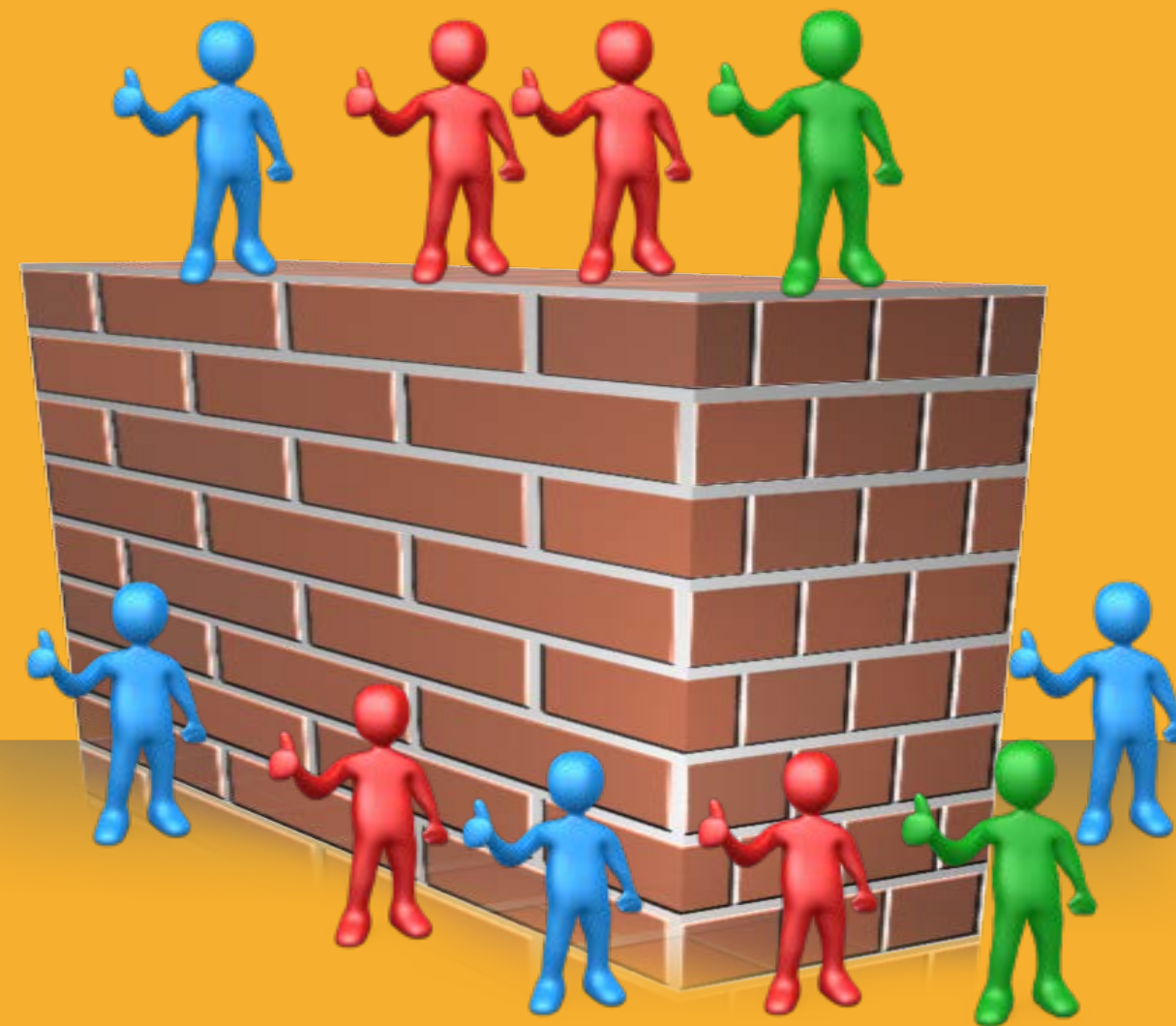


The Benefit and Cost of Leading an Engaged Team



\$.90

Engaged 27%
60% of productivity



\$.70

Disengaged 59%
60% of productivity

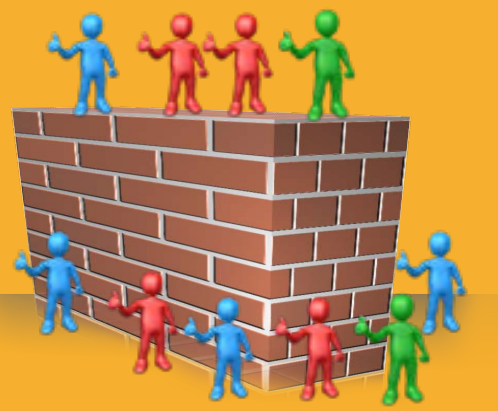
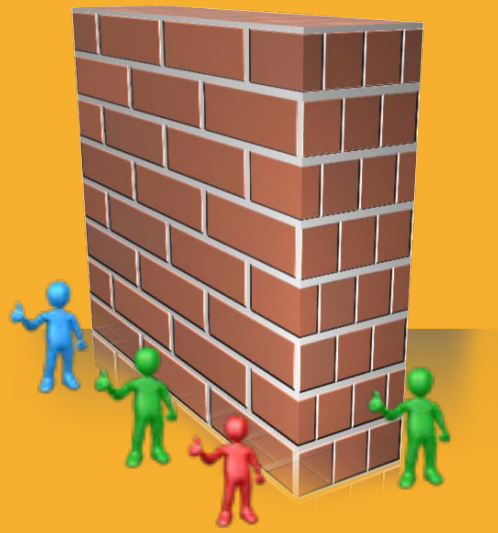


\$.50

Actively disengaged 14%
-20% of productivity

The Benefit and Cost of Leading an Engaged Team

- 15% of engaged employees would consider leaving their employer
- Up to 85% of unengaged employees would leave their employer.
- Engaged employees recommend their place of employment as a place to work and do business.
- Capacity Building will be essential to offset skills shortage
- Engaged employees are five times less likely to have safety-related incidents than disengaged ones.
- The cost is six times higher on average per incident for the disengaged employee.



\$.90

Engaged 27%
60% of productivity

\$.70

Disengaged 59%
60% of productivity

\$.50

Actively disengaged 14%
-20% of productivity



Can We Do
More With
Less?

