

Find People

Keep People

Inspire People



# Eddie LeMoine

- **Bestselling author**
- **keynote speaker**
- **Seminar leader and corporate trainer**
- **40 plus years of experience**

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- Trends in the Canadian employment sector
- Scare the "bejeebers" out of you!
- Why engagement is your best solution
- Reasons people join, stay and leave their employers
- Six critical attributes to successful leadership in 2023
- Three steps to closing the engagement gap

# Agenda



*Eddie LeMoine*




**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.**

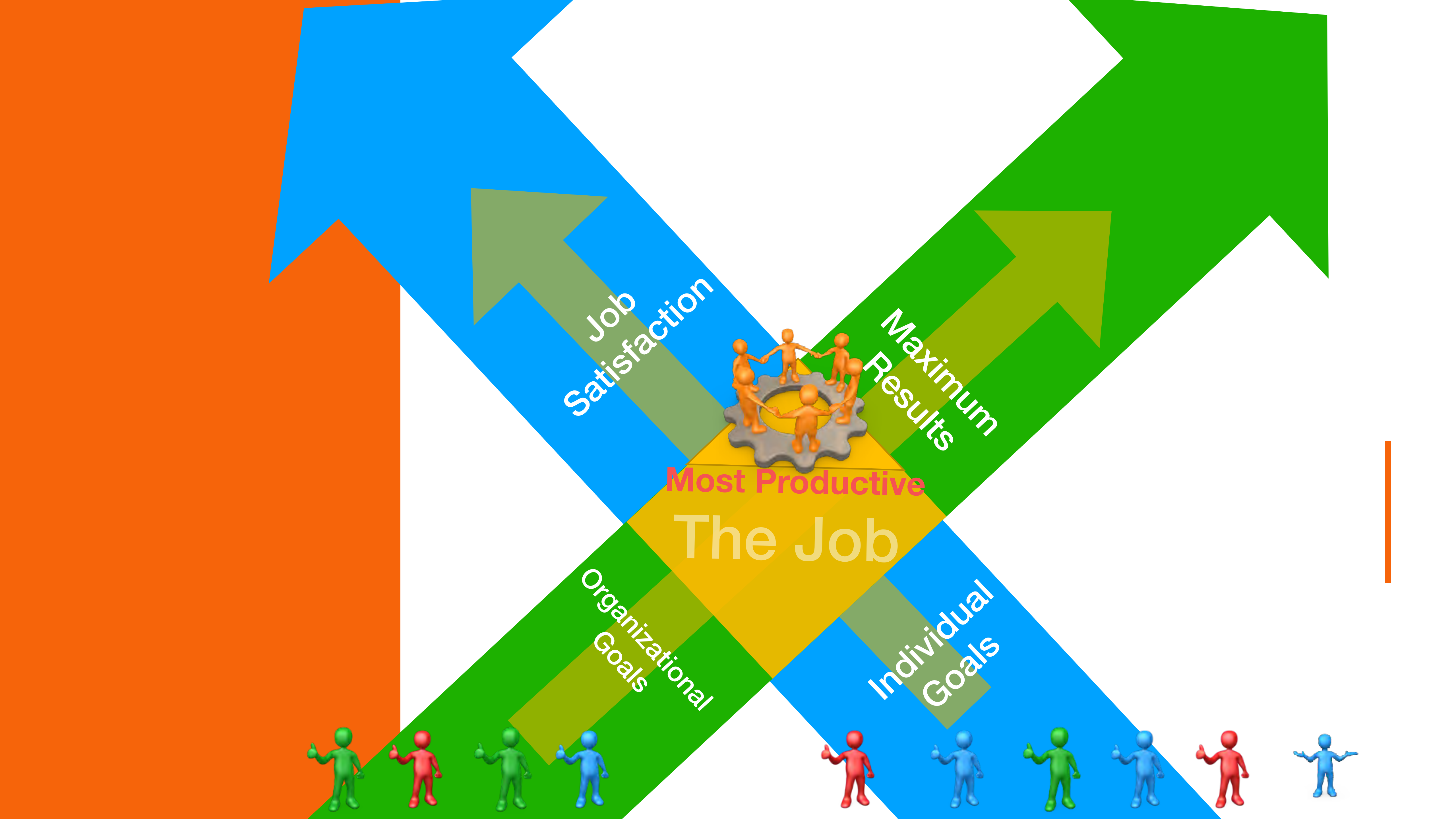


# Path to Success ✓

Highly Engaged  
Workforce

*Employees are looking for:*

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



Job Satisfaction

Maximum Results

Most Productive  
The Job

Organizational Goals

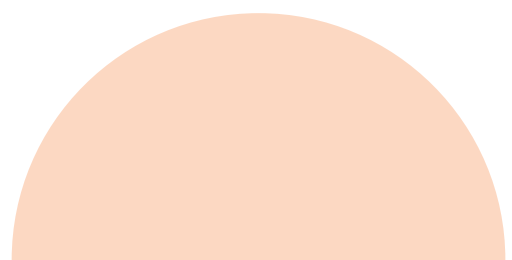
Individual Goals

Values  
Safety  
Interest  
Career goals  
Work/life balance



# Most Productive

Giving and getting the most





## I love to do research....

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

...

**You will be like this**

**Trends that will impact you during**

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# Where are we heading with the current labour shortage?