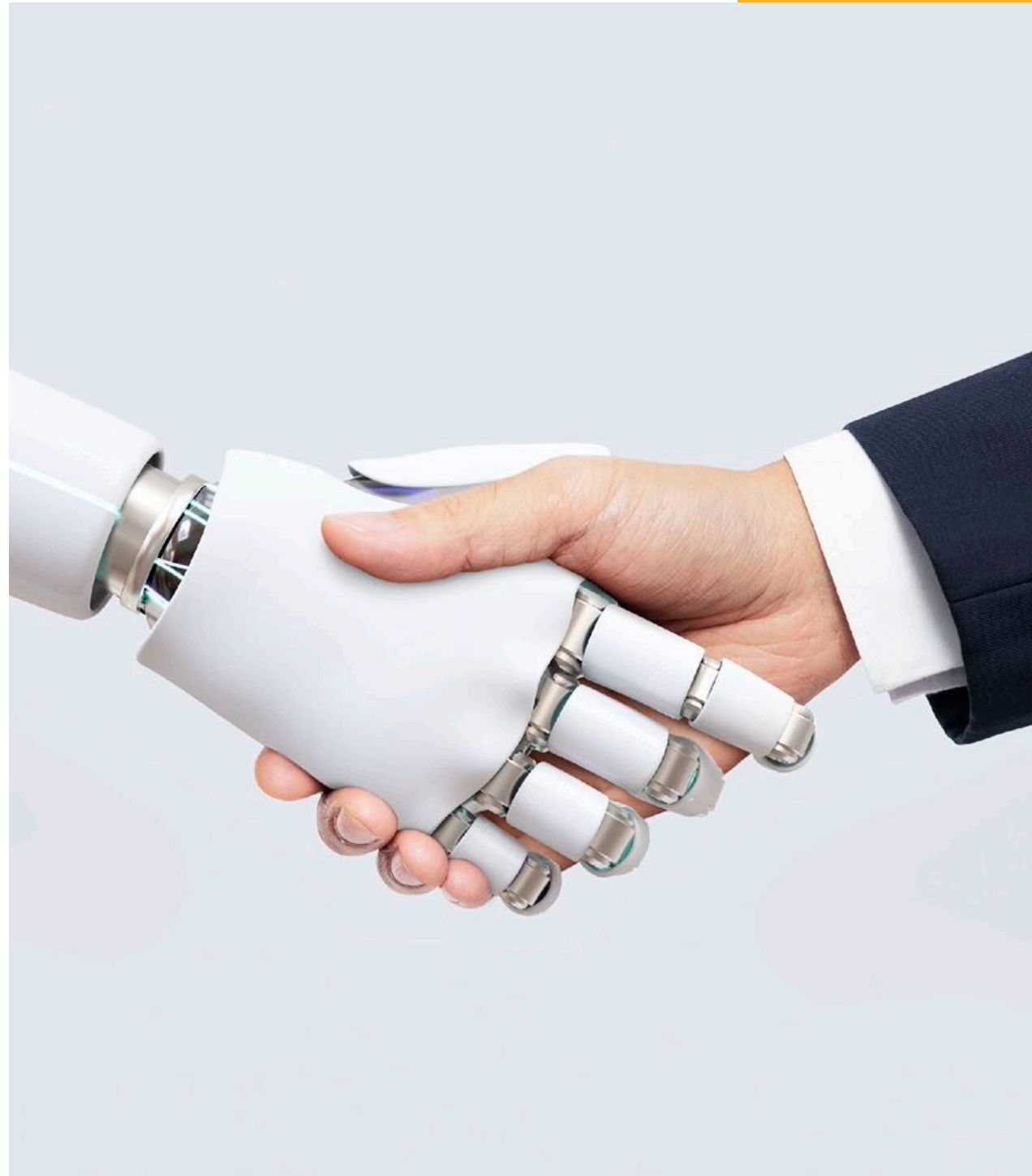


Can We Do
More With
Less?

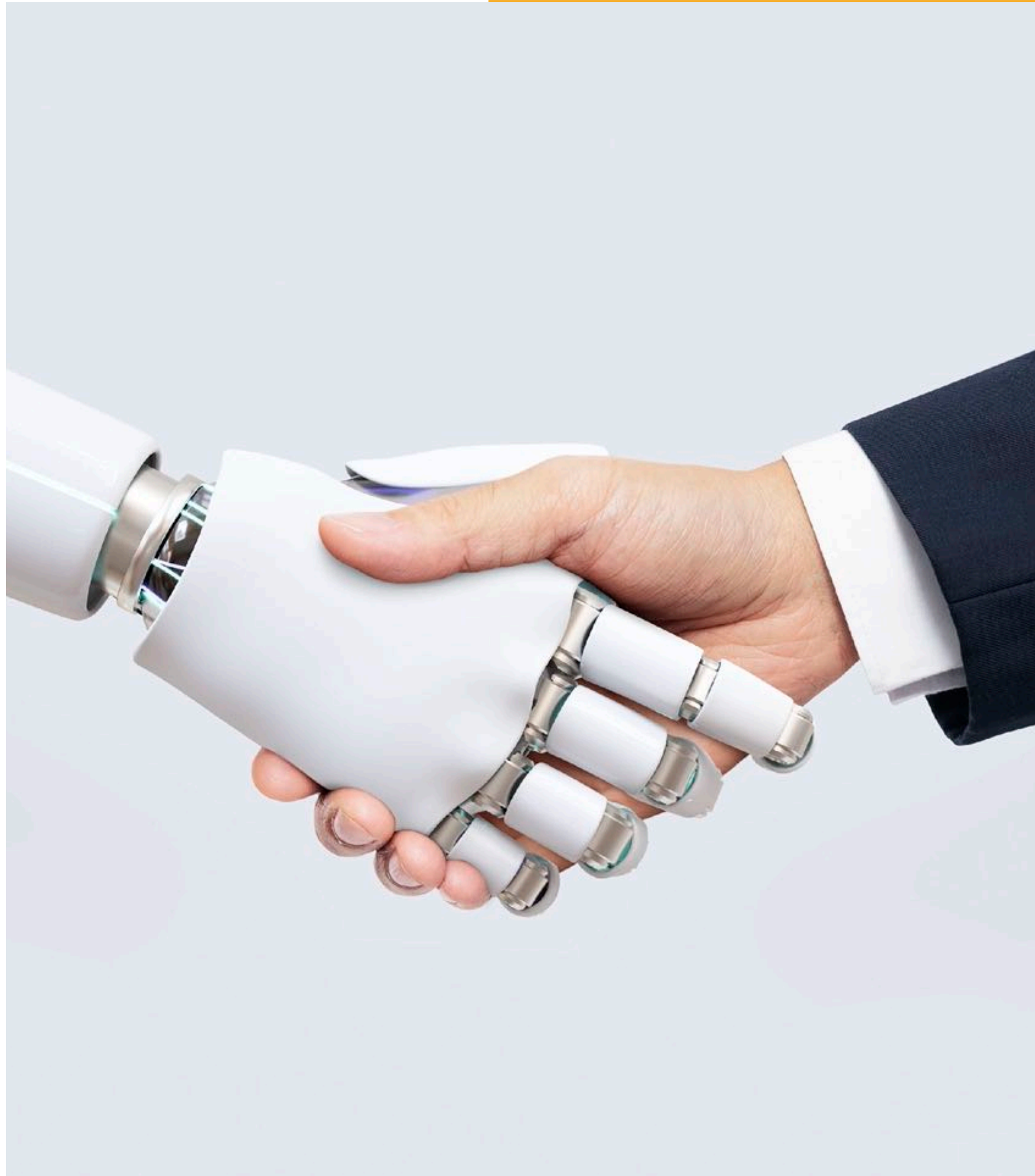


Should we be
looking at
technology?

Should we be looking at technology?



- *The World Economic Forum estimates that machines will replace 85 million jobs with AI by 2025.*
- *Despite the misconception, AI may prompt a considerable spike in new positions.*
- *The question is no longer whether AI will change the workplace; it's how companies can successfully use it in ways that enable – not replace – the human workforce.*



What should we
automate?

What should we automate?

Dirty



Dangerous



Disengagement



Culture vs Strategy, what wins?

Culture



Strategy



Culture eats strategy for lunch



Leading an Engaged Workforce

Let's talk about it

Employee
Engagement

Three questions all
employees ask.



***“These three questions are
more important now than
ever.”***

Why is this job important to me?

1





**Who am I
going to be
working
with?**

2

What am I going to be doing?



3

Why is this job important to me?

1



This is why we join.