The way people are  
working post-  
pandemic

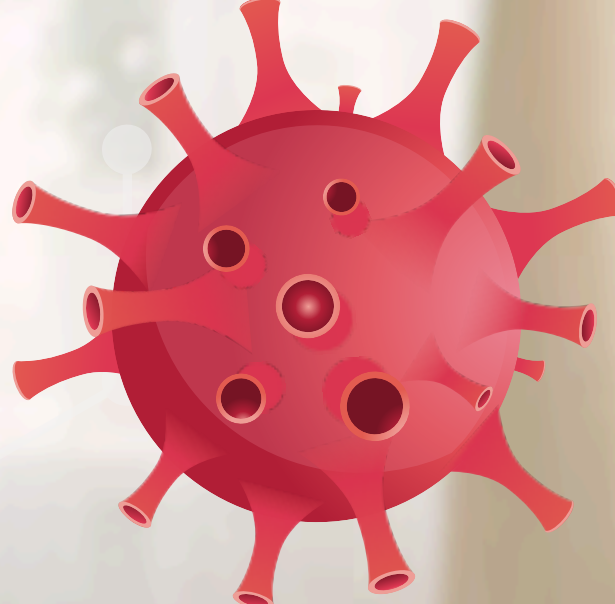
The impact of  
changing  
demographics



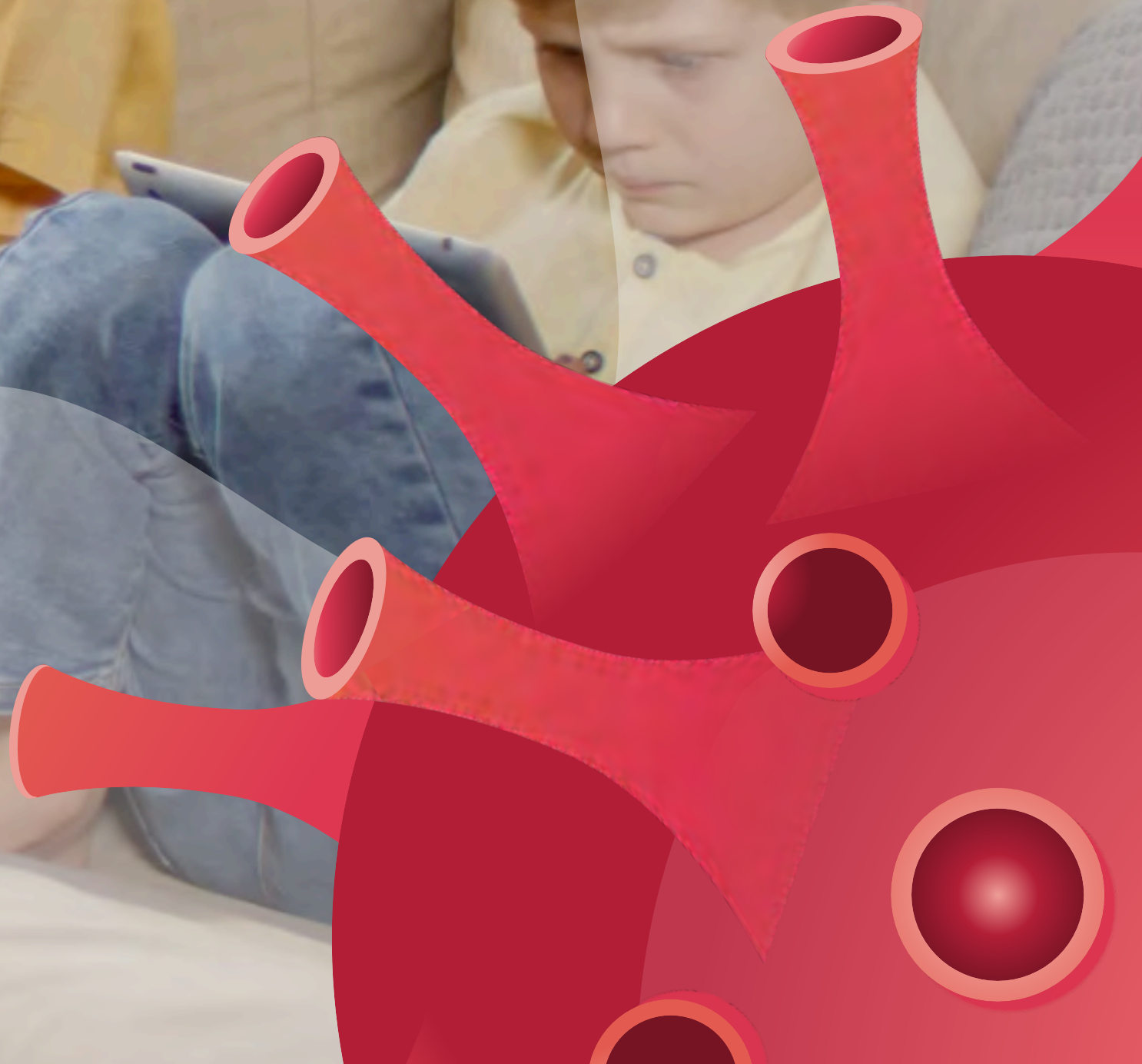
**Drivers of the skills shortages**



# What will work look like after the pandemic.

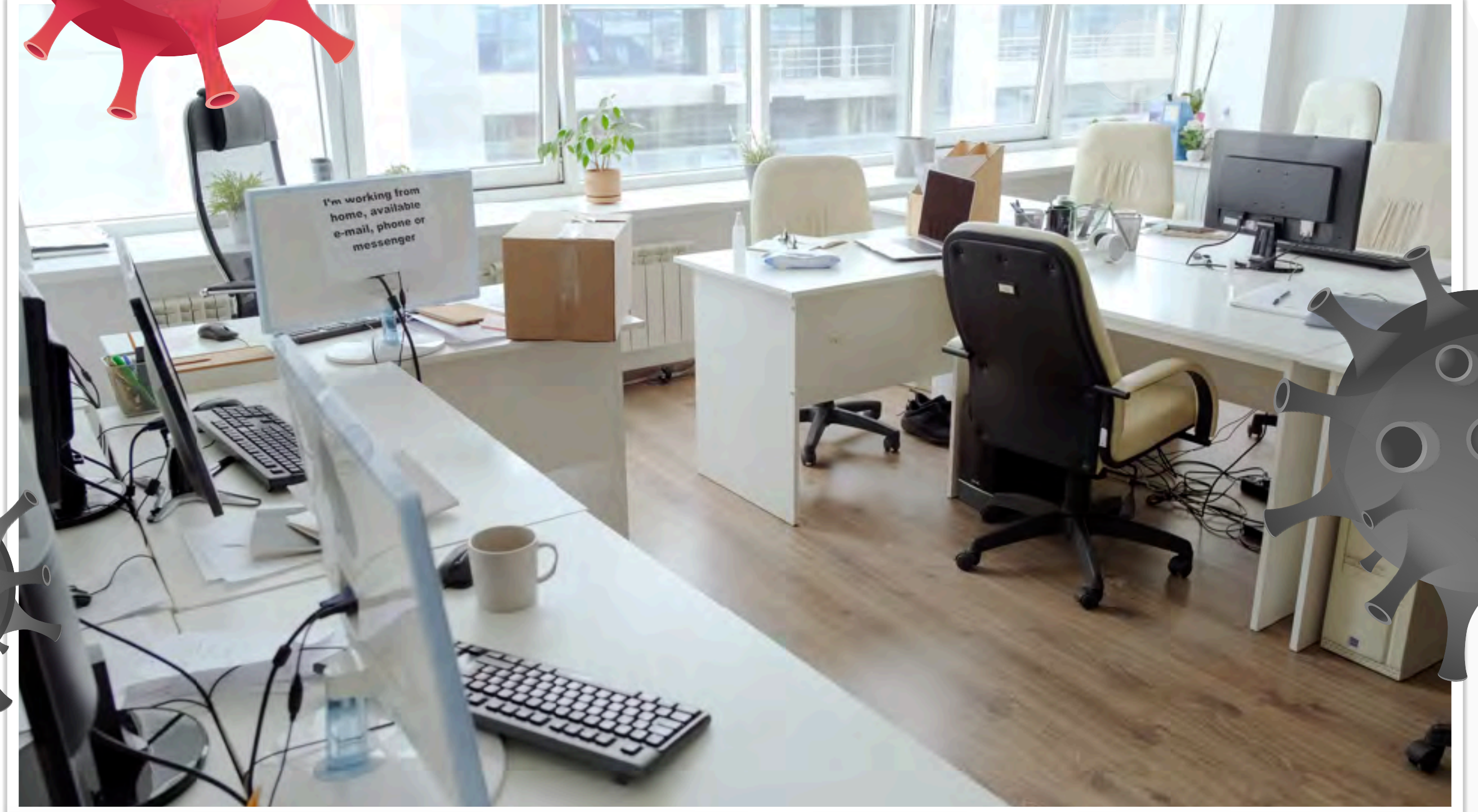


“



It will never go  
back to the way  
it was.