**Who am I
going to be
working
with?**

This is why we stay

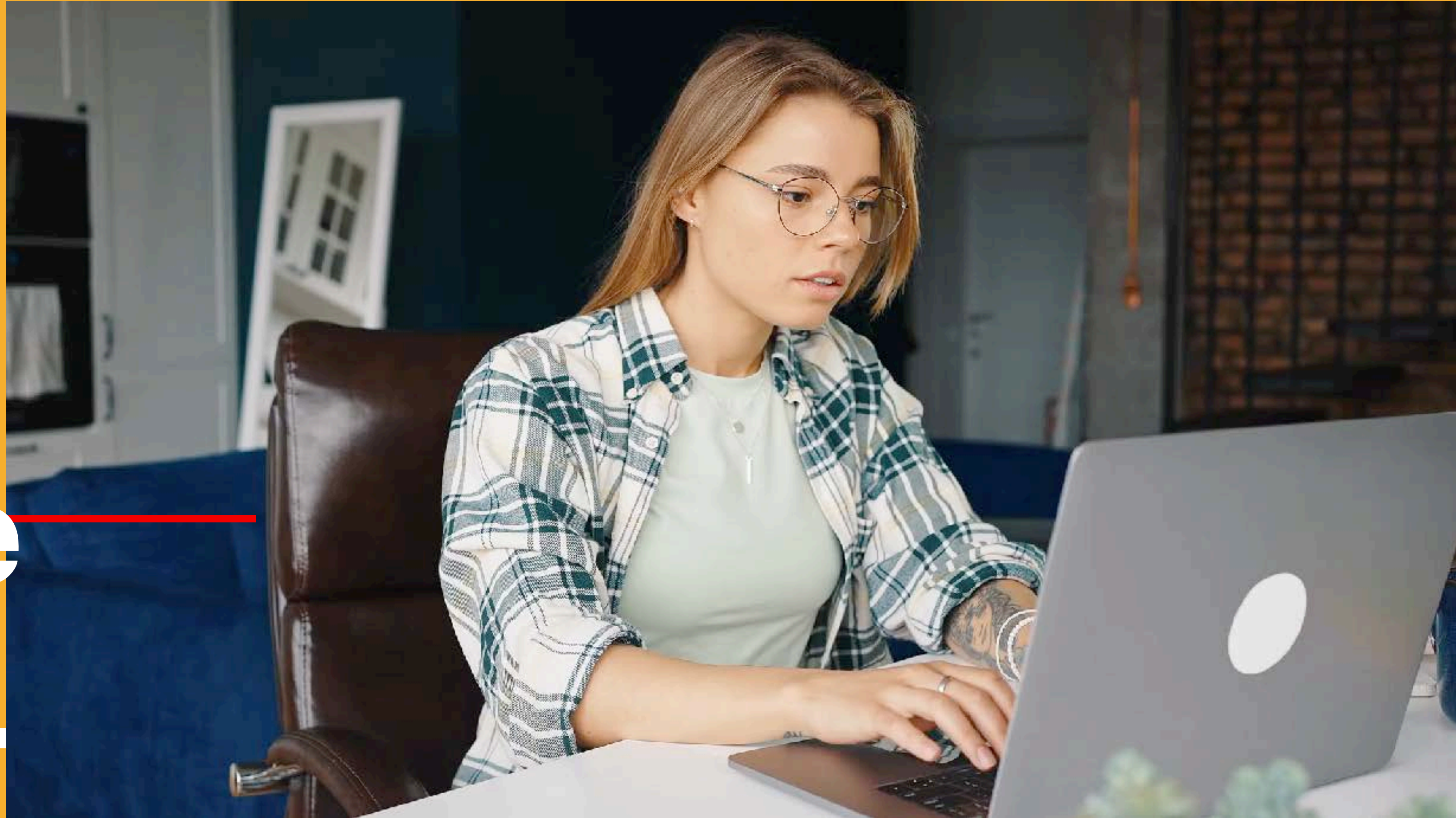
2

What am I going to be doing?



This is why we leave 3

Many
employees
are doing
things we
~~did not hire~~
them to do.



Why is this job important to me?

This is why we join.

1



- Competitive Wage and benefits (Get the basics right)
- Focusing on workers' skills, not their degrees (In a labour shortage, companies are starting to reduce degree requirements and replace them with skills requirements.)
- Embrace the new way of working (hybrid workplace, flexible shifts etc.)



Who am I going to be
working with?

This is why we stay

2

- Improve relationships with managers and coworkers
- Improve communication in all directions
- Foster activities that build relationships both inside and outside of the workplace. (I.E. fundraiser, community events)

What am I going to be doing?
This is why we leave

3



- Preparing for the next job, even at another company
- Leverage individual employees strengths and align with the company objectives
- Be clear on the company and departmental goals and how employees contribution helps achieve these goals.
- Do less with less

Giving and getting
the Most

Job
Satisfaction

Maximum
Results

Most Productive

The Job

Almost Engaged

Low performance
Low satisfaction

Individual
Goals

Organizational
Goals

Low performance
highly engaged
They are satisfied in their role but are
not contributing to the results the
organization is hoping for.
1. maybe in the wrong role,

High performer with
poor job satisfaction
They are giving to the
organization but don't



Giving and getting
the Most

Job
Satisfaction

Maximum
Results

Who am I in your organization

1. What is my Name?
2. Why do you think I am not satisfied with my job?
3. What can you do to help?

High performer with
poor job satisfaction

They are giving to
the organization but

Organizational
Goals

Individual
Goals






- ✓ We keep hearing about resilience.
- ✓ What makes a resilient leader.





*Inspired by
others success*

A resilient leader's
essential mindset
is when they see
someone else
succeed, they
think, "If they can
do it, I can do it."



Six key attributes to successful leadership in 2022

What Leaders need to know

Empathy

Put yourself in the shoes of your clients, employees and partners.





Flexibility

Leaders will have to show flexibility or a willingness to do things differently.

Truthfulness and Trust

Be clear about what
you know **AND** what
you don't know.

T R U S T

M E

3



Clarity

Be clear about the plans of your organization and the role people play in achieving organizational objectives.

Communication

Communication has always been a crucial factor in engagement; however, it is more critical now than ever.



E₁ M₃ P₃ O₁ W₄ E₁ R₁ E₁ D₂

6

Empowerment

It is essential to empower your employees to assist with rapid decision-making during a crisis.