Key Drivers of Change

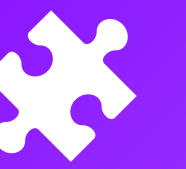
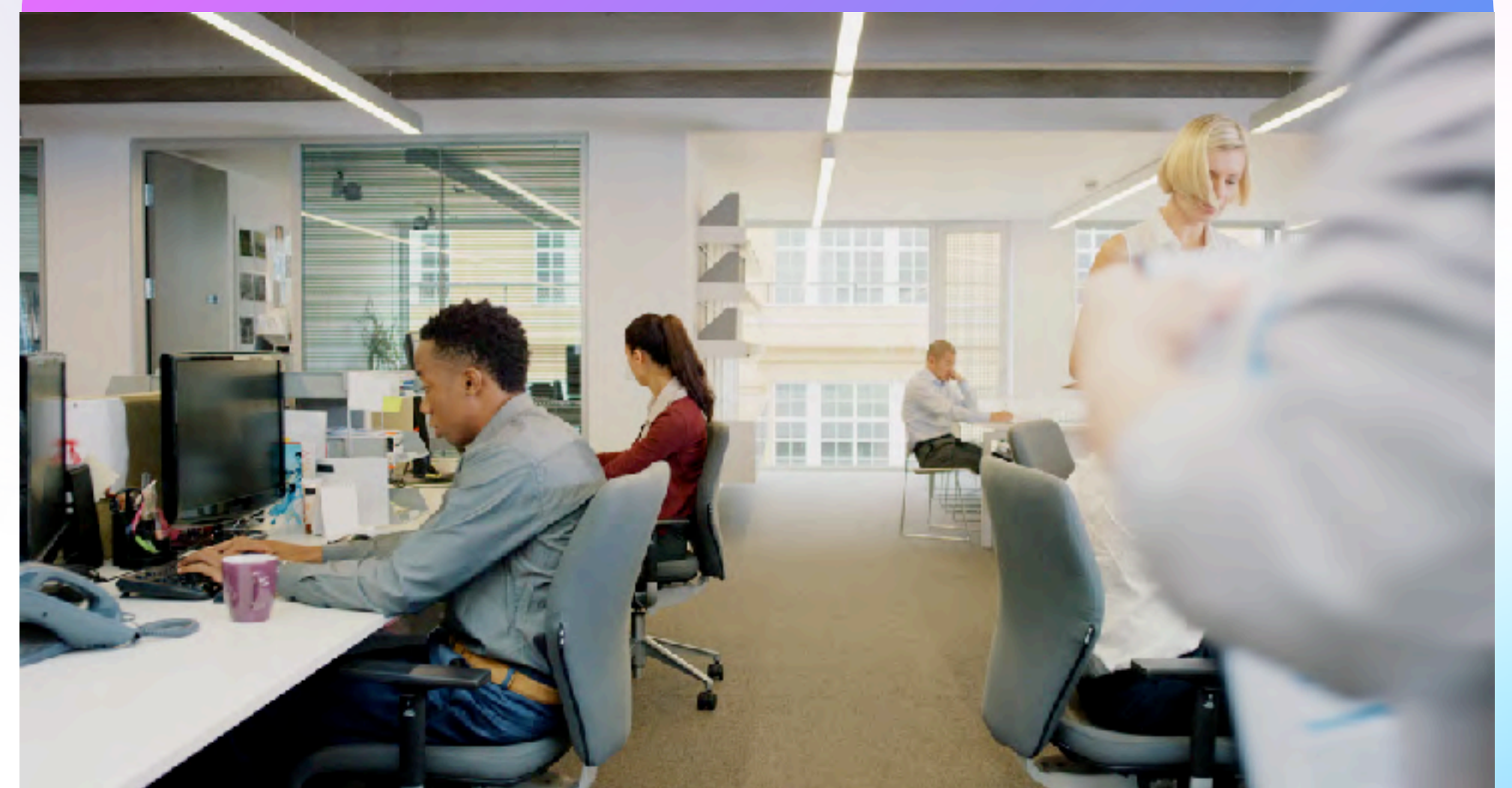


- Safety
- Convenience
- Cost
- Recruitment





# Home vs Office





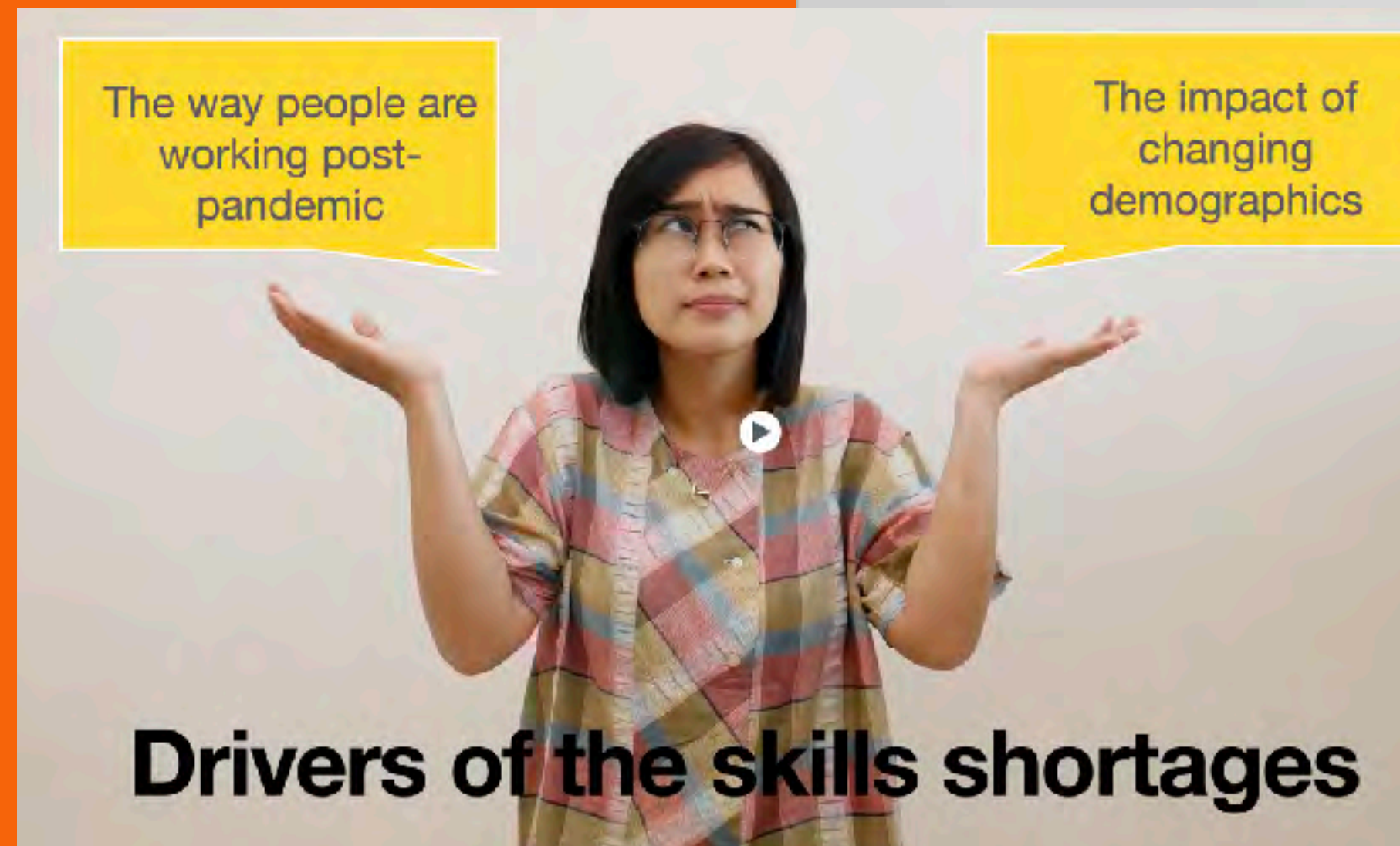
# But my employees **can't work from home**



Other industries are coming to get your people.