Three steps to closing the engagement gap

Know them

Develop them

Motivate them



Eddie LeMoine
PROFESIONAL SPEAKER

Three steps to closing the engagement gap

Know them



Eddie LeMoine
PROFESIONAL SPEAKER

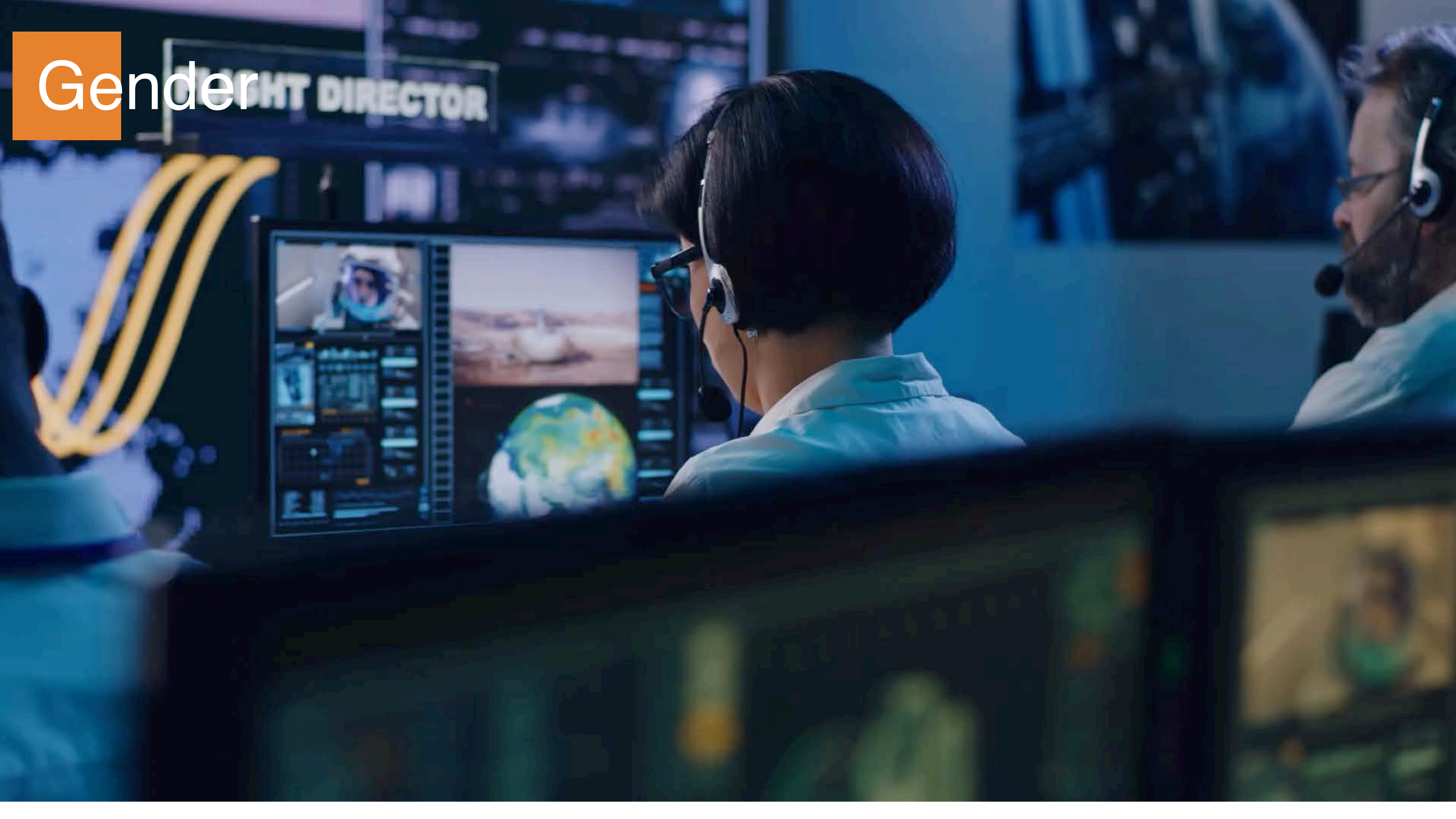
Getting to Know them

Gender
Culture
Age



Gender

FLIGHT DIRECTOR



Culture



Age



What Generation are you?