The hospitality industry saw 237,000 people leave the industry to pursue other careers.



The way people are working post-pandemic

The impact of changing demographics

**Drivers of the skills shortages**

# The impact of changing demographics

# ✓ The aging population

Where did everyone go?



# The Past 100 Years



# The Next 10 Years

Baby-Boomers Retiring

Bottom of the Baby-Boomers  
and X generations

Junior Staff  
Millennials

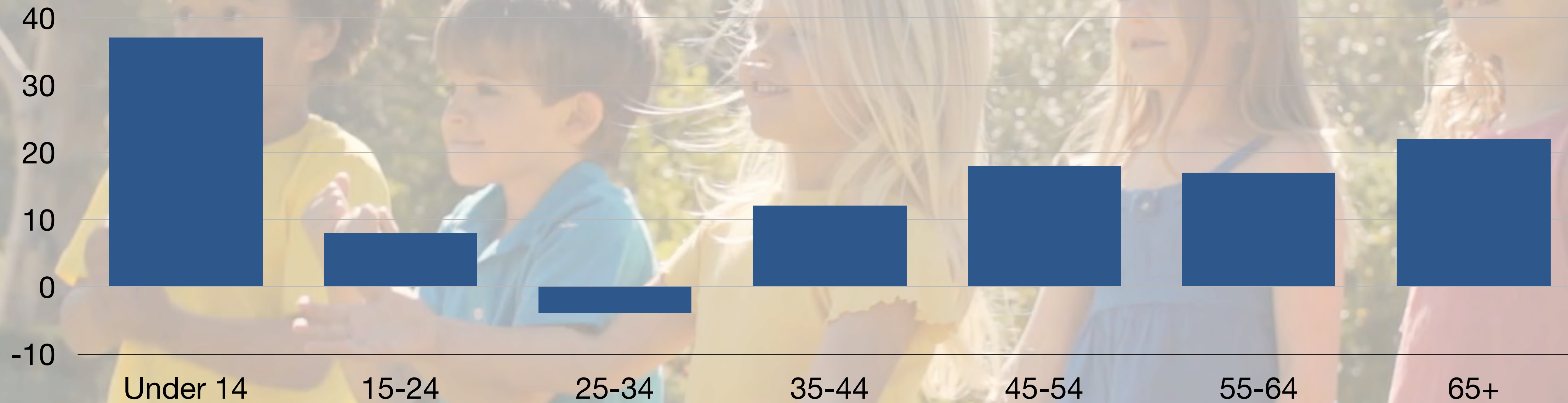
New  
Hires





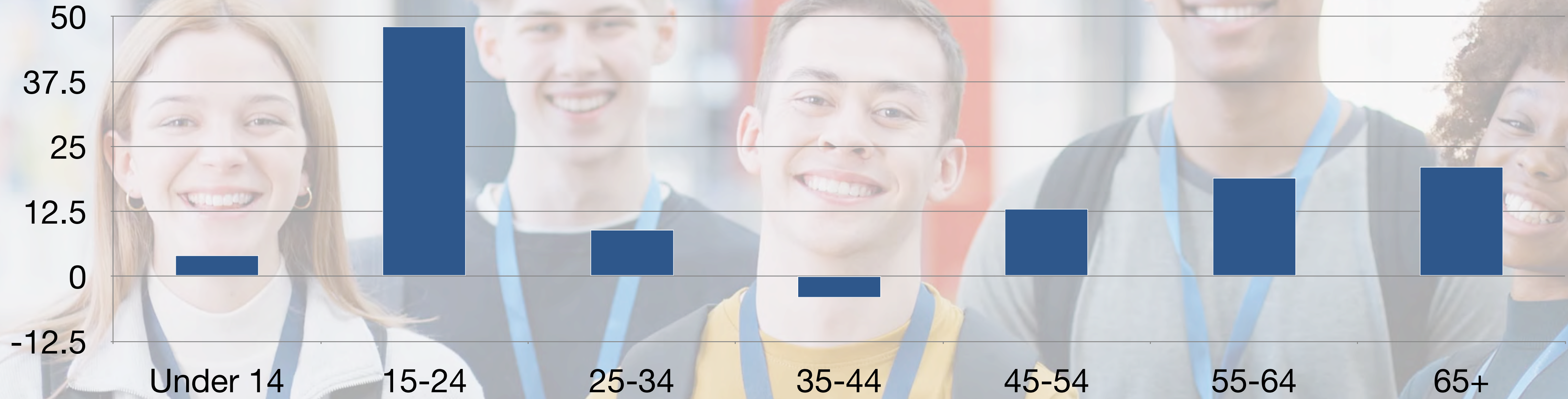
# POPULATION GROWTH 1950-1960

Progression of the Baby Boomers



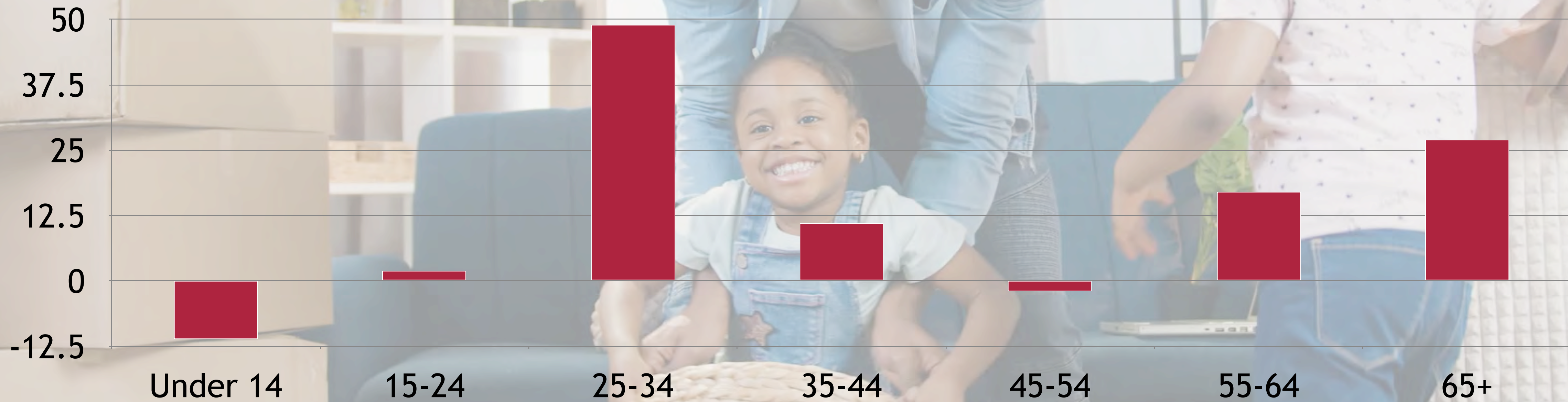
# POPULATION GROWTH 1960-1970

Progression of the Baby Boomers



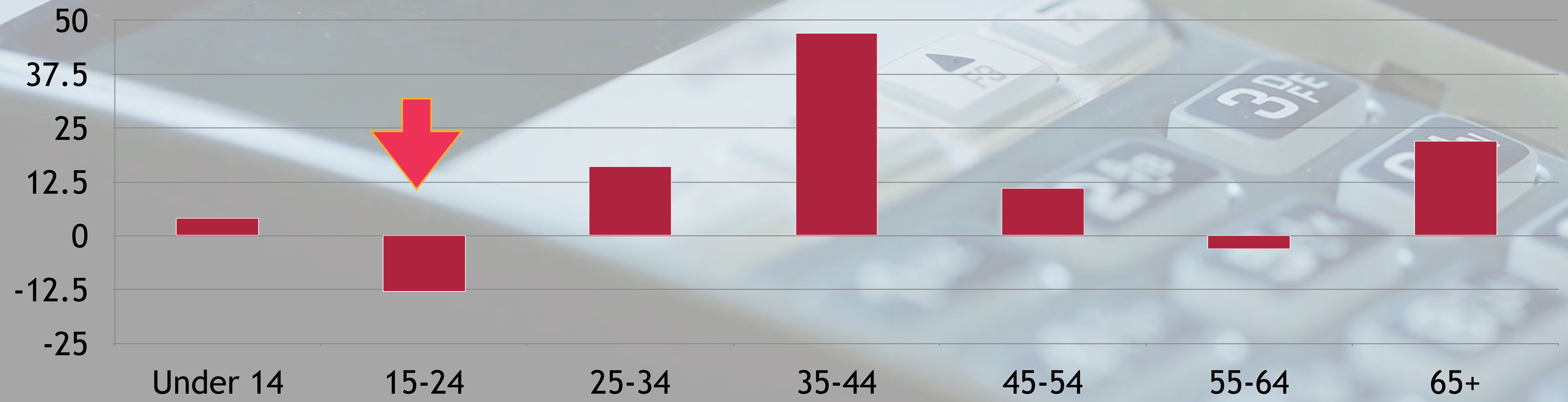
# POPULATION GROWTH 1970-1980

Progression of the Baby Boomers



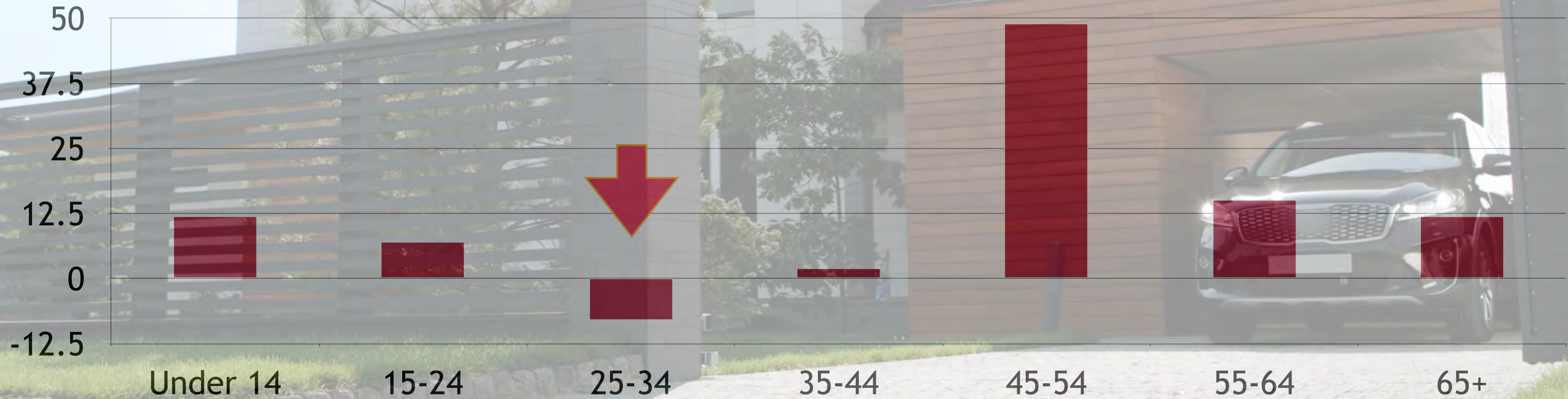
# POPULATION GROWTH 1980-1990

Progression of the Baby Boomers



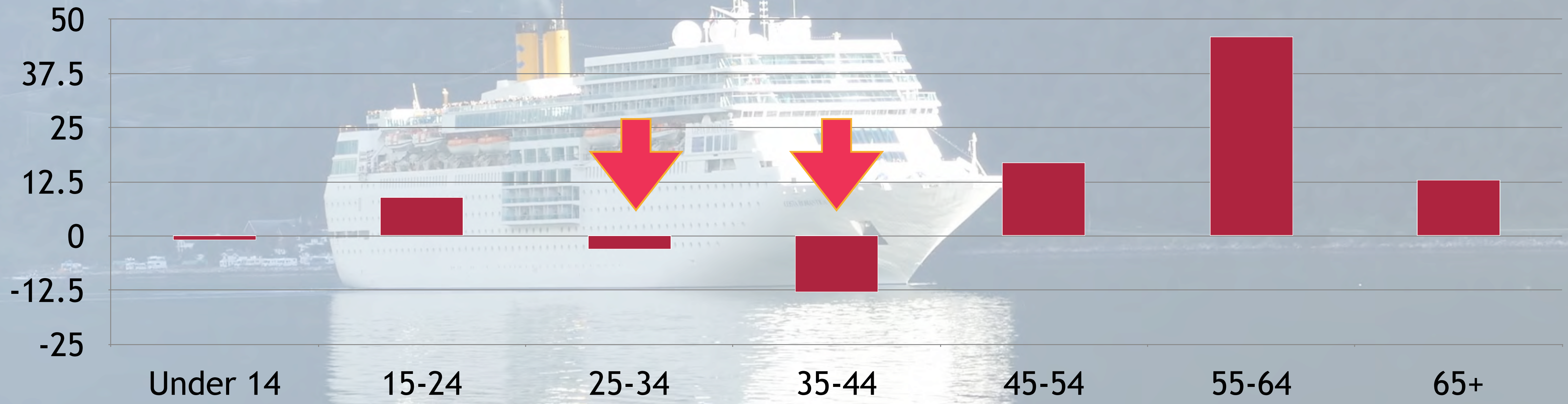
# POPULATION GROWTH 1990-2000

Progression of the Baby Boomers



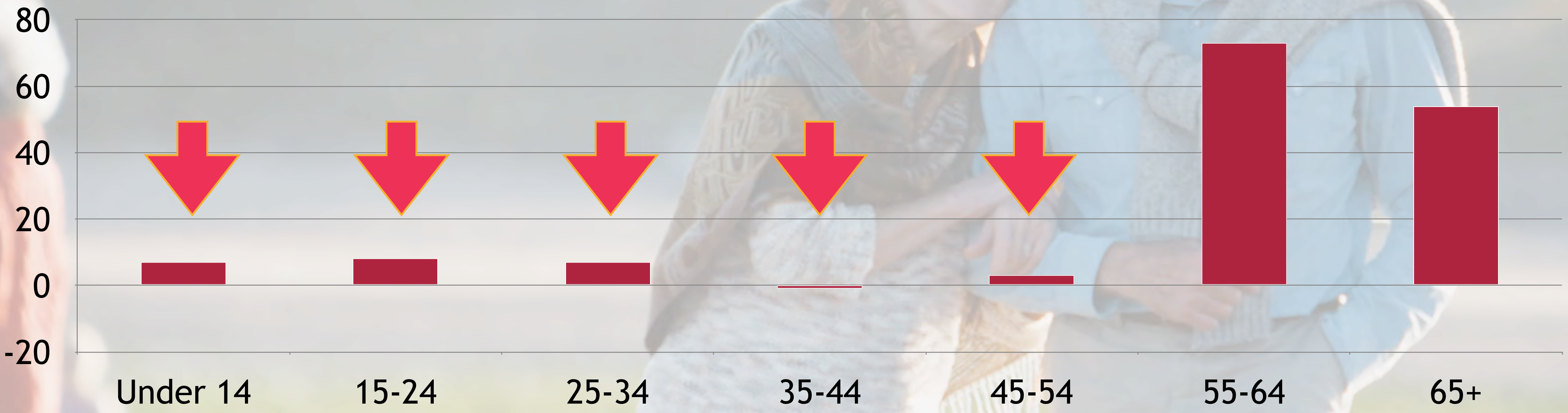
# POPULATION GROWTH 2000-2010

Progression of the Baby Boomers



# POPULATION GROWTH 2010-2020

Progression of the Baby Boomers



**Under 15**

**Over 65**

**1970**

**6,433,000**

**1,724,000**

**2022**

**6,070,000**

**7,333.000**





# No Better Time To Be Working

O<sub>1</sub> P<sub>3</sub> P<sub>3</sub> O<sub>1</sub> R<sub>1</sub> T<sub>1</sub> U<sub>1</sub> N<sub>1</sub> I<sub>1</sub> T<sub>1</sub> Y<sub>4</sub>