- **Mature**

Generation

(1909-1945)

Baby Boomers

(1946 – 1964)

Generation X

(1965-1979)

Generation Y

(1980-1999)

- **Generation Z**

Born After 2000



🔍 Why is the mature generation



generation important

Google Search I'm Feeling Lucky

Google offered in: [Français](#)



Why are|the baby boomer



- why are the baby boomers **called that**
- why are the baby boomers **important in hospitality management**
- why are the baby boomers **so important**
- why are the baby boomers **of particular interest to gerontologists**
- why are baby boomers **called the me generation**
- why are they **called** the baby boomers

Google Search

I'm Feeling Lucky

Report inappropriate predictions



Why is| the x generation



why is **it called** the x generation

why generation x is the **best**

why is **gen** x the **forgotten** generation

why is **gen** x the **lost** generation

why is generation x **called** the **baby bust**

Google Search

I'm Feeling Lucky

Report inappropriate predictions



Why is the millenial generation



- why is the **millennial** generation **considered and categorized as lazy**
- why is the **millennial** generation **so big**
- why is the **millennial** generation **important**
- why is **it called** the **millennial** generation
- why **millennial** generation **matters**
- why the **millennial** generation is
- why the **millennial** generation is the **best**

Google Search

I'm Feeling Lucky

Report inappropriate predictions



Why is the Z|generation



why is **zoro part of** the **worst** generation

why is the generation **called gen z**

why **gen z** is the **strongest** generation

why is **it called** the generation z

why is **gen z** the **dumbest** generation

Google Search

I'm Feeling Lucky

Report inappropriate predictions

Mature Generation(1909-1945)

Thoughts about them

- Duty
- Sacrifice

Major Events

- The Great Depression
- WW II

Key influencers

- John Diefenbaker
- Winston Churchill
- Lester B. Pearson

Loyal

Strong interpersonal skills

Like flexitime

Promotions from tenure, ethical

Occupy many board positions on federal and provincial lobby groups



Baby Boomers (1946 – 1964)

Thoughts about them

- Individuality, “Me” Generation
- Major Events
- Vietnam War
- 67 Centennial Year
- The Cold War

Key influencers

- Bill Gates
- Pierre Trudeau
- Brian Mulroney
- Oprah Winfrey

At work

- Evaluate themselves and others based on their work ethic
- Hours worked more important than productivity
- Believe teamwork is critical to success
- Believe relationship building is very important
- Expect loyalty from those they work with



Generation X (1965-1979)

Thoughts about them

- Skeptical
- Reluctant
- Self Sufficient
- Loyal employees

Major Events

- Fall of the Berlin Wall
- The Gulf War
- The PC boom

At work

- Shun do-or-die Boomer work ethic
- Want open communication regardless of position, title or tenure
- Respect production over tenure
- Value control of their time
- Look for a person (not a company) in whom they can invest loyalty
- Rely on peer-to-peer referrals more than any other generation

Key influencers

- David Beckham
- MTV
- The cast of Friends



Generation Y (1979-1994)

Thoughts about them

- Coddled
- Idealistic
- Most managed generation ever

Key influencers

- Justin Timberlake
- Paris Hilton
- TMZ

Major Events

- 9/11 Terrorist Attack
- Cell phone revolution
- Internet boom

At work

- Search for the individual who will help them achieve their goals
- Want open, constant communication
- Want positive reinforcement from their boss
- Find working with someone of the Mature generation easy to do
- Search for a job that provides great, personal fulfillment
- Are searching for ways to shed the stress in their lives





Boomers

X&Y-Generation

Generation Z/Boomerlets Born After 1995

- They are Savvy consumers, and they know what they want and how to get it.
- Have Eco-fatigue: tired of hearing about the environment and the many ways we have to save it.
- Raised by institutions and electronics
 - Smartphones
 - In-car entertainment
 - Video Games





Matures and Boomer

- Much more influenced by the Great Depression
- Links happiness to the outcome
- Motivated by fear
- Technology resistant

Generation X,Y and Z

- They do not have a memory of a genuine lack
- More concerned with happiness today
- Motivated by pleasure
- Technology savvy

Generation comparisons

THANKS

Eddie LeMoine

THANK YOU

THANKS

Eddie LeMoine

Q

&

A