# The aging population



This year, approximately 12,500 Canadians will retire weekly, contributing to around 1,300,000 skilled worker vacancies since 2019.

# Competition in — the future

- The current jobless rate is nearing 5.8 % in Canada and 3.5% in the US, the lowest rate since comparable data became available in 1976.
- Attracting talent will become every organization's primary concern.
- There were over 880,000 job vacancies last quarter in Canada and 10,000,000 in the US.



# Competition in the future

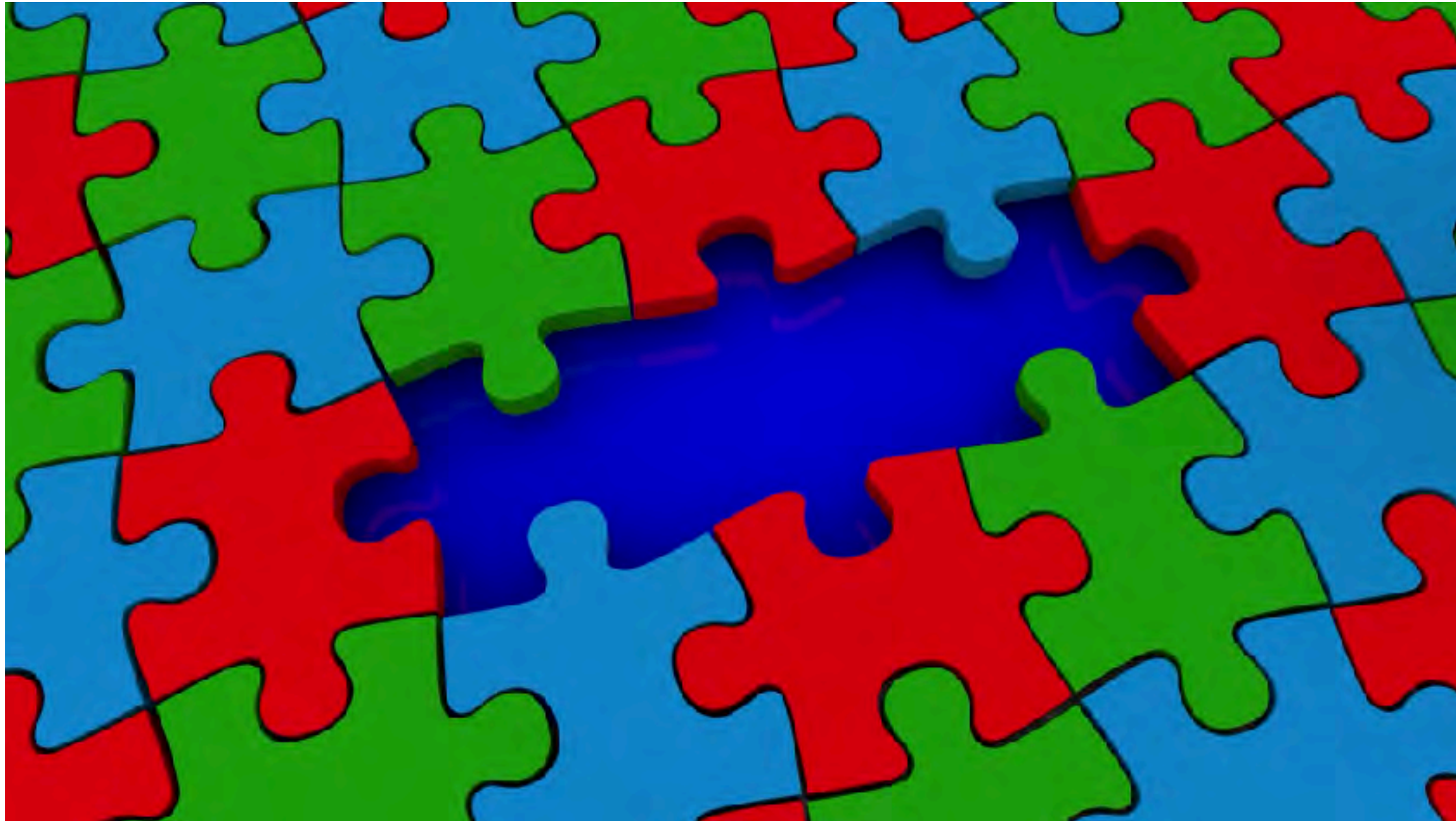
- ***Immigration Slowdown:*** Pandemic restrictions significantly decreased Canada's immigration, creating a workforce deficit.
- ***Remote Work Evolution:*** The shift to remote work has expanded hiring to a global scale, increasing competition for talent.



# What can we do?

- Diversity, Equity and Inclusion (DE&I)
- Employee Engagement
- Technology and Automation

# The Benefit of a Strong DEI Culture



- Diverse companies have higher cash flow.
- Up to 30% higher performance
- Improved workforce innovation
- Better decision making
- 19% higher revenue
- Access to a more significant Talent Pool
- Higher employee attraction and retention
- Stronger brand reputation



# Lessons learned from the 2008 economic downturn



# 1 Attraction

# 2 Retention







**Why is  
employee  
engagement  
critical now.**



# What is **Engagement**



## Telling Style of Leadership

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An environment of  
conformity



# Selling Style of Leadership

Selling to the many what has  
been decided by the few

- Compliant
- Low Engagement

# 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

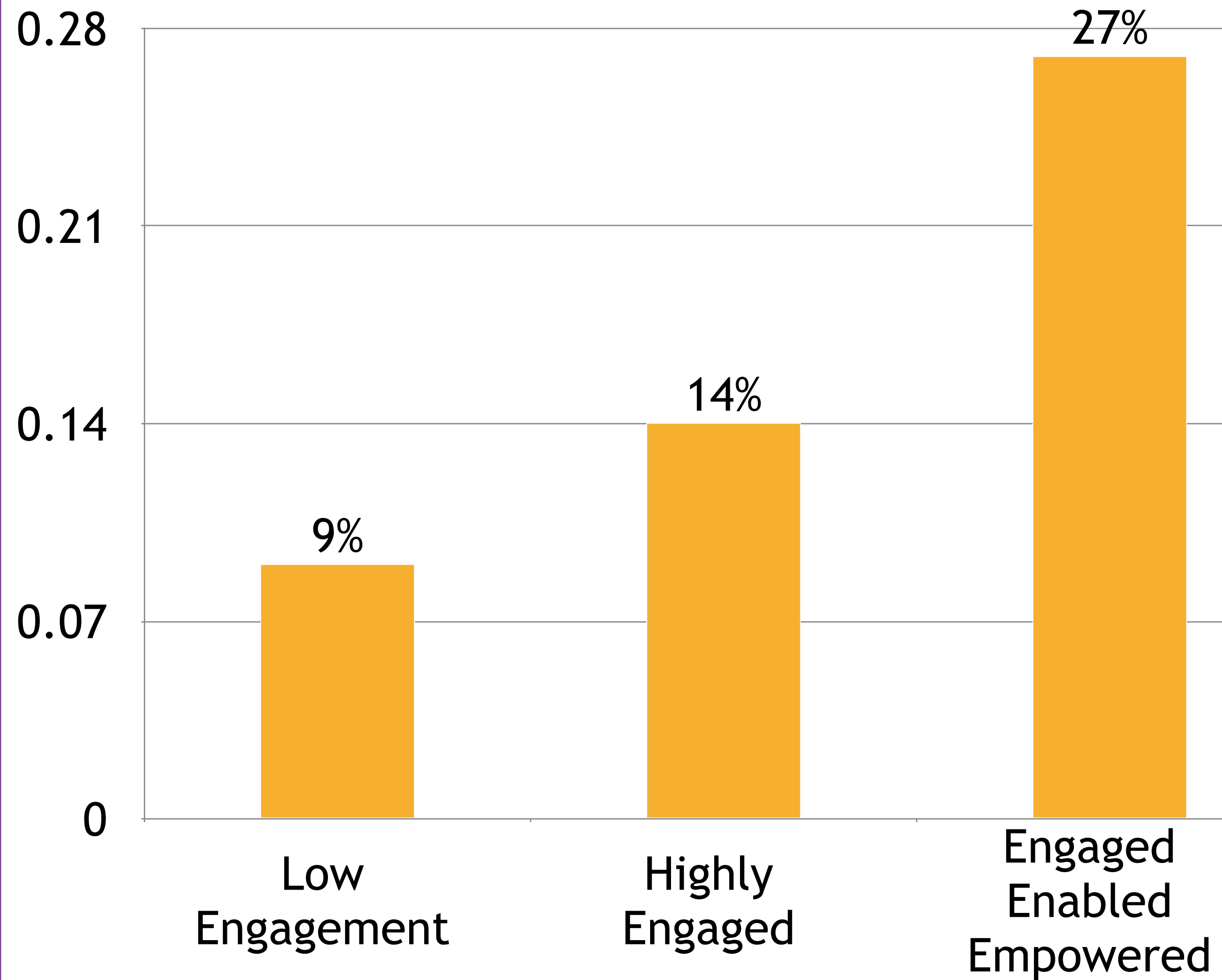
Easy to attract and retain talent, increased sales and increased productivity.



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

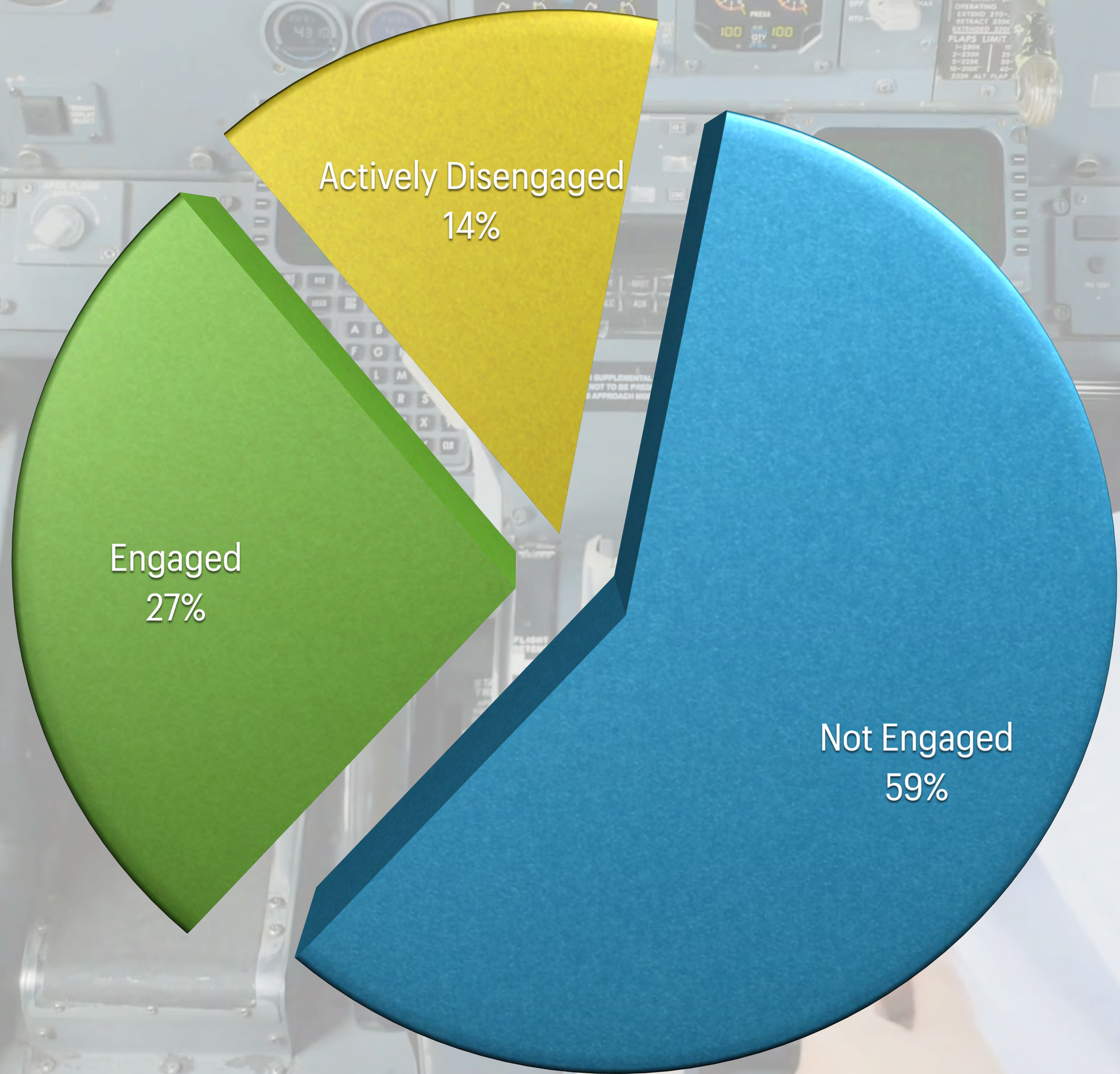
38% above-average productivity

“ 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

Four light-colored wooden blocks are arranged in a row on a wooden surface. Each block has two faces visible, forming the words 'MORES' on top and 'LESS' on the bottom. The top faces show the letters M, O, R, E from left to right. The bottom faces show the letters L, E, S, S from left to right.

**M O R E**  
**L E S S**

**Can We Do  
More With  
Less?**


LESS  
MISS  
MORE

---

Can We Do  
More With  
Less?



Should we be  
looking at  
technology?

A man in a white shirt and a woman in a black leather jacket are looking at a futuristic robot in a factory setting. The robot is white and black, with a large head and a body that looks like a car. The background is a blurred industrial environment.

# Should we be looking at technology?

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- *The World Economic Forum predicts AI will replace 85 million jobs by 2025.*
- *AI expected to create many new jobs, contrary to common belief.*
- *The focus is on using AI to empower, not replace, the human workforce.*



# 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.

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

# Why is this job important to me?

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# 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.



# Three steps to closing the engagement gap

Know them

Develop them

Motivate them



*Fredie LeMoine*  
PROFESIONAL SPEAKER

# Three steps to closing the engagement gap

Know them



*Eddie LeMoine*  
PROFESIONAL SPEAKER

# Getting to Know them

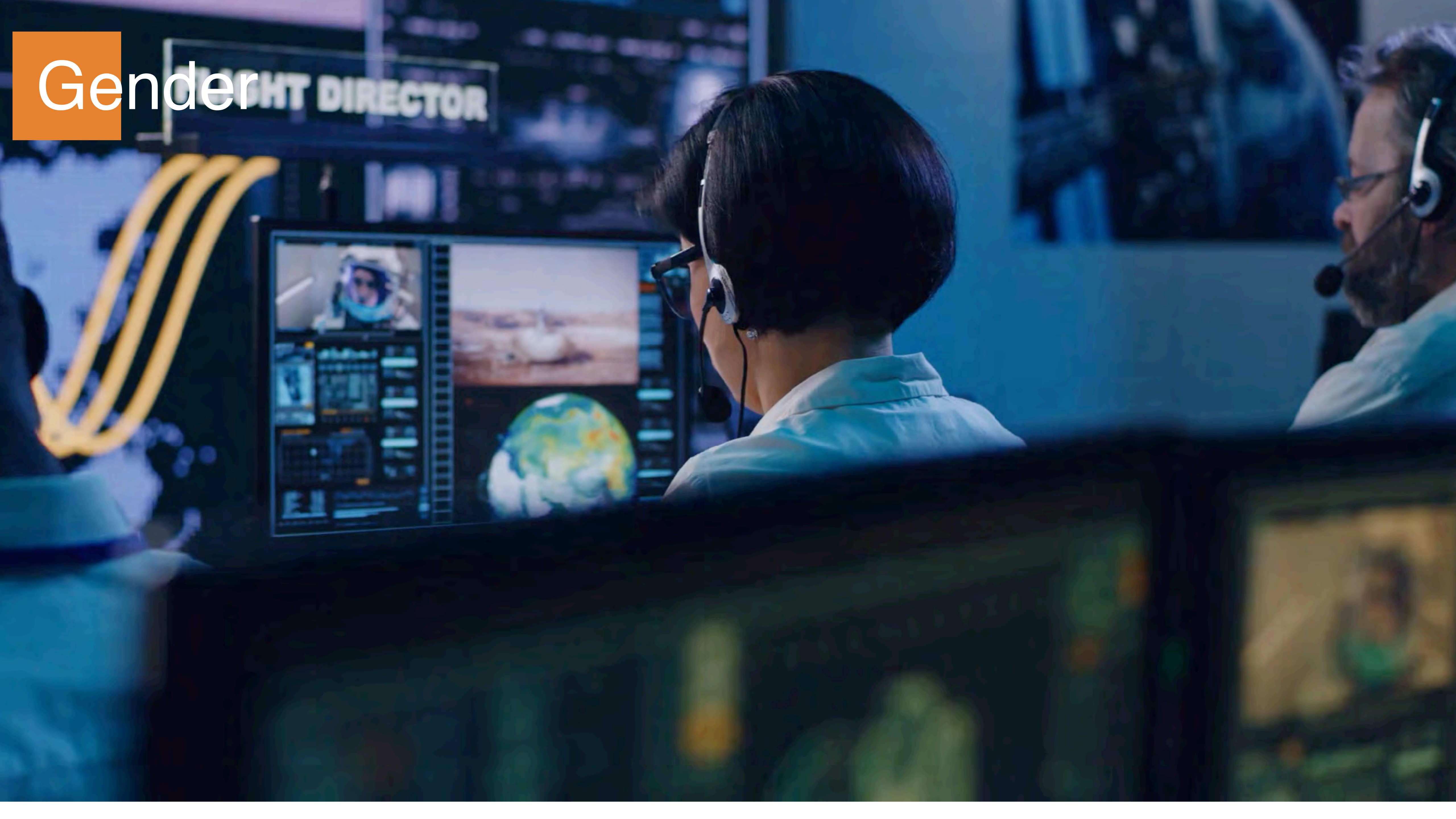
Gender  
Culture  
Age





Gender

FLIGHT DIRECTOR





# Culture



Age



# What Generation are you?

- **Mature Generation**

**(1909-1945)**

**Baby Boomers**

**(1946 – 1964)**

**Generation X**

**(1965-1979)**

**Generation Y**

**(1980-1995)**

- **Generation Z**

**Born After 1995**

# Google

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*

# Google

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 millennial 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 (1979-1995)

### *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 comparisons

## 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






- ✓ **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

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

T<sub>1</sub> R<sub>1</sub> U<sub>1</sub> S<sub>1</sub> T<sub>1</sub>

M<sub>3</sub> E<sub>1</sub>

3



# Clarity

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

# Communication

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





E<sub>1</sub> M<sub>3</sub> P<sub>3</sub> O<sub>1</sub> W<sub>4</sub> E<sub>1</sub> R<sub>1</sub> E<sub>1</sub> D<sub>2</sub>

6

# Empowerment

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

**THANKS**

Eddie LeMoine

**T H A N K Y O U**

**THANKS**

Eddie LeMoine

